

FIRE SERVICE MANAGEMENT LETTER

NEWBURY, MA

FEBRUARY 2016

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TABLE OF CONTENTS



Municipal
Resources
Inc.

TABLE OF CONTENTS

FIRE SERVICE MANAGEMENT LETTER – NEWBURY, MA

Introduction.....	1
Organizational Structure	2
Qualification, Training, and Selection of Officers.....	4
Recruitment and Retention of on-call personnel.....	6
Sample Job Descriptions and Wages.....	13
Apparatus and Facilities	14
The Next Steps Forward – Pacing Change.....	15
The Next Six Months.....	15
Year One	16
Year Two.....	17
Beyond Year Two.....	18

APPENDICES

Job Descriptions	A
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Fire Chief/Co-Emergency Manager

Call Deputy Fire Chief

Call Fire Lieutenant

Call Firefighter/EMT



MANAGEMENT LETTER



Municipal
Resources
Inc.



February 5, 2016

Tracy Blais
Town Administrator
Town of Newbury
25 High Road
Newbury, MA 01951

RE: **FIRE SERVICE MANAGEMENT LETTER FOR THE TOWN OF NEWBURY, MA**

Dear Ms. Blais:

The Town of Newbury has contracted Municipal Resources, Inc. (MRI) to provide you with a management letter that provides an overview and perspective about current issues that are emerging within the Newbury Fire Department. To accomplish this task our team has completed the following:

- Reviewed pertinent data relating to demand for service;
- Reviewed organizational legislation and the current organizational chart;
- Toured the community;
- Reviewed fire service facilities and equipment; and
- Interviewed members of the command staff

Until recently, two separate and distinct fire departments existed within the Town of Newbury. Through a combination of Town Meeting action in 2011 and special legislation approved in October 2015, the Town has taken several positive steps towards better organizing fire protection for the community. The two fire protection districts have merged into the newly formed Newbury Fire Department, under the direction of Chief Nathan Walker and an appointed Board of Fire Engineers. In large part, this has been a successful initiative, although there is a continuing struggle relative to organizational identity. The scope of this letter includes the following:

- A. Develop a recommended organizational chart for the Newbury Fire Department. This will include a recommendation relative to the number of personnel in each rank.
- B. Comment on the qualification, training, and selection of officers.
- C. Comment on the recruitment and retention of on-call personnel.
- D. Provide sample job descriptions and comment on average, on-call wage rates.
- E. Outline a process to implement change.
- F. Review and comment on apparatus and facilities.

Organizational Structure

The Newbury Fire Department is in a formative stage. The Chief and the officer core should continue to work diligently to ensure that all personnel understand that the two fire protection districts have become the Newbury Fire Department. While it is appropriate, and in many ways motivational, to have each station define its own company level social identity, it has to be subordinate to the primary identity of being a member of the Newbury Fire Department.

To this end, we recommend that several changes be made in the next six months.

Recommendation:

Turnout gear should be consistently marked as that of the Newbury Fire Department. Current gear should be altered to reflect the Newbury Fire Department identity, using Elliot Enterprises.

Recommendation:

The Newbury Fire Department patch should be the only acceptable uniform.

Recommendation:

Ambulances should be re-lettered and striped with rear traffic safety reflective markings.

Recommendation:

All new apparatus should be appropriately lettered and one piece of existing apparatus should be re-lettered in each station per year.

Recommendation:

Stations should be identified with signs indicating Newbury Fire Department, Station 1 and Station 2. It would be acceptable to note the company name in a subordinate font to the primary designation.

Recommendation:

All personnel from both stations should train together twice per month.

Recommendation:

Personnel from both stations should automatically be toned and respond together to all calls within the Town of Newbury. This was an area where it appeared that there was some lingering resistance based on pride and the social identity of the past.

Under Massachusetts General Law, Chapter 48, Section 45, the Board of Fire Engineers have absolute authority in the administration of the Department. The Chief Engineer (Fire Chief) is elected from the Membership of the Board of Fire Engineers annually. Although the Board of Selectmen appoint the Board of Fire Engineers, the Engineers are all members of the Fire Department. This places the Chief Engineer in the unusual position of facing a reelection by his subordinates on an annual basis. In essence, this weakens the ability of the Chief to produce substantive change as he/she faces a popularity contest on an annual basis. Given the merger of the two departments, there is a significant need for what can be unpopular change. When questioned, Chief Walker indicated that he is making some controversial change, but is nervous about his ability to remain Chief, as he feels he is ***“a lion without teeth”***.

Most communities across Massachusetts have recognized the inherent issues associated with this structure and transitioned toward an organizational structure defined under Massachusetts General Law, Chapter 48, Section 42/42A. We recommend that Newbury continue down the path of change and adopt MGL, Chapter 48, Section 42 or 42A. Although this will abolish the Board of Fire Engineers, these members will continue to have active input through the officer core, but not be able to impact the direction of the Department through a popular vote.

Recommendation:

Work with Town Counsel to adopt MGL, Chapter 48, Section 42 or 42A, at the next annual Town meeting.

As the Department continues to transition and the position of Fire Chief is appointed subject to the qualifications outlined in the job description by the Board of Selectmen, the Chief needs to listen to and involve his officer core. Based on the size and demographics in Newbury, the Department should consist of 40 personnel in the following positions:

- 1 Fire Chief
- 2 Deputy Fire Chiefs (Training and EMS)
- 4 Captains (2 assigned to each station)
- 4 Lieutenants (2 assigned to crews in each station)
- 30 Firefighters (15 per station)

Although this may seem like an abundance of supervisors, it provides a reasonable span of control considering the on-call nature of the organization.

Qualification, Training and Selection of Officers

The selection of officers should be a consistent process that starts with communicating the qualifications and expectations associated with each position. The following qualifications should apply to advancement within the Newbury Fire Department:

Fire Lieutenant:

Certified as Firefighter I/II, at least five years of fire service experience, demonstration of a commitment toward continuing education and training. Must become certified as a Fire Officer Level I within one year of appointment.

Fire Captain:

Certified as Firefighter I/II, Fire Officer I, at least seven years of fire service experience, demonstration of a commitment toward continuing education and training. Must become certified as a fire Officer Level II and a Fire Instructor Level I within eighteen months of appointment.



Deputy Chief:

Certified as Firefighter I/II, Fire Officer I, II and Fire Instructor Level I, at least ten years of fire service experience, demonstration of a commitment toward continuing education and training. Must become certified as a Fire Officer Level III within eighteen months of appointment. Should attend Massachusetts Chief Fire Officer Training and pursue credentialing as a Massachusetts Fire Chief.

Fire Chief:

Certified as Firefighter I/II, Fire Officer I, II, III, and Fire Instructor Level I, at least twelve years of fire service experience, demonstration of a commitment toward continuing education and training. Must become certified as a Fire Officer Level IV, and accredited as a Massachusetts Chief Fire Officer, within eighteen months of appointment. Must complete Massachusetts Chief Fire Officer Training within 24 months of appointment and should have an Associate's Degree in Fire Science, Business, or a related field.

Training is currently conducted in-house and the Department has limited integration between the two stations. Lesson driven training sessions should be conducted twice per month, with all personnel working together as a group. Each company should hold one additional training session per month to focus on the equipment at each station and to preserve company level identity.

All training attendance should be recorded in a database. Participation in external training programs through the Massachusetts Firefighting Academy, as well as other recognized programs should be encouraged, supported, and compensated.

The entire training program should be organized and directed by a designated Training Officer (Deputy Chief), certified to the level of Fire Instructor II. However, all officers should be involved with training within the Department and as such should be certified to the level of Fire Instructor I.

Recommendation:

Conduct two lesson driven training sessions per month that include all personnel from both stations working together as a team. All of the training lessons should be derived using formal, standardized lesson plans. To adequately accomplish this, an annual training schedule should be developed on a collaborative basis with the personnel of the Department, and especially relative to the officers of the Department. Records of this training should be retained in an electronic database.

Recommendation:

Participation in training programs offered regionally, through the Massachusetts Firefighting Academy, and the National Fire Academy should also be encouraged and supported.

Recommendation:

The Chief should join the Fire Chiefs' Association of Massachusetts. The Chief should attend local and state meetings.

Recommendation:

The training officer should join and participate with a statewide group of training officers in a professional organization known as MIFDI (Massachusetts Institute of Fire Department Drill Instructors). This group would not only provide insight and guidance as to various training programs and concepts, but would also provide an opportunity for professional networking.

Recommendation:

The Newbury Fire Department should consider sending some of the officers to National Fire Academy programs. A beneficial program to consider would be the Volunteer Incentive Program. Also, the Training Officer should complete the Management of Training Programs course at the National Fire Academy.

Recommendation:

NIMS training is extremely critical and should be conducted for all members of the Department. Firefighters should be trained to the basic level of ICS 100-700, Officers to the ICS 300 level, and the Chief should be trained to the ICS 400 level.

Recommendation:

All officers in the Department should achieve professional certification to the appropriate level for their rank. That would be Lieutenant - Fire Officer I; Captain - Fire Officer II; Deputy Fire Chief - Fire Officer III, and Fire Chief - Fire Officer IV.

Recruitment and Retention of on-call personnel

The Newbury Fire Department is an all on-call fire service organization with a small career contingent. The Department is well respected in the community and has done an exceptional job providing a wide range of services to the community. Currently, the Department is at a crossroads based on a diminishing level of membership and response, coupled with the consolidation of two fire protection districts. It is clear that if unchecked, the Department will not be able to meet the future demands of the Town.



Presently the Newbury Fire Department has approximately 26 active on-call members. This number is insufficient to provide a sufficient service level to the Town. When we spoke to Chief Walker and asked him how he recruits, he said that he has tried multiple recruitment strategies and noted that this is an ongoing challenge.

Over the next five years, a significant effort will need to be put forth to recruit and retain on-call personnel. As personnel are brought into the Department, they should understand what is expected to advance to a firefighter's position. Although Newbury is not alone in dealing with a reduction in on-call staff, it is essential that addressing this situation become a primary focus of the Chief and a shared mission with the entire Department.

Recommendation:

Recruitment and retention of on-call personnel needs to become a primary focus of the Newbury Fire Department; this program should be an ongoing effort.

Recommendation:

Increase the number of active on-call firefighters to 30, and require that these personnel are properly training and certified.

Recommendation:

The Fire Chief should be the person responsible for all recruitment and retention activities within the Department. He should be held accountable for results provided that the Town invests and provides the Chief with the tools as detailed in the remainder of this letter.

There are various factors that are prevalent to the reduction in the number of volunteer and on-call firefighters in communities such as Newbury. Chief among them is that the current demographics do not support the type of person who is attracted to the fire service in the 21st Century – someone with time to dedicate to public service or a young person who wants to make a career of it. We have found that on average, for every five on-call firefighters recruited, two will remain active after a period of 48 months has elapsed.

Once an individual becomes interested in becoming an on-call firefighter, they must achieve a level of ever increasing specialized skill that is time consuming. Often exit interviews reveal that the training commitment alone is daunting and one of the primary reasons that on-call personnel resign. To become a certified firefighter takes several hundred hours. In addition, add to that over 160 hours to become a state-certified emergency medical technician (EMT). Then there are the dozens of hours training annually spent maintaining firefighter and EMT skills and certifications. The

average citizen does not want to spend a great deal of personal time dedicated to the fire service, especially when family commitments take priority. In fact, many on-call firefighters in departments that have a career force handling the day-to-day emergencies find it hard to stay motivated if they are not being utilized frequently. Other reasons are:

- An overall reduction in leisure time;
- Employment obligations and the common need to maintain more than one job;
- The virtual elimination of an employer's understanding and flexibility relating to this form of community service;
- Generational differences and increased family demands;
- Increasing training requirements; and
- The cost of housing in many affluent communities.

The federal government has a version of the SAFER (Staffing for Adequate Fire and Emergency Response) Act that pertains strictly to volunteer and on-call firefighters. This Act provides competitively awarded funds to municipalities to retain and recruit on-call and volunteer firefighters. The grants provide funds for college curriculums in fire science, for EMT and paramedic training, health insurance, physical fitness, uniforms, and other tax incentives to offer to attract candidates to join fire departments. The bottom line, though, is that if a community's demographics will not support an on-call firefighting force, the federal grant program will be of little assistance.

We believe that the Department should attempt to secure a SAFER grant to recruit and retain on-call members; however, this grant should note the staffing issue that currently exists and indicate that the grant would be an attempt to meet the NFPA 1720 fire response standard for the first time. A target of 26 active, on-call firefighters would be advantageous. The demographic and societal changes driving the reduction in on-call participation need to be reversed through utilizing innovation and best practices.

Recommendation:

The Town should pursue a SAFER Grant for the recruitment and retention of on-call personnel during 2018.

As most rural and suburban communities across the United States are dealing with the reduction in volunteer and on-call staff, this has become a common issue. Many communities have come to the conclusion that investing in on-call personnel is the best practice, and to that end, they have pursued some of the following strategies:

- Increasing compensation rates or the minimum hours paid for a response;
- Provide a reduction in property tax for on-call service;
- Provide on-call firefighters with community-based benefits such as free dump sticker, beach stickers, etc.;
- Provide community based awards and recognition; and
- Provide gift certificates for local restaurants, concerts, or other entertainment.

In the public sector, many of these benefits can be controversial. After considering these strategies, we have focused on developing innovative strategies for the Town of Newbury. One example of a unconventional and innovative best practice that we feel would work in Newbury is to provide a health insurance package for self-employed, year round, residents, provided they complete training, certification, and provide the Town with a high level of immediate response. As mentioned above, a portion of this cost may be eligible to be incorporated into a SAFER Grant. Typically this type of program attracts electricians, plumbers, painters, and other trades, as well as self-employed professionals that would be beneficial to the organizations.

An example of this best practice has worked successfully in the Town of Holliston, Massachusetts, for several years. Viewed as costly and unconventional, this program has retained a high level of active personnel that provide an immediate response on a 24/7 basis. This strategy to invest in the on-call force avoided the need for career personnel, and compared to a smaller neighboring community, produced an overall cost (including health insurance) of 50% of what the neighboring community pays for fire protection. We believe a program of this nature is a good fit for Newbury and should be considered. During our research, a member of the study team visited Chief Michael Cassidy in Holliston, and conducted an interview pertaining to this concept. An overview of that interview has been inserted below:

Holliston is a community of approximately 14,500 residents. It has a call firefighting force of 50, with an additional call EMS force of approximately 28 persons. Chief Cassidy is the only full-time employee other than a few hourly workers who provide dispatch services. All of these folks are eligible to participate in the Town's health insurance program. Chief Cassidy reports that turnout at all incidents regularly exceeds NFPA 1720 standards. A recent structure fire that occurred midweek, midday, drew a response of 32 call firefighting personnel to the incident.

All call firefighters are required to be certified as least to the level of firefighter I/II, the roster is currently full to authorized strength, and Chief Cassidy reports a waiting list of approximately 15 to 20 persons. He stated that the health insurance benefit offered to his call firefighters is most definitely the driving factor in his ability to maintain such a robust and adequately trained call firefighting force. Below is a breakdown of some of the numbers:

- *Chief Cassidy stated that approximately 55% of the current membership elects to take the health insurance benefit. Additional compensation is provided to the call firefighter should he/she elect not to participate in the health insurance benefit group.*
- *Chief Cassidy stated that most all of the members that participated were self-employed tradesmen. Many of those who elect not to participate are young adults who might still be on a parent's health insurance. Since members can become call firefighters at age 18, and the Department also has a very active Explorer post which acts as a feeder pool for the Department, a sizable number of the current call force within the 18 to 26-year-old category, many of these individuals may still participate in a parent's health insurance program.*
- *All call firefighting personnel must first successfully complete firefighter I/II training. No compensation is provided until after successful completion. If selected for employment, the call firefighter has the option of participating within the Town's health insurance program.*

- *Those that elect to enroll in an HMO program have 60% of their expenses covered by the employer (family or individual plan). Members that prefer a P.P.O. style plan have 50% of that cost paid by the employer. Please refer to the attached documents to see the actual rate sheets for these programs.*
- *Holliston call firefighters also enjoy a very generous compensation program. Active members receive a base retainer, as well as hourly compensation for time actually spent working at incidents. Recently, the compensation package was expanded to provide a flat fee of \$75 per month for those who regularly attend the bi-monthly training sessions.*

We Asked Chief Cassidy if the rising cost of healthcare had caused local government officials any concern in providing these benefits to such a sizable number of part-time employees. Chief Cassidy responded in saying that the trade-off was considered minimal in that the community enjoyed a consistent professional response by its call firefighters and EMTs, without the cost of a full-time, unionized workgroup.

Obviously health insurance is expensive and costs seem to escalate on an annual basis. However self-employed tradesmen and professionals are also confronted with this cost. The ability to join the Town's insurance in itself may reduce their cost. Furthermore, the Town could develop a sliding scale that would pay a percentage of the health insurance cost equal to the level of response provided by the responding firefighter. We have suggested rate cost sharing in the table below:

Table 1- Proposed Health Insurance percentages

Percentage of Training and incident Response	Proposed of Health Care expense paid by the Town
90% or greater participation	60%
70% - 89% participation	50%
50 – 69% participation	40%
33 – 49% participation	20%
Under 33% participation	Eligible to enroll at employees cost

Recommendation:

The Town of Newbury should consider the development of a program that would provide active responders with the opportunity to obtain health insurance. The Town of Newbury should pay a graduated percentage of this program based upon the percentage table above.

Recommendation:

The Town of Newbury should recognize that the only way to develop a more active and properly staffed Fire Department in the absence of hiring a force of career firefighters, is to determine what would motivate potential responders and craft a program of investment that meets these extrinsic and intrinsic needs.

Recommendation:

The Town of Newbury should convene a focus group to determine what concepts and recruitment and retention strategies are feasible and most attractive to potential candidates.

Recommendation:

Enhance communication with Department personnel by providing e-mail addresses and a newsletter which should be distributed every other month. This project should be delegated to a firefighter who would be interested in a project of this nature.

Recommendation:

Develop a series of team-based activities that build involvement in the organization.

Recommendation:

Increase the level of communication with the community relative to the need for on-call firefighters. Examples of this strategy should include periodic open houses, community mailings, newspaper coverage, development of a social media presence, radio, and media advertisement. The proposed SAFER Grant could be utilized to cover many of these expenses.

Recommendation:

Seek assistance from the Massachusetts Call and Volunteer Firefighters Association (MCVFA) relative to enhancing recruitment efforts in Newbury.

Recommendation:

Create a social media presence by assigning this opportunity to a member of the department.

Recommendation:

A computer-generated signboard should be considered in front of each station. This can be utilized for recruitment, public education, and as a means to enhance visibility in the community.

Sample Job Descriptions and Wages

There is a wide variation in the wages paid to on-call members across Massachusetts, and some departments remain 100% volunteer with no compensation. Obviously, the level of compensation reflects the overall availability of personnel, organizational history, and the culture of the community. As it has become an ever-increasing challenge to recruit and retain on-call personnel, communities have developed stronger incentives. Presently, our impression of the average wage for a firefighter/EMT certified to the level of Firefighter I/II is approximately \$20.00 per hour. Personnel that have not completed training or attained certification average \$12.50 per hour and officers average approximately \$22.50 per hour.

Many communities have also provided personnel with a two-hour minimum response rate after midnight and during hours when there are typically few personnel available. Although compensation is important, approximately 33% of on-all firefighters indicate that other retention initiatives and demonstrating that their participation is appreciated, are more powerful motivators than direct compensation.

In an effort to offer the Town of Newbury some perspective, a series of example job descriptions have been included within **Appendix A**.

Recommendation:

Utilizing the job descriptions in Appendix A, develop a compensation plan that provides an appropriate level of compensation for each rank.

Recommendation:

Conduct a survey of five comparable, on-call, compensation plans, developing the average paid by position. Utilize this survey to gain perspective and develop a compensation strategy for the next five years.

Apparatus and Facilities

Based upon national averages, Newbury should have the following resources to conduct effective fire service operations:

- 2 pumpers
- 1 tender/tanker
- 1 wildland suppression vehicle
- 2 ambulances
- 2 fire stations

The current compliment of apparatus in Newbury is:

- 3 pumpers
- 2 aerial ladders
- 1 tender/tanker
- 2 wildland suppression vehicles
- 2 ambulances
- 2 fire stations

Considering the service expectation present in the community and the response time of mutual aid units, the study team believes that Newbury should also operate one aerial ladder. Therefore, the Town has access to an abundance of apparatus that makes up more than an appropriate operational fleet that has mixed ownership. Moving forward the Town should purchase and maintain all fire apparatus. However, further redundancy of major apparatus should be avoided. Consideration should be given as to the consolidation of units that are highlighted above.

Recommendation:

The Town should purchase and maintain all future fire apparatus.

Recommendation:

The Town should either assume ownership of all fire apparatus, or ensure that agreements require appropriate maintenance, daily and weekly checks, and annual pump, hose, and ladder testing are completed.

Recommendation:

A pumper and aerial could be combined into a quint concurrent with the replacement of units scheduled through the capital plan.

In terms of facilities, the Newbury station 1 is marginally equipped to meet the needs of a modern fire service organization. The Town should either construct a new facility or amend the current lease to require substantial renovation. Station 2 (Byfield) is a newer facility that has been well maintained and meets the needs of the community as configured.

The Next Steps Forward – Pacing Change

The fire service is naturally resistant to change. One common mistake is attempting to initiate too much change in a short period of time. When an organization needs to be transformed, we often advise a new Chief to pace change over a period of several years. Below we have placed our recommendations into a timeline that could inform the Town and guide Chief Walker.

The Next Six Months

Recommendation:

Turnout gear should be consistently marked as that of the Newbury Fire Department. Current gear should be altered to reflect the Newbury Fire Department identity using Elliot Enterprises.

Recommendation:

The Newbury Fire Department patch should be the only acceptable uniform.

Recommendation:

Ambulances should be re-lettered and striped with rear traffic safety reflective markings.

Recommendation:

All new apparatus should be appropriately lettered and one piece of existing apparatus should be re-lettered in each station per year.

Recommendation:

Stations should be identified with signs indicating Newbury Fire Department Station 1 and Station 2. It would be acceptable to note the company name in a subordinate font to the primary designation.

Recommendation:

The two stations should train together twice per month and automatically be toned and respond together to all calls within the Town of Newbury. This was an area where it appeared that there was some lingering resistance based on pride and the social identity of the past.

Recommendation:

The Chief should join the Fire Chiefs' Association of Massachusetts. The Chief should attend local, regional, and state meetings.

Year One

Recommendation:

Work with Town Counsel to adopt MGL, Chapter 48, Section 42 or 42A, at the next annual Town meeting.

Recommendation:

Create a social media presence by assigning this opportunity to a member of the Department.

Recommendation:

Ensure that all policies and procedures are the same within both stations, and that representation from both stations has input into the development of new operational procedures and the update of existing procedures.

Recommendation:

One policy and one procedure should be reviewed at each training meeting.

Recommendation:

Conduct a survey of five comparable on-call compensation plans, developing the average paid by position. Utilize this survey to gain perspective and develop a compensation strategy for the next five years.

Recommendation:

Conduct two lesson driven training sessions per month that include all personnel from both stations working together as a team. All of the training lessons should be derived using formal, standardized lesson plans. To adequately accomplish this, an annual training schedule should be developed on a collaborative basis with the personnel of the Department, and especially relative to the officers of the Department. Records of this training should be retained in a database.

Recommendation:

IMS training is extremely critical and should be conducted for all members of the Department. Firefighters should be trained to the basic level of ICS 100-700, Officers to the ICS 300 level, and the Chief should be trained to the ICS 400 level.

Year Two

Recommendation:

Utilizing the job descriptions in Appendix A, develop a compensation plan that provides an appropriate level of compensation for each rank.

Recommendation:

Enhance the use of automatic aid to the report of any structure fire.

Recommendation:

The Town should either assume ownership of all fire apparatus or ensure that agreements require appropriate maintenance, daily and weekly checks, and annual pump, hose, and ladder testing.

Recommendation:

The Town should pursue a SAFER Grant for the recruitment and retention of on-call personnel during 2018.

Recommendation:

The Town of Newbury should consider the development of a program that would provide active responders with the opportunity to obtain health insurance. The Town of Newbury should pay a graduated percentage of this program based upon the percentage table above.

Recommendation:

The Town of Newbury should recognize that the only way to develop a more active and properly staffed Fire Department in the absence of hiring a force of career firefighters is to determine what would motivate potential responders and craft a program of investment that meets these extrinsic and intrinsic needs.

Recommendation:

The Town of Newbury should convene a focus group to determine what concepts and recruitment and retention strategies are feasible and most attractive to potential candidates.

Recommendation:

Enhance communication with Department personnel by providing e-mail addresses and a newsletter which should be distributed every other month.

Recommendation:

Develop a series of team-based activities that build involvement in the organization.

Recommendation:

Increase the level of communication with the community relative to the need for on-call firefighters. Examples of this strategy should include periodic open houses, community mailings, newspaper coverage, development of a social media presence, radio, and media advertisement. The proposed SAFER Grant could be utilized to cover many of these expenses.

Recommendation:

Seek assistance from the Massachusetts Call and Volunteer Firefighters Association (MCVFA) relative to enhancing recruitment efforts in Newbury.

Recommendation:

A computer-generated sign board should be considered in front of the station. This can be utilized for recruitment, public education, and as a means to enhance visibility in the community.

Beyond Year Two

Recommendation:

Recruitment and Retention of on-call personnel needs to become a primary focus of the Newbury Fire Department; this program should be an ongoing effort.

Recommendation:

Increase the number of active on-call firefighters to 26, and require that these personnel are properly training and certified.

Recommendation:

The Town should purchase and maintain all future fire apparatus.

Recommendation:

A pumper and aerial could be combined into a quint concurrent with the replacement of units scheduled through the capital plan.

Recommendation:

Participation in training programs offered regionally, through the Massachusetts Firefighting Academy, and the National Fire Academy should also be encouraged and supported.

Recommendation:

The training officer should join and participate with a statewide group of training officers in a professional organization known as MIFDI (Massachusetts Institute of Fire Department Drill Instructors). This group would not only provide insight and guidance as to various training programs and concepts, but would also provide an opportunity for professional networking.

Recommendation:

The Newbury Fire Department should consider sending some of the officers to National Fire Academy programs. A beneficial program to consider would be the Volunteer Incentive Program. Also, specifically recommended for the Training Officer, would be completion of the Management of Training Programs course at the National Fire Academy.

Recommendation:

All officers in the Department should achieve professional certification to the appropriate level for their rank. That would be Lieutenant - Fire Officer I; Captain - Fire Officer II; Deputy Fire Chief - Fire Officer III, and Fire Chief - Fire Officer IV.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By:


Brian P. Duggan
Senior Public Safety Advisor



APPENDIX A

Sample Fire Service Job Descriptions



**Municipal
Resources
Inc.**

***FIRE CHIEF/
CO-EMERGENCY
MANAGER***



Municipal
Resources
Inc.

Town of Newbury, Massachusetts

POSITION: Fire Chief/Co-Emergency Manager

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Fire Chief is responsible to oversee and direct the Newbury Fire and Rescue Department in order to provide for comprehensive management and delivery of fire suppression and prevention, and emergency medical services, to our citizens and visitors. It must be the primary focus of the Fire Chief to ensure the efficient, effective, and proper delivery of these services to the community. The Fire Chief is appointed by the Board of Selectmen in accordance with Massachusetts General Law, chapter 48, section 42A.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Knowledge of the principles, concepts, and methodology of a professional or administrative occupation, supplemented by skill gained through job experience to permit independent performance, or supplemented by expanded professional knowledge gained through relevant study or experience which has provided skill in carrying out assignments, operations, and procedures. In addition to practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of certain federal and state laws, and local ordinances that impact the administration of a municipal fire department; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials, and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain a National Registered EMT. Shall have obtained certification from the National Board on Fire Service Professional Qualifications to the level of Fire Officer Level III or higher. Preference will be given to candidates that have completed either the Executive Fire Officer Program at the National Fire Academy or the Massachusetts Chief Fire Officer Management Program.



SUPERVISION RECEIVED

Works under the policy direction of the Newbury Board of Selectmen and the daily supervision of Newbury's Town Administrator. Duties are performed independently, and appropriate judgment must be exercised in dealing with emergencies, establishing priorities, and determining appropriate courses of action. Performance is reviewed through conferences, reports, and observations of efficiency, and is formally evaluated periodically by the Board of Selectmen with input from the Town Administrator. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment; resolving most of the conflicts which arise; coordinating the work with others as necessary; and interpreting policy on own initiative in terms of established objectives. In most assignments, the Chief also determines the approach to be taken and the methodology to be used. The Fire Chief is expected to communicate with the Town Administrator on a frequent basis, keeping him informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

SUPERVISION EXERCISED

Has full operational authority and responsibility in providing for the safe and effective delivery of firefighting, rescue, and emergency services for the Town of Newbury. Directly and regularly supervises all members of the Newbury Fire Department in both emergency and non-emergency situations. Utilizes the appropriate elements of the national incident management system to supervise any emergency response. The Fire Chief is fully accountable for the effective and efficient management of work to achieve goals and objectives.

Errors in judgment and supervision could result in endangered public safety, loss of life, or severe property damage. Errors in either technical application recognize firefighting, rescue, or emergency medical care procedures or interpretation of related data, could result in damage to property, endanger public safety, have financial and or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Serves as the Department's chief executive officer and has primary responsibility for providing leadership and direction to the organization, providing managerial control of the budget.
2. Plans, coordinates, supervises, and evaluates Fire and EMS operations.



3. Establishes policies and procedures for the effective management of the Fire Department. Regularly reviews and maintains existing policies to be in accordance with all applicable federal, state, and local laws, and further, in accordance with fire service and emergency medical service best practices.
4. Plans and implements a variety of Fire and EMS services and programs for the community in order to meet the expectation of its citizens.
5. Plans, prepares, and properly administers the annual budget for the Newbury Fire Department.
6. Responds to alarms and may direct activities at the scene of major emergencies.
7. Supervises the inspection of buildings and other properties for fire hazards and enforces fire prevention ordinances.
8. Directs the operation of Departmental in-service training activities.
9. Controls the expenditure of Departmental appropriations.
10. Handles grievances, maintains Departmental discipline, and the conduct and general behavior of assigned personnel.
11. Prepares and submits periodic reports to the Board of Selectmen regarding the Department's activities and prepares a variety of other reports as appropriate, including the annual report of activities.
12. Plans Departmental operation with respect to equipment, apparatus, and personnel; supervises the implementation of such plans.
13. Assigns personnel and equipment to such duties and uses as the service requires; evaluates the need for and recommends the purchase of new equipment and supplies.
14. Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives, and the public on all aspects of the Department's activities.
15. Attends conferences and meetings to keep abreast of current trends in the field; represents the Town Fire/EMS Departments in a variety of local, county, state, and other meetings.
16. Performs a variety of daily duties that can range from administrative function to the direct delivery of firefighting and/or emergency medical services.



17. Serves as a member of various employee committees.
18. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should have a Bachelor's Degree in Management, Public Administration, Fire Science, or a related field of study. Specialized training and certifications in fire department administration and operation are also required.

At a minimum, the Fire Chief shall maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain a National Registered EMT. Shall have obtained certification from the National Board on Fire Service Professional Qualifications to the level of Fire Officer Level III or higher. Preference will be given to candidates that have completed either the Executive Fire Officer Program at the National Fire Academy or the Massachusetts Chief Fire Officer Management Program.

LEVEL OF EXPERIENCE REQUIRED

Generally, a candidate for this position should have at least ten years of experience of a progressively responsible nature in firefighting and prevention, and emergency medical services. Specifically, it is preferable that the candidate has previously performed the services in a supervisory capacity (rank of Lieutenant or higher) for a minimum of three years.

ENVIRONMENT

Has frequent contact with the general public, often during stressful or emotional situations. As such, the Fire Chief must possess effective verbal and written communication skills, as well as the ability to communicate effectively in directing the work of subordinate fire officers and firefighters.

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather conditions or similar situations where conditions cannot be controlled).

The Fire Chief is required to work evenings and weekends, and for extended periods of time, which can extend beyond his/her regularly scheduled hours. While off duty the Chief may be required to return to duty in order to respond to emergency situations beyond the scope and ability of normal duty staffing. The Chief may be required to alter his or her regular hours of work if and when emergency situations require.



PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials, and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching, or crawling in restricted areas, and frequent climbing of tall ladders.

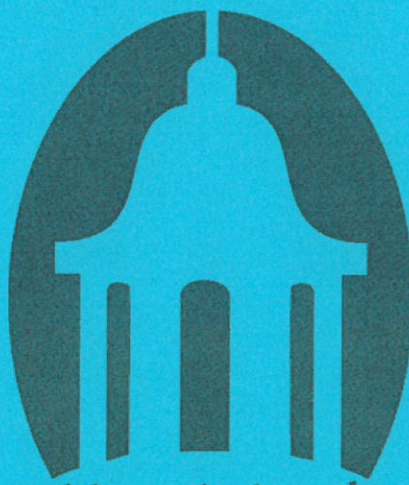
The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.



CALL DEPUTY FIRE CHIEF



Municipal
Resources
Inc.

Town of Newbury, Massachusetts

POSITION: Call Deputy Fire Chief

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Deputy Fire Chief performs a variety of technical, administrative, and supervisory work in assisting with the planning, organizing, directing, and implementing fire prevention, suppression, and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions. May act as head of Department in the extended absence or incapacity of the Fire Chief, as prescribed by the Chief, or in his incapacity by the direction of the Board of Selectmen.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Knowledge of the principles, concepts, and methodology of a professional or administrative occupation, supplemented by skill gained through job experience to permit independent performance or supplemented by expanded professional knowledge gained through relevant study or experience which has provided skill in carrying out assignments, operations, and procedures. In addition to practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of Federal laws, court decisions, and local ordinances; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively, and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials, and the public.

Must maintain a valid Massachusetts driver's license without a record of suspension or revocation in any state. Ability to meet departmental physical standards. Must have and continue to maintain a valid license as a nationally registered EMT. Shall have obtained certification from the National Board on fire service professional qualifications to the level of Fire Officer II or higher.



SUPERVISION RECEIVED

Works under the broad supervision of the Fire Chief. Develops, implements, and adheres to department rules and regulations that conform to recognized "best practice". Duties are performed independently, and judgment must be exercised in meeting emergencies and determining appropriate courses of action. Performance is reviewed through conferences, reports, and observations of efficiency, and is evaluated periodically. The supervisor sets the overall objectives and resources available. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment; resolving most of the conflicts which arise; coordinating the work with others as necessary; and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the Fire Chief informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

SUPERVISION EXERCISED

Supervises all call officers and firefighter/EMT positions, either directly or through subordinate officers.

May occasionally assume the duties and responsibilities of the Fire Chief in his extended absence or incapacity, as prescribed by the Chief, or in his incapacity by the direction of the Town Administrator or Board of Selectmen.

Errors in judgment and supervision could result in endangered public safety, loss of life, or severe property damage. Errors in either technical application recognize firefighting, rescue or emergency medical care procedures, or interpretation of related data, could result in damage to property, endanger public safety, have financial and or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. May act as Fire Chief during absence of Fire Chief, as assigned.
2. Supervises subordinate call officers in their assigned duties.
3. Reviews, evaluates, develop, and implements programs, policies, and procedures for various departmental operations, including training and fire prevention.



4. Directs and participates in major Departmental programs.
5. Responds to all alarms as needed; assumes command in the absence of Fire Chief.
6. Carries out duties in conformance with Federal, State, County, and Town laws and ordinances.
7. Assists in the planning and implementation of Fire and EMS programs for the Town in order to better carry out the policies and goals of the Town.
8. Directs the operation of departmental in-service training activities.
9. Handles grievances, complaints, or concerns from officers and firefighters, maintains Departmental discipline, and the conduct and general behavior of assigned personnel.
10. Prepares and submits periodic reports to the Fire Chief regarding the Department's activities.
11. Assigns personnel and equipment to such duties and uses as the service requires.
12. May attend conferences and meetings, as directed by the Chief, to keep abreast of current trends in the field; represents the Town Fire/EMS Departments in a variety of local, county, state, and other meetings.
13. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should hold an Associate's Degree in Fire Science or a related field of study, and have significant specialized training in fire department administration and operations.

LEVEL OF EXPERIENCE REQUIRED

Generally, an employee filling this position should expect at least 5 years direct experience, with at least 2 years of supervisory responsibility equivalent to Fire Lieutenant or higher will be required.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather conditions or similar situations where conditions



cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials, and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.



Town of Newbury, Massachusetts

POSITION: Call Fire Captain

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Fire Captain regularly supervises and performs fire suppression, rescue, emergency medical care, hazardous materials, and fire prevention duties. The Captain is subordinate only to the Fire Chief and Deputy Fire Chief within the Department's chain of command. As such, the Captain is expected to have a mastery of all the various operational aspects of the emergency services provided by the Department, and should be prepared to command the Department in an operational capacity during situations in which the Fire Chief and Deputy Fire Chief are not available. Additionally, the Fire Captain may be required to perform limited administrative functions in the absence of or incapacity of the Deputy Fire Chief and Fire Chief.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials, and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must be a Nationally Certified level II Firefighter. Preference will be given to candidates who possess National Certification as a Fire Officer level II or higher. Must maintain a valid EMT license from the National Registry of Emergency Medical Technicians or the Commonwealth of Massachusetts.

SUPERVISION RECEIVED

Works under the policy direction of and supervision of the Deputy Fire Chief. Implements, enforces, and adheres to Department rules and regulations that conform to recognized "best practice". Duties are performed independently and judgment must be exercised in meeting



emergencies and determining appropriate courses of action. Performance is reviewed through reports and observations of proficiency and safety, and is evaluated periodically by the Fire Chief. The Fire Chief and Deputy Fire Chief provide periodic guidance and general direction, as to the specific tasks, both emergent and nonemergent, that will be assigned supervisory oversight by the Captain.

SUPERVISION EXERCISED

Provides regular, frequent oversight and detailed direction for Call Fire Lieutenants and Firefighter/EMTs, supervises all fire Department personnel at incidents until relieved by the Chief or Deputy Fire Chief. Has full operational authority and responsibility in providing for safe, effective, and efficient firefighting, rescue and emergency medical service delivery. The Captain shall be accountable for the effective and efficient management of work to achieve goals and objectives, whether at an emergency scene or in the performance of routine duties. Provides regular, frequent oversight and detailed direction to others within a workgroup. May recommend major changes for higher-level action, counsel employees, initially hear and potentially resolve complaints and grievances, participate in performance evaluations, and provide input in personnel management recommendations.

Errors in judgment and supervision could result in endangered public safety, loss of life, or severe property damage. Errors in either technical application of recognized firefighting, rescue, or emergency medical care procedures, or in the interpretation of related data could result in damage to property, endanger public safety, or have financial and/or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Supervises subordinate fire officers and fire fighters in their assigned duties as directed.
2. Assumes command of incidents as required or needed.
3. Responds promptly to the fire alarm and other emergency calls to establish command of the incident in order to provide for the safe, efficient, and effective delivery of required services. Responds to recall to duty orders for incidents that require off-duty personnel to return to duty.
4. Supervises the safe, effective, and efficient operation of all firefighting, rescue, and emergency medical appliances, tools, devices etc., in accordance with Departmental policies, applicable laws and regulations, as well as, accepted safety standards.



5. May be directed to enter within burning buildings, and confined spaces, and other hazardous environments, typically associated with firefighting, rescue, or emergency medical service field operations. As such, the Captain must possess both the technical knowledge and skills needed to direct these operations, as well as the physical agility and stamina needed to actively participate in these actions.
6. Communicates effectively and efficiently with supervisors and subordinates during both emergency and nonemergency situations.
7. Supervises maintenance of Departmental equipment, supplies, and facilities; maintains attendance records and fire ground accountability.
8. Instructs and drills firefighters in watch duties, use of tools, raising of ladders, and rescue and salvage work, etc.
9. Reviews disciplinary recommendations of Fire Lieutenant.
10. Monitors and observes Departmental activities to ensure that conduct and performance conform to Department standards.
11. Carries out duties in conformance with Federal, State, County, and Town laws and ordinances.
12. Responds to alarms received and directs routes to be taken; directs work of fire lieutenants pending arrival of a superior officer.
13. Participates in the operation of departmental in-service training activities.
14. Performs the duties of subordinate personnel as needed and fulfills obligations during duty days or duty week.
15. Maintains contact with general public, department officers, and other Town officials in the performance of Fire Department activities.
16. Prepares a variety of reports and records including personnel records and requisitions.
17. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should expect that a high school diploma or GED with specialized training in fire department supervisory practices will be required. National certification as a fire officer level II shall be obtained within one year of promotion. Associate's Degree preferred.



LEVEL OF EXPERIENCE REQUIRED

Generally, a candidate for this position should have a minimum of four years of progressive experience in the delivery of fire suppression, rescue, and emergency medical services within the municipal fire service.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather conditions or similar situations where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials, and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching, or crawling in restricted areas, and frequent climbing of tall ladders.

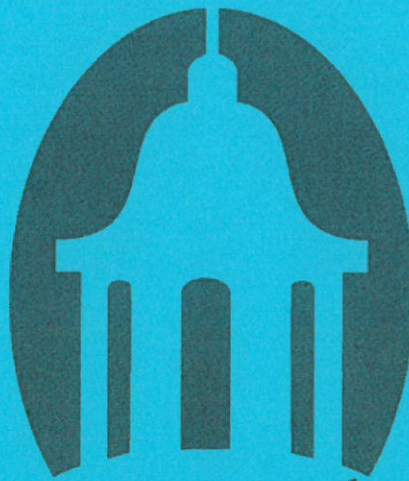
The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.



External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

CALL FIRE LIEUTENANT



Municipal
Resources
Inc.

Town of Newbury, Massachusetts

POSITION: Call Fire Lieutenant

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Fire Lieutenant regularly supervises and performs fire suppression, rescue, and emergency medical care operations at the company or unit level. Lieutenants serve primarily as first-line supervisors and are expected to engage directly in firefighting, rescue, and emergency medical service delivery, while also directing and overseeing the safety of subordinate personnel. As such, a Lieutenant is expected to possess both the ability to directly provide the services required, as well as, directly supervise the operation being conducted. Knowledge of all the various operational aspects of the emergency services provided by the Department, and should be prepared to initially command any incident, and to maintain command in situations in which superior officers are not available. Additionally, a Fire Lieutenant may be required to perform limited administrative functions in the absence of or incapacity of those superior officers.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials, and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must be a Nationally Certified level II Firefighter. Preference will be given to candidates who possess National Certification as a Fire Officer level I or higher. Must maintain a valid EMT license from the National Registry of Emergency Medical Technicians or the Commonwealth of Massachusetts.



SUPERVISION RECEIVED

Works under the policy direction of and supervision of the Deputy Fire Chief, as well as the operational supervision of the Call Fire Captain. Enforces and adheres to Department rules and regulations. Duties may be performed independently and sound judgment must be exercised in meeting emergencies and determining appropriate courses of action. Performance is reviewed through reports and observations of proficiency, and safety and is evaluated periodically by the Fire Chief. The Fire Chief and Deputy Fire Chief provide periodic guidance and general direction, as to the specific tasks, both emergent and nonemergent, that may be assigned.

SUPERVISION EXERCISED

Provides regular, frequent oversight, and detailed direction to Firefighters assigned to his/her company or command. May initially supervise all fire Department personnel at incidents until relieved by a superior officer. Has limited operational authority and responsibility in providing for safe, effective, and efficient firefighting, rescue and emergency medical service delivery with primary focus at company or unit level. The Lieutenant shall be accountable for the effective and efficient management of work assigned to his company or unit, whether at an emergency scene or in the performance of routine duties. Provides regular, frequent oversight and detailed direction to others within his/her assigned company or unit. May suggest changes for higher-level action, initially hear and potentially assist in the resolution of complaints and grievances, participate in performance evaluations, and provide input in personnel management recommendations.

Errors in judgment and supervision could result in endangered public safety, loss of life, or severe property damage. Errors in either technical application of recognized firefighting, rescue, or emergency medical care procedures, or in the interpretation of related data could result in damage to property, endanger public safety, or have financial and/or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Supervises Firefighters in their assigned duties as directed by the incident commander.
2. Assumes command of incidents as required or needed.
3. Responds promptly to the fire alarm and other emergency calls to establish command of the incident in order to provide for the safe, efficient, and effective delivery of required services. Responds to recall to duty orders for incidents that require off-duty personnel to return to duty.



4. Supervises the safe, effective, and efficient operation of all firefighting, rescue, and emergency medical appliances, tools, devices etc., in accordance with Departmental policies, applicable laws and regulations, as well as accepted safety standards.
5. May be directed to enter within burning buildings and confined spaces, and other hazardous environments, typically associated with firefighting, rescue, or emergency medical service field operations. As such, the Lieutenant must possess both the technical knowledge and skills needed to direct these operations, as well as, the physical agility and stamina needed to actively participate in these actions.
6. Communicates effectively and efficiently with supervisors and subordinates during both emergency and nonemergency situations.
7. Supervises maintenance of Departmental equipment, supplies, and facilities; maintains attendance records and fire ground accountability.
8. Instructs and drills firefighters in use of tools, raising of ladders, and rescue and salvage work, etc.
9. May provide disciplinary recommendations to superior officers.
10. Monitors and observes Departmental activities to ensure that conduct and performance conform to Department standards.
11. Carries out duties in conformance with Federal, State, County, and Town laws and ordinances.
12. Responds to alarms received and directs routes to be taken; directs work of firefighting personnel pending arrival of a superior officer.
13. Participates in the operation of Departmental in-service training activities.
14. Performs the duties of subordinate personnel as needed and fulfills obligations.
15. Maintains contact with general public, department officers, and firefighters in the performance of Fire Department activities.
16. Prepares incident reports.
17. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should expect that a high school diploma or GED with specialized training in fire department supervisory practices will be required. Associate's Degree preferred. Additionally, within one year of service as an officer, fire lieutenants shall participate in an approved program of fire officer supervisory training provided by the Massachusetts Firefighting Academy.

LEVEL OF EXPERIENCE REQUIRED

Generally, a candidate for this position should have a minimum of four years of progressive experience in the delivery of fire suppression, rescue, and emergency medical services within the municipal fire service.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather conditions or similar situations where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category



II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.



***CALL
FIREFIGHTER/EMT***



Municipal
Resources
Inc.

Town of Newbury, Massachusetts

POSITION: Call Firefighter/EMT

DEPARTMENT: Fire

OVERVIEW OF POSITION

Call firefighters perform limited technical work associated with combating, extinguishing, and preventing fires, performing rescue operations, as well as, technical work associated with providing patient care as an emergency medical technician. All work is performed under the direct supervision of a fire officer.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

Knowledge of department rules, regulations, and procedures. Skills are acquired through considerable training and experience in order to permit the safe participation in firefighting, rescue, or emergency medical services delivery situations. The ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees; ability to take direction and function effectively within a paramilitary organization. The ability to comprehend various techniques, procedures, concepts, and principles as they relate to the proper and safe delivery of firefighting, rescue, and emergency medical services. Ability to develop and maintain effective working relationships with fellow employees and the public

Must maintain a valid Massachusetts driver's license with no record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must currently be licensed as an Emergency Medical Technician Certification. Must successfully complete probationary period as a Call Firefighter, including successful completion of basic fire training program and obtaining national certification as a Firefighter level I/II within one year of employment.

SUPERVISION RECEIVED

Works under the direct supervision of the Lieutenant or, in the absence of a Lieutenant, at the direction of the Captain, Deputy Chief, or Fire Chief in accordance with the Department's chain of command. Adheres to Department rules and regulations. Frequent guidance, oversight, and detailed direction consistently provided by direct supervisor. For both one-of-a-kind and repetitive tasks, the assigned supervisor makes specific assignments that are accompanied by clear, detailed, and specific instructions. The employee works as instructed and consults with his/her officer as needed on all matters not specifically covered in the original instructions or guidelines. The fire officer maintains control through review of the work that may include



checking progress or reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.

SUPERVISION EXERCISED

Has no responsibility for supervision or oversight of others. Positions at this level have no formal assigned supervisory responsibility or authority. Employees are responsible only for the performance of their own assigned work. They may be asked to assist with the training of new employees in the fundamentals of the job or to participate in cross-training of other employees in the Department, but such assignments do not include the on-going authority to assign and review the work of other employees, or to recommend or take corrective action with regard to the performance of other employees.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Performs all the primary duties of a call firefighter/EMT under the command and direct supervision of the incident commander or training officer.
2. Attends and participates in all regularly scheduled call firefighter training sessions as scheduled by the Department.
3. Responds promptly to his/her assigned duty station when summoned by radio or telephone.
4. Provides limited emergency medical services as directed by and in accordance with the policies, procedures, and protocols establish by the Newbury Fire Department and the Commonwealth of Massachusetts.
5. Drives and operates Fire Department apparatus as directed by a supervisory officer and in accordance with all Department policies and procedures.
6. Operates certain firefighting, rescue, and emergency medical appliances, tools, and devices, under the supervision of a Fire Department officer.
7. May be directed to enter and work in burning buildings, confined spaces, and other hazardous environments, typically associated with firefighting, rescue, or emergency medical services field operations. These actions are to be conducted in accordance with all Departmental policies and procedures and under the direct supervision of a ranking fire officer.



8. Assist with the cleaning, servicing, and care of apparatus, appliances, tools, and devices used in the performance of firefighting, rescue, or emergency medical service delivery.
9. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should expect that a high school diploma or GED will be required, plus some specialized training in mechanics, maintenance management, or a closely related field.

LEVEL OF EXPERIENCE REQUIRED

Entry level personnel may possess little or no knowledge or experience in firefighting, rescue, or emergency medical services; as such their initial assignments will be limited and under the direct and constant supervision of a ranking officer. Within one year of employment, Call Firefighters shall attend a formal program in basic firefighting skills (the Massachusetts Firefighting Academy Call/Volunteer training program or the Barnstable County Call Firefighters Academy) and shall obtain national certification to the level of Firefighter I/II. Individuals lacking this level of training and certification shall not be permitted to actively engage in interior firefighting operations.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather conditions or similar situations where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials, and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy



objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

