



TOWN OF NORFOLK
BOARD OF SELECTMEN

ONE LIBERTY LANE
NORFOLK, MASSACHUSETTS

Blythe C. Robinson
Town Administrator

(508) 440-2855
(508) 541-3366 FAX

**In accordance with the provisions of M.G.L. Chapter 30A, Section 20,
notice is hereby given that the Board of Selectmen will meet on Tuesday,
September 10, 2019, at 5:00 p.m., in Meeting Room 124, One Liberty Lane,
Norfolk, MA**

**Be advised this meeting will be audio and video taped.
Pledge of Allegiance***

- 1. 5:00 p.m. Call Meeting to Order**
- 2. Fire Chief Interviews:**
 - a. 5:00 Paul Barry**
 - b. 5:30 David Healy**
 - c. 6:00 Erron Kinney**

Action Item

- 3. Please consider ratifying the Town Administrator's recommendation to
appoint the Fire Chief**

Any other unanticipated business that may come before the Board

ADJOURNMENT

Blythe C. Robinson, Town Administrator

PAUL CHARLES BARRY

July 11, 2019

Scott Bragdon, Human Resources Director
One Liberty Lane
Norfolk, MA 02056

Dear Mr. Bragdon,

When I first joined the fire service in 1993, I had the opportunity to participate in several intense training sessions conducted by the Norfolk Fire Department. I quickly came to respect and admire Norfolk Fire for its willingness to share such invaluable training resources and opportunities. At the time, training was conducted under the direction of the current deputy fire chief Peter Petruchik. I was immediately struck by Deputy Petruchik's level of passion and commitment to the fire service. As a true leader and role model, I was not surprised to hear that he would succeed Chief Bushnell as Chief. I honestly could not think of a more deserving honor for both Pete and the Town, so it is with mixed emotion that I express my desire to earn the title of Chief of Norfolk Fire.

During my career with the Walpole Fire Department, I have held various leadership roles. These roles have allowed me the opportunity to actively participate in tremendous departmental growth. I began my career providing a BLS ambulance with one firefighter and police officer serving as the crew, to now having sufficient fire staff to provide two ALS ambulances. I was very involved in our new fire station building process from conception to occupancy, doubling the size of our preexisting station, while completing the project under budget. I have written and administered multiple successful federal government grants, securing much needed funding for equipment and training. Like Norfolk, Walpole houses an MCI facility which also provides EMS and firefighting responsibilities. I have responded many times to both Walpole and Norfolk's facilities. As Deputy, I have the responsibility to conduct MCI-Cedar Junction's annual inspection and interact with corrections staff. Along with earning an Associate's Degree in Fire Science, I am a Massachusetts Firefighting Academy Chief Fire Officer 2018 program graduate and a credentialed Fire Prevention Officer.

Throughout my career I have sought to lead by example and allow my crews the opportunity to grow. I have been a mentor and have excelled at encouraging the professional growth of the Department. One of my main goals has always been to share my knowledge so that my potential successors will be better equipped to step into the roles that they have been promoted into.

As Walpole's Deputy Fire Chief, I am the second ranking officer and I have served as acting Chief of the Department on multiple occasions. I have pro-actively worked with labor and management, sitting on both sides of the table, and have successfully increased staffing within the department. I am a dedicated, passionate, knowledgeable and loyal employee who has always represented this profession at the highest level. I believe the combination of my education, training, experience, familiarity with area and Department's operations, as well as proven leadership qualities, prepares me to be the best candidate for this position.

I look forward to the opportunity to help the Norfolk Fire Department to continue to grow and provide the ultimate service its community members deserve.

I welcome the opportunity to meet with you to further discuss my qualifications.

Respectfully submitted,

Paul C. Barry

Paul C. Barry

PROFILE – *Deputy Fire Chief*

Over 26 years of experience and steady career progression from a Call Firefighter to a Deputy Fire Chief. Professional responsibilities in operational management, staff training, motivational leadership and decision making. Known for meeting the most challenging management and organizational goals and objectives while being constantly in step with ever-changing requirements and developments within the profession. Astute in identifying areas in need of improvement, with the vision to develop and implement successful action plans. Administration of multiple successful grant applications.

QUALIFICATIONS HIGHLIGHTS

- Excellent managerial skills; ability to easily interface between both management and staff as well as with individuals of diverse backgrounds and cultures.
- Oversaw all phases of new fire station construction- design, build out, evacuation and occupation.
- Outstanding organizational and analytical skills; decisive in crisis situations and adept at managing multiple tasks simultaneously.
- Hands-on experience in developing and training cohesive, dedicated and loyal staff.
- Extensive formal training in all aspects of firefighting procedures.

EXPERIENCE

Walpole Fire Department, Walpole, MA 1993-Present

Deputy Fire Chief, 2016-Present–Full management responsibility for department’s ongoing daily operations. Oversee Fire Suppression, Emergency Medical Services, Rescue, Training, Grant Administration and Fire Prevention Programs. Managed fire station build process.

Lieutenant/EMT, 2005-2016–Responsible for supervision of firefighters during emergency and non-emergent situations. Handle personnel matters and daily shift operations in a consistent professional manner.

Training Coordinator, 2002-2016– Manage, develop, and supervise department training. Responsible for training and certifying new hires to operate all department fire apparatus.

Student Awareness for Fire Education Instructor, 1999-2016– Interact with the varied population of the town during station visits, community events, as well as, conduct lessons in elementary schools.

Firefighter/EMT, 1997-2005–Fire suppression, EMS, rescue, extrication, prevention and education.

Call Firefighter/EMT, 1993-1997–Fire suppression, EMS, rescue, extrication

LICENSES & CERTIFICATIONS

- Incident Safety Officer-Fire Suppression
- Fire Prevention Officer-Credentialed
- Emergency Medical Technician-Basic
- Crowd Manager
- Fire Officer I
- Firefighter I/II
- NIMS 300, 200, 100, 700
- Commercial Driver's License- Class B

EDUCATION

ASSOCIATE'S DEGREE IN FIRE SCIENCE
Massasoit Community College, Brockton

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS

- International Association of Fire Chiefs
- Fire Department Safety Officers Association
- National Fire Protection Agency
- Fire Prevention Association of Massachusetts
- Massachusetts Institute of Fire Department Instructors (Promoted Out)
- Professional Firefighters of Massachusetts (Promoted Out)
- International Association of Firefighters (Promoted Out)
- Massachusetts Call/Volunteer Association (Promoted Out)

PROFESSIONAL TRAINING

Massachusetts Firefighting Academy

- Chief Fire Officer Management Training
- Fire Prevention Officer I
- Nightclub Fire Safety
- Rapid Intervention for the Public Safety Dispatcher
- Company Officer Seminar-Decision Making on the Fireground
- Company Officer Fundamentals of Transitional Fire Attack and Flow Paths
- The Real-World Approach to The Incident Command System
- Managing Fires in 2 1/2 Story Wood

Frame Dwellings

- Fire Prevention Officer-Basic
- Company Officer Advanced Leadership
- Fire Officer Supervisory Training
- Fire Officer Tactical Training
- Incident Safety Officer
- NIMS 300- ICS Mid-Level Management Course
- NIMS 200- ICS for Single Resources and Initial Action Incidents
- NIMS 100- Introduction to the Incident

PROFESSIONAL TRAINING continued

- Command System
- NIMS 700 - National Incident Management System Introduction
- Instructor Methodology 1
- IS 700 Introduction to National Incident Management System (Train-the-Trainer)
- Eighth Edition of the State Building Code
- Motor Pump Operator
- Pumps and Hydraulics
- Roadway Safety for Emergency Service Personnel
- Massachusetts Fire Incident Reporting System
- Flammable Gas Firefighting
- Flammable Liquids Firefighting
- Structural Firefighting Practices
- Basic Confined Space Rescue
- New England Consortium of States Arson
- Awareness for 1st Responder
- Fire Arson Detection
- Massachusetts State Fire Mobilization Plan
- Explosive Recognition & Bomb Threat
- Suspicious Envelope Evaluation Procedure
- Modern Concepts of Fire Education
- Fire & Life Safety Public Education Conference
- Recruit Firefighter Training Program Class 130
- Search for Missing Person
- Protective Breathing Search and Rescue
- Hazardous Materials Recognition and Identification
- Fire Attack
- Structural Hazards
- Accountability
- First Due
- Confined Space, Barnstable County Fire Academy
- Hazardous Materials First Responder, Barnstable County Fire Academy
- Rapid Intervention, Barnstable County Fire Academy
- Advanced Fire Training Safety and Survival, Providence
- Fire Apparatus Driver Training, Greenwood
- Pumper Operation & Safety Training, Greenwood
- Emergency Vehicle Driver Training-Instructor, V.F.I.S.
- Simulation Based Emergency Driver Training, M.I.I.A.
- Advanced Driver Training, C.M.S.C.
- Arson Seminar, S.A.C.
- Confined Space Entry, M.W.R.A.
- Defensive Driver Program, G.A.I.C.
- John P. Redmond Health & Wellness Symposium, IAFF
- Affiliate Leadership Training Summit, IAFF
- Juvenile Firesetters, MIFDI
- FDIC Recap, MIFDI
- Elevator Rescue, MIFDI
- Correctional Facilities HazMat, MIFDI
- Homeland Security, MIFDI
- Chemical Protective Clothing, MIFDI
- Ice Rescue, MIFDI
- Compressed Natural Gas Vehicles, MIFDI
- Scene Accountability, MIFDI
- Electrical Power Plant Hazards, MIFDI

Additional Training Locations

PAUL CHARLES BARRY
24 Carriage Lane ▪ Walpole, MA 02081 ▪ 857-274-7085 ▪ ctrbarry@aol.com

July 29, 2019
Scott Bragdon, Human Resources Director
One Liberty Lane
Norfolk, MA 02056

Dear Mr. Bragdon,

Please see my replies to the interview prework questions below.

The Norfolk Fire Department has one Fire Chief, one Deputy Chief, four Shift Officers, ten Career Fire Fighters and seven On-Call Officers. As the new Fire Chief, how would you go about designing your shift schedule to make the most efficient use of your staff?

As the new Norfolk Fire Chief, I would not make a recommendation to change the current shift schedule. The current work schedule is spelled out in the collective bargaining agreement, and is an common and effective work schedule amongst the fire service, particularly in the Northeast. This schedule provides 24 hours a day, 365 days a year coverage and allows the Norfolk Fire Department to remain competitive with other fire departments when competing for new hires and retaining current firefighters. I would however, advocate to hire two additional firefighters to increase shift staffing to a minimum of four to improve safety for both fire personnel and the community we serve.

What approach would you use evaluate your staffing and the best way to use these human assets to best serve the Town of Norfolk.

My plan would be to immediately meet with the Deputy Chief and obtain an update on the current status of the department. I would review run volume, frequency of multiple calls, recalls of off duty personnel, sick use, recall response history and member qualifications. I would also evaluate my staff through an individual meeting with each employee. In addition to getting to know the member as a person, I would inquire what they like about the department, what they dislike, and what they would change. I would evaluate their strengths, their weaknesses, work group dynamics and assemble the strongest department possible. A smaller department requires staff flexibility to perform day to day operations and the ability to bounce from fire apparatus to ambulance is essential. I would need to ensure we are ready to respond to whatever the call may be.

How do you feel about the use of on-call staff to supplement your workforce?

Due to staffing limitations all departments in the surrounding area utilize, to some extent, an on-call staffing supplement. When members are available, on-call staff provide a cost-effective way to support full-time on-duty personnel.

If you use them, how would you source them and keep them?

My plan would be to continue utilizing the on-call staffing as the situations require. On duty staff would handle the bulk of the day to day responses. When staffing limits are stretched beyond

their capabilities, recalls of off duty and on-call personnel would be necessary. I would need to review past recall response history and training qualifications, but my goal would be to keep the current on-call members as active and involved as possible. While money is always considered an important part of a job benefit, studies have shown employees are more so looking for job recognition. With this in mind, I would foster a sense of respect by evaluating what the on-call staff desires and work towards providing for them.

What best practice, equipment or technology would be your top priority to bring to the Town of Norfolk?

What I will bring to the Norfolk Fire Department is a command presence that is calm, comfortable and confident enough to allow my shift commanders to be able to operate as shift commanders. We need to let our fire officers lead; be it at the station or the scene of an emergency. This on the job experience allows the officers to grow and gain invaluable knowledge which, in turn, benefits the Town, the Department and its succession plan.

What do you see as the single biggest challenge facing the Fire and EMS service in the next five years and what should the Town of Norfolk do to prepare for this challenge?

The biggest challenge in the fire service is personnel. Our youngest members are coming into the work force more educated than before, they are more apt to ask "why" when issued an order. We need to inform them of the why before the incident. This can be accomplished through training, open discussion and continued education. Newer members are more willing to move from department to department as opportunities present. They are stronger in some skills (EMS) and weaker in others (trades). We need to create an environment that will support their strengths and encourage growth. While doing this we need to consider working towards expanding the Department. After reviewing the Town's website, it appears there are multiple large-scale residential projects pending. This growth in population will result in increased calls for service for the Fire Department. The Town needs to prepare for this by evaluating our staffing capabilities.

In closing, I would like to state my goal is not to come in as a new chief and create change just to make change; I would like to listen, observe, communicate and evaluate multiple sources, such as members of the department, Town of Norfolk department heads and members of the community. We need to establish what is working and what is not working, what needs to be accomplished immediately and what can wait before we start making changes. Norfolk is a great community with an excellent fire department. I look forward to the opportunity to be the individual who has earned the trust to lead Norfolk Fire into the future.

David M. Healy

July 10, 2019

Mr. Scott Bragden
Human Resources Director
One Liberty Lane
Norfolk, MA 02056

Dear Mr. Bragden,

It is with great pleasure to have this opportunity to apply for the position of Fire Chief for the Norfolk Fire Department in the Town of Norfolk, Massachusetts.

I have been a member of the fire service for over 35 years with Foxborough Fire & Rescue and served in leadership and supervisory positions for most of that time. This Fire Chief position has provided me the opportunity to advance my career and lead an already excellent organization into the future. I am familiar with the Town of Norfolk and many members of the Norfolk Fire Department as I work and live in the neighboring mutual aid community of Foxborough and reside very close to the Norfolk town line. This is a wonderful opportunity for me to continue my esteemed career in the fire and emergency services field, and provide the Town of Norfolk with a competent and capable leader.

My extensive experience in the fire and emergency services field makes me a valuable candidate for the position of Fire Chief, as documented in my resume. I began my career as a call firefighter and worked my way up through the ranks for Foxborough Fire & Rescue, where I currently serve as the senior Captain. Coming from a successful combination career/call fire department has also provided me the experience that I believe Norfolk is looking for.

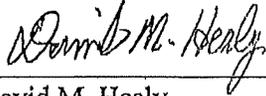
Some of the greatest accomplishment that has prepared me for this position includes attaining my Master's Degree in Public Administration, graduating from both, the National Fire Academy Executive Fire Officer Program, and the Massachusetts Chief Fire Officer program. I am also a Massachusetts certified Paramedic, and have served as a Hazardous Materials Technician on the Massachusetts Department of Fire Services' District 1 Haz-Mat Team for the past 29 years. In addition, I was awarded Accreditation as Fire Chief by the Commonwealth of Massachusetts Fire Service Commission in 2016, which remains in effect today.

Another strong asset is my experience in researching, developing, and implementing the Advanced Life Support (ALS) Paramedic program for Foxborough Fire & Rescue when I served as the Department's Emergency Medical Services Coordinator. This program is extremely successful and includes some creative financing solutions that support the program and its needs without the use of tax dollars.

As Fire Chief for the Norfolk Fire Department, I feel that my experience, training, and education have prepared me well for the position. I am confident that I can motivate the Department, its members, and the community to deal with the challenges of today and those in the future in a competent and professional manner. I also believe that my experience and ability to maintain the relationships developed between town departments, agencies, appointed and elected officials, as well as the citizens and businesses in the community, is essential to the overall success of the Norfolk Fire Department.

Thank you for this opportunity and your consideration. Please feel free to contact me if you have any further questions.

Respectfully,

A handwritten signature in cursive script that reads "David M. Healy". The signature is written in dark ink and is positioned above a horizontal line.

David M. Healy

David M. Healy

Professional Objective

To further my fire and emergency services career by attaining the position of Fire Chief for the Norfolk Fire Department and the Town of Norfolk, Massachusetts.

Professional Experience

Fire Department

Department Training Officer – June, 2005 to January, 2008
Captain/Shift Commander – February, 2004 to present
Acting Captain – 1995 to February, 2004
Department E.M.S. Coordinator – July, 1989 to September, 2002
Career Firefighter – March, 1989
Call Firefighter – January, 1986
Junior Call Firefighter – July, 1983

Emergency Medical Services

NABMT Tactical Combat Casualty Care – March, 2016
National and Massachusetts Certified E.M.T.-Paramedic – August, 2003
Foxborough Fire & Rescue Designated Infection Control Officer – February, 1996
Massachusetts Statewide E-911 Telecommunicator – January, 1995
Certified Emergency Medical Dispatcher – March, 1993
Gillette Stadium Medical Emergency Dispatch System – July, 1991
Massachusetts Region V Defibrillator Instructor Aide – December, 1990
American Heart Association C.P.R. Instructor – 1989
Norfolk-Bristol Ambulance Service, Brockton, MA – 1986-1990
Massachusetts Certified E.M.T.-Basic – August, 1986

Hazardous Materials / Technical Rescue / Incident Management Team

Massachusetts Level III Incident Management Team – October, 2005
Technical Rescue Specialist – September, 1997
Massachusetts District 1 Haz-Mat Technician – May, 1990 (charter member)

Educational Background

Anna Maria College – Master of Public Administration with a GPA of 4.0 - December, 2017
Providence College, Providence, RI – Bachelor of Science in Fire Science – December, 2004
Inducted October, 2004 into Eta Lambda Chapter of Alpha Sigma Lambda – National Honor Society for Adult Students in Higher Education

Massasoit Community College, Brockton, MA – Associate Degree in Fire Science with Honors
Dean’s List - Awarded June, 1990
Foxborough High School Diploma, Foxborough, MA – June, 1985

Summary of Qualifications

Massachusetts Fire Service Commission

- Accreditation as Fire Chief in the Commonwealth of Massachusetts – April, 2016
(re-credentialed April, 2019)

Massachusetts Department of Fire Services / University of Massachusetts Donahue Institute

- Chief Fire Officer Management Training Program – May, 2003

National Fire Academy / Executive Fire Officer Program – Graduated May, 2017

- Executive Leadership – November, 2016
- Executive Analysis of Fire Service Operations / Emergency Management – January, 2016
- Executive Analysis of Community Risk Reduction – January, 2015
- Executive Development – January, 2014

National Board on Fire Service Professional Qualifications / Massachusetts Fire Training Council Certifications / Federal Emergency Management Agency Certifications

- | | |
|--------------------------------------|--|
| ➤ Fire Officer I | ➤ Firefighter I/II |
| ➤ Fire Officer II | ➤ Hazardous Materials Technician |
| ➤ Chief Officer III | ➤ Fire Department Safety Officer |
| ➤ Fire Prevention Officer – Level I | ➤ Incident Safety Officer-Fire Suppression |
| ➤ Fire Prevention Officer – Level II | ➤ Incident Safety Officer-Haz-Mat |
| ➤ Fire Instructor I | ➤ NIMS IS-700 & 800 (FEMA) |
| ➤ Fire Instructor II | ➤ NIMS ICS 100, 200, 300 & 400 (FEMA) |
| ➤ Fire Inspector I | ➤ Department Health and Safety Officer |

Business Communication Skills

- Computer skills - Microsoft Office, Word, Excel, Power Point, and the internet.
- Excellent ability in the use of audio/visual equipment.
- Excellent writing, grammar, and organizational skills.

Personal Supervisory Goals

- Assisting Fire Administration with the duties that are needed to achieve overall success.
- Creating a team attitude which focuses on strengths and improving on weaknesses.
- Keep up with the latest trends in the fire service through training and education.
- Assisting Department personnel in any way to achieve overall success.
- Fulfilling the needs of the Town of Foxborough, its citizens, and the Department.

Organization Affiliations

Fire Department Safety Officers Association (FDSOA)
Fire Prevention Association of Massachusetts, Inc. (FPAM)
International Association of Arson Investigators (IAAI) and Mass. Chapter (MIAAI)
International Association of Fire Chiefs (IAFC)
International Association of Firefighters (IAFF)
International Society of Fire Service Instructors (ISFSI)
Massachusetts Association of Hazardous Materials Technicians (MAHMT)
Massachusetts Institute of Fire Department Instructors (MIFDI)
National Association of Emergency Medical Technicians (NAEMT)
National Fire Academy Alumni Association (NFAAA)
Professional Fire Fighters of Massachusetts (PFFM)

Committees Served

Active Shooter Response	Foxborough Fire & Rescue
Department Safety & Health	Foxborough Fire & Rescue
Stadium S.O.P. Committee	Foxborough Fire & Rescue
New Employee / Paramedic Hiring	Foxborough Fire & Rescue
Engine/Pumper Specifications	Foxborough Fire & Rescue
Ambulance Specifications	Foxborough Fire & Rescue
Annual Founder's Day Celebration	Foxborough Fire & Rescue
Kid's Halloween Parade (Chairman 4 years)	Foxborough Fire & Rescue
Annual Awards Committee	Foxborough Fire & Rescue
Employee Insurance Advisory Committee	Town of Foxborough
Mass. State Haz-Mat S.O.G. Committee	Mass. District 1 Haz-Mat Team
Emergency Medical Services Committee	Professional Firefighters of Mass.
Bristol North Area E.M.S. Committee	Mass. E.M.S. Region V

Current and Past Position Responsibilities/Achievements

Department Responsibilities

- Senior Captain and Shift Commander
- Serve as Acting Fire Chief and Acting Deputy Fire Chief in their absence
- Administrator for Tri-Tech Public Safety Dispatch Software in use by our Department
- Maintenance of employee attendance and leave request records

Research, Development, and Implementation of our Paramedic A.L.S. system – March, 2001

- 24 hour Paramedic level care provided to the citizens of Foxborough
- Two A.L.S. Ambulances and one A.L.S. Engine Company
- Privatization and solicitation of E.M.S. billing as a component
- Increase in shift strength as a result

Labor/Management Relationship

- Developed and fostered since 1989 (seven years serving as Local Union President)
- Collective Bargaining Committee member 1991 - 2015
- Implementation of Safety & Health Committee

S.O.P. Development, Training and Implementation

- Haz-Mat Response
- Rescue/E.M.S. Protocols
- Foxboro/Gillette Stadium Protocols
- Advanced Life Support Protocols
- Dispatch and Radio Communications
- Administrative Policies

Public Education

- Continually involved with the community in promoting safety awareness
- Assisting the Public Education Coordinator in the delivery of various programs
- Provide training in Fire and E.M.S. related fields

Massachusetts District 1 Haz-Mat Team - Training and Incident Reimbursement

- Recordkeeping and submission of requests to the State Haz-Mat Office for the 4 Foxborough Fire & Rescue Hazardous Materials Technicians
- Responsible for tracking requests and receipts since 1990
- Responsible for haz-mat meter use, maintenance, and training of department members

E.M.S. Coordinator Experience/Qualifications 1989-2002

- Planning, organizing, coordinating, and directing the Department members in fulfilling the responsibilities for providing a comprehensive pre-hospital E.M.S. system.
- Keeping current with Federal, State, Local and Departmental rules and regulations.
- Conducting and coordinating mandatory and various topic training sessions.
- Keeping current on the latest trends in an ever-changing industry.
- Managing a fiscal budget – tracking receipts and purchasing equipment.
- Documentation, record keeping, letter writing and report writing.
- Maintenance and servicing of E.M.S. equipment.
- Fulfilling the needs and directives of Fire Administration.

Professional References

Daniel Murphy

Vice President – Business Development and External Affairs

Gillette Stadium

One Patriot Place

Foxborough, MA 02035

(508) 543-8200

Michael K. Laracy, Fire Chief

Stoughton Fire Department

1550 Central St.

Stoughton, MA 02072

(781) 344-3170

John N. Carnegis MS, RN/NRP
Program Manager – Executive Fire Officer and Managing Officer Programs
National Fire Academy
United States Fire Administration
U.S. Department of Homeland Security
16825 South Seton Ave.
Emmitsburg, MD 21727
(301) 447-1072

Edward T. O’Leary, Chief of Police (retired)
Foxborough Police Department
8 Chestnut St.
Foxborough, MA 02035
(508) 543-4343

David M. Healy
6 Pine Acres Rd.
Foxborough, MA 02035
(508) 272-8103
healbone@verizon.net

Norfolk Fire Chief Interview Pre-work

- 1. As the new Fire Chief, how would you go about designing your shift schedule to make the most efficient use of your staff? What approach would you use to evaluate your staffing and the best way to use these human assets to best serve the Town of Norfolk?**

There are many variations of staffing in the fire service. In order to choose the most effective staffing shift schedule, the first priority should be to conduct a community risk assessment. This assessment is an all-hazards approach that would examine data to determine the likelihood of incidents occurring (where and when), the consequence of those incidents on the community (to the residents, property, and infrastructure), and the impact on the department's ability to handle those and multiple occurring incidents.

Secondly, a fire department staffing needs study should be conducted. This study would include data collected on incident responses, national standards and recommendations from organizations, such as the National Fire protection Association (NFPA) and International City/County Management Association (ICMA), as well as statistics and staffing patterns from similar sized communities. There is no "one size fits all" approach as each community presents its own unique hazards and challenges.

Lastly, an examination of responses to incidents using dispatch data will allow the department to develop a response matrix that will align the current staffing level with its ability to respond to single and multiple incidents. In addition, enhanced dispatch call screening, by using such tools as emergency medical dispatch, will also provide a more efficient response to those and other incidents.

Traditionally in New England, firefighters work a 42 hour work week on four shifts. However, there are alternatives to this shift, such as a 48 or 56 hour work week with three shifts. The decision on which model to adopt should involve a strategic planning process where a selected committee of identified stakeholders can examine data, input from involved parties, and identify which shift schedule would best serve the community and the members of the Norfolk Fire Department.

In the meantime and as your Fire Chief, I would initially seek to increase and maintain the shift strength on all four shifts to four personnel. This initial staffing schedule is in line with communities and departments of similar size to Norfolk. I am aware that a Federal grant has been applied for to help accomplish this objective. In addition and concurrent with most area fire departments, I feel that the Deputy Chief should be an administrative position working a traditional four or five day work week alongside the Fire Chief. The administrative duties and obligations for even smaller departments have increased considerably over the years. This objective could be planned for the future and achieved only with the support of the appointed and elected officials in the community.

The current staff of the Norfolk Fire Department is a very capable and dedicated force. The Deputy Fire Chief would be in charge of operations and training. Additionally, I would assign certain fire prevention duties to the Lieutenants. This seems to be in line with current practices. I would also seek to empower the staff by delegating responsibilities to those that are interested in the various fields of specialty. Those specialty fields include such duties as emergency medical services, information technology, community risk reduction (commonly referred to as public education), training, and health & safety, to name a few. Empowering the members of the Norfolk Fire Department will only enhance the overall mission of the department and its members, as well as provide opportunities for those members to participate and advance their careers.

2. How do you feel about the use of on-call staff to supplement your workforce? If you use them, how would you source them and keep them?

My career began as an on-call firefighter and I am fortunate to come from a fire department that was a very successful combination career/on-call department for many years. Therefore, I am duly familiar with the challenges of maintaining a dedicated and properly trained on-call force. I support the concept of on-call firefighters supplementing the career force. However, this does not come without challenges. It can be costly to hire, train, and equip the members of an on-call force. There has to be a return to the community on that investment. Understandably, today's society has presented many challenges to on-call firefighters, mostly due to work and family obligations.

A cost analysis would need to be conducted on the requirements to hire, train, and equip on-call firefighters. In return, pay and/or benefits need to be identified that will serve as the impetus to get that return on the investment. More challenging though is what else can be done to get those members to respond when needed and available? Those answers are available and can be obtained from various organizations.

The recruitment and retention of on-call and volunteer firefighters is a nationwide problem. Seeking input and experience from area fire departments that maintain a successful on-call force would be a good first step. Second, there are many national fire service organizations that can provide information and assistance when it comes to the recruitment and retention of on-call members. The International Association of Fire Chiefs (IAFC) and the National Volunteer Fire Council (NVFC) are two such organizations. They provide information, guidance, and tools to help with the recruitment and retention of on-call firefighters. At the present time, I believe strongly that there is a need to maintain an on-call force in the Norfolk Fire Department and that there are successful ways to accomplish this.

3. What best practice, equipment or technology would be your top priority to bring to the Town of Norfolk?

My experience as a member of the Foxborough Fire Department has provided me the opportunity to use the many advances in technology that the department currently utilizes. Pro EMS is the contracted ambulance billing company that the department currently utilizes. A component of Pro EMS is the BOS program that is utilized for the Patient Care Report (PCR) which is completed on a computer tablet for every emergency medical incident. Red Alert (RedNMX) is another computer program that encompasses many of the daily duties and responsibilities in the department. All Massachusetts Fire Incident Reporting System (MFIRS) reports, training evolutions, inspections conducted, permits issued, vehicle maintenance, daily staff assignments, and equipment inventory are just a few of the many things that this program provides for. In addition, the department utilizes the CrewSense computer program for the tracking of employee time off, daily shift schedules, and the recording of overtime and outside details, to name a few. CrewSense is also linked to the municipal payroll system used by the Finance Department at Town Hall for pay purposes.

These advances in technology provide two direct benefits to the department. The first is efficiency. The department members are much more efficient in their daily duties as they rarely touch any physical paperwork. Second, these programs provide data and statistics that are routinely examined and used as the basis for improving overall operations. They provide information that can be used to identify trends in response, as well as statistical support for the acquisition of needed equipment and expenditures.

One practice that I would bring to the Norfolk Fire Department is the establishment (or the enhancement) of a professional development program. The officers in the fire service today are required to be much more educated and knowledgeable due to the requirements and demands of the job. Education, training, and experience are key components of such a program. Establishing a program where minimum qualifications are required for advancement, as well as for current officers, is a widely accepted practice in the fire service.

As important, it is the duty of the department to provide those opportunities and support to the members in order for the program to be successful. Succession planning is one component that also must be included. As your Fire Chief, it will be my goal to make sure that a succession plan is in place so that the next Fire Chief for the Town of Norfolk is appointed from in-house.

Lastly, I would seek to implement a health and wellness program for the members of the Norfolk Fire Department. I am aware of some things that have already been done in-house and would seek to enhance those with additional elements of a health and wellness program. Medical screenings, physical fitness, safe working practices, and behavioral health programs are some of the more common items that make up many successful health and wellness programs in fire departments across the country. We spend most of our time taking care of those that we serve, and I feel strongly it only makes sense that we take care of our own department members as well.

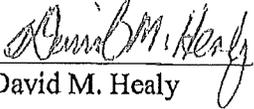
4. What do you see as the biggest single challenge facing the Fire and EMS service in the next five years and what should the Town of Norfolk do to prepare for this challenge?

There are many challenges facing the fire service in the next five years. Response to active shooter/hostile events, addressing firefighter health issues, refining management and hiring practices, as well as the development and implementation of new technology are some of the more pressing issues. However, I feel strongly that the biggest challenge that the fire service faces in the next five years is the ability to provide the increasing need for services by the community with level-funded or decreasing budgets.

The Town of Norfolk can prepare for this challenge in many ways. First, a detailed review of revenues collected should be conducted. What is the current return rate for ambulance billing and can it be improved? Does the revenue go directly back to the Fire Department to help offset the cost of providing a successful ALS level service? The experience that I have seen in Foxborough answers "yes" to these questions. Second, what is the current deployment model with regard to staffing and incident response in Norfolk? Is it adequate and in line with fire service accepted standards and practices? I have mentioned in Question 1 the options available to examine this with the objective of making these issues improved and more efficient. Third, regionalization with other communities and agencies for services provided must get a fair examination. Communities are doing this now in many areas. Health insurance consortiums, sharing of veterans' services and animal control duties are a few examples. Fourth, exploring the opportunity to provide enhanced services to the community is essential. Mobile Integrated Health and Community Paramedicine are becoming widely accepted nationwide and can provide greater opportunities to serve the citizens in the Town of Norfolk.

Lastly and most importantly, we must take the time to educate and involve the citizens of Norfolk about what we do. Public education and increased visibility will only enhance the already excellent reputation that the Norfolk Fire Department currently has. Examples such as putting an emphasis on fire safety and fall prevention education for the elderly, addressing target populations such as the handicapped or those with physical limitations are all essential to gain and maintain public support for the continued existence of an already excellent Norfolk Fire Department.

Sincerely,


David M. Healy

ERRON Q. KINNEY

July 10, 2019

Town of Norfolk Fire Chief Search

To Whom It May Concern,

I am writing to inquire about the Fire Chief position with the Town of Norfolk, MA. The Chiefs position is the perfect opportunity for me to continue my service as an executive level Fire Officer. During my fire service career, I have had opportunities to work for several different agencies and I am ready to put my experience to work as the next leader of the Norfolk Fire Department. I see this as a formidable opportunity to serve, grow, and recognize a career goal.

Over the last twenty years, I have been heavily involved in the Fire Service serving in various capacities from Fire Cadet to State Fire Commissioner. I possess an unquenchable passion and commitment to the fire service and have served communities from Florida to Massachusetts in urban, rural, and suburban settings. This has allowed me to develop a diverse knowledge and experience base.

Because of my experience and broad knowledge base, I am flexible and able to lead in dynamic and diverse work environments. I have a strong background in Fire and Life Safety Education, Fire Suppression Strategy, and Tactics. I also have significant knowledge and experience in Emergency Management, emergency medical services, special operations, resource management, strategic planning, risk management, collective bargaining and municipal budgeting. I have been a reliable and dependable Fire Service Professional where ever I have served – and I'd like the chance to do the same for you as your Fire Chief.

I would appreciate the opportunity to show you how I can be a valuable asset to your community. I'm excited about serving your community and leading the Norfolk Fire Department into the future. I hope to have the honor and the privilege to be the next Fire Chief for the Town of Norfolk!

Sincerely yours,
Erron Q. Kinney, FO

ERRON Q. KINNEY

Objective

Norfolk, MA Fire Chief

Experience

2017-Present Sherborn Fire Department Sherborn, MA

Fire Chief

- Responsible for development and facilitation of Fire/EMS service strategic plan
- Responsible for leadership, management, facilitation, and implementation of Fire/EMS services
- Performed Risk Analysis

2013-2015 Fire Department City of Mt. Juliet Mt. Juliet, TN

Founding Fire Chief

- Built the department entirely from the ground up
- Responsible for development of a municipal Fire/EMS Department (pop. of @30,000)
- Responsible for development and facilitation of Fire service strategic plan
- Responsible for management, facilitation, and implementation of Fire Protection & EMS
- Conducted Labor Management Negotiations
- Conducted compensation package/wage study
- Improved ISO fire protection rating from class 10 to city wide class 5
- Department Received Community Enhancement award from the chamber of commerce
- Department Received the Fire Service Excellence Award from TN Municipal League
- Department Received Commendation for Excellence in Customer Service
- Nominated for fire chief of the year IAFC by peers

2012-2013 Williamson County Office Of Public Safety Franklin, TN

Fire and Rescue Services Coordinator

- Responsible for development of minimum training and education standards
- Responsible for development and implementation of SOG's
- Responsible for development and facilitation of Fire service strategic plan
- Responsible for management of the consolidation of seven fire departments
- Responsible for development standardized apparatus and PPE specifications
- Primary point of contact and Liaison form the Fire Service to the County Government
- Received Fire Officer Designation from the Center For Public Safety Excellence

2010-2012 Saint Andrews Fire Department Charleston, SC

Senior Captain/Company Commander Rescue 301

- Responded to numerous emergency calls
- Special Operations Program Manager
- Developed Special Operations SOG's for the department
- Began the development of technical rescue task force
- Developed and assisted with implementation of plan for reorganization of department to a company responsibility matrix
- Received excellent evaluations
- Performed drills and simulations with personnel to improve safety and efficiency
- Created Tactical riding and tool assignments
- Developed and implemented tactical command and accountability system for Special Operations Incidents
- Administered various emergency service classes
- Developed minimum training standards for personnel assigned to Rescue Company

- Developed and presented 8hr HOT class on Command, Control, and Accountability at FDIC 2011
- Completed HAZMAT Technician Training
- Appointed to South Carolina USAR Regional Response Team III Executive Committee
- Presented Class on Firefighter Fitness at FDIC 2011

2008-2010/2016 Brentwood Fire Department Brentwood, TN

Firefighter/EMT-IV

- Responded to numerous emergency calls
- Received above average to excellent evaluations
- Assigned to Hazardous Materials Team
- Assigned to Technical Rescue Team
- Member of the PPE Committee (Research and Development Coordinator)
- Developed and Taught Class on Fire Ground Efficiency
- Developed and Taught Class on importance Tactical SOG's
- Developed and Taught Class on Firefighter Fitness at FDIC 2010
- Appointed to Strategic Planning Committee (training group leader)
- Appointed A shift Training coordinator

2007-2008 Gallatin Fire Department Gallatin, TN

Captain/Training, Safety, & Public Education Officer

- Responded to numerous emergency calls as line officer on Tower Ladder
- Training Program Manager
- Fire and Life Safety Education Program Manager
- Developed and administered OSHA Fire/Safety and Extinguisher training
- Developed and Implemented Response protocol for the city
- Developed and Implemented Tactical SOG's
- Initiated the development of Special Operations Division
- Developed and Implemented standardized strategy and tactics for resource deployment and allocation
- Received above average to excellent evaluations
- Assisted with development of pre plans for target hazards
- Planned and developed 240hr in service training curriculum for 2008
- Performed drills and simulations with personnel to improve safety and efficiency
- Created Tactical riding and tool assignments
- Developed and implemented tactical command and accountability system for the department
- Developed standardized paper report format for department documentation.
- Administered various emergency service classes
- Developed and administered fire and life safety lessons for school age children, adults, and seniors
- Appointed to International Critical Incident Stress Foundation Advisory Committee
- Planned and administered departmental training budget

2004-2012 Onset Fire Department Onset, MA

Substitute Call Firefighter/EMT

- Appointed as a substitute Firefighter/EMT
- Responded to numerous emergency calls
- Completed Training in Hazardous Materials Awareness & Operations for The First Responder

2004-2010

State of Tennessee

Nashville, TN

Commissioner TN Commission on FF Personnel Standards & Ed.

- Appointed in 2004 by Governor Phil Bredesen
- Developed and validated practical exams for various levels of certification to NFPA/IFSAC standards
- Developed and validated written test banks for various level of certification to NFPA/IFSAC standards
- Proposed and implemented new policy and procedure to advance the level of training and education for firefighters
- Revised rules, regulations, and requirements to achieve higher level of training for firefighters and IFSAC accreditation
- Reviewed and proposed budget
- Worked with the state legislative branch to implement policy and procedure governing fire departments and training incentive funding
- Performed audits of fire department records verifying compliance with state mandated policy and procedure for inclusion in the state's multi million dollar salary supplement program

2002-2006

Shady Grove Volunteer Fire Department

Duck River, TN

Deputy Chief

- Developed the departmental Capital improvement plan
 - Developed departmental policies and procedures
 - Organized, planned, and facilitated the purchase of the department's first and only Class A engine
 - Organized, planned, and facilitated the department earning state of Tennessee Fire Department Recognition
 - Helped develop a more efficient reporting and data collection system and access into the Tennessee Fire Incident Reporting network (TFIR), NFIR, and acquisition of a computer
 - Assisted in the development of a communications and dispatch system for the department
 - Organized, planned and facilitated the acquisition of firefighting equipment including SCBA, Hoses, Nozzles, Hand Tools, Personal Protective Equipment, and a Generator
 - Charged with the budgeting, management, and execution of major purchases for the department including extrication equipment, SCBA's, Gas Monitors, PPE, and Thermal Imaging Cameras
 - Spearheaded efforts in updating the department's equipment and training which resulted in the department earning its' first ISO rating and Mutual Aid agreement with Centerville Fire Department
 - The department also received its first Federal Grant for \$40,000 dollars
 - Developed strong relationships with major Fire Apparatus and Equipment Distributors
-

2000–2010/2015-2017 Williamson County (Fire) Rescue Squad Franklin, TN

Captain/Lieutenant/Engineer and Firefighter

- Responded to numerous emergency calls
- Earned the status of Tech-II. (Senior Engineer)
- Active member of station 2200; 2004 company of the Year
- Served as Acting Officer when Captain and Lieutenant were unavailable
- Appointed to the Tennessee State Fire Commission for a seven-year term (2004)
- National spokesman for The National Volunteer Fire Council Heart Healthy Firefighter Campaign
- NPQ Pro Board, IFSAC FF I, FFII, HAZMAT Awareness, HAZMAT Ops, OSHA HAZMAT IC, Fire Officer I, II, III & IV, Fire Service Instructor I & II, and NREMT-B, TN EMT-IV license
- Earned numerous hours of training in EMS and Firefighting fields
- Spokesman for the State Fire Marshall's Office "Fire Safe Tennessee" campaign
- Organized, planned, and implemented a non-denominational bible study for area fire fighters
- Promoted to Lieutenant in Feb. 2005 and served as an active line officer for Company 60 at station 1400
- Company 60 Received Company of the Year Honors for the year 2007
- Promoted to Captain for Station 1400 July of 2009
- Assisted with development and implementation of an on call system for personnel to improve response times
- Received FEMA Certificate for Professional Development in Emergency Management

1997–2000 Archer Fire Rescue Archer, FL

Firefighter

- Helped develop and implement a Public Education program
- Responded to numerous emergency calls
- Gained valuable experience as a Firefighter First Responder

1997–2000 Gainesville Fire Rescue Gainesville, FL

Assistant to the Gainesville Fire Rescue Public Education Specialist

- Developed Fire Safety Education curriculum for school visits and fire station visits for Grades K-5
- Organized, planned, and coordinated Public Education Events
- Spearheaded events that led to a \$20,000 grant from Allstate Insurance for Public Education
- Responded to major incidents with Squad 6 in a variety of capacities including: Incident Command Aid, Rehabilitation Response, and Air and Light Support Unit

Education

1995–1999 University of Florida Gainesville, FL

- Completed 4 years of a 5 year Master's Degree Program in Elementary Education earning 131 credit hours and completing a Professional Specialization in Fire and Life Safety Management and an Academic Specialization in Sociology (3.0 overall grade average.) Transcript available upon request.
 - Associate of Liberal Arts and Sciences Degree
 - Fire Administration 15 credit hours
 - Emergency Management 13 credit hours
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Erron Kinney

Norfolk Fire Chief Interview Pre-work

Please prepare a written analysis answering the questions below. You may bring your responses with you or send them to me ahead of time at sbragdon@norfolk.ma.us.

We are looking forward to meeting with you!

Scott Bragdon

508 440 2826

The Norfolk Fire Department has one Fire Chief, one Deputy Chief, four Shift Officers, ten Career Fire Fighters and seven On-Call Officers. As the new Fire Chief, how would you go about designing your shift schedule to make the most efficient use of your staff? What approach would you use evaluate your staffing and the best way to use these human assets to best serve the Town of Norfolk.

The Chief and Deputy Chief would work a standard administrative schedule, but would have the flexibility to adjust work schedule to meet the needs of the Town. With this standard shift schedule, there would be 4 groups with 1 Shift Officer and 2 Fire Fighters. There would be two remaining Fire Fighters based off of this staffing model. I would design shift schedule for the remaining two Fire Fighters based on a needs assessment. An analysis of calls for service over the past 3 to 5 years would be conducted. Using that data, I would determine days and times where the highest call volume occurs. A schedule would be created using the remaining two Fire Fighters that would provide the additional staffing during the hours in which the highest call volume occurs, in the form of a 10 or 12 hour shift. The on-call staff would be used to supplement the career staff and fill gaps for vacation, injury, and sick leave.

How do you feel about the use of on-call staff to supplement your workforce? If you use them, how would you source them and keep them?

I believe in a small town like Norfolk the use of on-call staff is imperative to maintain cost effective service delivery. On-call staff would be used to supplement the career staff and back fill staffing when needed. One of the most effective ways to keep on-call staff engaged is to empower them as stakeholders in the department and provide them with the opportunity to use

their skills to serve the community. Based on the limited call volume data I have access to, the on-call staff will be an integral part of the service delivery model.

What best practice, equipment or technology would be your top priority to bring to the Town of Norfolk?

One industry best practice that I would bring to the Town of Norfolk Fire Department would be the use of Data Driven Decision making. Providing Fire and Emergency services to any community is challenging, especially in a small town where service can be cost prohibitive. In order to successfully make data driven decisions, proper tracking and analysis must be conducted. This requires comprehensive records management/tracking software and the effective use of technology. Other best practices I would bring to the department are the development of a departmental doctrine, a comprehensive strategic plan, and a risk management plan. The implementation of these best practices will facilitate effective and efficient service delivery, limit risk and liability to the Town, and provide a road map for how the department serves and interacts with the community. This combination has the added benefit of creating a cohesive work environment.

What do you see as the single biggest challenge facing the Fire and EMS service in the next five years and what should the Town of Norfolk do to prepare for this challenge?

There are a number of challenges facing the fire service in the next five years. I believe the most significant challenge is balancing fire firefighter health and safety while still meeting an increased demand for service with limited resources. In order to meet this challenge head on The Town of Norfolk must be progressive and ahead of the curve with industry trends/advancements and the use of technology.

Select Board

Fire Chief Interviews

Suggested Interview Questions

September 10, 2019

1. Tell us about your background, your formal education and experiences. What have you done to prepare yourself for the role of Fire Chief?

2. The Norfolk Fire Department uses Call Firefighters to fill in our schedules and cover vacation and open shifts. What would you do to make the most efficient use of the Call Firefighters? How would you attract and maintain a well-trained call force?

3. If appointed to this position, what would be your top three priorities during your first month on the job? What would your priorities be after three months?

4. As with most towns the Town of Norfolk operates within fairly tight financial limits. What experiences have you had maintaining or improving current service levels with level service funding? Have you prepared a budget?