



## **Town of Mason Fire Department**

### **5-Year Strategic Plan 2022-2027**

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## Introduction

The Town of Mason Fire Department developed and now present before the Board of Selectmen, and the Citizens of the Town of Mason a 5-Year Strategic Plan addressing the public safety needs for the fiscal years of 2022-2027. The Town of Mason Fire Department obtained input from both the citizens and businesses of the Town of Mason and also from the members of the Town of Mason Fire Department.

## Town of Mason Fire Department Mission Statement

The mission statement of an organization is intended to describe, in brief terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community. The Town of Mason Fire Department, through a consensus process, developed the mission statement below.

*The Town of Mason Fire Department is dedicated to safeguarding the lives, property and environment of our community through exceptional service in education, preparedness, prevention and response to emergency incidents*

## Town of Mason Fire Department Vision Statement

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After having established the organizations mission the next step is to establish a vision of what Town of Mason Fire Department should be in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statement was developed. *We are committed to present a superior emergency services organization that continually strives to improve the quality of service delivered to our customers, our citizens, visitors and the businesses of The Town of Mason*

## Town Background

The Town of Mason is located in the south end of Hillsborough County on the Massachusetts/ New Hampshire state line. The town is 24 square miles with 1,433 residents within that area as of the 2019 census data. The town was formed by the great great grandson of John Mason the original owner of the land in 1749 and was known as Township no. One. In 1768 to Town of Mason was incorporated. Since the town was incorporated there has been steady population growth. In 1970 the population was 518 and has expanded to 1,433 as of the 2019 census data.

### Fire Department Background

The Town of Mason Fire Department was founded and incorporated in 1962 by its residents that saw a need for it. For many years, the residents of the Town of Mason have received fire protection from a 100% volunteer force. In September of 2020 the Town hired the first full-time person to join the ranks of the staff as the Fire Chief. The response comes from one station located at 101 Depot Road with an average of 161 calls for service annually.

### Town of Mason Fire Department Equipment.

The Department maintains a fleet of 2 Class A Pumpers, 1 Tanker, 1 Forestry Engine, 1 Forestry Tanker

### Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The SWOT Analysis required Town of Mason Fire Department to look openly at its strengths and weaknesses and to identify opportunities and threats facing the fire department. The Planning Team spent time analyzing these internal and external issues facing the organization and then focused on those issues considered most critical to its effectiveness and welfare. A key element of this Fire Departments organizational philosophy is a high level of commitment to customers. This agency recognizes the importance of customer service and satisfaction.

### SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

**-STRENGTHS** It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the business should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the strengths of Town of Mason Fire Department were identified.

#### **Strengths of Town of Mason Fire Department:**

- 23 dedicated members.
- Average response times 17 to 20 minutes (within NFPA 1720 Limits that stipulates maximum of 20 minutes for volunteer response to a scene)
- Membership wants change and to move forward
- Membership wants more training
- Supportive Select Board governing the town

- Automatic-Aid agreement with Brookline EMS

**-WEAKNESSES** Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress.

#### **Weaknesses of Town of Mason Fire Department**

- Out of NFPA compliance equipment
- Lack of Structure
- Lack of inventory system
- Membership participation
- Training of membership

**-OPPORTUNITIES** The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for Town of Mason Fire Department.

#### **Opportunities for Town of Mason Fire Department**

- Supportive governing body in the Select Board
- Room of growth and development
- Grants
- Poor ISO rating

**-THREATS** To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified. By recognizing possible threats, an organization can greatly reduce the potential for loss.

#### **Threats to Town of Mason Fire Department**

- Limited funding opportunities

- Increasing call volume
- Aging equipment and vehicles.
- Stipends could lead to legal issues. Ended January 1, 2022

### Department Goals

Armed with the mission, vision, SWOT analysis, customer priorities, expectations and concerns, the members of Town of Mason Fire Department focused on developing realistic strategic goals designed to guide the Department into the future. The following organizational goals were identified:

**Goal 1** - Develop a fresh, functional, and unified organizational structure for the Town of Mason Fire Department.

**Goal 2**- Aggressively seek grant with the assistance of a grant writer to replace outdate equipment. Started in 2022 and AFG grant writer for 2023

**Goal 3** - Maintain an adequate and appropriately trained support staff for non-emergency programs, including prevention, training and administration. Increase Pre-fire planning (to include annual reviews of all occupancies.)

**Goal 4** - Develop and implement a comprehensive training program that provides for continuous education and career preparation opportunities to all personnel.

**Goal 5** - Increase training program to include officer, tactics, live bum, engineer, multi-company, and mutual aid training sessions.

**Goal 6** – Increase station safety with proper storage, exhaust ventilation, and excessive clutter

**Goal 7**- Fill the open Deputy Fire Chief Position Completed April 2022

**Goal 8** - Purchase new equipment and establish equipment replacement program

1 Chief's Vehicle- Year 1 Completed in 2022

1 Engine- Year 2 Replaced E3 in Yr 1

1 Engine - Year 4

1 Quick Response Vehicle for extrication- Year 5

This strategic plan provides a detailed roadmap into the future. It is a living, working document, and a "tool" to be used at all levels of the organization. Constant evaluation of outcomes is critical to determining the success of the organization's efforts and direction.

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase while dollars, and other resources, continue to decrease. These trends place increased pressure on the modern fire service manager, policy makers, and part-time staff, to come up with ways to be more efficient and more effective. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services, with fewer resources. To do a more efficient job with the available resources, organizations must set objectives based on constructive efforts, while eliminating programs that do not serve the customer.

### Conclusion

As the goals of this Strategic Plan are met, they should be updated on an ongoing basis to identify what has been completed and to note changes within the organization and the community. The mission, vision, goals are the groundwork of any successful organization. Every attempt should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.