

Strategic Plan

(Five-Year Plan)

West Barnstable Fire Department

December 17, 2014

This is the second strategic plan of the West Barnstable Fire Department (WBFD). The first plan was approved by the Fire District's Prudential Committee on July 15, 2009 and had stated life of five years. This first plan called for a second plan to be prepared and presented by the end of 2014.

The first strategic plan was reviewed annually by the fire chief and the fire district's Prudential Committee.

This plan is presented for approval by the Fire District's Prudential Committee on December 17, 2014.

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Executive Summary

After an almost year long process wherein the West Barnstable Fire Department's Long Range Planning Committee held meetings with citizens, firefighters, elected officials and leaders from partner organizations (both public and private) the Committee determined that the West Barnstable Fire Department should focus on the following strategic and tactic objectives over the next five years, 2015 to 2020:

Strategic Objectives:

1. Address Volunteer Firefighter Turnover;
2. Develop a Capital and Space Plan for the Fire Station
3. Develop and Maintain a Succession Plan for the Chief and Deputy Chief
4. Develop a Plan for the Placement of Water Cisterns for Firefighting in the District

Tactical Objectives:

1. Develop Improved Response Plans for Sandy Neck Beach
2. Develop a Meeting Space Policy for the Fire Station
3. Create Exit Signs for the Conservation Areas
4. Refresh the West Barnstable Fire Department Website

The Planning Process

The first WBFD Strategic Plan expires at the end of 2014 and new strategic plan for the department is called for and will cover the five years from 2015 to the end of 2019. The purpose of the plan is to set goals and objectives for the WBFD to follow over the next five years. The purpose of these goals and objectives is to maintain high achievement by the department where it has achieved, and to make improvements in other areas. Additionally, a purpose of the plan is to ensure that the WBFD is aligned with the expectations and needs of the community it serves.

At the start of 2014, the WBFD created a Long Range Planning Committee (LRPC) to prepare this plan. The LRPC consists of five West Barnstable Residents. The committee members are:

Al Schofield, local business owner and professional investment advisor
Kate Mitchell, local attorney and elected official
Lois Andre, Director of Perkins Programs at the Cape Cod Community College
Patricia Cahill, retired CEO/Health Care Corporation
Stuart Schulman, local business owner and treasurer of the Whelden Library

Fire Chief Joseph V. Maruca served as the LRPC's technical advisory and administrator.

The LRPC took the following steps in preparing this plan:

1. Review of the first strategic plan and the progress made over the past five years.
2. A series of SWOT (Strengths, Weaknesses, Opportunities, Threats) exercises with stakeholders including:
 - a. Firefighters
 - b. Fire District Elected & Appointed Officials

- c. Citizens (Civic Association and Open Public Meeting)
 - d. Fire Department Partners (surrounding fire departments, Sandy Neck Beach Staff, Police, DPW, Cape Cod Community College, County Health, etc.)
 - e. Fire Department Administrative Staff
3. A meeting with Rick Fenuccio, the architect currently preparing a space study of the fire station.
 4. A Facebook survey of the community.
 5. A written survey of businesses in the community.
 6. A statistical and demographic review of the community and the department.
 7. An on-going survey of patients transported by the West Barnstable Fire Department Ambulance. (This done monthly as part of the department's quality assurance program.)

The SWOT exercises were an open forum, with the fire chief or deputy fire chief present, where participants were asked to share their thoughts about what the department does well, what it does poorly and what future threats and opportunities it should prepare for.

The LRPC reviewed all of the feedback from the SWOT exercises and the other sources above, and then used that information to develop a series of specific goals and objectives for the WBFD to attain over the next five years. These strategic goals are detailed under the "Action Plan" section and explained there.

The LRPC has strived to make this planning process as inclusive and accessible as possible. SWOT meetings were posted publicly and announced on Facebook, the WBFD website and in local newspapers. The LRPC would like to thank all of the people who participated and helped in this planning process and made this plan possible.

This plan is a dynamic living document and should be reviewed and adjusted annually as new information and changes and opportunities arise. As in the past five years, the fire chief is expected to provide such an annual review at an open and public meeting of the Prudential Committee each year.

Mission & Vision Statement

Mission: The mission of the West Barnstable Fire Department is to provide outstanding emergency medical services, fire prevention, firefighting and rescue services to the West Barnstable Community, benchmarking those services against national standards of the National Fire Protection Association (NFPA) and the community's Emergency Medical Service Zone Plan.

Vision: The West Barnstable Fire Department will remain committed to the continuation of its strong combination of career and volunteer firefighters, and will become a model of a small town combination fire and EMS department. In doing so, the West Barnstable Fire Department will use national standards, the performance indicators of the Commission on Fire

Accreditation International (CFAI) Fire & Emergency Self-Assessment Manual and place a strong emphasis on data and planning.

GENERAL FINDINGS

The Strategic Planning Committee of the West Barnstable Fire Department held six meetings during the spring months of 2014 with a variety of groups involved with or interested in the work of the Fire Department; the purpose of the meetings was to determine the strengths, challenges, opportunities and threats to that work as seen by these interested parties.

The groups were uniformly enthusiastic about the Department and cited a number of strengths which they experienced in their working relationship with its personnel. The groups were comprised of a variety of different participants and therefore, identified strengths as seen from their various perspectives. However, what follows is a listing of those characteristics that were cited most frequently in our conversations with our audiences.

The Fire Chief of the Department was lauded by each group with whom we met. He is seen as a very accessible leader who has substantially enhanced the professionalism of the Department during his nine year tenure.

The professional firefighting personnel and volunteers are seen as committed individuals who provide excellent firefighting and emergency medical services. They perform well as a team and their varied backgrounds and disciplines produce improved performance.

Training is seen as a major strength of the Department. It is superior, consistent and encouraged both within the department itself and relative to external training opportunities.

The management staff has helped substantially to increase the operational and financial performance of the Department.

The firefighting equipment is seen as good although it is recognized that the building itself is in need of refurbishing.

The Department is seen as extremely collaborative in its interactions with other Cape Cod fire departments and with agencies in the district; it is described as transparent in its operation and its communication through its Annual Report was especially praised.

Interaction with the West Barnstable community is considered outstanding. The fire house is available for use by community organizations and the Department itself actually hosts some community gatherings. It is seen as an open and accessible community asset. As it faces the next five years, the Department is building on an outstanding present reputation.

Given its substantial achievements both operationally and in its administration, it is important that the Department protect those gains. The Department should maintain its fire, EMS, hazmat, fire prevention, public education and rescue operations at their current levels. An overriding strategy for the next five years is to maintain the same level and quality of service, in particular in those service areas that were part of the previous strategic plan.

ACTION PLAN: STRATEGIC & TACTICAL OBJECTIVES

Strategic Objectives

1. Volunteer Firefighter Turnover

At all of the SWOT exercise meetings and much of the other feedback the Long Range Planning Committee received, the issue of volunteer turnover was mentioned early and often. The WBFD volunteer force has become a training ground for the career fire departments in our region. There are at least 90 former WBFD volunteers serving as career firefighters in nearby fire departments. As a result, the WBFD gets dozens of applications each year from people who want to use the WBFD as a stepping stone to a career firefighting position with another department. The pace of this hiring by other departments seems to have increased over the past five years.

Volunteer firefighter applications come in from all across the region. This is, in part, because West Barnstable has a large metropolitan population of about 100,000 within 10 miles of the fire station, so there is a large population base from which to draw volunteers. Additionally, most of the other fire departments in the region have either converted to entirely career staffed departments or mostly career staffed departments. This means that they have essentially surrendered their share of the volunteer market to West Barnstable. WBFD volunteers have a reputation for being well trained and career departments can add them to their staffs, only having to provide orientation and, without having to provide significant training; as a result, these departments also send potential staff to the WBFD to apply for volunteer positions.

At the same time, applications to become volunteer firefighters from West Barnstable residents have become almost non-existent. Of the 40 currently active volunteer firefighters and recruit firefighters at the WBFD, only three live in West Barnstable. The majority of the volunteer staff resides in Sandwich, Centerville, Marstons Mills and Hyannis. This occurs in part because West Barnstable's population is small and aging. The average age of West Barnstable residents

according to the 2010 census is 47 years old, ten years older than the statewide average. Average age is projected to have increased to 49 years old since the 2010 census.

Among concerns about the pace of volunteer turnover, is a concern about the cost of training volunteers, only to have them leave for career positions elsewhere. Some feel that the West Barnstable taxpayer is footing the cost of training on behalf of our neighboring communities. Another concern is that the turnover rate results in a young fire department staff in West Barnstable and some concern was expressed that they may lack the experience needed to do the job well.

This situation is complicated even further by the fact that all of the departments in the region have policies, official and unofficial, that ban West Barnstable volunteer firefighters from continuing to volunteer at the WBFD once they start working full-time for another department.

The volunteer firefighter turnover is the seminal issue facing the WBFD. The Department will analyze and define this issue and develop one or more plans for addressing the problem.

2. Develop a Capital and Space Plan for the Fire Station

The West Barnstable fire station is the department's largest physical asset with a replacement value of about \$2,500,000. The fire station was built and occupied in 1988 and is 26 years old. Over the past five years, the building has undergone about \$1 million in repairs, including but not limited to, a new roof, a new septic system, a new drainage system, a new water well, new furnaces, a new hot water heater, a new air conditioning system, sixteen additional parking spaces, a waste water holding tank, new apparatus bay doors, new apparatus bay heating system, an air filtering system for the apparatus bay and numerous structural repairs.

The department has identified about \$500,000 in additional repairs that the fire station still needs, including but not limited to, replacing exterior trim and shingles, interior and exterior painting, new carpeting, handicap access upgrades, fire sprinkler system and alarm upgrades, basement drainage/waterproofing, plumbing upgrades and replacing duct work.

The department is in the process of replacing all of its windows with a grant from MEMA/FEMA. The window replacement project will cost about \$74,000. The grant is providing \$55,000 towards the cost of this project.

The fire station was constructed using lightweight residential style construction, not appropriate for the type of use it currently gets. This is one reason for the many system failures over the past five to ten years.

None of the work that has been done or is currently identified as necessary increases the space at the fire station.

When the fire station was built, the West Barnstable Fire Department had a staff of 18 volunteers and two full-time employees. Today, there are 40 volunteers, seven full-time and four part-time employees. In 1988, the fire station was staffed and occupied about 50 to 70 hours each week. Today, the fire station is staffed and occupied 24/7, or 168 hours each week.

When the fire station was built, the West Barnstable Fire Department had six fire trucks and three trailers and today, it has nine fire trucks, three of which are parked outside and five trailers.

In 1988, the West Barnstable Fire Department responded to a total of 369 emergency calls; in 2013, the department responded to 654 emergency calls.

Currently, about 38 different (non-fire department) community groups are using the fire station in its peripheral role as a community center. This adds considerable wear and tear to the building and its staff.

The needs of the fire department and the community have changed significantly over the past 26 years; however, the fire station itself hasn't changed to meet those needs. The fire department and the fire district are committed to the continued use of the current fire station for at least another 25 years and there is no plan for building a new fire station. However, in order to continue using the fire station well into the future, the fire department must conduct a detailed professional study of the fire station's space. The study needs to look at how much space is needed and how the space is used. The study needs to predict future space needs and provide an affordable plan for creating or re-purposing space at the West Barnstable fire station.

In addition, the department must simultaneously determine the best use for fire station #3 at 1677 Main Street, West Barnstable (Station 3). Station 3 was built in 1950 as the department's first fire station. It is a cinder box, two truck garage with a second floor meeting room in the attic. The building is obsolete and falling apart. It has no heat and no water. It is located on 0.67 acre of land with wetlands at the rear. It is currently used by the department as cold storage and as an occasional fire training site. The firefighters association uses station 3 for fundraising yard sales and the annual Christmas tree sale. The current value of station 3 is about \$80,000. The future use of Station 3 and its property is an important element of determining how best to improve the space at fire headquarters.

The department has a comprehensive capital plan for the replacement of its apparatus and equipment. There should be a similar plan for the buildings. The fire department will conduct a

comprehensive space study of fire headquarters and a comprehensive study of how best to use Station 3. These two studies will be completed and submitted to the District within two years and will set forth at least two plans of action for both sites.

3. Develop and Maintain a Succession Plan for the Chief and Deputy Chief

The future success of the West Barnstable Fire Department depends very much on developing and choosing good leadership for the department. It is likely that Chief Maruca will retire within the next five years and the District will have to choose a new fire chief. The Prudential Committee is responsible for choosing the fire chief. The fire chief is responsible for choosing the deputy fire chief.

The Chief will create a recommended Succession Plan for the positions of Chief and Deputy Fire Chief and will annually update those plans. The Successions Plans will be reviewed annually with the Prudential Committee.

4. Cistern Plan

About 90% of the West Barnstable fire District is more than 1000 feet away from a fire hydrant. This means that the WBFD must depend on alternative sources of water for fighting major fires in most of the community. Alternative sources include underground water cisterns, swimming pools, ponds, creeks and water tankers.

The department currently has the highest rating by the Insurance Services Office (ISO) for its firefighting capabilities in non-hydrant areas of any Massachusetts fire department. The department has an ISO rating of 6 on a scale of 1 to 10, with 1 as the best. At this level, the department is generally capable of delivering 500 gallons of water per minute to a fire scene for at least 2 hours using tank trucks.

There are neighborhoods in West Barnstable where the homes are large and could require water flows between 750 gallons per minute and 1000 gallons per minute to extinguish a serious fire. Some of these neighborhoods are Point Hill off Sandy Neck Road, Bodfish Farm off High Street and the west end of Cedar Street. At the community SWOT meetings, citizens expressed concern over the lack of firefighting water for certain neighborhoods and felt the department should be more pro-active in addressing their concerns.

The department will provide for a comprehensive study of the firefighting water needs, identify those neighborhoods that require supplemental water and provide a plan and budget for providing cisterns (or other similar alternatives) for water in those areas without fire hydrants.

Tactical Objectives

In addition to the above strategic objectives, the Long Range Planning Committee recommends that the WBFD accomplish the following tactical objectives. These items arose in public comment but are not considered strategic in nature nor are they of the same priority.

1. Plan for Sandy Neck

There is concern that the intensive uses at Sandy Neck Beach (especially in the summer), combined with its difficult access and lack of infrastructure, will result in more serious and more frequent emergencies. The department has recognized this situation and has already started partnering with the Sandy Neck staff and the Barnstable Fire district to improve planning, training and response to emergencies at Sandy Neck.

The WBFD will improve its planning, training and operations for all types of emergency incidents on Sandy Neck Beach.

2. Develop a Meeting Space Policy

About 38 different (non-fire department) groups use the West Barnstable fire station meeting room in the course of a year. Some of these groups use the station monthly and some, only occasionally or annually. The fire station has a role in the community as a community center and should continue to host these meetings.

However, the use of the fire station as a community center has grown substantially without any real planning for it. There are growing scheduling conflicts with the increased use of the fire station for fire training and staff functions. There are conflicting expectations between firefighters and community members regarding the role of the department relative to these meetings. There are also occasional conflicting expectations between different community groups over which have priority to use the fire station meeting room.

Working with community groups that use the building and its own staff, the WBFD will develop a written meeting space use policy that addresses the priorities for scheduling, the role of the WBFD as host and the role of the community group as guest.

3. Exit Signs in Conservation Areas

The WBFD will work with the town of Barnstable Conservation Department to build upon the trail labeling system (from the prior strategic plan) and add exit signs within the larger conservation areas or more complex trail systems that direct people to the various exits.

4. Refresh WBFD Website

The WBFD has an excellent web site with much more information than is typically found on a fire department website and the department has an excellent presence on Facebook. Some public comment made suggestions for adding more information and links and updating some parts of the website. The WBFD will refresh its website.

COMMUNITY PROFILE

West Barnstable is a village in the Town of Barnstable, Massachusetts on Cape Cod. It is a rural community with a population of about 3300 people living in an area of about 14 square miles. The population density is about 235 people per square mile.

West Barnstable is mostly residential. There are no large commercial developments in the community. There are 1200 homes and about 50 businesses. The biggest or most visible businesses in West Barnstable are the Route 6 highway rest stop with a Burger King and Mobil Gas Station, the Old Village Store, the West Barnstable Table Company, the West Barnstable Stove Stop and the Craigville Motel. The other businesses are small offices, gift shops and specialty shops.

There is also an old lumberyard complex near the center of the community, locally known as the "Barnstable County Supply" property – a reference to the original lumberyard thirty years ago. This complex houses a feed store, a custom boat shop and a roofing supply company.

The largest and most notable public institutions in West Barnstable include the Cape Cod Community College (CCCC), Cape Cod YMCA, Cape Cod Conservatory of Music, West Parish

Church and Family School, First Lutheran Church, Our Lady of Hope Catholic Church, Presbyterian Church of Cape Cod, Whelden Library and Sandy Neck Beach Park.

The CCCC is the largest institution of any type in the community. It has a staff of about 1100 and upwards of 5000 students. It is part of the Commonwealth of Massachusetts Community College System.

The Sandy Neck Beach Park is one of the largest public beaches on Cape Cod. It is a seven mile long spit of land with Cape Cod Bay on one side and Barnstable Harbor and the Great Marsh on the other side. It has a parking lot for 200+ cars, sixteen beach cottages along its dirt trails and up to 250 RV camping spots along the beach front.

West Barnstable has only two significant multi-family housing complexes. One is Kimber Woods, a complex of 28 townhouse apartments in seven buildings of four units per building on Route 132. The other is a senior housing property, Lombard Farm on Route 149, (independent living) with twelve apartment units. Both complexes were built in 2009, are public-private partnerships and have automatic fire sprinklers.

West Barnstable is bisected east to west by US Route 6, the Mid-Cape Highway, a limited access highway with two exits within the community.

Two-thirds of West Barnstable is located within the Old Kings Highway Historic District. A multi-town historic district established by the Massachusetts Legislature. The entire village north of the Mid-Cape Highway is within the historic district. This is one of the primary reasons there are few commercial/industrial or large public institutions in West Barnstable.

West Barnstable has no municipal water system and most homes are using private wells for water. Small parts of the community on its extreme east and south sides have public water and hydrants because the water systems from the neighboring community have been extended into West Barnstable for specific projects (CCCC, Burger King) or they serve subdivisions that straddle the village boundaries.

West Barnstable has no sewer system. All properties use an on-site septic system.

West Barnstable is zoned for 2 acre lots, except for a small area at the center of the village zoned for small scale businesses such as the bank, post office and Old Village Store.

Large tracts of West Barnstable are preserved as open space through their ownership by government and non-profit preservation groups. About 47% of the village is tax-exempt non-profit property (public & private open space, churches, agricultural, government uses, college, YMCA, etc.)

A study by Barnstable County has identified most of West Barnstable as being in a Wildland Urban Interface or Intermix Zone with a high wildland fire hazard rating.

West Barnstable is an upper middle class community with a median household income of \$72,953 per year and an average per person income of \$36,314 per year. The community is aging with a median age of 47.4 years.

The total taxable valuation (based upon 100% of fair market value) of West Barnstable is \$549,834,340.

Water

A review of West Barnstable and its fire department would not be complete without touching on the topic of water. Ninety percent (90%) of West Barnstable's homes and businesses are served by private wells and about ten percent (10%) get their water from the Barnstable Fire District's Water Department and the Centerville-Osterville-Marstons Mills Fire District's Water Department.

The West Barnstable Fire District has the legal authority to act as a water district and provide for a public water system, but the community has chosen not to do so. There are three elected Water Commissioners for the West Barnstable Fire District.

The West Barnstable Fire District owns a well field that it could develop into a public water system. This well field is located behind the West Barnstable Fire Station on Town of Barnstable Conservation Land. The West Barnstable Fire District holds an easement for the water and the rights to develop a public water system infrastructure. There is a test well on this property.

The West Barnstable Fire District also owns a similar easement for the water under the Meetinghouse Farm across the street from the fire station on Route 149.

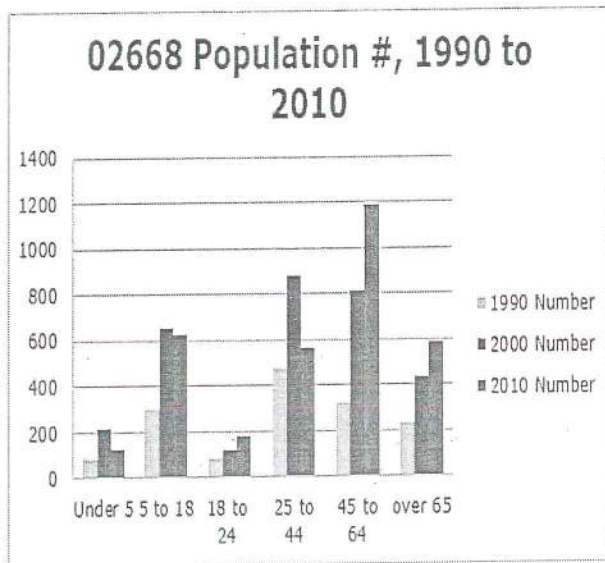
There is no plan or recommendation to develop a public water system by the West Barnstable Fire District.

It should be noted that this water is a significant financial and cultural asset of the West Barnstable community. The control of this water by the West Barnstable Fire District means that the citizens of West Barnstable control the pace, scale and type of development in their community. Because the West Barnstable Fire District is answerable to nobody except the citizens of West Barnstable, control of the water rests within our community and not with any other interests.

West Barnstable Data & Demographics By the Numbers

Population:	3278 (02668 zip code/2010 US Census)
Age Distribution:	
0 to 14:	573
15 to 29:	464
30 to 44:	466
45 to 59:	944
60 to 74:	591
75 & Over:	240
Median Age:	47.4
Median Age Barnstable County:	49.9
Median Age Massachusetts:	37.1
Median Age USA:	37.2
Male Population:	48.3%
Female Population:	51.7%
Total Housing Units:	1494
Occupied Housing Units:	1279 (89.6% owner occupied)
Land Mass:	13.5 Square Miles
Highest Elevation:	232 feet above sea level
Lowest Elevation:	Sea Level
Elevation of Fire Station:	30 feet above sea level
Number of Fire Hydrants:	52
Percentage of Village with Hydrants:	10%
ISO Rating – Hydrant Areas:	Class 3
ISO Rating – Non-Hydrant Areas:	Class 6
Number of Street Lights:	91
Total Taxable Valuation of Real Estate:	\$549,834,340 (FY 2014)
Total Adjusted Gross Income:	\$119,037,318.00 (IRS)
Average Income per Person:	\$36,314.00 (IRS)
Median Household Income – WB:	\$72,953
Median Household Income – Massachusetts:	\$66,658
Median Household Income – USA:	\$53,046

Population & EMS Patient Demographics of West Barnstable



West Barnstable has experienced a significant drop in its population of residents between the ages of 25 and 44, while experiencing a significant increase in its older populations. While there has been some growth in the age 18 to 24 age group, the under-18 age group for the same periods has dropped. This could indicate we are about to see the 18 to 24 age group drop soon. This makes recruiting and retaining volunteer firefighters & EMTs difficult for our department. The age 18 to 24 age group is the traditional target age to recruit volunteers, and the 25 to 44 age group is traditionally where a volunteer fire department has its long-term membership and officers.

Out of 354 patients (that we have age data for) in 2013, 161 patients or 45% of patients were age 60 and over. Age 60 and over patients represent only 25% of our population. This age group is overrepresented in our patient population by almost 100%. This data is collaborated by our ambulance billing data that shows that about 45% of our patients are on some type of government insurance (Medicare, Medicaid, MassHealth). By contrast, in 2013 the WBFD only transported 12 patients under the age of 18.

As our population skews older they use the ambulance service much more and the percentage of government insurance increases. This results in a decrease in ambulance revenue because Medicare reimbursement rates are significantly less than private insurance reimbursement rates.

The population data shows that the community has been steadily aging for 30 years and shows no sign of getting younger.

West Barnstable Workforce & Economics

West Barnstable Workforce Data:

Population:	3278
Labor Force:	1746
Employed:	1601
Unemployed:	145
Not in Labor Force:	894
Unemployment:	8.3%
On Food Stamps/SNAP:	0

Total Taxable Real Estate Valuation for WB Fire District:

FY 2014:	\$549,834,340
FY 2013:	\$556,715,830
FY 2012:	\$567,902,100
FY 2011:	\$574,632,150
FY 2010:	\$584,332,080
FY 2009:	\$617,949,640

West Barnstable Real Estate valuations have decreased \$68,115,300 since FY 2009.
The West Barnstable Taxable Property mix is 95.4229% residential, 3.2498% commercial,
0.3498% industrial and 0.9947% personal property.

About 47% of West Barnstable's real estate is tax-exempt under state law.

West Barnstable Building Types (from Assessor's Data)

<u>Building Type:</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Single Family Homes	1129	1131	1136	1138	1138
Multiple Houses per Lot	25	25	23	23	22
Apartments	5	5	5	6	6
Commercial	41	40	37	35	35
Industrial	7	7	7	7	7
Mixed Use	26	27	28	23	24
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Total Buildings	1233	1235	1236	1232	1232

From 2009 through 2013, the total number of buildings in West Barnstable decreased by one building from 1233 buildings to 1232 buildings, according to the assessor's records. This indicates that the current trend for growth of the community is zero. No significant construction is taking place in the community, nor has there been any over the past five years. There is no indication that this will change.

Additionally, the data does not show any significant change in the mix of types of buildings in the community.

Multiple Buildings per Lot are typically a single family residence with unattached cottage, guest house, or in-law unit. Mixed Use is typically residential and commercial, such as a gift shop with an attached residence. Apartments are buildings with 4 or more units.

West Barnstable Fire Department Profile

The West Barnstable Fire Department is a mostly volunteer fire department. It has a career chief, a career deputy chief, four career fire lieutenant/paramedics, one career firefighter/paramedic, one part-time firefighter/EMT, one part-time firefighter mechanic and about 40 volunteer firefighters and EMTs/Paramedics. The department has a full-time administrative assistant.

The WBFD operates from one fire station centrally located in the community. A second older station (the community's first station built by volunteers and with donated materials) still stands, but is used for cold storage. The current fire station was built in 1988.

The department operates thirteen apparatus as follows:

1. Engine 294: A 2002 Pierce Dash Engine with 750 gallons of water and 1250 gallon per minutes pump. It is a compressed air foam pumper. It can carry a crew of six.
2. Engine 297: A 2002 Pierce Quantum Quint (Ladder) with a 75' aerial ladder, 400 gallons of water and 1500 gallon per minute pump. It can carry a crew of six.
3. Engine-Tender 296: A 1985 Peirce Arrow Engine with 3000 gallons of water and 2000 gallon per minute pump. It can carry a crew of five.
4. Tender 286: A 1991 Oshkosh Air Force Fuel Tender converted to a water tender with 5000 gallons of water and a 500 gallon per minute pump.
5. Ambulance 293: A 2006 Chevy/Lifeline Advanced Life Support Ambulance.
6. Forestry 290: A 2012 Ford F-450 Type 6 4x4 Forestry Truck.
7. Squad 287: A 2004 Ford F-350 4x4 pickup truck with a cap and body compartments to carry hazmat, salvage and lighting equipment.
8. Car-280: A 2007 Chevy 4x4 pickup truck with four doors.
9. Breaker 295: A 1967 5-Ton Military Truck converted to a Brush Breaker in 1982 (Type 3 Forestry Truck). Currently out of service.
10. Forestry 288: A 2 ½ ton Military Truck converted to a Type 4 forestry truck and designed for storm operations and beach rescue/fire operations.
11. Air Supply Trailer: An air supply trailer for filling SCBA and SCUBA tanks.
12. Lighting Trailer: A trailer with a generator and tower light.
13. MCI Trailer: A cargo trailer that carries Mass Casualty Incident supplies for up to 50 patients (owned by Barnstable County and operated by the WBFD).

The WBFD responds to about 650 emergency calls each year. About half are EMS calls and motor vehicle crashes. The community experiences one or two working structure fires each year. The total acreage of brush burned by fire in each is typically less than 5 acres.

The department/community has an Insurance Services Office (ISO) rating of Class 3 in the hydrant district and Class 6 in the non-hydrant district. The cottages on Sandy Neck Beach have a Class 10 rating because of their distance from the fire station and lack of a road to reach them. The ISO rates fire protection on a scale of 1 to 10, with a 1 being the best.

The department is dispatched by a regional dispatch center operated by the Barnstable County Sheriff's Office.

Fire Investigation services are provided to the department by the Town of Barnstable Police and the Massachusetts State Police/Fire Marshall's Office.

The WBFD trains each Tuesday night (generally) for two to three hours. Department members average about 150 hours per year of training. Some members train as many as 300 hours per year.

The WBFD provides Community CPR training to residents at no charge. Classes are scheduled by request and at the convenience of the public.

The WBFD provides fire inspections for all homes being sold/transferred and new construction, annual inspections for licensed businesses and public assemblies and plan review for new construction and additions. The department typically inspects 64 properties each year (regulatory inspections).

The WBFD also conducts annual preplan inspections of all businesses and public assemblies in the community (non-regulatory inspections).

Annual Emergency Call Volume Calendar Year

1975: 156	2008: 561
1980: 309	2009: 533
1985: 326	2010: 567
1990: 305	2011: 649
1995: 396	2012: 608
2000: 431	2013: 654
2005: 536	
2006: 502	
2007: 534	

Patient Transports to Hospital Calendar Year

2006: 220
2007: 288
2008: 243
2009: 271
2010: 264
2011: 342
2012: 286
2013: 291

WBFD Six Busiest Emergency Call Locations 2005- 2013

	Kimber Woods	Lombard Farms	YMCA	CCCC	Craigville Motel	Burger King Complex
2005	0	0	10	24	24	17
2006	0	0	6	29	13	15
2007	0	0	5	30	18	20
2008	0	0	12	40	4	18
2009	6	12	22	41	10	15
2010	21	17	14	39	21	9
2011	19	15	20	52	21	24
2012	24	10	8	48	28	24
2013	19	5	8	49	37	17

Since 2005, WBFD responses to CCCC have gone up by 100% while the total call volume has gone up by 24.8%.

CCCC represented 4.9% of WBFD calls in 2005 and have steadily increased to 7.9% in 2012.

Review of Prior Strategic Plan

The prior Strategic Plan (2009 to 2014) had eighteen (18) action items. Of these action items, eleven (11) were accomplished in full, two (2) are still in progress and their completion is pending, three (3) were completed in-part and two (2) were not accomplished.

The Strategic Planning Committee finds the department's efforts and accomplishments with regard to this plan to be excellent. The Strategic Planning Committee also feels that eighteen actions items was an aggressive goal and doesn't feel that the failure to complete two items detracts in any way from the department's achievement.

The following is summary review of each of the action items from the prior plan and its status as of August 31, 2014.

1. Improve the District's ISO (Insurance Services Office Rating): COMPLETE

This action was successfully completed on May 1, 2011 when the district's ISO rating was improved from Class 3/9 to Class 3/6.

This action resulted in substantially lower homeowners insurance premiums for much of the fire district. The improvement from Class 9 to Class 6 in the non-hydrant areas represents 90% of the district.

A real life effect of our new rating is seen in an example for a house on Parker Road. If the WBFD still had its old ISO rating of Class 9, the homeowners' insurance premium would have been \$3800/year. With our new ISO rating of Class 6 (more than 1000' from a fire hydrant) the premium dropped to \$2800/year. And, if the house were within 1000' of a hydrant and within our Class 3 zone, the insurance premium would have been \$2600/year. While each insurance company has different rate structures and you need to shop around, this is good example of how our improved staffing, our training program and our additional water tanker work for you.

The Insurance Services Office (ISO) is an independent private insurance organization that evaluates the effectiveness of each community's fire department. Each fire department is given an ISO Rating (officially called a Public Protection Class Rating) of between 1 and 10. A Class 1 rating is the best and a Class 10 rating means no effective fire protection. Insurance companies use the ISO rating, among other factors, to determine the homeowner insurance rates and commercial fire insurance rates for a community.

The ISO inspects and audits each fire department to determine the rating. The ISO rating is based upon how well a fire department is trained, how well equipped it is, how well its dispatch center operates, how many firefighters and trucks it turns out to a first alarm fire, how well it tests and maintains its equipment and how much water is available for firefighting.

The West Barnstable Fire Department's ISO Rating is Class 3 when it is operating within 1000 feet of a fire hydrant, and it is a Class 6 when operating in an area without fire hydrants. The only reason the department's ISO rating drops from a 3 to a 6 in the non-hydrant areas is the lack of water for firefighting. Our Class 6 rating is a significant improvement over our previous Class 9 rating.

Of the 380 fire departments in Massachusetts, the West Barnstable Fire Department's ISO rating of 3 (within the hydrant district) places it among the top 62 fire departments in the state. West Barnstable is among the top 2662 fire departments in the United States, which is the top 5 percent of all departments nationally.

You may read a complete copy of our ISO rating report on the WBFD website at www.westbarnstablefire.com.

2. Create a Standards of Cover for the community: **COMPLETE**

A Community Risk Analysis, as a prerequisite to creating a Standards of Cover was completed. A Standards of Cover document was approved by the District on October 17, 2012. The efforts of FF Chuck Marshall have been critical to this effort.

3. Obtain accreditation through the Center for Public Safety Excellence (CPSE): **IN PROCESS - PENDING**

The WBFD is an applicant agency for accreditation. We are about 95% of the way towards completing all of the documents and analysis needed for a site visit. We expect to schedule a site visit for Fall of 2014.

4. Devise a new approach for recruiting a different demographic mix of volunteers: **PARTIALY COMPLETE**

As much as the department thinks about and discusses this issue we still haven't found a solution to our needs. While we continue to have no shortage of applicants to be volunteers, they still tend to be young males who do not live in West Barnstable, and who are looking to join us as a means to obtaining a career firefighting job. We have not been successful recruiting West Barnstable residents to join the department. We continue to deal with high turnover among our volunteers as they take career firefighting jobs or leave Cape Cod for other employment.

Our community is aging rapidly. This is contributing to the lack of volunteers from within West Barnstable. The median age in West Barnstable is 47.4 years old. This is ten years older than the median age in Massachusetts (37.1 years old). The Cape's median age is 49.9 years old. All of the planning agencies on the Cape are reporting that the median age is continuing to trend older and there are no indications that this trend is stabilizing.

The department continues to experiment with different approaches, yet it has not identified a method that solves the demographic problem. (See also #12.)

5. Conduct an analysis and develop a plan for the department's middle management: **COMPLETE**

After evaluating staffing, administrative and leadership needs, the WBFD transformed four of its five career firefighters into Shift Commanders and designated them all as

lieutenants. They now have a better defined and broader role in the management of the department. In larger organizations, their position would be more akin to captain or battalion chief.

At the same time, it was determined that each shift commander needed an executive officer to assist them with the management of the volunteers assigned to their group. A volunteer member of each group has been assigned to this position. Typically, this executive officer is a lieutenant.

This means that each of the four response groups, with a target staffing of 8 firefighters and EMTs, is led by two lieutenants – one career and one volunteer. This results in a span of control of 4 to 1.

The WBFD has held a promotional process about every two years, and uses that process to identify potential officers and provide them with a professional development plan.

6. Develop a succession plan for the retirement of Captain Paananen: COMPLETE

After being an unsuccessful candidate (one of two finalists) for the position of Fire Chief in Ann Arbor Township, MI, Captain Paananen has decided to remain here on Cape Cod and with the WBFD for the foreseeable future. This means we no longer have to plan for his imminent retirement.

7. Redefine the position of Deputy Fire Chief: COMPLETE

We continue to break-up the role of the part-time (on-call) Deputy Chief into small parts and find volunteers to fill these smaller roles. We have three volunteers handling three different parts of the job. Chief Joe Queenan (retired Battalion Chief from East Providence RI and Sandwich resident) is serving as chief of our apparatus maintenance program. Chief Walter Lesiak (retired physiologist, college professor and Sandwich resident) is serving as chief of our human resources division. And, Chief Roger Henson (retired Chief of the Barrington RI and Wellfleet Fire Departments and Barnstable resident) is serving as chief of our Company Training Program.

We are still lacking a call deputy chief who can respond to emergency calls, but we have defined this role.

The department has, after four attempts, obtained a grant from FEMA/SAFER for funds to hire a career Deputy Fire Chief starting in May 2014. Under the terms of the grant the federal government would pay the expenses of hiring a Deputy Chief for two years and the District would pay the expenses in year three.

Updated job descriptions for all of these positions are in place.

8. **Develop a volunteer firefighter retention plan that addresses community housing and employment limitations:** PART COMPLETE

The department created a part-time mechanic/firefighter position in part to see if we could retain part-time firefighters better than we retain volunteers. Our hope is to create some stability among the (non-career) staff with a focus on providing better daytime availability. We plan to slowly build a core group of part-time (less than 20 hours per week) firefighters who won't be as quick to search for career firefighting positions. In addition, each position will have a specialized component to it so that the firefighter is not simply here to respond to calls, but he/she will provide a needed administrative or logistical service (i.e. mechanic, data management).

The department more recently created a second part-time firefighter position.

It is too soon to tell if this initiative will have the desired effect.

9. **Build upon the current Junior Firefighter Program:** COMPLETE

We have a good Junior Firefighter Program, Explorer Post 294. The program is for high school aged kids. In 2013 the Post held a recruitment drive and added half a dozen new members. Another recruitment drive is will be undertaken in this fall/winter. We have new Post leaders. We are discussing expanding the Post so it is jointly operated with the Cotuit Fire Department. Over the summer, the WBFD held a one week Explorer Fire Camp for the Post where firefighters taught them basic fire and EMS skills. FF Zack Hammond has stepped up to serve as the training officer for the Explorers. To continue building the program we need to develop a stronger recruiting program at the local high schools.

10. **Develop an integrated training program between WBFD and Sandy Neck staff:** COMPLETE

In 2013, the WBFD, the Barnstable Fire Department and the Sandy Neck Staff developed and implemented a joint safety plan for the beach over the 4th of July. In addition, the two fire departments conducted fire extinguisher training for the Sandy Neck Staff at the start of the summer season.

In October, 2011, the WBFD and Sandy Neck Staff worked together to execute a massive live fire drill using the old Sandy Neck Bathhouse. In addition, we've conducted our annual EMS drill with the Sandy Neck Life Guards at the start of the summer season. The WBFD invited the Sandy Neck Staff to participate in wildland fire training during the winter/spring of 2012; however they were unable to participate. In July of 2012, the

WBFD and Sandy Neck Staff developed and executed a joint safety plan for the beach over the 4th of July Holiday.

In August 2014, the WBFD, Sandy Neck Staff, Barnstable Fire Department and Sandwich Fire Department conducted a joint fire drill for a simulated cottage fire on the beach.

The WBFD has provided a portable radio to Sandy Neck so that we can coordinate with them while responding to incidents at the beach.

11. Develop an integrated training program between WBFD and Cod Cape YMCA Staff:
NOT COMPLETE

In a small step towards this goal, FF Kim Sylvia set-up a special membership program with the YMCA that allows members of the WBFD to hold a department membership and use the YMCA for physical training.

12. Develop an integrated training program between WBFD and Cape Cod Community College: **IN PROCESS - PENDING**

The WBFD and the College have been talking and planning for a joint training program that would create vocational firefighter training program, as part of the College's Fire Science Degree program, where students would receive their Firefighter I/II training at the WBFD, and these students will provide daytime staffing at the fire station.

It is expected this program will start either July 1, 2015 or January 1, 2016.

13. In cooperation with the Town of Barnstable, develop an emergency response and access plan for the community's wilderness areas such as West Barnstable Conservation Area and Sandy Neck Beach: **COMPLETE**

In year one of the Long Range Plan the Town and WBFD created system for marking trails in the West Barnstable Conservation Area and the Otis Atwood Conservation Area. In 2012, the WBFD, working the Sandy Neck Staff and our dispatch center set-up mile markers along the dune of Sandy Neck Beach, provided house numbering to the Sandy Neck Cottages and marked the porta-potties as landmarks along the beach.

14. Develop an assistance to homeowners program to increase public education about fire safety: **NOT COMPLETE**

No action.

15. Create a Public Information Plan and appoint a Public Information Officer to inform the public of what the WBFD is up to: PARTLY COMPLETE

We haven't been able to find anyone interested in developing and managing a public information system for the department. Despite this, we've successfully (with the help of Paula Hersey of Penguin Digital Design) developed a good Facebook page. We use the Facebook page to update the public on operations, events and emergency incidents.

Improvements to our website over the past five years include: posting of thirty years' worth of annual reports and budgets, personnel policy information, standards of cover, risk analysis, strategic plan, ISO rating reports, and quarterly performance reports.

We still need to find someone up to the task of managing our Facebook page (the chief is currently handling this). We've rated this task as partly complete because we don't have someone other than the fire chief to perform this function.

16. Develop a Long Range Capital Plan with timelines: COMPLETE

The department now has and maintains a Long Range Capital Plan. The plan is published annually in the Fire District Report and is reviewed annually.

The department is currently working on adding more detail to the Capital Plan with regard to apparatus replacement.

17. Take advantages for opportunities for regionalization: COMPLETE (and on-going)

The WBFD has collaborated with the Barnstable County Fire Rescue Training Academy to acquire and jointly operate a regional air supply trailer. The department supports the Regional Technical Rescue Team; however no WBFD members have joined the team.

The WBFD is cooperating with a countywide study and planning process to develop a countywide police/fire dispatch center.

The WBFD took the lead in writing a regional grant application on behalf of the entire Upper Cape to replace our old low band radio systems with a new UHF high band radio system. The application was submitted in July 2012 and again in August 2013, and is still pending.

The WBFD and the Barnstable Fire District now have a permanent automatic aid agreement in place. When there is a report of a building fire in West Barnstable, the BFD automatically sends an engine with four firefighters and a chief officer. When there

is a report of a building fire in Barnstable, the WBFD sends L-297 with four firefighters and a chief officer. We also have an automatic aid agreement with the Sandwich Fire Department. Upon a report of building fire in the non-hydrant areas of West Barnstable, the Sandwich FD sends its 2000 gallon water tender with two firefighters.

18. Improve the WBFD's paging system: COMPLETE

In April 2010, the department started texting emergency incident notifications to its staff in addition to using the traditional paging system.

In July 2012 the WBFD wrote and submitted a grant application to FEMA that would replace our low band radio system (paging & back-up communications) with a new UHF High Band system. The grant was written as regional grant on behalf of West Barnstable, Barnstable, Sandwich, Bourne, Falmouth and Mashpee. This grant application is still pending. The department will resubmit this grant in the event it is denied.

Additionally, in 2013, the WBFD added a voice messaging service to its dispatch that allows volunteer firefighter's cell phones to hear emergency dispatches and radio traffic.

Over the past five years, cell phones have displaced pagers as the primary method of volunteers and off-duty career firefighters being paged to an emergency incident. Pagers have become a secondary tool.

Meeting Notes

The notes from the various SWOT Meetings conducted by the Planning Committee are available for review as the attached Appendix A.

Survey Results

In addition to meetings with stakeholder groups (SWOT Exercises) the Planning Committee conducted two surveys using Survey Monkey. One was a survey for the general public that was posted on Facebook, the department website and distributed to the membership emails of the West Barnstable Civic Association. And, the second was distributed by mail to the West Barnstable Business Community.

The EMS Patient Survey is an on-going project as part of the department's EMS quality assurance program. All patients transported by the WBFD Ambulance are mailed a patient

survey about their experience as a patient and the quality of service provided. These surveys are included in the department's quarterly performance reports.

General Public Survey

Using Facebook and Survey Monkey, the Planning Committee surveyed the public to gain additional feedback about the department. The survey was posted online and seen by about 1000 people who regularly view the department's Facebook page. Fifteen people responded.

The survey asked the same SWOT questions that were being asked at the SWOT meetings, plus it asked about the quality of services provided by the department, the importance of different services and how people get information about the fire department.

Generally, the answers to the open-ended SWOT questions on the survey mirrored the comments received at the meetings. The comments centered on the volunteer turnover, lack of water for firefighting, strong leadership of the department, the high level of community involvement, and fast responses.

A sizeable majority of the respondents rated the department's EMS, fire suppression, motor vehicle crash response, storm operations, public education, fire investigation and community participation as excellent or above average. Fire Prevention was rated above average. Only two people rated any service, structure fire suppression, as below average.

EMS, building fire suppression, brush fire suppression, motor vehicle response, storm operations, fire prevention and fire investigation were all rated as highly important functions of the department. Community events and public education were both rated as important. One person rated fire investigation as not important.

Ninety percent of the respondents had called the WBFD for an emergency call. And, of those 80% rated the service they received as excellent and 20% rated the service they received as Very Good. Nobody selected Good or Poor or No Opinion.

To see the questions and responses along with a detailed summary of the responses please refer to the Attached Appendix B.

Business Community Survey

The Planning Committee surveyed West Barnstable business owners (approximately 50) by mailing all of the businesses a survey. The survey was three pages long with eleven questions. It was similar to the General Public Survey that was conducted on Facebook. It also asked the same SWOT questions and asked about the quality of services provided by the department.

Seven businesses responded.

The responses to the business survey closely mirrored the responses to the General Public Survey. Only one negative (Poor) rating was received in the category of Fire Prevention & Inspectional Services. All other services were rated Average, Above Average or Excellent, with Excellent dominating.

To see the questions and responses along with a detailed summary of the responses please refer to the Attached Appendix C.

EMS Patient Survey

The WBFD sends a survey to each patient who is transported to the hospital in its ambulance. This is part of the department's quality assurance program. The WBFD has been surveying patients for nine years. For this Strategic Plan, the Planning Committee looked at EMS survey responses for the past five years.

The EMS survey asks patients about their experience calling for assistance (911 and the interaction with the call taker/dispatcher), how professional and competent the EMS crew was, if they waited too long for assistance and for an overall quality rating. There is also a place for the patient to suggest service improvements. It is a two page survey (with big type).

About 23% of the patients surveyed respond.

Almost every patient rated the WBFD's service level as excellent.

Of the 378 surveys returned over the past five years (2009 to 2013), 359 patients rated the service as excellent, 19 rated the service as Good, 1 rated the service as Fair, 0 rated the service as Poor and 1 had no opinion.

See the Attached Appendix D for summary of the raw survey data for all eight questions. The raw survey data is reported each quarter as part of the department's Quarterly Performance Report.

ACKNOWLEDGMENTS

The Long Range Planning Committee wishes to thank all of the citizens of West Barnstable, firefighters, elected officials and the leadership of the many departments and agencies that partner with the West Barnstable Fire Department for their thoughts, comments and assistance with the development of this strategic plan. Without their participation the Long Range Planning Committee would not have been able to create this plan. Their participation is very valuable and greatly appreciated.

Appendices

West Barnstable Fire Department Strategic Plan

December 17, 2014

Appendix A: SWOT Meeting Minutes

Appendix B: Community Survey Data

Appendix C: Business Survey Data

Appendix D: EMS Survey Summary Data

APPENDIX A

West Barnstable Fire Department Long Range Planning Committee

SWOT MEETING MINUTES

March 17, 2014

March 17th meeting of the WBFD Strategic Planning Committee

Attendees: Members of Groups 2 and 3 of the Fire Department staff

Major observations made:

Strengths:

Quality of the volunteer fire fighter personnel;

Opportunities for the volunteer personnel to get time on emergency calls which are not common in other fire departments; of the 600 calls received in a given time period, 80% are emergency medical calls;

Proud of their relationship with the West Barnstable community; think of themselves as very much a part of it through their multiple involvements; not common in other fire departments;

The leadership of the chief is outstanding and is evidenced by the department's success in the accomplishment of so many of the goals of the first 5 year strategic plan;

Good management staff;

Hiring of personnel has improved;

Training is seen as a major strength; it is consistent and encouraged both inside the department and relative to external training opportunities; not as emphasized in other fire departments;

Very good mutual aid situation among fire departments on the Cape;

Fire house is manned 24 hours a day; initially, there was resistance to this move in the community but given the level of service that the personnel provide in the course of that 24 hours, the community has come to embrace it;

Fire house apparatus is readily available.

Weaknesses:

A very clear emphasis on problems related to staffing:

Five full time personnel;

Large on-call volunteer staff;

March 24, 2014

March 24th meeting of the WBFD Strategic Planning Committee

Attendees: Members of Groups 1 and 4 of the Fire Department staff

Major observations made:

Strengths:

Quality of the personnel, both full time and on-call; it is a motivated staff and they want to be here; combination department is a strength because of the different backgrounds and disciplines that tend to produce improved performance;

Excellent chief of the department;

The training program is structured and of high quality which is not common in other fire departments; because of the reputation of the training program, there is a good sized pool of individuals who want to come to WBFD; personnel have an excellent training incentive to be here; chief is very pro-training and will find a way to pay for it if possible; training cadre gets a lot of experience with the training process and in essence, runs its own academy; all personnel trained at WBFD are required to be certified, not necessarily the case at other training sites;

Quality of the training program pays off in multiple ways.....department personnel become familiar with the caliber of individual trainee coming through the program.....the training staff becomes more and more proficient at the training assignment.....trainees are impressed by the quality of their training experience;

Equipment is great;

Response time goals for both fire and EMS calls are met and consistently worked on for improvement; personnel staying at the station overnight help make the response time lower;

WBFD is an active station;

On call personnel turn out for calls and early arrivals know that others are coming to back them up;

A lot of time is spent in community activities.....dinner, etc.

Weaknesses:

Revolving door of personnel lost to full time job opportunities in other fire departments; the incentive of an excellent training opportunity draws interested personnel but the quality of the training also offers the incentive of a job in another department in the future; many of the recent hires by other fire departments have been WBFD personnel;

Most on-call personnel stay between 1 and 3 years and with their departures, the higher level of necessary experience also disappears, leaving the newer members of the department who may not yet have had sufficient training or experience; they also can't always run all the equipment;

Most of the on-call personnel do not live in the community and they have other full time jobs so a day time or even weekend call can be problematic in getting staff to the station; it's a year of probation for on-call personnel with no payment and there are two nights of training per week as well as an on-call night so it's a heavy time commitment and especially so for personnel who have young families; after the year of probation, there is payment for an actual call; there was mixed opinion on whether additional payment would make the present arrangement more appealing;

The fire house lacks adequate living quarters, office space and apparatus space; the footprint of the station could be increased;

No question that the chief needs a deputy to assist him with the amount of work involved in the department; strong feeling that there is an equivalent need for more full time EMT's; it would allow team members the stable opportunity to work more closely with one another in the development of coordinated procedures and practices.....more comfort in working with one another; don't get enough EMS calls to allow for a lot of on-site training in this area; chief is the only full time EMT; the 5 full time firefighters are paramedics;

Would payment for EMT training and a required time commitment to the department help with the staffing situation?

Opportunities:

The building is very heavily used, day and evening, by community groups, many of whom are not from West Barnstable. Obviously, the presence of the public offers an excellent opportunity to keep WBFD in front of the community. However, that presence can, at times, interfere with the work of firefighting personnel since they set up and break down the room arrangements and often have to move their own work to another location. Limiting those groups, at least to some extent,

might be helpful or perhaps asking them to prepare their own room arrangements and return them to the former set-up when they depart.

Find a grant writer who can help alleviate the demand on the chief to prepare the grant applications for soft money.....an AmeriCorps volunteer;

Many of the fire department personnel on the Cape are older and will soon be retiring; the Cape needs a corps of new, young firefighters;

Is there the possibility of increasing the stipend for on-call personnel who have been at WBFD for a long time?

Threats:

A public that is not as well informed about department activities as is necessary to appreciate its contribution to the community;

Increasing demands of the Department of Environmental Protection;

To the question of whether a small fire department can survive in an increasingly regulated environment, attendees felt that it could survive but maintaining the present balance might become more difficult and could require the addition of more permanent personnel over time.

One item that drew a lot of comment related to the number (albeit it small) of non-participating on-call personnel.....individuals who have gear, don't show up for calls, don't stay informed and when they do come to function at a call, could represent a liability; there is a policy in place and we should hold the non-compliant personnel to a standard;

In this regard, it was suggested that it might be helpful to track statistics for the on-call personnel.....who comes to a call.....who is training and in what functions.....who is actually going out on a call.....it could be averaged over a period of time.....would be helpful to get a better fix on staffing.

April 28, 2014

April 28th meeting of the WBFD Strategic Planning Committee

Attendees: Members of the administration and management staff of the Department

Major observations made:

Strengths;

The chief is the number one strength of the department; the department has a lean organizational structure;

Superior training; the department also operates with a great deal of attention to safety; that attitude plus the quality of the training received produces very safety conscious personnel when they're out on a call; department leadership participates in the training programs;

Because of the high rate of turnover, new personnel need to be trained quickly; the department continues to move forward with an excellent training program to accomplish that objective;

Community support for the department is strong; numerous community events are held at the firehouse, more than at most other departments;

Our professional fire fighters understand that the work of the department is a team effort; there is no display of a "we/they attitude" relative to on-call personnel; they understand that if there were a larger group of professional fire fighters, there would be less or no need for an on-call staff;

There is no display of free lancing on a call; everyone understands that there is an officer in charge;

Promotional exam process is good; practical problems are incorporated and well done;

Equipment is in good shape at the present time but there needs to be constant attention paid to it as it ages; some of the smaller equipment, e.g. nozzles, might need more attention now.

Accounting processes are excellent and have resulted in a clean audit which is the ambition of every financial officer; the budget is well done; it is clearly explained and as a result, easily defended; the point was also made that the amount of time spent on the preparation of the budget contributes to the overall quality of fire department life; if not done as well as it is, quality of the equipment, service and community attitude could easily erode;

The grants that are obtained are a big plus, written for the most part by the chief who is persistent in pursuing those monies;

The fire district will be debt free in the spring of this year;

The hurricane protection of the building has been enhanced and a new generator has been obtained.

Weaknesses:

Ongoing concern about the timely replacement of equipment;

Building infrastructure has problems despite improvements that were made; there is water in the basement largely because of the high water table and boots are sometimes necessary; there remains a need for more office and storage space but if one were to want to use PODS, King's Highway approval is required;

Staff turnover is a weakness; the department provides a high quality training program and when it is finished, on-call personnel are vulnerable to hiring by other fire departments; it was also mentioned that other fire departments who hire our personnel do not allow them to return to volunteer in West Barnstable;

The fact that most on-call staff no longer lives in West Barnstable (high cost of housing in the area) means that it takes them longer to get to the firehouse and the response time to the call is potentially longer;

There are some radio communication issues and a grant has been written to pursue funding to solve those problems;

Mention had been made in an earlier session with one of the groups that a process was needed to remove personnel who no longer participated sufficiently in department activities; this group of management personnel thought that an adequate process is already in place to address such an issue;

The discussion relative to threats and opportunities facing the department seemed to become synthesized into a single category as the participants discussed them.....i.e., a threat can frequently be considered an opportunity from a strategic planning perspective.

There are two service trouble spots; the first is the community college which has the fastest growing number of "medical calls", presently representing over 7% of the department's activity; the second is Point Hill/Sandy Neck Beach which is on the edge of the appropriate response time of 6 to 8 minutes; there was great concern expressed about the possibility of a fire at the beach particularly during the summer months; the number of recreation vehicles could severely hamper any department activity; there is a need for a public safety organization there but to date, there has been no support from the town on the issue;

Attendance at the annual meetings of the department isn't high; essentially most of the community is of the opinion that the fire department does a fine job and theoretically doesn't see the need to attend; however, those few who may be disgruntled about something are likely to attend and can skew votes based on their viewpoint; a larger attendance would be beneficial for the community and the department;

The sheriff's dispatch process was seen as working well and the move to change it was seen as a threat;

The number of community meetings held in the firehouse presents personnel with some problems.....staff may have to move their location and/or disrupt their own work.....they may

have to set up and/or take down a room arrangement, etc.; however, the meetings are also seen as an opportunity to stay connected with the West Barnstable community;

The age of the long term personnel is seen as a threat because their replacement over the next few years removes the expertise and experience which the department has enjoyed and changes the dynamic of the group;

An opportunity exists however in the use of part time personnel (20 hours per week); working on site during the day (one is a mechanic, working on the vehicles), they develop a good idea of what the department is like and it could help them in getting a job in the department in the future; this arrangement is likely to play a bigger role in the department going forward;

A big opportunity identified was the increased mutual support among the fire departments; many fire chiefs have turned over and there is a new opportunity for partnership and collaboration; our firefighters improve their skills in this process; Barnstable, which has a new fire chief, now has an automatic aid agreement to cooperate on service calls; there is a true mutual aid situation now;

Participants also expressed the opinion that the regionalization of fire departments is unlikely; the downside outweighs the benefits and would likely reduce many services, close stations and have fewer personnel on call;

May 12, 2014

May 12th meeting of the West Barnstable Fire Department Strategic Planning Committee

Attendees: William Flynn, Director, Cape & Islands EMS

Sean O'Brien, BCREPC

Yvonne Meyer, Chief of Police, Cape Cod Community College

Philip Wallace, West Barnstable town Councilor

Nina Coleman, Sandy Neck Beach Park Manager

Rob Gatewood, Town of Barnstable Conservation

Thomas Rooney, Superintendent, Barnstable Water Department

Major Observations Made:

Strengths;

The quality of service provided; personnel take care of every need when they arrive at the community college; they also conduct fire drills;

Collaboration was highlighted as a big plus with specific mention of that strength by the Sandy Neck Beach Park Manager; they employ a team approach to any service with both the on site team at the beach and the Fire Department team;

Participation in many community activities and are seen as an integral part of the community;

Demonstrate excellent performance in the provision of mutual aid to other fire departments;

Very committed personnel.....it's almost a unique situation here;

Very successful training program combined with some unique equipment that matches the needs of the community and its fire department;

Led the way in management planning to improve the potential accident dangers in the West Barnstable conservation areas; they plan and control burns very effectively;

Weaknesses (which the participants thought might be better framed as Challenges);

Insufficient water available in the District should a major fire occur; there are few hydrants in West Barnstable but the department takes good care of those that exist; there are 20,000/30,000 gallon tanks of water in approximately 6 locations in the area; the water truck carries 5 gallons of water; it is a complex, labor intensive operation to tap a pond or swimming pool; there is a need to improve the water source in the West Barnstable area;

The poaching of personnel from the department by other fire departments creates great turnover problems; West Barnstable volunteers are especially well trained thereby making them very appealing candidates for permanent positions in other locations; while the department can have a required time commitment to stay in the employment contracts of its professional personnel, there is no practical way in which to require a time commitment of volunteer personnel;

Not unlike the management and administration personnel, these representatives of community organizations seemed to synthesize threats and opportunities into two sides of the same coin and those observations follow.

Technology was seen as a threat from the perspective of the cost of its improvement; yet its importance was emphasized because of its need, particularly in the provision of medical care services on EMS calls; the ability to share patient data with other health care providers would be an enormous help; the Community Paramedic Program which would expand substantially the use of emergency medical personnel in the community was seen as both a threat and an opportunity; the state

contributes no dollars for fire or emergency medical services in a community; it remains a local community problem;

The ambulance was described as well-equipped but the question raised was whether the equipment was appropriate for the population served, i.e., aged as opposed to pediatric; while the population of West Barnstable is elderly, the department sees a lot of trauma because of its proximity to Route 6; once again, the threat of keeping equipment current was also seen as an opportunity;

Present radio communication isn't perfect; the department is part of the Massachusetts State Police system which will be undergoing substantial change over the next few years; there is a Memorandum of Understanding between the State Police and the Fire Chiefs Association and the Police Chiefs Association and there are opportunities for collaboration but once in the system, it is very hard to exit; in 2018, none of the present radios will work and the cost of obtaining the new technology will be very expensive; wireless offers a good opportunity in the future of communication especially between a hospital and the back of an ambulance but a cost accompanies that improvement;

The Dispatch Center controversy is a threat operationally and financially;

Wild lands fire program needs to be maintained and the department needs to continue mitigation plans;

As stated above, relative to Sandy Neck, the Manager thinks the relationship with the fire department works very well; there are good drills which include real life situations and members of the department are often on the beach and help with an emergency but both she and the Chief think they really need to work through drills on a major event, i.e. hurricane, fire etc., especially as it relates to access and exit issues.

May 21, 2014

May 21st Meeting of the West Barnstable Fire Department Strategic Planning Committee

Attendees:

Members of the West Barnstable Fire District Prudential Committee and Appointed Officials

Edward C. Smith, Chairman

Chrystal A. LaPine

W. Van Northcross

Elaine Grace, Clerk

Michael Daley, Treasurer

Major Observations Made:

Strengths;

Insurance coverage of the Department;

Finance department; the Treasurer and Accountant have brought the Department a strong financial stability; the Department knows what it is facing financially down the road and is already considering best methods for pension plan funding;

A highly respected leadership of the Department;

Fire District has changed very little over the years, certainly relative to the conservation lands, and the stability of the population makes better planning easier to do;

Transparency of the Department operation; certainly, the quality of the Annual Report reinforces that sense of transparency;

Well defined District structure and a well-defined management structure within the Department; not all communities on the Cape have that advantage;

Fire District is exempt from proposition 2 ½ in the State and the periodic suggestion to remove that exemption is a big threat to the District; however, on the other hand, in order to remove the exemption, new legislation would be required which, in itself, is considered a strength;

Weaknesses/Challenges

Number of families in the District; while the stability of the community is listed above as strength, with only 820 families, the Department has to be particularly watchful to steward its resources appropriately;

Largest consumers of Department services are tax exempt entities, e.g. the Community College, the Y, Sandy Neck Beach and Route 6 with its emergency needs;

Volunteer retention;

No water in the fire district except in the half dozen large tanks located throughout the community; the District, not the town, controls the water and wants to maintain the present situation;

It is sometimes difficult to get a quorum for a District meeting; while the quality of the Annual Report probably answers many citizen questions and is a plus, as indicated above, there is a need to assure that a quorum is available for a meeting; if not, that could be a problem going forward;

As in other recent meetings with representatives of the community, there was a tendency to consider opportunities and threats as different sides of the same coin.

Opportunities/Threats

There is a need to explore opportunities for cooperation between fire departments and there should be more transparency and publicity for these efforts;

The present dispatch situation managed through the Sheriff's Department works well and there is little enthusiasm for initiatives to change that arrangement;

The possible initiation of Community Para medicine included in the Accountable Care Act is seen as both an opportunity and a threat; it could involve paramedics visiting homes to provide not only emergency care but also basic primary care; since the population of the community is largely elderly, that could mean that Medicare would be the primary insurer of those services; as is the case for all other health care providers, Medicare payment is inadequate for the services provided;

There has been a substantial increase in the number of EMS calls related to drug overdoses and psychiatric problems. It is no longer a problem confined to a couple of locations in the community; it is now occurring in our single family homes.

June 14, 2014

June 14th Meeting of the West Barnstable Fire Department Strategic Planning Committee

Attendees at the Public Meeting:

Holly Rogers

Kris Clark

Elaine Grace

Joe Gill

Jerry Stepien

Joanne Wallace

Diane Ross

Audrey Loughnane

John Loughnane

Major Observations Made:

Strengths:

EMS ambulance service;

The fire chief is a huge asset; he is a leader and has brought the department forward to serve today's needs; he listens and is sensitive to community concerns; his own education and experience have helped him to professionalize the West Barnstable fire service;

The rest of the personnel at the fire department are also outstanding;

One individual who wasn't able to attend the session in person left a note citing access of the Department to Route 6 and 6A as a strength and also praised highly the service he has personally received because of stroke and cardiac problems over the past 17 years;

A second individual who wasn't able to attend in person because he had just been released from the hospital sent a note saying, "Your guys saved my life".

Weaknesses/Areas for Improvement;

The WEB site could be much improved, to reflect not only the activities of the Fire Department but also information on the community; a model for review and possible emulation was the Cotuit Fire Department WEB site which offers a history of the community, etc.; it was suggested that the Agenda and Minutes of the Prudential Committee might be placed on the site and perhaps explanations of the reasons that the flag might be flying at half-mast on a given day; additionally, when one attendee indicated that for people who are gone for the winter, the written fire department report isn't delivered by the Post Office but awaits their return home; that might offer yet another opportunity for posting on the WEB page; it was also suggested that it would be worthwhile paying someone to maintain the page;

The scarcity of water in West Barnstable was raised as a concern; committee members explained that several water tanks were dropped in the West Barnstable area and indicated the location of a few of them; attendees asked if there was a plan to drop more tanks and if there could be a public program to facilitate it for a willing neighborhood; one attendee asked specifically if a water tank could be dropped in the Point Hill/Sandy Neck area given their distance from the fire house;

The turnover of personnel was raised, especially as it relates to the cost of training volunteers and then having them lost to other fire departments as full time employees; while attendees understood that it was a long standing problem, some felt that there should be a new look at ways in which to curtail the turnover problem; a couple of suggestions were made.....since training of volunteers is a district expense, would it be possible, when a volunteer is brought on, to indicate that some payment will be required for the training program or, at the completion of training to request a reasonable time commitment or require some repayment for the training received.....from the volunteer himself/herself or from the fire department hiring them; the possibility of a contract with a volunteer was raised again and committee members indicated that it was our understanding that such a vehicle wouldn't have much likelihood of support by the legal system;

Relative to the volunteer complement, one attendee suggested that turnover also affects the level of competence of personnel dispatched on a service call, i.e. we're not retaining

personnel long enough to assure their fully trained competence for the West Barnstable community; the term "rookies" was used; committee members asserted, on the other hand, that volunteers were a positive supplemental service, a plus, not a minus; their initial training was excellent, team based and often required specific certification, i.e., EMT/paramedic;

There seemed to be some concern about the use of the fire department parking lot by people and organizations not specifically associated with West Barnstable; others shouldn't be taking advantage of the parking lot since the village paid for it;

Some disappointment was expressed at the low level of involvement by community members in the Fire Department and its activities; committee members cited the age of the population in West Barnstable which can prevent much involvement on the part of that segment of the community;

Opportunities:

Could the community college and Sandy Neck Beach Park pay some level of stipend for the services they receive, particularly given the demand they make on the Fire Department?

Since affordable housing represents a problem in the hiring and retention of personnel, is there an opportunity to become more involved with housing services in the community relative to more affordable residences in West Barnstable?

Since the present fire house has both structural and space needs, is there a possibility of buying a new property over some time?

Would it be possible to require that one person in each house take training in CPR so that some basic efforts could be made while awaiting the arrival of EMS personnel?

Threats:

One attendee raised the question of the high cost of providing Fire Department services; committee members and other attendees did suggest that the Annual Report lays out very well the revenue provided and the costs incurred;

There was opposition to the regionalization of fire department services because of the likely reduction in and quality of services that would be available in West Barnstable.

The aging of the population and limited growth in the community was identified as a threat;

One attendee mentioned that despite the new signage in the conservation areas, people still get lost; she cited many instances when she has encountered individuals on the trails who had become lost; could the existing signs or additional signs be more specific on access to Rte. 149, 6, or 6A?

A question was raised about the availability of funds for capital equipment going forward; there was no desire to see a future rise in the tax rate; those familiar with that issue indicated that a capital equipment budget has been planned for upcoming years and suggested a review of the Annual Report;

One attendee mentioned that the presence of fire department personnel standing as a group at the back of the District Meeting is intimidating as votes are being taken on various measures affecting the department; there was no issue with their presence but a suggestion that they might sit in the body of the audience.

Appendix B

West Barnstable Fire Department
December 17, 2014

Community Survey Data

WBFD Strategic Planning - Spring/Summer 2014

In your opinion, what are the strengths of the West Barnstable Fire Department?

Answer Options

Response
Count

answered question
skipped question

14

14

1

Number	Response Date	Response Text	Categories
1	Jul 21, 2014 5:33 PM	Experienced Committed leadership in the Ranks of the Officers	
2	Jul 14, 2014 7:06 PM	Personal contact and social outreach	
3	Jul 14, 2014 6:09 PM	fast response	
4	Jul 14, 2014 5:02 PM	open minded leadership. forward thinking. volunteer program. good communication. openness/transparency	
5	Jul 14, 2014 4:52 PM	Fast Reliable response	
6	Jul 14, 2014 3:54 PM	Strong leadership in Chief Maruca!	
7	Jul 12, 2014 5:02 AM	Training	
8	Jul 9, 2014 8:24 PM	Most everything has an SOP. This way there is no question on how emergency's should be handled.	
9	Jul 9, 2014 9:43 AM	Community involvement and hosting the explorer program	
10	Jul 9, 2014 2:47 AM	local people who are really invested in our community	
11	Jul 8, 2014 5:14 PM	Excellent staffing/volunteers, community oriented, wonderful services, responsive to the public, highly visible.	
12	Jul 8, 2014 4:29 PM	Great teamwork and always involved with the community as well as willing to help other departments as needed. Just to name a few positive of many thing's.	
13	Jul 8, 2014 4:14 PM	Dedicated members	
14	May 30, 2014 8:03 PM	Management, community involvement, forward thinking thinking that respect the past and unique character of West Barnstable.	

WBFD Strategic Planning - Spring/Summer 2014

In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

Answer Options

Response
Count

answered question
skipped question

13
13
2

Number Response Date

Response Text

Categorie
s

1	Jul 21, 2014 5:33 PM
2	Jul 14, 2014 7:06 PM
3	Jul 14, 2014 6:09 PM
4	Jul 14, 2014 5:02 PM
5	Jul 14, 2014 3:54 PM
6	Jul 12, 2014 5:02 AM
7	Jul 9, 2014 8:24 PM
8	Jul 9, 2014 9:43 AM
9	Jul 9, 2014 2:47 AM
10	Jul 8, 2014 5:14 PM
11	Jul 8, 2014 4:29 PM
12	Jul 8, 2014 4:14 PM
13	May 30, 2014 8:03 PM

The turnover
No plan for consolidation of Village Depts..
??
limited ratepayers, CCCC liability, no public water,
apathy/awareness. Fire district taxes should not
be diverted to the library
Profile in the community...could be better
understood, though that can be a huge task of
education.
Not enough experienced personnel
Unfortunately the call staff turnover is high,
therefore it could lead to delays in getting quality
help out the door in a reasonable time.
Firehouse needs a physical facelift.
biggest challenge is probably the geography they
have to deal with and the lack of town water in the
area
Large area of service for one department. WB is
bigger than a lot of people realize.
Getting more off duty volunteers to calls or the
station as well as potentially needing more or
more versatile or updated apparatus.
Lack of full time staffing and water supply
There are few weaknesses that are the making of the
WBFD. The weaknesses are an aging
community, turnover of call firefighters to full time
positions at other departments.

WBFD Strategic Planning - Spring/Summer 2014

In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new

Answer Options

Response Count
 answered question 10
 skipped question 5

Number	Response Date	Response Text	Categories
1	Jul 21, 2014 5:33 PM	not too much, the dept is already very active and committed to community affairs	
2	Jul 14, 2014 6:09 PM	direct 911 calls	
3	Jul 14, 2014 5:02 PM	water supply	
4	Jul 14, 2014 3:54 PM	Please consider a unified system through out the Town of Barnstable.	
5	Jul 9, 2014 8:24 PM	(2) person minimum 24 hour coverage (career) with a call shift available at night as well to bring manning up to (3) for the whole 24 hour period.	
6	Jul 9, 2014 9:43 AM	Can you have an explorer program for muddle school kids?	
7	Jul 8, 2014 5:14 PM	I hope you continue to be a meeting ground for community organization, I think you could help organize volunteers in WB. I hope you will pursue specialized training in working with citizens dealing with mental health crisis if you already haven't. I'm sure you already deal with this and know how much it is needed. I think CCH is organizing some free training around this coming up!	
8	Jul 8, 2014 4:29 PM	More involvement with youth in schools and the explorers.	
9	Jul 8, 2014 4:14 PM	Complete staffing 24/7 in accordance with NFPA	
10	May 30, 2014 8:03 PM	Start changing other departments for the training provided to the firefighters they hire. continued work on partnerships with Barnstable, COMM, Sandwich and Hyannis.	

WBFD Strategic Planning - Spring/Summer 2014

In your opinion, what threats exist to the West Barnstable Fire Department in the near future? Threats are potential problems you see

Answer Options

Response
Count

11

answered question

skipped question

11
4

Number	Response Date	Response Text	Categories
1	Jul 21, 2014 5:33 PM	the ability to attract and retain qualified recruits for periods longer than two years	
2	Jul 14, 2014 7:06 PM	Partnerships with other Village Depts.	
3	Jul 14, 2014 6:09 PM	??	
4	Jul 14, 2014 5:02 PM	increasing costs and decreasing or flat tax base.	
5	Jul 14, 2014 3:54 PM	potential for inability to maintain volunteer program at current of sufficient level	
6	Jul 9, 2014 8:24 PM	Can the volunteer system be sustained?	
7	Jul 9, 2014 9:43 AM	Residents not understanding the importance of 24 hour staffing.	
8	Jul 8, 2014 5:14 PM	Outgrowing the station	
9	Jul 8, 2014 4:29 PM	Funding I would assume	
10	Jul 8, 2014 4:14 PM	N/A	
11	May 30, 2014 8:03 PM	Lack of adequate funding Rt. 6 increased traffic. Aging populations. Consolidation.	

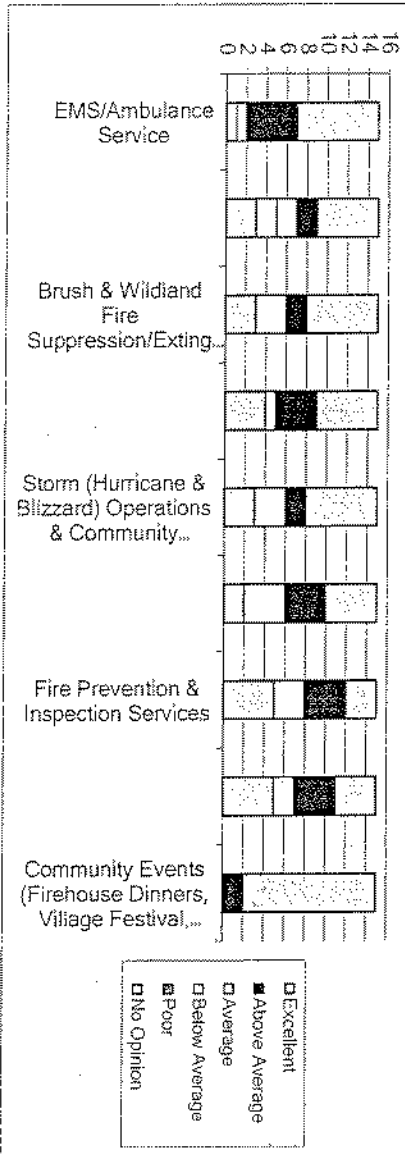
WBFD Strategic Planning - Spring/Summer 2014

For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

Answer Options	Excellent	Above Average	Average	Below Average	Poor	No Opinion	Response Count
EMS/Ambulance Service	8	5	1	0	0	1	15
Building Fire Suppression/Extinguishment	6	2	2	2	0	3	15
Brush & Wildland Fire Suppression/Extinguishment	7	2	3	0	0	3	15
Motor Vehicle Crash Response	6	4	1	0	0	4	15
Storm (Hurricane & Blizzard) Operations & Community	7	2	3	0	0	3	15
Public Education Programs (Public CPR, Halloween	5	4	4	0	0	2	15
Fire Prevention & Inspection Services	3	4	3	0	0	5	15
Fire Cause & Arson Investigation	4	4	2	0	0	5	15
Community Events (Firehouse Dinners, Village Festival,	13	2	0	0	0	0	15

answered question 15
skipped question 0

For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.



WBFD Strategic Planning - Spring/Summer 2014

In your opinion, how important do you think the following services provided by the West Barnstable Fire Department are?

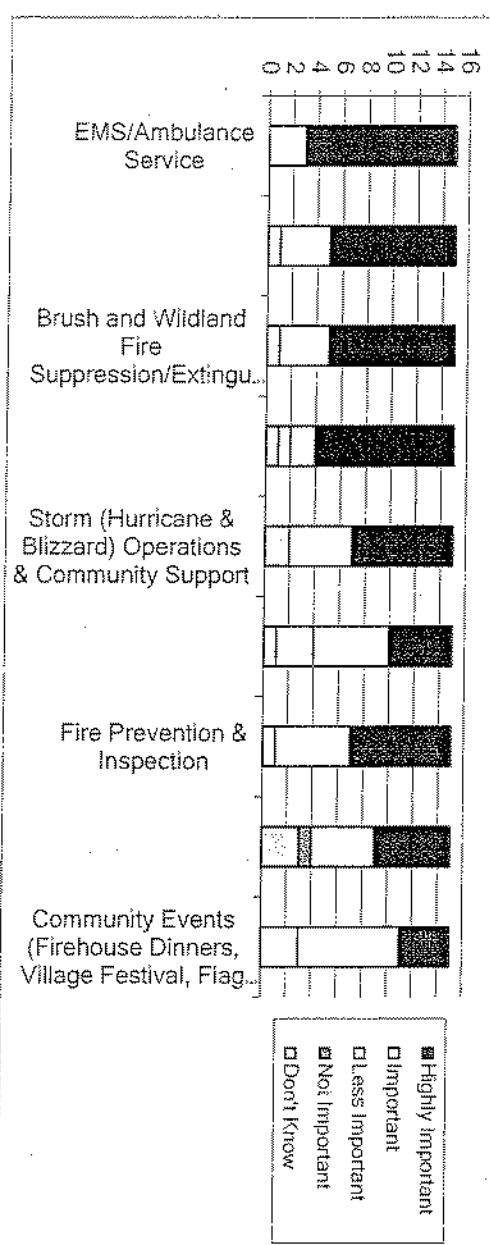
Answer Options

Answer Options	Highly Important	Important	Less Important	Not Important	Don't Know	Response Count
EMS/Ambulance Service	12	3	0	0	0	15
Building Fire Suppression/Extinguishment	10	4	0	0	1	15
Brush and Wildland Fire Suppression/Extinguishment	10	4	1	0	0	15
Motor Vehicle Crash Response	11	2	1	0	1	15
Storm (Hurricane & Blizzard) Operations & Community	8	5	0	0	2	15
Public Education Programs (Community CPR, Halloween	5	6	3	0	1	15
Fire Prevention & Inspection	8	6	0	0	1	15
Fire Cause & Arson Investigation	6	5	0	1	3	15
Community Events (Firehouse Dinners, Village Festival,	4	8	3	0	0	15

answered question
skipped question

15
0

In your opinion, how important do you think the following services provided by the West Barnstable Fire Department are?

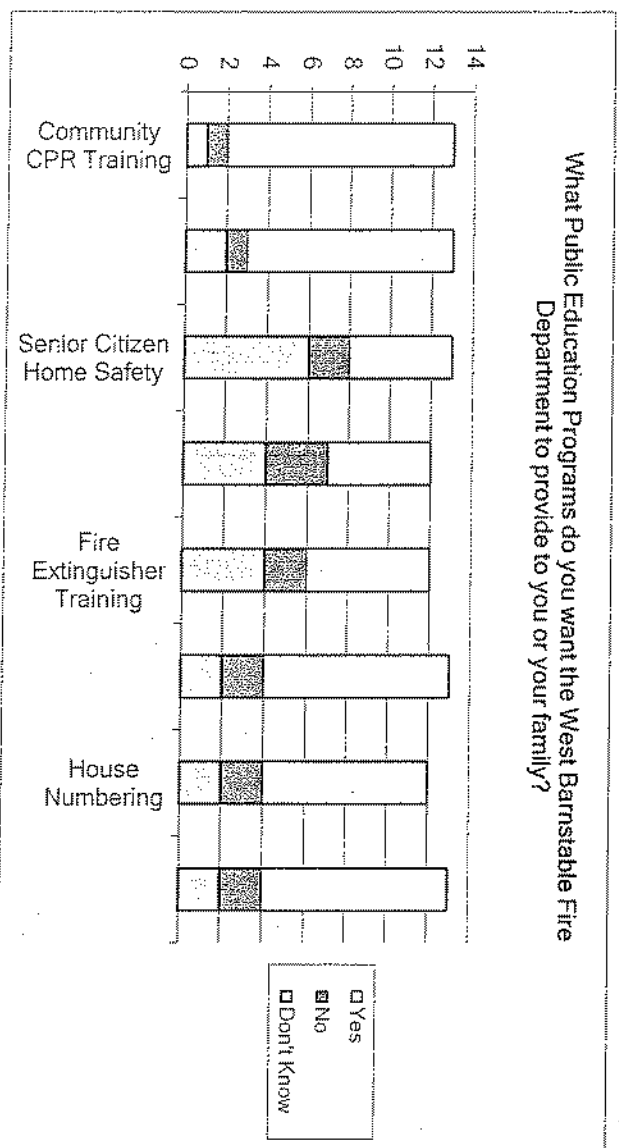


WBFD Strategic Planning - Spring/Summer 2014

What Public Education Programs do you want the West Barnstable Fire Department to provide to you or your family?

Answer Options	Yes	No	Don't Know	Response Count
Community CPR Training	11	1	1	13
Community First Aid Training	10	1	2	13
Senior Citizen Home Safety	5	2	6	13
Protecting Your Home from Wildfires	5	2	4	12
Fire Extinguisher Training	6	2	4	12
Fire Safety for Children	9	2	2	13
House Numbering	8	2	2	12
Smoke Detector & CO Detector Testing	9	2	2	13
Other (please specify)				0

answered question 13
skipped question 2



WBFD Strategic Planning - Spring/Summer 2014

Which of the following best describes you?

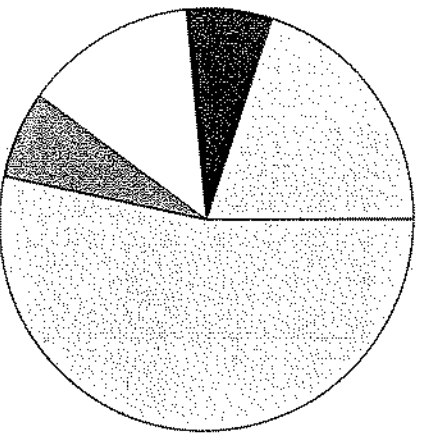
Answer Options

- A Fulltime Resident of West Barnstable
- A Seasonal Resident of West Barnstable
- I Work in West Barnstable, but live somewhere else
- I live in a town or village surrounding West Barnstable
- I am a visitor to West Barnstable
- Other (please specify)

Response Percent	Response Count
53.3%	8
6.7%	1
0.0%	0
13.3%	2
6.7%	1
20.0%	3
<i>answered question</i>	15
<i>skipped question</i>	0

Number	Response Date	Other (please specify)	Categories
1	Jul 14, 2014 3:54 PM	Fulltime resident/retired...	
2	Jul 9, 2014 8:24 PM	I travel through often and frequent Sandy Neck. I used to serve the WBFD for 4 years as well.	
3	May 30, 2014 8:03 PM	I work in WB, and have a WB address, but am served by COMM	

Which of the following best describes you?



- ☐ A Fulltime Resident of West Barnstable
- ☒ A Seasonal Resident of West Barnstable
- ☐ I Work in West Barnstable, but live somewhere else
- ☐ I live in a town or village surrounding West Barnstable
- ☒ I am a visitor to West Barnstable
- ☐ Other (please specify)

WBFD Strategic Planning - Spring/Summer 2014

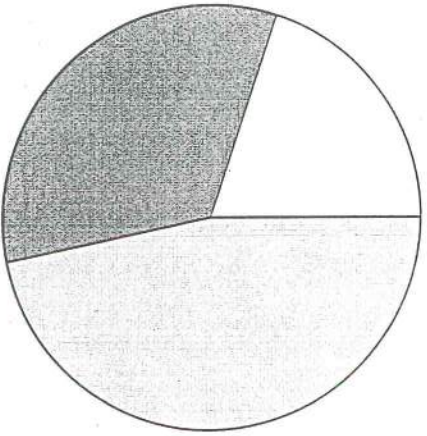
How well does the West Barnstable Fire Department provides you with information about what it does?

Answer Options

Very Well
Good or Adequate
Not Very Well
No Opinion/Don't Know

Response Percent	Response Count	answered question	skipped question
46.7%	7	15	0
33.3%	5		
20.0%	3		
0.0%	0		

How well does the West Barnstable Fire Department provides you with information about what it does?



- ☐ Very Well
- ☒ Good or Adequate
- ☐ Not Very Well
- ☐ No Opinion/Don't Know

WBFD Strategic Planning - Spring/Summer 2014

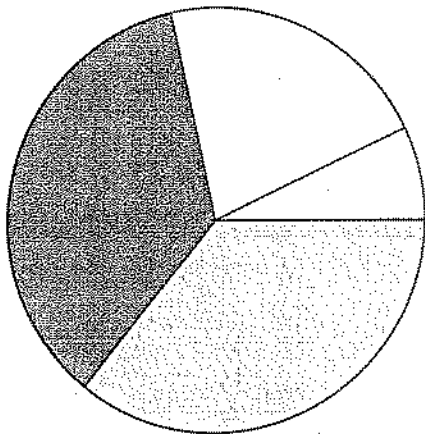
How well does the West Barnstable Fire Department provide you with information about its finances?

Answer Options

- Very Well
- Good or Adequate
- Not Very Well
- No Option/Don't Know

Response	Response
Percent	Count
35.7%	5
35.7%	5
21.4%	3
7.1%	1
answered question	14
skipped question	1

How well does the West Barnstable Fire Department provide you with information about its finances?



- ☐ Very Well
- ☒ Good or Adequate
- ☐ Not Very Well
- ☐ No Option/Don't Know

WBFD Strategic Planning - Spring/Summer 2014

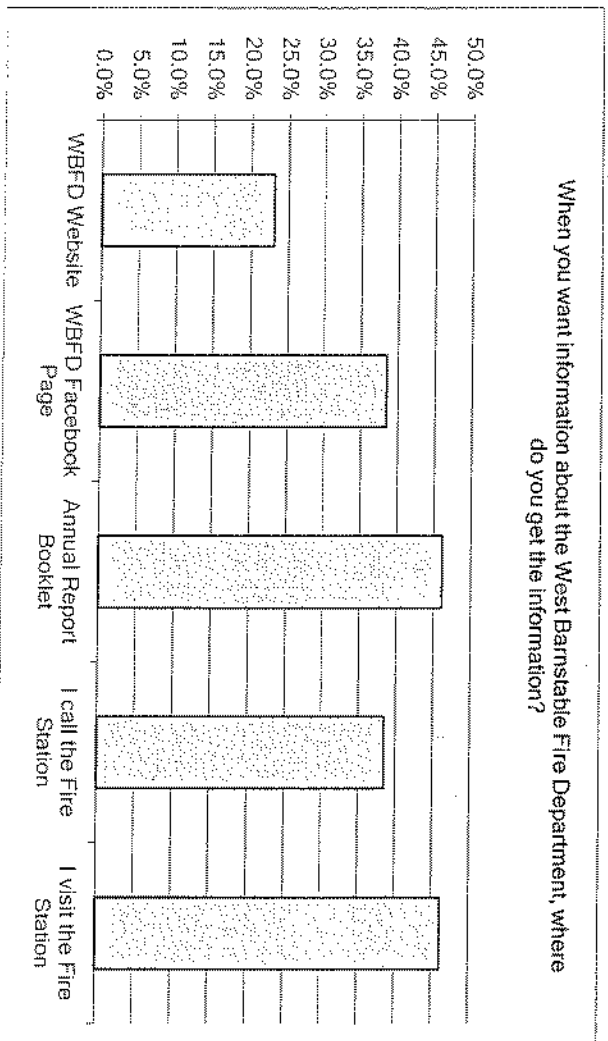
When you want information about the West Barnstable Fire Department, where do you get the information?

Answer Options

WBFD Website
WBFD Facebook Page
Annual Report Booklet
I call the Fire Station
I visit the Fire Station
Other (please specify)

Response Percent	Response Count
23.1%	3
38.5%	5
46.2%	6
38.5%	5
46.2%	6
	1
<i>answered question</i>	13
<i>skipped question</i>	2

Number	Response Date	Other (please specify)	Categories
1	Jul 14, 2014 6:09 PM	have not checked	



WBFD Strategic Planning - Spring/Summer 2014

What more would you like to know about the West Barnstable Fire Department?

Answer Options

	Response Count
<i>answered question</i>	3
<i>skipped question</i>	12

Number	Response Date	Response Text	Categoris
1	Jul 14, 2014 6:09 PM	??	
2	Jul 14, 2014 3:54 PM	Future planning	
3	May 30, 2014 8:03 PM	The communication is excellent.	

WBFD Strategic Planning - Spring/Summer 2014

Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department.

Answer Options

Response
Count

8

answered question

8

skipped question

7

Number Response Date

1 Jul 21, 2014 5:33 PM

Response Text

Categoris

2 Jul 14, 2014 7:06 PM
3 Jul 14, 2014 6:09 PM

4 Jul 14, 2014 3:54 PM

5 Jul 12, 2014 5:02 AM
6 Jul 8, 2014 5:14 PM

7 Jul 8, 2014 4:14 PM

8 May 30, 2014 8:03 PM

This is OUR community Fire Station and probably the only thing that united the entire village. It's a valuable resource and enjoys the kind of relationship generally seen only in highly rural volunteer Fire Departments.
Excellent response to problem
used the ambulance twice within 2 months of moving to the Cape. Excellent response, care, and professionalism.
I broke a leg and WBFD responded quickly. A trainee tried to put a needle in my arm three times before handing over to Lt. Clough
Try not to grow too fast..
You're department is amazing, I have had nothing but wonderfully positive experiences with you.
Thank you for all of your hard work and dedication, it does not go unnoticed!!!
Great people and dedicated professionals. Just not adequately staffed 24/7
I work at the college and have had to call the WBFD for an employee medical incident. Service was excellent.

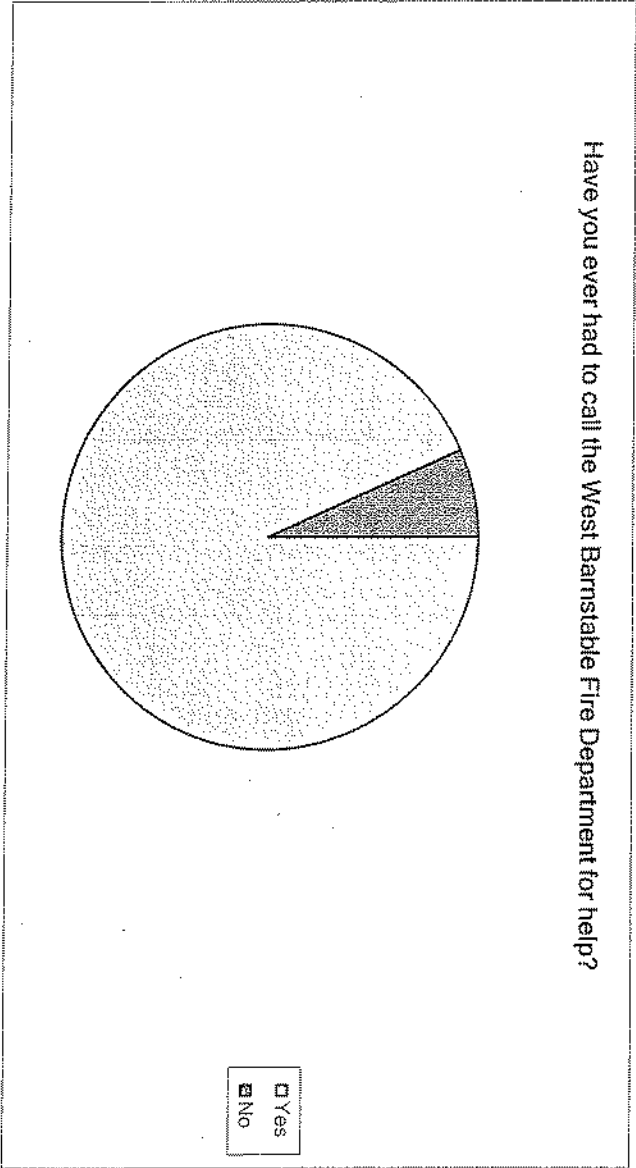
WBFD Strategic Planning - Spring/Summer 2014

Have you ever had to call the West Barnstable Fire Department for help?

Answer Options

Yes
No

Response		Response	
Percent	Count	answered question	skipped question
93.3%	14	1	15
6.7%	1	0	0



WBFD Strategic Planning - Spring/Summer 2014

Why did you call the West Barnstable Fire Department for help (choose as many responses as appropriate)?

Answer Options

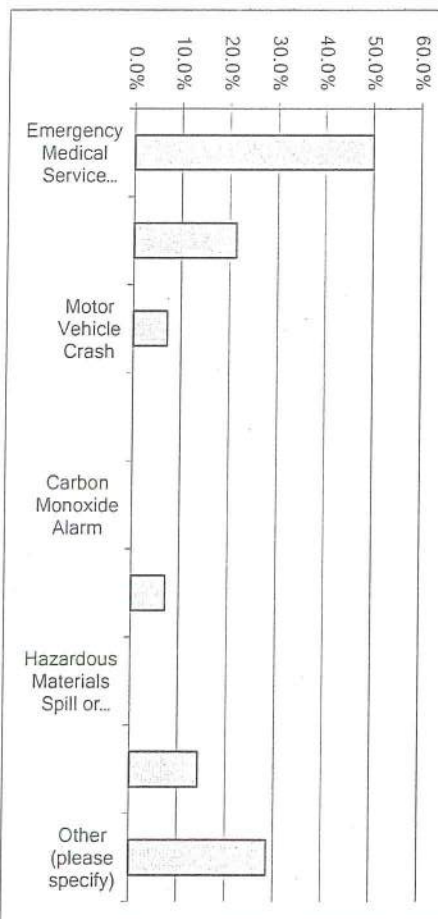
- Emergency Medical Service (EMS)
- Fire
- Motor Vehicle Crash
- Alarm Sounding (no fire)
- Carbon Monoxide Alarm
- Storm Related Problem
- Hazardous Materials Spill or Release
- Problem with appliances or building systems
- Other (please specify)

Response Percent	Response Count
50.0%	7
21.4%	3
7.1%	1
0.0%	0
0.0%	0
7.1%	1
0.0%	0
14.3%	2
28.6%	4
answered question	14
skipped question	1

Number	Response Date	Other (please specify)	Categories
--------	---------------	------------------------	------------

- 1 Jul 14, 2014 7:07 PM Brush Fire
- 2 Jul 9, 2014 8:25 PM I can't remember
- 3 Jul 9, 2014 9:43 AM Community program achievement
- 4 May 30, 2014 8:05 PM CCCC medical incident

Why did you call the West Barnstable Fire Department for help (choose as many responses as appropriate)?



WBFD Strategic Planning - Spring/Summer 2014

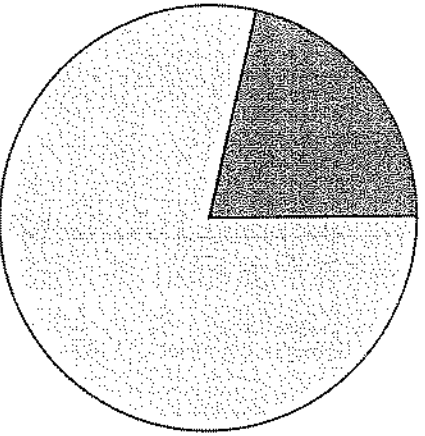
What was the quality of service provided to you by the West Barnstable Fire Department when you called for help?

Answer Options

Excellent
Very Good
Good
Poor
No Opinion/Don't Know

Response Percent	Response Count	answered question	skipped question
78.6%	11	14	1
21.4%	3		
0.0%	0		
0.0%	0		
0.0%	0		

What was the quality of service provided to you by the West Barnstable Fire Department when you called for help?



- ☐ Excellent
- ☐ Very Good
- ☐ Good
- ☐ Poor
- ☐ No Opinion/Don't Know

WBFD Strategic Planning - Spring/Summer 2014

In your opinion, what could the West Barnstable Fire Department have done better when it responded to your emergency?

Answer Options

Response
Count

10

answered question

10

skipped question

5

Number	Response Date
1	Jul 21, 2014 5:34 PM
2	Jul 16, 2014 12:48 PM
3	Jul 14, 2014 6:10 PM
4	Jul 14, 2014 4:53 PM
5	Jul 14, 2014 3:54 PM
6	Jul 12, 2014 5:03 AM
7	Jul 9, 2014 2:47 AM
8	Jul 8, 2014 5:15 PM
9	Jul 8, 2014 4:15 PM
10	May 30, 2014 8:05 PM

Response Text

Categor
ies

nothing. they were unbelievable whenever our kids have had issues (allergic reactions)
nothing- they were excellent
??
Absolutely nothing. I had a heart attack and they got to me and got me into the system immediately.
See trainee comment....
Nothing
nothing
Nothing, you were wonderful
Faster response with adequate staffing.
Could have been there faster...but I am not sure of the exact response time, as I am not sure of the call time. The college did not have its current numbering/lettering in place. I know now you get there faster.

Appendix C

West Barnstable Fire Department
December 17, 2014

Business Survey Data

#1

COMPLETE*Answers Entered Manually*

Collector: Web Link - Manual Entry 2 (Web Link)

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Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

Very positive, have a nice group of people. They dedicate their effort and support.

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

As long as I am here for so many years, I did not see any weakness from your team. Great Job Always.

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

This time I did not see any. You are always here when public need.

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future? Threats are potential problems you see in the future.

I did not see any problem in near future. You have a professional staff with all kind of training & ready to do what they have to do.

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

EMS/Ambulance	Excellent
Motor Vehicle Crash Response	Excellent
Building Fire Suppression/Extinguishment	Excellent
Public Education Programs (Public CPR, Halloween Safety Day, Etc.)	Above Average
Fire Cause & Arson Investigation	Above Average
Brush & Wildland Fire Suppression/Extinguishment	Above Average
Fire Prevention & Inspection Services	Excellent
Community Events	Above Average
Storm (Hurricane & Blizzard) Operations & Community Support During Storms	Excellent

Q6: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

EMS/Ambulance	Highly Important
Building Fire Suppression/Extinguishment	Highly Important
Motor Vehicle Crash Response	Important
Public Education (Public CPR, Halloween Safety Day, etc.)	Important
Fire Cause Determination & Arson Investigation	Important
Brush & Wildland Fire Suppression/Extinguishment	Less Important
Fire Prevention & Inspection Services	Important
Community Events	Important
Storm (Blizzard & Hurricane) Operations & Community Support During Storms	Important

Q7: How well does the West Barnstable Fire Department provides you with information about what it does? Very Well

Q8: How well does the West Barnstable Fire Department provide you with information about its finances? Good or Adequate

Q9: When you want information about the West Barnstable Fire Department, where do you get the information? Annual Report Booklet

Q10: What more would you like to know about the West Barnstable Fire Department?

Great Job

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business.

So far they always helpful.

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department.

When ever we have a problem they always there. Thanks for all kind of help. Very very glad we have good men & women, gave 100% satisfaction.

#2

COMPLETE

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Started: Saturday, September 06, 2014 1:32:54 PM

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PAGE 1

Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

Quick Response. Very good community outreach.

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

None

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

None

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future?
Threats are potential problems you see in the future.

None

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

EMS/Ambulance	Excellent
Motor Vehicle Crash Response	No Opinion/Don't Know
Building Fire Suppression/Extinguishment	No Opinion/Don't Know
Public Education Programs (Public CPR, Halloween Safety Day, Etc.)	Excellent
Fire Cause & Arson Investigation	No Opinion/Don't Know
Brush & Wildland Fire Suppression/Extinguishment	No Opinion/Don't Know
Fire Prevention & Inspection Services	Excellent
Community Events	No Opinion/Don't Know
Storm (Hurricane & Blizzard) Operations & Community Support During Storms	No Opinion/Don't Know

Q5: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

EMS/Ambulance	Highly Important
Building Fire Suppression/Extinguishment	Highly Important
Motor Vehicle Crash Response	Important
Public Education (Public CPR, Halloween Safety Day, etc.)	Important
Fire Cause Determination & Arson Investigation	Highly Important
Brush & Wildland Fire Suppression/Extinguishment	Highly Important
Community Events	Important
Storm (Blizzard & Hurricane) Operations & Community Support During Storms	Important

Q7: How well does the West Barnstable Fire Department provides you with information about what it does? No Opinion/Don't Know

Q8: How well does the West Barnstable Fire Department provide you with information about its finances? Not Very Well

Q9: When you want information about the West Barnstable Fire Department, where do you get the information? Respondent skipped this question

Q10: What more would you like to know about the West Barnstable Fire Department? Respondent skipped this question

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business. Respondent skipped this question

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department. Respondent skipped this question

#3

COMPLETE

Answers Entered Manually

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Started: Saturday, September 06, 2014 1:34:17 PM

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Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

Respondent skipped this question

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

Respondent skipped this question

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

Respondent skipped this question

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future? Threats are potential problems you see in the future.

Respondent skipped this question

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

EMS/Ambulance	Excellent
Motor Vehicle Crash Response	No Opinion/Don't Know
Building Fire Suppression/Extinguishment	Excellent
Public Education Programs (Public CPR, Halloween Safety Day, Etc.)	Above Average
Fire Cause & Arson Investigation	No Opinion/Don't Know
Brush & Wildland Fire Suppression/Extinguishment	No Opinion/Don't Know
Fire Prevention & Inspection Services	Above Average
Community Events	Excellent
Storm (Hurricane & Blizzard) Operations & Community Support During Storms	No Opinion/Don't Know

Q6: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

EMS/Ambulance	Highly Important
Building Fire Suppression/Extinguishment	Highly Important
Motor Vehicle Crash Response	Highly Important
Public Education (Public CPR, Halloween Safety Day, etc.)	Important
Fire Cause Determination & Arson Investigation	Important
Brush & Wildland Fire Suppression/Extinguishment	Highly Important
Fire Prevention & Inspection Services	Highly Important
Community Events	Highly Important
Storm (Blizzard & Hurricane) Operations & Community Support During Storms	No Opinion/Don't Know

Q7: How well does the West Barnstable Fire Department provides you with information about what it does? Very Well

Q8: How well does the West Barnstable Fire Department provide you with information about its finances? Very Well

Q9: When you want information about the West Barnstable Fire Department, where do you get the information? Annual Report Booklet, I call the Fire Station,
I visit the Fire Station

Q10: What more would you like to know about the West Barnstable Fire Department?

Nothing

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business.

None

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department. Respondent skipped this question

#4

COMPLETE

Answers Entered Manually

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Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

The number of trained firefighters & EMTs.

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

Response Time is always a challenge.

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

None

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future?
Threats are potential problems you see in the future.

Tree growth everywhere will impair brush breakers. More ancient ways should be cleared and new ones made if necessary. More water provided to early fire response teams. Maybe a large tank truck to suffice needs until backup from other departments arrive!

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

EMS/Ambulance	Excellent
Motor Vehicle Crash Response	Excellent
Building Fire Suppression/Extinguishment	Excellent
Public Education Programs (Public CPR, Halloween Safety Day, Etc.)	No Opinion/Don't Know
Fire Cause & Arson Investigation	No Opinion/Don't Know
Brush & Wildland Fire Suppression/Extinguishment	Excellent
Fire Prevention & Inspection Services	No Opinion/Don't Know
Community Events	No Opinion/Don't Know
Storm (Hurricane & Blizzard) Operations & Community Support During Storms	No Opinion/Don't Know

Q3: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

EMS/Ambulance	Highly Important
Building Fire Suppression/Extinguishment	Highly Important
Motor Vehicle Crash Response	Highly Important
Public Education (Public CPR, Halloween Safety Day, etc.)	Important
Fire Cause Determination & Arson Investigation	Important
Brush & Wildland Fire Suppression/Extinguishment	Highly Important
Fire Prevention & Inspection Services	Highly Important
Community Events	Less Important
Storm (Blizzard & Hurricane) Operations & Community Support During Storms	Highly Important

Q7: How well does the West Barnstable Fire Department provides you with information about what it does? No Opinion/Don't Know

Q8: How well does the West Barnstable Fire Department provide you with information about its finances? No Option/Don't Know

Q9: When you want information about the West Barnstable Fire Department, where do you get the information? Respondent skipped this question

Q10: What more would you like to know about the West Barnstable Fire Department?

I would be interested to know "who are the people we depend so much on".

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business. Respondent skipped this question

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department.

My need for an ambulance was excellent.

#5

COMPLETE

Answers Entered Manually

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PAGE 1

Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

Respondent skipped this question

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

Respondent skipped this question

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

Respondent skipped this question

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future?
Threats are potential problems you see in the future.

Respondent skipped this question

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

EMS/Ambulance	Excellent
Motor Vehicle Crash Response	Excellent
Building Fire Suppression/Extinguishment	Excellent
Public Education Programs (Public CPR, Halloween Safety Day, Etc.)	Excellent
Fire Cause & Arson Investigation	Excellent
Brush & Wildland Fire Suppression/Extinguishment	Excellent
Fire Prevention & Inspection Services	Excellent
Community Events	Excellent
Storm (Hurricane & Blizzard) Operations & Community Support During Storms	Excellent

Q6: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

EMS/Ambulance	Highly Important
Building Fire Suppression/Extinguishment	Highly Important
Motor Vehicle Crash Response	Highly Important
Public Education (Public CPR, Halloween Safety Day, etc.)	Highly Important
Fire Cause Determination & Arson Investigation	Highly Important
Brush & Wildland Fire Suppression/Extinguishment	Highly Important
Fire Prevention & Inspection Services	Highly Important
Community Events	Highly Important
Storm (Blizzard & Hurricane) Operations & Community Support During Storms	Highly Important

Q7: How well does the West Barnstable Fire Department provides you with information about what it does? Good or Adequate

Q8: How well does the West Barnstable Fire Department provide you with information about its finances? Good or Adequate

Q9: When you want information about the West Barnstable Fire Department, where do you get the information? Annual Report Booklet, I call the Fire Station,
I visit the Fire Station

Q10: What more would you like to know about the West Barnstable Fire Department? Respondent skipped this question

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business.

Put a large holding tank (underground) in my front yard with a hydrant!

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department.

Everything is fine.

#6

COMPLETE

Answers Entered Manually

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Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

Well trained people & quick response time.

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

Rental homes that do not register with the town as rental properties.

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

Neighborhood watch. neighbors to shovel out hydrants.

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future?
Threats are potential problems you see in the future.

Illegal rentals - multiple people or families living upper one roof overloading systems.

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

EMS/Ambulance	Excellent
Motor Vehicle Crash Response	Excellent
Building Fire Suppression/Extinguishment	Excellent
Public Education Programs (Public CPR, Halloween Safety Day, Etc.)	Average
Fire Cause & Arson Investigation	Above Average
Brush & Wildland Fire Suppression/Extinguishment	Above Average
Fire Prevention & Inspection Services	Below Average
Community Events	Average
Storm (Hurricane & Blizzard) Operations & Community Support During Storms	Above Average

Q6: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

EMS/Ambulance	Highly Important
Building Fire Suppression/Extinguishment	Important
Motor Vehicle Crash Response	Highly Important
Public Education (Public CPR, Halloween Safety Day, etc.)	Highly Important
Fire Cause Determination & Arson Investigation	Important
Brush & Wildland Fire Suppression/Extinguishment	Important
Fire Prevention & Inspection Services	Highly Important
Community Events	Less Important
Storm (Blizzard & Hurricane) Operations & Community Support During Storms	Highly Important

Q7: How well does the West Barnstable Fire Department provides you with information about what it does? Very Well

Q8: How well does the West Barnstable Fire Department provide you with information about its finances? Very Well

Q9: When you want information about the West Barnstable Fire Department, where do you get the information? Annual Report Booklet

Q10: What more would you like to know about the West Barnstable Fire Department? Respondent skipped this question

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business. Respondent skipped this question

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department. Respondent skipped this question

#7

COMPLETE

Answers Entered Manually

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Q1: In your opinion, what are the strengths of the West Barnstable Fire Department?

Respondent skipped this question

Q2: In your opinion, what are the challenges or weaknesses of the West Barnstable Fire Department?

Respondent skipped this question

Q3: In your opinion, what opportunities should the West Barnstable Fire Department be pursuing in the near future? (For example: new partnerships, new services offered to the public)

Respondent skipped this question

Q4: In your opinion, what threats exist to the West Barnstable Fire Department in the near future?
Threats are potential problems you see in the future.

Respondent skipped this question

Q5: For each of the following services provided by the West Barnstable Fire Department please rate the quality of service you believe the department provides.

Respondent skipped this question

Q6: In your opinion how important do you think the following services provided by the West Barnstable Fire Department are?

Respondent skipped this question

Q7: How well does the West Barnstable Fire Department provides you with information about what it does?

No Opinion/Don't Know

Q8: How well does the West Barnstable Fire Department provide you with information about its finances?

Respondent skipped this question

Q9: When you want information about the West Barnstable Fire Department, where do you get the information?

I visit the Fire Station

Q10: What more would you like to know about the West Barnstable Fire Department?

Respondent skipped this question

Q11: Tell us about any service that you would like the WBFD to provide to your business or improve for your business.

Unannounced inspections.

Q12: Tell us anything else you would like us to know about your thoughts or experiences with the West Barnstable Fire Department. *Respondent skipped this question*

APPENDIX D
WEST BARNSTABLE FIRE DEPARTMENT
EMS SURVEY RESULTS

The West Barnstable Fire Department transports about 300 patients each year to the hospital in its ambulance. The WBFD surveys its patients as part of its quality assurance program. These are the results of those surveys:

2009	84 Responses
2010	65 Responses
2011	79 Responses
2012	70 Responses
2013	80 Responses
Total	378 Responses over five years

EMS Survey Questions Responses 2009-2013

1. Was your 911 call answered properly?

Yes 327
No 01
Don't Recall 24

2. Did the 911 Operator handle your call in a professional manner?

Yes 316
No 0
Don't Recall 42

3. Did the WBFD respond in a timely fashion?

Yes 352
No 2
No Opinion 6

4. Did the WBFD send to many or too few firefighters/EMT's to your assistance?

Too Many 11
Too Few 2
Right Amount 278
No Opinion 45

5. Did the WBFD staff treat you in an appropriate and professional manner?

Yes 379

No 0

No Opinion 2

6. Did you receive appropriate medical care?

Yes 365

No 1

No Opinion 3

7. Overall, how would you rate the performance of the WBFD handling your emergency?

Excellent 359

Good 19

Fair 1

Poor 0

No Opinion 1

8. Overall, how would you rate the performance of staff of the WBFD that handled your emergency?

Excellent 355

Good 15

Fair 0

Poor 0

No Opinion 1