



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*

Wayne Miller, *Vice-Chairman*

Don Klein, *Clerk*

James M. Kreidler, Jr.,  
*Town Administrator*

(978) 597-1701

SELECTMEN'S MEETING MINUTES FOR - MAY 7, 2019 AT 6:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

1.1 SL called the meeting to order at 6:00P.M.

Roll call vote showed 2 members present: Chairman Sue Lisio (SL), Vice-Chairman Wayne Miller (WM), and absent was Clerk Don Klein (DK).

1.2 Pledge of Allegiance

1.3 SL moved to add 4.6 Review/Approve/Sign Proclamation, RE: National Police Week and add 4.7 Discussion, RE: Warrant Article for Housing Authority not included on the warrant.

1.4 Public Comment Period - None.

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

2.1 ~~6:05P.M. Joint meeting with the NM School Committee and Moderator, RE: Appointment of Alternate NVTHS School Committee Member.~~  
The Moderator did not have an applicant to appoint. The agenda item is table to a future meeting.

III. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

3.1 WM moved to appoint Jonathan Kinney to the position of on-call Lieutenant/EMT to the Fire-EMS Department effective May 7, 2019 to June 30, 2019. SL seconded. Unanimous vote.

3.2 WM moved to appoint Paul Edward Rekos as an on-call Firefighter/Paramedic to the Townsend Fire-EMS Department effective May 7, 2019 to June 30, 2019. SL seconded. Unanimous vote.

3.3 WM moved to appoint Kathy Thompson and Ron Montgomery to the Energy Committee for a three year term effective July 1, 2019 to June 30, 2022. SL seconded. Unanimous vote.

3.4 WM moved to appoint the following seasonal employees to the Recreation Commission effective May 7, 2019 for the Summer Recreation Program contingent upon the passing of a medical exam and CORI check:

Abigail Johnson	Benjamin Cote	Cloe Martin
Annabelle Chamoun	Timothy Burson	Lucas Aurello
Autumn Johnson	Kyle Krawczyk	Christine Doherty
Virginia Hendley		

SL seconded. Unanimous vote.

IV. MEETING BUSINESS - VOTES MAY BE TAKEN:

- 4.1 WM moved to declare 33 Gamewell boxes as surplus for the Fire-EMS Department with an estimated value of \$1,500.00 to \$6,000.00. SL seconded. Unanimous vote.
- 4.2 Review/Comment Mandatory Referral for the Planning Board, RE: 27 Scales Lane. The Board agreed to send no comment with expressed appreciation for the referral.
- 4.3 WM moved to approve the policies for the Fire-EMS Department for April 2019. SL seconded. Unanimous vote. (see attached)
- 4.4 WM moved to approve and sign the memorandum of understanding with Cory Lopez regarding the paramedic training. SL seconded. Unanimous vote. (see attached) The Board signed the memorandum.
- 4.5 Discussion, RE: Town Meeting  
4.5.1 Review/Discuss/Distribute the Annual/Special Town Meeting motions. The Board reviewed and divided the motions between them to read at the Town Meeting. (see attached)  
  
4.5.2 Discussion, RE: Cherry Sheet/State Budget. The Board reviewed. (see attached) SL commented; the schools will be getting additional funds.
- 4.6 Review/Approve/Sign Proclamation, RE: National Police Week. WM moved to approve and sign the proclamation as submitted. SL seconded. Unanimous vote. (see attached)
- 4.7 Discussion, RE: Warrant Article for Housing Authority not included on the warrant. Mr. Kreidler explained to the Board; the article was missed and Mr. Kreidler discussed with the Chair of the Housing Authority as to how it happened and apologized. Mr. Kreidler further relayed the email that was sent from the Townsend Housing Authority cited it as a report and he did not realize it was a warrant article.
- V. WORK SESSION – VOTES MAY BE TAKEN:
  - 5.1 Town Administrator updates and report.
    - Human Resource Consultant, RFP status.
    - Mr. Kreidler informed the Board he the RRP was drafted and asked the Board for comment of the draft. (see attached).
  - 5.2 Board of Selectmen announcements, updates, and reports.
    - 5.2.1 SL tabled the discussion for the meeting schedule, work sessions, and priority lists.
  - 5.3 Clerk of the Board announcements for events – None.
  - 5.4 Board Correspondence – None.
  - 5.5 SL moved to table Review/Approve the meeting minutes for March 5, 2019, March 7, 2019, March 19, 2019, March 26, 2019, March 28, 2019, April 2, 2019 – Session 1, April 2, 2019 – Session 2, April 8, 2019, April 18, 2019 – Session 1, April 18, 2019 – Session 2.
  - 5.6 WM moved to review and sign the payroll and bills payable warrant. SL seconded Unanimous vote.

WM moved to recess to the Annual/Special Town Meeting in the great hall. SL seconded. Unanimous vote.

SL called the meeting back to order to address agenda item 4.7. Please see 4.7 for discussion.



WM moved to recess to the Annual/Special Town Meeting in the great hall. SL seconded. Unanimous vote.


Respectfully submitted by,



Carolyn Smart, Executive Assistant to the Town Administrator

Voted to approve the meeting minutes for the meeting of May 7, 2019 by the Board of Selectmen this 21 day of May, 2019.



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>	<b>SOG #:ADM 15-001</b> EFFECTIVE DATE: 12/18/2015 REVISION #:
	TOWNSEND MA 01469	<i>Fire Reports</i>	<b>AUTHENTICATION:</b> <i>WCB</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this Standard Operating Guideline is to establish the method that will be used to report the required department activity to the Massachusetts Fire Incident Reporting System.

**II) SCOPE**

- A) This Standard Operating Guideline shall be limited to Massachusetts Fire Incident Reports.

**III) APPLICATION**

- A) This Standard Operating Guideline is to be used for all Fire / EMS responses.

**IV) REFERENCE DOCUMENTS**

- A) Pamet User's Manual

**V) DEFINITIONS**

- A) N/A

**VI) ROLES AND RESPONSIBILITIES**

- A) The Officer in Charge of an Incident is responsible for ensuring that their incident is completed on time as outlined in SOG ADM 15-001  
 B) It is the responsibility of the Operations Captain or a designee approved by the Chief of Department to ensure that all MFIRS reports are submitted on time.

**VII) SAFETY**

- A) N/A

**VIII) ENFORCEMENT**


- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action.  
 B) Any deviation from this Standard Operating Guideline may require a written report to the Chief of Department, or his/her designee.



**IX) STANDARD OPERATING GUIDELINE**

- A) Whenever possible MFIRS reports will be completed within 24 hours of the incident completion. Major incidents that will require an investigation or insurance claim such as a structure fire shall be completed within 48 hours. If you are not able to complete your report within the specified time the operations Captain or other members as designated by the Chief of Department shall be notified.
- B) On the 1<sup>st</sup> Tuesday of each month a MFIRS errors report will be run in the Pamet System for the prior month. (See Pamet User's Manual for current process).
- C) Members that have submitted MFIRS reports with errors or failed to complete reports before the deadline will be notified by email and will have until the 15<sup>th</sup> of the month to correct the errors. A copy of the errors report will also be posted on the department bulletin board at Central Station.
- D) When a member has corrected a MFIRS report with errors they must notify the Operations Captain or other members as designated by the Chief of Department.
- E) MFIRS reports will be submitted to the State via email prior to the end of the following month to [MFIRS.Reports@state.ma.us](mailto:MFIRS.Reports@state.ma.us) . The subject line must contain the month of the report submitted, our FDID, and Townsend. (January, 17299, Townsend) The Chief of Department will be copied on the email that is submitted to the state containing the MFIRS reports files.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>EMS Incident Report and Patient Care Reports</i>	<b>SOG #:</b> ADM 15-002 <b>EFFECTIVE DATE:</b> 12/18/2015 <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>MRE</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this Standard Operating Guideline is to establish the required documentation for every Fire / EMS response and each Patient Care Report.

**II) SCOPE**

- A) This Standard Operating Guideline will include the following reports: department incident, attendance report, patient care report, patient cover sheet (demographic sheet), and patient signature form.

**III) APPLICATION**

- A) This Standard Operating Guideline is to be used for all Fire / EMS responses.

**IV) REFERENCE DOCUMENTS**

- A) OEMS Statewide Treatment Protocol

**V) DEFINITIONS**

- A) Patient Care Reports - PCR

**VI) ROLES AND RESPONSIBILITIES**

- A) It is the responsibility of all personnel working for Townsend Fire-EMS to ensure all records and reports are accurately completed on time.  
B) The Officer in Charge is responsible for all department incident and attendance reports that they were in charge of.  
C) The primary care EMS provider is responsible for all patient care documentation, department incident and attendance reports for which they were the primary care provider.

**VII) SAFETY**

- A) N/A

**VIII) ENFORCEMENT**


- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action.  
B) Any deviation from this Standard Operating Guideline may require a written report to the Chief of Department, or his/her designee.

**IX) STANDARD OPERATING GUIDELINE**

- A) For Fire / EMS incidents all required sections of the Incident report shall be completed using the IMC reporting system.
- B) For EMS incidents all required sections of the patient care report will be completed using the Ambupro ePCR software.
- C) A PCR, hospital cover sheet, signature report, EKG (if applicable), department incident report, attendance report, will be completed and obtained for each EMS incident and each patient treated/transported.
- D) Each PCR shall comply with the OEMS Statewide Treatment Protocol.
- E) A patient signature sheet must be completed for each patient. If the patient is unable or refuses to sign, the appropriate section will be signed by the EMT and a witness, (nurse, police officer, EMT).
- F) An incident attendance report will be completed for each incident that TFED responds to by the OIC or the Primary Care Provider. The OIC should notify Fire Alarm at the termination of command that he/she will be the reporting officer.
- G) All attendance reports will be left at the Central Station in the "Completed Attendance Forms" mail box after each incident. Printed copies of the Patient Care Report shall be left in the secure "Patient Care Reports" Box located in the report writing room.
- H) Fulltime, Per Diem, and Primary Care Providers members' reports shall be completed prior to the end of their shift.
- I) On Call members shall have 24 hours to complete the required department incident and attendance reports.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Annual Hose Testing</i>	<b>SOG #:</b> ADM 16-003 <b>EFFECTIVE DATE:</b> 8/30/2016 <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton MRE</i>

## **1. General**

**1.1 Purpose.** The purpose of this standard operating guideline is to provide a guideline for the field service testing of lined fire hose and large diameter hose. Testing shall be conducted on an annual basis to comply with ISO and NFPA standards.

**1.2 Scope.** This Standard Operating Guideline shall apply to all members of Townsend Fire-EMS Department.

**1.3 Enforcement.** Enforcement of this standard operating guideline is the responsibility of the Department officers. Any person deviating from the provisions of this guideline may be required, at the discretion of the officer in charge, to submit in writing, within five (5) calendar days, an explanation for such deviation to the requesting officer who will forward the explanation up the chain of command for further review.

## **2. Safety**

**2.1** Extreme caution shall be used when working with equipment and hoses under pressure. Proper procedures must be utilized when testing fire hose in order to reduce the likelihood of injury to personnel.

**2.2** The use of a fire engine pump for conducting pressure test is strictly prohibited only a portable hose testing device shall be used.

## **3. Selection of Field Service Test Area**

**3.1** Wherever possible, the test area shall be located where personnel and civilian access can be limited within 100 feet of all hose being tested.

**3.2** The location should have adequate space to lay out the hose in straight runs without kinks or twists.

**3.3** The testing surface should be smooth and free of debris. Gravel lots are not acceptable for hose testing.

## **4. Hose Inspection**

**4.1** Each length of hose to be service tested shall be inspected to determine that the hose and couplings do not show evidence of damage.

4.2 Hose that has been damaged by chemical contact, burns, cuts, abrasions, or other occurrences shall be removed from service and reported to the Operations Captain.

4.3 Couplings shall be kept in a serviceable condition and they shall be inspected for damaged threads, hose slippage, lack of the swivel rotating freely, and/or a loose external collar.

4.4 A check shall be done to ensure that a gasket is present, that there is a lack of deterioration, and it is tight fitting. The gasket should be turned inside out and reinserted into the coupling. Any gasket not passing the visual inspection should be replaced prior to the test.

#### **5. Testing Preparation**

5.1 Protective clothing for hose testing shall include leather gloves, a fire helmet, and eye protection.

5.2 All hose that is to be tested shall be connected to the hose tester.

5.2 Connect a number of hose sections into test lengths of not more than 300 feet each. Each hose shall be connected to an outlet on the hose tester or pumper.

5.3 A blind cap with a relief valve or fire service nozzle shall be attached to the end of each length to be tested.

#### **6. Conducting the Test**

6.1 Fill each hose line with water. Open the nozzles and relief valves of all lines. The nozzles and valves should be held above the level of the discharge to allow all air from the hose to escape.

6.2 Close all nozzles and relief valves and check the hose for leakage at the couplings. Tighten all couplings that are leaking. If excessive leakage occurs, the section of hose involved shall be deemed to have failed the test.

6.3 With a black marker mark the point at which the hose and the coupling meet. Remove all kinks and twists from the hose. Check for further leaks and tighten couplings as needed. Remove all personnel to at least 100 feet from the test area, wherever possible.

6.4 Increase the pressure in the lines to the required test pressure as specified in NFPA Standard 1962 – Standard for the Use, Care, and Testing of Fire Hose. Generally 250 psi for hose up to 2 ½ inch and 200 psi for hose over 2 ½ inch or as indicated on the hose.

6.5 Maintain the test pressure for five (5) minutes. During the testing procedure, a member wearing protective clothing shall walk the length of the hose being tested, to inspect for leaks, bulges, etc.

6.6 At the conclusion of the test, the tester should be turned off.

6.7 Slowly open all nozzles and bleed valves to bleed off pressure in the test lengths. Break all hose connections and drain the water from the hose.

6.8 All tested hoses shall be recorded using department approved form for each section of hose. Test result shall be submitted to the Operations Captain for record keeping repair if necessary.

## **7. Follow-up Procedures**

7.1 The hose, including couplings, should be inspected following the test. The hose should be removed from service for any of the following reasons.

- If bulges in the hose jacket are noted.
- If leakage occurs at any location through the jacket of lined fire hose or large diameter hose.
- If there was significant movement of the coupling during the test. A 1/16<sup>th</sup> to 1/8<sup>th</sup> inch uniform movement of the coupling on newly purchased hose is not unusual. This slippage is expected during the initial test, but should not occur during any subsequent tests.
- Any hose where the threads of the outermost jacket have been damaged to the extent that the subsequent layer is visible.

7.2 If the hose fails the test for any reason it shall be removed from service and recorded on the testing form.

7.3 Hose test results shall be reported to the Station Captain and Operations Captain utilizing the department approved form and recorded in the departments electronic records management system.

7.4 Any hose that fails and is removed from service shall be tied at both ends in a knot and whenever possible should be tagged out of service with a red tag indicating the problem and approximate location of the problem written on the tag.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <b>Driver Operator Qualifications</b>	<b>SOG #:ADM 17-004</b> <b>EFFECTIVE DATE: 3/1/2017</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>Chief Boynton MRB</i>

**I) Purpose:**

The purpose of this SOG is to ensure that Driver/Operators are adequately trained to perform their duties in a safe and efficient manner.

**II) Definitions:**

- A) Fire Apparatus: Engines 1, 2, 3, Ladder 1, Tanker 1, Forestry 1, Forestry 2, Forestry 3, Squad (with trailer).
- B) Support Vehicles: The Chief Car, Squad (alone), Paramedic Truck and Ambulances are excluded from this SOG and may be operated by any member that has been authorized by an officer, holds a valid license, and who has not had their driving privileges revoked by the Department.

**III) Driver/Operator Candidates:**

- A) A member shall be considered a Driver/Operator candidate with the recommendation of his or her Company Officer to the Training Officer.
- B) Candidates for Driver/Operator must be certified Firefighter Level 1 and are not on probation.
- C) Candidates shall possess a thorough and complete understanding of SOG GO 14-008 Personal Vehicles.
- D) Candidates should be reasonably knowledgeable of the location of town streets and roads.

**IV) Driver/Operator Training:**

- A) Accepted candidates shall complete one of the programs of training specified in the training manual before any driving/operating time is to be started.
- B) Company Officers shall be responsible for the training of accepted candidates assigned to their company using the Townsend Fire-EMS Driver Training Manual. Training should begin with their assigned station apparatus.
- C) Company Officers may designate another person to instruct or facilitate practice, provided that person is a Driver/Operator qualified on the specific vehicle being used for the training or practice and has a minimum of five years' experience as a driver.
- D) Accepted candidates are encouraged to begin additional training to obtain a MA CDL-B license with appropriate endorsements.


**V) Approval/Acceptance:**

- A) No candidate will be approved to drive any Fire Apparatus until the completed Driver Training Manual is reviewed by the Training Officer or a Chief Officer.
- B) All candidates shall possess a valid Driver's License at all times as it is a minimum requirement for membership of the department.

**VI) Re-examination:**

Any candidate who fails a Driver/Operator qualification examination will be eligible for reexamination after the applicant has completed retraining. Such retraining shall include driving and operating time on each vehicle they have failed.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <b>Overtime Shifts Full-time Staff</b>	<b>SOG #:</b> ADM 17-005 <b>EFFECTIVE DATE:</b> 4/26/2017 <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>Chief Boynton</i> <b>MRE</b>

## I. Purpose


- A) The intent of this guideline is to regulate how and when overtime shifts will be authorized for full-time personnel.
- B) Opportunities to fill open shifts may be limited or suspended by the Chief of the Department at any time due to budgetary constraints.

## II. Standard Operating Guideline

- A) Every attempt will be made to fill positions utilizing "Staff Scheduling Procedures" SOG GO 16-014.
- B) Every attempt will be made to fill open shifts utilizing per diem personnel first. In the event a shift does not get filled by per diem personnel, the shift maybe offered to a full-time employee with permission from the Chief or his designee.
- C) Shifts filled by Full-time staff shall be limited to times that will have a negative impact on the operations of the department if not filled.
  - a. Nights and weekend shifts when no per diem paramedics are available to work causing the level of care to drop to BLS. In this case a Full-time employee, who is a paramedic maybe hired in to fill the shift.
  - b. Nights and weekend shifts when less than two per diem personnel are available to work and the station would be short staffed or not staffed at all, full-time personnel maybe hired in to fill the shift(s).
- D) Shifts will be filled on a rotating basis between qualified full time personnel. All full time personnel will be placed on a hiring list.
- E) When hiring to fill an overtime shift, the first qualified person on the list shall be offered the shift. If they are not available or refuse the shift, the next qualified person on the list shall be offered the position.
- F) Taking or refusing a shift shall cause the employees name to be moved to the next column on the list, therefore others will be afforded equal opportunity.
- G) Personnel on any type of leave (vacation, personal day, military leave etc) shall be skipped over on the list and remain in their current position.

END



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <b>Fire-EMS Chaplain(s)</b>	<b>SOG #: ADM 18-006</b> <b>EFFECTIVE DATE: 11/1/2018</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>MRB</i> <i>Chief Boynton</i>

**I) Purpose:**

The Fire Department Chaplain(s) provides spiritual guidance and emotional support to firefighters and their family members whenever necessary. This guidance and support will also be offered to the citizens who become victims of fire or natural disaster.

**II) Scope:**

The Chaplain(s) should be able to respond to emergencies on a 24 hour basis. The Chaplain will provide counseling, tend to the sick and injured or care for any other spiritual need which may arise either within the ranks of the fire department or to any citizen during an emergency.

**III) Procedure:**

The Chaplain(s) will be appointed by the Chief of Department and will serve until further notice. If, for any reason a Chaplain is unable to perform the duties of Chaplain, the Chief of Department shall be notified so that a search for a replacement can be initiated.

**IV) Notification of Chaplains:**

- A) Chaplain(s) maybe called upon at anytime by any member of the department for individual emotional suport and assistance.
- B) The decision to request assistance, support or services from a department Chaplain for an emergency incident or event shall rest with the senior fire officer.
- C) Anytime guidance and support is needed for department event or incident notification of the Chaplain(s) shall be by the senior fire official. In the absence of the Chief this would typically be the senior Duty Officer or Acting Chief. In this case the Chief shall also be notified.
- D) Strong consideration shall be given to calling upon a Chaplain for the following incidents or events.
  - 1) Sever injury to a child
  - 2) Incidents involving a civilian fatality due to trauma.
  - 3) Emotionally challenged scenes.
  - 4) Fires involving injuries to Firefighters and/or civilians.
- E) Chaplain shall be notified of the following incidents or events.
  - 1) Fire Fatality of Civilian
  - 2) Fire Fatality of a Firefighter
  - 3) Death of a retired Firefighter
  - 4) Death of an active Firefighter
  - 5) Death of an active Firefighter family member.
  - 6) Official functions (ie. Annual Firefighter Memorial, installation of officer officers, holiday events)
  - 7)



**V) Line of Duty Injury:**

If a member of the Fire Department is injured in the line of duty, the Chaplain may be Designated by the Incident Commander or by the Chief of Department as the hospital liaison for that incident. The Chaplain shall respond to the hospital to which the member was transported, ascertain the condition and prognosis of the member, and update the Chief of Department as to the member's condition as soon as possible.

**VI) Critical Incident Stress:**

- A) Members of the Fire Department are encouraged to utilize the services offered by the Chaplain. Also, the Chaplain is encouraged to make regular visits to each station in an effort to become familiar with the members and the workings of the Department.
- B) While providing for the emotional and spiritual support of firefighters, the Chaplain may suggest Critical Incident Stress Management interventions when appropriate.

**VII) Response:**

- A) Department Chaplains may respond to any incident.
- B) Chaplains shall report to the incident commander at all emergency scenes.


**VIII) Uniform:**

- A) When attending official functions of the Fire Department or funeral ceremonies for deceased members, retirees, or their family members, the Chaplain shall wear the Class A dress uniform. Unless otherwise requested by the officer in charge, only the apparatus listed will respond:

**IX) Membership:**


- A) The Chaplain shall maintain membership in the Massachusetts Corps of Fire Chaplains and take advantage of training offered by that organization.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Officer Mentor Program</i>	<b>SOG #:</b> ADM 18-007 <b>EFFECTIVE DATE:</b> 11/1/2018 <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>MRB</i> <i>Chief Boynton</i>

- I. **Purpose:**  
Officer Mentorship and Succession Planning SOG recognizes the need to develop structures, skills and personnel within the department for the long term benefit the organization.
- II. **General:**  
Whenever possible the top three (3) candidates on the active promotional lists will at the discretion of the Chief and by the individual's mutual consent be mentored by a senior experienced officer in the Department. Mentors and mentees shall be appointed regardless of station assignment, at the discretion of the Chief and with objective of increasing the mentee's range of command/control skills and experience.
- III. **Situation and Program Commitments:**  
The Mentor shall develop a working rapport with mentee. This includes attending calls and trainings, and such meetings as the mentor sees fit. Mentees may, at the invitation of the Chief, attend the Departmental Officers meetings to observe proceedings.  
  
At times when the mentor is the Duty Officer, the mentee shall be expected to make themselves available whenever possible to accompany the mentor. The mentee may be supervised by the mentor in the incident command aspects of an operational incident, but only when under the direct physical supervision of the mentor. It is anticipated that where the mentee has undertaken such a role, then the mentor and mentee will debrief after said incident and discuss any matters that are material.
- IV. **Compensation:**  
Mentees shall be compensated at their normal pay rate for time while being mentored. Mentees are not eligible for duty officer compensation unless appointed as an acting officer in the absence of a sworn officer. See acting officer SOG.
- V. **On-call Responsibilities:**  
Mentees shall continue to meet all of their standard on-call responsibilities as required by Department policy .

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Ambulance Shift Scheduling Procedures</i>	<b>SOG #:EMS 15-001</b> <b>EFFECTIVE DATE: 04/20/2015</b> <b>REVISION #:01</b>
			<b>AUTHENTICATION:</b> <i>MRE</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) This guideline is designed to describe the requirements for staffing. The staffing requirements are essential to facilitate effective and efficient management of resources to carry out the Departments mission.

**II) SCOPE**

- A) The ambulances will be staffed in accordance with the Massachusetts Department of Public Health Office of Emergency Medical Services staffing requirements.



**III) ENFORCEMENT**

- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action.  
B) Any deviation from this Standard Operating Guideline may require a written report to the Chief of Department or his designee.

**IV) STANDARD OPERATING GUIDELINE**

- A.) The scheduling coordinator, in coordination with the EMS Coordinator, will evaluate all requests using the following guidelines:
- Level of Certification
  - Operational needs
  - Clinical performance
  - Years of service
- B.) The following preferences will be given for staffing ambulances:
- 1<sup>st</sup> – two paramedics
  - 2<sup>nd</sup> – One paramedic and one advanced
  - 3<sup>rd</sup> – one paramedic and one basic
  - Personnel who can work a regular repeating shift i.e... Every Monday night etc. "especially paramedics" are encouraged to work repeating shifts.
- C.) All personnel must submit shift requests by the 14<sup>th</sup> of the preceding month utilizing the department website EMS Manager. Whenever possible, requests will be approved one month in advance.
- D.) BLS personnel, who have successfully completed a department/oems approved paramedic assistant course and that have been cleared by the EMS coordinator, or his designee, to work on the primary ambulance may submit shift requests. Requests will be honored as stated in Section IV (A), (B) and at the discretion of the EMS Coordinator.


- E.) Personnel are responsible to work all approved shifts. In the event you are unable to work a shift and able to give notice greater than 72 hours before the shift, leave or vacation may be requested in EMS Manager. If less than 72 hours' notice will be given all personnel are responsible for trying to find a replacement for the shift. Requests for changes/swaps will be done on our EMS Manager site and shall be approved prior to being executed.
- F.) Personnel who experience sickness or an emergency within 24 hours of a schedule shift and cannot work **SHALL** notify the Operations Captain. In the absence of the Operations Captain the highest ranking officer on duty shall be notified. Nights, weekends and holidays the Communication Center and Duty officer shall be notified.
- G.) In all cases of unfilled or short shifts every attempt shall be made to fill the vacant position. As a last resort dispatch shall be notified of the duration of the shortage and dispatch shall dispatch EMS and Fire apparatus for each medical call in town to staff the ambulance.

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Cease of Resuscitative Efforts</i>	<b>SOG #: EMS 15-002</b> <b>EFFECTIVE DATE: 3/9/2015</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

- I) **Purpose:** To provide clear guidance of when resuscitative efforts may be discontinued per Massachusetts Pre-Hospital EMS Treatment Protocols as approved by resource hospital medical Director.
- II) **Scope:** Having been approved by the department's AHMD, ALS-Paramedic providers may cease resuscitative efforts in accordance with procedures outlined in the Massachusetts Pre-Hospital EMS Treatment Protocol 7.7: Withholding and Cessation of Resuscitation.
- III) **Cease of resuscitative efforts:** EMTs certified at the Paramedic level only may cease resuscitative efforts in an adult patient 18 years of age or older, regardless of who initiated the resuscitative efforts, without finding "obvious death" criteria only by the following procedure, and only if the EMS system's Affiliate Hospital Medical Director has approved of use of this procedure, as follows:
- A) There is no evidence of or suspicion of hypothermia; AND
  - B) Indicated standard Advanced Life Support measures have been successfully undertaken (including for example effective airway support, intravenous access, medications, transcutaneous pacing, and rhythm monitoring); AND
  - C) The patient is in asystole or pulseless electrical activity (PEA), and REMAINS SO persistently, unresponsive to resuscitative efforts, for at least twenty (20) minutes while resuscitative efforts continue; AND
  - D) No reversible cause of arrest is evident; AND
  - E) The patient is not visibly pregnant; AND
  - F) An on-line medical control physician gives an order to terminate resuscitative efforts
- IV) All cases where resuscitative efforts were ceased in the field by Townsend Fire-EMS Department Paramedic providers will be reviewed on a monthly basis by the AHMD.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Narcotic/Medications Security</i>	<b>SOG #:EMS-15-003</b> <b>EFFECTIVE DATE: 4/27/2018</b> <b>REVISION #:3</b>
			<b>AUTHENTICATION:</b> <i>MRE</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this Standard Operating Guideline is to establish an accurate system of accounting for all narcotics, controlled substances and other medications, including how they are: acquired, handled, stored, documented and disposed of by Townsend Fire-EMS Department personnel.

**II) SCOPE**

- A) This Standard Operating Guideline will utilize a chain of custody system to accurately record the disposition of all narcotics, controlled substances and other medications in the Department's possession, as well as maintaining the readiness of emergency medical equipment/ apparatus.

**III) APPLICATION**

- A) This Standard Operating Guideline is to be used whenever narcotics, controlled substances or medications are handled.

**IV) REFERENCE DOCUMENTS**

- A) Massachusetts DPH-OEMS State-Wide Treatment Protocols  
B) Medical Control Hospital Policy (Nashoba Valley Medical Center)

**V) DEFINITIONS**

- A) Narcotic – (as defined by the FDA)  
B) Controlled Substance (Schedule III Ketamine) – (as defined by the FDA)  
C) Chain of Custody – a method in which records the; name, date, OEMS number, reason (i.e. inventory, patient use), disposition of the item  
D) Narcotics Log (controlled substance log) - a written record of all narcotics or controlled substances that contains the following information:  
1) The expiration date, name, amount, type, and quantity of the narcotic or controlled substance  
2) The location where the narcotic or controlled substance was acquired, (i.e. Fire Department inventory, medical control hospital pharmacy, etc.)  
3) The patient's name, the patient care report number, date of administration  
4) The paramedic's name, OEMS number, and date when handling or administering the narcotic or controlled substance.  
5) The current narcotics box or controlled substance tag (seal) number

**VI) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all paramedic personnel who handle and administer narcotics or controlled substances to understand and follow this guideline.



- B) Paramedics coming on shift are responsible to inspect the integrity of the narcotics or controlled substances boxes and record the seal numbers in the Narcotics Log or Controlled Substance Log.
- C) AEMTs and EMT's are not required or permitted to inventory narcotics, controlled substances or sign the Narcotics or Controlled Substance Logs.

**VII) SAFETY**

- A) All personnel who handle narcotics, controlled substances and medications shall use appropriate techniques in handling, administering, and storing of them to prevent any loss, damage, or injury to self or others.

**VIII) ENFORCEMENT**

- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action, up to and including termination of employment.
- B) Failure to immediately report any discrepancies found during inspection of medications, emergency medical equipment/ apparatus, or during the handling of narcotics or controlled substances to the officer in charge will result in disciplinary action, up to and including termination of employment.

**IX) ADMINISTRATION AND REPLACEMENT**

- A) Administration and Replacement of Narcotics, controlled substances or other Medication carried on the ambulances are a one-for-one basis. Paramedic crews are responsible for printing the Patient Care Report (PCR) and filling out a pharmacy requisition form anytime medications are administered. Medications shall be replaced (and returned to stock) by the duty crew that administered them whenever the pharmacy is open.
- B) Medication administered after pharmacy hours or by on-call personnel shall be done from the Fire –EMS Department inventory and properly documented on the inventory or narcotics log. The PCR and requisition form shall be placed in the blue medication replacement folder in the EMS charting area so the inventory can be replenished at a later date.
- C) In the event that narcotics, controlled substances or other medication inventory require re-stocking, and the hospital pharmacy is closed, and we have none in inventory, the oncoming paramedic crew must be notified, and the medication will be replaced as soon as operationally possible on the next shift that the pharmacy is open.
- D) When any narcotic, controlled substance or medication inventory level drops to 50% of the amount we are allowed to stock as defined by the drug checklist, medication will be replaced by the paramedic on duty using the PCR and requisition forms left in the folder by previous crews. Upon acquiring the medication the appropriate information will be entered into the Narcotics Log immediately, and prior to returning to quarters

**X) NARCOTICS SECURITY**

- A) The narcotics box shall remain sealed inside of the locked drug box when not in use. The narcotics seal number shall be recorded daily in the Narcotics Log. Drug boxes shall remain locked with a padlock when not in use.
- B) The sealed narcotics box will remain inside a locked drug box or locked ambulance compartment until such time as it is needed. (i.e. "double-locked" per D.P.H. requirements)
- C) Narcotic box seals that are broken whether for patient administration, unintentional reasons, or for inspection, shall be recorded in the Narcotics Log. The Narcotics box contents shall be inventoried (replaced if needed), resealed and recorded. If discrepancies are found, the officer in charge shall be notified immediately.
- D) The controlled substance (schedule III Ketamine) box shall be separate from the narcotics box and remain sealed inside of the locked drug box when not in use. The controlled substance (schedule III Ketamine) seal number shall be recorded daily in the controlled substance (schedule III Ketamine) log. Drug boxes shall remain locked with a padlock when not in use.
- E) The sealed controlled substance (schedule III Ketamine) box will remain inside a locked drug box or locked ambulance compartment until such time as it is needed (i.e. "double-locked" per D.P.H. requirements).
- F) Controlled Substance (Schedule III Ketamine) box seals that are broken whether for patient administration, unintentional reasons, or for inspection, shall be recorded in the Controlled Substance Log (Schedule III Ketamine) controlled substance box contents shall be inventoried (replaced if needed), resealed and recorded. If discrepancies are found, the officer in charge shall be notified immediately.
- G) If an ambulance is taken out of service, ALS equipment including narcotics, controlled substances and drug box shall be removed and secured in an area as directed by the EMS Operations Captain.
- H) If an ambulance was out of service (or if the prior crew did not sign out the narcotics for any reason whatsoever) the paramedic crew on the next shift shall leave the space in the narcotics and controlled substance logs open, and cross it out with a large "X" showing that the narcotics or controlled substances were not signed out on the previous shift and the officer in charge shall be notified.


- I) In the event of lost or damaged narcotics or controlled substances, the paramedic on duty will notify the officer in charge and will file the appropriate paperwork per Massachusetts General Law, with the Affiliate Medical Control Hospital, DPH-OEMS and the Food and Drug Administration. A Department incident report, and written explanation of the circumstances will be immediately filled out and given to the Chief of the Department.
- J) Errors in administration of narcotics, controlled substances or other medications shall be reported immediately, by the crewmember first noticing the error. The paramedic staff shall notify the officer in charge immediately and the paramedic staff shall perform the required written documentation prior to the end of that shift.
- K) When the narcotics or controlled substance boxes are opened for inspection or replacement (at any time during the month), the paramedic performing the inspection shall document this in a new section of the narcotic or controlled substance log, dedicated solely to that inspection and not combined with usage for a patient.

**XI) RECORDS, REPORTS, CHARTS**

- A) All records and reports shall be typed or neatly handwritten so as to be legible.
- B) "White Out" or other corrective materials will not be used on any Narcotics or Controlled Substance Log or record. Errors shall be neatly crossed out and initialed by the entrant, and the entrant's Massachusetts OEMS number shall be recorded next to their initials.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Narcotic/Medications Security</i>	<b>SOG #:EMS-15-003</b> <b>EFFECTIVE DATE: 9/26/2016</b> <b>REVISION #:2</b>
			<b>AUTHENTICATION:</b> <i>MRE</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this Standard Operating Guideline is to establish an accurate system of accounting for all narcotics and other medications, including how they are: acquired, handled, stored, documented and disposed of by Townsend Fire-EMS Department personnel.

**II) SCOPE**

- A) This Standard Operating Guideline will utilize a chain of custody system to accurately record the disposition of all narcotics and other medications in the Department's possession, as well as maintaining the readiness of emergency medical equipment/ apparatus.

**III) APPLICATION**

- A) This Standard Operating Guideline is to be used whenever narcotics or medications are handled.

**IV) REFERENCE DOCUMENTS**

- A) Massachusetts DPH-OEMS State-Wide Treatment Protocols  
B) Medical Control Hospital Policy (Nashoba Valley Medical Center)

**V) DEFINITIONS**

- A) Narcotic – (as defined by the FDA)  
B) Chain of Custody – a method in which records the; name, date, OEMS number, reason (i.e. inventory, patient use), disposition of the item  
C) Narcotics Log - a written record of all narcotics that contains the following information;  
1) The expiration date, name, amount, type, and quantity of the narcotic  
2) The location where the narcotic was acquired, (i.e. Fire Department inventory, medical control hospital pharmacy, etc.)  
3) The patient's name, the patient care report number, date of administration  
4) The paramedic's name, OEMS number, and date when handling or administering the narcotic  
5) The current narcotics box tag (seal) number

**VI) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all paramedic personnel who handle and administer narcotics to understand and follow this guideline.  
B) Paramedics coming on shift are responsible to inspect the integrity of the narcotics box and record the seal number in the Narcotics Log.  
C) AEMTs and EMT's are not required or permitted to inventory narcotics or sign the Narcotics Log.

**VII) SAFETY**

- A) All personnel who handle narcotics and medications shall use appropriate techniques in handling, administering, and storing of them to prevent any loss, damage, or injury to self or others.

**VIII) ENFORCEMENT**

- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action, up to and including termination of employment.
- B) Failure to immediately report any discrepancies found during inspection of medications, emergency medical equipment/ apparatus, or during the handling of narcotics to the officer in charge will result in disciplinary action, up to and including termination of employment.

**IX) ADMINISTRATION AND REPLACEMENT**

- A) Administration and Replacement of Narcotics or other Medication carried on the ambulances are a one-for-one basis. Paramedic crews are responsible for printing the Patient Care Report (PCR) and filling out a pharmacy requisition Form anytime medications are administered. Medications shall be replaced (and returned to stock) by the duty crew that administered them whenever the pharmacy is open.
- B) Medication administered after pharmacy hours or by on-call personnel shall be done from the Fire –EMS Department inventory and properly documented on the inventory or narcotics log. The PCR and requisition form shall be placed in the blue medication replacement folder in the EMS charting area so the inventory can be replenished at a later date.
- C) In the event that narcotics or other medication inventory require re-stocking the hospital pharmacy is closed, and we have none in inventory, the oncoming paramedic crew must be notified, and the medication will be replaced as soon as operationally possible on the next shift that the pharmacy is open.
- D) When any narcotic or medication inventory level drops to 50% of the amount we are allowed to stock as defined by the drug checklist medication will be replaced by the paramedic on duty using the PCR and requisition forms left in the folder by previous crews. Upon acquiring the medication the appropriate information will be entered into the Narcotics Log immediately, and prior to returning to quarters

**X) NARCOTICS SECURITY**

- A) The narcotics box shall remain sealed inside of the locked drug box when not in use. The narcotics seal number shall be recorded daily in the Narcotics Log. Drug boxes shall remain locked with a padlock when not in use.




- B) The sealed narcotics box will remain inside a locked drug box or locked ambulance compartment until such time as it is needed. (i.e. "double-locked" per D.P.H. requirements)
- C) Narcotic box seals that are broken whether for patient administration, unintentional reasons, or for inspection, shall be recorded in the Narcotics Log. The Narcotics box contents shall be inventoried (replaced if needed), resealed and recorded. If discrepancies are found, the officer in charge shall be notified immediately.
- D) If an ambulance is taken out of service, ALS equipment including narcotics and drug box shall be removed and secured in an area as directed by the EMS Operations Captain.
- E) If an ambulance was out of service (or if the prior crew did not sign out the narcotics for any reason whatsoever) the paramedic crew on the next shift shall leave the space in that narcotics log open, and cross it out with a large "X" showing that the narcotics were not signed out on the previous shift and the officer in charge shall be notified.
- F) In the event of lost or damaged narcotics, the paramedic on duty will notify the officer in charge and will file the appropriate paperwork per Massachusetts General Law, with the Affiliate Medical Control Hospital, DPH-OEMS and the Food and Drug Administration. A Department incident report, and written explanation of the circumstances will be immediately filled out and given to the Chief of the Department.
- G) Errors in administration of narcotics and/or other medications shall be reported immediately, by the crewmember first noticing the error. The paramedic staff shall notify the officer in charge immediately and the paramedic staff shall perform the required written documentation prior to the end of that shift.
- H) When the Narcotics Box is opened for inspection or narcotic replacement (at any time during the month) the paramedic performing the inspection shall document this in a new section of the narcotic log, dedicated solely to that inspection and not combined with narcotics usage for a patient.

#### **XI) RECORDS, REPORTS, CHARTS**

- A) All records and reports shall be typed or neatly handwritten so as to be legible.
- B) "White Out" or other corrective materials will not be used on any Narcotics Log or record. Errors shall be neatly crossed out and initialed by the entrant, and the entrant's Massachusetts OEMS number shall be recorded next to their initials.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>EMS Student Ride-Along</i>	<b>SOG #: EMS 15-004</b> <b>EFFECTIVE DATE: 8/31/2015</b> <b>REVISION #: 2 6/2/2016</b>
			<b>AUTHENTICATION:</b> <i>Chief Boynton MRE</i>

**I) PURPOSE**

- A) To establish and define criteria for department members attending EMT classes to perform ride-along with Townsend Fire-EMS Department.

**II) SCOPE**

- A) This guideline will cover members who are enrolled in (or who have completed) a State-approved EMT-level course. Individuals taking an Advanced EMT course or Paramedic course are referenced in MA, DPH OEMS Administrative Requirements Manual.

**III) APPLICATION**

- A) This guideline will apply to all individuals performing ride-alongs at Townsend Fire-EMS Department, including its real property, vehicles, equipment, and/or any incidents where the Department or its assigns have been dispatched to mitigate an emergency and/or wherever the Department has jurisdictional control.

**IV) REFERENCE DOCUMENTS**

- A) Massachusetts Department of Public Health - OEMS Statewide Treatment Protocols  
B) Townsend Fire-EMS Department rules and regulations  
C) Townsend Fire-EMS Department Standard Operating Guidelines  
D) Townsend Fire EMS Department Release of Liability Form

**V) DEFINITIONS**

- A) Ref. Glossary

**VI) ROLES AND RESPONSIBILITIES**

- A) All ride-alongs must review and agree to follow all department rules and guidelines.  
B) All ride-alongs must understand and acknowledges that observation time is strictly voluntary. The Town of Townsend and its Fire-EMS Department is under no obligation to provide compensation for individuals performing observation time.

**VII) SAFETY**

- A) All ride-alongs will follow all Department safety related-guidelines and policies at all times while performing observation; including the use of appropriate personal protective equipment.  
B) All ride-alongs will follow the direction of the Paramedic, Lead EMT, or Fire Officer present without argument or hesitation.

**VIII) ENFORCEMENT**


- A) Failure to understand and follow this Standard Operating Guideline may result in revocation of permission to the EMS ride along for continued field observation.  
B) Any deviation from this Standard Operating Guideline will require a written report to the Chief of Department or his/her designee.

**IX) STANDARD OPERATING GUIDELINE**

- A) EMS ride-alongs must provide documentation from the instructor of his/her class outlining the student's level of training, skills level, hours ride time or number of calls that need to be completed.
- B) EMS ride-alongs and other authorized observers must obtain approval from the Chief of Department and/or EMS Coordinator to perform observation time.
- C) Students / Ride Along are required to:
- Understand Department rules, regulations, guidelines
  - Understand their role as a ride along
  - Exhibit professional conduct at all times
  - Exhibit professional appearance at all times
  - Take direction from the officer/ lead EMS provider on scene
  - At the discretion of the officer/ lead EMS provider, may not be allowed on the call
  - Only perform skills within his/her scope of practice and training, under direct supervision of the lead EMS provider.
  - Exhibit tactfulness and good judgment in front of patients, their families, and bystanders.
  - Observers must never interfere with the lead EMS provider's interview, assessment, or patient care.
  - Patient confidentiality will be maintained at all times.
  - EMS students must have a current BLS (CPR) training, with copy of card on file with the Department.
- D) Townsend Fire-EMS Department does not allow outside personnel to ride along for any reason.
- E) Ride-alongs shall be limited to one EMT Student at a time. Scheduling shall be on a first come first service basis. The ride along student shall be the third person on the ambulance along with at least one Paramedic.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i> <i>Stocking, Restocking and Inspecting Ambulances</i>	<b>SOG #:EMS 15-005</b> EFFECTIVE DATE: 9/29/2016 REVISION #: Original
			<b>AUTHENTICATION:</b> <i>MRB</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) To establish a guideline for the stocking, restocking and inspection of Townsend fire-EMS Department ambulances.

**II) SCOPE**

- A) This guideline will cover the State required equipment to be stocked on each ambulance, as well as the appropriate method for restocking and inspection.

**III) APPLICATION**

- A) This guideline will be followed whenever stocking, restocking, or inspecting the ambulances.

**IV) REFERENCE DOCUMENTS**

- A) OEMS Administrative Requirements Manual  
 1) Ambulance Equipment List Basic Life Support (A/R 5-401)  
 2) Ambulance Equipment List Advanced Life Support (A/R 5-402)  
 3) ALS (Revised) Medication List: August 14, 2014  
 B) Townsend Fire-EMS Dept. Reference: EMS 08-003, EMS 08-006 for ALS Equipment, Inspection, Maintenance and Medication Accountability.

**V) DEFINITIONS**

- A) Monthly Ambulance Check List - A checklist of everything that is required to be on the ambulance that shall be completed once a month.  
 B) Medication Inventory Checklist – A checklist of all medications required on the ambulance.  
 C) Daily Ambulance Checklist – A daily check of the ambulance that ensures daily readiness to complete ambulance calls.  
 D) Fire – EMS Inventory - Medications stored in the medical supply closets for restocking the ambulances.

**VI) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all EMS personnel to know and follow this Standard Operating Guideline.

**VII) SAFETY**

- A) N/A

**VIII) ENFORCEMENT**

- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action up to and including termination of employment
- B) Any deviation from this Standard Operating Guideline may require a written report to the Chief of the Department (or his/her designee).


**IX) DAILY AND MONTHLY AMBULANCE CHECKS AND RESTOCKING**

- A) The Ambulances of Townsend Fire-EMS Department will carry equipment and medications as required by Massachusetts' Statewide Treatment Protocols and Administrative Requirements Manual. All equipment on the ambulances will be within the scope of practice of EMS personnel, and within the Department's level of licensure.
- B) **DAILY AMBULANCE CHECK:** Ambulances and Medic Intercept Vehicle shall be inspected daily and documented on the Ambulance Check List each day with a monitor "Self-Test" printout (one for each cardiac monitor) attached. This inspection is due before 12:00 HRS for day shifts and 21:00 hours for night shifts for both ambulances and medic intercept vehicle. If this is not operationally possible, the paramedic staff shall notify the officer in charge and the paramedic staff shall perform the required documentation prior to the end of their shift. (Exception: If at least one paramedic partner, who was present during the morning inspection remains on staff for the evening shift, the evening crew shall only be responsible to inspect the medications and sign out the narcotics log prior to 21:00 HRS
  - 1) It is each member's responsibility to perform this inspection or get coverage if unable to do so. Failure to complete this requirement must be reported to the EMS Operations Captain, the Operations Captain, or Duty Officer.
  - 2) Non-ALS personnel are not authorized or required to inspect/ verify ALS medications. Non-ALS personnel should follow the checklist and verify equipment, supplies, locks and seals are in place as applicable to their level of training.
  - 3) Any ALS seals found broken or missing will be reported immediately to the EMS Operations Captain, the Operations Captain, or Duty Officer.
  - 4) All discrepancies found during inspection will be recorded on the checklist and corrected immediately. If unable to correct the problem or restock the item, notify the EMS Operations Captain, the Operations Captain, or Duty Officer. (e.g.: Defibrillator battery not charged and no replacement available from cabinet.)
  - 5) If any discrepancy is found that will jeopardize the safe transport or treatment of the patient, or place department personnel at risk, the crew is authorized and expected to take the ambulance out of service. The ambulance crew shall immediately notify Fire Alarm and call the EMS Operations Captain, Operations Captain or Duty Officer immediately. (i.e. the headlights on the vehicle are not working, or the patient cot has a broken wheel, etc.)
  - 6) Daily inspection shall include checking medications stored in the refrigerator, logging the refrigerator temperature in the narcotics log and wiping out any condensation found inside the refrigerator.



- C) MONTHLY AMBULANCE CHECK: A full inventory of all equipment, supplies and medications including expiration dates for all applicable equipment will be performed once a month for all ambulances and the medic intercept vehicle as follows, Medic-1 on the 21<sup>st</sup> of the month, Ambulance-2 on the 22<sup>nd</sup> of the month and Ambulance-3 on the 23<sup>rd</sup> of the month. All expired supplies and medications will be inventoried and restocked. If there is something that needs to be restocked and is not in the EMS supply room, the officer in charge will be notified. The medication inventory sheet will be used to inventory all medications and will be attached to the Monthly checklist.
- D) Completed ambulance monthly checklists and the "Self-Test" printout (one for each ambulance cardiac monitor) shall be secured together and placed in the box outside in the EMS charting area.
- E) The ambulance will be restocked after each incident. The equipment/supplies used will be replaced on a one-for-one basis from in-house supplies at Headquarters.
- F) All linens will be replaced on a one-for-one basis at the receiving hospital whenever possible. Used linens will be left in the appropriate container at the hospital.
- G) If any discrepancy is found that will jeopardize the safe transport or treatment of the patient, or place department personnel at risk, the crew is authorized and expected take the ambulance out of service. The ambulance crew shall immediately notify Fire Alarm and call the EMS Operations Captain, Operations Captain or Duty Officer immediately. (i.e. the headlights on the vehicle are not working, or the patient cot has a broken wheel, etc.)

**END**

	TOWNSEND FIRE-EMS DEPARTMENT  TOWNSEND MA 01469	STANDARD OPERATING GUIDELINE Title:  <i>Health Insurance Portability Accountability Act</i>	SOG #: EMS 16-006 EFFECTIVE DATE: 8/30/2016 REVISION #:
			AUTHENTICATION:  <i>Chief Boynton MRE</i>

The Health Insurance Portability and Accountability Act (“HIPAA”) Security Rule (“Security Rule”), 45 CFR 160, 162, and 164, regulates the administrative, technical and physical safeguards of Protected Health Information (“PHI”). The Security Rule regulates the protection of PHI data from unauthorized access, whether external or internal, stored or in transit.

To fully comply with the Security Rule’s requirements, the Townsend Fire-EMS has adopted the following Security Policy to comply with HIPAA and its amendments, including, but not limited to the Health Information Technology for Economic and Clinical Health (HITECH) Act. For purposes of this Policy and the Town’s PHI use and disclosure procedures, the term “Town employee” shall be defined to include individuals who would be considered part of the workforce under HIPAA, including Town employees, volunteers, trainees, and other persons whose work performance is under the direct control of the Town, whether or not they work on a full or part-time basis or are paid by the Town.

This Policy sets forth the framework for the department’s compliance with the Security Rule.

I. Purpose

The Security Rule defines the standards, which require covered entities, such as the department, to implement basic safeguards to protect the confidentiality and integrity of PHI. This Security Policy is implemented in compliance with the Security Rule.

II. Definitions

- Protected Health Information: information that is created or received by the department and relates to the past, present, or future physical or mental health or condition of a patient; the provision of health care to an individual; or the past, present, or future payment for the provision of health care to an individual; and that identifies the individual or for which there is a reasonable basis to believe the information can be used to identify the individual. Protected health information includes information of persons living or deceased.
- HIPAA Privacy Rule: regulates the use and disclosure of individuals’ health information—called “protected health information” by organizations subject to the Privacy Rule called “covered entities,” as well as standards for individuals’ privacy rights to understand and control how their health information is used. The U.S. Department of Health and Human Services’ Office for Civil Rights (“OCR”) has responsibility for implementing and enforcing the Privacy Rule with respect to voluntary compliance activities and civil money penalties.
- HIPAA Security Official: The Town’s HIPAA Security official is the EMS

Coordinator.

- HIPAA Security Rule: The Security Rule establishes national standards for the security of electronic health care information. The Security Rule specifies a series of administrative, technical, and physical security procedures for covered entities to use to ensure the confidentiality of protected health information.

### **III. Requirements and Responsibilities**

Under the Security Rule, the Town shall implement appropriate administrative, physical and technical safeguards to protect the integrity, confidentiality and availability of PHI that is created, received, managed or transmitted by the department. The HIPAA Security Official may, at his/her discretion, implement appropriate safeguards and procedures in furtherance of this Security Policy.

#### **A. Administrative Safeguards**

##### **1. Security Awareness and Training**

- All department employees who are authorized to view, send, receive or manage PHI shall undergo HIPAA training.
- To the extent necessary, Town employees who are authorized to view, send or receive PHI shall receive periodic security updates.

##### **2. Workforce Security**

- Only authorized department and town employees shall have access to records and systems that manage, view, store, send or receive PHI.
- The department, at its discretion, limits authorized personnel's access to PHI to the extent that access to this information achieves the requirements of the person's employment responsibilities.
- The department shall implement procedures for immediately terminating an authorized employee's access to PHI when the individual's employment terminates or when the employment responsibilities of the person no longer require that individual to access PHI.
- The department shall review its record systems in place to ensure that only currently authorized personnel have access to systems containing PHI.

##### **3. Information Access Management**

- Only authorized personnel shall have access to systems that contain, manage, view, store, send and/or receive PHI.



#### 4. Password Management

- Employees with access to PHI shall, at all times, maintain secure password management of their computers, smartphones, external hard drives, zip drives, servers, networks, and, if applicable, documents. In furtherance of this Policy, employees should choose a password that is difficult to guess and uses between six and eight unique characters.
- Passwords shall be regularly changed.
- Employees shall, at all times, keep their passwords secure and private. Employees shall not share or authorize another Town employee to login to their computer, smartphones, external hard drives, zip drives, servers, and/or documents or network using his/her password.
- In the event that an employee believes that his/her password has been compromised, the employee shall immediately report the incident to the Security Official and change their login password immediately.

### B. Physical Safeguards

#### 1. Facility Access Controls

- The Town shall ensure that systems that send, store, maintain, manage or receive PHI are kept in secure areas with physical security controls in places which appropriately restrict access.

#### 2. Workstation Use and Security

- Workstations, including filing cabinets and desk drawers, which contain PHI shall be secured at all times.
- All offices of Town facility areas which contain PHI shall remain secure at all times.
- Access to PHI secure areas, including workstations, filing areas and desks shall be limited at all times to HIPAA authorized personnel who have received HIPAA training.
- Under this Policy, only designated workstations with appropriate security controls shall be allowed to access and manage PHI.
- Workstations located in publicly accessible areas or used by multiple users shall not be authorized to store or access PHI.

#### 3. Record Retention/Disposal

- Under the Privacy Rule, the Town shall maintain, to the extent



permitted by law, HIPAA policies and procedures, actions, activities and designations made by the Town in either written or electronic form for at least six years, and for such addition period as may be required by state law.

- Medical records shall be maintained in accordance with state law.
- The Town shall apply appropriate administrative, technical, and physical safeguards to protect the privacy of medical records and other documents that contain PHI for whatever period such information is maintained by a covered entity, including through disposal.
- The Town, consistent with state law, shall use proper disposal methods for medical records and other PHI which may include, but are not limited to:
  - For PHI in paper records, shredding, pulping, or pulverizing the records so that PHI is rendered essentially unreadable, indecipherable, and otherwise cannot be reconstructed;
  - For PHI on electronic media, clearing (using appropriate software or hardware products to overwrite media with non-sensitive data), purging (degaussing or exposing the media to a strong magnetic field in order to disrupt the recorded magnetic domains), or destroying the media (disintegration, pulverization, incinerating or shredding).

### C. Technical Safeguards

#### 1. Access Control

- All Town electronic devices, which send, receive, manage or maintain PHI shall comply with the Town's HIPAA policies.

#### 2. Password Protection

- When an employee with access to PHI is away from his/her computer for more than five (5) minutes, the computer shall be secured with a password protected return from sleep or screen saver feature.
- No Town computer that contains access to PHI shall remain logged on outside of an employee's office hours or when the work station is vacated.
- Laptops, handheld PDA's, smartphones and cell phones, which contain PHI shall be locked and/or secured at all times and should not be accessible without password entry.
- Laptops, handheld devices, storage media (backup drives, CDs, DVDs,

zip drives or external hard drives) shall not be left unattended, should be fully secured and must remain password protected at all times.

- In the event that a Town owned laptop or other portable electronic device, including backup drives, which contain PHI is removed from Town property, the device shall maintain password protected at all times and be logged in and out with the Security Officer.

### **3. Transmission Security**

- PHI shall only be transmitted using approved secure electronic messaging, including encryption and a secure transmission line.
- All attachments transmitting PHI electronically shall be password protected and encrypted.
- Prior to sending an electronic transmission of PHI, addresses of all recipients shall be carefully verified to avoid communication misdirection.
- Personal e-mail accounts (e.g. Gmail, Comcast, AOL, Yahoo, Hotmail) shall never be used to conduct Town business, including the transmission of messages or attachments, which contain PHI.
- If a Town employee believes that sensitive data has been compromised in any manner, the employee shall immediately notify the Town's Security Officer.

### **D. Town Employee Responsibilities**


- Town employees shall abide by all applicable policies, including the Town's HIPAA Privacy Policy and Security Policy, to maintain the security and integrity of information systems and PHI.
- Town employees are responsible for notifying the HIPAA Security Officer of all incidents and/or potential breaches of PHI security. All reported incidents shall be appropriately documented. Security breaches shall be mitigated to the extent practicable and reported, as required under HIPAA and the amendments, rules and regulations, thereto.
- Town employees who access, receive, or otherwise handle or control PHI shall do so securely and responsibly pursuant to this Policy and the HIPAA Security Rule.

### **III. Enforcement**

- Every Town employee with access to PHI shall adhere to all HIPAA mandates.

- Violation of this Policy may result in disciplinary action up to and including termination of employment or other relationship with the Town in a full or part-time or volunteer capacity.
- Under state and federal law, violation of this Policy may result in significant civil monetary penalties as well as criminal sanctions, including, fines and imprisonment.

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b>  <i>Title:</i>  <i>Department Manual</i>	<b>GO #: 14-001</b> <b>EFFECTIVE DATE: 09/03/14</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to define the terms and methods used to select, create, and distribute Departmental Standard Operating Guidelines and General Orders. It will also define the layout of the Department Manual.

**II) SCOPE**

- A) This General Order will cover:
- 1) Format of Standard Operating Guidelines / General Orders
  - 2) Plan development
  - 3) Indexing
  - 4) Typing and heading
  - 5) Authentication
  - 6) Permanent record
  - 7) Distribution and revisions
  - 8) Layout of Department Manual.

**III) APPLICATION**

- A) Whenever creating new or revising old Standard Operating Guidelines / General Orders this guideline shall be used.

**IV) ROLES AND RESPONSIBILITIES**

- A) It will be the responsibility of all Townsend Fire-EMS Department personnel to know and understand this General Order.

**V) ENFORCEMENT**

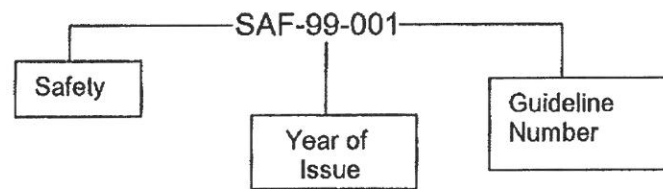
- A) Failure to understand and follow this General Order may result in disciplinary action.
- B) Any deviation from this General Order shall require a written report to the Chief of Department or the Officer in charge.

**VI) STANDARD OPERATING GUIDELINE**

- A) Format:
- 1) All Standard Operating Guidelines / General Orders of the department will be in written form and available electronically to every employee of the department. The guidelines / orders shall be authorized by the Chief of Department. They may be revised, annotated or changed from time to time to comply with changes in the law, new methods, or technology.
- B) Plan development:
- 1) Departmental Standard Operating Guidelines will be divided into areas that have common themes. The following represents the categories used in identifying the areas.



- (a) ADM – Administration – Those areas that can apply to all personnel and pertain to administrative functions of the Department.
  - (b) EMS – Emergency Medical Services – Those areas that pertain to all aspects of medical treatment and patient care.
  - (c) EXP – Explorer Post – Those operations or activities that pertain directly to the Explorer Post Personnel.
  - (d) GEN – General – Those areas that apply to all personnel and do not fall into any specific category.
  - (e) GO – General Orders – These are procedures that are not to be deviated from. They are issued by the Chief of Department and cover specific tasks that are usually not operational in nature.
  - (f) HAZ – Hazardous Materials – Those areas that pertain to the specific operations, equipment, and guidelines for hazardous materials.
  - (g) OPS – Operations – Those operational guidelines that pertain to actual incidents.
  - (h) PRE – Prevention – Those areas that pertain to all aspects of fire prevention including inspections, public fire education, plans review, fire alarm and investigation.
  - (i) RES – Rescue – Those areas that pertain to all aspects of rescue operations.
  - (j) SAF – Safety – Those general areas that pertain to operations of the department where safety is concerned.
  - (k) TRA – Training – Those areas that pertain to all training activities within the department.
- 2) Standard Operating Guidelines are operational guides on how to accomplish tasks.
  - 3) The Chief may designate an employee to oversee the development and implementation of Standard Operating Guidelines / General Orders.
- c) Indexing:
- 1) All Standard Operating Guidelines are numbered for easy reference. The number is located at the top right corner of the title page and at the center bottom of each page.
  - 2) This is an example of Standard Operating Guideline numbering:



- D) Authentication:
- 1) Standard Operating Guidelines may only be authorized by the Chief or his designees. They shall be initialed by the Chief and distributed to all personnel.

E) Permanent Record:

The original copy of any portion of this manual shall be filed in a secure area in Fire Headquarters. Revisions shall be filed in the same fashion, however previous editions of the original copy shall not be destroyed.

F) Revisions and Revision Distribution:

- 1) Revisions to the Guidelines will be re-authenticated and the revision date entered on the "Revised" lines. Additional revision dates will be added on this line as well.
- 2) Any changes will be summarized via email and the electronic copy will be updated.

G) DEPARTMENTAL MANUAL:

- 1) The Departmental Manual shall contain the following sections:

- (a) Introduction
- (b) Mission Statement
- (c) Code of conduct and Code of Ethics
- (d) Duties and Responsibilities
- (e) Rules and Regulations
- (f) Job Description
- (g) Standard Operating Guideline Index
- (h) Standard Operating Guidelines
- (i) General Orders.


- 2) An online version shall be available to the department members.

- 3) It is the responsibility of all members to know and understand the SOG of the department and occasionally review them.

VII) RECORDS, REPORTS, CHARTS

A) N/A

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b>  <i>Title:</i>  <i>Security of Fire Stations</i>	<b>GO #: 14-002</b> <b>EFFECTIVE DATE: 09/3/14</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to establish the minimum procedures for providing station security at every Townsend Fire-EMS Department Station.
- B) This General Order shall outline the procedures for securing the living quarters of manned stations and general security of all stations.

**II) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all members to adhere to the procedures and requirements for providing security of all stations.

**III) SAFETY**

- A) Townsend Fire-EMS Department recognizes the increasing danger associated with the provision of emergency services. It is the policy of this Department to provide a safe and secure work environment.

**IV) ENFORCEMENT**

- A) Failure to understand this General Order may result in disciplinary action.
- B) Any deviation from this General Order shall require a written report to the Officer in Charge and or the Chief of Department.

**V) GENERAL ORDER**

- A) All stations keys/buttons/FOBs are the property of Townsend Fire-EMS Department and as such are issued to members in good standing, these shall not be duplicated, and are returnable upon demand.
- B) All passwords and pass codes are the property of Townsend Fire-EMS Department and as such are issued to members in good standing, may be changed without notice by management, and cannot be communicated in any form to individuals that are not members of Townsend Fire-EMS Department.
  - 1) The following procedures shall apply regarding Station security:
    - (a) All Stations
      - (1) All exterior entry doors shall remain locked unless members are present in the immediate area of the door and available to serve the public.
      - (2) The main entrance to a station may be left unlocked if a public meeting is being held in the station or a local non-profit group has been given permission to utilize the station.

(b) Members of the public, including family members are allowed admittance to only the following areas and only when accompanied by a department member.

(1) Administration areas

(2) Kitchen

(3) Break room

(4) Rest rooms


(5) Apparatus floor

**VI) RECORDS, REPORTS, CHARTS, FORMS**

A) N/A

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b>  <i>Title:</i>  <i>Personal Visitors</i>	<b>GO #: 14-003</b> <b>EFFECTIVE DATE: 09/3/2014</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to define the procedures for and the responsibilities of members when they have personal visitors/family members in the Stations.

**II) SCOPE**

- A) This General Order shall pertain to all members.

**III) APPLICATION**

- A) This General Order shall pertain to all members during the period of time that personal visitors/family members are present.

**IV) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of the Station Officer to enforce this General Order equitably among all members.  
B) It shall be the responsibility of all members to adhere to this General Order.

**V) SAFETY**

- A) The safety of all members, their family, friends, and public visitors is of primary concern; therefore, visitors/family members are not authorized to operate any Department vehicle, equipment, tool, fitness equipment, or computers.

**VI) ENFORCEMENT**

- A) Failure to understand and adhere to this General Order may result in disciplinary action.  
B) Any deviation from this General Order shall require a written report to the Officer in Charge and the Chief of Department.

**VII) STANDARD OPERATING GUIDELINE**


- 1) The unique nature of Fire / EMS service work creates unique situations for all members, therefore the following guidelines shall apply to all members during personal visits:
- (a) Members shall accompany and are responsible for all visitors/family members at all times.
  - (b) All visits should be limited to a brief period of time or mealtime.
  - (c) Visitors/family members are allowed admittance to the following areas:
    - (1) Administration areas

- (2) Kitchen
- (3) Break room
- (4) Rest rooms
- (5) Apparatus floor
- (d) Members are not excused or exempt from any shift activity, work, training, or inspection because visitors/family members are present.
- (e) Department members have preference for the use of the Break room and kitchen facilities.
- (f) Visitors/family members shall leave the station when the member leaves the station for response to an emergency incident.
- (g) All visitors/family members shall leave the station no later than 2200 hours.
- (h) A member shall not provide a key, or communicate a password or passcode to a non-member of Townsend Fire-EMS Department such as a visitor, friend, or family member.

**VIII) RECORDS, REPORTS, CHARTS, FORMS**

A) N/A

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b>  <i>Title:</i>  <i>Seat Belts</i>	<b>GO #: 14-004</b> <b>EFFECTIVE DATE: 08/28/2014</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to ensure the safety of all personnel and minimize the chance of injuries and/or death due to apparatus accidents.

**II) SCOPE**

- A) This General Order applies to all members of Townsend Fire - EMS Department.

**III) APPLICATION**

- A) This General Order shall apply to all members while driving or riding in department vehicles.

**IV) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all members to adhere to this General Order.

**V) SAFETY**

- A) Townsend Fire - EMS Department recognizes the increased danger associated with the provision of emergency services. It is the policy of this Department to provide a safe work environment.

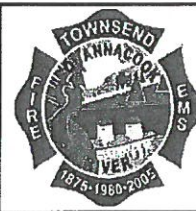
**VI) ENFORCEMENT**

- A) Failure to understand this General Order may result in disciplinary action.  
B) Any deviation from this General Order shall require a written report to the Officer in Charge and or the Chief of Department.

**VII) GENERAL ORDER**

- A) All Townsend Fire – EMS Department Personnel shall wear their seat belts at all times while driving or riding in department vehicles. The only exception is while performing critical care such as CPR in the back of a rescue (ambulance).

END

	TOWNSEND FIRE-EMS DEPARTMENT  TOWNSEND MA 01469	GENERAL ORDER Title:  Department Uniform and Dress Code	GO#:14-005 EFFECTIVE DATE:09/3/2014 REVISION #:
			AUTHENTICATION:  Chief Boynton

**FIRE DEPARTMENT UNIFORM AND DRESS CODE**

The purpose of this guideline is to outline the regulations relative to the Townsend Fire-EMS Department uniform and standards expected of each employee when wearing a department uniform or insignia.

**I) General**

- A) Members of the department shall at all times wear the uniform in a professional manner. They shall ensure that all elements of the uniform are intact, clean, and in good repair. The uniform shall be worn proudly and with full knowledge that the personal appearance of the individual is a reflection of the integrity of the department.
- B) Special details: Personnel hired in to perform special details ie: fire watch, public education talks and/or demonstrations, memorial services, shall wear the duty uniform.
- C) The Townsend Fire-EMS will provide each newly hired employee with the equipment necessary to perform their duties in accordance with this guideline. Employees shall be issued a uniform polo shirt and protective equipment.
- D) Dress uniforms (Class A and B) shall only be worn in the performance of official duty's of the department, or Townsend Fire EMS Relief Association (hereinafter "the Association") events, as authorized by the Chief, or in the case of Association Events the Chief and the Association President
- E) Uniforms and attire shall only be worn for approved Townsend Fire-EMS or Association functions as approved by the Chief, and in the case of Association Events, the Association President. The exception being, the casual use of tee shirt, sweat shirts, hats and shorts bearing the Townsend Fire-EMS logos.

**II) Patches**

- A) The department patch shall be worn on the left sleeve, centered on the shoulder 1 inch from the top sleeve seam. The reversed American Flag patch shall be worn on the right shoulder and located 1 inch from the top of the right sleeve seam. The aforesaid patches shall be worn on all uniform shirts, jackets, dress coats, and jumpsuits, except the polo shirt or tee shirt.

**III) Misc. equipment**

- A) Badges, Pants, Name tags, and other insignia worn on the uniforms may be issued by the department.
- B) Leather equipment: All belts, shoes, boots, and leather goods shall be black in color and approved for wearing. Exceptions to the color may be made for some utility cases by permission only. All leather goods shall be maintained in good repair.

**IV) Classes of uniforms**

- A) Class "A" Uniform
  - 1) The Blouse coat shall consist of a Navy blue double-breasted peak lapel coat with Badge tab, five (5) rows of Fire Department buttons.
  - 2) All members shall have rank appropriate lapel insignia affixed to the blouse coat as outlined below in Section V.
  - 3) All members shall have appropriate Badge affixed to the blouse coat as outlined below in Section V.



- 4) Officers shall have rank appropriate color and number of sleeve braid as outlined below
  - 5) All members shall have affixed, the appropriate number of Hash marks as outlined below.
  - 6) Navy blue matching trousers.
  - 7) White dress shirt with banded dress collar, pleated pockets with velcro closures, badge tab, stitched in military creases and shoulder epaulets.
  - 8) All members shall have rank appropriate collar insignia affixed to the white dress shirt as outline below in Section V.
  - 9) Black standard tie or clip on style.
  - 10) Black leather belt with silver or gold buckle matching badge color.
  - 11) Bell Style Cap as outline below.
  - 12) Black military style oxford shoes.
  - 13) White gloves with (3) sewn in creases with snap closure.
- B) Bell Style Caps
- 1) Firefighters: Navy serge with Fire Department buttons, hi-gloss brim and navy blue expansion band.
  - 2) Lieutenant & Captains: White vinyl with Fire Department buttons, hi-gloss brim and silver expansion
  - 3) Chief Officers: White vinyl with Fire Department buttons, hi-gloss brim and gold expansion band.
- C) Sleeve Braid
- 1) Officers shall have sleeve braid on both sleeves, which are located 3" from the bottom of the last braid to the edge of the cuff with 1/4" between each braid.
  - 2) Braid by Rank as outlined below;
  - 3) Lieutenant: One row 1/2" silver metallic braid
  - 4) Captain: Two rows 1/2" silver metallic braid
  - 5) Deputy Chief: Four rows 1/2" gold metallic braid
  - 6) Chief: Five rows 1/2" gold metallic braid
- D) Hash Marks
- 1) Hash marks shall be worn on both sleeves and shall represent five (5) years of Service for each hash mark.
  - 2) Calculation for hash marks shall be base upon total time served in the fire service.
  - 3) Firefighters shall wear 1 1/8" x 3/8" blue bouillon hash marks with the lowest edge of the first hash mark located 3" above the cuff with a vertical arrangement up the sleeve toward the shoulder.
  - 4) Officers shall wear 1 1/8" x 3/8" silver bullion hash marks with the lowest edge of the first hash mark located 1/4" above the last braid with a vertical arrangement up the sleeve toward the shoulder.
  - 5) Chief officers shall wear 1 1/8" x 3/8" gold bouillon hash marks with the lowest edge of the first hash mark located 1/4" above the last braid with a vertical arrangement up the sleeve toward the shoulder.
- E) Class "B" Uniform
- 1) White dress shirt with banded dress collar, pleated pockets with Velcro closures, badge tab, stitched in military creases, and shoulder epaulets.

- 2) Black standard or clip on tie.
- 3) Navy Blue uniform pants, Flying Cross 47400 or equivalent.
- 4) Black leather Velcro belt or leather belt with silver or gold buckle matching badge color.
- 5) Black shoes or boots.
- 6) Badge and collar brass as outlined in Section V.
- 7) Job shirt/Jacket. (Seasonal)

F) Class "C" / Duty Uniform

- 1) Charles River, First Call, Hero 24/7 or 511 or equivalent Navy polo shirt.
  - (a) Department approved Maltese cross on left chest.
  - (b) Standard approved center based on rank.
  - (c) Rank below Maltese cross
  - (d) Navy blue for Firefighter and Gray for Lieutenants and Captains.
  - (e) White for Chief Officers (Deputy Chief's and Chief).
- 2) Navy blue uniform pants, Flying Cross 47400 or equivalent.
- 3) Black leather Velcro belt or leather belt with silver or gold buckle matching badge color
- 4) Black shoes or boots.
- 5) Job shirt/Jacket. (Seasonal)

**V) Hardware**

A) Badges- Shirt/Jacket/Blouse Coat

- 1) All lettering shall be in capital letters, block font with black font, members "RANK" on top, "TOWNSEND" below rank, "FIRE-EMS" under center panel, and "MA" in bottom panel.
- 2) Firefighters: Blackinton B296 silver rhodium, with red center panel A6993
- 3) EMS Personnel: Blackinton B296 silver rhodium, with center panel A4247
- 4) Lieutenants: Blackinton B296 silver rhodium, with red center panel A6985
- 5) Captains: Blackinton B296 silver rhodium, with red center panel A6981
- 6) Deputy Chiefs: Blackinton B296 gold plated with red center A6973
- 7) Chiefs: Blackinton B296 gold plated with red center A6965
- 8) Chaplin: Blackinton B296 with center panel A2437 (cross red, background gold)

B) Badges- Bell Style Cap

- 1) All lettering shall be in capital letters, block font, with black font with "TOWNSEND" on top and "FIRE-EMS" below.
- 2) Firefighters: Blackinton B495 rhodium with center panel A2886, with screw back
- 3) EMS Personnel: Blackinton B495 with center panel A2886, with screw back
- 4) Lieutenants: Blackinton B495 with center panel A3613, with screw back
- 5) Captains: Blackinton B495 with center panel A3614, with screw back
- 6) Deputy Chiefs: Blackinton B495 with center panel A2910, with screw back
- 7) Chief: Blackinton B495 with center panel A2811, with screw back
- 8) Chaplin: B495 with center panel A2437, with screw back.

C) Lapel Brass

- 1) Firefighters/EMT's: No insignia
- 2) Lieutenants: A2912 silver finish

- 3) Captains: A175 silver finish
- 4) Deputy Chiefs: A2910 gold finish
- 5) Chief: A1632 gold finish

D) Collar Brass


- 1) Firefighter; A3953Q
- 2) Firefighter EMT; A3953AV
- 3) Firefighter/Paramedic; A3953AW
- 4) EMT; A3953AP
- 5) Paramedic; A3953SS
- 6) Lieutenants: A3953L
- 7) Captains: A3953G
- 8) Deputy Chiefs: A3953U
- 9) Chief: A3953E

**Personal appearance**

- E) All male and female employees' hair will be clean and well-groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, extreme appearance.
- F) Sideburns may extend to the bottom of the ear. Sideburns and mustaches shall be trimmed and well-groomed.
- G) Other facial hair (ex. beards, mustaches, and mullet/chops) which may interfere with the wearing of S.C.B.A.s are not authorized.
- H) Jewelry: Any items that could cause injury (ex. earrings, nose rings) are not approved for wearing on duty for safety reasons. Watches and rings can be worn with discretion.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b>  <i>Title:</i>  <i>Cell Phone Use</i>	<b>GO #: GO-14-006</b> <b>EFFECTIVE DATE: 09/3/2014</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to establish procedure for and the usage of cell phones.

**II) SCOPE**

- A) This General Order applies to all members of the Townsend Fire-EMS Department.

**III) APPLICATION**

- A) This General Order applies to all Townsend Fire-EMS Department.

**IV) REFERENCE DOCUMENTS**

- A) Town of Townsend Non-Contractual Personnel Policies & Procedures Manual

**V) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all members to be familiar with, and adhere to this General Order.
- B) It shall be the responsibility of the Chief of the Department to enforce this general order.

**VI) ENFORCEMENT**

- A) Failure to understand and follow this general order may result in disciplinary action.
- B) Any deviation from this general order shall require a written report to the Chief of Department.
- C) All members of this department shall be in compliance with this general order by October 1, 2007.

**VII) GENERAL ORDER**

- A) Having the ability to communicate with Fire-EMS staff is critical to the department's mission, therefore cellular phones are available on some apparatus and issued to full-time personnel. We also recognize the value of being able to communicate with personnel on their personal cellular phones about department related business.
- B) Personal use of department cell phones is permitted as long as it does not result in additional charges to the department. If personal use results in additional charges, the person responsible shall reimburse the department. Repetitive offenses resulting in additional charges will be subject to disciplinary action or loss of privileges.

- C) Routine analysis of monthly cell phone invoices, by the Chief of the department will continue as a safe guard against excessive personal use of department phones.
- D) Department cell phones assigned to Rescue 2, Rescue 3 and Medic 1 will not leave the vehicles unless authorized by an officer.
- E) Drivers:
  - 1) Cell phone use by apparatus, ambulance, or medic one drivers is prohibited at all times.
  - 2) Cell phone use by drivers of administrative or utility vehicles during non-emergency driving shall be avoided. If a call must be made for informational purposes related to department business (inspections, etc.), drivers shall pull off the road if at all possible or use hands free device if it's not possible to pull off the road.
  - 3) Radio will be the preferred method of communication with Fire Alarm, Headquarters, etc., at all times unless there is a need for confidentiality.
  - 4) Text messaging while driving is prohibited at all times.
- F) Officers Seat:
  - 5) During emergency responses, the person in the officer's seat shall focus on radio communications and on being a second set of eyes and ears for the driver, and shall refrain from cell phone use.
  - 6) If additional information related to the call is required, radio shall be the preferred method of communication unless it's necessary to use a cell phone for information which is not appropriate for broadcast over the air.
- G) EMS and Fire Personnel:
  - 7) Personal cell phone use is prohibited by operational EMS and fire personnel during all active emergency incidents.
  - 8) Cell phones may be used by officers or support personnel when necessary and authorized for communications pertaining to the incident.
  - 9) Cell phones shall be turned off or set to vibrate by EMS personnel actively involved in patient care.
- H) Text messaging and cell phone or digital cameras:
  - 1) Text messaging by operational personnel during active emergency incidents and operations is prohibited.
  - 2) Use of cell phones or cameras by operational personnel to take photos during active emergency operations is prohibited.
  - 3) No photographs of emergency scenes may be taken by department personnel without the express permission of the Incident Commander, Public Information Officer, Chief or designee.

4) No photographs of emergency scenes or operations, routine department operations, training or station house activities, shall be distributed, e-mailed, or uploaded to any web site, news organization or social networking site without the express prior approval of the Incident Commander, Public Information Officer, Chief or designee.

I) Personal cell phone use while on duty:


1) Personal cell phone use and text messaging while on duty shall be kept to a minimum and shall not interfere with duties during the normal workday.

J) Officers are instructed to work with department personnel to ensure compliance with this general order.

**VIII) RECORDS, REPORTS, CHARTS, FORMS**

A) N/A

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b> <i>Title:</i>  <i>Training Reimbursement</i>	<b>SOG #: GO-14-007</b> <b>EFFECTIVE DATE: 08/30/2014</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to establish criteria for reimbursement of training or recertification cost for Townsend Fire-EMS Department.

**II) SCOPE**

- A) This General Order applies to all personnel on Townsend Fire-EMS Department as permanent or call members.
- B) All payments will be contingent on the Town of Townsend funding a budget line item with sufficient funds to pay for all required training . Otherwise payments will be based on funds available.

**III) APPLICATION**

- A) This General Order is to be used when determining who shall have their training paid for by the Townsend Fire-EMS Department.

**IV) ENFORCEMENT**

- A) Failure to abide by this General Order will result in that member of the department not getting their recertification paid for by the Town of Townsend.

**V) GENERAL ORDER**


- A) All fulltime employees shall have all required training or recertification paid for by the Townsend Fire-EMS Department.
- B) All on-call and per diem personnel will have all required training or recertification paid for by the Townsend Fire-EMS Department, provided Townsend is their only employer or primary employer.

**VI) RECORDS, REPORTS, CHARTS, FORMS**

- A) The Townsend Fire-EMS Departments will keep a clear and consistent record of all certifications, date certifications where issued and dates when each individual will need to be recertified.

**END**



	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b> <i>Title:</i>  <i>Personal Vehicles</i>	<b>SOG #:</b> GO-14-008 <b>EFFECTIVE DATE:</b> 09/3/2014 <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

**I) PURPOSE**

- A) The purpose of this General Order is to establish a policy regarding personnel responding to incidents in their personal vehicles.

**II) SCOPE**

- A) This General Order applies to all members of Townsend Fire - EMS Department.

**III) APPLICATION**

- A) This General Order shall apply to all members while responding to an incident or the station.

**IV) REFERENCE DOCUMENTS**

- A) Commonwealth of Massachusetts Motor Vehicle Laws.  
B) Townsend Fire-EMS Rules and Regulations.

**V) ROLES AND RESPONSIBILITIES**

- A) It shall be the responsibility of all personnel to adhere to this General Order.  
B) It is the responsibility of all personnel to know and follow all laws, regulations, pertaining to the safe and appropriate operation of any vehicle they are operating when responding to an incident.  
C) It is the responsibility of all personnel to report immediately to the Chief of the Department or his/her designee, any accident, motor vehicle violation, occurring while responding to an incident, including in personal vehicles.

**VI) SAFETY**

- A) Townsend Fire - EMS personnel will operate their vehicles using defensive driving techniques, and with due regard for the safety of pedestrians, motorists using the roadway.


**VII) ENFORCEMENT**

- A) Failure to understand/follow this General Order may result in disciplinary action including but no limited to loss of red light privileges.  
B) Any deviation from this General Order shall require a written report to the Officer in Charge and/or the Chief of Department.  
C) Any unsafe, inappropriate operation of a motor vehicle while responding to an incident will not be tolerated and will result in disciplinary action.

# VIII) GENERAL ORDER

- A) All Townsend Fire – EMS Department Personnel will obey all traffic laws while responding to an incident.
- B) All personnel wishing to display red lights on their personal vehicle must have a current permit issued by the Chief of Department.
- C) All personnel displaying red lights on their vehicles do not have the right of way, you are "asking" for it from other motorists. All personnel must still comply with all traffic laws, including, but not limited to: stopping at all red lights, stop signs, and school buses displaying red flashers, adhering to the posted speed limit; or not pass in a no passing zone,( unless the other vehicles have pulled over and it is safe to proceed ) .
- D) All personnel will respond to the station to man apparatus/ambulance except;
  - 1) If the incident is closer than the station, or you must pass the scene and it would be negligent not to stop.
  - 2) When EMS personnel are responding, at least one EMT will respond to man the ambulance and the others may proceed to the scene.
  - 3) Firefighters and recruits will respond to the station and then carpool to the scene to reduce the number of vehicles at an incident.
- E) When personal vehicles are parked at the scene, the following rules will be followed.
  - 1) Vehicles must not interfere with the arrival of any other emergency vehicles.
  - 2) Vehicles will be parked on the same side of the road as the incident unless unsafe to do so.
  - 3) Vehicles will not interfere with any operations at the scene.
  - 4) Vehicles will not interfere with the flow of traffic.
  - 5) All personnel will immediately follow any direction/order/request given by any police/fire/ems officer pertaining to the placement or movement of their vehicle.

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Membership Requirements</i>	<b>SOG #: GO 14-009</b> <b>EFFECTIVE DATE: 09/3/14</b> <b>REVISION #:2 – 10/06/2015</b> <b>REVISION #3 – 12/12/2017</b>
			<b>AUTHENTICATION:</b> <i>M.R.B</i> <i>Chief Boynton</i>

**I) PURPOSE**

- A) To establish a minimum set of requirements to join the department and all personnel must maintain to be considered active members of the department.

**II) SCOPE**

- A) Requirements referenced in this general order are in addition to and not instead of any requirements referenced in; Rules and Regulations, Non-Contractual Personnel By-Laws, Office of Emergency Medical Services certification requirements.

**III) APPLICATION**

- A) This General Order will apply to all department personnel regardless of employment status i.e.... full time, part time, per diem, on call. The Chief of Department will determine if certifications, training, obtained at other agencies are acceptable on a case-by-case basis.

**IV) REFERENCE DOCUMENTS**

- A) Townsend Fire-EMS General Orders & SOG's  
B) Townsend Fire-EMS Department Rules and Regulations

**V) ENFORCEMENT**

- A) Failure to understand and follow this General Order may result in disciplinary action, including termination of employment.  
B) Any deviation from this General Order may require a written report to the Chief of Department or his designee.

**VI) MEMBERSHIP REQUIREMENTS**

- A) To be a member or be considered for membership you must meet the following minimum requirement.
- 1) Must be a minimum of 18 years old
  - 2) Currently attending high school, graduate from high school or have obtained a GED.
  - 3) Clean criminal record, no felony or misdemeanor convictions
  - 4) Hold a valid driver license
- B) Residency requirements for Paid-On-Call personnel
- 1) Must live in the Town of Townsend or a neighboring community within a 4 mile non-emergency drive from a Townsend Fire-EMS Station or
  - 2) If living outside the 4 mile restriction but works full-time in Townsend AND has the ability to leave work and respond to calls.
  - 3) Existing member shall be grandfathered unless their primary residence changes then the policy shall be in effect.



- C) Residency requirement for Per Diem and Part-Time personnel
  - 1) Since per diem personnel are not expected to respond to calls from home or be available off hours there is no residency requirements or restrictions.
- D) Residency requirement for Full-time personnel
  - 1) Full-time members are not required to reside within the Town of Townsend, but must reside within fifteen-miles of the boundary of Townsend. Measurement is to commence at the boundary of Townsend which is nearest to the other municipality in which the member wishes to reside. The fifteen-mile limit may be extended by mutual agreement by the parties in unusual case involving hardship to the member.

**VII) EXISTING MEMBERS**

**A.) Duty Attendance requirements;**

- 1) Full-time – Arrive for duty on-time, work schedule shifts unless on approved leave time.
- 2) Part-time – Arrive for duty on-time, meet the requirements of the position as assigned by the Chief of the Department.
- 3) Per Diem EMT's and Paramedics – Shall work a minimum of 20 hours per month. The time period between shifts shall not exceed 60 days to remain on the department roster. This shift requirement is subject to review every three months.
- 4) On-Call Officers – respond to a minimum of twenty percent (20%) of the assigned station responses. This will be evaluated on a quarterly basis.
- 5) On-Call Firefighter/EMT/Paramedics – Respond to a minimum of fifteen percent (15%) of the assigned station responses.

**B.) Meeting Requirements;**

- 1) Department Meetings - All personnel (except per diem); are required to attend a minimum of nine (75%) of the twelve scheduled department meetings per year. Department meetings are scheduled on the first Tuesday of the month at nineteen hundred hours (7:00 pm). Members may be excused from a meeting by contacting their officer for legitimate work or personal reasons.
- 2) Mandatory Meetings - All personnel, including per diem, are required to attend any mandatory meetings announced by the Chief of Department.
- 3) Officers Meetings – All department officers are required to attend 9 (75%) of the twelve scheduled meetings per year, unless excused by the Chief of Department. Officers meetings are scheduled the last Tuesday of the month at nineteen hundred hours (7:00).
- 4) EMS / Special Meetings – All EMT's are required to attend any meeting called for by the EMS officer, Chief of Department, or their designee. Any personnel involved in special activities (committees, review board, etc.) are required to attend any meeting called.



**C.) Minimum Training Requirements;**

- 1) All Fire & EMS Personnel – Training is an integral part of our Department's readiness. Minimum training requirements shall include all mandatory training as set forth but the Chief of the Department.
- 2) On-Call Fire Personnel – Must attend a minimum of twelve (12) out of twenty-four (24) monthly training sessions. Monthly Fire training will be held on the second Tuesday of the month at nineteen hundred hours (7:00 pm). Monthly Fire/EMS training will be held on the third Tuesday of the month starting at nineteen hundred hours (7:00 pm).


**D.) Minimum Certifications;**

- 1) EMTs & Paramedics – Must maintain current EMS certification as directed by the Office of Emergency Medical Services, including the ancillary certifications required to practice at each level (e.g. CPR, ACLS, etc.).
- 2) Probationary Firefighters – Must enroll in Firefighter level one within the first year of employment and complete the program within two years of being hired. Must obtain and maintain certification as first responders (renew every three yrs.). Members will remain on probation until minimum training requirements are obtained.
- 3) All Fire Personnel – must have Firefighter level one certification by January 1<sup>st</sup> 2016
- 4) Fire Officers – must have Firefighter level Two certification by January 1<sup>st</sup> 2016
- 5) All Personnel – must maintain current CPR certification (renew every two yrs.).
  - must attend Haz. Mat. (Awareness level or higher) yearly.
  - must attend twenty four (24) hours of training annually.
  - must take NIMS 100,200,700 training (copy of certificate must be provided).

**VIII) RECORDS, REPORTS, CHARTS**

- A.) All attendance reports will be filled out accurately immediately after each incident, training, meeting and submitted to headquarters.
- B.) All personnel are required to submit to the department copies of all training obtained outside the department.
- C.) Evaluation of minimum requirements will be conducted quarterly. Members not meeting the minimum requirements will be put on notice (oral warning) and expected to improve over the following quarter and the rest of the year.

**END**

	TOWNSEND FIRE-EMS DEPARTMENT  TOWNSEND MA 01469	GENERAL ORDER Title:  <i>Computer-Internet-Data Security</i>	SOG #: GO-14-010 EFFECTIVE DATE: 09/3/2014 REVISION #:
			AUTHENTICATION:  <i>Chief Boynton</i>

# I) DEFINITIONS

- A. Hardware: The tangible components of a computer such as disk drives, monitors, keyboards, mouse, etc.
- B. RMS: Records Management Systems of the Townsend Fire-EMS department (PAMET SOFTWARE), and others.
- C. Offensive/Disruptive Communications: Communications which contain sexual content or sexual implications, racial slurs, gender-specific comments, or any other content that offensively addresses a person's race, creed, religion, physical or mental disability, color, sex, national origin, age, occupation, marital status, political opinion, sexual orientation, or any other group status.
- D. Password: A word or string of alpha-numeric characters restricting access to an account, network, database, or file to an authorized member.
- E. Software: The programs, data, routines, and operating information used within a computer.
- F. Virus: A hidden code within a computer program or file intended to corrupt a system or destroy data stored in a computer.
- G. Malware: Malicious computer software that interferes with normal computer functions or sends personal data about the user to unauthorized parties over the Internet.
- H. Data: Data files are the files that store the database information, whereas other files, such as index files and data dictionaries, store administrative information, known as metadata.

**II) ROLES AND RESPONSIBILITIES**

1. It shall be the responsibility of all personnel to know and understand this Standard Operating Guideline.

**III) SAFETY**

A) N/A

**IV) ENFORCEMENT**

- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action.
- B) Any deviation from this Standard Operating Guideline may require a written report to the Chief of Department or his designee.

**V) STANDARD OPERATING GUIDELINE**

**A) Data Security**

1. The job of protecting the hardware, software, and data from abuse is shared by all users of the Townsend Fire-EMS Department's data processing systems. The potential for someone (citizen or employee) suffering a loss or inconvenience due to improper or inappropriate use of the Department's data processing systems is real, whether malicious or accidental.
2. The use of department computer systems and equipment is solely for purposes authorized by the Townsend Fire-EMS Department. Unauthorized use is a violation of these policies and procedures, and violators may be subject to disciplinary action.
3. Software used in the Department's computer systems are property of the Townsend Fire-EMS Department and will not be used, copied or distributed without permission from the Fire Chief or his/her designee.
4. The Townsend Fire-EMS Department will maintain proprietary rights over any work generated by its members in the course of their duties and software or files will not be sold, distributed or deleted without permission from the Fire Chief or his/her designee. The use and distribution of such files will be at the discretion of the Chief or his/her designee. Employees shall not encrypt data, change permissions, or files without the formal approval of the Fire Chief or his/her designee.
5. Only software that has been approved by the Townsend Fire-EMS Department, in accordance with operational needs, is allowed to be installed on any department computer. Any unauthorized software, such as games and other personal amusement software, will be deleted.



6. Members are strictly prohibited from using software, on computers, that has been copied in violation of the law.
7. Instant messaging software, movies, music sharing software or other peer to peer data sharing software are prohibited, unless authorized by the Fire Chief, or his/her designee.
8. Employees may not download personal software and/or data into a department computer without review and authorization of the data and/or software by the Chief or his/her designee.
9. Members may not intentionally develop, introduce, or install viruses on any Townsend Fire-EMS Department equipment or computers. All disks and external storage devices, including disk drives (i.e. thumb drives), will be scanned by the user for viruses when introduced into any Department computer. This can be accomplished by right-clicking on the appropriate drive letter in the My Computer menu and choosing the option "Scan for Viruses" on the drop-down menu.
10. Regular backup of data shall be accomplished at intervals by the Fire Chief or his/her designee with coordination with the Townsend Police/Communication Department's amounting to weekly full backups, and daily incremental backups.
11. Off-site storage of otherwise irreplaceable data and programs will be conducted with coordination with the Townsend Police/Communication's Departments and the Fire Chief or his/her designee, who shall also be assigned to conduct or coordinate an in-house incremental back-up daily, and a weekly full backup that is stored locally. Off-site data will be stored in a locked location in another facility. Fire data shall be backed up to the police department servers, police data back-up to Fire Department servers.
12. Data files (word processing, e-mail, and spread sheets) will be backed up daily and weekly if they are stored on the users or the department's mapped drive and on the Townsend Fire-EMS Department server. Backup of data not stored on the server is the responsibility of each user. The department cannot be held responsible for lost data due to system failure caused by power outages or other problems with the system that may cause unexpected shut down. If data is important to a user, he or she must back it up



Data maintained or obtained by the Townsend Fire- EMS Department shall not be distributed in violation of patient/contact/vendor confidentiality on H.I.P.P.A through e-mail, social media sites, uploading to chat (fire engineering) or entertainment sites (i.e. Break.com, Rotten.com, etc.). Data may be distributed for legitimate public safety purposes only.

#### **B. Network Security**

1. Network security is the responsibility of all users. Employees may use the Townsend Fire-EMS Department network only for legitimate purposes.
2. Servers and routers shall be located in a secure area to avoid physical illegal, unauthorized access to this hardware.
3. The Department shall provide various layers of technical protection to safeguard data and software from unauthorized access in the form of hardware and software. These security measures include:
  - a. Detection of illegal penetration and prevention of unauthorized access to the data processing systems.
  - b. Prevention of unauthorized access to stored data.
  - c. Unauthorized use of Internet and intranet network capabilities of the data processing systems.
4. Supervised access to the network by vendors, maintenance technicians, and contractors may be allowed on an as needed basis and only with permission of the Chief or his/her designee.
5. Access to the Department's network will be limited to those with a legitimate need to use the system to access or input data. Each authorized user of the systems will be issued a login name and password. Users are responsible for maintaining the security of their passwords, and should never share them with anyone, including other employees. Passwords will be changed whenever a security infraction has been discovered, and periodically to ensure security. The appearance of passwords on terminal screens and printouts are suppressed. A password audit shall be conducted annually.

#### **C. Employee Activity**

1. E-MAIL
  - a. All Fire-EMS Department employees shall be trained in the use of the e-mail system. This training shall include how to access e-mail, create e-mail messages, open an attachment, attach a document, send and receive e-mail and manage an e-mail account.

- b. All e-mail accounts are password protected. Each member is responsible for his/her password.
- c. It shall be the responsibility of each employee to check the Department's e-mail at least once per working shift or once a week and to read all e-mail messages, and their attachments, received from Department personnel and command staff. Once opened, it shall be understood that the directive has been formally issued to the member. It is the responsibility of each employee to review the information.
- d. RECEIPT/REVIEW. The e-mail receipt indicating that the employee received and opened the e-mail shall serve as a record that the employee received and reviewed the written directives.
- e. Any e-mail that is time stamped delivered but has no date/time as to when it was opened shall be considered unread. If the message has no opened date/time and it does not exist in the recipient's mailbox then it is considered to have been deleted, without being read, by the recipient. No member shall delete any Department related e-mail without first opening it and reading the e-mail and/or its attachments.
- f. The e-mails of department employees are considered public record unless the content falls under an exemption.<sup>1</sup> It is unlikely that e-mails containing jokes, obscene images, or personal comments to others will fall under one of the exemptions.
- g. The following types of e-mail activities are expressly prohibited:
  - i. Transmission of global or mass mailings unless related to Department business or unless prior authorization has been received from the Chief or his/her designee.
  - ii. Transmission of chain letters or virus alerts.
  - iii. Transmission of any e-mail containing abusive, harassing, discriminatory, or sexually explicit language or content.
  - iv. Transmission of deceptively labeled e-mails, to include any e-mail that carries a misleading subject line, is anonymous, is attributed to another person, or which identifies its true sender incorrectly.

- v. Inclusion of H.I.P.P.A information within any e-mail, except where the recipient's e-mail address has been previously confirmed to be a legitimate and secure reception point.
- vi. Any other transmissions or inclusions that violate federal, state, or local law.

## **2. Internet Access**

Professionalism, ethics, and integrity are paramount importance in the public safety community. To achieve and maintain the public's highest level of respect, we must place reasonable restrictions on our conduct and appearance, and hold to these standards of conduct whether on or off duty. An employee's actions on the internet must never bring the department into disrepute, nor should conduct be detrimental in its efficient operation.

- a. Internet access is available to employees for legitimate business purposes only.
- b. Users shall not use the Department System to access, download, upload, store, print, post, or distribute pornographic, obscene, or sexually explicit materials.
- c. If an employee accidentally accesses an unacceptable site, the employee must immediately disclose the incident to a supervisor/OIC. Such disclosure may serve as a defense against an accusation of an intentional violation of this policy.

## **3. Social Networks:**

Employees of the Townsend Fire-EMS Department have a right to have personal web pages or social networking sites. Use of Townsend Fire-EMS Department computers or equipment for the purpose of social networking is prohibited, along with accessing social networking sites from any other peripheral device while on duty, or working. Exceptions to this rule may be discussed with a supervisor/OIC. Employees of the Townsend Fire-EMS Department are also prohibited from posting, transmitting and/or disseminating any photographs, video or audio recordings, likenesses or images of departmental logos, emblems, uniforms, badges, patches, marked or unmarked vehicles or apparatus, equipment or other material that specifically identifies the Townsend Fire-EMS Department, on any personal or social networking website or web page, without the express written permission of the Fire Chief, or his/her designee.



No employee shall represent themselves, directly or indirectly, in any public forum as a member of the Townsend Fire-EMS Department either by text, photograph, or image depicting the uniform, badge, patches, marked or unmarked vehicles, equipment, protective gear, or other material that specifically identifies the Townsend Fire-EMS Department with other information, opinion, or posture that would bring unfavorable criticism or embarrassment upon the department. All employees shall make note of the following procedures as it relates to social networking:

- a. Employees having personal web pages or other types of internet postings which can be accessed by the public, shall not place or allow photographs or depictions of themselves dressed in uniform, protective gear and/or displaying official identification, patches or badges, or in any other way, either directly or indirectly, identify themselves as an employee of the Townsend Fire-EMS Department for any reason, without approval as indicated in this policy.
- b. Photographs or other depictions of department uniforms, badges, patches, marked or unmarked vehicles or apparatus shall not be posted on personal internet sites without the expressed written approval of the Fire Chief or his/her designee.
- c. Photographs of the inside of the department buildings as well as any fire, ambulance or accident scene shall not be posted without the consent of the Fire Chief, or his/her designee.
- d. Employees are prohibited from posting, transmitting, and or disseminating any pictures or videos of official department training, activities, or work-related assignments without the express written consent of the Fire Chief, or his/her designee.
- e. Employees wishing to use photographs, depictions, or references to the Townsend Fire-EMS Department must receive written approval from the Fire Chief, or his/her designee.
- f. Employees who post photos, comments, etc. of other department employees must inform and seek approval from the employee(s) before posting same.
- g. Any employee becoming aware of having knowledge of a posting of any website or web page in violation of the provisions of this policy shall notify his/her supervisor/OIC immediately.
- h. Sites deemed inappropriate, whether an employment association or not, bringing discredit to the Townsend Fire-EMS Department or any other town departments/town employee, or promoting




misconduct, whether on or off duty, may be investigated through internal administrative procedure and/or referred to the appropriate law enforcement agency for criminal process.

- i. All employees shall treat as confidential the official business of the Townsend Fire-EMS Department.
- j. No employee shall release, either directly or indirectly, information concerning investigations, accidents, or violations of ordinances or statutes to persons outside the Townsend Fire-EMS Departments without seeking approval from a Supervisor/OIC.
- k. No Employee shall reveal any unauthorized information to any person not a member of the Townsend Fire-EMS Department unless otherwise authorized to receive such information, such as a law enforcement agency or appropriate public safety agency.
- l. No employee shall gossip about the affairs of the Townsend Fire-EMS departments with persons outside the department.
- m. If an employee indicates in any public forum any opinion on a public safety related issue, then that employee shall state that the views and opinions expressed are the employee's personal ones, and not those of the Townsend Fire-EMS Department.

Note: Any employee seeking approval to use reference to the Townsend Fire-EMS Department on any personal website, web page, or other public forum shall submit a request for approval to the Fire Chief or his/her designee via the chain of command. Employees are reminded to exercise good judgment and demonstrate personal accountability when choosing to participate on social networking sites.

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>GENERAL ORDER</b> <i>Title:</i>  <i>Social Media Policy</i>	<b>SOG #: GO-14-011</b> <b>EFFECTIVE DATE: 09/3/2014</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i>

#### **I) PURPOSE**

- 1) This policy addresses the issues related to communication and participation in social media channels, and it is intended to protect the integrity, reputation, status and good name of the Townsend Fire-EMS Department, their members and officers.

#### **II) SCOPE**

- 1) This policy establishes the Townsend Fire-EMS Department social media and instant technology use procedures and protocols which are intended to mitigate associated risks from the use of this technology where possible.
- 2) Social media can take many different forms, including internet forums, blogs, online profiles, wikis, podcasts, pictures and videos, emails, and instant messaging, to name just a few. Social networking sites like Face book, Twitter and LinkedIn, news sharing and bookmarking sites, like Delicious and Digg, as well as photo and video-sharing sites like Flickr and YouTube can be exciting venues for communication in our professional and personal lives. However, please keep in mind that online conversations and posting are not private. Anything you post online can be searched, used and shared by others.

#### **III) APPLICATION**

- 1) This General Order shall apply to all members of the Townsend Fire-EMS Department.

#### **IV) REFERENCE DOCUMENTS**

- 1) National Labor Relations Board – Office of the General Counsel, Report of the General Counsel on Social Media.
- 2) Town of Townsend – Electronic Communication and Computer Usage Policy
- 3) Townsend Police Department – Social Media Policy

#### **V) DEFINITIONS**

- 1) For the purposes of this policy, the term instant technology is defined as resources including, but not limited to, instant messaging, texting, paging and social networking sites such as Face book, Myspace, LinkedIn, Twitter, YouTube and any other information sharing services, websites and/or blogs.

#### **VI) ROLES AND RESPONSIBILITIES**

- 1) It shall be the responsibility of all members to adhere to this General Order.

## **VII) SAFETY**

- 1) It is not our intention to restrict your ability to have an online presence or mandate what you can and cannot say. We believe social networking is a very valuable tool and continue to advocate the responsible involvement of those associated with the Fire-EMS Department in these forums. While we encourage this online collaboration, we are providing you with Department policy and a set of guidelines for appropriate online conduct to avoid the misuse of the communication medium.

The Townsend Fire-EMS Department understands the value of such technology, but also understands the concerns and issues raised when information is released that violates privacy concerns or portrays this organization to the public in an illegal or negative manner (intentional or unintentional). Therefore, no information, videos or pictures gathered while on Townsend Fire-EMS Department business (this includes emergency calls, meetings, drills, details, trainings or anything obtained on organization property or at organization functions) may be shared or posted in any format without the approval and written consent of the Townsend Fire-EMS Public Information Officer.

Under this restriction, members and employees are prohibited from disseminating or transmitting in any fashion photographs or images of individuals receiving emergency medical assistance. Any such transmission may violate Massachusetts State Laws and/or the HIPPA privacy rights of such individuals and may result in a criminal and/or civil proceeding being commenced against members and employees violating this provision of the policy.

## **VIII) ENFORCEMENT**

- 1) Failure to understand and follow this General Order may result in disciplinary action.
- 2) Inappropriate use of the Internet and instant technology while on Townsend Fire-EMS Department business may result in disciplinary actions, up to and including termination as an employee of the Townsend Fire-EMS Department.

## **IX) STANDARD OPERATING GUIDELINE**

- 1) Under this restriction, members and employees are prohibited from disseminating or transmitting in any fashion photographs or images of individuals receiving emergency medical assistance. Any such transmission may violate Massachusetts State Laws and/or the HIPPA privacy rights of such individuals and may result in a criminal and/or civil proceeding being commenced against members and employees violating this provision of the policy.



- 2) This policy is not intended to limit your right to freedom of speech or expression; but as we are a public entity, it has been put in place to protect the rights of this organization, its members and the public we are sworn to protect. Members and employees are advised that their speech directly or by means of instant technology either on or off duty and in the course of their official duties that has a connection to their professional duties and responsibilities may not be protected speech under the First Amendment. Speech that impairs or impedes the performance of the Townsend Fire-EMS Department, undermines discipline and harmony among co-workers or negatively affects the public perception of the department may not be sanctioned.

As a basic concept constitutional concept of law, a public employee may comment on a matter of public concern. However, airing personal workplace grievances does not raise a matter of public concern.


In that regard, members and employees must follow the following guidelines when on Social media Websites:

- Do not make any disparaging or false statements or use profane language.
- Do not make any statements or other forms of speech that ridicule, malign, disparage or otherwise express bias against any race, religion or protected class of individual.
- Make clear that you are expressing your personal opinion and not that of the Fire-EMS Department.
- Do not share confidential or proprietary information.
- Do not violate Fire-EMS Department policies including the Code of Ethics.
- Do not display Department logos, uniforms or similar identifying items without prior written permission.
- Do not post personal photographs or provide similar means of personal recognition that may cause you to be identified as a firefighter, officer or employee of the Department without prior written permission.
- Do not publish any materials that could reasonably be considered to represent the views or positions of the Department without authorization.



The Townsend Fire-EMS Department owns the right to all data and files in any owned computer, network, cell phone or other information system. The Townsend Fire-EMS Department also reserves the right to monitor electronic mail messages (including personal/private/instant messaging systems) and their content, as well as any and all use of the Internet and of computer equipment used to create, view, or access e-mail and Internet content. Members and employees must be aware that the electronic messages sent and received using Townsend Fire-EMS Department equipment are not private and are subject to viewing, downloading, inspection, release, and archiving by Department Officers at all times. The Townsend Fire-EMS Department has the right to inspect any and all files stored in private areas of the network or on individual computers or storage media in order to ensure compliance with policy and state and federal laws.

END

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Emergency Response</i>	<b>SOG #: OPS 16-001</b> <b>EFFECTIVE DATE: 9/6/2016</b> <b>REVISION #:</b> OPS 16-001 <b>AUTHENTICATION:</b> <i>MRB</i> <i>Chief Boynton</i>
---	---	---	---

**I) Purpose:**

This SOG defines the procedures for response to any emergency call. All members shall follow these guidelines unless directed otherwise by the officer in charge.

**II) Boarding or Moving Apparatus:**

- A) Driver/Operators shall not move any apparatus until they are sure that all personnel are safely on board and are prepared for apparatus movement. Such preparation includes seatbelts properly in use by all personnel on the apparatus in accordance with the policies of the Town of Townsend.
- B) No person shall attempt to board apparatus that is in motion.
- C) Drivers should avoid backing apparatus whenever possible. When backing is unavoidable, a guide shall be used. If no guide is available, the driver shall exit the apparatus and walk completely around the apparatus before backing.
- D) When stopped on a roadway at the scene of an incident, apparatus should be placed to protect personnel who may be working in or near the roadway.

**III) Staffing Levels**

- A) Engine and Ladder staffing should respond with a minimum of a driver/operator and two interior firefighters. No more than one (1) recruit firefighter shall make up this crew.
- B) Tanker staffing should respond with a driver/operator and a firefighter or an officer.
- C) Forestry staffing should respond with a driver/operator and a firefighter or an officer.
- D) Ambulance staffing for in town calls should respond with two EMT's one EMT if meeting personnel or mutual aid on scene.
- E) Ambulance staffing for out of town calls shall respond with a minimum of two (2) EMT per Mass General Laws.
- F) Medic Intercept calls shall respond with a minimum of one (1) Paramedic and one (1) EMT .
- G) Maximum is based on seating capacity of the vehicle.

**IV) On Duty Personnel Response:**

- A) Calls will be handled on a first-come-first serve basis. Qualified personnel should not be left behind for the sole purpose of covering the station to answering additional calls that might be received.
- B) When multiple calls are received prudent judgment shall be used by the officer in charge or the senior person to prioritize and answer the call that has the greatest risk to life. For example a report of a subject having chest pain is received while responding to reported fire alarm activation. The chest pain shall be the priority call as it has a confirmed life risk to life.
- C) Nights and weekends when personnel on-duty are both department firefighters and EMT's both shall respond on fire apparatus as part of the initial crew.
  - 1) Once on scene if these personnel are committed and no EMS personnel are available on scene or at the station a cover shall be requested.

- D) Nights and weekends when one member is a firefighter the firefighter shall respond with the assigned fire apparatus. The remaining EMT shall stay at the station unless the call requires an ambulance response.
- E) Nights and weekends when both on-duty personnel are not firefighters the ambulance shall only respond when needed.
- F) Response should not be delayed and vehicles should not leave the station with less than minimum staffing for the sole reason of leaving people behind to answer another call if received.

**V) Response and Sequence:**

- A) Apparatus will respond to the scene of a reported emergency according to established run cards unless directed otherwise by the officer in charge.
- B) If there is any discrepancy between this SOG and the established run cards, the run cards will take priority.

**VI) Types of Response**

- A) Code 1 Response also known as Priority 3 – No lights, no siren, traveling with the flow of traffic abiding by all traffic laws and signals.
- B) Code 2 Response also known as Priority 2 – Lights, no siren, traveling at the speed limit, using prudent judgment and caution.
- C) Code 3 Response also known as Priority 1 - Lights and siren asking for the right of way, may exceed the speed limit and precede though traffic signals using prudent judgment and caution.
- D) All toned calls will be considered emergency response unless otherwise indicated by dispatch or downgraded by an officer.

**VII) Response to a Reported False or Unintentional Transmission of an Alarm**

- A) Toned fire alarm activation, if dispatch indicates the alarm was reported as accidental or unintentional, the fire officer on duty or other responding fire officer may hold apparatus in quarters or reduce the response to the first due Engine Company with no emergency lights or siren. After arrival on scene the Incident Commander may update the response as needed.
- B) Off Duty personnel and/or paid-on-call personnel responding to the scene or a station shall also reduce response as dictated by incident command.

**VIII) Response to Reported Structure Fires/Explosion or Gas Leak**

- A) 1<sup>st</sup> alarm response in rural areas of town that do not have fire hydrants the desired order of response is three (3) Engines, Tanker and Ladder.
- B) 1<sup>st</sup> alarm in areas that have fire hydrants the desired response is three (3) Engines and Ladder.
- C) Anytime an incident commander declares a "Working Fire" the remaining apparatus (one (1) Ambulance and Tanker) and personnel shall respond to the scene leaving one person behind whenever possible to pilot mutual aid companies. Request for second alarm or greater implies the same.

**IX) Chimney Fire Response:**

- A) Unless otherwise requested by the Incident Commander, only the apparatus listed will respond: Two (2) Engines, Ladder and one (1) Ambulance.

**X) Natural Cover (Brush) Fire Response:**

- A) Unless otherwise requested by the officer in charge, only the apparatus listed will respond:  
Forestry 1, Forestry 2 and Forestry 3

**XI) Vehicle Fire Response:**

- A) Unless otherwise requested by the officer in charge, only the apparatus listed will respond:  
One (1) Engine and Tanker.

**XII) Motor Vehicle Accident/Rescue Response:**

- A) Minor Motor Vehicle Accident with injury or fluids leaking, no reported entrapment:  
1) One (1) Ambulance and One (1) Engine  
B) Motor Vehicle Accident with entrapment:  
1) One (1) Ambulance, Ladder 1 and one (1) Engine.

**XIII) Water / Ice Rescue Response:**

- A) Unless otherwise requested by the officer in charge, only the apparatus listed will respond:  
One (1) Engine, Ladder 1 and one (1) ambulance.

**XIV) Bomb Threat:**

See Bomb Threat SOG.

**XV) Service Calls:**

Service Calls shall be handled as non-emergency responses unless directed otherwise.

**XVI) Mutual Aid Out:**

- A) Mutual aid requests for specific apparatus will be handled by that unit. Non-specific requests for Engine(s) will be handled by closest district engine unless directed otherwise.  
B) Cover assignments shall be handled as code 1 or Priority 3 non-emergency responses in both emergency vehicles and personal vehicles.  
C) Engines and Ladder will respond with a minimum of 3 RIT trained Firefighters. Probationary personnel and personnel without RIT training shall report to the nearest TFD station for coverage of Townsend.  
D) All Firefighters shall be in full protective clothing except for the driver before leaving the station. This allows for no delay in engine getting diverted from station coverage to the scene. The driver shall bring all gear with him/her.  
E) Firefighters should bring regular footwear with them on apparatus so that when they arrive at station coverage they will not wear PPE in living areas of the mutual aid station.

**XVII) Emergency Medical Calls**

- A) Routine medical calls for difficulty breathing, chest pain, possible stroke, ill subject etc shall be handled by the Ambulance crew and any available paid-on-call EMT's.  
B) Unless otherwise requested by the officer in charge, TFD shall respond with and ambulance and one (1) engine to all reported:  
1) Respiratory or Cardiac Arrest  
2) Industrial Accidents  
3) Minor Motor vehicle accidents with reported minor injury or fluid leaking.



- 4) Ambulance calls when the primary ambulance is unavailable (commonly referred to as 2<sup>nd</sup> Ambulance calls).
  - (a) An Engine and any available personnel shall be dispatched to answer the call.
  - (b) During 2<sup>nd</sup> Ambulance calls all available EMTs shall respond to central station to ensure the ambulance is staffed and responds.
  - (c) The Duty Officer shall respond to the scene to assist and call for mutual aid if needed.

**XVIII) Committed, Out of Service and Available:**

- A) Once on scene of any emergency call, as soon as possible, the incident commander shall inform the communication center what apparatus is available, committed or out of service.
- B) Available apparatus will be considered available to respond to additional calls.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <b>Tire Chains</b>	<b>SOG #: 17-003</b> <b>EFFECTIVE DATE: 2/8/2017</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>Chief Boynton MRB</i>

**I) Purpose:**

This procedure is to establish guidelines for the chaining of apparatus during winter storms.

**II) General:**

Safety shall be the priority both during installation of chains and while driving of apparatus during snow and/or ice storms. During mild, short term events the automatic chains (on-spots) will be utilized. Larger, longer term events with snow accumulations of six inches or greater where automatic chains are less effective, manually installed tire chains will be utilized.

**III) When to Chain Apparatus:**

When it is snowing and approaching six inches of accumulation, tire chains shall be installed. Based on the weather forecast, predicted accumulations and time of the storm, chains may be installed before the storm and at the discretion of the Station Captain. Installation shall be by manufacture recommendations only one cam is to be tightened when installed. The second and third cam are to be tightened after the vehicle has been driven to take out slack.

**IV) Apparatus to be Chained:**

All three engines shall be chained.


**V) Unchaining of Apparatus:**

- A) Immediately after the storm, when Main roads (13, 119) are plowed and down to wet pavement, the chains on Engine 1 and Engine 3 may be removed.
- B) The day after the storm, when the majority of side roads are plowed and down to wet pavement the chains on Engines 2 may be removed.
- C) Anytime a call is received that will require a response on dry or wet pavement, the chains may be dropped prior to responding by the driver and crew. This should be considered on long mutual aid responses on main roads following a storm.

**VI) Safety:**

- A) Chain ramps constructed of wood for the purpose of chaining apparatus shall be used whenever possible. Jacks shall only be used if the safety of personnel is not compromised.
- B) The driver shall be responsible for making sure the vehicle is secure while on the blocks and that all braking devices are being used.
- C) Speed with chains in placed shall be reduced to a safe level (35 mph).
- D) Use caution when operating apparatus when chained. Traction and breaking will be increased but steering will not.
- E) Apparatus with Jacob engine or exhaust breaks shall have them turned off during poor road conditions.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Duty Officer</i>	<b>SOG #: OPS-14-002</b> <b>EFFECTIVE DATE: 09/07/14</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b> <i>MRE</i> <i>Chief Boynton</i>


**I) Purpose:**

The purpose of this SOG is to provide a framework for Officers in the performance of nights, weekends and holiday Duty Officer coverage.

**II) General:**

- A) Officers of the department shall be on-call on a rotating schedule to ensure someone will be available. This on-call position will be referred to as the Duty Officer.
- B) The Chief or his designee will develop the rotation schedule that will be available two months in advance and posted in the dispatch center.
- C) The Duty Officer shall assume the authority and responsibility of the department in the absence of a higher ranking officer. The intent of this guideline is to ensure the authority and responsibilities are fulfilled.
- D) Typical Duty Officer responsibilities shall include, but not be limited to:
  - 1) Command of Major Events
  - 2) Protecting the interest of the town and department.
  - 3) Being responsible for the safety and well-being of the town and the department members.
  - 4) Acting as a spokesperson and decision maker for the department in the absence of a higher ranking officer.
  - 5) Providing guidance to subordinate members and assume responsibility and authority when necessary.
  - 6) Representing or appointing a representative to the Emergency Operations Center during a disaster.
- E) The Duty Officer may request dispatch of the Department, as he or she deems appropriate.
- F) In the event that weather conditions are likely to change during the day, such that burn permits would likely be rescinded, the Duty Officer may elect to ban permits for the entire day.
- G) An Incident report shall be filed for any duty incident or activity.
- H) Weekday evening coverage starts at 6:00 pm and ends the following morning at 6:00 am.
- I) Weekend duty coverage starts at 6:00 pm Friday night and ends on Monday morning at 6:00 am.
- J) Holiday Coverage shall begin at 6:00 am and end 6:00 am the following morning.
- K) Officers may swap a shift or portions of a shift as long as dispatch is notified as to the change.
- L) Officers while acting as duty officer may utilize a staff vehicle for official business only.
- M) The Duty Officer may submit mileage for reimbursement, for use of their personal vehicle while on duty.
- N) The Duty Officer will receive a standby fee of one dollar (\$1.00) per hour for being on call. Any duties performed during this time shall be compensated at normal hourly rate or overtime if applicable.
- O) The Duty Officer shall respond to all mutual aid requests where Townsend apparatus and/or personnel are responding to the scene. Whenever possible the Duty Officer will make sure and Officer remains available for coverage in Townsend.

**END**

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Incident Command System</i>	<b>SOG #: OPS-17-004</b> <b>EFFECTIVE DATE: 12/8/2017</b> <b>REVISION #:</b>
			<b>AUTHENTICATION:</b>  <i>Chief Boynton</i> <i>MRB</i>

#### I) **PURPOSE**

- A) The purpose of the Incident Command System is to ensure uniform command structure at all emergency operations involving Townsend Fire-EMS, other Departments of the Town of Townsend, as well as other state, municipal agencies.
- B) The Incident Command System shall allow for the establishing of a command structure and accountability of all members performing a specific function during an emergency incident.

#### II) **SCOPE**

- A) This Incident Command System, along with the associated Standard Operating Guidelines shall apply to all members of Townsend Fire-EMS, and other Town of Townsend Departments operating at an emergency incident where the fire department has established command.

#### III) **APPLICATION**

- A) Townsend Fire-EMS Department shall institute this Incident Command System at any incident involving multiple vehicle response.

#### IV) **REFERENCE DOCUMENTS**

- A) OSHA 29 CFR 1910.120 Hazardous Waste Operations and Emergency Response
- B) SARA Superfund Amendments & Reauthorization Act of 1986
- C) NFPA 1500 Fire Department Occupational Safety & Health Program
- D) NFPA 1561 Standard for Fire Department Emergency Management Systems

#### V) **DEFINITIONS**

- A) **Accountability:** The process utilized by Townsend Fire-EMS Department to account for all members operating at an emergency scene and to provide a mechanism to account for all members during a Personnel Accountability Report (PAR).
- B) **"All Clear":** Radio transmission indicating that the primary search has been completed.
- C) **Benchmarks:** The objectives of each tactical priority that have been completed, such as the primary search, the fire under control, and loss is stopped. The Incident Commander shall transmit to Fire Alarm when benchmark objectives have been accomplished.



- D) Command: Fire-ground radio designation for the Incident Commander (IC). Refers to the person, the functions, and the location of command.
- E) Command Modes: One (1) of three (3) possible commitments to be made by the first arriving Company Officer. The three (3) commitments include: the nothing showing, "investigation mode", the fast attack, "combat command mode", and the command post mode.
- F) Command Post: The standard position for the Incident Command (IC), usually stationary, in the front of the incident utilizing the rear of a command vehicle or fire apparatus.
- G) Defensive Strategy: An exterior attack, with related support, designed to stop the forward progress of the fire and then provide fire control.
- H) Divisions: The organizational level having responsibility for operations within a defined geographic area.
- I) "Emergency Traffic": A radio transmission indicating a priority message to be immediately broadcast throughout the fire-ground.
- J) "Fully involved": A radio transmission indicating that immediate entry and search activities are impossible and victim survival is improbable. The effect of the fire is such that an "all clear" will not follow.
- K) Group: Responsible for completing a general firefighting task that this is not limited to a defined area.
- L) Incident Commander (IC): The person who assumes overall command and control of personnel and apparatus at the emergency incident scene. The role of the Incident Commander operates at the strategic level.
- M) Incident Stabilization: The second tactical priority involves determining the strategy and tactics that will minimize the impact of the incident.
- N) Initial Report: A short radio report to provide a description of conditions and the confirmation and designation of command.
- O) Level 1 Staging: Initial arriving attack teams (i.e. an engine, a ladder or rescue) go directly to the scene taking standard positions, assume command and begin operations. The remaining units shall stage in their direction of travel, uncommitted, at the nearest intersection, turn around area, hydrant or other water source, until assigned by the Incident Commander.
- P) Level 2 Staging: Used for large, complex, or lengthy operations. Additional units are staged together in a specific location under the command of a Staging Officer.
- Q) Life Safety: The first tactical priority is consideration of the safety issues for all members, occupants, and bystanders at all emergency incidents. Life Safety must come before all other considerations.

- R) Marginal Mode: Fire-ground period occurring at the end of the offensive stage and the beginning of the defensive stage. This is a dangerous period for the interior operations.
- S) "Nothing Showing": A radio transmission indicating that nothing is visible (smoke and/or fire) from current position and further investigation is required.
- T) Offensive Strategy: An interior attack strategy, with related support tactics designed to quickly bring the fire under control.
- U) Operational Site: The area where members and/or apparatus are or may be performing fire, rescue or water supply operations during an emergency incident.
- V) Primary Search: A rapid search of all involved and exposed areas affected by the fire that can be safely entered. The purpose is to verify the removal and/or safety of all occupants. Occupant status can be verified on every offensive operation, whether or not actual fire is involved. Primary search complete is a benchmark objective.
- W) Property Conservation: The third tactical priority designed to reduce primary and secondary damage and to allow for scene preservation.
- X) Personnel Accountability Report (PAR): A report designed to provide the Incident Commander with a rapid account of all members operating at an emergency scene. The PAR shall be conducted every twenty (20) minutes during operations at all second alarm or greater, hazardous materials incidents and/or major incidents or after a significant event. This shall proceed pursuant to SOG OPS 02-008.
- Y) Secondary Search: A complete, thorough search of the interior fire area after completing fire control, ventilation, and other required support activities. Secondary Search is a benchmark objective.
- Z) Division Officer: Assigned by the Incident Commander to manage specific geographical areas of the incident scene or specific fire-ground functions. The division Officer operates at the tactical level.
- AA) Size-up: The initial phase of the incident evaluation.
- BB) "Smoke Showing": A radio transmission indicating that the conditions exist where it is possible to extend rescue and fire control simultaneously to gain entry and control interior access. The rescue mode is in effect until the primary search is completed and an "all clear" message is transmitted.
- CC) Span-of-Control: A supervision ratio of from three (3) to seven (7) individuals with five (5) being established as the optimum or general rule of thumb.
- DD) Staging: The management of committed and uncommitted apparatus to provide orderly deployment. See Level 1 and Level 2 staging.



- EE) Standard Operating Guidelines (SOG): A set of organizational directives that establish a standard course of action on the fire-ground to increase the effectiveness of the firefighting team. Standard Operating Guidelines are written, official, applied to all situations, enforced, and integrated into the management model.
- FF) Strategic Goals: The overall plan that will be used to control the emergency incident. Strategic goals are broad in nature and are achieved by the completion of tactical objective.
- GG) Twenty (20) minute mark: Time marker announced by Fire Alarm to the Incident Commander requiring a Personnel Accountability Report (PAR).
- HH) Tactical Objectives: The specific operations that must be accomplished to achieve strategic goals. Tactical objectives must be specific and measurable.
- II) Tactical Operations Work Sheet: A systemic approach work sheet that is designed to allow the Incident Commander to have a standard way to write and record all-important fire activities.
- JJ) Unified Command: Shared responsibility for all incident management because of a multijurisdictional or multiagency incident.
- KK) Units: The designation for various functions under planning, logistics and finance. The term unit will be not be used for actual firefighting activities.
- LL) Unity of Command: The principle that each individual reports to only one (1) supervisor.
- MM) "Working Fire": A radio transmission that indicates a more severe situation than a "smoke showing", at this point, a RIT team should be established and additional resources will be dispatched based on the run card.

#### **VI) ROLES AND RESPONSIBILITIES**

- A) It is the responsibility of every member of Townsend Fire-EMS to be familiar with this Standard Operating Guidelines and to adhere to the requirements of the document.
- B) It shall be the responsibility of the Chief of Department or his designee to review and update this SOG or as needed.

#### **VII) SAFETY**

- A) Operations at any emergency incident are inherently dangerous. The effective functioning of members of Townsend Fire-EMS Department and other Town of Townsend Departments require the establishment of an Incident Command System. When dictated by the incident a Unified Command with other Town of Townsend Departments may be established.

#### **VIII) ENFORCEMENT**

- A) Failure to understand and follow this SOG may result in disciplinary action.

- B) Any deviation from this SOG shall require a written report to the Officer in Charge and the Chief of Department.

## **IX) STANDARD OPERATING GUIDELINE**

### **A) Establishing Command Procedures**

- 1) The first member of Townsend Fire-EMS Department to arrive at a dispatched incident shall establish and assume Command.
- 2) The first arriving member shall remain in this position until Command is transferred to a higher ranking officer.
  - (a) First arriving Chief Officers may remain in command as required by the incident.
- 3) The first arriving member shall transmit a brief initial report to Fire Alarm, including type of situation found, size of building, fire conditions, actions taken, equipment needed and who is in command.
- 4) The radio designation "Command" with an identifying prefix such as Street name, Business name or easily recognized landmark shall be used to designate this Command Operation.

### **B) Command Responsibilities**

- 1) The Incident Commander is responsible for the overall management of the incident. This responsibility includes the following items:
  - (a) INITIAL
    - (1) Assume an effective command position.
    - (2) Transmit a brief initial radio report.
    - (3) Rapidly evaluate the situation (size up).
    - (4) Develop a strategy and supporting tactics.
    - (5) Assign apparatus as required.
  - (b) CONTINUING
    - (1) Expansion of the Incident Command System as required by the stage and development of the incident. This may include the use of:
      - (a) Tactical Worksheet to outline and record assignments.
      - (b) Accountability boards.
    - (2) Establish and announce the Command Post location.
    - (3) Provide continuing progress reports to Fire Alarm as benchmarks are completed.
    - (4) Assign a Safety Officer as soon as possible.
    - (5) Assign other resources as required by incident development.



- (6) Review, evaluate, and revise strategy and tactics as required by the incident development.
- (7) Request Personnel Accountability Reports every twenty (20) minutes or after any significant event pursuant to Townsend Fire-EMS Department Accountability Standard Operating Guideline.
- (8) Request additional resources as required by the incident development.
- (9) Release assigned companies.
- (10) Terminate command when incident is completed and all units are clear of the scene.

#### C) Transfer of Command

- 1) The objective of the transfer of command shall be to strengthen the management function and provide increased support for operational resources.
- 2) If a higher ranking officer does not take command from a junior officer the higher ranking officer shall stay with and mentor the junior officer or assume whatever assignment given to them.
- 3) Higher ranking officers that do not take command shall not freelance or make command decisions undermining the operation.

#### D) Command assignment of Branches, Divisions and Groups.

- 1) The assignment of branches, divisions and groups are a standard system of dividing the incident into smaller manageable units or areas. Complex incident situations soon exceed the capability of one officer to effectively manage the entire overall command function. Divisions and groups allows Command to communicate principally with a leader rather than individuals, and provides effective command structure and incident organization.
  - (a) Branches are responsible for large segments of the command structure during major events comprised of divisions and groups. For example a large hazardous materials incident may include a HAZMAT branch responsible for all the divisions and groups within the HAZMAT Branch.
  - (b) Divisions: The organizational level having geographical responsibility for primary segments of incident operations. Divisions utilizing floors of a building will be assigned that floor number. A division assigned to operate on the second floor would be division two and responsible for all functions in this area. Division assignments outside of a structure shall follow the A, B, C, D designation with the address side of the building being the "A" side continuing clockwise around the building.
  - (c) Groups: Are responsible for completing a function or tasks and are not limited in geographic area. For example a search and rescue group is responsible for completing a search of the entire premises not just one floor.

## 2) Assigning Branches, Divisions and Groups

### (a) Delegation of responsibility should be based on the following factors:

- (1) Early fire stage overload – when the number of assigned and operating companies threaten to overload the Incident Commander's ability to command. Direct control should be delegated before the Incident Commander's ability to cope is exceeded.
- (2) Major operations prediction – when the Incident Commander forecasts that the incident will become a major operation, soon exceeding his span of control. The faster he/she predicts the build-up, the faster the correct organization can be in place to avoid playing "catch up".
- (3) Isolated tactical positions – when fire companies are operating in tactical positions over which the Incident Commander has little or no control (i.e. complex, interior operations or on a side of the fire that he/she cannot see.)
- (4) Dangerous conditions - when the Incident Commander must maintain close control over operating companies faced with unusually dangerous conditions. Scenarios involving unsafe structural conditions, hazardous materials, quickly changing conditions or "one-way in – one way out" problems, require close supervision and control.

## 3) Division and Group Officers

### (a) Officers are responsible for the following:

- (1) Direct supervision of the work in the division or group.
- (2) Monitoring member's safety, welfare and report Personnel Accountability when requested.
- (3) Redirecting activities as required.
- (4) Requesting additional resources from the Incident Commander as required.
- (5) Integrating and coordinate actions with other division and groups as required.
- (6) Advising the Incident Commander of POSITION, PROGRESS, and NEEDS.
- (7) Releasing companies as operations are completed.

## E) Command assignment of Staff Functions

### 1) Safety Officer

- (a) The radio designation is "Safety".
- (b) The member given the Safety Officer assignment must monitor and assess the safety hazards and unsafe situations to develop measures for ensuring member safety.



- (c) This procedure in no way diminishes the responsibility of each and every member of Townsend Fire-EMS Department to work within safety procedures at all times, and the responsibility of Officers for the safety of their assigned members.
  - (d) The Safety Officer has the authority to bypass the chain of command when it is necessary to correct unsafe acts immediately, such as removing all members from areas of imminent danger. The Incident Commander must always be informed of these corrective actions.
    - (1) Safety infractions should be directed to the division or group Officer for corrective measures.
  - (e) The Safety officer shall have and maintain knowledge of current potential safety and health hazards equivalent to the incident.
- 2) Public Information Officer
- (a) The radio designation is "PIO".
  - (b) Whenever possible Townsend Fire-EMS Department will maintain a positive operating relationship with the media. All information released to the media shall be approved by the incident commander. Media shall not be allowed near the incident unless escorted by the PIO or a member of the department assigned by the IC or PIO.
- 3) Liaison Officer
- (a) The radio designation is "Liaison"
  - (b) A Liaison Officer is the point of contact for assisting or coordinating outside agencies. This function is assigned since the Incident Commander may become overloaded by questions from the number of assisting agencies.
  - (c) One of the most important responsibilities of the Liaison Officer is to coordinate the management of assisting or coordinating agencies. Liaison management provides lines of authority, responsibility, and communications, and increases the control necessary to provide for the safety of members from all involved agencies.
  - (d) The Liaison Officer Position is usually implemented at large or complex incidents. At smaller or less complex incidents, face-to-face communications may be used in place of radio communications.
- F) Command assignment of Divisions
- 1) Operations
- (a) Manages the incident tactical operations.
  - (b) Command becomes a strategic operation.

- (c) Generally these are very large complex incidents where the incident size grows beyond the Incident Commander's span of control or when specialized training (i.e. hazardous materials, technical rescue etc.), the Incident Commander should appoint a Division solely responsible for Operations.
  - (d) During complex incidents, the Incident Commander may assign numerous Branches under the Operations Officer (i.e. Suppression, EMS, Extrication, etc).
  - (e) Operations refer to those organizational elements at incidents that are complex enough to require an intermediate or control Level, in the organization. Operations is an optional level which may be implemented when the Incident Commander finds it necessary to group Branches together to lessen the Incident Commander's span of control.
- 2) Suppression Branch of the Operations Division
- (a) Command or the Operations Officer may designate a Suppression Branch Officer.
  - (b) The Suppression Officer responsibilities include:
    - (1) Assigns basic operations to companies within the branch.
    - (2) Integrates the operations of an engine or ladder companies to achieve effective rescue, fire control and property conservation.
    - (3) Increases the awareness and confidence of company members in the operations of other companies operating at the incident site.
    - (4) Reduces the amount and detail of orders required to place companies into operation at the Incident site.
    - (5) Overall accountability of all members operating on the operational site.
    - (6) The following items represent the standard operations that will normally be performed by Engine, Ladder, and Rescue Companies. These basic functions will provide the framework for field operations for those companies:
    - (7) Engine Company Functions
      - a) Establish sufficient, uninterrupted water supply, (lay lines, pump water, operate nozzles).
      - b) Search and Rescue
      - c) Confine fire
      - d) Extinguish fire
      - e) Protect exposures
      - f) Conduct salvage and overhaul



- g) Perform ventilation and forcible entry as needed
- h) Perform other functions as required by the Incident Commander
- (2) Ladder and Rescue Company Functions
  - a) Search and Rescue
  - b) Perform salvage and overhaul
  - c) Extrication
  - d) Raise ladders
  - e) Ventilate
  - f) Provide lighting
  - g) Operate ladder pipes
  - h) Perform other functions as required by the Incident Commander
- 3) Staging Officer
  - (a) The objectives of the staging procedure are to provide a standard system of initial placement for responding apparatus, members, and equipment prior to assignment at tactical incidents. The effective utilization of this procedure will:
    - (1) Prevent excessive apparatus congestion at the incident site.
    - (2) Allow the Incident Commander to evaluate conditions prior to assigning companies.
    - (3) Place apparatus in an uncommitted location close to the immediate scene to facilitate more effective assignment by the Incident Commander.
    - (4) Produce more effective communications by virtue of reducing radio traffic during the critical stages of fire operations.
    - (5) Allow the Incident Commander to formulate and implement a plan without undue confusion and pressure.
  - (b) Fire Department members responding in private vehicles, and police, SHALL report to staging on arrival at the incident site. If Staging has not been established, they SHALL report to the incident commander. These vehicles will be parked in a location outside the operational area where they will not restrict access to the incident site.
  - (c) Staging shall be divided into two levels: Level 1 and Level 2.
    - (1) Level 1 staging
      - a) When first arriving company report on the scene, Level 1 staging will begin within these guidelines.
        - a. Fire Incidents

- i. The first due company will respond to the scene and will operate to best advantage, and not impede movement of other vehicles.
- b. Medical Incidents / Rescue Incidents
  - i. The first due Engine, Rescue Company and/or Ambulance will go directly to the scene and place apparatus in a location that will provide maximum access for operations, safety of the crew, and not impede movement of other vehicles.
- c. All Incidents
  - i. All other Companies, regardless of alarm, shall stage in their direction of travel, uncommitted, at the nearest intersection, turn around area, hydrant or other water source until assigned by the Incident Commander.
  - ii. Selection of the staged position by the Company Officer should provide maximum tactical options regarding access, direction of travel water supply etc.
  - iii. Staged companies or units shall report their company designation and location to Fire Alarm. Staged companies shall remain off the air until assigned by the Incident Commander or Fire Alarm.
    - 1. Staged Companies, may advise the Incident Commander of their staged status, if not assigned after thirty (30) minutes.
  - iv. Pre-fire planning will identify exceptions to Level 1 staging with regard to the special functions that must be performed in that particular occupancy. In absence of such tasks, regular Level 1 staging procedures will automatically apply.
  - v. These staging procedures attempt to reduce radio traffic, but in no way should reduce effective communications or the initiative of officers to communicate. If staged companies observe critical tactical needs, they shall advise the Incident Commander of these conditions and their actions.
  - vi. All members arriving in private vehicles will report directly to the Incident Commander for assignment and deposit of accountability tag. (Vehicles will be parked outside the operational area).

(2) Level 2 Staging

- a) The radio designation is "Staging".

- b) Level 2 staging will relate to incidents that require an on-scene reserve of Companies and will involve formal staging in an area designated by the Incident Commander.
  - a. When calling for additional alarms, the Incident Commander will designate a Level 2 staging area at the time of the request. This will minimize unnecessary communications and all Companies responding will know the location of Level 2 staging.
  - b. All members arriving in private vehicles after Level 2 staging has been announced will report to Level 2 Staging Officer for assignment. (Vehicles will be parked outside the Level 2 staging area).
  - c. The staging area should be away from the Command Post and from the operational site in order to provide adequate space for assembly and for safe and effective apparatus movement.
  - d. The Incident Commander will designate a staging area and Staging Officer who will be responsible for the activities in the staging area. In the absence of such an assignment the first arriving unit at the staging area will automatically become the Staging Officer and notify the Incident Commander or Operations, if the operations level has been established, of the arrival and will assume supervision of the staging area.
  - e. When the Incident Commander or Staging Officer announces the formal staging area, all responding companies will report to and remain in the staging area (intact) until assigned.
  - f. Level 2 staging will automatically supersede Level 1 staging, with the exception of apparatus dispatched on the initial alarm. Companies already staged in Level 1 staging will remain in Level 1 staging until assigned.
  - g. Unless otherwise instructed by the Incident Commander, staging will advise the Incident Commander when the level of resources at the staging area is reduced to one (1) engine. The Incident Commander will make a decision whether or not to call for additional alarms. The Incident Commander may transfer this responsibility to the Staging Officer.



- c) Unusual emergencies may require separate staging areas for apparatus arriving from different directions and/or for Ambulances only. In such cases, the Staging Officer will so designate specific staging areas and relay this information to Fire Alarm and the Incident Commander.
- d) During a major incident, it may be necessary to designate a parking area for abandoned apparatus near the incident scene.
- e) All communications involving Staging will be between Staging and the Incident Commander (or Operations, if established). All responding companies will stay off the air, except for emergency reasons, respond directly to the designated staging area, and will report in person to the Staging Officer. They will stand by their Company with the crew intact and warning lights activated, unless directed otherwise by the Staging Officer.
- f) Responsibilities assigned to the Staging Officer include, but are not limited to:
  - a. Maintaining adequate on scene reserves and notify the Incident Commander of the status.
  - b. Assembling personnel into crews that have full personal protective equipment and are ready for deployment.
  - c. Coordinating with Police to provide for traffic and access control to the staging area.
  - d. Assigning Companies to the Incident Commander's request and assist in response routes to assigned Companies.
  - e. Accounting for and establish a list of all personnel who report to the staging area and section assignment when applicable.
  - f. Providing a copy of the assignment list to the Incident Commander.

#### 4) Operations Division assignment of Rehabilitation Officer

##### (a) The radio designation is "Rehab".

- (1) A long severe operation always affects the physical condition of members. The Rehab provides an organized response for the safety and welfare of all members. It should be located in the area remote from the operational site to allow members to safely remove protective equipment and clothing. When faced with severe weather conditions, the Rehab Officer should search for a protected area or, when necessary, bring one to the incident scene.



- (2) The Rehab shall be staffed by EMS members and contain lighting, an air supply unit, and a canteen service. Members should be cycled through the Rehab for medical evaluations, fluids, food, and rest. Crews should be assigned intact and stay together in the Rehab until released for reassignment to a new tactical assignment by the Incident Commander or released from the incident scene.
- (3) All operating Officers should maintain an on-going awareness of the conditions of their members and use the Rehab to combat excessive fatigue and exhaustion.

G) Command assignment of the Planning Division

- 1) Planning is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources. The Planning Division Officer should establish functional units when needed to maintain an acceptable span of control.
- 2) The Planning Division should be assigned prior to implementation of subordinate units to prevent an excessive span of control or information overload for the Incident Commander. This Division should be a proactive rather than a reactive resource for the Incident Commander
- 3) The Planning Division is responsible for information management including:
  - (a) Collection of information regarding the incident and resources.
  - (b) Evaluation of information received from a variety of sources.
  - (c) Dissemination of information to the Incident Commander, Operations, and incident members as necessary.
  - (d) Use of information in preparation of the incident action plan.
- 4) The Planning Division assists the Incident Commander in:
  - (a) Developing an effective incident action plan based on projected needs.
  - (b) Modifying the incident action plan to meet changing needs.
  - (c) Anticipating changing resource needs.
  - (d) Preparing alternate strategies and tactical options based on the incident potential.
- 5) The Planning Division includes:
  - (a) The Resource Unit
    - (1) The Resource Unit may be staffed in large, or complex incidents. In many incidents, a single member may perform the Situation and Resource Units functions.
  - (b) The Planning Division interacts with the Resource/Situation unit to focus on the following concerns:

- (1) What impact are current resources having on controlling the incident?
    - (2) Are there enough resources?
    - (3) Are there too many resources?
    - (4) Are they the right resources to solve the problem:
  - (c) This information provides the Planning Division with the information required to predict:
    - (1) What additional resources may be needed?
    - (2) From where?
    - (3) When will they arrive?
    - (4) Will relief personnel be needed to gain control of the incident?
  - (d) The Resource Unit is responsible for recording the status of resources committed to the incident. Major responsibilities are evaluation of:
    - (1) Resources currently committed to the incident.
    - (2) Impact that additional responding resources will have on the incident.
    - (3) Anticipated resource needs.
- 6) The Situation Unit
- (a) The Situation Unit is responsible for the analysis of the situation as it progresses, through the recording and evaluation of information about the status of the incident.
  - (b) Responsibilities include:
    - (1) What has happened?
    - (2) What is currently happening?
    - (3) What may happen?
  - (c) The Situational Unit may be staffed in large or complex incidents. In smaller or less complex incidents, this responsibility may be combined with the responsibilities of the Resource Unit.
- 7) The Documentation Unit
- (a) The Documentation Unit is responsible to record and protect all documents relevant to the incident.
  - (b) Examples of incident documentation include:
    - (1) Incident reports
    - (2) Communication logs
    - (3) Injury reports
    - (4) Situational status reports

- (c) In major incidents, thorough documentation is critical to cost recovery and post incident analysis.
- 8) The Demobilization Unit
  - (a) In incidents requiring a major resource commitment, an effective, safe, and cost effective demobilization and return of resources to service is dependent on adequate planning.
  - (b) Responsibilities of the Demobilization Unit include:
    - (1) Developing a plan for the demobilization of resource committed to the incident.
    - (2) Assisting in the implementation of the plan.
- 9) Technical Specialists
  - (a) Technical Specialists are persons with relevant special skills or knowledge that may be applied to support the incident operations.
  - (b) Technical Specialists may be assigned anywhere in the Incident Command System organization (such as to a Branch or within the Operations Division).
  - (c) Examples of Technical Specialist include:
    - (1) Building Maintenance engineers
    - (2) Industry representatives
    - (3) Structural engineers
    - (4) Hazardous Materials Specialist
- H) Command assignment of the Logistics Division
  - 1) The Logistics Division is responsible for providing facilities, services, and materials for the incident.
  - 2) The Logistics Division should be assigned prior to implementation of subordinate units to prevent an excessive span of control or information overload for the Incident Commander. Branches may be required within the Logistics Division to maintain span of control when all six functional units are established.
  - 3) The Logistics Division includes:
    - (a) The Service Branch
      - (1) The Service Branch is responsible for service activities at the incident.
      - (2) These activities include:
        - (a) Communications
        - (b) Emergency medical services for incident personnel
        - (c) Provisions for feeding operating personnel

- (3) The Services Branch is managed by a Branch Officer and contains three (3) functional units, communications, medical, and food.
  - (a) Communications Unit
    - (1) The Communications Unit develops the incident communication plan, distributes communications equipment, supervises the communications network and maintains/repairs communication equipment.
  - (b) Medical Unit
    - (1) The Medical Unit is responsible for providing emergency medical treatment of emergency personnel.
    - (2) This Medical Unit does not provide medical treatment for civilians.
  - (c) Food Unit
    - (1) The Food Unit is responsible for providing meals for incident members.
    - (2) This may be significant logistical task at major incidents and is often required at relatively minor incidents during severe environmental conditions or extended operations.
- 3) Support Branch
  - a) The Support Branch is responsible for providing the personnel, equipment, and supplies to support the incident operations. These activities include supply, provision of fixed incident facilities and ground support.
  - b) The Support branch is managed by a Branch Officer and contains three (3) functional units, supply, facilities and ground support.
    - (1) Supply Unit
      - (a) The Supply Unit orders the equipment and supplies required for the Incident operations and maintains an on going inventory and control of these resources.
      - (b) Equipment and supplies may include additional self-contained breathing apparatus cylinders
      - (c) Specialized equipment for hazardous materials spills
      - (d) Expendable supplies such as breathing air or foam concentrate
    - (2) Facilities Unit



(a) The Facilities Unit provides fixed facilities for an incident. Fixed facilities are most often required for incidents of long duration, and may include:

1) Incident Base: serves as the location where primary support activities are performed, reporting and marshalling area for resources not considered available for immediate assignments. Incident base is not commonly used at structure fires but may be used during wild-land, high-rise incident, or hazardous materials.

2) Feeding and sleeping areas

3) Sanitary facilities

4) Formal command post

3) Ground Support Unit

(a) The Ground Support Unit is responsible for:

1) Fueling, maintenance and repair of vehicles

2) Transportation of personnel, equipment and supplies

3) Preparation of an incident traffic plan and if necessary to facilitate the flow of apparatus and equipment within the incident area.

I) Finance Division

1) The Finance Division is responsible for:

(a) Tracking all incident costs and evaluating the financial considerations of the incident.

(b) Financial considerations are not a major factor during most incident operations. However, when a Department is involved in any incident that requires the use of private sector resources or incidents where agencies involved in the response will be seeking reimbursement, the financial considerations can be extensive.

(c) The Financial Division must provide for the documentation of all incident costs, and provide guidance to the Incident Commander on financial issues that may have an impact on incident operations. These considerations include:

(1) Future payments


(2) Future budgeting

(3) Payment of personnel costs

(4) Cost recovery

- 2) The Financial Division is managed by a Financial Officer and is composed of four (4) functional units, Time, cost, compensation/claims, and procurement
- (a) Time Unit
    - (1) The primary responsibility is the time keeping for personnel working at the incident
  - (b) Cost Unit
    - (1) The primary responsibility is the tracking of costs, analyzing cost data, making cost estimates, and recommending cost saving measures.
  - (c) Compensation/Claims Unit
    - (1) The primary responsibility involves record keeping and financial concerns resulting from injuries or fatalities at the incident.
  - (d) Procurement Unit
    - (1) The primary responsibility is the procurement of goods or service from vendors.

**END**

	TOWNSEND FIRE-EMS DEPARTMENT  TOWNSEND MA 01469	STANDARD OPERATING GUIDELINE  <i>Title:</i>  <i>MAYDAY Procedure</i>	SOG #: OPS-18-005 EFFECTIVE DATE: 4/27/2018 REVISION #:
			AUTHENTICATION:  <i>Chief Boynton</i> <i>MRB</i>

**PURPOSE**

The purpose of this procedure is to ensure that all personnel operating at the scene of an emergency can be made aware of a **MAYDAY** call by a trapped or lost firefighter.

Generally, these situations are critically time sensitive, and an immediate response must be implemented to take advantage of the limited survivable time element facing these firefighters in this time of distress and need.

This procedure is also to ensure actions that will be set forth in order to locate and rescue those personnel.

**SCOPE**

This procedure shall apply to all personnel operating at the scene of any emergency incident.

**RESPONSIBILITIES**

1. The Incident Commander will be responsible for implementing this procedure according to the guidelines presented in this procedure. Everyone operating at the scene of an emergency is responsible for noticing developing dangerous conditions and be familiar with the actions that need to be taken if personnel become lost or trapped and a **MAYDAY** is called.
2. Division/Group Officers are responsible for the activities occurring within their assigned division. These activities include company integrity, continuation of attack plan priorities, and/or the implementation of rescue efforts within their division.
3. Company Officers/Team Leaders are responsible for maintaining crew integrity at all times, and immediately reporting to the IC when a crew member becomes lost, trapped or separated.
4. All Firefighters will be responsible for their safety and crew integrity while performing assigned tasks on the emergency incident.

**GUIDELINES**

- a. Each member or company collectively must perform his/her assigned tasks as directed by IC and/or division officers to ensure the overall scene is managed in such a way as to maximize the rescue efforts.
1. These are some basic rules that shall be followed to ensure that each emergency scene has minimal chances of a firefighter becoming lost or trapped or calling a **MAYDAY**.
  - a. Firefighters entering the hazard zone must be part of an organized company.
  - b. Each organized company/team must have an assigned task and be supervised by a designated company officer/team leader.
  - c. At a minimum, the company/team will consist of two members that remain intact while operating in the hazard zone.
  - d. Members must monitor hazards within the environment in which they are working.
  - e. Company Officers/Team Leaders must have accountability of all crew members assigned to them.
2. The term **MAYDAY** shall be reserved exclusively to report a firefighter in trouble within the hazard zone. Any member on the fire ground may make this transmission if they feel it is warranted. Situations where a **MAYDAY** message would be mandatory include but are not limited to:
  - a. Any personnel on the fire ground who witnesses an event of firefighters in trouble in the hazard zone.
  - b. A firefighter or company reporting that they are lost, trapped or in trouble within the hazard zone.
  - c. A Company Officer that cannot account for an assigned firefighter operating within the hazard zone.

#### **DECLARING A MAYDAY**

1. When an emergency responder identifies that he/she or a member of his/her team, is lost, trapped, disoriented, or injured and in need of assistance, he/she shall (if possible) transmit a verbal message on the fireground operation channel to **COMMAND** and state: **"MAYDAY, MAYDAY, MAYDAY"**
2. The individual reporting shall provide the following information:
  - L: Location
  - U: Unit Number
  - N: Name
  - A: Assignment (per Incident Management System)
  - R: Resources needed
3. The **PASS** device shall be activated.
4. Lost or trapped firefighters shall remain together.
5. Attempt to find key indicators to aid the Rapid Intervent Team (RIT) in locating the lost or trapped firefighter
  - a. Stay close to wall
  - b. Tap or strike tool on ground
  - c. Shine flashlight up to ceiling to illuminate your location
6. If possible, lost or trapped firefighters shall attempt to seek an area of refuge.




#### COMMAND RESPONSE TO A "MAYDAY"

1. Upon receipt of a MAYDAY, the IC shall declare "Emergency Traffic Only" and advise all personnel that all radio traffic must cease.
2. Only radio traffic pertinent to the MAYDAY shall be permitted on the fire ground operations channel.
3. Ensure that the fire ground units are directed to another channel. Leave the IC, RIT, MAYDAY firefighter and a designated dispatcher on original frequency.
4. It is critical that IC acknowledges the MAYDAY transmission and immediately implements action for the rescue of the firefighter(s).
5. Request two (2) additional alarms.
6. Provide a BRIEF PROGRESS REPORT to the Commcenter and request an additional radio channel for fireground operations not associated with the MAYDAY event. Include a specific notation if a RIT has been deployed.
7. Immediately conduct a Personal Accountability Roll-call (PAR) on the newly assigned radio channel.
8. Determine if firefighter(s) is trapped or lost, and what resources might be needed if firefighter is able to tell IC.
9. Commit the RIT to the most appropriate location to initiate a rescue.
10. Establish a Rescue Division/Group and assign a Safety Officer.
11. Assign another RIT(s) to standby immediately.
12. IC shall notify the Commcenter to announce the conclusion of the MAYDAY event.

#### COMMCENTER RESPONSE TO MAYDAY

1. Utilize Emergency Alert Tone to alert all personnel operating on scene of the MAYDAY. Immediately assign all operations not pertaining to the MAYDAY to a new radio channel thus clearing the current channel for rescue operations.
2. Immediately request initial/additional EMS unit.
3. Ensure that additional responding units are aware of new operations channel.
4. If firefighter comes up on an unassigned radio channel, IC shall be advised and the Commcenter shall remain with the firefighter on that channel.
5. If possible dedicate an operator to monitor the MAYDAY channel.
6. Determine if IC wishes to call for the next due alarm. If requested, dispatch next alarm units to the scene with fill-ins where applicable.

	<b>TOWNSEND FIRE-EMS DEPARTMENT</b>  <b>TOWNSEND MA 01469</b>	<b>STANDARD OPERATING GUIDELINE</b> <i>Title:</i>  <i>Rapid Intervention Team</i> <b>RIT</b>	<b>SOG #: OPS-18-006</b> <b>EFFECTIVE DATE: 4/27/2018</b> <b>REVISION #:</b>  <b>AUTHORIZATION:</b>  <i>MRB</i>
---	---	--	---

**Purpose**

The purpose of this document is to establish a guideline for the response, organization and operation of Rapid Intervention Teams (RITs) when needed.

**Scope**

This procedure is to be followed by all members regardless of the district in which it occurs. It will be established by the Incident Commander on all incidents where the members are placed into an atmosphere Immediately Dangerous to Life and Health (IDLH).

**Teams**

1. RIT(s) shall be assigned by the Incident Commander as soon as feasible following the entry of fire fighting personnel into the IDLH atmosphere.
2. RITs shall be composed of a minimum of three firefighters.
3. Each RIT member should have a portable radio capable of communicating on the primary fireground channel. If portable radios are not available for all crew members, the Team Leader shall have a radio.
4. RIT(s) will be assigned the call sign of "RIT" by the Incident Commander. The officer of the RIT(s) must ensure that radio traffic is monitored and be aware of crew locations inside the IDLH atmosphere.
5. RIT(s) will report directly to the incident commander.
6. RIT(s) will be in full protective gear with SCBA's. If necessary the RIT shall use the cab of the closest apparatus to the scene to warm up or cool off . Command must remain cognizant of the fact that the RIT(s) may become fatigued standing by in full PPE.
7. On all confirmed working fires, one (1) additional engine company shall be dispatched automatically to ensure enough personnel are present on location to accomplish all critical fire ground activities and maintain at least one RIT.

8. If RIT(s) are deployed to perform a lost firefighter search and rescue, Command should immediately form additional RIT(s) to relieve deployed RIT(s) or assist with the rescue portion of the operation.

#### **Team Responsibilities**

1. RIT(s) will assemble as close to firefighting operations as possible yet not hamper or congest the operation.
2. RIT(s) assemble equipment and tools that could be used in a rescue operation. Tools shall be placed on a tarpaulin. The tarpaulin should be in the immediate area but not congest the operation. Should an emergency arise, tools will be readily accessible.
3. Equipment and tools shall be removed from apparatus and made readily available for use as soon as the designated team arrives on location. Tools should be taken from apparatus other than the primary or secondary attack apparatus when possible. Required equipment and tools RIT(s) shall have immediately available:
  - a. Search Rope
  - b. Individual Search Rope
  - c. Thermal Imaging Camera
  - d. Chain Saw
  - e. Irons (Axe and Halligan)
  - f. RIT Pack with 1 hour bottle
  - g. Portable lights
  - h. Wire cutters, pliers and/or lineman dikes
4. After setting up equipment and tools, the RIT(s) shall check all sides of the fire building looking for alternate escape routes, window and door layouts, and potential high-risk situations.
5. RIT(s) will verify placement of ladders to the upper floors of at least two sides of the involved structure as a secondary means of escape. If ladders have not been placed, the RIT(s) will accomplish this task.
6. RIT(s) will verify rear and or side doors are available (unlocked) and capable of being utilized as a secondary means of exit. RIT(s) shall notify the Safety Officer and or incident commander prior to propping open rear and or side doors, as this could affect ventilation efforts and fire spread.
7. RIT(s) will verify that the scene is adequately illuminated. Exterior lights should be located on opposite corners of the building at night illuminating all four sides of the structure. On large structures additional exterior lighting may be necessary. Lights should be placed inside, out of the way, at each primary and secondary doorway. This task does not have to be performed by

the RIT(s); this can be a task of other arriving driver/operators.

8. RIT(s) will periodically (10 - 15 minutes) perform a 360° size up of the fire building, noting changes in fire conditions and structural integrity. Noted concerns should be reported to the scene safety officer and or the incident commander.
9. RIT members shall monitor primary fire ground radio traffic and stay in communication with the accountability officer(s) at all times.
10. If a MAYDAY is declared, the RIT(s) will:
  - a. Immediately communicate with the accountability officer and determine the lost firefighter(s) last known location.
  - b. Turn RIT accountability tag over to the accountability officer, or activate department's accountability system.
  - c. Communicate with command and the scene safety officer prior to entering the structure
  - d. Enter the structure and begin the search at the lost firefighter(s) last known location
    1. Locate the lost firefighter(s)
    2. Immediately silence any alarming pass devices
    3. Verify the lost firefighter(s) has/have an adequate air supply and establish an air supply using the spare SCBA/Rescue Pack if necessary. Both lost firefighter(s) and RIT members, must be closely monitored throughout the rescue operation
    4. Notify command that the lost firefighter(s) has/have been located - This notification will include current Conditions in the area, Actions taken so far, and any additional Needs to free/extricate the lost personnel from the hazard area (CAN report)
    5. Extricate the lost firefighter(s)
11. Other Fireground Duties
  - a. RIT members may be assigned other fireground duties as long as those duties do not require excessive physical exertion, can be immediately stopped at any time, will not negatively effect fireground safety, and do not interfere with the teams primary job functions as stated above.



b. Examples of such duties include:


1. securing utilities
2. marking/roping of scene hazards
3. establishing additional exterior lighting
4. setting up ventilation fans
5. assisting with accountability
6. assisting with rehab

c. Under no circumstances shall RIT(s) or RIT members be committed to any fireground duties without the direct knowledge and consent of the scene safety officer and the incident commander.

#### 12. Demobilizing Rapid Intervention Team(s)

- a. Command is the only individual that has the authority to demobilize RIT(s).
- b. Command should notify the scene safety officer prior to demobilizing RIT(s).
- c. RIT(s) should only be demobilized when the structure is no longer considered immediately dangerous to life and health (IDLH).
- d. Prior to demobilizing RIT(s), Command must ensure that all personnel are accounted for.

**(END)**

	TOWNSEND FIRE-EMS DEPARTMENT  TOWNSEND MA 01469	STANDARD OPERATING GUIDELINE Title:  Driving and Backing	SOG #: OPS-18-007 EFFECTIVE DATE: 8/14/2018 REVISION #:  AUTHORIZATION:  <i>MRS</i>
---	--	--	---

A. Purpose:

The driving guideline is to provide a method to ensure that members of the Townsend Fire-EMS are safe and conscientious drivers, and to provide for the safety of the general public when our members are driving the apparatus or their personal vehicles.

B. General:

1. DWI or DUI - No member will drive emergency vehicles or respond using red lights in pesonal vehicles if he/she has been convicted of DWI/DUI or lost their licesne for refusing to be tested for DWI/DUI during the past three years. To be a member of Townsend Fire-EMS members must maintain a valid driver licence.
2. Traffic Violations/Accidents - It will be the responsibility of each member to report traffic convictions and accidents to the Fire-EMS Chief. Failure to provide said information may be cause for termination.

C. Apparatus:

1. Only personnel that have completed the driver operator program and been specifically approved by a Chief Officer may drive apparatus.
2. The apparatus driver's sole responsibility will be the safe driving of the equipment. The front seat passenger should operate all emergency equipment as well as continuous monitoring of traffic conditions and communicating with the driver.
3. Seat belts shall be worn by all personnel while in route and returning from all mobile apparatus assignments. All personnel in the cab and rear of ambulance shall remain seated with seat belts in use until the apparatus comes to a complete stop. Under no circumstances should personnel exit or mount the apparatus while in motion.

4. The driver shall be primarily concerned with safely driving the apparatus. The driver should not operate sirens, air horns, or radio. The driver is to continually monitor driving conditions and listen for instructions. The driver shall be the initial pump operator, if the apparatus is so equipped.
5. The right side cab seat is reserved for the senior officer at the time of response. Those lower in rank shall vacate the seat, if requested.
6. Tailboard riding positions are prohibited.
7. Any time a TFD apparatus is backing up, a ground guide is required. The Plymovent will be used each time the apparatus is backed into the station. The Chief car and utility vehicles do not require a ground guide. The person in the right front seat will ensure that a ground guide and a plymovent operator is provided. No other personnel shall exit the apparatus until the parking brake has been applied. If there are no passengers on the apparatus, the driver should exercise due caution while backing up.
8. The ground guide should have a hand held radio on TFD primary when performing duties as ground guide. Other frequencies may be used, but care must be taken to reset the radio to the proper channel.
9. Any TFD personnel, who are at a fire station and hear a backup alarm, have the responsibility to check and see that any and all apparatus in reverse have a ground guide. If an apparatus is found to not have a ground guide, then he/she shall immediately assume the role of ground guide.
10. At night a hand light and rear lighting will be utilized for lighting the ground behind the apparatus.
11. In the event the driver is the only person on the apparatus backing up should be avoided if possible. When returning to the station the operator will position the apparatus on the apron to provide a straight back-in, once the driver has positioned the apparatus he/she should exit the apparatus, check behind the apparatus for obstructions and to ensure the apparatus is aligned properly with the bay. Once this is accomplished the operator may back the vehicle into the bay.
12. During hose packing operations, tailboard work positions are permissible if done under the direction of a ground guide with visual and radio contact with the vehicle's operator.
13. High water conditions may exist throughout the area during storms and runoff periods. The following list of considerations is to be taken into account for emergency and non-emergency response. In most cases, TFD apparatus will have very few problems "navigating our waters". The following guidelines are to be adhered to for preventing apparatus damage, preventing accidents,

and maintaining timely response. The objective is to arrive safely!

A. High Water:

1. Reduce speed to 5 mph or less
2. After entering the high water, apply brakes slightly to dry out linings.
3. After exiting high water, apply the brakes to verify proper brake performance.
4. Drive slowly! Do not produce a wave effect, as damage to other vehicles and property will occur.
5. Most water induced mechanical failures in vehicles are caused from excess speed and high water being sprayed by the vehicle's engine cooling fan.
6. Never park in high water areas since water will infiltrate chassis and wiring components.

B. Heavy rains, slick streets, icy conditions:

1. Extreme caution is to be observed.
2. Reduce top speed substantially.
3. Do not tailgate--keep at least one hundred feet distance.
4. Utilize extreme caution while braking.
5. All apparatus equipped with retarders shall be in the "low" power position or "off".

**(END).**







# ***TOWNSEND FIRE-EMS DEPARTMENT***

*Proudly serving the citizens of Townsend since 1875*

**PO Box 530 – 13 Elm St.  
Townsend, MA 01469**

**Headquarters: 978-597-8150      Fax: 978-597-2711**

**Mark R. Boynton  
Chief of Department**

**To:** Jim Kreidler, Town Administrator  
**From:** Mark Boynton, Fire Chief *MRB*  
**Subject:** Paramedic Grant MOU for BOS Signatures  
**Date:** May 2, 2019

A Federal Fire Act Grant to send four members to paramedic training was awarded and accepted by the Board last fall. The selection process of deciding who will attend Paramedic training funded by the grant was also completed last fall and MOU's were signed. Prior to enrolling and paying for the program, one members has decided to back out and not take advantage of this opportunity.

The process was posted for a second time and I received a cover letter and resume from one member interested in taking advantage of this grant opportunity.

Attached is a MOU signed by Firefighter/EMT Cory Lopez. Once signed Cory will begin the process of applying to paramedic programs and hopes to start the training this fall.

Thank you for your continued support.





# TOWNSEND FIRE-EMS DEPARTMENT

*Proudly serving the citizens of Townsend since 1875*

PO Box 530 – 13 Elm St.  
Townsend, MA 01469

Mark R. Boynton  
Chief of Department

Headquarters: 978-597-8150

Fax: 978-300-5786

## MEMORANDUM

**To:** James Kreidler, Town Administrator

**From:** Mark Boynton, Fire-EMS Chief *MRB*

**Subject:** Surplus Fire Alarm Equipment

**Date:** April 29, 2019

The fiscal year 2015 budget included replacing the hardwired Gamewell municipal fire alarm system with a King Fisher wireless radio box system. The King Fisher system was installed in 2015 and over the last five years the Gamewell system including the red fire alarm boxes around town have been decommissioned.

We now have 33 Gamewell boxes of various condition that I respectfully request the Board of Selectmen declare surplus. Having been so declared and approved for disposal I will in consult with the Town Administrator, shall abide by the procedures in the town policy #2015-01. The materials shall be disposed of in the manner most advantageous to the Town.





Carolyn Smart

---

**From:** Mark Boynton <mboynton@townsendpd.org>  
**Sent:** Monday, April 29, 2019 1:19 PM  
**To:** Carolyn Smart; 'Jim Kreidler'  
**Subject:** RE: John Kinney Promotion - Fire Alarm Surplus

Not really sure... Guessing \$1,500 to \$6,000.

Mark

---

**From:** Carolyn Smart [mailto:csmart@townsend.ma.us]  
**Sent:** Monday, April 29, 2019 12:38 PM  
**To:** Mark Boynton <mboynton@townsendpd.org>; 'Jim Kreidler' <jkreidler@townsend.ma.us>  
**Subject:** RE: John Kinney Promotion - Fire Alarm Surplus

Hi Chief,

Do you have an estimated value? They usually declare with an apx value of the surplus.

If you there's no value or just scrap metal value, I can put that on the agenda too

Thank you

---

**From:** Mark Boynton [mailto:mboynton@townsendpd.org]  
**Sent:** Monday, April 29, 2019 11:07 AM  
**To:** Jim Kreidler (jkreidler@townsend.ma.us) <jkreidler@townsend.ma.us>; Carolyn Smart (csmart@townsend.ma.us) <csmart@townsend.ma.us>  
**Subject:** John Kinney Promotion - Fire Alarm Surplus

See attached memo and change of status to promote Jonathan Kinney to the rank of Lieutenant. This positon was posted a few weeks ago with the Deputy Chief and Captains posting.

Also attached is a memo to surplus fire alarm equipment no longer used by the Fire-EMS Department.

Respectfully

Chief  
Boynton

Mark R. Boynton  
Fire-EMS Chief  
Townsend Fire-EMS Department  
13 Elm Street  
Townsend, MA 01469  
Mobile 978-201-3313  
Office 978-597-8150



This email has been checked for viruses by AVG antivirus software.  
[www.avg.com](http://www.avg.com)



# **TOWNSEND FIRE-EMS DEPARTMENT**

*Proudly serving the citizens of Townsend since 1875*

**PO Box 530 – 13 Elm St.  
Townsend, MA 01469**

**Headquarters: 978-597-8150      Fax: 978-597-2711**

**Mark R. Boynton  
Chief of Department**

**To:** Jim Kreidler, Town Administrator

**From:** Mark Boynton, Fire Chief *MRB*

**Subject:** Promotion Jonathan Kinney

**Date:** April 3, 2019

Resignation of Deputy Chief John Elliot last month created a ripple effect down through the ranks promoting a Captain to Deputy, a Lieutenant to Captain and a Firefighter to Lieutenant. To allow some flexibility I requested to fill the Deputy Chief and Captain position and leave the Lieutenant position open for 6-9 months.

After meeting with the officers of the department it has become clear leaving the Lieutenant position vacant will increase the workload and on-call time of the department's officers during the summer months when officer coverage is challenging due to vacations. After further evaluation it is my opinion filling the vacant position is in the best interest of the department.

I respectfully request the board of selectmen appoint Jonathan Kinney to the position of On-Call Lieutenant/EMT of the Fire-EMS Department.

4c1





## PROCLAMATION

WHEREAS, The Congress and President of the United States have designated May 15 as National Peace Officers' Memorial Day, and the week in which May 15<sup>th</sup> falls as National Police Week; and

WHEREAS, the members of the Townsend Police Department bravely safeguard our community; and

WHEREAS, it is important that all community members know and understand the duties, responsibilities, hazards, and sacrifices that our police officers face, and that our officers recognize their duty to serve the people by protecting our community against crime, violence, fear, and disorder, and by protecting the innocent against deception and the weak against oppression; and

WHEREAS, the members of the Townsend Police Department provide for our safety at all hours of the day and night every day of the year; and


NOW THEREFORE, We, Sue Lisio, Wayne Miller, and Don Klein, Selectmen of the Town of Townsend, Middlesex County, in the Commonwealth of Massachusetts, call upon all community members in Townsend and upon all patriotic, civic and educational organizations to observe the week of May 12 - 18, 2019, as National Police Week and ask the Townsend community to recognize law enforcement officers, past and present, who, by their faithful and loyal devotion to their responsibilities, have rendered service to their communities and, in so doing, have established for themselves an enviable and enduring reputation for preserving the rights and security of all community members.

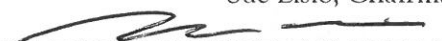
The Board of Selectmen further calls upon all Townsend community members to observe Wednesday, May 15, 2019 as Peace Officers' Memorial Day in honor of those law enforcement officers who, through their courageous deeds, have made the ultimate sacrifice in service to their community or have become disabled in the performance of their duty, and let us recognize and pay respect to the survivors of our fallen heroes.

In witness thereof, we have here unto set our hand and caused the Seal of the Townsend to be affixed.

Given this seventh day of May in the Year, Two Thousand Nineteen.



  
Sue Lisio, Chairman

  
Wayne Miller, Vice-Chairman

  
Don Klein, Clerk





## **TOWNSEND FIRE-EMS DEP.**

*Proudly serving the citizens of Townsend since*

PO Box 530 – 13 Elm St.  
Townsend, MA 01469

Mark R. Boynton  
Chief of Department

Headquarters: 978-597-8150

Fax: 978-597-2111

**To:** Jim Kreidler, Town Administrator

**From:** Mark Boynton, Fire Chief *MRB*

**Subject:** New Hire

**Date:** May 2, 2019

Respectfully request the Board of Selectmen appoint Paul Edward Rekos of  
1A 01431 to the position of paid-on-call Firefighter/Paramedic.

Paul has successfully completed and interview, pre-employment physical and CORI background check.





**Carolyn Smart**

---

**From:** Select <sml412@comcast.net>  
**Sent:** Tuesday, April 23, 2019 1:37 PM  
**To:** Carolyn Smart  
**Cc:** James Kreidler  
**Subject:** Re: Energy Committee Appointees

Next meeting please

On Apr 23, 2019, at 12:39 PM, Carolyn Smart <[csmart@townsend.ma.us](mailto:csmart@townsend.ma.us)> wrote:

Sue,  
  
Do you want to amend tonight’s agenda for these appointments or wait until the agenda?  
  
See below.

---

**From:** Brent Carney [<mailto:brcarney1015@gmail.com>]  
**Sent:** Tuesday, April 23, 2019 11:12 AM  
**To:** Carolyn Smart <[csmart@townsend.ma.us](mailto:csmart@townsend.ma.us)>  
**Subject:** Energy Committee Appointees

Hi Carolyn,

Last Wednesday the Energy Committee unanimously voted to reappoint Kathy Thompson and Ron Montgomery to new 3-year terms as members of the committee.

Both have terms expiring on June 30<sup>th</sup>, 2019.

Could you please place these appointment on an upcoming BOS agenda for their consideration?

Also, could our website be updated to reflect that Michael Brown and I have terms expiring June 30<sup>th</sup>, 2021.

Thanks!  
-Brent

---

 Virus-free. [www.avg.com](http://www.avg.com)





Office of the  
**BOARD OF SELECTMEN**  
272 Main Street  
Townsend, Massachusetts 01469

DATE: April 25, 2019  
TO: Board of Selectmen  
FROM: Emy Hoff, Director, Townsend Recreation Department  
RE: **OFFICIAL NOTIFICATION OF HIRE**

---

This letter is to notify you that Townsend Recreation agreed to hire:

*Abigail Johnson*

*Jack Galligan*

*Benjamin Cote*

*Cloe Martin*

*Annabelle Chamoun*

*Timothy Burson*

*Lucas Aurelio*

as a Counselor for Summer Rec 2019 at a pay rate of \$12.00/hr in accordance with Massachusetts minimum wage and the Recreation Commission Pay Guideline.

This letter is to notify you that Townsend Recreation agreed to rehire:

*Autumn Johnson*

*Kyle Krawczyk*

as a Counselor for Summer Rec 2019 at a pay rate of \$12.00/hr in accordance with Massachusetts minimum wage and the Recreation Commission Pay Guideline.

This letter is to notify you that Townsend Recreation agreed to rehire:

*Christine Doherty*

As the Assistant Director for Summer Rec 2019 at a pay rate of \$ 19.00/hr in accordance with the Recreation Commission Pay Guideline.

This letter is to notify you that Townsend Recreation agreed to hire:

*Virginia Hendley* as the Jr. Operations Assistant at a pay rate of \$14.50/hr in accordance with the Recreation Commission Pay Guideline.

We are requesting the above listed be appointed as Seasonal employees of The Summer Rec 2019 Program.



This letter is to notify you that Townsend Recreation agreed to hire:  
*Alex Chamoun* as a Reckids Senior Counselor for the Reckids Program 2018/2019 & 2019/2020 schedule, at a pay rate of \$13.25/hr. Also as a Lead Arts/Crafts Counselor for Summer Rec 2019 at a pay rate of \$12.75/hr. Both in accordance with the Recreation Commission Pay Guideline.

We are requesting Alex Chamoun be appointed as a Fractional employee of the Reckids Program and a Seasonal employee of The Summer Rec 2019 Program for the above listed program schedules.

If you should have any questions, as always please do not hesitate to contact this office.

cc: Department file

TOWN OF TOWNSEND  
PLANNING BOARD  
272 MAIN STREET  
TOWNSEND, MA 01469

TO: Zoning Board of Appeals  
Board of Health  
Conservation Commission  
Board of Selectmen  
Building Inspector  
Land Use

Police Chief  
Fire Chief  
Highway  
Water Department  
Assessors

Application  
Maps & reports  
in Land Use office  
available on  
request.  
Thank you.  
EJG

**REFERRAL NOTICE**

Please Review the attached application and relay to the Planning Board any questions or concerns you may have. This referral is required under §145-65 of the Townsend Zoning Bylaw. Under MGL Ch. 40A, Sec. 11, comments should be provided within 35 days. Failure to make recommendations shall be deemed lack of opposition. Ch. 40A also requires you to notify the applicant of your comments. The administrator will transmit your comments to the applicant. Thank you.

**APPLICANT:** Brett King, WK Realty Trust  
**LOCUS ADDRESS:** 27 Scales Lane  
**PARCEL ID:** Assessor's Map 18, Lot 65

**Date of Hearing:** May 20, 2019 @ 6:45 p.m.  
**Date of Referral:** April 24, 2019 - via email from B. Faxon  
- online link to reports & maps for this application.

**Petition:** (from legal notice)

In accordance with MGL Chapter 40A and the Townsend Zoning Bylaw, the Townsend Planning Board will hold a public hearing on **Monday May 20, 2019 at 6:45 p.m.** at Memorial Hall, 272 Main St., on the application of **Brett King, WK Realty Trust** for a **Site Plan Review Special Permit** under Zoning Bylaw §145-42 and §145-65 and a **Stormwater Management permit** under Chapter 85 NPDES Phase II Stormwater Management Bylaw. The applicant is requesting a Site Plan Review Special Permit **and** Stormwater management permit for construction of a building, parking area, access road and Stormwater management system at the property located at **27 Scales Lane. (Assessor's Map 18, Lot 65, Block 0).**

Parties wishing to speak in support of, or in opposition to, this application may do so in writing prior to the hearing, or at the hearing in person or represented by an agent or attorney. Copies of this application are available for review in the offices of the Town Clerk and Planning Board Office during business hours.

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**NO COMMENT** \_\_\_\_\_

**SIGNED:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



**Carolyn Smart**

---

**From:** Select <sml412@comcast.net>  
**Sent:** Wednesday, May 01, 2019 2:53 PM  
**To:** Carolyn Smart  
**Cc:** jkreidler@townsend.ma.us  
**Subject:** Re: FY2020 Preliminary Cherry Sheet Estimates

Carolyn,  
Please add a discussion of this to our agenda on 5/7, before TM.  
Thank you,  
Sue

On May 1, 2019, at 9:11 AM, Carolyn Smart <csmart@townsend.ma.us> wrote:

---

**From:** DLS Alerts [[mailto:dls\\_alerts@dor.state.ma.us](mailto:dls_alerts@dor.state.ma.us)]  
**Sent:** Tuesday, April 30, 2019 4:06 PM  
**To:** [selectmen@townsend.ma.us](mailto:selectmen@townsend.ma.us)  
**Subject:** FY2020 Preliminary Cherry Sheet Estimates



**DLS Alert: FY2020 Preliminary Cherry Sheet Estimates**

FY2020 preliminary cherry sheets have been updated to reflect the budget approved by the House members on April 25th. The only cherry sheet program impacted was the public library program. Estimates appearing on the DLS website have been updated to reflect this change.

[Municipal estimated receipts and charges](#)  
[Regional school estimated receipts and charges](#)

It is important for local officials to remember that these estimates are preliminary and are subject to change as the legislative process unfolds.



Please contact the DLS Municipal Databank at [databank@dor.state.ma.us](mailto:databank@dor.state.ma.us) or (617) 626-2384 with any questions.

*You are receiving this message through the [Massachusetts Department of Revenue's Division of Local Services DLS Alerts](#) system. These periodic notices include our City & Town e-newsletter, IGRs, Bulletins, Cherry Sheets and other municipal finance-related information. To unsubscribe to DLS Alerts and the City & Town e-newsletter, please email [dls\\_alerts@dor.state.ma.us](mailto:dls_alerts@dor.state.ma.us).*

This email was sent to [selectmen@townsend.ma.us](mailto:selectmen@townsend.ma.us)

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Massachusetts Department of Revenue - Division of Local Services · 100 Cambridge Street · Boston, MA 02114 · USA



Virus-free. [www.avg.com](http://www.avg.com)



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

MEETING MINUTES FOR MARCH 5, 2019 6:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, IN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 SL called the meeting to order at 6:00P.M.  
Roll call vote taken showed 2 members present and 1 member absent: Chairman, Sue Lisio (SL) and Clerk, Wayne Miller (WM)  
Absent Vice-Chairman, Cindy King (CK)
- 1.2 Pledge of Allegiance
- 1.3 SL announced that the meeting is being tape recorded and quarried the audience if anyone else would be taping as well.
- 1.4 There were no Chairman's additions or deletions.
- 1.5 Public Comment Period - None.

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

- 2.1 6:10P.M. Joint Meeting with the Townsend Housing Authority to appoint Kevin Smith effective March 5, 2019 to the next annual Town Election.  
The Board met with Chaz Sexton-Diranian, the only member of the Housing Authority to be present. WM moved to appoint Kevin Smith effective March 5, 2019 to the next annual Town Election, April 22, 2019. SL seconded. Unanimous vote.

2.1.1 Warrant Article discussion with the Townsend Housing Authority.

Chaz Sexton-Diranian explained the Townsend Housing Authority met with Town Counsel to draft the submitted warrant article to allow the Board of Selectmen to give control of the land to the Townsend Housing Authority for studies and grant writing for affordable housing opportunities.

- 2.2 6:20P.M. Town Counsel, RE: Cable Access.

Kate Feodoroff, Town Counsel met with the Board and some members of CTAC, discussion regarding the contract, enforcement options, and work completed to date. SL informed Attorney Feodoroff the priority of the Board of Selectmen is get the cable/internet access to the folks that need it.

WM moved to authorize Town Counsel to contact Comcast to compile all relevant data/communications and develop next steps for pole access, cable access, and PEG. SL seconded. Unanimous vote.

Some residents attended the meeting asking if the Board would review what was discussed as the agenda listed the appointment time for 6:20P.M. SL introduced Attorney Feodoroff, and explained the process that will be used. A member of the Cable Committee informed the Selectmen, the CTAC sent a letter to the Governor's Office and asked if a response was received. SL asked if the residents if they could get a list of the phone numbers/names/email to send future communications regarding the issue.

- 2.3 6:40P.M. Recreation Commission, RE: FY20 Budget.  
Alice Kennedy, Recreation Chairman and Emy Hoff, Recreation Director met with the Selectmen. Ms. Kennedy explained the town pays for the Director salary the rest is funded by the revolving fund. Emy Hoff explained all programs and staffing is funded by the receipts collected.
- 2.4 7:00P.M. Fire-EMS Chief, Mark Boynton, RE: FY20 Budget.  
The Board met with Chief Boynton and reviewed the FY 20 Budget. Chief Boynton explained he needed to be at the station for the membership meeting and cannot stay for the executive session. Chief Boynton explained the changes in coordination with the strategic plan, with a recent discovery the increase from the CBA was not included.
- Lynn Pinkerton, Finance Committee asked how many full time Officers we currently have. The Deputy reviewed the staffing chart with the Finance Committee. Lynn Pinkerton, Finance Committee inquired as to the service increase of \$2,500.00, and discussed the clothing reimbursement.
- 2.5 7:20P.M. Police Chief, Richard Bailey, RE: FY20 Budget.  
The Board met with Chief Bailey and Deputy Chief Sartell. The Deputy gave a summary of the budget submittal. Additional discussion included: continuation of unpacking the communication budget hoping to covert the budget to IT upgrades, other increases are CBA changes and increased expenses. Deputy Chief explained the vacancies are filled just waiting for academy spaces and successful backgrounds.
- 2.6 7:40P.M. Board of Health, RE: FY20 Budget (s).  
2.6.1 Discussion on the cost of recycling.  
Linda Johansen, Member and Carla Walter, Health Administrator met with the Board to review their FY20 funding request, noting most is level funded. Ms. Johansen explained the contractual obligations to include the 5% increase for Nashoba. Ms. Johansen explained the cost of recycling will remain the same due to the contract and will need to address in two years. The Board of Health is reviewing different options to address future increases in recycling. Additional discussion regarding a plastic ban on plastic bags ensued, noting there's a rumor of a citizen's petition.
- III. MEETING BUSINESS - VOTES MAY BE TAKEN:  
3.1 Review/Approve Marijuana Ballot Questions for the Planning Board.

The Board reviewed the questions with Lance McNally, Chairman of the Planning Board (please see attached). Kate Feodoroff, Town Counsel explained the summary of each question and explained it must be voted at the Town Meeting with the same language. WM together with Town Counsel explained the different facilities that are referenced in the ballot questions.

WM moved the Board approve the marijuana ballot questions to be put on the upcoming ballot for April 22, 2019. SL seconded. Unanimous vote.

3.2 Appoint a Selectmen's Representative for Collective Bargaining.

WM moved to appoint SL as the Selectmen's Representative for Collective Bargaining. SL seconded. Unanimous vote.

IV. OLD BUSINESS - VOTES MAY BE TAKEN:

4.1 Board discussion to review and/or revise/approve the Town Administrator job description consistent with the Town Charter.

WM gave SL & Kate Feodoroff a copy of the work he did, explaining the comments, noting the third paragraph and goals, changed some comments and took chart from SL and inserted some of the comments, consolidated as much as possible. WM asked SL to review and if she'd like anything additional. WM stated the summary seems redundant but works with what the comments have been. SL stated she liked it and would have Attorney Feodoroff review. WM stated the Selectmen's goal is to update the job descriptions every 2 to 3 years. WM asked SL to revise for the next meeting and bring back for a vote. 4.2

Board discussion and development of a list of specific expectations for the Town Administrator position.

SL asked to table until the next meeting.

V. WORK SESSION - VOTES MAY BE TAKEN:

5.1 Town Administrator updates and report - None.

~~Unregistered vehicle update.~~

~~Status: Capital Planning Report.~~

5.2 Board of Selectmen announcements, updates, and reports.

Sue Lisio:

- Warrant Article for 5 Member Board of Selectmen.

SL withdrew the request for a warrant article.

- Budget Calendar.

SL meeting this Saturday for all Boards to get together and share. SL asked WM if was available for the rest of the week in case an emergency meeting needed to held regarding the Capital Plan.

- Future Agenda Items - SL will address at a later time.

SL asked WM the status of the Capital Planning Report. WM reported the Capital Planning Committee is starting to meeting. SL relayed the Capital Plan needs to be submitted as part of the budget. SL asked for any suggestions regarding the plan, questioning the appointing authority. Attorney Feodoroff reviewed the Capital Planning Bylaw. SL to ask the Town Administrator to figure out what to do.



- 5.3 Clerk of the Board announcements for events.
- 5.4 Board Correspondence.  
- Xfinity TV channel updates – please see attached.
- 5.5 WM moved to approve the meeting minutes for February 5, 2019 and February 7, 2019.  
SL seconded. Unanimous vote.
- 5.6 WM moved to approve and sign the payroll and bills payable warrants. SL seconded.  
Unanimous vote.
  
- VI: EXECUTIVE SESSION – VOTES MAY BE TAKEN:
- 6.1 WM moved to enter into executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares (Strategy session in preparation for negotiations for all collective bargaining contracts and personal services contracts) and executive session pursuant to GL c. 30A, s. 21(a)(3), to discuss with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares, RE: Clerical Union and executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to non-union personnel, RE: MOU Deputy Police Chief and executive session pursuant to GL c. 30A, s. 21(a)(2) to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel, RE: MOU Paramedic and to adjourn from executive session. SL seconded. Roll call vote: SL (YES), WM (YES).

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of March 5, 2019 by the Board of Selectmen this \_\_\_\_\_day of \_\_\_\_\_, 2019.*



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, Chairman  
James M. Kreidler, Jr.,  
Town Administrator

Cindy King, Vice-Chairman

Wayne Miller, Clerk  
(978) 597-1701

EMERGENCY MEETING MINUTES FOR MARCH 7, 2019 - 3:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, IN STREET, TOWNSEND, MA

- I. PRELIMINARIES - VOTES MAY BE TAKEN:
  - 1.1 SL called the meeting to order at 3:00P.M.  
Roll call vote taken showed 2 members present and 1 member absent: Chairman Sue Lisio (SL), Clerk Wayne Miller (WM)  
Absent was Vice-Chairman Cindy King (CK)
  - 1.2 There were no Chairman's additions or deletions.
- II: EXECUTIVE SESSION - VOTES MAY BE TAKEN:  
WM moved to enter into executive session: pursuant to GL c. 30A, s. 21(a)(1) to discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual and to adjourn from executive session. SL seconded. Roll call vote: SL (YES) WM (YES).

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

Voted to approve the meeting minutes for the meeting of March 7, 2019 by the Board of Selectmen this \_\_\_\_\_ day of \_\_\_\_\_, 2019.





Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*

James M. Kreidler, Jr.,

(978) 597-1701

*Town Administrator*

SELECTMEN MEETING MINUTES FOR MARCH 19, 2019 AT 6:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 The meeting was called to order at 6:00P.M.  
Roll call vote taken showed 2 members present: Chairman Sue Lisio (SL) and Clerk Wayne Miller (WM).  
Absent Vice-Chairman Cindy King. (CK).
- 1.2 Pledge of Allegiance
- 1.3 SL announced the meeting is being tape recorded and inquired if anyone else was planning to record.
- 1.4 There were no Chairman's additions or deletions.
- 1.5 Public Comment Period - None

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

- 2.1 6:05P.M. Planning Board, RE: DLTA Application and support letter.  
The Board met with Chaz Sexton-Diranian and Beth Faxon, Planning Board Administrative Assistant. The Board reviewed the application and request - please see attached. Mr. Diranian explained this was a formality for the DLTA grant. Further relaying the Planning Board has been working in conjunction with the Housing Authority and the Master Planning Committee, with both efforts dovetailing into best practices for housing initiatives. Ms. Faxon gave a copy of the report to the Selectmen submitted by Kym Craven, Chair of the Master planning Committee. Mr. Diranian stated the grant will assist with the finishing of the Masterplan and update for the Housing production plan.

WM moved to provide a letter of support to the Planning Board for the DLTA grant application. SL seconded. Unanimous vote.

6:10P.M. Stacy Schuttler Library Director, RE: FY20 Budget.

The Board met with Rob Templeton, Library Trustee. Mr. Templeton gave a handout to the Board for review - please see attached. Mr. Templeton reviewed each section of the handout; he relayed the Board of Trustees did debate some of the increases requested, specifically in regards to the Library Director. Mr. Templeton stated the Trustees felt it was a necessary increase, in addition to the hours for the Children's Librarian. Mr. Templeton explained the Trustees did a review of other communities and the salary for their Directors, noting that negotiations with the Director will not be done until the budget is finalized.



Joe Sciacca, Finance Committee member questioned if it would be better to do the increase over a number of years. Mr. Templeton explained the Trustees were looking to bring her salary to within 90% of the 2017 figures. Andrea Wood, Finance Committee member asked what the funding sources were used for. Mr. Templeton explained it was for supplies in addition to programs, further relaying the endowment pays for all the programming. Mr. Templeton gave the finance committee a handout to review regarding the State calculation for certification – please see attached.

6:30P.M. Karin Moore, COA Director, RE: FY20 Budget.  
The Board met with Karin Moore, COA Director and Jane Jackson, COA member. Ms. Moore gave a brief summary of the expenditures contained within her budget. Ms. Moore further stated, one of the requests will be in the form of a warrant article for the cost of new supplies. Ms. Moore relayed they are requesting an additional \$6,000.00 for an additional 8 hours for fund the program coordinator position. Ms. Moore gave a summary of the number of volunteers used and folks using the center.

6:45P.M. Bassem Awad, IT Manager, RE: FY 20 Budget.  
The Board met with Bassem Awad, IT Director and reviewed the IT budget. Mr. Awad gave a description of the increases requested in his budget – please see attached. Mr. Awad noted the monthly subscription cost is included within the increase requested. Mr. Awad agreed to meet with WM tomorrow to review the different proposals and decide what should be a priority.

- III. MEETING BUSINESS - VOTES MAY BE TAKEN:
- 3.1 Warrant Articles.  
Mr. Kreidler reviewed the list of pending warrant articles with the Board – please see attached. Discussion of the warrant articles and debt exclusions ensued.
- 3.2 Review request to approve one-day special licenses for Paul Martin of the VFW Post #6538
- March 23, 2019 in conjunction with a 50<sup>th</sup> Birthday Party with sale hours (unknown)
  - April 13, 2019 in conjunction with a Family Reunion with sale hours from 5:00P.M to 9:00P.M.
  - April 20, 2019 in conjunction with a Baby Shower with sale hours from 12:00P.M. to 4:00P.M.
  - May 11, 2019 in conjunction with a Celebration of Life with sale hours from 12:00P.M. to 4:00P.M.
  - July 20, 2019 in conjunction with a 25<sup>th</sup> Wedding Anniversary Party from 12:00P.M. to 4:00P.M.
- WM moved to approve each license as above contingent with finalizing sale hours for the March 23, 2019 license and sign outside of a meeting. SL seconded. Unanimous vote.
- 3.3 Review/Approve request to use the LRTA Bus for the Earth Day on April 27, 2019.  
The Board reviewed the request – please see attached. SL would like someone to come in and talk about the connection between the town sponsored events, additionally asking

where the money goes. SL asked the Town Administrator to work with Town Counsel to schedule an open meeting law and ethics training. WM moved to approve the request for the LRTA bus for April 27, 2019. SL seconded. Unanimous vote.

3.4 Town Administrator Performance Evaluation- Due March 31, 2019.

SL would like to add to the evaluation form with a section for measurement of goals performance. SL to add a section 10, performance of goals to the existing form. WM moved the Board of Selectmen add a 10<sup>th</sup> line item for goals to the performance evaluation and to extend to April 2, 2019. SL seconded. Unanimous vote.

IV. OLD BUSINESS - VOTES MAY BE TAKEN:

SL tabled 4.1 and 4.2

4.1 ~~Board discussion to review and/or revise/approve the Town Administrator job description consistent with the Town Charter.~~

4.2 ~~Board discussion and development of a list of specific expectations for the Town Administrator position.~~

V. WORK SESSION - VOTES MAY BE TAKEN:

5.1 Town Administrator updates and report

1. Personnel

a. Direct Report Performance Evaluations-

Mr. Kreidler informed the Board that all of the annual evaluations are complete for the staff that are direct reports to his position. Mr. Kreidler explained the evaluations become a permanent part of each employees confidential employment file.

b. Recommendations RE: Position Description Evaluation and  
Reclassification - Board Action Requested

i. Library Director. Mr. Kreidler explained the description has not been finalized but will be reviewed when finished.

ii. Cemetery and Parks

1. Superintendent

Mr. Kreidler submitted a position rating summary sheet for the Board to review - please see attached. Mr. Kreidler described the evaluation rating manual and how it is used. WM moved to adopt the reclassification of the Cemetery/Parks Superintendent. SL seconded. SL inquired to how it is funded within the budget. Unanimous vote.

2. Foreman

3. Office Assistant

4. Laborer

5. Laborer-Under 16 Years of Age

Mr. Kreidler stated he will get the other positions completed and bring back to a future meeting for approval.

iii. Executive Assistant to the Town Administrator

Mr. Kreidler informed the Board, historically the position was previously rated on the existing job description was graded at level 9. Mr. Kreidler took the revised job description, noting it was not approved as of yet and graded it out to a level 8. Mr. Kreidler asked the Board to review and to be discussed at the next meeting.

2. Finance

- a. FY20 Budget Update
- b. FY20 Capital Plan Update

Mr. Kreidler informed the Board, the town is out approximately \$50,000. SL suggested taking the \$50,000 from the school budget and then we would be balanced.

3. Projects

- a. Pavement Management Report

Mr. Kreidler informed the Board, the technicians came out last week and explained in order to bring the town up to 75; the town would be looking at \$4,500,000. Discussion continued as to how the town continues to fund and maintain for the next five years. Mr. Kreidler informed the Board it would be \$13.30 per quarter on every \$100,000 in value. SL would like Mr. Kreidler to draft a bylaw to ensure the long term success of the pavement program.

- b. Nashoba Valley Technical High School District Capital Request-\$3.9M
  - i. Roofs, Windows and Doors
  - ii. Potential for a 55% Mass School Building Authority grant

Mr. Kreidler explained the debt will be rolled into the budget and would be a wash in terms of cost. SL would like to leave in the operating budget.

4. Miscellaneous-

Mr. Kreidler informed the Board, there's three interviews set up for next week. Mr. Kreidler stated there should be a recommendation by April 2, 2019.

5.2 Board of Selectmen announcements, updates, and reports.

Sue Lisio:

- 1. Daniel Murphy- Condolences
- 2. Robert Tumber- Condolences

SL expressed her sincere condolences to families and community for the loss of Daniel Murphy and Robert Tumber.

WM thanked the Community for coming to the fundraiser for the chorus at the School.

Mr. Kreidler relayed one of the biggest budgets does not have liaison. WM moved to make SL the liaison to the North Middlesex Regional School. SL seconded. Unanimous vote.



SL would like to address Unitil Tree Planting on a future agenda, in addition to some other items. WM stated he cannot commit past March 26<sup>th</sup>.

- 5.3 Clerk of the Board announcements for events
  - 1. The “Nashua Wild and Scenic River Act” was included in the Natural Resources Management Act (S.47) that was passed by both the Senate and the House in February, and was, today, signed into law.  
WM read the press release regarding the Nashua Wild and Scenic River Act was signed into law – please see attached.
- 5.4 Board Correspondence.  
SL received correspondence from a gentlemen asking about the tree plantings from Unitil along with some complaints regarding the roads.
- 5.5 WM moved to approve the meeting minutes for February 15, 2019. SL seconded. Unanimous vote.
- 5.6 WM moved to review and sign the payroll and bills payable warrant out of session. SL seconded. Unanimous vote.

VI. ADJOURNMENT:

WM moved to adjourn the meeting at 8:30P.M. SL seconded. Unanimous vote.

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of March 19, 2019 by the Board of Selectmen this \_\_\_\_\_day of \_\_\_\_\_,2019.*







Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*

James M. Kreidler, Jr.,  
*Town Administrator*

(978) 597-1701

MEETING MINUTES FOR MARCH 26, 2019 AT 6:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

- I. PRELIMINARIES - VOTES MAY BE TAKEN:
  - 1.1 SL called the meeting to order at 6:00P.M.  
Roll call vote showed 2 members present and 1 member absent: Chairman Sue Lisio (SL), Clerk Wayne Miller (WM) and absent was Vice-Chairman Cindy King (CK).
  - 1.2 Pledge of Allegiance
  - 1.3 Announce that the meeting is being tape recorded.
  - 1.4 Chairman's Additions or Deletions.  
SL added correspondence regarding unregistered vehicles and the School Resource Officer update.
  - 1.5 Public Comment Period  
Kathleen Spofford asked the Chair to address 5.1.4. SL agreed and address the election schedule for the debt exclusion.
- II. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:
  - 2.1 WM moved to nominate for appointment John King as the Animal Inspector for barn book inspections in accordance with Massachusetts General Law Chapter 129, section 15 & 16 effective May 1, 2019 to April 30, 2020. SL seconded. Unanimous vote.
  - 2.2 WM moved to nominate for appointment Mary Letourneau as the Animal Inspector for quarantines in accordance with Massachusetts General Law Chapter 129, section 15 & 16 effective May 1, 2019 to April 30, 2020. SL seconded. Unanimous vote.
- III. MEETING BUSINESS - VOTES MAY BE TAKEN:
  - 3.1 Review/Comment Planning Board mandatory referral, RE: Accessory Apartment Zoning Bylaw.  
The Board reviewed the referral - please see attached. The Board agreed to send no comment with appreciation for the referral.
  - 3.2 Review/Comment Planning Board mandatory referral, RE: OSPP Special Permit.  
The Board reviewed the referral - please see attached. WM agreed to send the same as 3.1.
- IV. OLD BUSINESS - VOTES MAY BE TAKEN:
  - 4.1 Discussion, RE: Selectmen Liaison Responsibilities.  
The Board reviewed the listing - please see attached. SL offered to take the Planning Board until the election.
  - 4.2 Town Administrator Evaluation Discussion.

SL thanked Mr. Kreidler for updating the form, noting he added the goals to the form. Further discussion as to how the Board will complete the composite evaluation, agreeing to post on the website with the agenda so not to violate the open meeting law.

- 4.3 Discussion of Policy/Bylaw for Code of Conduct & Social Media.  
The Board briefly reviewed – please see attached. WM felt some items need to be polished. Mr. Kreidler noted there were two samples in the packet, one from KP Law. SL would be interested to know if there's one Adam's firm uses. Mr. Kreidler stated the firm does have one and will be emailing it over for the Board to review. SL voiced concerned that some of the departments have their own facebook page, however, the town has no regulations over that and voiced concern it could be a liability. WM would like to see the school's policy.
- 4.4 Cable Contract System Extension, RE: Update from Town Counsel.  
Mr. Kreidler informed the Board he received correspondence from Kate Feoderoff and she has received the documentation and a contact from Comcast.
- 4.5 Review of Job Descriptions continued from March 19, 2019.  
SL stated they were in the process of reviewing the Town Administrator and Executive Assistant. WM would like to see the job descriptions prioritized in terms of need. SL not ready to do now. Mr. Kreidler stated he understand the Boards points, however the Executive Assistant position has been previously been on the agenda and in furtherance of those discussions is when the file showed the position was previously graded higher. SL stated the job description needs to be completed and then we can deal with the financing then. SL would like the consultant to come in and complete and SL would like to view the R.F.P. that is going out. WM moved to table until the HR Consultant is hired. SL seconded. Unanimous vote.
- 4.6 Board discussion and development of a list of specific expectations for the Town Administrator position.  
Discussion regarding the evaluation process with dates/times.
- V. WORK SESSION – VOTES MAY BE TAKEN:
  - 5.1 Town Administrator updates and report.
    - 5.1.1 Personnel Updates:
      - Land Use Coordinator Vacancy Update.  
Mr. Kreidler informed the Board; three interviews schedule are later in the week.
      - Human Resources Consultant.  
Mr. Kreidler stated the RFP will be sent to the Board for review prior to posting.
      - Town Accountant Vacancy Update.  
SL inquired how many resumes were received. Mr. Kreidler informed the Board, there's been less than five and only one with municipal experience.
      - Accounting Interim and/or Consulting Services.  
Discussion regarding the hiring of a consultant and assisting with transition.
    - 5.1.2 Financial Updates:
      - FY20 Budget, Discussion of any changes since the meeting on March 19, 2019.  
The part time grant writer position was discussed. Mr. Kreidler informed the Board, the HR consultant has been moved to expenses. The Board noted the increase for the Accountant position is within market rate as approved at the Saturday Board meeting. Mr. Kreidler stated the legal expenses has been increased to \$55,000. Mr. Kreidler stated there's

been a significant change to the facilities budget and how it's organized within the budget.  
Further discussion included increased cost in the public safety and the schools.  
- Update regarding regional towns and the North Middlesex Regional School budget.

- FY20 Capital Planning Report Update.  
Mr. Kreidler gave an update to the Board on the progress of the Capital Plan.

5.1.3 Town Meeting Warrant discussion:

- Pavement Management bylaw.  
Mr. Kreidler informed the Board he drafted a bylaw and is having Town Counsel review.  
- Funding Sources for proposed financial articles.  
Mr. Kreidler reviewed a draft of the articles with the proposed funding sources with the Board of Selectmen. Mr. Kreidler reviewed the balances of the stabilization funds with the Board. SL stated a meeting should be scheduled for the joint meeting with the Selectmen and Finance Committee to recommend the warrant articles/budget. Mr. Kreidler opted for April 16, 2019 for the joint meeting.

5.1.4 Miscellaneous Updates:

- Pavement Management Plan.  
Mr. Kreidler reviewed the draft plan with the Board of Selectmen – please see attached.  
Mr. Kreidler informed the Board; the vendor will be coming in to present the entire program.  
- Dates for Special Election for debt exclusion.  
The Board agreed to tentatively schedule the special election for June 18, 2019.  
- Recreation use of back field and grant application.  
Recreation to come into the next meeting for a presentation.

5.2 Board of Selectmen announcements, updates, and reports.

Unregistered vehicle update: Mr. Kreidler informed the Board, the office received correspondence from a neighbor of one of the complainants, expressing frustration with the process. Mr. Kreidler informed the Board, the non-criminal disposition fines to be issued through the Police Department.

5.3 Clerk of the Board announcements for events.

5.4 Board Correspondence.

WM received correspondence the SRO is out and he would like a plan is while the Officer is out. Mr. Kreidler informed the Board the Officer will return next week and will have the Chief/Deputy come to the next meeting to explain. Collective bargaining will be begin soon so any issues with SRO can be addressed through the contract.  
SL read the Comcast correspondence – please see attached.

5.5 WM moved to review and sign the payroll and bills payable warrants out of session. SL seconded.  
Unanimous vote.

VI. ADJOURNMENT:

WM moved to adjourn the meeting at 7:40P.M. SL seconded. Unanimous Vote.



Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of March 26, 2019 by the Board of Selectmen this \_\_\_\_\_day  
of \_\_\_\_\_,2019.*



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

MEETING MINUTES FOR MARCH 28, 2019 12:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

- I. PRELIMINARIES - VOTES MAY BE TAKEN:
  - 1.1 SL called the meeting to order at 12:00P.M.  
Roll call vote showed 2 members present: Chairman Sue Lisio (SL) and Clerk Wayne Miller (WM).  
Absent was Vice-Chairman Cindy King (CK).
  - 1.2 Pledge of Allegiance
  - 1.3 Chairman's Additions or Deletions -none
- II: EXECUTIVE SESSION - VOTES MAY BE TAKEN:
  - 2.1 WM moved to enter into executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares (Strategy session in preparation for negotiations for all collective bargaining contracts and personal services contracts) and executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares. Normington. Eaton. Girard and executive session pursuant to GL c. 30A, s. 21(a)(3), to discuss with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares, RE: Clerical Union and executive session pursuant to GL c. 30A, s. 21(a)(5) to investigate charges of criminal misconduct or to consider the filing of criminal complaints and to adjourn from executive session.

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

Voted to approve the meeting minutes for the meeting of March 28, 2019 by the Board of Selectmen this \_\_\_\_\_ day  
of \_\_\_\_\_, 2019.





Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

MEETING MINUTES FOR APRIL 2, 2019 8:30 A.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

- I. PRELIMINARIES - VOTES MAY BE TAKEN:
- 1.1 SL called the meeting to order at 8:30P.M.  
Roll call vote showed 2 members present: Chairman Sue Lisio (SL), Clerk, Wayne Miller (WM) and absent Vice-Chairman Cindy King (CK).
- 1.2 Pledge of Allegiance
- 1.3 There were no Chairman's additions or deletions.
- II: EXECUTIVE SESSION - VOTES MAY BE TAKEN:
- WM moved to enter executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares (Strategy session in preparation for negotiations for all collective bargaining contracts and personal services contracts) and to enter into executive session pursuant to GL c. 30A, s. 21(a)(3), to discuss with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares, RE: Clerical Union and to adjourn from executive. The chair declared. SL seconded. Roll call vote x 2 SL (YES) WM (YES).

Respectfully submitted by,

Carolyn Smart  
Executive Assistant to the Town Administrator

Voted to approve the meeting minutes for the meeting of April 2, 2019 by the Board of Selectmen this \_\_\_\_\_ day of \_\_\_\_\_, 2019.







Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

MEETING MINTUES FOR APRIL 2, 2019. 6:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 The meeting was called to order at 6:00P.M.  
Roll call vote showed 2 members present: Chairman Sue Lisio (SL), Clerk Wayne Miller (WM) and absent Vice-Chairman Cindy King (CK).
- 1.2 Pledge of Allegiance
- 1.3 SL announced the meeting is being tape recorded.
- 1.4 SL moved to add 6.1: Townsend Water Department Litigation, RE: Decision of the Superior Court.
- 1.5 Public Comment Period - None.

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

- 2.1 6:10P.M. Treasurer/Collector & Town Accountant, RE: Policies & Procedures.  
Anna Noyes, Treasurer met with the Board. Lauri Plourde, Town Accountant was not available. SL stated she wanted to meet with both the Treasurer and Accountant; hoping some "fresh eyes" coming in would help from a policy perspective for consistency purposes. SL expressed concern with difficulty looking at the warrant and noted the data entry is different from every department. SL stated she wanted to know how the comp time is tracked and how cash is handled. Ms. Noyes explained the process and policies in her officer and how both Accountant and Treasure reconcile. SL inquired as to how cash is turned over. Mr. Kreidler will work to ensure cash policy best practices is being done across the board in particular with the recycling center.
- 2.2 6:20P.M. Recreation Commission, RE: Fitness Court Presentation.  
Emy Hoff, Recreation Director met with the Selectmen and gave a presentation and video of the National Fitness Campaign. Ms. Hoff gave the Board a packet of information regarding the program - please see attached. Discussion included: cost, grant receipt, fundraising efforts, liability concerns and general questions regarding upkeep and maintenance. Ms. Hoff explained she been in contact with the seniors about the various fitness options in addition has spoken with younger adults, further explaining there's a program available for every age group. Ms. Hoff stated she did speak with the community leaders in Tewksbury and Burlington and reported they are considering overhead structures but noting they are not necessary. Ms. Hoff stated that the National Fitness Campaign has the program in place for fundraising and will assist in raising the funds. Ms.

Hoff explained she would need the Selectmen to authorize the use of the back lot behind town hall in order to build the court. Ms. Hoff explained she met with the Building Commission, Fire-EMS Chief and the Highway Department and presented the Board with a draft concept of the Court with the count for any loss of potential parking spaces.

SL voiced concerned with preparation of the site and other costs associated. Don Klein explained where the rail trail would end, noting talk of future expansion. SL stated she likes it the idea but is not sure about it. Ms. Hoff stated she did look at other lots in Townsend and this parcel has the infrastructure available. SL would like to have the Town Properties Committee review. Ms. Hoff also stated she would love to help with the Howard Park trail park clean up, however, this project is different. Ms. Hoff explained in total the court would be 38 x 38 and the grant is place for calendar year 2019 and the Recreation Commission would need to take procession of the grant and court by December. WM moved that we authorize the TA to draft a letter to the Town Properties Committee about the Recreation request. SL seconded. Unanimous vote.

- 2.3 6:35P.M. Discussion with the Finance Committee, RE: Warrant Articles for the Annual and Special Town Meeting.

Mr. Kreidler presented the draft budget book and warrant. Mr. Kreidler reviewed the book via a projector presentation – please see attached.

~~2.3.1 Road Plan presentation and discussion.~~

SL tabled the road plan to a future meeting.

- 2.4 7:00P.M. Board of Health, RE: Warrant Article  
Linda Johansen, Board of Health member informed the Selectmen, the article is not to eliminate the recycling mandate, however, it was learned the Board of Health did not need a bylaw and could instead create rules and regulations regarding such. Ms. Johansen explained the Board of Health did not want to pay for the cost of getting rid of debris from the Highway Department and Board of Health in the revolving fund.

III. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

- 3.1 WM moved to appoint Eric Modica as a Probationary Police Office for the Townsend Police Department for a term effective April 2, 2019 to June 30, 2019 with a one-year probationary period contingent upon the passing of a medical exam and background check. SL seconded. Unanimous vote.

IV. MEETING BUSINESS - VOTES MAY BE TAKEN:

- 4.1 WM moved to approve and sign the Annual Town Election warrant for April 22, 2019. SL seconded. Unanimous vote.

- 4.2 Review/Discuss Zoning Board Mandatory Referral, RE: Administrative Appeal.  
The Board agreed to send no comment with expressed appreciation for the referral.

V. OLD BUSINESS – VOTES MAY BE TAKEN:

5.1 Town Administrator Evaluation.

The Board did not hear back from Town Counsel with the summary, noting it should be in by the end of the week. SL stated it will be addressed on the April 18<sup>th</sup> agenda.

5.2 Discussion, RE: School Resource Officer.

WM informed the Board that he met with Deputy Chief, Jay Sartell. WM informed the Board the assigned School Resource Officer is back on duty and in place, further stating any future issues will be handled at the collective bargaining table.

5.3 Discussion, RE: update for 911 backup.

Mr. Kreidler informed the Board there was nothing new to report, noting he will be having a conference call with 911 Director and the Fire-EMS Chief. Mr. Kreidler explained the cost to use Pepperell as a back-up will be 70,000 for the upgrade needed, further informing the Board if the Nashoba goes down the calls are routed to Rutland. SL asked Mr. Kreidler to send a note of appreciation.

VI. WORK SESSION – VOTES MAY BE TAKEN:

6.1 Town Administrator updates and report

- FY20 Budget

Mr. Kreidler stated the only change to the budget; the current contractor for cleaning is no longer interested. Further, after discussions, it was decided it would be a better option to have a 19 hour employee, a non-benefitted position.

WM moved to approve the FY20 budget as submitted. SL seconded. Unanimous vote.

- Townsend Water Department Litigation, RE: Decision of the Superior Court.

Mr. Kreidler read the court order into the record – please see attached.

6.2 Board of Selectmen announcements, updates, and reports.

6.3 Clerk of the Board announcements for events.

Recycling Committee Announcements:

April 20, 2019: Town Wide Clean Up (all day)

April 27, 2019 Earth Day, Town Common 10:00A.M to 3:00P.M.

May 4, 2019 Town Wide Clean Up (all day)

May 11, 2019 Town Wide Yard Sale (to benefit the Kids Kountry Playground)

Friends of the Library:

May 11, 2019 Plant Sale (to benefit the Townsend Public Library)

Lions club canoe race might be May 4<sup>th</sup>.

SL stated the next Selectmen's meeting will be Thursday, April 18<sup>th</sup> with a possibility of another meeting prior to discuss the road plan.

6.4 Board Correspondence – None.



- 6.5 WM moved to approve meeting minutes for February 16, 2019 and February 26, 2019. SL seconded. Unanimous vote.
- 6.6 WM moved to review and approve the payroll and bills payable warrants and sign out of session. SL seconded. Unanimous vote.
  
- VII. EXECUTIVE SESSION - VOTES MAY BE TAKEN:
- 7.1 WM moved to enter into the executive session pursuant to GL c. 30A, s. 21(a)(5) to investigate charges of criminal misconduct or to consider the filing of criminal complaints and to adjourn from executive session. SL seconded. Roll call vote: SL (YES), WM (YES).

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of April 2, 2019 by the Board of Selectmen this \_\_\_\_\_day of \_\_\_\_\_,2019.*



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

MEETING MINUTES FOR APRIL 8, 2019 10:00 A.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 SL called the meeting to order at 10:00A.M.  
Roll call vote showed 2 members present: Chairman Sue Lisio (SL), Clerk Wayne Miller (WM) and absent Vice-Chairman Cindy King (CK).
- 1.2 Pledge of Allegiance
- 1.3 SL announce that the meeting is being tape recorded.
- 1.4 Chairman's Additions or Deletions - None.  
SL added - upcoming meetings.

II. MEETING BUSINESS - VOTES MAY BE TAKEN:

- 2.1 Discussion, RE: Road Management Plan.  
SL asked Mr. Kreidler to give a background on the pavement management plan. Mr. Kreidler explained this was to update the original plan from 2015 to compensate the work that the Highway Dept has accomplished. Mr. Kreidler informed the Board all in, the town would be looking at approximately 15 million so the 5 million will be to address the most critical roads and projects. Mr. Kreidler reviewed each slide of the updated plan on an overhead projector for the Board- see attached.

The Highway Superintendent attended to answer any questions. Members of the Finance Committee present: Sam Grant, Jerrilyn Bozicas, and Lynn Pinkerton. Discussion regarding the retainer cost for any additional work needed, like drainage & piping. Mr. Smith stated he would be the one that would analyze and cost out any addition work that is needed. Mr. Kreidler reviewed the funding proposal with the Board - please see attached.

SL recessed the meeting for five minutes.

SL called the meeting back to order.

WM liked the overlay, noting he would like the engineer available to speak at town meeting. WM would like to know the average in other communities. SL stated she would like to see an Engineer oversee the entire project if it passes. Mr. Kreidler informed the

Board there's a 1 million contingency so that would be possible with current funding request.

• UPCOMING MEETINGS:

SL noted April 18<sup>th</sup> the Board would be meeting at 10:30AM for an executive session, at 1:00P.M., for a discussion regarding Cable, and at 5:30P.M., for the Town Administrator evaluation, pavement vendor presentation, warrant signing and possible executive session regarding the School Resource Officer position.

III. ADJOURNMENT:

WM moved to adjourn at 10:55A.M. SL seconded. Unanimous vote.

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of April 8, 2019 by the Board of Selectmen this \_\_\_\_\_ day of \_\_\_\_\_, 2019.*



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

SELECTMEN'S MEETING MINUTES FOR APRIL 18, 2019 10:30 A.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 The meeting was called to order at 10:30A.M.  
Roll call vote showed 2 members present and 1 member absent. Chairman, Sue Lisio (SL)  
and Clerk, Wayne Miller (WM).  
Absent: Vice-Chairman, Cindy King (CK).
- 1.2 Pledge of Allegiance
- 1.3 Chairman's Additions or Deletions - none.

II. MEETING BUSINESS - VOTES MAY BE TAKEN:

- 2.1 Accept the resignation with intent to retire for Thaddeus Rochette.

SL amended the letter to include language "as of the BOS vote on April 18, 2019. WM moved to accept the Tad Rochette retirement letter dated April 10, 2019. WM moved to hold the hearing in abeyance and to authorize the Town Administrator to sign the letter with the change made by SL. WM seconded. Unanimous vote.

III. EXECUTIVE SESSION:

Executive Session: pursuant to GL c. 30A, s. 21(a)(1) to discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual.

SL started the Board will not entering into executive session because of Officer Rochette intent to retire.



IV. ADJOURNMENT:

WM moved to adjourn at 10:37P.M. SL seconded. Unanimous vote.

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of April 18, 2019 by the Board of Selectmen this  
\_\_\_\_\_day of \_\_\_\_\_,2019.*



Office of the  
BOARD OF SELECTMEN  
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*  
James M. Kreidler, Jr.,  
*Town Administrator*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*  
(978) 597-1701

SELECTMEN'S MEETING MINUTES FOR APRIL 18, 2019 6:00 P.M.  
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 SL called the meeting to order at 6:00P.M.  
Roll call vote showed 2 members present: Chairman Sue Lisio (SL), Clerk Wayne Miller (WM) and absent Cindy King, Vice-Chairman.
- 1.2 Pledge of Allegiance
- 1.3 SL announced the meeting is being tape recorded and inquired if anyone else was recording.
- 1.4 SL added to the agenda:  
Add 3.2 Appointment of a Town Accountant.  
Add 5.3.1 Important Dates.
- 1.5 Public Comment Period - None.

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

- 2.1 6:10P.M. Anna Noyes, Treasurer RE: BAN renewal approval.

Anna Noyes, Treasurer met with the Board. SL asked what a BAN was; Ms. Noyes explained it was a Bond Anticipation Note.

WM moved to sign the BAN renewal. SL seconded. Unanimous vote. The Board signed the renewal - please see attached.

- 2.2 6:20P.M. James Smith, Highway Superintendent and the Beta Group, RE: Pavement Management Program.

The Board met with the Beta Group; Conrad Leger from the Beta Group gave a presentation and reviewed each slide - please see attached. Discussion included: Capital Improvement Plan, information used to develop the program, maximize road network with database that includes all road information, technics used to develop program, pavement inspections and forms, rules about road openings, deterioration factors, debt exclusion, and future year cost and summarization.

Mr. Kreidler discussed the cost to the average taxpayer; if the \$5,100,000. debt exclusion were to pass at 2.5% bond for 10 years on a home valued at \$200,000., the taxes would increase \$29.56 quarterly.

2.2.1 Update for Engineering Services for the Pavement Management Program.

Mr. Kreidler informed the Board, there's a \$1,000,000 contingency so an RFP for Engineering Services would be sent out.

2.3 6:45P.M. Finance Committee, RE: Recommendations and Consideration of Town Meeting Warrant Articles.

Mr. Kreidler viewed each article with the Finance Committee and Board of Selectmen for recommendations – please see attached.

- STM 1: BOS (YES) Fin Com (YES)
- STM 2: No number yet: BOS (YES) Fin Com (NO due to lack of information)
- STM 3: BOS (YES) Fin Com (YES)
- STM 4: BOS (YES) Fin Com (YES)
- STM 5: BOS (YES) Fin Com (YES)

- ATM 1: Usual and customary, no recommendation needed
- ATM 2: Usual and customary, no recommendation needed.
- ATM 3: Usual and customary, no recommendation needed.
- ATM 4: BOS (YES) Fin Com (YES)
- ATM 5: BOS (YES) Fin Com, still have questions and need additional information regarding Library, IT,
  - Fin Com questioned 14% increase for the Director with a recommendation of 7% then 7% and then 3%.

SL stated the BOS are approving, the Finance Committee can decide at their meeting on the budget.

- ATM 6: BOS (YES) Fin Com (YES)
- ATM 7: BOS (YES) Fin Com (YES)
- ATM 8: BOS (YES) Fin Com (YES)
- ATM 9: BOS (YES) Fin Com (YES)
- ATM 10: Discussion regarding the bylaw ensued, Andrea Wood voiced concerned regarding the language in the bylaw mandating financing. SL stated the bylaw is not binding. The Board agreed to add language, “subject to availability of funds”. BOS (YES) Fin Com (YES).
- ATM 11: BOS (YES) Fin Com (YES)
- ATM 12: BOS (YES) Fin Com (YES)
- ATM 13: BOS (YES) Fin Com (YES)
- ATM 13: BOS (YES) Fin Com (YES)
- ATM 14: BOS (YES) Fin Com (YES)
- ATM 15: BOS (YES) Fin Com (YES)
- ATM 16: BOS (YES) Fin Com (YES)
- ATM 17: BOS (YES) Fin Com (YES)
- ATM 18: BOS (YES) Fin Com (YES)
- ATM 19: BOS (YES) Fin Com (YES)
- ATM 20: BOS (YES) Fin Com (YES)
- ATM 21: BOS (YES) Fin Com (YES)
- ATM 22: BOS (YES) Fin Com (YES)
- ATM 23: BOS (YES) Fin Com (YES)
- ATM 24: BOS (YES)
- ATM 25: BOS (YES)
- SL would like to skip all marijuana articles and WM agreed.
- ATM 33: Report has not been received. BOS (YES)
- ATM 34: BOS no comment.
- ATM 35: BOS no opinion.
- ATM 36: BOS SL no. WM no opinion.

ATM 37: BOS no opinion.

2.3.1 Capital Plan, RE: Review/Consideration/Vote to accept and recommend.

WM moved to accept and recommended the Capital Plan as presented. SL seconded. Unanimous vote.

III. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

3.1 WM moved to appoint the following to the Town Properties Committee effective March 1, 2019 to February 29, 2020:

Andrea Wood, Finance Committee Representative

Christine Vitale, Conservation Commission Representative

Laura Shifrin, Planning Board Representative

Victoria Tidman, Board of Assessors Representative

SL seconded. Unanimous vote.

3.2 WM moved to appoint Lauri Plourde as the Town Accountant effective April 18, 2019 pending successful contract negotiations. SL seconded. WM amended the motion to say April 18<sup>th</sup> or a day in the future pending negotiations. SL seconded. Unanimous vote.

IV. MEETING BUSINESS - VOTES MAY BE TAKEN:

4.1 Town Administrator Evaluation.

WM read the evaluation into the record – please see attached. WM moved to accept the document as written. SL seconded. Unanimous vote.

4.2 Normington litigation disposition update.

Mr. Kreidler gave a background of the litigation, relaying that insurance Counsel has decided to settle the case for both communities, further noting, it is the Board's decision, however the funding and representation would need to come from the Town instead of insurance. Discussion included: Secretary of State's regulations, pending changes, constitutional challenge, settlement amount, agreement with Secretary of State.

4.3 FY20 Budget Update (if needed).

Mr. Kreidler informed the Board, there's nothing new that's been added.

V. WORK SESSION - VOTES MAY BE TAKEN:

5.1 Town Administrator updates and report.

There was no updates or reports.

5.2 Board of Selectmen announcements, updates, and reports.

5.3 Clerk of the Board announcements for events.

5.3.1 Important Dates:

WM announced each of the following dates:

**April 22, 2019:** Annual Town Election, voting from 8:00AM to 8:00P.M. Marijuana ballot questions are posted on the website and available at the Town Clerk's office.

**April 24, 2019:** Review of the FY20 Budget & Warrant Articles with the Town Moderator, Town Counsel, the Town Administrator, the Board of Selectmen and Finance Committee.

**April 29, 2019:** Planning Board Public Hearing (Great Hall)

**April 29, 2019:** Charter Committee, Public Meeting for Charter Amendments (Selectmen's Chambers). SL stated this has been changed, will be held after the Planning Board meeting in the Great Hall.



- May 7, 2019: Annual & Special Town Meeting (Great Hall).
- 5.4 Board Correspondence.  
Student Award for Nashoba Valley Technical High School – please see attached.  
VFW Post #6538 Easter Egg Hunt – please see attached.  
Acknowledgement of a Library Employee time of service – please see attached.  
WM stated he did receive correspondence from the Chair of the Water Department. SL stated the Board will be having an executive session with Town Counsel for pending litigation.
- 5.5 WM moved to review and sign payroll and bills payable warrants out of session. SL seconded. Unanimous vote.
- VI. EXECUTIVE SESSION:
- 6.1 WM moved to enter executive session pursuant to GL c. 30A, s. 21(a)(3), to discuss with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares, RE: Clerical Union and to adjourn from executive session. SL declared. SL seconded. Roll call: SL (YES) WM (YES)

Respectfully submitted by,

Carolyn Smart, Executive Assistant to the Town Administrator

*Voted to approve the meeting minutes for the meeting of April 18, 2019 by the Board of Selectmen this \_\_\_\_\_ day of \_\_\_\_\_, 2019.*

County Tax	0	0	0	
Suffolk County Retirement	0	0	0	
Essex County Reg Comm Center	0	0	0	
Sub-Total, County Assessments:	0	0	0	

State Assessments and Charges:				
Retired Employees Health Insurance	0	0	0	
Retired Teachers Health Insurance	0	0	0	
Mosquito Control Projects	0	0	0	
Air Pollution Districts	2,479	2,501	2,501	
Metropolitan Area Planning Council	0	0	0	
Old Colony Planning Council	0	0	0	
RMV Non-Renewal Surcharge	7,420	7,420	9,300	
Sub-Total, State Assessments:	9,899	9,921	11,801	

Transportation Authorities:				
MBTA	18,704	19,169	19,169	
Boston Metro. Transit District	0	0	0	
Regional Transit	44,832	45,953	45,953	
Sub-Total, Transp Authorities:	63,536	65,122	65,122	

Annual Charges Against Receipts:				
Multi-Year Repayment Program	0	0	0	
Special Education	0	0	0	
STRAP Repayments	0	0	0	
Sub-Total, Annual Charges:	0	0	0	

Tuition Assessments:				
School Choice Sending Tuition	0	0	0	
Charter School Sending Tuition	0	0	0	
Sub-Total, Tuition Assessments:	0	0	0	

Total All Estimated Charges:	73,435	75,043	76,923	
------------------------------	--------	--------	--------	--

--	--

FY2020 Preliminary Cherry Sheet Estimates  
Townsend

PROGRAM	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	FY2020 House Budget Proposal	FY2020 Senate Budget Proposal	FY2020 Conference Committee
<b>Education Receipts:</b>					
Chapter 70	0	0	0		
School Transportation	0	0	0		
Charter Tuition Reimbursement	0	0	0		
Smart Growth School Reimbursement	0	0	0		
<b>Offset Receipts:</b>					
School Choice Receiving Tuition	0	0	0		
<b>Sub-Total, All Education Items:</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>General Government:</b>					
Unrestricted Gen Gov't Aid	1,358,888	1,395,578	1,395,578		
Local Share of Racing Taxes	0	0	0		
Regional Public Libraries	0	0	0		
Urban Revitalization	0	0	0		
Veterans Benefits	30,700	55,712	55,712		
Exemp: VBS and Elderly	54,984	55,229	55,229		
State Owned Land	184,101	188,833	188,833		
<b>Offset Receipts:</b>					
<b>Public Libraries</b>	<b>15,842</b>	<b>16,500</b>	<b>16,918</b>		
<b>Sub-Total, All General Government:</b>	<b>1,644,515</b>	<b>1,711,852</b>	<b>1,712,270</b>		
<b>Total Estimated Reciepts:</b>					
	<b>1,644,515</b>	<b>1,711,852</b>	<b>1,712,270</b>		

PROGRAM	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	FY2020 House Budget Proposal	FY2020 Senate Budget Proposal	FY2020 Conference Committee
<b>County Assessments:</b>					