

**TOWN OF NORTHBRIDGE
BOARD OF SELECTMEN'S MEETING
NORTHBRIDGE TOWN HALL
7 MAIN STREET - WHITINSVILLE, MA 01588
June 27, 2022 at 7:00 PM**

RECEIVED
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JOINT MEETING WITH THE TRUSTEES OF SOLDIERS MEMORIALS

PLEDGE OF ALLEGIANCE

NORTHBRIDGE TOWN CLERK
LINDA B. ZYWIEN

REORGANIZATION OF THE BOARD OF SELECTMEN:

- 1) **Town Manager asks for Nominations for Chairman**
- 2) **Chairman asks for Nominations for Vice-Chairman**
- 3) **Chairman asks for Nominations for Clerk**

I. APPROVAL OF MINUTES:

- A. June 15, 2022 [Special Meeting]

II. PUBLIC HEARING:

- B. **7:05 PM - Massachusetts Electric Company dba National Grid and Verizon New England, Inc.**
[Petition for Joint Pole Location: Install new pole 5-50 on Overlook Street between existing pole 5 and pole 6 for service upgrade at 10-20 Overlook Street. New wire size needed, too heavy to be mid spanned as it currently is. [Plan No: 30555151, Dated: May 9, 2022]. Present: Albert Galvin, National Grid

III. APPOINTMENTS:

- C. **Joint Appointment By the Board of Selectmen and Trustees of Soldiers' Memorials:**
James Gallagher, Trustees of Soldiers Memorials [Non-Veteran] / Present: Jason Ball (Chair), Ariel Lopez, Tom Farley and Richard Trier

D. By the Board of Selectmen:

- 2022 Annual Reappointments/Vote to reappoint [per the list enclosed in agenda packet]

E. By The Town Manager:

- 1) David Pickart, Conservation Agent/Vote to affirm
- 2) 2022 Annual Reappointments/Vote to affirm [per the list enclosed in agenda packet]

IV. CITIZENS' COMMENTS/INPUT

V. DECISIONS

- F. Fall Annual Town Meeting (October 25, 2022) / Vote to close the warrant on Friday, August 26, 2022 at 12:00 Noon
- G. Jean Mistretta/Request to place 50 flags in Memorial Park (Field of Flags) to commemorate Northbridge residents who were killed in action
- H. Pam Waterson/Request to use Memorial Park for a Yoga class
- I. Ambulance Fund (Write off of uncollectible accounts) / Vote to approve

VI. DISCUSSIONS

- J. Town-owned land (Providence Rd.)/**Present:** Henry Lane, Attorney
- K. Fire Station Strategic Plan/**Present:** Chief David White and Joe Pozzo, CPSM (via zoom)

VII. TOWN MANAGER'S REPORT

- L. June 13, 2022 – June 24, 2022

VIII. SELECTMEN'S CONCERNS

IX. ITEMS FOR FUTURE AGENDA

X. CORRESPONDENCE

XI. EXECUTIVE SESSION

Town Clerk: 2 Hard copies	<input checked="" type="checkbox"/>
Web: Post time-stamped copy	<input checked="" type="checkbox"/>

SPECIAL BOARD OF SELECTMEN'S MEETING

June 15, 2022

A Special Meeting of the Board of Selectmen was called to order by Chairman Ampagoomian at 6:06 PM, Northbridge Town Hall, 7 Main Street, Whitinsville, MA. Board Members Present: Ampagoomian, Cannon, Melia and Paulhus. Selectman Collins was absent and it is duly noted.

The Pledge of Allegiance was recited by those present.

- APPROVAL OF MINUTES/None**
- PUBLIC HEARING/None**
- APPOINTMENTS/Resignations/None**
- CITIZENS' COMMENTS/INPUT/None**

A motion/Mr. Melia, seconded/Mr. Paulhus to appoint Selectman Cannon as Clerk for this evening's Special Meeting. Vote yes/Ampagoomian, Cannon, Melia and Paulhus.

Bond Anticipation Notes (Fire Department/Balmer School/Other)/Vote to Sign. Present: Julie Harris, Treasurer/Collector, and Neil Vaidya, Town Accountant. A motion/Mrs. Cannon, seconded/Mr. Melia to sign the bond anticipation notes (Fire Department, Balmer School/Other) as presented. Vote yes/Ampagoomian, Cannon, Melia and Paulhus.

- TOWN MANAGER'S REPORT/None**
- SELECTMEN'S CONCERNS/None**
- ITEMS FOR FUTURE AGENDA/None**
- CORRESPONDENCE/None**
- EXECUTIVE SESSION/None**

A motion/Mr. Melia, seconded/Mr. Paulhus to adjourn. Vote yes/Ampagoomian, Cannon, Melia and Paulhus.

Meeting Adjourned: 6:16 PM

Respectfully submitted,

Alicia M. Cannon, Clerk

/mjc

LIST OF DOCUMENTATION
SPECIAL BOARD OF SELECTMEN'S MEETING
June 15, 2022

PLEDGE OF ALLEGIANCE

- I. APPROVAL OF MINUTES/None**
- II. PUBLIC HEARING/None**
- III. APPOINTMENTS/Resignations/None**
- IV. CITIZENS' COMMENTS/INPUT/None**
- V. DECISIONS:** Bond Anticipation Notes (Fire Department/Balmer School/Other)/Vote to Sign. **Present:** Julie Harris, Treasurer/Collector, and Neil Vaidya, Town Accountant
-Copy of the bond anticipation notes
- VI. DISCUSSIONS/None**
- VII. TOWN MANAGER'S REPORT/None**
- VIII. SELECTMEN'S CONCERNS/None**
- IX. ITEMS FOR FUTURE AGENDA/None**
- X. CORRESPONDENCE/None**
- XI. EXECUTIVE SESSION/None**

B.

NATIONAL GRID – POLE LOCATION
PUBLIC HEARING

READ THE PUBLIC HEARING NOTICE ALOUD.

In conformity with the requirements of Section 22 of Chapter 166 of the General Laws (Ter. Ed.) you are hereby notified that a **Public Hearing** has been scheduled for **Monday, June 27, 2022 at 7:05 PM**, at the Northbridge Town Hall, Selectmen's Room, 7 Main Street, Whitinsville, MA based upon the petition of Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc., for permission to locate poles, wires and fixtures, including the necessary sustaining and protecting fixtures along and across the following public way:

Petition for Joint Pole Location - Overlook Street

Install new pole 5-50 on Overlook Street between existing pole 5 and pole 6 for service upgrade at 10-20 Overlook Street. New wire size needed, too heavy to be mid spanned as it currently is. [Plan #30555151, dated 5/9/2022].

ASK FOR A MOTION TO OPEN THE HEARING

ASK FOR PUBLIC COMMENTS

ASK FOR A MOTION TO CLOSE THE PUBLIC HEARING

MOTION TO APPROVE or DISAPPROVE: the petition of Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc., for permission to locate poles, wires and fixtures, including the necessary sustaining and protecting fixtures along and across the following public way:

OVERLOOK STREET

Install new pole 5-50 on Overlook Street between existing pole 5 and pole 6 for service upgrade at 10-20 Overlook Street. New wire size needed, too heavy to be mid spanned as it currently is. [Plan #30555151, dated 5/9/2022].

PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

May 12, 2022

To the Board of Selectmen
of the Town of Northbridge, Massachusetts

MASSACHUSETTS ELECTRIC COMPANY D/B/A NATIONAL GRID and VERIZON NEW ENGLAND, INC. request permission to locate poles, wires and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Overlook St

Install new pole 5-50 on Overlook St between existing pole 5 and pole 6 for service upgrade to 10-20 Overlook. New wire size needed, too heavy to be mid spanned as it currently is.

Wherefore they pray that after due notice and hearing as provided by law, it be granted joint or identical locations for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as they may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked: **MASSACHUSETTS ELECTRIC COMPANY D/B/A NATIONAL GRID and VERIZON NEW ENGLAND, INC.**

Plan No. **30555151** Dated: **5/9/2022**

Also, for permission to lay and maintain underground laterals, cables and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

Your petitioners agree to reserve space for one cross arm at a suitable point on each of said poles for the fire, police, telephone and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

**MASSACHUSETTS ELECTRIC COMPANY D/B/A
NATIONAL GRID**

By: Robert Leonida
Manager of Distribution Design

VERIZON NEW ENGLAND, INC.

By: Albert Bessette
Manager, R.O.W.

ORDER FOR JOINT OR IDENTICAL POLE LOCATIONS

May 12, 2022

By the Board of Selectmen
of the Town of Northbridge, Massachusetts

Notice having been given and public hearing held, as provided by law, IT IS HEREBY ORDERED: that **MASSACHUSETTS ELECTRIC COMPANY D/B/A NATIONAL GRID and VERIZON NEW ENGLAND, INC.** be and they are hereby granted joint or identical locations for and permission to erect and maintain poles and wires to be placed thereon, together with such sustaining and protecting fixtures as said Companies may deem necessary, in the public way or ways hereinafter referred to, as requested in petition of said Companies dated the **12th day of May**

All construction under this order shall be in accordance with the following conditions: -

Poles shall be of sound timber, and reasonably straight, and shall be set substantially at the points indicated upon the plan marked-- filed with this order
Plan No. **30555151** Dated: **5/9/2022**

There may be attached to said poles by **MASSACHUSETTS ELECTRIC COMPANY D/B/A NATIONAL GRID and VERIZON NEW ENGLAND, INC.** such wires, cables and fixtures as needed in their business and all said wires and cables shall be placed at a height of not less than twenty feet from the ground.

The following are the public ways or parts of ways along which the poles above referred to may be erected, and the number of poles which may be erected thereon under this order: --

Overlook St

Install new Pole 5-50 on Overlooks St between existing Pole 5 and Pole 6 for service upgrade to 10-20 Overlook. New wire size needed too heavy to be mid-spanned as it currently is.

Also, for permission to lay and maintain underground laterals, cables and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

I hereby certify that the foregoing order was adopted at a meeting of the Board of Selectmen of the Town of Northbridge, Massachusetts held on the _____ day of _____

Clerk of Selectmen

Received and entered in the records of location orders of the Town of Northbridge, Massachusetts

Book: _____ Page: _____

Town Clerk

We hereby certify that on _____, at _____ o'clock, _____ M. at _____ a public hearing was held on the petition of the **MASSACHUSETTS ELECTRIC COMPANY D/B/A NATIONAL GRID and VERIZON NEW ENGLAND, INC.** for permission to erect the poles, wires, cables, fixtures and connections described in the order herewith recorded, and that we mailed at least seven days before said hearing a written notice of the time and place of said hearing to each the owners of real estate (as determined by the last preceding assessment for taxation) along the ways or parts of ways upon which the Companies are permitted to erect poles, wires, cables, fixtures and connections under said order. And that thereupon said order was duly adopted.

Selectmen of the Town of

Northbridge, Massachusetts

CERTIFICATE

I hereby certify that the foregoing is a true copy of a joint location order and certificate of hearing with notice adopted by the Board of Selectmen of the Town of Northbridge, Massachusetts, on the _____ day of _____ recorded with the records of location orders of said Town, Book _____, Page _____.

This certified copy is made under the provisions of Chapter 166 of General Laws and any additions thereto or amendments thereof.

Attest: _____
Town Clerk

Pole & UG Petition/Permit Request Form

City Northbridge WR # 30555151
Town of (circle one)

Install 1 SO **POLES** on Overlook St
(quantity) (circle one) (street name)

Remove _____ SO **POLES** on _____
(quantity) (circle one) (street name)

Relocate _____ SO **POLES** on _____
(quantity) (circle one) (street name)

Beginning at a point approximately _____ **feet** _____ **of the centerline**
(distance) (compass heading)
of the intersection of _____
(street name)

and continuing approximately _____ **feet in a** _____ **direction.**
(distance) (compass heading)

Install underground facilities:

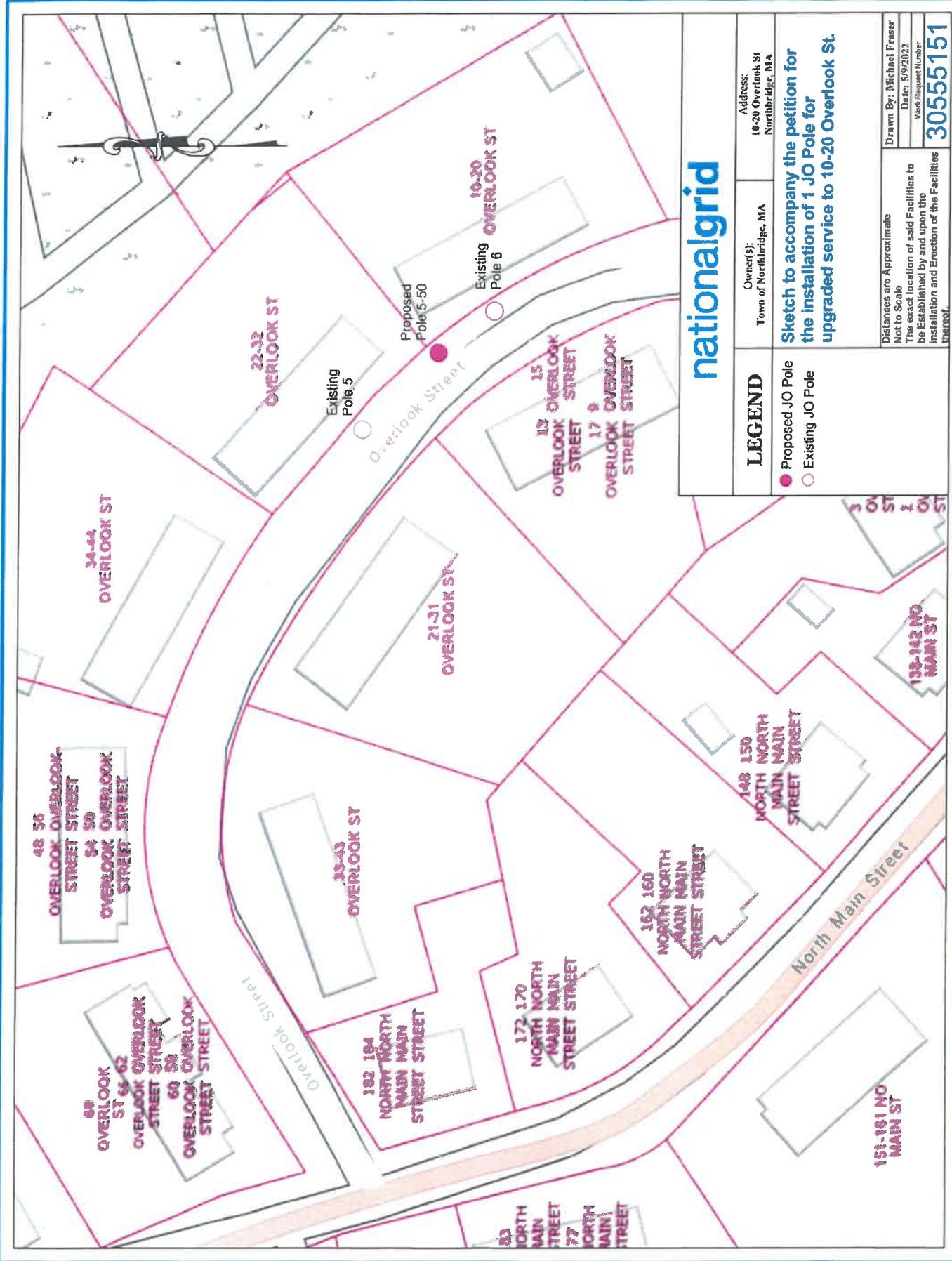
Street(s) _____

Description of Work:

Install new Pole 5-50 on Overlooks St between existing Pole 5 and Pole 6 for service upgrade to 10-20 Overlook. New wire size needed too heavy to be mid-spanned as it currently is.

ENGINEER Michael Fraser

DATE 5/9/2022



nationalgrid

LEGEND	Owner(s): Town of Northbridge, MA	Address: 10-20 Overlook St Northbridge, MA
	<ul style="list-style-type: none"> ● Proposed JO Pole ○ Existing JO Pole 	<p>Sketch to accompany the petition for the installation of 1 JO Pole for upgraded service to 10-20 Overlook St.</p> <p><small>Distances are Approximate Not to Scale The exact location of said Facilities to be Established by and upon the installation and Erection of the Facilities thereof.</small></p> <p>Drawn By: Michael Fraser Date: 5/9/2022 Work Request Number 30555151</p>



**TOWN OF NORTHBRIDGE
OFFICE OF THE TOWN MANAGER
NORTHBRIDGE TOWN HALL
7 MAIN STREET
WHITINSVILLE, MASSACHUSETTS 01588
Phone- (508) 234-2095 Fax- (508) 234-7640
www.northbridgemass.org**

NOTICE

June 17, 2022

To: Abutters
Massachusetts Electric Company (Robert Leonida, Manager of Distribution Design)
Verizon New England, Inc. (Albert E. Bessette, Jr., Manager ROW)

In conformity with the requirements of Section 22 of Chapter 166 of the General Laws (Ter. Ed.) you are hereby notified that a **Public Hearing** has been scheduled for **Monday, June 27, 2022 at 7:05 PM**, at the Northbridge Town Hall, Selectmen's Room, 7 Main Street, Whitinsville, MA based upon the petition of National Grid, Plan No. 30555151, dated May 9, 2022, for permission to locate poles, wires and fixtures, including the necessary sustaining and protecting fixtures along and across the following public way:

Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc.

Petition for Joint Pole Location - Overlook Street

Install new pole 5-50 on Overlook Street between existing pole 5 and pole 6 for service upgrade at 10-20 Overlook Street. New wire size needed, too heavy to be mid spanned as it currently is. [Plan #30555151, dated 5/9/2022].

Wherefore it prays that after due notice and hearing as provided by law, it be granted joint or identical locations for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected in accordance with the plan filed herewith marked--Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc.

Plan No. 30555151

Dated: May 9, 2022

**NORTHBRIDGE BOARD OF SELECTMEN
Russell D. Collins, Clerk**



**TOWN OF NORTHBRIDGE
OFFICE OF THE TOWN MANAGER
NORTHBRIDGE TOWN HALL
7 MAIN STREET
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www.northbridgemass.org**

MEMORANDUM

DATE: June 15, 2022
TO: Jennifer Cecconi, Assistant Assessor
FROM: Sharon L. Susienka, Exec. Asst. to the Town Manager *SLS*
SUBJECT: Abutter's List

I hereby request an abutter's list for the following purpose and location:

Massachusetts Electric Company d/b/a National Grid and Verizon New England, Inc.

Petition for Joint Pole Location - Overlook Street

Install new pole 5-50 on Overlook Street between existing pole 5 and pole 6 for service upgrade at 10-20 Overlook Street. New wire size needed, too heavy to be mid spanned as it currently is.

Enc.: Petition
Map

Abutters to include: all owners of real estate abutting upon that part of the way upon, along, across or under which the line is to be constructed, as such ownership is determined by the last preceding assessment for taxation.

6A/ 8/ / /
CC&L PROPERTIES, LLC
GEORGE & LAURA PAPPAS
4 BUDREAU AVE
MILLBURY, MA 01527

6A/ 9/ / /
1020 OVERLOOK LLC
4 BUDREAU AVE
MILLBURY, MA 01527

6A/ 10/ / /
SHUNYU (USA) CORPORTION
C/O R&R REALTY MANAGEMENT, LLC
971 PROVIDENCE RD
WHITINSVILLE, MA 01588

7/ 138/ / /
TOWN OF NORTHBRIDGE
W E BALMER SCHOOL
WHITINSVILLE, MA 01588

6A/ 149/ / /
IRISH GREGOR
546 FOWLER RD
NORTHBRIDGE, MA 01534

6A/ 150/ / /
IRISH GREGOR
549 FOWLER RD
NORTHBRIDGE, MA 01534

6A/ 151/ / /
FALCIONE ROBERT J
15 OVERLOOK ST
WHITINSVILLE, MA 01588

6A/ 152/ / /
US BANK TRUST,
C/O HUDSON HOMES MANAGEMENT
LLC
3701 REGENT BLVD
SUITE 200
IRVING , TX 75063

6A/ 153/ / /
ESCOTT DONNA J
19 OVERLOOK ST
WHITINSVILLE, MA 01588



Town of Northbridge Department of Public Works

11 Fletcher Street, P.O. Box 88

Whitinsville, Massachusetts 01588-0088

Tel. No. (508) 234-3581 – Fax. No. (508) 234-0807

Jamie C. Luchini
Director of Public Works

MEMORANDUM

Date: June 21, 2022

RE: Overlook Street Pole Location

To: Adam Gaudette
Town Manager

Adam,

I have reviewed the petition for an added utility pole, located between poles #5 and 6, Overlook Street. I also visited the site. I have no issues with this new pole location as shown in the petition.

Very truly yours,

Jamie Luchini

C.

Melissa Ciaramitaro

From: Richard Trier <rtmt522@gmail.com>
Sent: Wednesday, June 15, 2022 10:23 AM
To: Melissa Ciaramitaro
Cc: Sharon Susienka; Jason Ball; James Gallagher; Ariel Lopez; Tom Farley; Charlie Ampagoomian
Subject: Trustee Recommendation

Hi Melissa,

At the Trustees of Soldiers' Memorials Meeting last night, the trustees formally recommended that the selectmen appoint Jim Gallagher to fill the current vacancy in the non-veteran position for trustee. We request to be placed on the agenda for the upcoming Selectmen Meeting on June 27th to support this appointment. Please let us know if you need any additional information.

Thank you.

Dick Trier
Secretary, Trustees of Soldiers Memorials

2022 BOARD OF SELECTMEN
ANNUAL REAPPOINTMENTS

D.

	A	B	C	D	E	F	G	H	I	J
	RESPONSE	Name	Address 1	City, ST Zip	Committee	Term	Due to Expire	Expiration	Apptd. By	Salutation
2		SELECTMEN'S APPTS. (PLEASE VOTE TO APPROVE)								
3	YES	KP Law, P.C.	101 Arch Street, 12th Fl.	Boston, MA 02110	Town Counsel	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Attorney Goldberg:
4	YES	Mr. Walter Convent	115 Prescott Road	Whitinsville, MA 01588	Board of Assessors	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Convent:
5	YES	Mr. Christopher Cella	36 Samuel Drive	Whitinsville, MA 01588	Board of Health	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Cella:
6	YES/already done	Ms. Linda Zywiec	c/o 7 Main Street	Whitinsville, MA 01588	Board of Registrars	3-yr. Term	June 30, 2022	6/30/2025		
7	YES/already done	Ms. Janet Burke	102 Fairlawn St	Whitinsville, MA 01588	Board of Registrars	3-yr. Term	June 30, 2022	6/30/2025		
8	YES	Mr. Warren Fairbanks	55 Jefferson Avenue	Northbridge, MA 01534	Building, Planning & Construction Committee	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Fairbanks:
9	YES	Mr. Benjamin Corman	51 Brookway Drive	Northbridge, MA 01534	Cable Advisory Committee	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Corman:
10	NO RESPONSE	Mr. James Hackett	230 Kelly Road	Northbridge, MA 01534	Cable Advisory Committee	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Hackett:
11	YES	Mr. Richard Chiras	374 Highland Street	Northbridge, MA 01534	Conservation Commission	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Chiras:
12	YES	Mr. Steven Gniadek	419 Kelly Road	Northbridge, MA 01534	Conservation Commission	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Gniadek:
13	YES	Ms. Nicole Roadman	812 Marston Road	Whitinsville, MA 01588	Council on Aging	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Ms. Roadman:
14	YES	Ms. Charlene Potvin	670 Linwood Ave., #114	Whitinsville, MA 01588	Council on Aging	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Ms. Potvin:
15	YES	Ms. Denise Forgit	220 Heritage Drive	Whitinsville, MA 01588	Council on Aging	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Ms. Forgit:
16	YES	Ms. Krystina Molt	6 Swift Road	Whitinsville, MA 01588	Cultural Council	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Ms. Molt:
17	YES	Mr. Ariel Lopez	35 Brook Street	Whitinsville, MA 01588	Cultural Council	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Lopez:
18	YES	Ms. Washa Liu	33 Eisenhower Drive	Northbridge, MA 01534	Disability Commission	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Ms. Liu:
19	YES	Sel. Charles Ampagoomian	c/o 7 Main Street	Whitinsville, MA 01588	Earth Removal Board	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Sel. Ampagoomian:
20	YES	Mr. Jamie Luchini	c/o 7 Main Street	Whitinsville, MA 01588	Earth Removal Board	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Luchini:
21	YES	Fire Chief David White	c/o 7 Main Street	Whitinsville, MA 01588	Emergency Management Director	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Chief White:
22	YES	Mr. Jamie Luchini	c/o 7 Main Street	Whitinsville, MA 01588	Green Energy Committee	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Luchini:
23	YES	Mr. Kenneth Warchol	372 Cooper Road	Northbridge, MA 01534	Historical Commission	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Warchol:
24	YES	Mr. Chris Pilla	662 Marston Road	Whitinsville, MA 01588	Other Post-Employment Benefits Committee	2-yr. Term	June 30, 2022	6/30/2024	Board of Selectmen	Dear Mr. Pilla:
25	YES	Mr. Shawn Roby	224 Lincoln Circle	Northbridge, MA 01534	Playground & Recreation Commission	3-yr. Term	June 30, 2022	6/30/2025	Board of Selectmen	Dear Mr. Roby:
26	YES	Chief Timothy Labrie	1 Hope Street	Whitinsville, MA 01588	Safety Committee	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Chief Labrie:
27	YES	Mr. Peter Bedigian	305 Shining Rock Drive	Northbridge, MA 01534	Safety Committee/Business Rep.	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Bedigian:
28	YES	Mr. Jamie Luchini	c/o 7 Main Street	Whitinsville, MA 01588	Safety Committee	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Luchini:
29	YES	Fire Chief David White	c/o 7 Main Street	Whitinsville, MA 01588	Safety Committee	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Chief White:
30	YES	Mr. Gary Bechtholdt	c/o 7 Main Street	Whitinsville, MA 01588	Safety Committee	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Bechtholdt:
31	YES	Mr. George Simmons	87 Linwood Avenue	Whitinsville, MA 01588	Safety Committee/School Dept. Rep.	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Simmons:
32	YES	Mr. James Sheehan	c/o 7 Main Street	Whitinsville, MA 01588	Safety Committee/Alternate	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Sheehan:
33	YES	Lt. John Ouillette	1 Hope Street	Whitinsville, MA 01588	Safety Committee/Alternate	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Lt. Ouillette:
34	YES	Mr. George Murray	43 Spruce Street	Northbridge, MA 01534	Safety Committee/Member at Large	1-yr. Term	June 30, 2022	6/30/2023	Board of Selectmen	Dear Mr. Murray:
35	YES	Mr. Randy Kibbe	150 Sprague Street	Northbridge, MA 01534	Zoning Board of Appeals	5-yr. Term	June 30, 2022	6/30/2027	Board of Selectmen	Dear Mr. Kibbe:

D.



Adam D. Gaudette
Town Manager

TOWN OF NORTHBRIDGE
OFFICE OF THE TOWN MANAGER
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7 MAIN STREET
WHITINSVILLE, MASSACHUSETTS 01588
Phone: (508) 234-2095 Fax: (508) 234-7640
www.northbridgemass.org

MEMORANDUM

Date: June 1, 2022 *(Via Email)*

To: Board of Assessors
Board of Health ✓
Building, Planning & Construction Committee ✓
Cable Advisory Committee ✓
Conservation Commission ✓
Council on Aging ✓
Cultural Council
Disability Commission ✓
Historical Commission ✓
Playground & Recreation Commission ✓
Safety Committee
Zoning Board of Appeals

From: Sharon L. Susienka, Exec. Asst. to the Town Manager *Sharon L. Susienka*

Subject: Attendance Records of Members to be considered for Reappointment

As part of the above process, the Board of Selectmen requests you provide them with attendance records of those members who may be considered for reappointment. As such, the attendance record should consist of the total number of regular and special meetings held by your Board /Committee during the most recent term of the individual and the number of meetings that he/she was able to attend.

Your respective Board/Committee member(s) that is/are up for reappointment is shown on the attached 2022 List of Annual Reappointments.

Please provide this information to me **no later than June 17, 2022**, as the reappointments are scheduled to go before the Board of Selectmen on Monday, June 27, 2022.

Thank you for your cooperation in this matter.

c: Board of Selectmen; Adam D. Gaudette, Town Manager

Sharon Susienka

From: Sharon Susienka
Sent: Wednesday, June 01, 2022 9:47 AM
To: Robert Fitzgerald; Jeanne Gniadek; Michael Beaudoin, BPCC; Harry Berkowitz, Cable Advisory Comm.; Barbara Kinney; Kelly Bol; yurimag@aol.com; Bruce Frieswick; Lenny Smith; Michael Proto; Tim Labrie; Jane Colonna
Cc: Adam Gaudette; Melissa Ciaramitaro
Subject: 2022 Annual Reappointments - Attendance records
Attachments: 2022 AttendanceLetter Request.docx; Annual ReAppointments2022.xls

Good morning everyone,

It's that time of year again! The Selectmen are scheduled to vote at their June 27th meeting to reappoint those board and committee members whose terms expire on June 30, 2022. As such, the Select Board's policy is to request the attendance records of those individuals for their most recent term.

Simply provide me with a memo indicating the total number of meetings held during your member's most recent term and the number of meetings they attended.

Thank you very much.

*Sharon L. Susienka
Exec. Asst. to the Town Manager/HR
Town of Northbridge
Phone: 508-234-2095
Fax: 508-234-7640*



BoH ✓



TOWN OF NORTHBRIDGE
BOARD OF HEALTH
Aldrich School Town Hall Annex - 14 Hill Street
Whitinsville, MA 01588
Phone# (508) 234-3272 Fax# (508) 234-0821

MEMORANDUM

June 1, 2022

To: Sharon L. Susienka, Executive Assistant to the Town Manager

From: Jeanne M. Gniadek, Board of Health Administrator */jmg*

Subject: Attendance Record of Member(s) to be considered for Reappointment

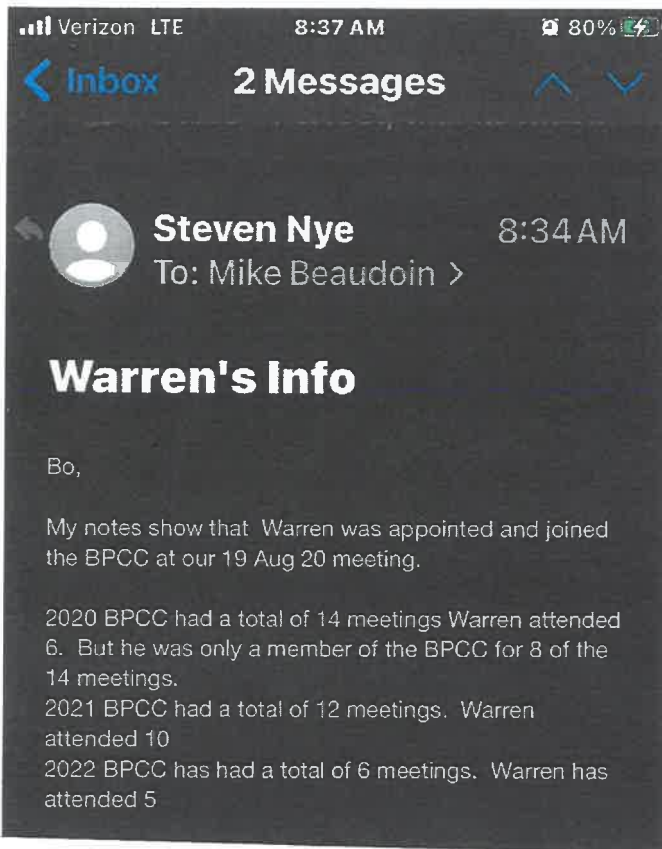
As requested, I have reviewed the attendance records for Board of Health member **CHRIS CELLA** for his most recent term of July 1, 2019 through June 30, 2022.

The Board of Health held 32 meetings. Mr. Cella attended 29 of the 32 meetings.

If you should have any questions or require additional information, please feel free to contact this office.

/jmg

BPCC



Warren was appointed July 20, 2020.

2020: Attended 6 of 8 meetings

2021: Attended 10 of 12 meetings

2022: Attended 5 of 6 meetings.

Sharon Susienka

From: Harry Berkowitz <berkyo1@charter.net>
Sent: Wednesday, June 01, 2022 10:33 AM
To: Sharon Susienka
Subject: Re: 2022 Annual Reappointments - Attendance records

Sharon

We have had only one meeting in the past year . We have started again and James Hackett has attended all meetings . Ben Corman missed the one meeting we have had since start up.

Harry Berkowitz

Chair

On 6/1/2022 9:46 AM, Sharon Susienka wrote:

Good morning everyone,

It's that time of year again! The Selectmen are scheduled to vote at their June 27th meeting to reappoint those board and committee members whose terms expire on June 30, 2022. As such, the Select Board's policy is to request the attendance records of those individuals for their most recent term.

Simply provide me with a memo indicating the total number of meetings held during your member's most recent term and the number of meetings they attended.

Thank you very much.

Sharon L. Susienka
Exec. Asst. to the Town Manager/HR
Town of Northbridge
Phone: 508-234-2095
Fax: 508-234-7640



Cons. Comm. ✓



**TOWN OF NORTHBRIDGE
CONSERVATION COMMISSION**

7 MAIN STREET
WHITINSVILLE, MASSACHUSETTS 01588
Telephone (508) 234-0817
Fax (508) 234-0814

MEMORANDUM

TO: Adam Gaudette
Town Manager

FROM: Barbara Kinney, Administrative Assistant
Northbridge Conservation Commission *Bak*

DATE: June 10, 2022

RE: Attendance Records of Members Eligible for Reappointment

The members who are eligible for reappointment and their attendance records are as follows:

NAME	TERM DATE START	TOTAL MEETINGS	MEETINGS PRESENT
Richard Chiras	July 01, 2019	60	48
Steven Gniadek	March 09, 2020	47	37

Please let me know if there is anything else you need.

COA ✓

TO: Adam Gaudette, Town Manager
FROM: Kelly Bol, Senior Center Director
DATE: June 15, 2022
RE: Attendance Records of COA Board Members

Attendance records for COA members whose terms are expiring as of 6/30/2022 are as follows:

<u>NAME</u>	<u>TERM BEGAN</u>	<u>ABSENCES</u>	<u># OF MEETINGS</u>
Nikki Roadman	09/29/2019	2	27
Charlene Potvin	07/01/2019	1	28
Denise Forgit	07/01/2019	2	28

The three individuals named above have been dedicated members of the COA Board and would like to renew for new terms. It is hoped that the Board of Selectmen will recognize the commitments that they have made to the town of Northbridge and will approve their reappointment to the Council on Aging.

If you need any further information concerning these individuals please feel free to contact Jean Mistretta, COA Chair or myself.

Thank you,

Kelly Bol

Kelly Bol, Director
Northbridge Council on Aging

Cc Jean Mistretta, COA Chair

c: Board of Selectmen; Adam D. Gaudette, Town Manager

Disability Comm. ✓

Ms. Washa Liu	33 Eisenhower Drive	Northbridge, MA 01534	Disability Commission	3-yr. Term	June 30, 2022	6.
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Meetings attended :

2022	2021	2020	2019
May 9 yes	Dec 13 yes	Oct 5 yes	Dec 9 yes
Feb 14 yes	Sept 13 yes	Sept 14 yes	Nov 18 yes
Jan 10 yes	Aug 9 yes	Aug 17 yes	oct 7 no
	Jun 14 yes	Jul 20 yes	may 13 guest
	Apr 12 yes	Jun 8 yes	
	Feb 8 yes	May 18 yes	
		Feb 10 yes	
		Jan 13 yes	

This information was collected from minutes that was submitted to the clerks office from the online site on the Northbridgemass web site Northbridge Disability Commission's meeting minutes

From: Lenny Smith <lenny.smith@withum.com>
Sent: Sunday, June 05, 2022 8:11 PM
To: Sharon Susienka
Subject: RE: 2022 Annual Reappointments - Attendance records

Hi Sharon,

Ken Warchol had perfect attendance this past year. We had 7 total meetings and Ken attended all 7. Thanks!

Leonard M. Smith, CPA | [Bio](#)
Principal

T (781) 605 2917

F (781) 321 7747

M (508) 801 6026

lenny.smith@withum.com



Check out Withum's [Civic Warriors](#) podcast – a voice for nonprofits effecting change! Also, on Apple Podcasts, Google Podca

From: Sharon Susienka <ssusienka@northbridgemass.org>
Sent: Wednesday, June 1, 2022 9:47 AM
To: Robert Fitzgerald <rfitzgerald@northbridgemass.org>; Jeanne Gniadek <jgniadek@northbridgemass.org>; Michael Beaudoin, BPC <mail2mwb@yahoo.com>; berkyl1@charter.net; Barbara Kinney <bkinney@northbridgemass.org>; Kelly Bol <kbol@northbridgemass.org>; yurimag@aol.com; Bruce Frieswick <baf@meganet.net>; Lenny Smith <lenny.smith@withum.com>; Michael Proto <mprotorei@hotmail.com>; Tim Labrie <tlabrie@northbridgemass.org>; Jane Colonna <jcolonna@northbridgemass.org>
Cc: Adam Gaudette <agaudette@northbridgemass.org>; Melissa Ciaramitaro <mciamitaro@northbridgemass.org>
Subject: [EXTERNAL] 2022 Annual Reappointments - Attendance records

This message is from an external sender and could be phishing.
Stop! Think! Act! If you think it's malicious, forward this email to phishing@withum.com.

Good morning everyone,

It's that time of year again! The Selectmen are scheduled to vote at their June 27th meeting to reappoint those board and committee members whose terms expire on June 30, 2022. As such, the Select Board's policy is to request the attendance records of those individuals for their most recent term.

Simply provide me with a memo indicating the total number of meetings held during your member's most recent term and the number of meetings they attended.

Thank you very much.

Sharon L. Susienka

Play + Rec

Sharon Susienka

From: Michael Proto <mprotorei@hotmail.com>
Sent: Thursday, June 02, 2022 1:42 PM
To: Sharon Susienka
Subject: Re: 2022 Annual Reappointments - Attendance records

Hi Sharon, I believe Shawn Roby is up for renewal. He has been to about 90% of our meetings this year.
Thanks, Mike

From: Sharon Susienka <ssusienka@northbridgemass.org>
Sent: Wednesday, June 1, 2022 9:46 AM
To: Robert Fitzgerald <rfitzgerald@northbridgemass.org>; Jeanne Gniadek <jgniadek@northbridgemass.org>; Michael Beaudoin, BPCC <mail2mwb@yahoo.com>; berkyl1@charter.net <berkyl1@charter.net>; Barbara Kinney <bkinney@northbridgemass.org>; Kelly Bol <kbol@northbridgemass.org>; yurimag@aol.com <yurimag@aol.com>; Bruce Frieswick <baf@meganet.net>; Lenny Smith <lenny.smith@withum.com>; Michael Proto <mprotorei@hotmail.com>; Tim Labrie <tlabrie@northbridgemass.org>; Jane Colonna <jcolonna@northbridgemass.org>
Cc: Adam Gaudette <agaudette@northbridgemass.org>; Melissa Ciaramitaro <mciamitaro@northbridgemass.org>
Subject: 2022 Annual Reappointments - Attendance records

Good morning everyone,

It's that time of year again! The Selectmen are scheduled to vote at their June 27th meeting to reappoint those board and committee members whose terms expire on June 30, 2022. As such, the Select Board's policy is to request the attendance records of those individuals for their most recent term.

Simply provide me with a memo indicating the total number of meetings held during your member's most recent term and the number of meetings they attended.

Thank you very much.

Sharon L. Susienka
Exec. Asst. to the Town Manager/HR
Town of Northbridge
Phone: 508-234-2095
Fax: 508-234-7640





TOWN OF NORTHBRIDGE
TOWN MANAGER'S OFFICE
7 MAIN STREET
WHITINSVILLE, MASSACHUSETTS 01588
Phone: (508) 234-2095 Fax: (508) 234-7640
www.northbridgemass.org

Personnel File ✓

E.1)

Adam D. Gaudette
Town Manager

June 23, 2022

Mr. David Pickart
66 Broadview Avenue
Cumberland, Ri 02864

Dear David:

This letter is to inform you that you have been selected for appointment to the position of Conservation Agent with the Town of Northbridge, effective July 1, 2022. The position is full-time (35 hours per week), Grade 9, with a beginning salary of \$60,000 per annum, and is subject to the personnel rules and regulations of the Town of Northbridge, a copy of which is attached for your review.

In accordance with Section 4-2 of the Northbridge Town Charter, "such appointment shall become effective on the fifteenth day following the day on which notice of the appointment is filed with the Board of Selectmen, unless the Board of Selectmen shall within that period by a majority of all of its members vote to reject such appointment, or has sooner voted to affirm it."

On behalf of the Town of Northbridge, I welcome you and wish you much success in your new position.

Sincerely,

Adam D. Gaudette
Town Manager

ADG/sls

c: Board of Selectmen

} 6/23/22

2022 TOWN MANAGER
ANNUAL REAPPOINTMENTS

E. 2)

	A	B	C	D	E	F	G	H	I	J
1	RESPONSE	Name	Address 1	City, ST Zip	Committee	Term	Due to Expire	Expiration	Apptd. By	Salutation
2		TOWN MGR'S APPTS. (PLEASE VOTE TO AFFIRM)								
3	YES/already done	Mr. Daniel Chauvin	181 Providence Road, Box 63	Whitinsville, MA 01588	Animal Control Officer	1-yr. Term	April 30, 2022	4/30/2023	Town Manager	Dear Mr. Chauvin:
4	YES/already done	Mr. Maurice Guilbault				1-yr. Term	April 30, 2022	4/30/2023	Town Manager	Dear Mr. Guilbault:
5	YES/already done	Ms. Danielle Edmands				1-yr. Term	April 30, 2022	4/30/2023	Town Manager	Dear Ms. Edmands:
6	YES	Mr. George A. Duhamel	27 Tanager Drive	Shrewsbury, MA 01545	Wiring Inspector	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Mr. Duhamel:
7	YES	Mr. Jeffrey Grenier	1294 Hill Street	Whitinsville, MA 01588	Asst. Wiring Inspector	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Mr. Grenier:
8	YES	Mr. James Sheehan	7 Main Street	Whitinsville, MA 01588	Fence Viewer	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Mr. Sheehan:
9	YES	Mr. Robert Harris	17 Martin Road	Uxbridge, MA 01569	Gas & Plumbing Inspector	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Mr. Harris:
10	YES	Mr. John D'Agostino	296 Providence Road	S. Grafton, MA 01560	Asst. Gas & Plumbing Inspector	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Mr. D'Agostino:
11	YES	Chief Timothy Labrie	7 Main Street	Whitinsville, MA 01588	Lockup Officer	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Chief Labrie:
12	YES	Mr. Louis H. Sakin	1 Ford Lane	Framingham, MA 01701	Sealer of Weights & Measures	1-yr. Term	June 30, 2022	6/30/2023	Town Manager	Dear Mr. Sakin:
13										
14										

E. 2)

G.

PROPOSAL FOR A FIELD OF FLAGS

Placement of 50 American flags on the town common, honoring Northbridge's KIA's.

Each flag is 3 feet x 5 feet, and will fly from a 10 foot pole.

Dates - Session 1, from May 19 or 20 to July 5 or 6

Session 2. from Sept, 1 or 2 to Nov, 12 or 13

What I need from the town is:

- 1. approval from the Board of Selectmen**
- 2, placement of supporting stakes by the DPW**

My intention is for this to be an annual and on-going celebration.

Respectfully submitted,

**Jean Mistretta
Chair, Northbridge Council on Aging**







Town of Northbridge Department of Public Works

11 Fletcher Street, P.O. Box 88

Whitinsville, Massachusetts 01588-0088

Tel. No. (508) 234-3581 – Fax. No. (508) 234-0807

Jamie C. Luchini
Director of Public Works

MEMORANDUM

Date: June 22, 2022

RE: Field of Flags

To: Adam Gaudette
Town Manager

Adam,

Upon reviewing the proposal for a ‘Field of Flags’ in the Town Common, I feel the plan has to be modified. First, I do support such an observance honoring all Northbridge KIA. However, I believe that this celebration should be limited to a timeframe of a weekend corresponding with Memorial Day, the Fourth of July, or Veterans Day. To have 50, ten-foot flags, standing within the Town Common for the time frames that are being proposed would cause several issues. There are several other celebrations, programs, and gatherings in the Common during these time frames and all the flags could hinder their needs and plans. Another issue is the upkeep of the Common. To have to mow and trim around 50 flag poles will add quite a workload to our already thin manpower. I also feel that we will have to be constantly repairing these poles due to the length of time they will be in the ground. The wind will wiggle the poles free and there will be flags falling all the time. That would not look right. Unfortunately, the final issue I feel will take place will be vandalism of some of these flags and poles due to the length of time they would be erected. We have had an increase in this issue over the last few years as can be seen by the World War I monument graffiti situation. Finally, I believe this should go before the Trustees of Soldiers Memorials. They have invested quite a lot of funds into repairing several monuments within the Town Common and I think they should be notified of this proposal. Please feel free to reach out to me with any questions regarding this matter.

Very truly yours,

Jamie Luchini

H.

Memorial Park Request Form

Event Date: TBD Time: _____ to _____

Rain date: _____

Organization: Pamela Waterson

Description of the event:
Teach Yoga Classes on the Lawn. Class length is less than 2 hours. I will contact Ms. Ciaramitaro to schedule, targeting 6 PM on a weeknight or Sam Weekend

Do you plan to serve alcohol?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Do you plan to serve food?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Do you plan to have entertainment?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Contact information: Pamela Waterson 508 5616 373
(Name) (Phone)

Next available agenda: 6/27/22
Date and time available: 7PM

Date approved: _____
cc: Chief of Police
DPW Director

Prior to consideration by the Board of Selectmen, any requests concerning the use of the Town Common shall be jointly referred to the Director of Public Works and the Chief of Police for comment. If they deem the use appropriate, they are encouraged to recommend any condition they feel necessary to protect the public's safety and preserve the character and integrity of the Town Common. These conditions would then be incorporated into the formal approval, which would be issued by the Board of Selectmen.

Note: At their meeting of December 5, 2005, the Selectmen voted unanimously to approve the above policy as amended by Selectman Davis: That there will be no vehicular traffic allowed on the Common without prior approval from the DPW Director or the Police Department.

Please note in addition to this form we will also need the following:

- Business Certificate/Articles of Organization [If applicable]
- Hold Harmless Agreement
- Certificate of Insurance [Naming the Town as an additional insured]

USE OF TOWN OF NORTHBRIDGE

MEMORIAL PARK

EVENT: YOGA CLASS

DATE/TIME:

RELEASE OF CLAIMS, INDEMNITY AND HOLD HARMLESS AGREEMENT

****Please read this document thoroughly before completing and signing****

I, Pamela Waterson, on behalf of **Pam Waterson Yoga**, in consideration of the use of the Town of Northbridge's Memorial Park for a non-town sponsored event on _____, and for other good and valuable consideration hereby acknowledged, do hereby agree to forever RELEASE the Town of Northbridge, its employees, agents, officers, volunteers, or contractors (the "Town"), from any and all claims, actions, rights of action and causes of action, damages, costs, loss of services, expenses, compensation and attorneys' fees that may have arisen in the past, or may arise in the future, directly or indirectly, from known and unknown personal injuries which I or my guests, employees, agents, successors or assigns may have as the result of my use or the use of my guests, employees or agents of the Town of Northbridge's Memorial Park for a non-town sponsored event on _____, and all activities related thereto.

I further promise, to INDEMNIFY, REIMBURSE, DEFEND, and HOLD HARMLESS the Town against any and all legal claims and proceedings of any description that may have been asserted in the past, or may be asserted in the future, directly or indirectly, including damages, costs and attorneys' fees, arising from personal injuries to myself or others or property damage resulting from my use, or the use of my guests, employees or agents, of the Town of Northbridge's Memorial Park for a non-town sponsored event on _____, and all activities related thereto.

I hereby further covenant for myself, my successors and assigns not to sue the said Town on account of any such claim, demand or liability.

I am fully aware that by signing this document I am releasing the Town from liability that may arise as a result of the acts or omissions of the Town. Additionally, it is my intent to release the above mentioned parties from liability and defend and indemnify said parties for liability relating to any accident and resulting injuries and/or death that may occur as a result of my use, or the use of my guests, employees or agents, of the Town of Northbridge's Memorial Park for a non-town sponsored event on _____, and all activities related thereto.

To the extent I am signing this document on behalf of an organization, corporation, association or similar entity, I represent that I am fully authorized by said entity to execute this document.

Witness my hand and seal this 22 day of June 2022

Name (Printed): Pamela Waterson

[Handwritten Signature]

Signature Sharon Susenka

Witness _____

THIS FORM MAY NOT BE ALTERED



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/21/2022

PRODUCER
 Insurance Plus 866-756-5636
 Arthur J. Gallagher Risk Management Services, Inc.
 8430 Enterprise Circle, Suite 200
 Lakewood Ranch, FL 34202

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED
 Pamela J Waterson
 167 Roosevelt Dr
 Northbridge, MA 01534

INSURERS AFFORDING COVERAGE NAIC #
 INSURER A Arch Specialty Insurance Company- Surplus 21199
 Lines Insurance
 Report all claims via e-mail at sarasota.bsd operations@ajg.com
 Ins. # 470557
 INSURER B
 INSURER C

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

INSR ADD'L LTR. BSRG	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
A X	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS MADE X OCCUR	#PLP0066026-01	02/08/2022	02/08/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ N/A PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 BUS. PERS. PROP. AGG / DED \$ 1,000/ \$250
	GENTL AGGREGATE LIMIT APPLIES PER X POLICY PRO-JECT LOC				
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY. AGG \$
	EXCESS / UMBRELLA LIABILITY OCCUR CLAIMS MADE DEDUCTIBLE RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below				WC STATU-TORY LIMITS OTH-ER E L. EACH ACCIDENT \$ E L. DISEASE - EA EMPLOYEE \$ E L. DISEASE - POLICY LIMIT \$
A	OTHER Professional Liability	#PLP0066026-01	02/08/2022	02/08/2023	2,000,000 per occurrence / \$3,000,000 annual aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

Holder named below is listed as an Additional Insured for the General Liability policy.

CERTIFICATE HOLDER

The Town Of Northbridge Massachusetts
 7 Main Street
 Whitinsville, MA 01588

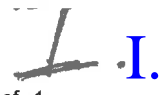
CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE ACORD 25 (2009/01)
INS025 (200901)

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Credit Summary

Summary By Credit Code

ADJUSTMENT REPORT NORTHBRIDGE

Northbridge Fire Department

<u>ID</u>	<u>Description</u>	<u>Credits</u>	<u>QTY %</u>	<u>Amount</u>	<u>Amount %</u>
ABBB	ABATEMENT - BAD DEBT	1335	100.00	926817.39	100.00
Totals For Directory		1335		926817.39	

J.



Real Property Dispositions

For any disposition of real property, regardless of value, you are required to declare the property available for disposition and determine the value of the property. Also, if you dispose of the property for less than the value determined, you must post a notice in the *Central Register* explaining the reasons for your decision and disclosing the difference between the value and the price to be received.¹²¹ If the value of the property exceeds \$35,000, you must solicit proposals to dispose of the property. The requirement for competition is triggered by the *value* of the property, not the price your local jurisdiction expects to receive for the property.

If you are leasing space, you determine the value of the disposition by calculating the fair market value of the lease over the entire contract term. For example, if you are leasing out a portion of a municipal building for five years with a market value of \$1,000 per month, the entire contract is valued at \$60,000. Therefore, it must be awarded using an advertised solicitation process.

In assessing whether and how to dispose of surplus property, consider both current and possible future needs. It is best to be systematic. Develop an inventory of your local jurisdiction's property, survey department heads and invite public comment. If you find that your local jurisdiction might need the property in the future, be sure to structure a lease term so that the property is available for use when needed.

Step 1: Declare property available for disposition and identify reuse restrictions

Before you can sell or lease property, regardless of its value, it must be declared available for disposition by the individual or body with the authority to make such a determination for your local jurisdiction. If your local jurisdiction wishes to impose any restrictions on the use of the property, these restrictions must be specified as part of the declaration that the property is available for disposition. For example, if you are selling or leasing a surplus school building, you may not care how the new owner or lessee will use the building, as long as the building use is legal and conforms to local zoning

¹²¹ Appendix B provides the website address for the online submission form for this notice, and Appendix D provides contact information for the Secretary of the Commonwealth.

requirements. In that case, you would not specify a use restriction. However, if you were leasing only part of a school building, M.G.L. c. 40, § 3, would require you to specify that the use be compatible with the functioning of the school.

Step 2: Determine the value of the property

You must determine the value of the property before you can dispose of it. Chapter 30B requires that you determine the property's value by using procedures customarily accepted as valid by the appraising profession. You may hire an appraiser, although you are not required to do so. You may also rely on the municipal assessment of a property's value if it is current, if the municipality is assessed at 100 percent, and if the assessment is determined through valid procedures. The value of most parcels of property will likely exceed the \$35,000 threshold for advertised competition. For a lease, you may use market rent data, or even advertised rental rates, if the number of similar properties on the market is sufficient to determine the lease value.

Step 3: Develop the solicitation

If the value of the property exceeds \$35,000, you must solicit proposals. Your solicitation provides interested parties with the information they need to decide whether they want the property and to submit a responsive proposal. The major components of a real property disposition solicitation are as follows:

- a description of the property and interest in the property you plan to sell or lease (the "property description") and any use restrictions;
- evaluation criteria;
- rule for award;
- proposal submission requirements; and
- the contract terms and conditions.

Property description. The property description must be detailed enough for interested parties to understand what you are offering. Be sure to identify use restrictions established by your local jurisdiction. If the property is being offered for sale, include a reference to a deed or survey. Also identify in the property description the buildings and structures included in the disposition and any restrictions on their use, such as deed restrictions. Drawings, plot plans and other relevant documents should either be

appended to the specifications or be incorporated by reference.¹²² The notice must state the terms of the disposition, including whether it is a sale or lease. If it is a lease, state its duration and whether utilities will be included in the lease price or whether they must be paid separately by the lessee.

Evaluation criteria. Indicate how you will select a proposal from among the competing proposals. The process is similar to developing evaluation criteria for supplies or services (described in Chapters 4 and 5). You should establish:

- criteria to evaluate *responsiveness* (whether the proposer agrees to meet your terms and the proposal contains all the required documents and forms, properly completed) and *responsibility* (whether the proposer has the capability, integrity and reliability to perform under the contract);
- *comparative criteria* if you decide that you want to weigh the relative merits of proposals rather than selecting the responsive and responsible proposal that offers the best price; and
- a method to evaluate *prices*.

Note that although Chapter 30B requires proposals, you have the discretion to structure your solicitation so that it is, in effect, an IFB. If your objective is simply to dispose of property that you do not need, you should sell the property to the proposer offering the highest price. In this instance, your solicitation should set out simple criteria and award the contract to the qualified proposer offering the highest price for the property. Your criteria might include:

- a proposal deposit requirement to ensure that only serious proposers participate (a successful proposer that fails to close on the deal would forfeit the deposit);
- evidence of the proposer's ability to obtain financing; and
- best price.

You may establish any rating scheme that preserves open and fair competition, keeps proposers on a common footing, and allows manageable and meaningful comparisons. You have the option to use the same rating categories that are used in Chapter 30B RFPs for supplies and services: highly advantageous, advantageous, not advantageous and unacceptable. However, you are not required to do so.

¹²² You can incorporate a document by reference in your specifications. Describe the document, and indicate where the document is located and how it can be obtained.

You should inform proposers how you will determine the best price. For example, in a multi-year lease, specify whether proposers may propose level monthly payments over the term, or if they may propose escalating rents for each year of the lease. If rent escalators may be proposed, you should state how you will calculate the present value of the rental payments and include the formula in the solicitation. To simplify lease price comparisons, it is helpful to provide a standard price form for all proposers to complete.

If you are interested in promoting a public purpose and price is less important, you will have to carefully think through what you want and how you will evaluate it. The box on the next page presents information on dispositions to promote public purposes.

Rule for award. Your solicitation should contain a clear rule for award stating how the winning offer will be selected. For example, if you plan to select the highest-priced offer meeting your evaluation criteria, your rule for award might be stated as follows:

The highest-priced proposal from a responsive and responsible proposer will be selected.

If you plan to weigh offers from responsive and responsible proposers, your rule for award might be stated as follows:

The most advantageous proposal from a responsive and responsible proposer, taking into consideration price and all other evaluation criteria set forth in the solicitation, will be selected.

If, when leasing surplus real property, your objective is to promote a public purpose, such as an affordable day care center, you may award a fixed-rent contract to the responsive and responsible proposer that meets your evaluation criteria. Thus, your rule for award would not include price as a selection factor; for example:

The most advantageous proposal from a responsive and responsible proposer, taking into consideration all evaluation criteria set forth in the solicitation, will be selected.

The box below contains additional information about real property dispositions to promote public purposes.

Real Property Dispositions to Promote Public Purposes

Your local jurisdiction may want to offer property for lease or sale in order to promote a public purpose rather than to raise revenue. Based on long-standing interpretations of Massachusetts's constitution, if you intend to dispose of real property for less than its fair market value, you must define a valid public purpose to be achieved. Individuals or private organizations may realize incidental benefits from a disposition of public property, but the primary purpose must be to promote the public welfare. You must structure an open, fair and competitive disposition process to accomplish your public purpose.

If you dispose of the property for less than the fair market value, you must post a notice in the *Central Register* explaining the reasons for your decision and disclosing the difference between the property value and the price to be received. To be consistent with its purpose, this notice should be published prior to entering into a binding agreement to dispose of the property.

Example 1: Affordable day care. Your local jurisdiction has a shortage of affordable day care and you decide to lease available space to a day care provider. Since the primary objective of this disposition is not to obtain the maximum amount of rent, you set a fixed rent and specify the lease terms, such as those for insurance, utilities and maintenance. You require all proposers to meet requirements such as staff training and experience, staff-to-child ratio, number of children from low-income families to be served, parent participation on governing board, nutrition programs and hours of operation. You then develop evaluation criteria to choose the proposal that best meets your objective of providing high-quality, affordable day care. For example, you might require proposers to submit a sliding-fee scale based on family income, and select the responsive and responsible proposal offering the lowest fees to the maximum number of families in need of affordable day care.

Example 2: Affordable housing. You decide to create affordable housing by dividing surplus land into lots for sale to low-income or moderate-income purchasers. You specify qualifications for purchasers, including maximum income and asset limitations, and determine the methods you will use to verify these qualifications. You restrict the use of the property and the profit that can be realized by the resale of the property to ensure that the plan meets its objective of creating and preserving affordable housing and does not result in a windfall profit to any individual. You create a fair and accountable method for proposal selection. You could, for example, establish a set price for each lot, advertise for proposals from eligible families and individuals, and use a public lottery to select winners from among the responsive and responsible proposals.

Proposal submission requirements. Your solicitation should state the rules for proposal submission. Specify when (date and time) and where sealed proposals must be delivered, how proposal packages should be marked, and how proposers may correct, modify, or withdraw proposals. If the disposition is a lease, include any options to renew or extend the lease. State that the selected proposer will be required to submit a disclosure of beneficial interests to DCAMM, as required by M.G.L. c. 7C, § 38, and include any standard forms proposers must submit.

Price and non-price proposals need not be submitted separately. Unlike Chapter 30B's RFP requirements for supplies and services, Chapter 30B does not require separate submissions of price and non-price proposals for real property transactions. Moreover, real property proposals, including price proposals, are not confidential after they are opened.

Contract terms and conditions. Any terms and conditions you will require in the agreement must be specified in the solicitation and in the contract, including use restrictions and the terms of any renewal, extension or purchase options. It is important to note that Chapter 30B does not limit the length of real property contracts. That is, the Chapter 30B majority vote requirement for supply and service contracts exceeding three years¹²³ does not apply to Chapter 30B real property contracts. However, there may be other statutory or local restrictions that apply to your real property contracts. For example, M.G.L. c. 40, § 3, limits towns to public building leases of 30 years and leases of school houses in use as schools to 25 years. A Massachusetts Appeals Court decision affirmed a Superior Court ruling that held that an automatic renewal clause on the same terms that exceeded the limit violated M.G.L. c. 40, § 3.¹²⁴ Your legal counsel can advise you regarding restrictions that may apply to your local jurisdiction's real property transactions.

¹²³ M.G.L. c. 30B, § 12(b).

¹²⁴ *Comets Community Youth Center, Inc. v. Town of Natick*, 56 Mass. App. Ct. 1109 (2002).

The box on below contains information about contract terms and conditions for real property dispositions.

Real Property Dispositions: Contract Terms and Conditions

Sales. If you are selling real property, have your attorney draft any terms that you require into the purchase and sale agreement. Include any use restrictions and any mandatory purchase terms in the solicitation. Require a certification of tax compliance from the purchaser (M.G.L. c. 62C, § 49A) and a disclosure of beneficial interests (M.G.L. c. 7C, § 38).

Leases. If you are disposing of property by lease, mandatory lease terms must be spelled out in the solicitation. A typical lease should:

- Name the parties to the lease and the responsible parties to receive any notices under the lease and any use restrictions.
- Incorporate by reference the proposal chosen, including a detailed description of the leased property.
- Specify the duration of the lease, including any renewal, extension, or other options. If the lease will include a renewal option, you must specify how the rent will be determined for the renewal period.
- Identify the payment terms, including when payments are due.
- Spell out all of the responsibilities and obligations of the parties for maintenance, cleaning, utilities, rubbish disposal, snow removal, liability and casualty insurance, and other requirements.
- Specify that lease amendments must be in writing and signed by individuals authorized to contract on behalf of your local government.
- Prohibit assignment or subletting without written approval.
- Specify what constitutes cause to terminate the lease, what notice must be provided prior to termination, and what opportunity must be granted to correct any problem.
- Prohibit any activity that would constitute a violation of the conflict of interest law (M.G.L. c. 268A).
- Specify that the lease constitutes the entire agreement and that there are no agreements other than those incorporated therein.
- Require a certification of tax compliance by the lessee (M.G.L. c. 62C, § 49A) and a disclosure of beneficial interests (M.G.L. c. 7C, § 38).

Step 4: Advertise for proposals

You must advertise for proposals in a newspaper with a circulation sufficient to inform the people of the affected locality.¹²⁵

The advertisement must be published at least once a week for two consecutive weeks before the day you select for opening the proposals. The last publication must occur at least eight days before the proposal opening. You may, of course, advertise in more newspapers, in newspapers outside your area, and more frequently.

The advertisement must specify the geographical area, the terms and conditions of the proposed transaction, and the time and place for the submission of proposals and awarding of the contract. It must also state where and when prospective proposers may obtain a copy of the solicitation.

You can contract with a broker to help dispose of property. The broker's job will be to show the property and encourage the submission of sealed proposals on the due date. Your contract with the broker is subject to Chapter 30B.

Advertise where you will maximize exposure to potentially interested parties. For example, if you are offering to lease office space, you will probably reach more potential lessees by advertising in the classified section under "office space" rather than advertising in the legal notices section.

If the proposed disposition involves more than 2,500 square feet, you must also publish an advertisement, at least 30 days before the opening of proposals, in the *Central Register*, which is published by the Secretary of the Commonwealth.¹²⁶

You may inform potential proposers, including brokers and developers, of the availability of the solicitation. Be careful to avoid favoritism or the appearance of favoritism.

¹²⁵ M.G.L. c. 30B, § 16(d).

¹²⁶ Appendix B provides the website address for the online submission form for this advertisement, and Appendix D contains contact information for the Secretary of the Commonwealth.

Step 5: Distribute the solicitation

The solicitation documents must be made available on an equal basis to all who request a copy. You may inform potential proposers, including brokers and developers, of the availability of the solicitation. Keep a record of the names, email addresses, telephone numbers and fax numbers of everyone who has received the documents. If you later issue an addendum to the solicitation, send the addendum to everyone who has received the solicitation. To avoid misunderstandings or protests, you may want to require proposers to acknowledge in writing their receipt of each addendum. Also, if proposers are likely to require additional time to respond to the addendum, extend the proposal due date and opening.

Step 6: Open and evaluate proposals

Proposals must be opened in public at the time and place specified in the solicitation. Chapter 30B affords no confidentiality to real property proposals. You should record the name of each proposer and the proposal price. The proposals become public information when they are opened.

You must evaluate the proposals using only the criteria you identified in the solicitation. If your solicitation states that you will make an award to the responsive and responsible proposer who offers the best price (in essence, a bid process), you may simply identify the highest-priced proposal, and then evaluate that proposal's responsiveness and responsibility against the quality requirements specified in the solicitation. If you determine that a proposal is not responsive or responsible, reject it and proceed to evaluate the next highest proposal.

If your solicitation states that you will evaluate proposals using comparative evaluation criteria, it will usually be most efficient to look first at the responsiveness and responsibility of the proposals and reject any you find to be not responsive or not responsible. Then evaluate all the remaining proposals on both your comparative criteria and price. Prepare written evaluations and then decide which proposal best meets the needs of your local jurisdiction, considering the comparative criteria and price.

If you determine that it is not in the best interest of your local jurisdiction to award the contract you may choose to cancel the proposal process.¹²⁷ You may do so before or after you open and evaluate proposals. However, once you have executed a contract, you will not be able to cancel the transaction.

Step 7: Submit disclosures

You must submit the name of the selected proposer and the amount of the transaction to the *Central Register*, which is published by the Secretary of the Commonwealth.¹²⁸ If you intend to dispose of the property for less than the value determined in Step 2, your *Central Register* notice must explain the reasons for your decision and disclose the difference between the value and the price to be received.¹²⁹ To be consistent with its purpose, this notice should be published prior to entering into a binding agreement to dispose of the property.

Also, M.G.L. c. 7C, § 38, requires disclosure of all beneficial interests in real property acquired or disposed of by a public agency. The selected proposer's disclosure of beneficial interests must be filed with DCAMM. No contract to lease or sell property, and no renewal or extension of such an agreement, is valid until the seller or lessor files this form with DCAMM.¹³⁰ An updated disclosure form must be filed within 30 days of any change in beneficial interests during a lease term.

Step 8: Execute the contract

If you are selling real property, have your legal counsel draft a purchase and sale agreement that incorporates all of the mandatory terms and conditions required by the solicitation. If you are disposing of the property by lease, execute a lease that incorporates all the terms and conditions stated in the solicitation.

¹²⁷ See *Mangano v. Town of Wilmington*, 51 Mass. App. Ct. 857 (2001).

¹²⁸ M.G.L. c. 30B, § 16(f). Appendix B provides the website address for the online submission form for this disclosure, and Appendix D contains contact information for the Secretary of the Commonwealth.

¹²⁹ M.G.L. c. 30C, § 16(g).

¹³⁰ Appendix B contains the website address for DCAMM's real estate transaction disclosure form for this purpose, and Appendix D provides contact information for DCAMM.

Step 9: Retain records

You must maintain a file of all written documents required by Chapter 30B for six years from the date of the final payment under the contract. These documents include the following:

- the declaration that property is available for disposition;
- the solicitation documents and any amendments;
- the public advertisement;
- all *Central Register* notices;
- all proposals received;
- all evaluation materials;
- a copy of the disclosure of beneficial interests; and
- the signed purchase and sale agreement or lease.

Emergencies

If an emergency arises and the time required to advertise for the disposition of real property would endanger the health or safety of people or their property, you may shorten the advertising period or waive it completely. Simple administrative inconvenience will not suffice as a justification for invoking the emergency provisions of Chapter 30B; a genuine emergency must exist. If you have reason to know in advance that a tenant will be vacating a facility, and you fail to advertise in advance, you will not be able to justify using the emergency provisions. Note that the right to waive or shorten the required procedures in an emergency applies only to the advertising requirement; even in an emergency, all other requirements continue to apply.

If you invoke this provision, you must publish a notice in the *Central Register* at the earliest opportunity stating the reason for declaring the emergency.¹³¹

M.G.L. c. 7C, § 38, requires disclosure of all beneficial interests in real property acquired or disposed of by a public agency. The selected proposer must file the

¹³¹ Appendix B provides the website address for the online submission form for this notice, and Appendix D provides contact information for the Secretary of the Commonwealth.

disclosure of beneficial interests with DCAMM. No contract to lease or sell property, and no renewal or extension of such an agreement, is valid until the seller or lessor files this form with DCAMM.¹³² An updated disclosure form must be filed within 30 days of any change in beneficial interests during a lease term.

Intragovernmental and Intergovernmental Dispositions

Intragovernmental real property transactions, such as the transfer of use of a property from one department to another department within a single city or town, are not subject to Chapter 30B. However, intergovernmental real property transactions, such as the sale of land by one local government to another local government, are subject to some Chapter 30B requirements.¹³³ If you intend to dispose of real property to the federal government, the Commonwealth, another state, a county or another local jurisdiction, you must first declare the property available for disposition, identify use restrictions and determine the property's value. If you are going to dispose of the property for less than the determined value, you must publish a notice in the *Central Register* explaining the reasons for your decision and disclosing the difference between the value and the price to be received.¹³⁴

¹³² Appendix B contains the website address for DCAMM's real estate transaction disclosure form for this purpose and Appendix D provides contact information for DCAMM.

¹³³ M.G.L. c. 30B, § 16(i).

¹³⁴ Appendix B provides the website address for the online submission form for this notice and Appendix D provides contact information for the Secretary of the Commonwealth.

Strategic Plan

Northbridge, MA Fire Department

June 2022



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
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Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

THE ASSOCIATION & THE COMPANY

The International City/County Management Association is a 108-year-old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 425 such studies in 46 states and provinces and over 300 communities ranging in population from 8,000 (Boone, IA) to 800,000 (Indianapolis, IN).

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District Chief Robert Lachapelle

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Lieutenant Anthony Genga

Lieutenant Nicholas Shelburne

Lieutenant Ethan White

Lieutenant Scott McKeown

Lieutenant Jason Picard

Lieutenant John Sheridan

Lieutenant Rich Latour

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SECTION 1. BACKGROUND

Northbridge is a town in Worcester County, MA. Relevant information about the town and fire department taken from the gap analysis CPSM performed for this strategic plan includes:

- Northbridge is a suburban Northeastern town made up of several villages, including Linwood, Northbridge, Riverdale, Rockdale and Whitinsville.
- The total town area is 18.1 square miles.
- The Blackstone and Mumford rivers traverse the town and became the focal points for the many industrial developments and textile mills along the riverbanks and in town. Today, the mills have been mostly renovated into housing and businesses. Two mills remain in service.
- The town operates under a Home Rule Charter. The executive powers of the town shall be vested in the Board of Selectmen which shall be deemed to be the chief executive office of the town (five selectmen members).¹
- The Town Manager shall be the Chief Administrative Officer of the town, directly responsible to the board of selectmen for the administration of all town affairs for which the office of town manager is given responsibility by or under this charter.²
- There shall be a Fire Department, headed by a Fire Chief.³
- The Fire Chief shall be responsible for the organization, training and direction of Fire Department personnel involving firefighting, fire prevention, fire safety inspection and investigation, and emergency medical services. The Fire Chief shall have full charge of extinguishing fires, shall be in immediate control of all town property used by the Department, and of the officers and firefighters, who shall obey his orders. ⁴

Northbridge Demographics

- 2020 population: 16,335⁵
- Population density: 909.8/square mile
- Children under the age of five represent 7.6 percent of the population.
- Persons under the age of 18 represent 22.8 percent of the population.
- Persons over the age of 65 represent 17.1 percent of the population.
- Female persons represent 52 percent of the population.
- There are 2.64 persons per household in the Town of Northbridge.
- The median household income in 2019 dollars is \$81,504.
- Persons living in poverty make up 5.9 percent of the population.

1. Northbridge Home Rule Charter, Section 3-2(b)

2. Northbridge Home Rule Charter, Section 4.

3. Town of Northbridge Code of By-Laws, Chapter 4-412(A)

4. Town of Northbridge Code of By-Laws, Chapter 4-412(C)

5. [U.S. Census Bureau QuickFacts: Northbridge town, Worcester County, Massachusetts](#)

- Black or African-American alone represents 2.0 percent of the population. White alone at 91.0 percent, American Indian or Alaska Native alone at .3 percent, Asian alone at 1.1 percent, two or more races at 3.8 percent, and Hispanic or Latino at 6.2 percent.

Northbridge Fire Department Key Elements

- Fire protective services.
- Emergency Medical Services ground transport at the Advanced Life Support (ALS) level.
- Public fire education.
- Fire prevention and code enforcement.
- Staffed with career and call/volunteer members.
- NFPA 1720 department.
- Town Emergency Management and Community Preparedness.
- Public emergency preparedness and safety classes.

Fire Administrative component led by a Fire Chief (single manager):

- Current Deputy Chief position vacant.
- Fire Chief also fills role of Town Emergency Management Coordinator.
 - Has one volunteer assistant for this function.
- Fire Chief also manages overall training program, manages code enforcement, and oversees EMS.
- Fire Chief manages three separate budgets for Fire, EMS, and Emergency Management.
- Fire Chief serves as the chief procurement officer for the department.
- One civilian administrative assistant 28 hours/week.

Fire Operational component includes:

- Two stations-Headquarters (Station 1 and primary operation) and Station 2.
- Station 1 is staffed with career personnel.
- Station 2 is not staffed - houses response apparatus for call firefighters.
- Operational career staffing is 4 per group (shift).
- Four operational groups - 16 personnel.
- Operational groups work a 24 on-48 off, 24 on - 96 off schedule.
- Each group consists of a Company Officer and 3 firefighters.
 - Company Officer is assigned as follows: 1 Group has a Captain (currently vacant due to retirement); 3 Groups have a Lieutenant.
- Captain serves as the shift commander.
- One Fire Prevention Officer is on duty from 0700-1730 hours Monday-Thursday and is available to respond to calls for services as needed.
- 21 call firefighters.
 - 4 call officers.
 - 17 call firefighters.
- Provides fire protective services and EMS ground transport services.
- Considers itself a National Fire Protection Association (NFPA) 1720 Department.

Figure 1: Town of Northbridge and Worcester County

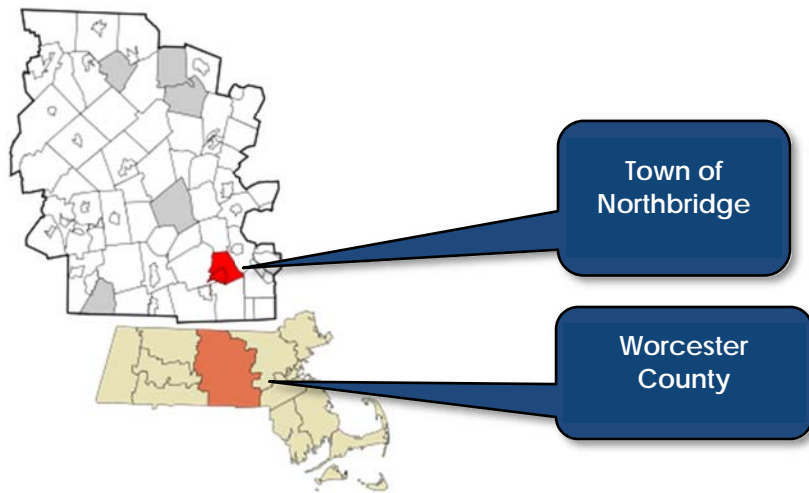
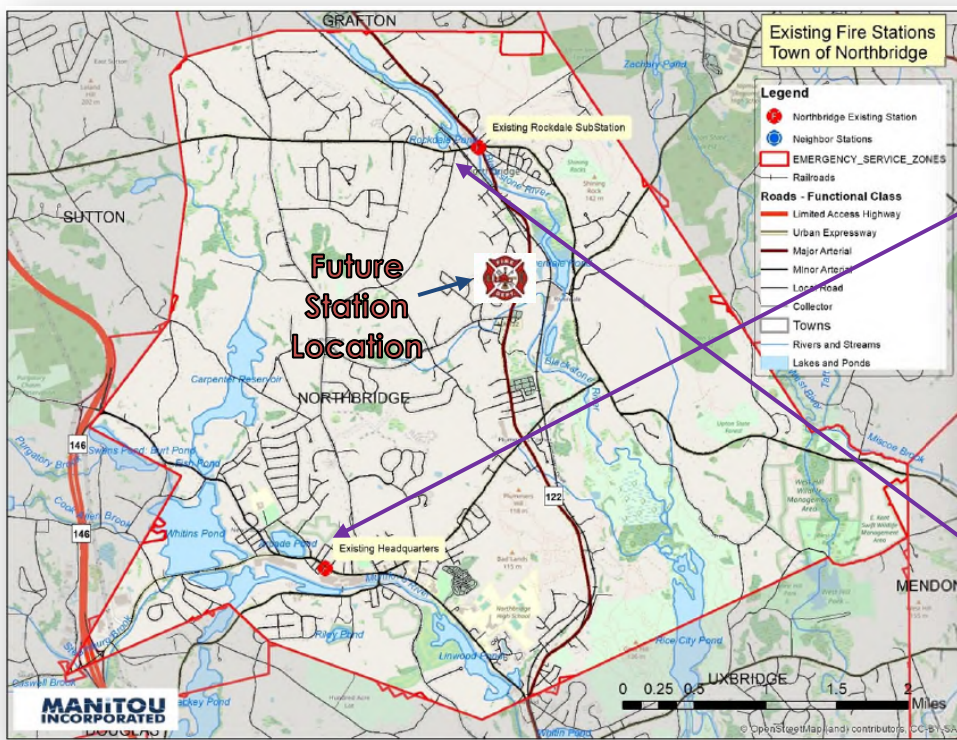


Figure 2: NFD Station Locations⁶



Station	Primary Apparatus/ Function
Headquarters	Engine 1 Engine 3 Ladder 1 Squad 1 Ambulance 1 Ambulance 2 Forestry 8 Shift Chief's Vehicle 4 Specialty Trailers
Rockdale	Engine 2 Forestry 5 (brush) Forestry 6 (brush)

6. 2020 Northbridge Fire Station Feasibility and Facilities Study, Manitou Inc.

SECTION 2. STRATEGIC PLANNING PROCESS

Strategic planning is an important process for organizations, as it serves as a clear and concise roadmap for the future. This process can be challenging for agencies to undergo because strategic planning requires an honest assessment of the department's current state of performance, and a realistic understanding of ways to improve. The Northbridge Fire Department took the necessary steps to pursue this process as a means toward continuous improvement. Executive leadership and staff alike have recognized a desire to continue their efforts toward a high-performing, professional department and provided open and honest input in the entire strategic planning process.

The strategic planning process addresses the following:



As mentioned above, strategic planning requires an honest assessment of the department's current state of performance. Northbridge Fire Department accomplished this assessment through an analysis of the department's strengths, weaknesses, opportunities, and threats (commonly referred to as a SWOT analysis). Then, a review of the department's current mission, vision, and values statements was conducted, and sessions were held to update those statements to align more clearly with current and anticipated future perspectives. Goals and objectives were then developed that align with the SWOT analysis, updated mission, vision, and values, as well as the gap analysis that was conducted concurrently by CPSM staff with the strategic planning process.

Virtual strategic planning sessions were held with personnel from NFD on the below dates to gather input from department stakeholders. An online survey was also distributed to staff; detailed results are presented in Appendix A.



- January 10, 2022: Initial Meeting with Chief White.
- February 9, 2022: Gap analysis and strategic planning meeting with Chief and Command Staff.
- March 8, 2022: Online survey distributed to officers.
- April 18, 2022: Strategic Planning Session with Command Staff and Officers.

February 9, 2022 Strategic Planning session with CPSM staff and Chief White

SECTION 3. MISSION, VISION, AND VALUES

An organization's mission, vision, and values statements are crucial to convey the organization's primary purpose and ultimate goals to its members and the public alike. As part of the strategic planning process, Northbridge Fire Department sought to update their statements to more clearly reflect the current and anticipated future state of the department. Refreshed statements establish the foundational organizational purpose upon which goals and objectives moving forward are built.

Mission Statement

The mission of the Northbridge Fire Department is to protect life and property through effective emergency response and public education that adapts to future challenges in its pursuit toward excellence.

Vision Statement

To be a Class 1 fire department that provides high-quality fire rescue and emergency medical services to protect and preserve life and property, and enhance quality of life for residents of Northbridge.

Values



Values are presented as a word cloud to indicate the most commonly referenced organizational value; larger fonts reflect more frequent references and smaller fonts reflect values that were mentioned fewer times. The most common value reported was integrity.

SECTION 4. SWOT ANALYSIS

The SWOT analysis was conducted over the course of four virtual meetings with Chief White, career officers, as well as a survey of career and call firefighters. The items listed below are those that were consistently noted across the variety of sessions and are used to develop the goals and objectives for this strategic plan. It should be noted that all organizations undertaking a SWOT analysis should identify potential weaknesses or threats. By identifying these areas, administrators can more readily focus efforts toward improving the organization.

Strengths

- Dedicated workforce
 - All participants noted the work ethic of current staff and their efforts to provide quality services to the community as commendable.
 - Staff have a solid understanding of the community they serve.
- Cooperation among the workforce.
 - Career and call staff work well together to accomplish their mission.
- Quality apparatus and equipment.
- Growing and motivated department.
 - Several participants noted the department has made several new hires lately that have reinvigorated the department overall.
- Motivated Fire Chief.
- Support for Fire Chief from staff.
- Staff pride in association with Northbridge Fire Department.
- Support of Northbridge Fire Department from residents.



September 11, 2020 Chief's Corner post on northbridgefiredepartment.com

100%

Staff responding to SWOT analysis survey
agreed with the statement

**"I am proud to be a member of
Northbridge Fire Department"**

Weaknesses

- Budgeting.
 - Concern was expressed regarding the level of funding provided to meet the staffing needs of the department.
- Staffing.
 - More career staff needed.
 - Reliance on call staff to mount effective response force.
- Heavy reliance on mutual aid.
- Communication systems.
 - Comments were received regarding the state of the radio technology in place.
 - Additional comments were made regarding the level of communication between administration and staff as an area in need of improvement.
- Ability to devote time to training.
- Inconsistencies with policy and procedure.
- Heavy operational and administrative load for Fire Chief.
 - Sparse administrative staffing leads to Fire Chief becoming more involved with day-to-day operations instead of long-term planning.
- Lack of apparatus and equipment replacement plans.
- Current fire stations.

"Budgeting for NFD is always an issue."

- Response to staff SWOT survey



Opportunities

- Currently working on plan to improve training.
- Working to improve communication between administration and staff.
- Working toward long-term planning.
- Community support.
- New Fire Chief.
 - New Fire Chief brings new insight and management style into the department.
- New Deputy Fire Chief.
 - The addition of a Deputy Fire Chief allows for this position to focus more on day-to-day management duties which allows the Fire Chief to focus on long-term planning and higher-level administrative tasks.
- New dispatching plan.
- New station.
 - The new Northbridge Fire Department construction is currently underway and expected to be completed by Summer 2023.



Rendering of new fire station

Threats

- Impact of demographic shifts on Fire Department.
 - Shifting demographics can add or move call volumes creating difficulties responding with the current level of service.
- Possibility of burn-out.
- Industry shifts away from Northbridge reduce the potential for nearby call officers during typical work hours, creating difficulty mounting an effective response force especially during the workday
- Budgeting
- Staffing



Former cotton mills that contributed to Northbridge's industry have closed and been repurposed for housing. Linwood Apartments, for instance, provides 55+ senior housing (architecturalteam.com), leading to increased call demand, but less opportunity to recruit readily available call firefighters.

SECTION 5. GOAL AND OBJECTIVES

The goals and objectives listed below were developed based on the current department SWOT analysis as well as the gap analysis that was conducted concurrently by CPSM. Goals are presented as overarching directions for the department whereas objectives are presented as actionable steps to achieve the stated goals. The objectives indicated are intended to provide steps to be accomplished to the extent possible, in the short term, over one (1) to five (5) years, and dependent on available funding to the Northbridge Fire Department. Some objectives are not as urgent and would be considered mid-term (within 3 to 5 years) objectives whereas others are considered long-term (5 to 10 years), as indicated.

Figure 3: Staff Survey Ranking of Characteristics for Strengths/Weaknesses

Strengths - Weaknesses	Condition of Equipment
	Ability to respond to calls within an acceptable time frame
	Ability of command staff to engage in long term planning
	Ability of call staff to respond to calls quickly
	Administrative capacity for fire prevention activities
	Outreach to community through public education activities
	Leadership of command staff
	Workplace culture
	Ability to mount an effective response force for fire incidents
	Ability to provide adequate training (career and call officers)
	Condition of facilities

**Goal 1:
Adequate Staffing to Reliably Assemble Effective Response Force**

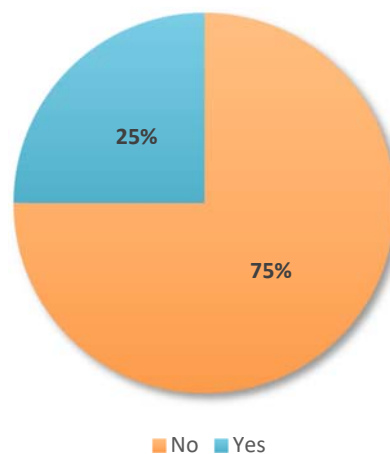
- **Objective 1: (Short-term)** Increase number of career firefighters to ensure 5 firefighters per shift, around the clock to staff the following:
 - Engine - 3 staff (cross staff second out ambulance).
 - Ladder - 2 staff (cross staff first out ambulance).
- **Objective 2: (Short-term)** Consistently search and apply for grant assistance to fund additional staffing (e.g., SAFER Grant).
 - Sign up for alerts through grants.gov to maintain awareness of new grant opportunities.
 - Assign the task of grant research and management to a consistently staffed administrative position.

Northbridge Fire Department currently relies heavily on call firefighters or mutual aid in order to mount an effective response force that can safely and effectively respond to emergency incidents. While call staff respond to incidents quickly when they are available, due to shifting demographics and industry in Northbridge and the surrounding areas, many call officers work full-time outside of the Northbridge response area and are unavailable during the weekdays. Thus, amassing an effective response force has become more difficult in recent years particularly during peak call times. Hiring additional career staff will ensure consistent and dedicated staffing at all times of the day.

**Goal 1
(cont.):**
**Adequate
Staffing
to
Reliably
Assemble
Effective
Response
Force**

- **Objective 3: (Mid-term)** Develop long term funding model to sustain new and grant-funded positions.
 - If FEMA-SAFER Grants are used to hire additional staff, the Town of Northbridge must consider the funding of the positions beyond the life of the grant.
- **Objective 4: (Long -term)** Increase number of career firefighters around the clock to ensure 10 firefighters per shift to staff the following utilizing grant and Town funding:
 - Engine - 3 staff.
 - Ladder - 3 staff.
 - First-out ambulance - 2 staff.
 - Second-out ambulance - 2 staff (cross-staff with a second Engine).

Figure 4: Staff Survey: Percent of Call Officers that have full-time employment within the Northbridge response area



While Goal 1 focuses on adding operational staff to the departmental staffing plan, Goal 2: Recruit and Retain Quality Staff can be accomplished without adding to the staffing count, but will take a dedicated effort of command staff officers to address and implement change. However, as call volumes increase and current staff continue to respond to such demand, the potential for burn-out, whether real or perceived, is a concern as it relates to turnover. Northbridge Fire Department should undertake the development of programs or strategies to continually recruit and retain both career and call officers. Achieving staffing and retention goals will ultimately allow for greater attention to be paid to other important department activities such as community risk reduction and training.

**Goal 2:
Recruit and
Retain
Quality
Staff**

- **Objective 1: (Short-term)** Assess extent of, and reasons for staff turnover.
 - Conduct exit interviews with staff who leave to determine reason(s) for departure.
 - Track and review hirings and separations regularly to identify patterns.
- **Objective 2: (Short-term)** Develop recruitment strategy for career and call firefighters that attracts a diverse pool of qualified applicants.
 - Focus recruitment efforts appropriately; engage local high schools and technical colleges to reach potential recruits
 - Develop a positive online presence via social media in order to highlight potential employment with Northbridge Fire Department.
 - Appropriately fund training for new hires; adequate training improves retention.
- **Objective 3: (Short-term to mid-term)** Develop strategies to address turnover in line with findings from Objective 2.
 - Address organizational reasons to the extent possible- seek assistance from human resources.
 - Communication has been noted as a weakness; increase frequency of communication with career and call staff. Include statements regarding why directives or changes are important.

**Goal 2
(cont.):
Recruit
and
Retain
Quality
Staff**

- **Objective 4: (Short-term)** Identify real and perceived sources of employee burn-out.
 - Hold frequent discussions with staff and evaluate data such as call volume, call types, overtime, and leave availability.
 - Regularly assess and meet with command staff to address burnout related to call volume and unit assignments.
- **Objective 5: (Short-term to mid-term)** Develop strategies to address staff wellness and burnout.
 - Promote Employee Assistance Programs (EAP) and encourage staff to utilize them.
 - Develop a peer support team to address well-being of staff.
 - Implement training for Critical Incident Stress Management (CISM).
 - Rotate daily shift assignments from the first out ambulance to fire apparatus with no more than 2 consecutive ambulance shifts-as possible.
- **Objective 6: (Mid-term)** Develop promotional process to increase the capacity of command/administrative staff and backfill staff that are promoted. Promotional opportunities improve retention as staff are provided opportunity for upward mobility.
 - Provide clearly documented pathways to promotion for interested staff.
 - Engage in succession planning by assigning identified staff with greater responsibilities that will prepare them for their next promotion.
- **Objective 7: (Long-term)** Establish additional supervisory or specialty positions as staffing levels improve to provide staff additional opportunities for growth.
 - Ex: Dedicated Community Education Officer, additional staff officers to meet increased staffing, establish Training Officer as dedicated position.

**Goal 3:
Establish
Replacement
Plan for
Apparatus
and
Equipment**

- **Objective 1: (Short-term)** Continue current replacement plan for ambulance apparatus at current rate.
 - NFD currently allows for 5 years on an ambulance chassis; patient compartment may be remounted on a new chassis one time.
- **Objective 2: (Mid-term)** Develop fleet replacement plan in line with NFPA 1901 recommendations for replacement of heavy fire apparatus.
 - NFPA 1901 recommends fire apparatus be placed in reserve status after 15 years.
- **Objective 3: (Mid-term)** Develop process to ensure essential equipment is up-to-date and compliant with NFPA and industry standards.
 - Consistently maintained documentation will allow for adequate tracking of equipment lifecycle to include information on maintenance or inspection of apparatus and equipment.
- **Objective 4: (Long-term)** Continuously evaluate condition of fire apparatus and essential equipment; maintain budgeting process and funding to support the replacement plan.
 - Funding plans should also consider continued maintenance and an assessment of the cost to retain out-of-service apparatus.
- **Objective 5: (Long-term)** Ensure additional staffing plan includes consideration of additional essential equipment.
 - Ex: Structural gear ensemble, respiratory protection equipment, portable radios.

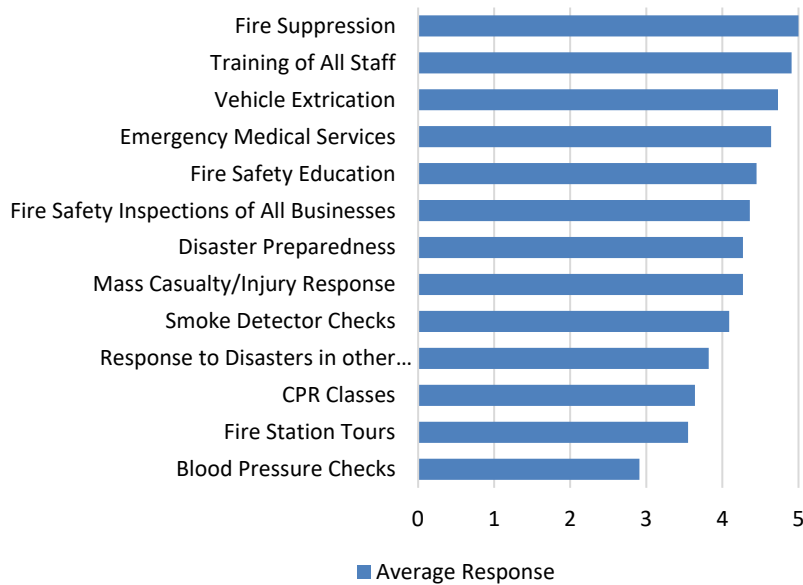
The current state of equipment and apparatus was noted as a particular strength by participants. In order to maintain this aspect of the department as a strength, Northbridge Fire Department should devise and implement a strategy to include financial capacity for replacing apparatus and essential equipment on a regular basis in order to maintain industry standards.

**Goal 4:
Focus on
Community
Risk
Reduction
through
Improved
Interaction
with the
Community**

- **Objective 1: (Short-term)** Focus Fire Prevention Officer's efforts toward fire prevention activities.
 - Staffing levels described in Goal 1 will reduce the need for the Fire Prevention Officer to respond to calls, allowing for greater focus on tasks related to community risk reduction.
- **Objective 2: (Mid-term)** Consistently staff fire inspector position for each shift to allow greater focus on tasks related to community risk reduction and not of emergency deployment on calls for service.
 - Additional staffing proposed in Goal 1 will also allow greater focus on fire inspector duties.
- **Objective 3: (Long-term)** Improve community life safety education and outreach efforts by staffing dedicated personnel to align activities with department mission.



Figure 5: Ranked importance of duties (1 = not important to 5 = very important)



With the staffing model currently in place, the Fire Prevention Officer and fire inspectors are frequently required to respond to calls for service which prevents them from providing undivided attention to the tasks necessary for a high-quality community risk reduction plan.

Once improved resource allocation is achieved in Goal 1, there should be less need for the Fire Prevention Officer or fire inspectors to respond to calls for service and efforts should be made to dedicate the Fire Prevention Officer and fire inspectors to tasks related to community risk reduction. Community life safety education is also critical to a successful community risk reduction strategy. For the sake of efficiency, fire inspectors could potentially take on the role of life safety education as well. Improved community education publicly highlights the work of the department and aligns with its mission.

Officers rate fire safety education and fire inspections second in importance only to emergency response and training.

Training is key to not only delivering safe and effective fire services, but also to improve the ISO-PPC community rating. Efforts to improve training opportunities should be undertaken in the near future; expanding training offerings or utilizing technology to provide easier access are longer-term objectives.

**Goal 5:
Improve
Focus on
Training as a
Means to
Improve
ISO-PPC
Community
Rating**

- **Objective 1: (Short-term)** Establish consistent training schedule to ensure all required and credentialing training is completed.
- **Objective 2: (Short-term)** Develop and fund meaningful hands-on training opportunities for all staff to improve knowledge, skills, and abilities.
 - Ex: Paramedic certification training, firefighter and EMS recertification training, CISM training, live structural firefighting training, technical rescue training.
- **Objective 3: (Short-term)** Develop and fund training strategy to ensure consistent training for call and career firefighters.
 - Fund outside training opportunities at Massachusetts Fire Academy for all staff.
 - Establish regular joint training opportunities for career and call firefighters.
- **Objective 4: (Mid-term)** Develop system for tracking credentials and alerting command staff to those that are set to expire.
 - Implementation of a training system such as Vector Solutions will assist with tracking.
- **Objective 5: (Mid-term)** Develop training benchmarks to focus efforts on necessary station training that align with the Commonwealth of Massachusetts and the ISO-PPC Grading schedule.
- **Objective 6: (Long-term)** Utilize available technology to create accessible training opportunities for call officers.
 - Programs like Vector Solutions would assist in broadening training delivery methods as well.

**Goal 6:
Utilize
technology
more
effectively**

- **Objective 1: (Short-term)** Maximize the use of currently available technologies and research potential new technology to streamline operations.

- Use reporting tools from Fire RMS to assess workload.
- Maximize community education and outreach through frequent online postings via the department's website and social media.
- Engage with staff through a variety of mediums including email, text, video messages, virtual meetings, or online message boards.

- **Objective 2: (Mid-term)** Allocate resources to improve radio communications.

- Budget and fund potential replacement system.

- **Objective 3: (Mid-term)** Prioritize purchase of new technologies or software that improve performance or administrative activities such as:

- Training software (e.g., Vector Solutions).
- Scheduling software (e.g., Telestaff).
- Advanced analytics software for calls for service.
- Targeted social media educational or recruiting strategies.

- **Objective 4: (Long-term)** Implement and maximize use of technology to improve above activities.

- Centralize didactic training (Fire and EMS) in one solution.
- Centralize personnel activities (leave, staffing, payroll, etc.) into one solution.
- Identify and adopt procedural and operational efficiencies that new technology brings.

Improved use of technology will help to address a number of perceived weaknesses or challenges that the department currently faces. Efforts should be made to identify new and emerging technologies in order to improve communications across a variety of groups. More frequent and more open lines of communication could help to address the issues that were noted with consistency in implementing or enforcing policies and procedures as well.

APPENDIX A: NORTHBRIDGE FIRE DEPARTMENT SURVEY RESULTS

A SurveyMonkey online survey was developed by CPSM staff and distributed via email to both career and call firefighters. The survey received 11 responses (7 career and 4 call officers) over the two weeks that it was available to staff. Responses are presented below and content was incorporated into the strategic plan.

Figure 1: Average ranked importance of Fire Department duties (1 = not important to 5 = very important):

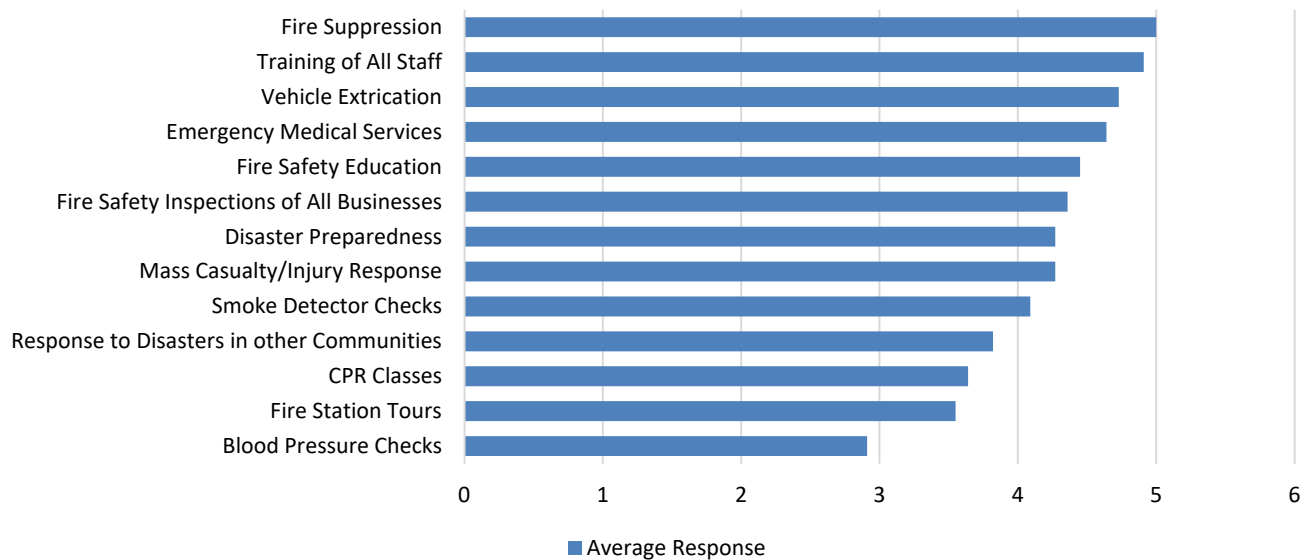


Figure 2: Ranking of Departmental Characteristics in terms of Strengths/Weaknesses

Condition of Equipment
Ability to respond to calls within an acceptable time frame
Ability of command staff to engage in long term planning
Ability of call staff to respond to calls quickly
Administrative capacity for fire prevention activities
Outreach to community through public education activities
Leadership of command staff
Workplace culture
Ability to mount an effective response force for fire incidents
Ability to provide adequate training (career and call officers)
Condition of facilities

* Factors at the top of the list highlighted in green were largely seen as strengths of the department; items highlighted in yellow received a neutral response, on average; those items highlighted in red at the bottom were perceived by respondents as weaknesses based on average responses.

Figure 3: Respondent Belief that Morale is High in the Department

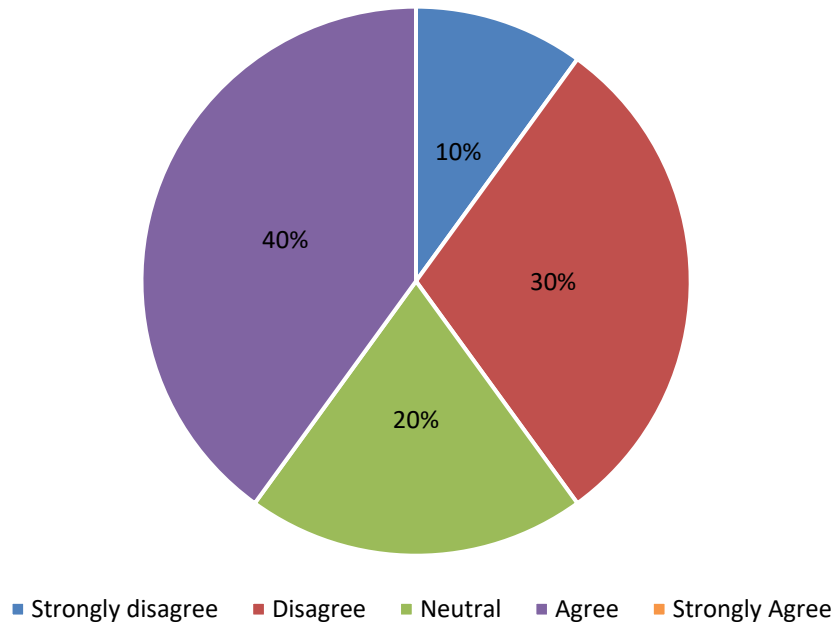


Figure 4: Responses to "I would recommend the department to anyone interested in a firefighting career."

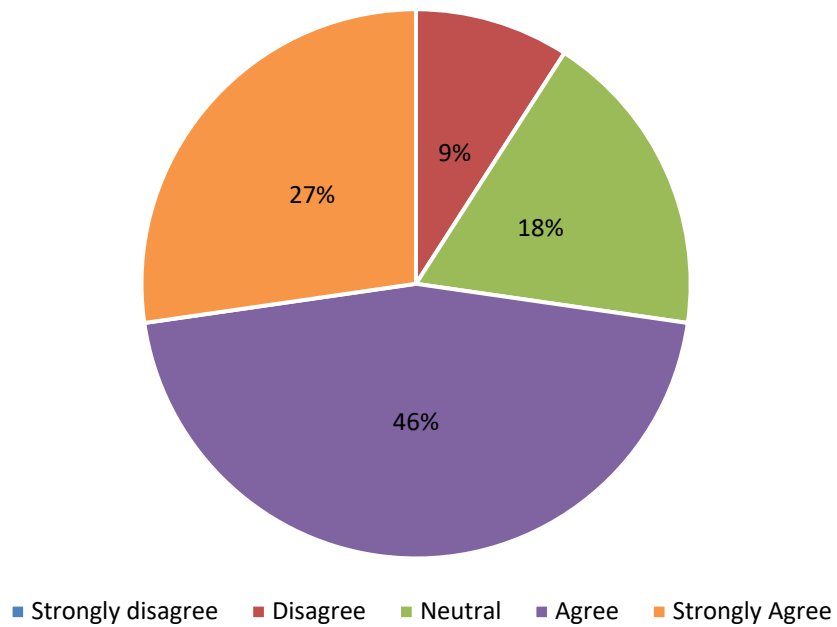


Figure 5: Responses to “I am proud to be a member of Northbridge Fire Department.”

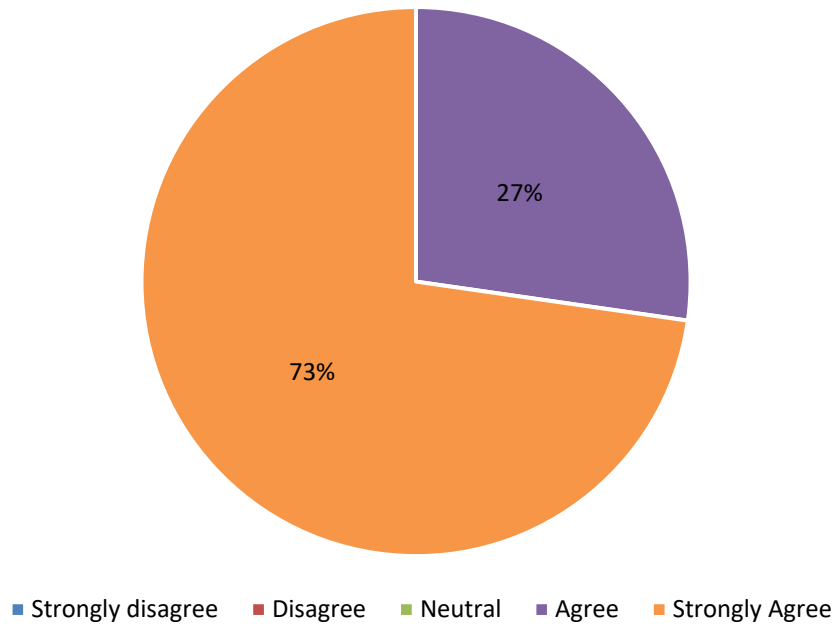


Table 1: Responses to “Are there any aspects of the Northbridge Fire Department that you see as a particular strength?”

New fire station, promotions
Team effort, good relationship between full-time and call members and officers
We are a growing department with an eager and young staff who wants to learn and develop in our department and the fire service. We have also added some youth to our officer core which helps bridge the generational gap. While there are still leadership challenges that exist and I believe the addition of youth to the ranks will develop into one of our greatest strengths. I would recommend the department undertake an officer training program from an outside organization that focuses on leadership skills and the challenges faced in leading a new generation of firefighters.
I’m extremely proud to be a member and officer of the NFD. Through years of adversity NFD has grown a strong culture of brotherhood. As a career member on another department I can honestly say the brotherhood and pride at the Northbridge is bar none the best around.
Every Career Officer has a solid foundation to understanding the community, response districts, Target areas of town. Also, Every career officer is well rounded within the modern day firefighting skills and Paramedicine.
We have many very decent hard working people.
I believe the Chief has done a good job communicating his vision for the department and is attempting to get us where we need to be in terms of training, staffing, and facilities and through increasing our technological abilities. Our younger members and new officers are eager and want to see change and I believe overall moral is high, though of course not all members will be happy.
The department has an outstanding group of men and women prepared to protect and serve the town.
New station, Updated apparatus and equipment and highly motivated personnel

Table 2: Responses to “Are there any other aspects of the Northbridge Fire Department that you see as a particular challenge?”

Communication between staff, lack of consistency in following guidelines and policies by personnel and management
Staffing levels
Radio communications,
The Fire Chief has done an exceptional job in moving the department forward since taking over five years ago. I do feel however that there is a lack of consistency and accountability within the organization. Standards must be upheld and individuals especially coordinators and officers must be accountable for their duties. My opinion is that the Chief tries to "wear too many hats" and assumes a role when someone falls short. This is based on his desire to see the organization succeed, however, it takes away from his other obligations and duties. I feel the addition of a Deputy Fire Chief will provide the needed relief for him and consistency throughout the department. I feel another area that presents a challenge is our yearly employee reviews. For example, we have begun 3-month reviews for our probationary firefighters however, the questions do not pertain to their current job functions which makes it very difficult to gauge their progression or level of success. In my opinion, a review should relate to the expectations of the job that is being performed and not a generic review form. Also, officers should be given at least a week to prepare a review for a member of their crew and members of the crew should play a part in an officer's review, otherwise, how can we accurately evaluate their performance.
Communication, long term planning, adjusting response models to meet changes in call volume and staffing and promoting professional development.
I often worry about the future for recruiting and retention. Being an old mill town with limited funding, the high call volume with the current on duty shift strength and no commitment to on duty shifts with the call staff. We often find ourselves very overworked and overtasked. There is nothing that makes Northbridge fire stand out and say come work for us or once hired to stay and enjoy a long-term career being stressed and overtasked with being undermanned.
Radios are problematic at best. Some users need new gear. Communication is lacking at times. Accountability system is sometimes not used as designed. Budgeting for the NFD is always an issue.
Staffing, staffing, staffing. The Northbridge Fire Department has made a tradition of doing more more with less, just ask. “Use it up, wear it out, make it do or do without.” I’m surprised that quote isn’t on our patch. There have been recent efforts to increase staffing but things are slow-going and I don’t have much confidence that the town (not the department) will get us the staffing needed. Anyone that looks at our emergency response numbers and the population of Northbridge would have to chuckle that we are “doing it” with 4 person groups. We aren’t a rich community, but the attitude of the town and sometimes the Chief is that we are at Detroit levels of poverty and nearby towns with proper staffing are Cambridge. We need full time staff, not more call staff. Our call members are great and many are very dedicated, but because the vast majority of our calls are handled by career staff the call members cannot gain experience and often can’t not handle basic fire or Ems calls on their own. Morale may be at a high right now, but guys are going to get burned out quick if this keeps up. The town has always gambled that nothing serious will happen, but the law of averages is always at play. Eventually when the four duty members are all on other

calls as we often are something very serious will happen and the station will be staffed by a call officer and two very junior members or ones that can't even enter a structure.

Staffing aside, I would like to see more training on the career and call side (though the training committee is working on a plan to get this done.) There is very little mandatory training though and a number of career members do not come back for off duty training and because of our call volume we rarely get adequate uninterrupted training on duty.

The monthly officer meetings are a great addition, but at times some officers have difficulty or do not want to disseminate information directed from the Chief. We need more buy in. I personally have ideas how to achieve it on the company level, but we need department wide buy in, not just one or two groups.

We have officers holding coordinators positions that should be their own full time admin. positions but they are expected to accomplish their tasks on duty. How can anyone lead from the office? We are also assigned menial tasks while on duty like hanging banners for local events and changing light pole signs depending on the holiday season. The mind set of older seems to be that we are still doing 1000 calls a year. So we run back to back to back calls, and instead of being allowed any downtime we have to go to stuff like this. These tasks are going to bite us hard some day and have come close numerous times. The banner is located about a mile away and every time we go there and a call comes in we are increasing response times for absolutely ZERO reason. At one of our more recent structure fires half of the duty crew was hanging a banner and had to drive back to the station for a truck in the complete opposite direction of the fire.

Town does not provide an adequate yearly budget to operate the department properly.

Manpower, current facility, training and maintaining the organizational structure of the department

Figure 6: Call Officers that live in Northbridge

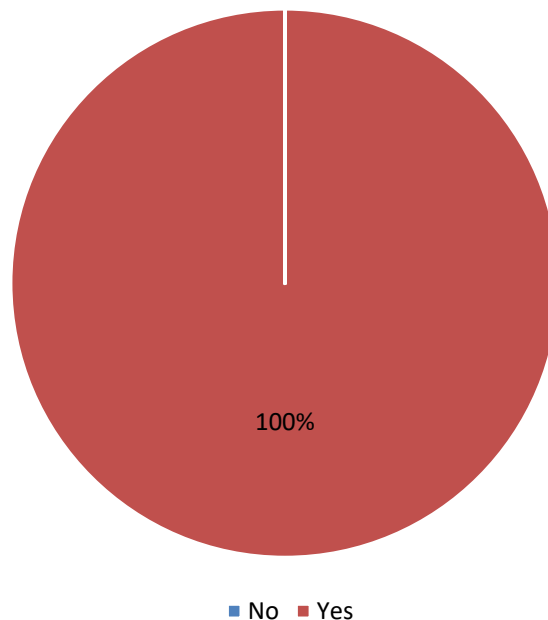
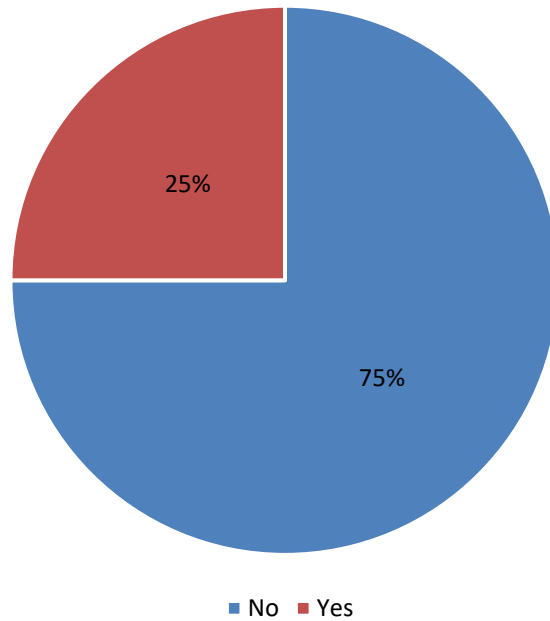


Figure 7: Call Officers that work in Northbridge



Call officers that worked outside of Northbridge worked an average of 22 miles away from the response area. Most availability for call officers was on the nights or weekends.

Table 3: Responses to “How would you describe the purpose of Northbridge Fire Department?”

To protect the people of Northbridge.
Provide EMS and firefighting/rescue services
Provide emergency response to the community and surrounding towns
To effectively provide a coordinated suite of services to the public in Northbridge in a safe and timely manner. This includes emergency services, Fire prevention, and community education
Our purpose is to provide our citizens with the highest level of public safety services which is done through fire suppression, emergency medical services, fire prevention, and, public education.
To provide fire and emergency services to the citizens, businesses and visitors to the town of Northbridge
Purpose of the Northbridge fire department is to prevent, protect and mitigate any emergency that arises in town.
To provide a quick and efficient emergency response to our citizens in order to properly mitigate their emergency through adequate staffing and training.
To protect and serve the town
To provide quality Fire, Rescue and EMS to the community through training, education and Public outreach

Table 4: Responses to “What would you say is the ultimate goal of the Northbridge Fire Department?”

To provide the best protection that we can with the resources given to us.
To be able to provide coverage for both ambulances and to be able to staff a first due engine at the same time with on duty personnel
Provide the most professional and dedicated emergency services
To save lives and property with smart and purposeful fire attack and emergency response
Our ultimate goal is to have a "highly trained and educated team of professionals that serve with dedication, pride, and compassion, twenty-four hours per day. We also endeavor to protect and preserve the health and safety of our members and return them safely to their families when the emergency is over". This is a direct quote for our mission statement but I fully believe in what it says.
To progress in its mission of providing a high level of fire and emergency services as well as adapting response models to changing call volume, manpower and missions asked by the department by the citizens we protect.
To Create a modern culture and bring the visions and values into 2022 times, All to often we find people holding onto the good old days and the 1980-1990 timeframe and try to recreate the operational plan based on what worked back then. Simply understanding what worked back then WILL NOT work today has to be imbedded into the culture for us to move forward and progress.
Provide outstanding EMS and Fire emergency services to all residents of Northbridge and our mutual aid partners.
Increase staffing
Continue to increase technology
Increase buy in
Hold people to higher standards
Being fully staffed, trained, and equipped, to respond to all emergency.
To provide the best service possible and be fiscally responsible

Table 5: Responses to “What values do you think are important to Northbridge Fire Department?”

Commitment to duty and respect of the community.
I’m not sure that our fire department values any particular value over any others. I don’t feel that there is any emphasis put on any specific values. The culture at the heart of this department from management is to get the job that’s needed at the moment regardless of the issues. Rules can be ignored or bent (i.e.) manpower, untrained personnel responding to calls etc. depending on what needs to get done.
Caring, well trained, compassionate members
Integrity, trust, teamwork, reliability, commitment
There are many values that come to mind that I think are important to the Northbridge Fire Department. Passion, dedication, integrity, knowledge, courage, compassion, trust, discipline, a desire to be the best, a desire to teach people, and learn every day. A passion to inspire those around me to not only match my enthusiasm but to exceed it. These values are how organizations especially a fire department become great. We should never settle, we need to continually strive to inspire, innovate, learn, and work harder.
Brotherhood, pride, integrity, respect. Failure is not an option.

We hold a very High degree of public image within the general public via professionalism when dealing with the taxpayers.

integrity, honesty, humility,

Pride, integrity, tradition.

Honor, Integrity, Respect, Compassion, Selflessness, Courage, Intelligence, Strength

APPENDIX B: NORTHBRIDGE FIRE DEPARTMENT SURVEY

** To be added as PDF once Strategic Plan is finalized

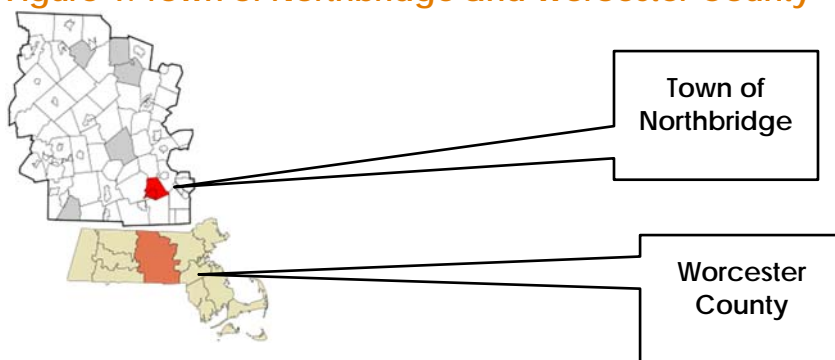
APPENDIX C: STRATEGIC PLAN GAP ANALYSIS

Section 1: Background

Northbridge is a town in Worcester County, MA. Relevant information about the town for this analysis includes:

- Northbridge is a suburban Northeastern town made up of several villages, including Linwood, Northbridge, Riverdale, Rockdale, and Whitinsville.
- The total town area is 18.1 square miles.
- The Blackstone and Mumford rivers traverse the town and became the focal points for the many industrial developments and mills along the riverbanks and in town. Today, the mills have been mostly renovated into housing and businesses. Two mills remain in service.
- The town operates under a Home Rule Charter. The executive powers of the town shall be vested in the Board of Selectmen which shall be deemed to be the chief executive office of the town (five selectmen members).⁷
- The Town Manager shall be the Chief Administrative Officer of the town, directly responsible to the board of selectmen for the administration of all town affairs for which the office of town manager is given responsibility by or under this charter.⁸
- There shall be a Fire Department, headed by a Fire Chief.⁹
- The Fire Chief shall be responsible for the organization, training and direction of Fire Department personnel involving firefighting, fire prevention, fire safety inspection and investigation, and emergency medical services. The Fire Chief shall have full charge of extinguishing fires, shall be in immediate control of all town property used by the Department, and of the officers and firefighters, who shall obey his orders.¹⁰

Figure 1: Town of Northbridge and Worcester County



7. Northbridge Home Rule Charter, Section 3-2(b)

8. Northbridge Home Rule Charter, Section 4.

9. Town of Northbridge Code of By-Laws, Chapter 4-412(A)

10. Town of Northbridge Code of By-Laws, Chapter 4-412(C)

Northbridge Fire Department (NFD) Mission Statement¹¹

The mission of the Northbridge Fire Department is to provide the citizens of the community with a high level of public safety services. We strive to safeguard lives and property and to enhance the quality of life of the citizens of Northbridge. This will be accomplished with an emphasis on public safety, customer service, public education, and a dedication to duty. We will accomplish this with a highly trained and educated team of professionals that serve with dedication, pride, and compassion, twenty-four hours per day. We also endeavor to protect and preserve the health and safety of our members and return them safely to their families when the emergency is over.

NFD Key Elements

- Fire protective services.
- Emergency Medical Services ground transport at the Advanced Life Support (ALS) level.
- Public fire education.
- Fire prevention and code enforcement.
- Staffed with career and call/volunteer members.
- NFPA 1720 department.
- Town Emergency Management and Community Preparedness.
- Public CPR and safety classes.
- Fire Cadet program.

Demographics

- 2020 population: 16,335¹²
- Population density-909.8/square mile
- Children under the age of five represent 7.6 percent of the population.
- Persons under the age of 18 represent 22.8 percent of the population.
- Persons over the age of 65 represent 17.1 percent of the population.
- Female persons represent 52 percent of the population.
- There are 2.64 persons per household in the Town of Northbridge.
- The median household income in 2019 dollars is \$81,504.
- Persons living in poverty make up 5.9 percent of the population.
- Black or African-American alone represents 2.0 percent of the population. White alone at 91.0 percent, American Indian or Alaska Native alone at .3 percent, Asian alone at 1.1 percent, two or more races at 3.8 percent, and Hispanic or Latino at 6.2 percent.

11. Northbridge Fire Department Web Site: [Fire Department | Northbridge MA \(northbridgema.org\)](http://Fire Department | Northbridge MA (northbridgema.org))

12. [U.S. Census Bureau QuickFacts: Northbridge town, Worcester County, Massachusetts](https://www.census.gov/quickfacts/northbridgetown-worcester-county-massachusetts)

Section 2: NFD Administrative and Operational Considerations

Fire Administrative component led by a Fire Chief (single manager).

- Current Deputy Chief position vacant.
- Fire Chief also fills role of Town Emergency Management Coordinator.
 - Has one volunteer assistant for this function.
- Fire Chief also manages overall training program.
- One civilian administrative assistant 28 hours/week.

Fire Operational component includes:

- Two stations-Headquarters (Station 1 and primary operation) and Station 2.
- Station 1 is staffed with career personnel.
- Station 2 is not staffed-houses response apparatus for call firefighters.
- Operational career staffing is 4 per group (shift).
- Four operational groups-16 personnel.
- Operational groups work a 24 on-48 off, 24 on-96 off schedule.
- Each group consists of a Company Officer and 3 firefighters.
 - Company Officer is assigned as follows: 1 Group has a Captain; 3 Groups have a Lieutenant.
- Captain serves as the shift commander.
- One Fire Prevention Officer is on duty from 0700-1730 hours Monday-Thursday and is available to respond to calls for services as needed.
- NFD has 18 call firefighters.
 - 4 call officers.
 - 14 call firefighters.
- NFD provides fire protective services and EMS ground transport services.
- NFD considers itself a National Fire Protection Association (NFPA) 1720 Department.

The next tables outline the NFD incident responses. The source for this data comes from the 2020 *Northbridge Fire Station Feasibility and Facilities Study* conducted by Manitou Inc.

Table 1: NFD Fire and EMS Responses by General Type, 2019, 2020, 2021

Call Type	2019	2020	2021
Fire Related	39	57	51
Fire Response to Rescue/Medical	334	234	94
Other Responses	590	454	674
Total Fire Related Calls	963	755	819
Ambulance 1-EMS Calls	1361	1362	1405
Ambulance 2-EMS Calls	1021	825	838
Total Ambulance/EMS Calls	2382	2187	2243

Table 2: Fire and EMS Incidents by Time of Day, 2019, 2020, 2021

Alarm Time	2019	2020	2021
Day: 8:00 am - 4:00 pm	1461	577	608
Evening: 4:00 pm-12:00 am	1222	1354	1484
Night: 12:00 am - 8:00 am	662	1011	970
Total Calls	3345	2924	3062

NFPA 1720

National Fire Protection Association (NFPA) standards are consensus standards and not the law. Many cities and counties strive to achieve these standards to the extent possible without placing an undue financial burden on the community. A local jurisdiction must decide on the level of service it can deliver based on several factors as discussed herein to include budgetary considerations. Questions of legal responsibilities are often discussed in terms of compliance with NFPA standards. Again, these are national consensus standards, representing best practices and applied science and research.

NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments*, 2020 edition (National Fire Protection Association, Quincy, Mass.), outlines organization and deployment of operations by volunteer and combination (a fire department having emergency service personnel comprising less than 85 percent majority of either volunteer or career membership) fire and rescue organizations.¹³ It serves as a benchmark to measure staffing and deployment of resources to certain fire incidents and emergencies.

Fire departments should base their specific role on a formal community risk management plan, as discussed in this analysis, and taking into consideration.¹⁴

- Life hazard to the population protected. The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and/or pre-fire planning.
- Fire suppression operations shall be organized to ensure that the fire department's fire suppression capability includes personnel, equipment, and other resources to deploy fire suppression resources in such a manner that the needs of the organization are met.
- The Authority Having Jurisdiction shall promulgate the fire department's organizational, operational, and deployment procedures by issuing written administrative regulations, standard operating procedures, and departmental orders.
- The number of members that are available to operate on an incident is sufficient and able to meet the needs of the department.
- Provisions for safe and effective firefighting performance conditions for the firefighters.

13. NFPA 1720 is a nationally recognized standard, but it has not been adopted as a mandatory regulation by the federal government or the Commonwealth of Massachusetts. It is a valuable resource for establishing and measuring performance objectives for the Town of Northbridge but should not be the only determining factor when making local decisions about the county's fire and EMS services.

14. NFPA 1720, Chapter 4.2

- Personnel responding to fires and other emergencies shall be organized into company units or response teams and have the required apparatus and equipment to respond.
- Initial firefighting operations shall be organized to ensure that at least four members are assembled before interior fire suppression operations are initiated in a hazardous area.
- The capability to sustain operations shall include the personnel, equipment, and resources to conduct incident specific operations.

It is understood that call/volunteer members in a combination department typically respond to incidents from home or work. For a minimum-level Effective Response Force to begin fire suppression efforts, NFPA 1720 establishes the minimum response staffing for a predominately call/volunteer department for low-hazard structural firefighting incidents (to include out buildings and up to a 2000 square-foot, one- to two-story, single-family dwelling without a basement and no exposures) for specific demand zone. Staffing standards are shown below in Table 5.

Each demand zone takes into consideration certain risk elements such as population density, exposed occupied buildings (more predominate in urban and suburban demand zones), water supply, and proximity to responding apparatus and members (incident and fire station).

TABLE 3: NFPA 1720 Staffing for ERF, Residential Structure

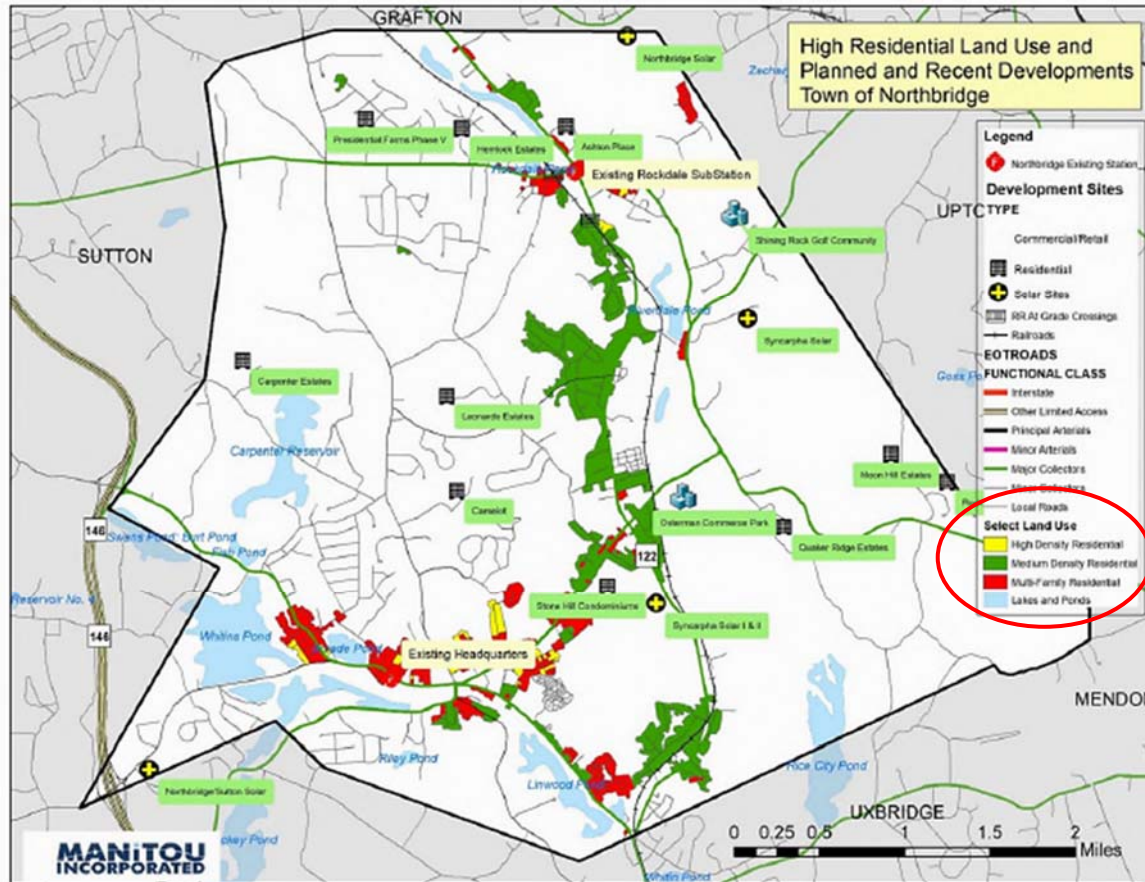
Demand Zone	Demographics	Minimum Staff to Respond to Scene*	Response Time Standard
Urban Area	>1000 people/mi ²	15	Within 9 Minutes 90-percent of the time
Suburban Area	500-1000 people/mi ²	10	Within 10 Minutes 80-percent of the time
Rural Area	<500 people/mi ²	6	Within 14 Minutes 80-percent of the time
Remote Area	Travel Distance ≥ 8 miles	4	Directly dependent on travel distance determined by AHJ 90-percent of the time

*Minimum staff responding includes automatic and mutual aid.

*Minimum staff responding to scene by apparatus and personal owned vehicle.

The next figure illustrates high and medium density residential land use which indicates urban and suburban density as benchmarked against NFPA 1720.

Figure 2: Northbridge Existing and Planned Development Use¹⁵



The variables of how and where personnel and companies are located, and how quickly they can arrive on scene, play major roles in controlling and mitigating emergencies. *The reality is that NFD relies heavily on call/volunteer response from home or work and mutual aid from nearby towns who themselves utilize call/volunteers to make up the teams and crews of the Effective Response Force.* NFD's volunteer availability at any time of the day may have an impact on assembling enough personnel and resources on the scene. This factor has to be considered at all times by those responding to the scene, those responding to the station to pick up apparatus, and command officers responding who must manage and coordinate available responding and on scene resources.

The next three tables provide examples of operational critical tasking utilizing the NFPA 1720 minimum staffing criteria. As discussed above, the urban demand zone stipulates the largest minimum staffing and more closely aligns with the NFPA 1710 Effective Response Force. In the urban demand zone, when the minimum staffing assembles, critical tasks are completed simultaneously. *NFD has urban demand zones in its response district as defined by NFPA 1720.*

In the suburban, rural, and remote demand zones, critical tasks are combined more frequently than in the urban demand zone, creating circumstances where these critical tasks are completed in sequence, rather than simultaneously. *NFD has suburban demand zones in its response district as defined in NFPA 1720.*

15. 2020 Northbridge Fire Station Feasibility and Facilities Study conducted by Manitou Inc.

The rural and remote demand zone minimum staffing can place one attack line in service, and then combine two-person crews (two for rural; one for remote) to handle one or two other critical tasks until additional crew members arrive on scene. Achieving completion of the basic fireground critical tasks as outlined in the suburban demand zone is less than optimal in the rural and remote demand zones. *The NFD has some rural demand zones in its response district as defined in NFPA 1720.*

TABLE 4: Critical Tasking in an Urban Demand Zone, Single-Family Dwelling

Critical Task	# of Responders Assigned to Task
Attack Line (2-In)	2
Backup/Second Line	2
Ventilation	2
Search and Rescue	2
Rapid Intervention (2-out)	2
Attack Engine Pump Operator	1
Water Source Engine Pump Operator	1
Outside Crew for: utility control, hose management, potential exposure line or additional fire suppression line	2
Incident Commander	1
Total Minimum Response for Urban Demand Zone	15

TABLE 5: Critical Tasking in a Suburban Demand Zone, Single-Family Dwelling

Critical Task	# of Responders Assigned to Task
Attack Line/Search and Rescue (2-In)	2
Backup/Second Line	2
Attack Engine Pump Operator	1
Water Source Engine Pump Operator	1
Outside crew for: rapid intervention crew ventilation, utility control, hose management, potential exposure line or additional fire suppression line	3
Incident Commander	1
Total Minimum Response for Suburban Demand Zone	10

TABLE 6: Critical Tasking in a Rural Demand Zone, Single-Family Dwelling

Critical Task	# of Responders Assigned to Task
Attack Line/Search and Rescue (2-In)	2
Backup/Second Line	2
Outside crew for: initial engine pump operator (sets pump then assists with outside tasks), ventilation, utility control, hose management, potential exposure line or additional fire suppression line. One member may take on incident command function coordinating with interior crew(s) until additional crew members/command officers arrive on scene.	2
Total Minimum Response for Rural Demand Zone	6

NFPA 1500, and Two-In/Two-Out

Another consideration, and one that links to critical tasking and assembling an Effective Response Force, is that of two-in/two-out. Prior to initiating any fire attack in an immediately dangerous to life and health (IDLH) environment (and with no confirmed rescue in progress), the initial two-person entry team shall ensure that there are sufficient resources on-scene to establish a two-person initial rapid intervention team (IRIT) located outside of the building.

One standard that addresses this is NFPA 1500, *Standard on Fire Department Occupational Health, Safety, and Wellness*, 2018 Edition. NFPA 1500 addresses the issue of two-in/two-out by stating during the initial stages of the incident where only one crew is operating in the hazardous area of a working structural fire. By this standard, a minimum of four individuals shall be required consisting of two members working as a crew in the hazardous area and two standby members present outside this hazard area available for assistance or rescue at emergency operations where entry into the danger area is required.¹⁶

NFPA 1500 also speaks to the utilization of the two-out personnel in the context of the health and safety of the firefighters working at the incident. *The assignment of any personnel including the incident commander, the safety officer, or operations of fire apparatus, shall not be permitted as standby personnel if by abandoning their critical task(s) to assist, or if necessary, perform rescue, they clearly jeopardize the safety and health of any firefighter working at the incident.*¹⁷

As is common with many volunteer/combination fire departments, NFD does not respond to structural fires with a pre-determined staffing regimen or a guaranteed command officer on the initial alarm dispatch. Under this response model, NFD may or may not have the minimum number of firefighters on the initial response in order to comply with CFR 1910.134(g)(4), regarding two-in/two-out rules and initial rapid intervention team (IRIT). Responding members must be mindful of who and what apparatus is on scene and the Two In/Two Out concept.

In order to meet the intent of NFPA 1500, NFD must utilize two personnel to commit to interior fire attack while two firefighters remain out of the hazardous area or immediately dangerous to life

16. NFPA 1500, 2018, 8.8.2.

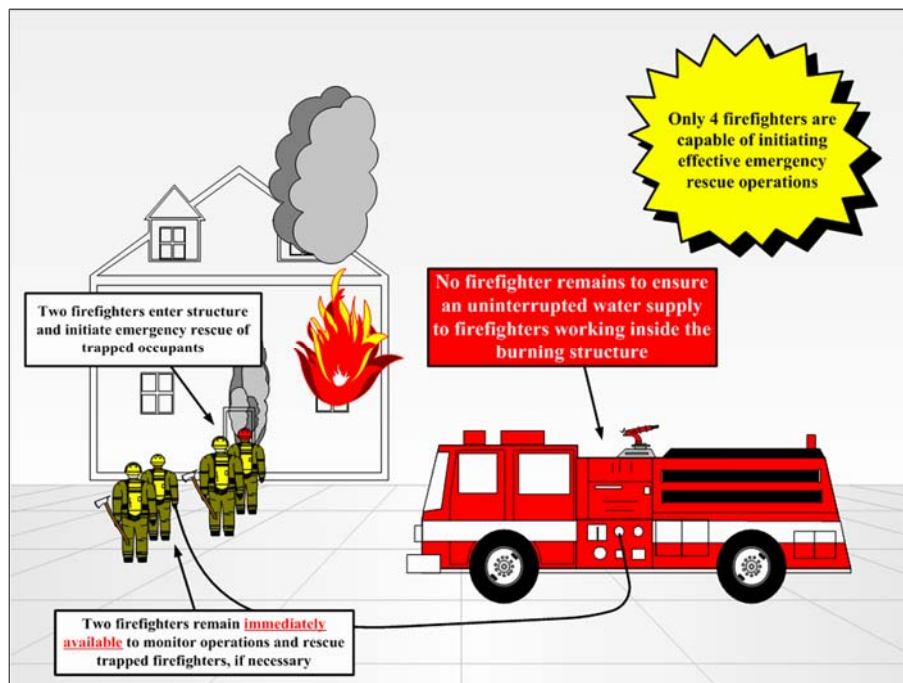
17. NFPA 1500, 2018, 8.8.2.5.

and health (IDLH) area to form the IRIT, while attack lines are charged, and a continuous water supply is established.

NFPA 1500 does allow for fewer than four personnel under specific circumstances. It states, *Initial attack operations shall be organized to ensure that if on arrival at the emergency scene, initial attack personnel find an imminent life-threatening situation where immediate action could prevent the loss of life or serious injury, such action shall be permitted with fewer than four personnel.*¹⁸

In the end, the ability to assemble adequate personnel, along with appropriate apparatus to the scene of a structure fire, is critical to operational success and firefighter safety. NFPA 1720 addresses this through the minimum staff to respond matrix this standard promulgates.

FIGURE 3: Two-In/Two-Out Interior Firefighting Model



ISO Analysis

The ISO is a national, not-for-profit organization that collects and evaluates information from communities across the United States regarding their capabilities to combat building fires. The data collected from a community is analyzed and applied to ISO's Fire Suppression Rating Schedule (FSRS) from which a Public Protection Classification (PPC™) grade is assigned to a community (1 to 10).

A Class 1 represents an exemplary community fire suppression program that includes all of the components outlined below. A Class 10 indicates that the community's fire suppression program does not meet ISO's minimum criteria. It is important to understand the PPC is not just a fire department classification, but a compilation of community services that include the fire

18. NFPA 1500, 2018 8.8.2.10.

department, the emergency communications center, and the community's potable water supply system operator.¹⁹

A community's PPC grade depends on:

- **Needed Fire Flows** (building locations used to determine the theoretical amount of water necessary for fire suppression purposes).
- **Emergency Communications** (10 percent of the evaluation).
- **Fire Department** (50 percent of the evaluation).
- **Water Supply** (40 percent of the evaluation).

The Town was graded as a Class 4/4X, reflecting 63.27 out of a total of 105 points.

The Town was recently evaluated and received an ISO-PPC rating of 4/4X (68.53 total points). The NFD is currently addressing deficiencies with a goal of reaching a Class 3 rating.

Training

Training is, without question, one of the most essential functions that a fire department should be performing on a regular basis. One could even make a credible argument that training is, in some ways, more important than emergency responses because a department that is not well trained, prepared, and operationally ready will be unable to fulfill its emergency response obligations and mission. Education and training are vital at all levels of fire service operations to ensure that necessary functions are completed correctly, safely, and effectively. A comprehensive, diverse, and ongoing training program is critical to the fire department's level of success.

The level of training or education required given a set of tasks varies with the jobs to be performed. The program must include an appropriate combination of technical/didactic training, manipulative or hands-on/practical evolutions, and training assessment to gauge the effectiveness of these efforts. Most of the training, but particularly the practical, standardized, hands-on training evolutions should be developed based upon the department's own operating procedures and operations while remaining cognizant of widely accepted practices and standards that could be used as a benchmark to judge the department's operations for any number of reasons.

Relevant training information from the NFD gap analysis is:

- Training is coordinated by a Training Officer (shift officer). The Training Officer chairs a training committee of three career members and one call firefighter who plan department training.
- Training is conducted at the NFD central station by certified state instructors.
- Most state certifications received through Massachusetts Fire Academy (state certifying agency).
- Required NFD member training:
 - Firefighters are required to get Firefighter I/II, Hazmat and First responder.

19. TCFD ISO PPC report; November 2019.

- Officers are required to get Fire Officer I and Fire Instructor I.
 - Chief Officers required to get Fire Officer II, ICS300.
 - Other requirements: 30 hours of Fire Training, 20 hours of all hazard training.
- NFD prefers to hire certified firefighters with EMT or Paramedic certifications due to loss of service time when employee is away receiving training to gain certification.

Community Risk Reduction

Community Risk Reduction activities are important undertakings of a contemporary fire department. A comprehensive fire protection system in every jurisdiction should include, at a minimum, the key functions of fire prevention, code enforcement, inspections, and public education.

Preventing fires before they occur, and limiting the impact of those that do, should be priority objectives of every fire department. Fire investigation is a mission-important function of fire departments, as this function serves to determine how a fire started and why the fire behaved the way it did, providing information that plays a significant role in fire prevention efforts. Educating the public about fire safety and teaching them appropriate behaviors on how to react should they be confronted with a fire is also an important life safety responsibility of the fire department.

Relevant training information from the NFD gap analysis is:

- The fire prevention function in the town is managed by a Fire Prevention Officer who works Monday-Thursday 7:30 am – 5:00 pm.
- Each work group (shift) has an assigned fire inspector who assists with fire inspections when available to do so.
- In 2021, 696 fire code inspections were completed.
- Plan review assistance was provided to the Building Inspector and the State Fire Marshal's Office as requested.
- Fire Investigations are completed by the State Fire Marshal's Office.
- Public fire education is coordinated and conducted by a career firefighter assigned to a group (shift). This includes public education events at public and private schools, smoke detector assessment and installation, community training and at-risk groups training.

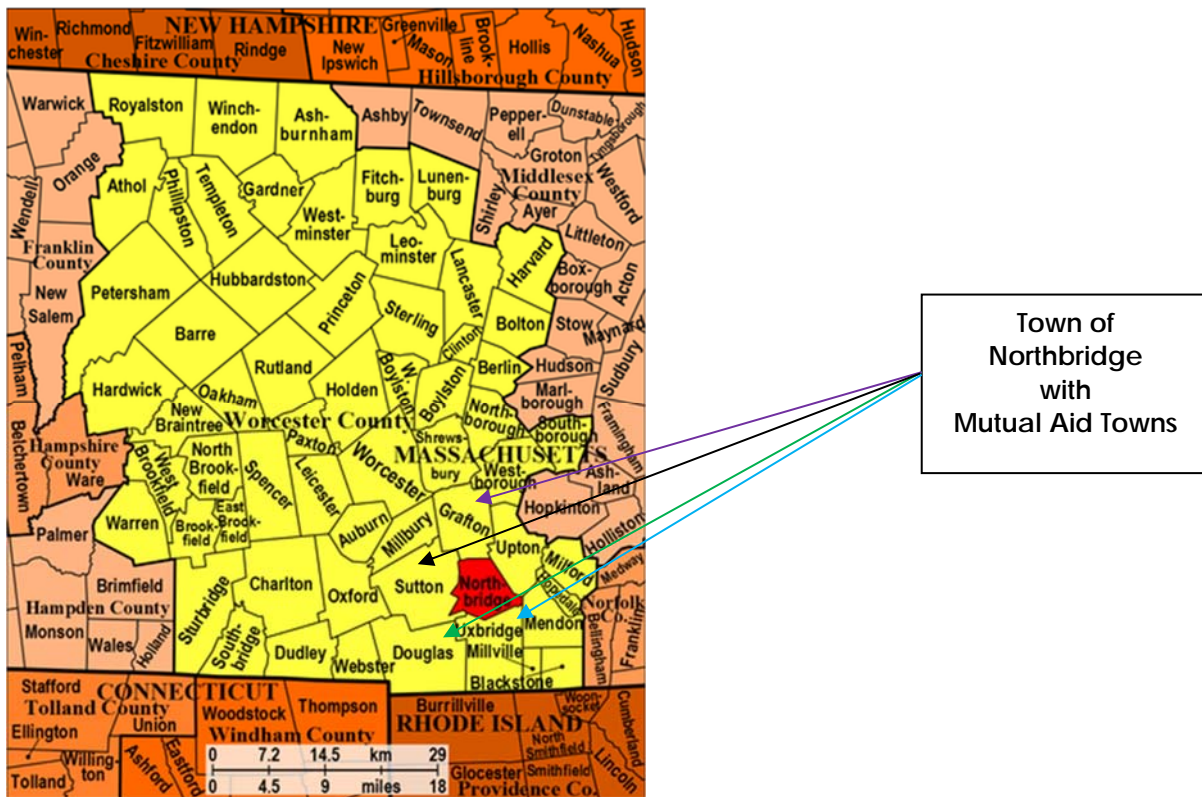
Administrative and Operational Challenges

- Inconsistent staffing: NFD is unable to assemble an effective response force in urban, suburban, and rural response zones.
 - EMS is the primary call demand. NFD has been doing EMS transport since 1974.
 - NFD primarily staffs two ambulances and one engine with available personnel; staffing is not continuous).

- Because EMS calls require 2 career staff per transport unit, with 4 career staff on duty all career staff are often out on EMS calls throughout the day.
- If 2 career staff are out on an incident, only 2 are remaining in station to deploy fire apparatus for a fire call for service (M-Th the Fire Prevention Officer is on duty from 0700-1730 hours and is available to respond).
- Call firefighters are mostly available in the evening hours.
- Recruitment, retention, and training pose challenges for call personnel.
- There is no surge capacity for fire and/or EMS incidents in the daytime.
- Staffing model makes it difficult to ensure staff with necessary qualification at all times.
- Paramedic burnout: NFD faces morale issues due to a high volume of EMS incidents.
- Vacant Deputy Chief position needs to be filled to take on overall management of day-to-day activities.
- Company officers cannot be officers as often they are responding on ambulances (majority of time spent as a practitioner).
- Call response varies by staff that are left in the station when a call comes in.
- Fire calls are handled with 1 engine (initial response) by either 2 career staff (if 2 career staff are out on an EMS call), or if 4 career staff are in the station, a combination of career staff on 1 engine and 1 ladder, or 1 engine and 1 ambulance. This is dependent on the call type.
- Mutual aid for fire incidents typically 10-12 minutes (drive time) away. Mutual aid towns include Uxbridge, Grafton, Upton, Douglas, Sutton.
 - These towns have similar staffing and may not be able to respond.

The next figure illustrates the proximity of the mutual aid jurisdictions.

Figure 4: Town of Northbridge With Surrounding Mutual Aid Towns



Stakeholder Meetings and Survey

Through an organizationally driven strategic planning process, opportunities exist for CPSM to bring together internal stakeholders to discuss what the strengths of the organization are, what challenges the organization may be facing, where the organization is going or should go, and how everyone involved can work towards satisfying the mission and vision of the organization.

As a component of this gap analysis, CPSM conducted stakeholder meetings and an officer survey to gain insight on these and other discussion points. These included:

- Virtual meeting with the Fire Chief David White on January 10, 2022.
- Virtual stakeholder meetings with NFD officer on February 9, 2022.
 - Fire Chief David White
 - District Chief Robert Lachapelle
 - Lieutenant Thomas Valdiva
 - Lieutenant Anthony Genga
 - Lieutenant Nicholas Shelburne
 - Interim Lieutenant Ethan White
- Discussion with Chief White on March 21, 2022, regarding turnover and the cause and effect of same. Chief White provided a spreadsheet outlining retirements, resignations and separations since his promotion to NFD Fire Chief in 2017.
- Stakeholder Survey conducted electronically: March 2022
 - The survey questions, survey response data, and survey comments are enclosed as appendix A.
- Virtual meeting on April 18, 2022 with Command Staff and Officers (career and call) to review gap analysis, discuss mission, vision, and values, and review SWOT analysis.

SSS

Section 3: NFD Infrastructure

Facilities

- The 2020 feasibility and facility report rates both stations as poor with multiple structural and environmental issues.
- Station 1 is a former mill and was renovated to serve as a fire station.
- Station 2 was built in the 1950s.

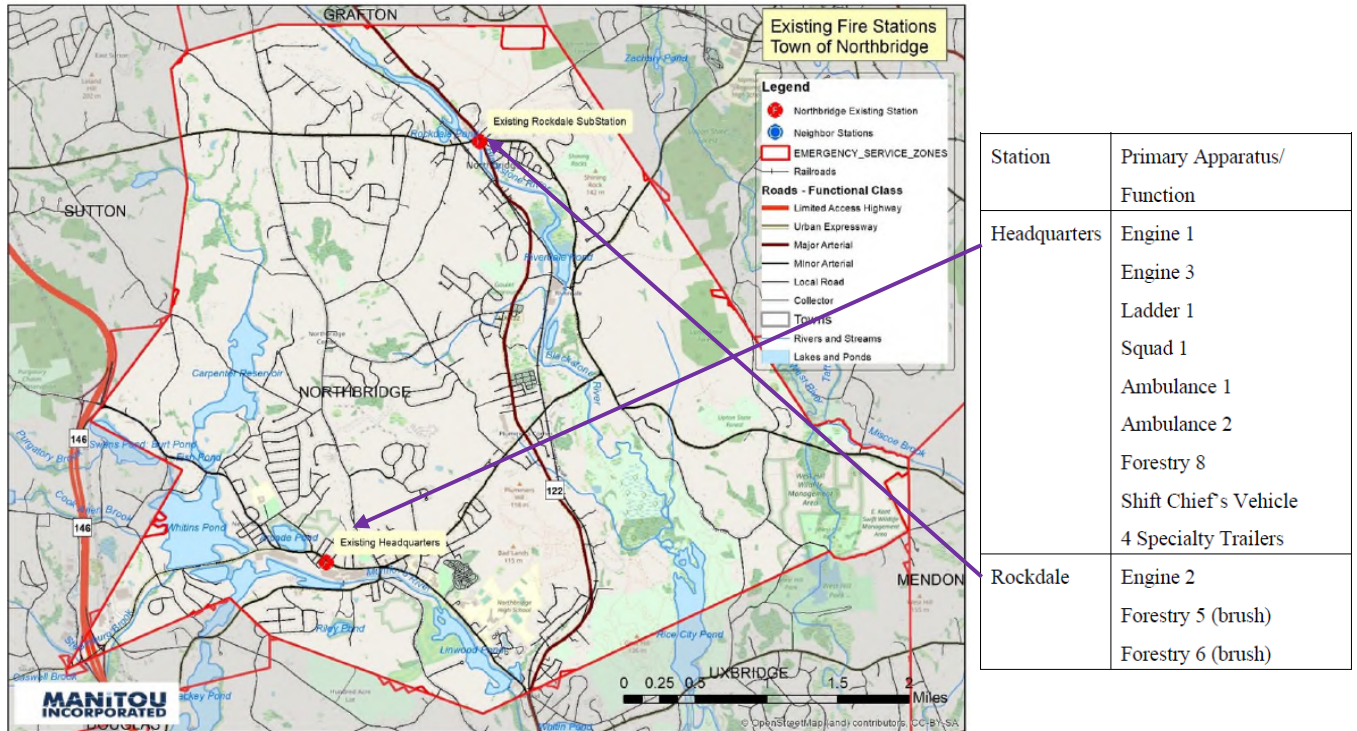
Figure 5: NFD Fire Stations



*Stations photo source: 2020 *Northbridge Fire Station Feasibility and Facilities Study*, Manitou Inc.

The next figure illustrates geographically where the two stations are located.

Figure 6: NFD Station Locations²⁰



The 2020 feasibility and facility report recommended a new fire station, which the town acted on and approved. Town approval included funding for the project.

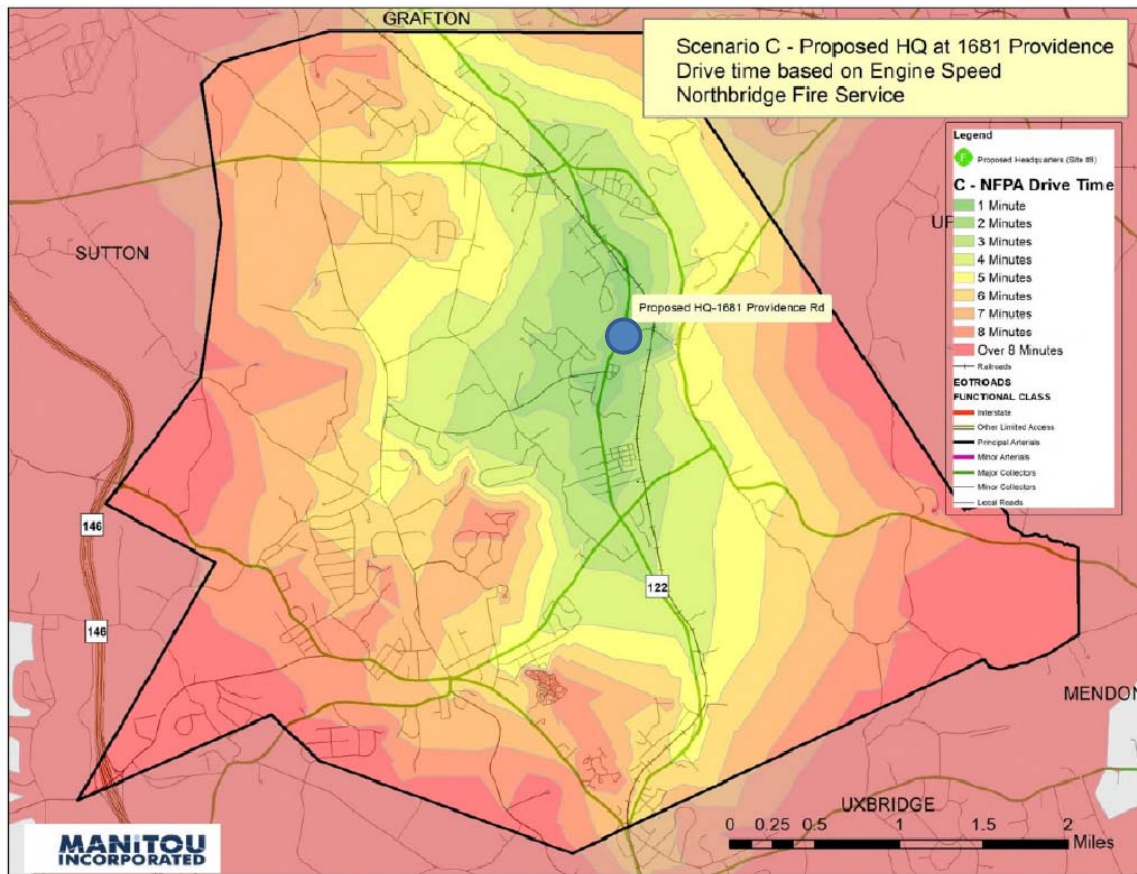
The new fire station will house the entire fire department, closing both current fire stations. According to the consultant who completed the feasibility and facilities study the new station will provide *more equitable coverage Town-wide for the current deployment of staff and stations, which provide shorter response times in the Whitinsville area at the expense of overall coverage in the Town. The site can also accommodate the functional and operational needs identified in the architectural programming and have room for future growth.*

- The new station is scheduled to be completed in July 2023.
- The new station will also house the Building Inspector and Board of Health Planning Board.

20. 2020 Northbridge Fire Station Feasibility and Facilities Study, Manitou Inc.

Figure 7 illustrates the location of the new station.

Figure 7: New NFD Station Location²¹



Fleet

The provision of an operationally ready and strategically located fleet of mission-essential fire-rescue vehicles is fundamental to the ability of a fire-rescue department to deliver reliable and efficient public safety within a community.

The NFD currently operates a fleet of fire and EMS apparatus that includes:

- Three engine apparatus.
 - 2009, 1500 Gallons per Minute (GPM).
 - 2013, 1500 GPM.
 - 2017, 1500 GPM.
- One ladder apparatus.
 - 2016, 103-foot ladder.

21. 2020 *Northbridge Fire Station Feasibility and Facilities Study*, Manitou Inc.

- One squad apparatus.
 - 1995, non-walk-through that carries heavy/tactical rescue equipment.
- Two ambulance apparatus.
 - 2019, F-550 with Osage body.
 - 2021, E450 with Osage body (patient compartment remount on new chassis).
- Three Brush Units.
 - 1990 Chevrolet 3500 with portable skid unit (pump and water tank).
 - 1997 International 4700 with 1963 Barton American 500 GPM pump.
 - 1997 International 4700 with 1250 GPM pump.

The NFD also has an assortment of command and service vehicles.

The procurement, maintenance, and eventual replacement of response vehicles is one of the largest expenses incurred in sustaining a community's fire-rescue department. While it is the personnel of the NFD who provide emergency services within the community, the department's fleet of response vehicles is essential to operational success. Reliable vehicles are needed to deliver responders and the equipment/materials they employ to the scene of dispatched emergencies within the town.

Replacement of fire-rescue response vehicles is a necessary, albeit expensive, element of fire department budgeting that should reflect careful planning. A well-planned and documented emergency vehicle replacement plan ensures ongoing preservation of a safe, reliable, and operationally capable response fleet. A plan must also schedule future capital outlay in a manner that is affordable to the community.

NFPA 1901, *Standard for Automotive Fire Apparatus*, serves as a guide to the manufacturers that build fire apparatus and the fire departments that purchase them. The document is updated every five years, using input from the public/stakeholders through a formal review process. The committee membership is made up of representatives from the fire service, manufacturers, consultants, and special interest groups. The committee monitors various issues and problems that occur with fire apparatus and attempts to develop standards that address those issues. A primary interest of the committee over the past years has been improving firefighter safety and reducing fire apparatus crashes.

The Annex Material in NFPA 1901 (2016) contains recommendations and work sheets to assist in decision making in vehicle purchasing. With respect to recommended vehicle service life, the following excerpt is noteworthy:

"It is recommended that apparatus greater than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status and upgraded in accordance with NFPA 1912, Standard for Fire Apparatus Refurbishing (2016), to incorporate as many features as possible of the current fire apparatus standard. This will ensure that, while the apparatus might not totally comply with the current edition of the automotive fire apparatus standards, many improvements and upgrades required by the recent versions of the standards are available to the firefighters who use the apparatus."

The impetus for these recommended service life thresholds is continual advances in occupant safety. Despite good stewardship and maintenance of emergency vehicles in sound operating

condition, there are many advances in occupant safety, such as fully enclosed cabs, enhanced rollover protection and air bags, three-point restraints, antilock brakes, higher visibility, cab noise abatement/hearing protection, and a host of other improvements as reflected in each revision of NFPA 1901. These improvements provide safer response vehicles for those providing emergency services within the community, as well those “sharing the road” with these responders.

Given that NFPA 1901 targets specifications for only fire suppression vehicles, NFPA 1917, *Standard for Automotive Ambulances*, was published in 2013 (updated in 2019) to provide similar recommendations governing the design and construction of ambulances. The U.S. General Services Administration also promulgates ambulance standards under KKK-A-1822. Additionally, the Commission on Accreditation of Ambulance Services (CAAS) has established a Ground Vehicle Standard (2016). While NFPA 1917, KKK, and CAAS standards do not include recommended service-life replacement standards for EMS vehicles, common industry practice suggests typical replacement intervals of four to eight years. This schedule depends on a number of variables, most notably vehicle mileage, escalation of annualized repair expenses, and frequency with which the subject vehicle is out of service. After replacement, serviceable vehicles may be retained in ready-reserve status for an additional two to four years. In light of the inherently shorter service life of ambulances, owing to a higher frequency of emergency responses handled than corresponding suppression vehicles, there are fewer legitimate concerns regarding “missing” essential improvements in occupant/operator safety standards.

The current replacement schedule for NFD first response fire and EMS apparatus is as follows:

- Fire apparatus: 15-20 years.
- EMS apparatus: 5 years on first chassis. Patient compartment remounted on new chassis once to reduce costs.

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Section 4: Community Risk Assessment

Building Risks

A community risk and vulnerability evaluates the community as a whole. Part of this process assigns a level of risk to buildings which can be either high, medium, or low-hazard. Risk level can depend on factors such as the life and building content hazard, and the potential fire flow and staffing required to mitigate an emergency in the specific property. According to the NFPA *Fire Protection Handbook*, these hazards are defined as:

High-hazard occupancies: Schools, hospitals, nursing homes, explosives plants, refineries, high-rise buildings, and other high life-hazard or large fire-potential occupancies.

Medium-hazard occupancies: Apartments, offices, and mercantile and industrial occupancies not normally requiring extensive rescue by firefighting forces.

Low-hazard occupancies: One-, two-, or three-family dwellings and scattered small business and industrial occupancies.²²

The construction type for residential structures in Northbridge is predominately wood frame. The majority of the commercial/industrial structure building inventory is ordinary (block/brick) construction.

Northbridge has the following building types and inventory:

- Single-family homes: 3,566 predominately wood frame.
- Apartment Buildings:
 - 366 2-family predominately wood frame.
 - 61 3-family predominately wood frame.
 - 143 complexes of 4-6 units and predominately wood frame.
 - 6 complexes more than 10 units predominately wood frame.
- Condominiums: 852 2-3 story wood frame. 104 units currently under construction.
- Taxpayer (public) buildings: 12 buildings wood frame and ordinary construction.
- Commercial/industrial structures: 169 buildings wood frame and ordinary construction.
- Strip malls: 10 buildings ordinary construction.
- Northbridge also has two animal hospitals and two medical buildings.
- Public schools: 4 of ordinary construction.
- Nursing homes: 2 of ordinary construction.
- Senior apartments: 7 of ordinary construction.

High-rise buildings: None.

Based on the Northbridge building types identified above, the town has a predominantly low-hazard building risk (single-family dwellings).

22. Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: National Fire Protection Association, 2008), 12.

Community Fire Loss

Fire loss is an estimation of the total loss from a fire to the structure and contents in terms of replacement. Fire loss includes contents damaged by fire, smoke, water, and overhaul. Fire loss does not include indirect loss, such as business interruption.

In a 2019 report published by the National Fire Protection Association on trends and patterns of U.S. fire losses, it was determined that home fires still cause the majority of all civilian fire deaths, civilian injuries, and property loss due to fire. Key findings from this report include:²³

- Public fire departments responded to 1,318,500 fires in 2018, virtually the same as the previous year.
- Every 24 seconds, a fire department in the United States responds to a fire somewhere in the nation. A fire occurs in a structure at the rate of one every 63 seconds, and a home fire occurs every 87 seconds.
- Seventy-four percent of all fire deaths occurred in the home.
- Home fires were responsible for 11,200 civilian injuries, or 74 percent of all civilian injuries, in 2018.
- An estimated \$25.6 billion in property damage occurred as a result of fire in 2018, a significant increase, as this number includes a \$12 billion loss in wildfires in Northern California.
- An estimated 25,500 structure fires were intentionally set in 2018, an increase of 13 percent over the year before.

Reported community loss by the NFD for the years 2017-2021 is:

- 2017: \$997,225
- 2018: \$443,615
- 2019: \$587,250
- 2020: \$1,230,950
- 2021: \$234,500

Transportation Risks

The road network in Northbridge is typical of towns and cities across the country and includes arterial streets, collector streets, and local street networks. The road network poses a vehicular accident and vehicular versus pedestrian risk in Northbridge. There are additional transportation risks as tractor-trailer and other commercial vehicles traverse the roadways of Northbridge to deliver mixed commodities to businesses and residential locations. Fires involving these products can produce smoke and other products of combustion risks that may be hazardous to health.

Northbridge has main-line rail that travels through the city. The line is primarily freight, is operated by the Providence and Worcester Railroad, and handles the movement of construction debris, aggregates, construction materials, lumber, steel, plastics, and chemicals to include ethanol and anhydrous ammonia. Fires involving these products can produce smoke

23. <https://www.nfpa.org/News-and-Research/Data-research-and-tools/US-Fire-Problem/Fire-loss-in-the-United-States>

and other products of combustion risks that may be hazardous to health. The town has at-grade crossings, which creates transportation risks.

Environmental Risks

The most common natural and environmental hazards prevalent to the town include:

- Flooding: Flooding occurs in Northbridge. Flood hazards in Northbridge include:
 - 100-year floodplain events.
 - Rapid snowpack melt.
 - Dam breach and failure.
 - Severe rainstorms / heavy rain.
- Hurricane-High Wind Events: (Hurricane remnants, tornadoes, Nor'easters). Storm-Related Events (downbursts, lightning, and hailstorms).
 - Hurricane.
 - Tornadoes.
 - Severe thunderstorm with high winds, lightning, and hail.
- Severe Winter Weather.
 - Heavy Snowstorms.
 - Ice Storms.
 - Nor'easter.
- Wildfire.
- Earthquake.
 - New England as a whole has the potential for earthquakes due to its geology.
- Drought.
- Extreme Temperatures.

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Section 5: Recommended Planning Strategies

- Review NFD Mission statement.
- Develop NFD Vision statement.
- Develop NFD Values statements.
- Develop a promotional process in accordance with town and department policies for the vacant Deputy Chief position and fill this vacancy in the near term.
- Develop promotional process in accordance with town and department policies to backfill Company Officer position vacated by Deputy Chief promotion.
- Develop recruitment and retention strategies for career and call staff with a goal of increasing active and certified call personnel.
 - Develop strategies to address department turnover.
 - Develop strategies to avoid burn-out of personnel.
 - Align recruitment, hiring, and retention to support department services.
- Develop strategies to maintain equipment and apparatus that are needed to support department programs and services.
 - Develop a strategy where the NFD consistently follows NFPA 1901 recommendations for replacement of heavy fire apparatus.
 - Develop a strategy where the NFD continues to follow current replacement of ambulance apparatus.
 - Develop a strategy where the NFD ensures essential equipment such as self-contained breathing apparatus, accountability systems, turn-out gear etc. are up to date and compliant with NFPA standards.
- Develop staffing strategies for the near, mid, and long term to increase staffing that better meets the initial response of career personnel and the ability to begin to assemble an effective response force to daily fire and EMS calls for service that led to an eventual staffing of 10 per shift as follows:
 - Engine-3 staff
 - Ladder-3 staff
 - First-Out Ambulance-2
 - Second-Out Ambulance-cross staff with Engine-2
- Develop strategies where the NFD is consistently looking for grant assistance to assist in funding additional operational and administrative staffing.
 - Consistently secure sufficient resources to assure growth and sustainability.
- Develop a staffing strategy where the Fire Prevention Officer can focus on Community Risk Reduction on more of a full-time basis.

- Develop training and education strategies focused on enhancing the knowledge, skills, and abilities of personnel to support department programs and services.
- Develop strategies to maintain and improve the ISO-PPC community rating.
- Develop strategies that develop the use of technology for administrative, emergency operational, and support function needs.
- Develop strategies that continue to improve outreach and visibility in the community to extend the department's mission.

End

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Town Manager's Report for the Period of June 13, 2022 – June 24, 2022

1. Key Meetings Attended:

- Monday, June 13, 2022 – Conference Call with Joel Seely (OPM) regarding the ADA report for the new Balmer School.
- Monday, June 13, 2022 – Attended the Board of Selectmen Meeting.
- Tuesday, June 14, 2022 – Attended the weekly Fire Station Project construction meeting.
- Wednesday, June 15, 2022 – Coordinated the agenda items for the BPCC Meeting.
- Monday, June 20, 2022 – Holiday to commemorate Juneteenth.
- Tuesday, June 21, 2022 – Conference calls regarding the ADA Study findings at the new Balmer School Project.
- Tuesday, June 21, 2022 – Zoom call with Abacus, the architect for the NES Reuse Study.
- Wednesday, June 22, 2022 – Met with new Upton Town Manager, Joe Laydon, also a former Northbridge Finance Committee member.
- Thursday, June 23, 2022 – Attended the weekly Fire Station Project Construction Meeting.
- Thursday, June 23, 2022 – Participated in a GAP Energy Grant call for the WWTP.
- Thursday, June 23, 2022 – Met with Heather Elster from the Community Center and Bonnie Coombs from BVNHCC to discuss the ZAP cleanup effort.
- Miscellaneous Calls/Visits with Staff and Board Members.

2. **Fire Station Project:** A weekly construction meeting was held with the GC and site contractor this past week on Thursday, June 23rd. The GC is still mobilizing and is preparing to begin site work. The design/project team is working to develop a groundbreaking ceremony on Thursday afternoon, July 7th.
3. **Northbridge Elementary School Reuse Study:** The architect team from Abacus met with the BPCC last week on Wednesday, June 15, 2022 to hear the first presentation on the project. The next step is to develop a public participation process as well as do a site survey and DEP Phase I study.
4. **Fire Department Strategic Plan:** The Fire Chief along with Joe Pozzo, the consultant from CPSM, will be at the Selectmen Meeting this Monday to present the Plan.
5. **Fire Department Radio Communications Study:** Chief White and Chief Labrie are working with the firm CTA on the project which is on-going.
6. **American Rescue Plan Act (ARPA):** Now that the recommended Funding Project Plan has been approved, projects are able to move forward. The Town Manager is putting together contracts with the non-profits and departments who will need to coordinate necessary procurements. The Town has finalized agreements with Blackstone Valley Ed Hub and Family Continuity and is developing agreements for the Whitin Community Center projects.
7. **Linwood Basketball Courts Project:** The Town Manager has met with Jamie L from DPW, Mike Proto from Parks and Rec, and Jon Charwick from Activitas, who will be the design engineer and OPM for the project. Next step will be to get the site surveyor on site.