

APPENDIX C
EXCERPTS FROM A REPORT ON THE WEST BOYLSTON FIRE DEPT.

MMA Consulting Group, Inc.

Fire Chief's Staffing Plan

	Approximate Years			
	2000	2005	2010	2020
Fire Chief	1	1	1	1
Full-Time Clerk	0	1	1	1
Full-Time FF/EMT	2	4	8	18
Full-Time Captain/EMT	0	0	2	3
Full-Time Fire Prevention	0	0	1	1

It should be noted that the consultants generally agree with the Fire Chief about the initial years of the staffing plan, but it is our view that projecting staffing needs over a 20-year period should not be undertaken at this time for several reasons'. First, the Town needs to aggressively support and maintain the call fire department Secondly, the opportunities for regional and inter-local sharing are apparent and should be explored fully over the next five, or more, years. These actions would affect the nature of staffing needed in the future.

The consultants' staffing recommendations have not accounted for fire prevention, inspection, and plan review functions that are essential to the West Boylston Fire Department. Currently, the Fire Chief, or a full-time firefighter, is required to make inspections. This reduces the response capability of the Fire Department, given the limited staffing resources. Even with additional personnel, the Fire Department needs to develop a new service delivery model. The development of a comprehensive fire prevention and inspection program should be accomplished by adopting a regional inspection and prevention strategy or employing an individual on a part-time basis to support the inspection and plan review effort.

RECOMMENDATION IV-9: The Fire Department should adopt a new comprehensive fire prevention and inspection service model.

Appoint a Fire Chief upon abolition of the Board of Fire Engineers - It is difficult to make progress unless the administrative leader of the Fire Department is in place to carry out recommendations.

Agree on a Staffing Plan - The Board of Selectmen and the Town Administrator need to agree on the long-term staffing plan for the Department. It is important that the Town begin the staffing process as soon as possible, since it is important that the Fire Chief has sufficient time to manage and plan for the Department's future. One additional emergency responder assigned to work weekdays, along with other personnel, would provide some relief for the Fire Chief.

OPERATIONAL PRACTICES

There are several operational changes suggested in this report, but two of the most critical operational support matters that should be addressed as soon as possible are the development of automatic mutual aid and the implementation of an emergency dispatch system.

Start the Automatic Mutual Aid System - The Fire Chief should immediately begin the process of working with surrounding towns to develop an automatic mutual aid system for target hazards. This requires identification of hazards, development of shared response and dispatch protocols, written agreements, joint training and planning.

Emergency Medical Dispatching - The Fire Chief, Police Chief and Town Administrator should begin the process of implementing an emergency medical dispatch system. A sound EMD system will allow the Fire Department, as well as the Police Department, to anticipate the type of response that is required for a

specific incident. This will allow the Fire Department to vary response protocols for life threatening and non-life threatening incidents.

LONG- TERM PLANNING CONCERNS

There are several long-term planning concerns that the Town needs to address. Several matters are concerned with equipment and facilities, and one major concern should be with the viability of more cooperation (in addition to automatic mutual aid) with surrounding communities.

ROLE OF THE FIRE CHIEF

The role of the Fire Chief should be altered to reflect the planning and management needs of the Town and the Fire Department. The role can only change if there are some additional resources which provide time for the Fire Chief to perform planning-related activities. Some of the major responsibilities of the Chief that need to be accomplished are:

Create the automatic mutual aid system.

Develop a recruitment and retention program for call personnel.

Develop a long-term strategic plan and work with surrounding communities to develop a system for sharing resources.

Monitor systematically the nature of emergency response, including the timeliness and quality of response.

PRIORITY OF RECOMMENDATIONS

While we consider all the recommendations contained in this report to be important, this section is intended to place the recommendations into a framework which provides a sequential methodology of implementation. The recommendations contained in this report have been categorized as follows:

Priority 1: Recommendations that should be implemented without delay since they may bear directly on safety of personnel and efficient operation of fire, rescue or emergency medical services in the Town of West Boylston.

Priority 2: Recommendations that are important to safety and the efficient provision of fire, rescue or emergency medical services in West Boylston and which should be implemented as soon as reasonable and practical.

Priority 3: Recommendations that can contribute to the continued improvement of fire, rescue or emergency medical services in West Boylston and which should be implemented as soon as resources and operating conditions permit.

EXHIBIT VIII-1
PRIORITY OF RECOMMENDATIONS

	Recommendation	Comment	Priority
111-1	The Town of West Boylston should engage in discussions with neighboring towns (Boylston, Clinton and Sterling) to develop a plan that allows the long-term sharing of resources. The discussions among towns should be at both the department head level (fire chief) and at the elected and policy level (administrators and boards of selectmen).	Long-term health of the emergency response system requires these discussions.	2/3
111-2	The Department should develop an automatic mutual aid program for target hazards and specific emergency calls.	This should be a high priority activity of the Fire Chief.	1
111-3	The West Boylston Fire Department should develop and formally adopt fire response performance standards to allow the Board of Selectmen and the Town Administrator to evaluate services.	The Fire Chief, in conjunction with Department personnel, should develop these standards.	2
111-4	The Fire Chief should monitor the achievement of performance standards.	This is a valuable management tool.	2
IV-1	The Town should restructure the governance of the Fire Department and abolish the Board of Fire Engineers. The Fire Chief should be appointed by the Town Administrator in accordance with the Town's Special Act Charter.	Implementation will clarify policy development and future planning.	1
IV-2	The Town should adopt a Fire Department management structure that places the Fire Chief clearly in command of the Department with the ability to manage and be held accountable for results.		1
IV-3	The Fire Chief should be employed on a contractual basis.		1
IV.4	The role of the West Boylston Fire Chief should be to manage, plan for and administer the Department.	The Fire Chief needs more time to manage the Department.	1
IV-5	The Fire Chief should have resources available to allow for the employment of administrative support/office personnel.	Support services are necessary for effective administration.	1
IV-6	The Board of Selectmen should clearly articulate a policy of supporting and enhancing the combination fire department model now operating.	This one of the most important steps which the Selectmen can take.	1
IV-7	Develop a three to five-year plan to increase the number of full-time firefighters/emergency medical technicians.	We have suggested that one new FF/EMT-P be added each year.	1

	Recommendation	Comment	Priority
IV-8	Increase staffing in two phases. Phase I should focus on EMS coverage for Monday through Friday (7:00 a.m. to 7:00 p.m.) and Phase II should focus on Monday through Sunday (7:00 a.m. to 7:00 p.m.).		
IV-9	The Fire Department should adopt a new comprehensive fire prevention and inspection service model.	Part-time personnel or regional strategies are appropriate to address this need.	2
V-1	The Fire Department should employ firefighters/paramedics to respond during the hours of 7:00 a.m. to 7:00 p.m.		1
V-2	The Town should explore the development of a regional emergency medical response system.	This is a long-term objective to consider.	3
V-3	The Fire Department should consider the expansion of its "on-duty" crew system to include a bunk in program for evenings.	Should be implemented as station rehabilitation occurs.	3
V-4	All dispatchers should be trained in emergency medical dispatch procedures and the EMD system should be implemented.	This will improve response to life-threatening incidents.	1/2
V-5	The Police Department should continue to respond to emergency medical incidents.	Integration of emergency response personnel is a sound policy.	1
V-6	The West Boylston Fire Department should continue to provide emergency medical services.		
VI-1	The Fire Chief, working with call personnel, should develop an action plan to increase the number of call personnel. The Department should have a small budget for recruitment.	This should be a priority of the Fire Chief.	1
VI-2	Consider the development of an incentive package of benefits to encourage an increase in the number of members and the retention of personnel.	This needs to be carefully considered.	2/3
VII-1	Plan for the reconstruction of the Fire station and provide additional space for duty crew living quarters.		1/2
VII-2	Reposition apparatus.		2
VII-3	Revise the apparatus replacement plan.	This has cost implications, but requires consideration.	2
VII-4	Review the ISO and NFPA equipment lists for aerial ladders and equip the heavy rescue as appropriate.		2