

SPECIAL MEETING

SEPTEMBER 2, 2015

PRESENT: Arthur P. Boyle, Jr. (Chairman), Lewis W. Stone (Vice-Chairman), Willard J. Boulter, Jr. (Clerk), Michelle L. Burt (Selectman), Daniel W. Trabucco (Selectman), Edwin J. Thorne (Town Administrator), Erin Breton, Ronald J. Cassford, Adam R. Hatch, James M. Hill, Michael Witham, Sabrina Chilcott (Executive Assistant), and others.

At 6:00 pm Mr. Boyle opened the meeting and advised that the meeting is being made available to the public through a live video and audio broadcast on Comcast Government Access Channel 15 and is also being recorded for airing on the channel at future dates. Comments made in open session will be recorded.

6:00 CONSIDER THE REQUEST OF ERIN BRETON FOR GIRLS ON THE GO: USE OF THE TOWN'S ROADS ON LABOR DAY SEPTEMBER 7, LEARNING LANE ONLY

Ms. Breton was present before the Board to request the use of Learning Lane on Monday, September 7th for a non-profit road race with the permission of Chief Wall. Mr. Stone moved to grant permission for the use of Learning Lane on Monday, September 7th with the permission of the Police Chief; Ms. Burt seconded the motion. The vote was unanimously in favor.

6:01 FIRE CHIEF INTERVIEWS – RONALD J. CASSFORD

Mr. Boulter stated that this evenings meeting is being broadcast by PACTV for airing on Comcast channel 15, and rebroadcast Thursday through Sunday at 7:00 pm. Mr. Boulter outlined the composition and task of the Fire Chief Screening Committee to narrow the selection process for public interview by the Board of Selectmen. He summarized by stating that the Committee is proud of each of the candidates put forth this evening. Mr. Boyle explained that each candidate will be asked preselected questions compiled by the Town Administrator based on other towns search committees and the feedback from the Screening Committee and each answer will be rank on a ten point scoring system. The appointment will be voted at the Selectmen's next regularly scheduled meeting on September 14, 2015. Question one: Briefly tell us about your background in the fire service and emergency medical field.

Mr. Cassford stated that he has lived at 311 Oldham Street for twenty years and has a wife and three daughters and has applied to affect a positive influence on the town and the Fire Department. He has been with the Randolph Fire Department for 22 years, acting as Deputy Chief for the last five years. Further, he became an EMT in 1990 and his duties include running the fire service and ambulance service for the Town of Randolph. After nine years with RFD, he became a lieutenant for two years, was promoted to captain in 2005 and then Deputy Chief in 2010. Mr. Cassford stated 75-80% of the calls they receive are EMS based calls; he is the morning shift commander for a shift of 13 people. The RFD has 60 members and he oversees thirteen between two stations.

Question two: Describe any experience as a) an administrator and b) with budgets (municipal if applies).

Mr. Cassford stated that the Deputy Chief works with the Chief to establish a budget; specifically, he oversees the IT Department for the RFD and created a budget template for the Fire Department, and other department heads adopted his template. Mr. Cassford stated that he has done many projects in Randolph where he created, updated and balanced the budget on the projects. He administered the IT budget, the overtime budget and oversees the hiring process for the Chief, conducting a variety of recruitment functions.

Question three: Describe an example within last five years where leadership skills were required that could describe your management capabilities.

Mr. Cassford outlined his role in the department's apparatus and equipment inventory management and stated that each day he displays his management and leadership skills.

Question four: How do you feel about joint dispatch (police/fire) and regional 911 centers?

Mr. Cassford stated that he is not opposed to either, but feels that many questions need to be answered prior to choosing these options. Randolph has local dispatch which acts as a light duty option, allowing flexibility in scheduling, utilizing an opportunity to keep members working through an injury or other challenge. He additionally stated that Randolph utilizes Holbrook dispatch for escalating situations and they can receive mutual aid apparatus through Norfolk County. Mr. Boyle asked if this model is efficient and if it works; Mr. Cassford stated that it does

work used in this manner; local Randolph dispatch communicates with regional dispatch and communicates with teams on the scene.

Question five: Your view: what is role of Fire Department with a) Pembroke Public Schools b) Town Government and c) the General Public?

Mr. Cassford stressed the need for educational opportunities to be available in the schools, from fire safety to emergency safety and 911 use and general public safety. Mr. Cassford outlined basic procedure in incident command involving schools whereby the building principal meets the incident commander at the front door with a radio to communicate with staff in the building. Additionally, Mr. Cassford stated that the Fire Department is part of town government and should be respectful and cooperative with other branches. He stated that Emergency Management requires a collective group from Police, Fire, Town Hall, Board of Health, DPW and others; the Fire Department is a major part of the team, but they all must work together as one group. Mr. Cassford stated that the FD serves the general public daily in medical and fire emergencies, in all ways but law enforcement. As such, they must respectfully provide services that are expected by the town and have enough trained, capable firefighters to mitigate these emergencies. He stated that outreach opportunities include the SAFE program previously mentioned and he cited an example of a successful program in Randolph whereby the RFD runs a Senior Citizen's Smoke Detector program, testing and assisting in the installation of donated devices to seniors.

Question six: What would be your plan of action in first 6 months as chief, after 2 years, and 5 years?

Mr. Cassford stated that the first six months to a year would require an evaluation of department's operations to determine strengths and weaknesses, research what opportunities the department has to expand or grow services if feasible, and determine threats or exposures within the landscape of the town. In two years, the identification of opportunity will lead to the creation and development of a plan, which will be done by working with the Department and the town to implement. Over the next five years, the department will carry out the devised strategic plan with further evaluation to determine its effectiveness with the potential for reassessment and adjustment to fine tune it if necessary.

Question seven: As chief, you may want to change a long standing process within the department. How would you go about implementing the change?

Mr. Cassford stressed the need for support from within the membership. He stated that first he must determine why the practice doesn't work currently, and then find solutions by including the membership in developing those solutions. He stated that you need buy-in from within to accomplish the goal of change.

Question eight: If appointed, what process would you use to assign the second-in-command?

Mr. Cassford stated that any promotional situation would work similarly to Civil Service procedure, and would include a written examination, a panel to interview top scorers, then a determination of the best candidate. Mr. Boulter asked what Mr. Cassford's thoughts were on an assessment center. Mr. Cassford stated that there are different types of services offered by an assessment center; he feels a center would be beneficial to administer an exam, but an interview panel similar to Pembroke's Chief Screening Committee with citizens included in the interview panel would be advantageous to the town.

Question nine: First line supervisors must have authority to discipline employees. What rules and regs would you impose to handle this matter, or do you disagree?

Mr. Cassford stated that discipline comes from the Chief, and not all discipline is punishment. Mr. Cassford stated that there is daily review and oversight with respect to apparatus, equipment and other factors that can require discipline, but Mr. Cassford stated that the majority of disciplines are defined contractually and is usually progressive.

Question ten: Should command staff be separate from the Firefighter's Union? In a union at all?

Mr. Cassford stated that he is not opposed, and he believes that command staff should be in the union as it assists in creating a team in the firefighter service. The team then works together to accomplish missions as a unit, and he stated that he sees no definable advantage to having command staff outside the union.

Question eleven: What program/procedure would you install to insure that Pembroke is covered first for medical and firefighter duties while on mutual aid call?

Mr. Cassford stated that, should the town fall below necessary coverage during mutual aid calls, he would use a text messaging option to backfill the station, with first respondents to provide coverage. He stressed that he would need to determine Pembroke's Standard Operating Procedure for backfill to ensure that it's adequate, but stated that all towns

encounter issues occasionally. Mr. Boulter stated that Pembroke runs three ambulances but as a Selectman, he would like to ensure there is always one ambulance to cover Pembroke. Mr. Cassford stated that, if this is an existing issue, one may want to establish a policy to allow two of three ambulances to be available to respond, leaving one ambulance in town at all times. Mr. Cassford stated that the Chief should consider the situation on a call-by-call basis to respond to others while maintaining safe levels in town.

Question 12a: As an applicant from a department in another community, how would your experience be beneficial to the PFD and community?

Mr. Cassford explained that he has daily experience in a larger community with a larger department; he stated that Randolph was Pembroke thirty years ago, a small knit town that grew in population and development. He stated as the town grows, it strains the resources of the community and the town needs to adapt and respond accordingly. Mr. Cassford pointed out that, as developments are constructed, they bring denser concentrations of people and increased traffic with a higher need for services that affects resources that need to be spread thinner throughout the departments.

Question 13: What do you like best about Pembroke?

Mr. Cassford stated that he loves the town and is immersed in the community as he is heavily involved in sports throughout the town and knows so many of the residents. Additionally, it is a friendly town that is quiet but growing, and the town needs to keep up with the growth. He cited many and varied opportunities for kids in town.

Mr. Boyle asked if he sees the use of Narcan as necessary or overused. Mr. Cassford stated that it is very necessary; he stated that there is problem within our society right now and nasal Narcan should be available at a reasonable cost, but it is currently charged at three times its value as demand is so high. He explained that the drug works, reversing the effects of heroin overdose and saves lives. Mr. Cassford thanked the Board for a professional and thorough process, and he commended the town. Mr. Stone stated that he observed that Mr. Cassford has been accepted into the Chief Fire Officer program; Mr. Cassford confirmed that the program is run by the Massachusetts Fire Academy in conjunction with UMASS Arthur Collins Center. The program runs for four months, one day per week. Mr. Cassford exited at 7:05 pm.

7:00 FIRE CHIEF INTERVIEWS – ADAM R. HATCH

Mr. Boyle stated that this evenings meeting is being broadcast by PACTV for airing on Comcast channel 15, and rebroadcast Thursday through Sunday at 7:00 pm. The appointment will be voted at the Selectmen's next regularly scheduled meeting on September 14, 2015.

Question one: Briefly tell us about your background in the fire service and emergency medical field.

Mr. Hatch explained that he has been on the Kingston Fire Department as a call firefighter from 1996-1998, a full time firefighter since 1998, promoted to captain and shift commander in 2006. He saw the opportunity in Pembroke as a chance to bring his expertise and skills to the town. He went through EMT basic in 1999 and became EMT intermediate and is now advanced; he received his BS in Fire Science and is enrolled in the Chief Fire Officer program; he has worked extensively in taking classes and furthering his education and works part-time as a dispatcher at the Duxbury regional dispatch center.

Question two: Describe any experience as a) an administrator and b) with budgets (municipal if applies).

Mr. Hatch stated that he is Kingston's apparatus coordinator involved in the planning process of budgeting their maintenance and repair safety annually, defending this budget to the Chief. He stated as a shift commander he is responsible for overseeing policy and procedure compliance and administering mild discipline if required.

Question three: Describe an example within last five years where leadership skills were required that could describe your management capabilities.

Mr. Hatch explained that he manages a shift of five members that dropped to four recently; he received a call of a fire alarm at a local area hotel. He was in charge of local command and setup of the scene, as well as evacuation and he was responsible for requesting the dispatch of appropriate resources to the scene, leading three people to accomplish the work of twelve. Mr. Hatch stated that he received a commendation as a young captain for leading the resources on scene to a successful conclusion.

Question four: How do you feel about joint dispatch (police/fire) and regional 911 centers?

Mr. Hatch stated that regional dispatch centers can work but the job needs to be done correctly. He stated that the role is often overlooked as desk work, but dispatchers are the first contact response on the scene. All entities must review

the dispatch center options to ensure that they are staffed appropriately, trained thoroughly and funded as necessary.

Question five: Your view: what is role of Fire Department with a) Pembroke Public Schools b) Town Government and c) the General Public?

Mr. Hatch stated that ensuring the safety of the children and staff is paramount; the building must be safe and the staff educated to ensure that they can manage a situation until responders arrive. The PFD should offer the children fire safety and additional education such as using 911, bicycle safety, and conducting drills and evacuations. Mr. Hatch suggested beginning basic first aid at an age appropriate level. Mr. Hatch stated that there needs to be transparency between the Fire Department and government and both must work together to succeed. He also stated that transparency is critical in dealing with the general public, inviting the public in to the facilities, being visible and having a strong presence in community events. Mr. Hatch advocated exploring the use of social media to share daily activities and events.

Question six: What would be your plan of action in first 6 months as chief, after 2 years, and 5 years?

Mr. Hatch stated that he would spend the first six months to a year learning the department and its SOPs, people, strengths, weaknesses and identify the firefighters concerns and ideas, and their thoughts on the needs of the department. By the second year, he would like to expand professional development opportunities; he would determine where the staff's training levels are at currently, then mentor and encourage members to training and officer development programs. At five years, he would oversee ongoing training, and perform evaluations of staff, apparatus and infrastructure.

Question seven: As chief, you may want to change a long standing process within the department. How would you go about implementing the change?

Mr. Hatch stated he would determine where the membership stands on the process; he would ask them how it came to be and ask their opinion. If he subsequently determines that the process requires changing, he would work with the membership to enact that change to achieve buy-in on the solution. Mr. Hatch advised that he would only enact change if it was in the best interests of the department, its membership and the town; change must benefit the department and not be made for the sake of change.

Question eight: If appointed, what process would you use to assign the second-in-command?

Mr. Hatch stated that Kingston uses an application and interview process, but Mr. Hatch pointed out that a test is administered to get on the department and to be promoted to a captain; he feels an exam should be administered for Deputy Chief as well. He stated that the promotion process should be consistent across the board. Mr. Boulter asked what Mr. Hatch's thoughts were on an assessment center. Mr. Hatch stated that his promotion process to captain included an assessment center; he stated that the center, used appropriately, is the way to go. He relayed his promotion experience through an assessment center, whereby the candidate took a written exam in the morning and proceeded to an oral interview; then the candidates resolved an oral fire problem step-by-step, and proceeded to a roundtable with all of the candidates to work both together and independently to solve problems. He appreciated the process.

Question nine: First line supervisors must have authority to discipline employees. What rules and regs would you impose to handle this matter, or do you disagree?

Mr. Hatch stated that shift commanders absolutely have the responsibility of discipline, and need to know that the officers support them, provided expectations are clear and discipline is appropriate. Significant discipline needs to be administered by the officers with consistency.

Question ten: Should command staff be separate from the Firefighter's Union? In a union at all?

Mr. Hatch stated it is difficult for one union member to discipline another, and often command staff have their own union, which can alleviate this issue.

Question eleven: What program/procedure would you install to insure that Pembroke is covered first for medical and firefighter duties while on mutual aid call?

Mr. Hatch stated that decisions need to be incident specific. He stated that Pembroke runs three ambulances and is well staffed, but Pembroke residents need to come first. He suggested that Pembroke should consider bypassing a mutual aid call if two of the three ambulances are out of town, but there may be exceptions in certain emergencies and should be considered on a call-by-call basis.

Question 12a: As an applicant from a department in another community, how would your experience be beneficial to the PFD and community?

Mr. Hatch stated that Kingston is slightly smaller in area and population, but has a similar number of annual runs; his current experience closely mirrors Pembroke's process and expectations, and is easily adaptable with a similar layout and similar geography.

Question 13: What do you like best about Pembroke?

Mr. Hatch stated he appreciates the small town feel for a busy community such as Pembroke. It is appealing with the different challenges it offers and its current growth while maintaining the community based values of a small town.

Mr. Boyle asked if he sees the use of Narcan as necessary or overused. Mr. Hatch stated that Narcan is perceived as a miracle drug, but not enough correct information is available to the general public. It is very important but as its need and exposure is increased, it has begun to be used as a bandaid. He cautioned that, while Narcan provides a false sense of security and doesn't cure anything, it can save a life. Mr. Hatch asked what the Board's expectations of the next Chief would be; Mr. Boyle stated that public safety is first and foremost; the Board understands that there will be many changes as the prior Chief was there for 20 years. Mr. Boyle stated that the current department is friendly, well-educated and approachable. Mr. Hatch exited at 7:55 pm.

8:00 FIRE CHIEF INTERVIEWS – JAMES M. HILL

Mr. Boyle stated that this evening's meeting is being broadcast by PACTV for airing on Comcast channel 15, and rebroadcast Thursday through Sunday at 7:00 pm. The appointment will be voted at the Selectmen's next regularly scheduled meeting on September 14, 2015.

Question one: Briefly tell us about your background in the fire service and emergency medical field.

Mr. Hill stated that he is 49 years old, a lifelong resident of Pembroke, has been married for 24 years and has two children. He has been with the Pembroke Fire Department since he was 21 years old, working his way up the ranks to his current role as Interim Chief. Mr. Hill began with Company Two on High Street at eighteen years old when he graduated with his EMT and, in July of 1987 he took the exam and was hired by the PFD. He was promoted to captain in 1995, became the first paramedic from Pembroke in 1998 and worked closely with Chief Neenan to develop the ALS program currently in use, becoming the EMS Coordinator. He was promoted to Deputy Chief in 2012 and became Interim Chief in March of 2015.

Question two: Describe any experience as a) an administrator and b) with budgets (municipal if applies).

Mr. Hill stated his municipal budgeting experience began in 2011 as the Co-Director of Emergency Management; prior to that time, he set and maintained a portion of the department budget as EMS Coordinator. Mr. Hill stated that he has overseen the department's budget since March, which was very advantageous as it came in the end of a fiscal year.

This upcoming budget will be his first prepared budget.

Question three: Describe an example within last five years where leadership skills were required that could describe your management capabilities.

Mr. Hill stated that he performed both the role of Deputy Fire Chief and Emergency Management Co-Director during Hurricane Nemo, primarily working with the Fire Department responding to residents during the storm; after the storm, the responsibilities shifted to EM with PEMA and included all aspects of sheltering, including medical coverage. During the storm, Mr. Hill stated that he took incident command several times during the storm and he was fortunate enough to have the respect of the department, so orders given were taken and implemented successfully in trying situations.

Question four: How do you feel about joint dispatch (police/fire) and regional 911 centers?

Mr. Hill stated that he knows that regional dispatch centers are gaining in popularity; however, the benefit of the current system allows for the firefighter/paramedic to speak with the caller, ask pertinent questions to receive and convey valuable information. Mr. Hill stated that this communication is lost with regional dispatch. Mr. Hill stressed that information can vary or change on route to the scene. He strongly supports the local combined dispatch option for police and fire; in addition to allowing more people to go out on the road, each department has the ability to recap situations to identify areas of improvement. Mr. Boulter asked if a chief can promote his own questions to regional dispatch and Mr. Hill stated that the state regulations dictate the majority of responses given.

Question five: Your view: what is role of Fire Department with a) Pembroke Public Schools b) Town Government and c) the General Public?

Mr. Hill stated that the Fire Department performs all school inspections annually, provides Fire Safety classes in each

elementary school in October annually during National Fire Prevention Week, and conducts drills and evacuations in all schools quarterly. Mr. Hill stated that the role of the PFD in town government is to work together with a goal of providing safety within the community. Mr. Hill noted that the department's responsibility is to keep the BOS informed so they may provide feedback in response to questions they receive. Mr. Hill acknowledged that the department has been remote in recent years past, but took a big leap forward with the Open House and Dispatch Center Dedication and 911 Memorial. Station tours have resumed but can be interrupted if a call is received. Mr. Hill would like to resume CPR and First Aid training for town employees and lifeguards, and return to hosting an Open House each October during National Fire Prevention Week.

Question six: What would be your plan of action in first 6 months as chief, after 2 years, and 5 years?

Mr. Hill stated he would like to see a Deputy Chief appointed and then set testing dates for the hire of that captain's replacement as well as a recent retiree's replacement. In two years, he would like to promote departmental needs and service levels to increase staffing in response to the increase in medical calls, rescue calls, motor vehicle accidents, etc.; he stated that the station is constantly busy from 5:30 am to 9:00 pm every day. In part, the lack of a deputy and open firefighter shift contribute to the situation as the department relies on call backs to fill shifts that occasionally aren't filled; as an example, he stated that the department's shifts are down to four people in the evenings and some weekends. In five years, Mr. Hill stated that the town needs to return apparatus and manpower on a 24-hour basis to North Pembroke, which closed in 2003. He stated that the town's high hazard areas are on the north side of town and the 240 units built and filled have had a higher than anticipated need of services, and the town needs to revisit more personnel.

Question seven: As chief, you may want to change a long standing process within the department. How would you go about implementing the change?

Mr. Hill stated that the chief needs to bring together everyone involved in the process, whether the change is contractually or procedurally, and take a step-by-step approach, establishing the pros and cons within the group. Mr. Hill stated that occasionally change is necessary, but not always if the change is not beneficial.

Question eight: If appointed, what process would you use to assign the second-in-command?

Mr. Hill stated that the process has traditionally been the Chief's choice. The last two deputies had all of the necessary qualifications; they had a Bachelor's degree, years of experience and seniority. The next round will be problematic as several of the captains have similar or equal credentials. Mr. Hill would like to request resumes, conduct interviews and choose the best candidate for the job, one who is knowledgeable and invested in the department. Mr. Hill stated that he would include the Town Administrator in the process as he did to hire the Assistant to the Fire Chief. Mr. Boulter asked what Mr. Hill's thoughts were on an assessment center. Mr. Hill stated he would not rule out using an assessment center and he understands it is used as today's standard; however, he stated that he knows each of the candidates and their strengths and weaknesses.

Question nine: First line supervisors must have authority to discipline employees. What rules and regs would you impose to handle this matter, or do you disagree?

Mr. Hill stated that captains have the ability to perform minor discipline or enact corrective action, but the policy states that progressive discipline remains the Chief's responsibility. The administrator of the department is responsible for any punitive or escalating discipline.

Question ten: Should command staff be separate from the Firefighter's Union? In a union at all?

Mr. Hill stated that they have the right to remain in the union under law, and captains should remain in the union as they are just as much a part of the regular workforce, and need to be protected from retribution should they need to exert their authority. The Deputy Chief should have the option; even though Mr. Hill stated that it can be a disadvantage for the Deputy Chief to remain in the union.

Question eleven: What program/procedure would you install to insure that Pembroke is covered first for medical and firefighter duties while on mutual aid call?

Mr. Hill stated that, should calls come simultaneously, Pembroke takes precedence. Currently, the department handles the calls on a case-by-case basis as they are received. Mr. Hill stated that to date, they haven't missed a call due to a mutual aid call, and Pembroke receives mutual aid as needed.

Question 12b: As an applicant from the Pembroke Fire Department, how do you feel being on the department will be beneficial to the department and to the community?

Mr. Hill stated that he grew up in Pembroke, knows everything about Pembroke and is invested in this town. He stated that he knows what is wrong within the department and he knows how to fix it; he stated that he has a vision for the department and a dedicated, professional staff that share his vision. Mr. Hill explained that this role is the role he's been working toward his entire life; he stated that he is at the pinnacle of his career and he worked very hard to get here, with this position being the next step forward. He has dedicated himself to his role, to working nights to get two degrees and spending nights out during storms, and stated this is his home.

Question 13: What do you like best about Pembroke?

Mr. Hill stated that it is a great community with great people who have always supported the PFD. He stated that he has watched the town grow from 6,000 people to 20,000 people; the town is diverse, has ponds, activities for kids, with a strong youth movement in town.

Mr. Boyle asked if he sees the use of Narcan as necessary or overused. Mr. Hill stated that Narcan is the proper drug when used correctly; however it can be a failsafe for those who do not know what it can do. Mr. Hill stated that it absolutely saves lives. He pointed out an important problem: once Narcan is administered, if more opiates are consumed, the person winds up with a deadly amount of opiates in their system that Narcan cannot touch. Mr. Hill exited at 8:40 pm.

At 8:42 pm, Mr. Boyle declared the Board in a five minute recess to address a technical issue.

At 8:50 pm, Mr. Boyle called the meeting to order.

8:50 FIRE CHIEF INTERVIEWS – MICHAEL WITHAM

Mr. Boyle stated that this evening's meeting is being broadcast by PACTV for airing on Comcast channel 15, and rebroadcast Thursday through Sunday at 7:00 pm. The appointment will be voted at the Selectmen's next regularly scheduled meeting on September 14, 2015.

Question one: Briefly tell us about your background in the fire service and emergency medical field.

Mr. Witham stated that he is a Captain and Shift Commander for the Pembroke Fire Department. He has been involved in the fire service and EMS service for 27 years, in charge of the day to day operations of the fire department for the shift, the safety of the shift and members of the community. He worked his way through the ranks from firefighter to lieutenant to captain, and is looking forward to the opportunity as serving as Chief. Mr. Witham stated that he started as a firefighter and became a station training manager, and then the department trainer, training the monthly department drills and training new members of the department. On his promotion to lieutenant, he became in charge of the day to day operations of the fire department for the shift under the direction of the captain, the safety of the shift and responsible for the building and its apparatus. Mr. Witham worked his way up to Safety Officer where he was in charge of the safety on the fire ground operations and in the training evolutions. Mr. Witham stated he was then promoted to Shift Commander Captain; he has attended the Mass Fire Academy and taken many classes and received many certifications including Fire Officer 1 & 2, Fire Investigator 1 & 2, Instructor in RIT, and Rescue Diver with many additional diving certifications. Additionally, Mr. Witham stated that he is a licensed builder in Massachusetts, which allows him to see if a building is structurally sound or stable, should people enter the building, how a fire might progress through the building, etc. Mr. Witham stated that he has a wide variety of skills from medical to technical rescue to management skills.

Question two: Describe any experience as a) an administrator and b) with budgets (municipal if applies).

Mr. Witham stated that he doesn't have day-to-day experience with budgets, but he writes the grants for the department which begins with researching the budget, expenses, dealing with vendors, and more. Once the grant is received, Mr. Witham stated that he draws down the money, pays the bills and handles the paperwork. He stated that he owns his own company so he is very familiar with budgets in general. He met with Chief Neenan regarding the PFD budget and became familiar with its contents. He has administrative experience from the day to day operations of the fire department for the shift, the trucks, equipment, the manpower; who is on shift, time off, vacation time, sick time, etc. Mr. Witham stated that he conducts various types of inspections, fields complaints and praise, and has extensive experience in dealing with the public. Mr. Boulter asked him to elaborate on his grant writing experience; Mr. Witham stated that he worked with Chief Neenan to identify items lacking in the department and prioritized the department's needs; the department has been awarded \$2million to date and he has more applications pending.

Question three: Describe an example within last five years where leadership skills were required that could describe your management capabilities.

Mr. Witham described an incident with a house fire off of Wampatuck Street; he responded alone in the truck, met up with Chief Neenan to a fully involved fire and they worked through it to a successful resolution. Although the Chief had incident command, Mr. Witham stated the follow up reports, including the fire report and accountability for the location and successful evacuation of the other responders was his responsibility.

Question four: How do you feel about joint dispatch (police/fire) and regional 911 centers?

Mr. Witham stated that he feels a joint police and fire dispatch wouldn't work; he pointed out that there is no redundancy in the event of equipment failure or lightning strike. Additionally, the call volume is high and they would be managing too many calls which would lead to too many voices on the radio. Mr. Witham stated that regional dispatchers haven't been on a scene; he stressed that manpower on the scene is vital, and in-house dispatch results in the proper relay of correct information.

Question five: Your view: what is role of Fire Department with a) Pembroke Public Schools b) Town Government and c) the General Public?

Mr. Witham stated that every year during National Fire Prevention Week the department should be at the schools educating children on fire safety; including exiting, smoke detectors, and carbon dioxide detectors. Mr. Witham stated that he works daily with the Building Inspector, Electrical Inspector, Board of Health, DPW; he stressed the coordination with DPW is vital. Mr. Witham stated he would support more exposure for the public to avail themselves of open doors to tour and see the equipment and the yields of grants as savings to the town.

Question six: What would be your plan of action in first 6 months as chief, after 2 years, and 5 years?

Mr. Witham stated that he has the benefit of being on the department now; he feels that a few changes are required now but others can be watched over time for further evaluation. Mr. Witham believes that new equipment is necessary. He further stated that there are problems with communication that could be resolved by establishing an email address for each member; the return receipt would show that they have seen it. Two copies of each memo can be given to the Shift Commander to share, and then memos can be posted to a local area bulletin board. Within two years, Mr. Witham would like to start SOPs, SOGs, and tighten existing policies and procedures, and within five years he would like to consider new equipment and more manpower to become more proactive than reactive.

Question seven: As chief, you may want to change a long standing process within the department. How would you go about implementing the change?

Mr. Witham stated that he would begin with notification, by email and bulletin and to all shift commanders. Then he would invite discussion to achieve buy-in, explaining the issues and considering the members feedback prior to implementation.

Question eight: If appointed, what process would you use to assign the second-in-command?

Mr. Witham stated that he would implement a testing process and an evaluation process, possibly an assessment center. Mr. Witham stated that multiple steps in the process are advantageous to the department. He additionally stated that the promotion should be a big deal, perhaps a ceremony before town officials.

Question nine: First line supervisors must have authority to discipline employees. What rules and regs would you impose to handle this matter, or do you disagree?

Mr. Witham stated that the shift commander captain must have the authority to discipline if required, but he stated that SOPs and SOGs need to be established as they are lacking. If the matter is significant, the progressive discipline steps should be taken by the Chief and his deputy.

Question ten: Should command staff be separate from the Firefighter's Union? In a union at all?

Mr. Witham stated that the captains and Deputy Chief should be in the union, but not the Chief. He stated that the union offers the benefit of protection and comradery.

Question eleven: What program/procedure would you install to insure that Pembroke is covered first for medical and firefighter duties while on mutual aid call?

Mr. Witham stated that the first priority is the safety of the members of this community. The department currently runs three ambulances with 25 paramedics and is frequently called for mutual aid. Mr. Witham stated that he would hold back one ambulance if possible to cover the town, rather than send all three. Additionally, a call box could be installed at headquarters to put out a call right away to see if manpower is available for backup and, if not, hold back the third

ambulance.

Question 12b: As an applicant from the Pembroke Fire Department, how do you feel being on the department will be beneficial to the department and to the community?

Mr. Witham stated he has the advantage of seeing how the department has been run for the last eleven years and he knows the town and the people in it. He stated that it is beneficial to know the areas, streets, buildings and people in town.

Question 13: What do you like best about Pembroke?

Mr. Witham stated that the community is great and he has had a chance to watch it grow. The businesses are great and the people are friendly; he added that he would like to see the public come to the station and have more access to the department.

Mr. Stone stated that a question was asked in the prior interview that stressed that the role of the Chief can be a 24 hours, seven day role in an emergency, where calls can come in late in the evening. Mr. Stone asked how Mr. Witham sees his availability travelling from South Carver. Mr. Witham stated that department has many talented individuals who can handle most situations, and the fact that the Chief may live out of town is not a factor. If he is called, he will be briefed over the phone and if necessary, he will be to the station in fifteen minutes.

Mr. Boyle asked if he sees the use of Narcan as necessary or overused. Mr. Witham stated that it saves lives if used properly, but it is reportedly in use by people with drug dependencies to increase their consumption. He did state that it is phenomenal to save lives from the influence of opiates only.

Mr. Witham exited at 9:25 pm.

At 9:25 pm, Mr. Trabucco moved to adjourn with Mr. Stone seconding the motion. The vote was unanimously in favor.

MATERIALS & EXHIBITS

Emails (3) and Flier, Erin Breton Girls on the Go Road Race Request (BOS/TA Office)

Submission of Candidates - Emails, Applications, Addenda: Cassford/Hatch/Hill/Witham (BOS/TA Office)

Letter of Process from Screening Committee (BOS/TA Office)