

Citizens Committee Report on the Formation of a
**Whitefield Volunteer Fire and Rescue
Department**
January 2010

Submitted to the Whitefield Board of Selectmen
In preparation for a Public Hearing on
Saturday, February 6, 2010 at the Whitefield School 10 a.m. - noon

The Board of Selectmen and the committee that undertook this study wish to acknowledge the commitment and years of volunteer service by individuals in the 3 fire departments and Whitefield Rescue. They have provided fire and safety protection for the people of Whitefield and surrounding communities as well as responding to accidents, hazardous material incidents, downed trees/power lines and natural disasters. They have also done significant fundraising which has helped reduce the cost of fire fighting for the Town of Whitefield. Our thanks and appreciation!

Citizens Committee Report on the Formation of a Whitefield Volunteer Fire and Rescue Department

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Executive Summary

A citizen's committee formed by the Whitefield Board of Selectmen worked with the Board and the present three fire fighting associations to explore formation of a municipal fire department.

The decision to form a municipal fire department is independent from decisions on construction of new fire stations. Voters should weigh each issue separately since either can go ahead without the other.

The citizen's committee found that creation of a municipal fire department is feasible. If voters choose to do so, no major organizational, legal or functional obstacles have been identified. To proceed, the Town would have to vote to form the department, vote to adopt a fire department ordinance, and vote to accept the assets of the associations by gift, deed or lease as appropriate.

The change to a municipal department would not change the delivery of fire fighting services or the "volunteer" status of responders. A municipal fire department will provide a single chain of command responsible for all activities and responsibilities, directly answerable to the Selectmen and the voters of Whitefield.

In reviewing the proposal, the committee found the following.

- A municipal department provides for accountability and efficient planning to meet modern standards and requirements.
- A municipal volunteer department will provide the Town with the authority to coordinate fire fighting resources to best meet the needs of the entire town.
- A municipal department will provide for cohesive budgeting and Town control on the expenditure of tax dollars.
- Based on available information, the formation of a municipal fire department would not have a major budget impact. However, there is always uncertainty in projecting future requirements and costs.
- The private associations will need to determine whether they will make legal changes to their charters.

In deciding on formation of a municipal volunteer fire department, voters are urged to carefully consider the information in this report. Electronic copies of this report are available on line at www.townofwhitefield.com. Hard copies (without appendices) are available at the Town Office. Because of the volume of the appendices, the Town has a few copies of the complete report with appendices it can lend for anyone to review or copy.

I. Introduction

For at least 15 years, residents in Whitefield have discussed the possibility of forming a municipal volunteer fire department as an alternative to the current system of three private associations that provide fire protection services for the Town. The establishment of a municipal fire department would not necessarily eliminate the associations, but would modify their roles.

In September 2009, the Whitefield Board of Selectmen convened a citizen's committee to outline the structure and function of a municipal volunteer fire department, and to prepare a report for the citizens of Whitefield. The committee (Erik Ekholm, Chuck Vaughan, Frank Ober, Carole Cifrino, Kevin Rousseau and Dennis Merrill) met 10 times during the period of September 2009 through January 2010. The fire & rescue chiefs also participated, and supplied data for this report. Meetings were also attended by representatives of some of the associations, selectpersons and other interested parties.

This report describes how a municipal fire department would be organized and some of the issues that would need to be addressed in forming such an entity. The intent is not to advocate for or against doing this, but rather to describe the process and related considerations in order to inform the citizens of Whitefield prior to their voting on the matter.

Both the Town and Coopers Mills association have over time proposed new buildings. While buildings are discussed here as they are important parts of any fire department, decisions on new construction are separate from decisions on how firefighting services are organized. Voters should be aware that votes on the two issues – decisions on a municipal fire department and a new fire station(s) – are totally independent of one another and each deserves separate consideration.

II. Background

Fire protection in Whitefield is currently provided by three private associations funded both by public money appropriated at annual town meetings and through fund-raising efforts. Each association – Coopers Mills, North Whitefield and Kings Mills – operates independently from its own station and maintains the apparatus and equipment located there. All personnel are volunteers, although the Town Chief, Deputy Chief and firefighters are paid small stipends by the Town.

Historically, the three associations were formed after World War II to provide fire companies for each of the villages in Whitefield, and were organized as nonprofit corporations. Each association has its own chief, officers and membership. Currently, there are a Town Fire Chief and Deputy Fire Chief appointed by the Selectboard. These officers have command authority over on-scene fire and other emergency situations but have no authority over the organization, budgets or operations of the three individual associations. Town funds given to the associations are expended largely as the associations determine, although the association chiefs meet regularly to discuss overall needs. The Town Chief manages the monies appropriated for fire protection not allocated directly to the associations. In addition to fire protection, the Town funds a separate municipal rescue unit; the rescue vehicle is housed at the North Whitefield fire station. It is important to note that “fire protection” actually encompasses a range of public safety activities.

During the past several years, there have been three studies of Whitefield's fire protection services. The first of these was conducted in 1994. Although the written report was not located for this review, it reportedly recommended creating a town fire chief position while keeping the three associations intact as they had been. It also recommended equal town funding for each of the three associations (which has been carried out).

A second study was conducted from April 2003 through June 2004 by a local committee consisting of representatives from the three associations, the Budget Committee and the Selectboard. Some twenty

meetings were held during this period. A report of this substantial effort was formally transmitted to the Selectboard on March 1, 2005, and so has been referred to as the “2005 report”; the Executive Summary is attached as Appendix A. The report covered a range of topics including organizational structure, fire stations, equipment and personnel. As to the organizational structure, the group could not reach full agreement, with some favoring formation of a municipal fire department while others wanted to retain the existing three associations. Ultimately, four recommendations were presented:

- “1. Create one collective town firefighting budget. Each [association] would get a small, basic allocation to cover its operational expenses. Other allocations among the three [associations] would be decided according to need as determined by a committee chaired by the Town Chief;
2. Enhance the authority of the Town Chief, for example by giving the Chief authority to position equipment as he believes necessary;
3. Adopt and implement SOG’s; and
4. Improve financial accountability to Selectmen.”

Following the 2005 report, the Town voted to appropriate money for an independent outside review of fire protection in Whitefield. This was conducted by Neil D. Courtney, a “fire protection specialist”. Mr. Courtney submitted a draft report of his review in early 2008; a copy of the Executive Summary is included as Appendix B. He recommended that Whitefield, “Consolidate the three separate fire associations into a single municipal fire department..... The amalgamation of these separate entities, to include administrative oversight from the board of selectmen, will fortify Whitefield’s emergency services.”

Finally, both the 2005 and 2008 reports had some common themes such as recommending keeping three stations to cover the long, narrow town and building a new central fire station. They both also suggested upgrading the existing apparatus collectively between the three locations. More modern trucks would result in fewer being needed to provide a proper level of protection.

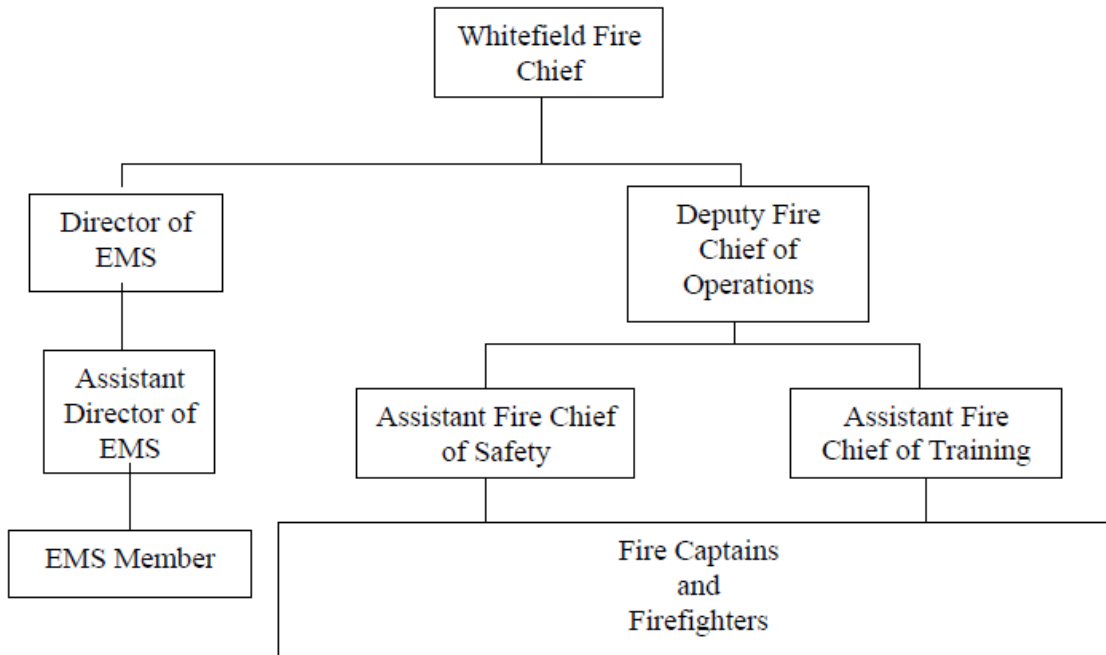
III. Departmental Organization, Personnel and Delivery of Services

With a municipal fire department, a single chain of command would be created for all activities and responsibilities, not just for on-scene events as is the case now. A Whitefield Fire and Rescue would have a direct chain of command from the voting public through the Selectboard and on down to the Chief and other fire/EMS officers and personnel. All equipment and operations directly related to emergency response including training, planning and budgeting would fall under this chain of command. Items including trucks and buildings that are currently owned by individual associations could be purchased or leased by the town department.

The National Fire Protection Association has standards that serve to guide the organization and operation of a municipal fire department. Specifically, Standard 1720, *Organization and Deployment of Fire suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteers Fire Departments*, is applicable to Whitefield’s needs. This is currently used as guidance; the 2001 version of this standard is attached as Appendix C and is available on line at www.fsans.ns.ca/pdf/research/nfpa1720.pdf.

Job descriptions for firefighters in Whitefield already exist and would be applicable for a municipal fire department. The narrative descriptions are included as Appendix D. The basic organizational structure is shown in Figure 1 below.

**Figure 1
Proposed Organizational Structure for Municipal Fire and Rescue**



If the Town establishes a municipal volunteer fire department, the North Whitefield, Kings Mills and Coopers Mills associations would each determine whether to re-charter as a support (non-firefighting) organization, to remain as an independent fire fighting private organization, or to dissolve altogether. All money they currently hold or raise in the future would remain theirs to use within the restrictions of their bylaws and the tax code. Each organization currently has officers such as President, Vice-President, Secretary, and Treasurer and may have a Board of Directors. This governance structure can remain in place to oversee each organization’s recruitment, fundraising, and expenditures, and to coordinate with a municipal fire department for strategic planning.

The change to a municipal department would in no way affect the “volunteer” status of responders. However, one of the major problems with recruiting and retaining personnel is the heavy time commitment required to meet all OSHA and NFPA standards. These standards are designed to protect firefighters (and rightfully so; personnel safety is the highest priority in firefighting) and require monthly training for all firefighters to stay on the active roster. The number of personnel qualified to perform particular jobs has historically varied over time within the three private associations.

Currently, the firefighters from the three private associations are coordinated under the Town Chief during a response action, ensuring manpower is allocated efficiently at fires. However, the work associated with meeting personnel, training and recordkeeping standards remains the individual responsibility of the private associations. If merged into a municipal department, the private associations would not individually and independently need to meet these standards. Instead, the municipal department would be the single entity responsible for ensuring that the firefighting resources and associated recordkeeping performed on behalf of the Town meet the NFPA standards. Meeting the standards presumably gives Whitefield residents better fire protection and better homeowner insurance rates.

Whitefield has mutual aid agreements with all surrounding towns, including automatic mutual aid for structure fires. This means that the fire associations providing fire protection services on behalf of Whitefield are automatically dispatched to all structure fires, and are on-call to provide aid at another town’s request for other public safety needs (e.g., traffic control at the scene of an accident). If Whitefield establishes a municipal

volunteer fire department, there will be no change in the delivery of firefighting and other public safety services through these mutual aid agreements.

IV. Buildings and Equipment

While not an essential factor in how a fire department is organized, the buildings and equipment are key factors in ensuring a well functioning and successful emergency response capability. Kings Mills owns its building, but if it ceases to be used for fire protection it reverts back to the heirs of the original owner. North Whitefield’s station is leased by the association and is available as long as it is used for fire protection. Coopers Mills owns its building outright. Funding for trucks and equipment has, over the years, been a mixture of public and private sources. The majority of equipment for all three associations including SCBA gear, a cascade system, turnout gear and most radios has been purchased with money appropriated by the Town. Table 1 below shows the funding sources for fire trucks and other vehicles located at the three stations.

Table 1
Funding Sources for Fire Trucks and Other Vehicles by Stations

Station	Purchased with Town Funds	Purchased with Association Funds
Kings Mills	Engine 3	Brush Truck
Coopers Mills	Tank Truck	Engine 5, Utility Truck, Brush Truck
North Whitefield	Rescue Truck	Engine Squad Truck

Both the North Whitefield and Kings Mills associations have indicated they are willing to lease their buildings and equipment (the portion not owned by the Town) to the Town for \$1 per year plus operational expenses, with maintenance expenses to be negotiated as needed. The Cooper Mills association has voted that it is willing to pursue negotiations with the Town of Whitefield for the use of its building and equipment (similarly, the portion not owned by the Town).

Further descriptions of the current buildings and equipment are included in Appendix E.

V. Legal

It is interesting to note that under Maine Law municipalities are not required to provide fire protection at all. When a fire department is formed, it is governed by state law (Title 30-A, §3151 et seq.), under which Whitefield can create a municipal fire department.

Maine Municipal Association has recommended that the Town take three formal steps to create a municipal fire department:

1. The Town would formally vote to create a municipal fire department;
2. The Town would vote to adopt a fire department ordinance that describes the structure, function and responsibilities of the fire department; and
3. The Town would vote to accept assets of the associations by gift, deed or lease.

The current private associations are governed by their charters and bylaws as well as the Internal Revenue Service rules that affect nonprofit organizations. The associations have not identified any legal constraints that conflict with formation of a municipal department. If Whitefield establishes a municipal volunteer fire

department, it is up to each of the three private associations to decide whether to re-charter as a benevolent organization to support Whitefield firefighting needs, to remain as an independent private firefighting organization, or to completely disband.

The North Whitefield and the Kings Mills Volunteer Fire Departments have voted to support the establishment of a municipal volunteer fire department while the Coopers Mills Volunteer Fire Department has discussed a willingness to continue negotiations. Both the Kings Mills and North Whitefield associations have indicated they are willing to lease their building, apparatus and equipment to the Town for a nominal fee. The Coopers Mills association has indicated it would prefer to lease to the Town rather than transfer ownership. The details of leases would need to be worked out between the officers of each organization and the Selectboard.

If Coopers Mills chooses to remain a private firefighting association, Whitefield can still move forward in establishing a municipal volunteer fire department. Fire protection services can be provided to the Coopers Mills area of Whitefield through the establishment of a contract with the Coopers Mills association. Such a contract would need to cover in detail all obligations of the contracting parties, including financial responsibility for workers comp for Coopers Mills members, insurances; responsibility for equipment and gear purchase, maintenance and replacement; responsibility for ensuring Coopers Mills operations meet NFPA and OSHA standards; and the terms of building lease, including responsibility for building operations and maintenance.

In 2002, representatives from Whitefield met with the Maine Municipal Association (MMA) and discussed fire protection and liability. Notes of the meeting (see appendix to the 2005 report) reflect that coverage under the Maine Risk Pool administered by MMA is available to either associations or municipalities. Firefighters working under either a municipal department or private association are protected under Maine's Tort Claims Act when performing services for a town.

Maine Municipal Association provides a guidance manual for towns. A section of the manual addresses questions about fire departments that directly apply to Whitefield's situation. A copy of the relevant section of the manual is included as Appendix F.

VI. Budget

Fire and rescue budgets are comprised of numerous elements including apparatus, equipment and gear, insurance, administrative costs, utilities, maintenance, fuel, training and health protection. Some of the money appropriated each year by the Town is for town-wide needs. Currently, the Town also appropriates additional money in equal amounts to support the operations of the three associations, although the needs for equipment, facilities, supplies, etc. are not necessarily equal and vary each year.

Different accounting methods and fiscal years make direct comparison of the various line items between the three associations difficult. Attached, as Appendix G, is a budget summary for the town and the associations for 2008-2009. Many costs are "fixed" by the number of firefighters, the existing buildings and equipment. In the short-term, some relatively small savings may be possible with a municipal fire department. In the future, a consolidated department would have the potential for savings by avoiding duplicate equipment and administrative costs, as well as some savings through general economies of scale and improved coordination.

Historically, the three private associations have conducted numerous fundraising activities and spent their privately-raised funds to support their firefighting efforts in Whitefield and neighboring communities. There is nothing inherent in the formation of a municipal department that prevents each of the private associations from continuing their efforts in support of their local station to meet the firefighting needs of Whitefield and neighboring communities. The North Whitefield and Kings Mills associations have indicated that they would continue their traditional fundraising activities to support a municipal fire department. The Coopers Mills

association has expressed greater uncertainty as to its ability to be as successful in its fundraising activities if it is part of a municipal volunteer fire department (see “Challenges/Concerns” in Section VII below).

A note in regards to fundraising and municipal appropriations: Any money raised by a municipal department goes through the standard municipal budget process. In appropriating money to a private association, the Town can specify how the public money will be spent and can require accountability to the Town. Any money raised by a private association is private; it is controlled by the private association and is not subject to municipal oversight.

VII. Benefits and Challenges/Concerns

In considering the question of whether to establish a municipal volunteer fire department, both benefits and challenges have been discussed. The benefits are in operational efficiency, accountability (including protection from liability), consistency and cohesiveness in planning, and potential savings on homeowners insurance. The challenges/concerns raised are focused on uncertainty in costs, changes to the legal status of the private associations, and sustainability of fundraising and volunteer support for the private associations, especially Coopers Mills.

Benefits

- ❖ A municipal volunteer department will provide the Town with the authority to coordinate firefighting resources to best meet the needs of the entire town.
 - It provides clear lines of authority and accountability at all times, including single chain of command for all firefighters at all times, not just when participating in response action.
 - It can ensure that all firefighters are trained on and have access to all equipment at each station, bringing greater flexibility and improved response capacity to all areas of Whitefield.
 - It allows the Town to prioritize and target resources as needs vary by year and as equipment goes out of service, providing for the most appropriate and effective distribution of equipment to each station to meet firefighting needs throughout Whitefield.
 - A strong, cohesive organization may attract more volunteer resources and improve the morale of firefighters, resulting in better recruitment and retention to serve all areas of the town.
- ❖ A municipal department will provide for cohesive budgeting and Town control on the expenditure of tax dollars.
 - The Selectmen have administrative authority over all operations, including decisions on the expenditure of taxpayer dollars as appropriated by the voters.
 - Purchasing for each of the stations and the department as a whole is coordinated and consolidated, avoiding duplication and potentially leveraging better prices on such items as heating oil, office supplies and equipment.
- ❖ A municipal department provides for accountability and efficient planning to meet modern standards and requirements.
 - It creates centralized responsibility for and management of all records.
 - It provides for coordinated planning and response to make changes needed to address new and evolving National Fire Protection Association (NFPA) and the Occupational Health & Safety (OSHA) safety, training and record-keeping standards for the overall department and all stations.
 - It provides for consistent, coherent, and cohesive short- and long-range planning to meet firefighting needs in town.
 - It increases the ability of the Town to affect changes that will improve the Insurance Services Office (ISO’s) Public Protection Classification (rated a “9” out of “10” in 2008, with “1” being the best possible score), which can result in lower fire insurance premiums for building owners in town.
 - It increases eligibility for grant opportunities, as some grants are available only to municipalities.

Challenges/Concerns

- ❖ Future costs of a municipal fire department are uncertain.
 - While best estimates are that a municipal department would be revenue neutral, or could provide some savings, these are not well documented.
 - Many factors can affect future costs and these could increase whether Whitefield's fire protection services are provided by a municipal department or separate associations.
- ❖ The private associations will need to determine whether they will make legal changes to their charters.
 - While no major legal obstacles to restructuring the association have been identified, the associations may want this reviewed by legal counsel.
- ❖ Community support for fire fighting and traditional sense of community could be diminished.
 - The existing associations have established networks for recruiting volunteers and fund raising, and formation of a municipal department could impact these functions.
 - Many of the firefighters and supporters of the Coopers Mills station do not live in Whitefield, but are strong supporters of the Coopers Mills Volunteer Fire Department due to its history and service to the greater Coopers Mills area. If Whitefield establishes a municipal department, some fear that volunteers and donors from surrounding towns will cease to support the Coopers Mills station as it will be perceived as benefiting only Whitefield.
 - The independence and significance of individual villages in Whitefield has diminished over time as more services and functions are provided at the municipal level. Formation of a municipal volunteer fire department could be seen as removing one of the remaining elements defining the individual villages and their histories.

VIII. Transition and Timeline

No legal, organizational or financial issues have been identified that prevent or seriously encumber formation of a municipal fire department in Whitefield. Should the voters decide to create a municipal volunteer department, there are several details that have to be addressed to allow a smooth transition. The associations would need to review their charters and bylaws and make adjustments as necessary to work best in conjunction with a municipal department. Appropriate contacts, agreements and/or leases would have to be worked out between the associations and the Selectboard. The Selectboard could choose to appoint a citizen's committee to assist in this process.

Adequate time should be allowed to research, address and finalize the details with each of the associations. The Fire Chief and other officials would need to modify standard operating procedures, record keeping, insurances, and make other administrative changes prior to a formal transition.

A final issue is budget considerations. Forming a municipal department part way through a budget year would add an additional level of complexity to the transition process. For these reasons, presuming the voters authorize formation of a municipal fire department in March 2010, the change would be most practical if made fully effective July 1, 2011, the start of a new budget year.

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Whitefield Volunteer Fire Department

Long-Range Plan

Executive Summary

June 24, 2004

I. Introduction

This Executive Summary presents the main points and recommendations from the 2003 Whitefield Fire Long Range Planning Study. The group which produced this study met biweekly from April 2003 until January 2004, and included representatives from all three town fire companies, the town budget committee, and the Selectmen. The original impetus for the study came from the town Selectmen and budget committee, which sought a long-range plan to identify future needs and a way to address those needs in the most cost-effective manner before approving funds to purchase a new fire truck.

The group addressed a broad range of issues affecting current and future fire protection for Whitefield. This Executive Summary focuses on four areas identified as most critical -- organization, apparatus, stations, and personnel. A fuller treatment of these and other issues covered by the study can be found in the detailed study results, which are attached to this Executive Summary. The study does not address Whitefield first responders.

II. Current Situation

Whitefield receives its fire protection from three volunteer fire companies -- the Coopers Mills, Kings Mills, and North Whitefield volunteer fire departments (VFDs). Each company is organized as a separate association, with its own officers, bylaws, and bank accounts. Each company has its own station, equipment, and personnel. The three cooperate through regular officers meetings, through planned future adoption of common Standard Operating Guidelines (SOG), through increasingly frequent joint training, and through an Incident Command System which determines leadership responsibility at a response scene. The Lincoln County Emergency Response Center pages out one call for incidents within Whitefield and all three companies are expected to respond.

Whitefield has a town Fire Chief, appointed by the town selectmen, who chairs meetings of the officers of the three companies and who exercises command authority at incident scenes. The town chief has no direct authority over the activity of the associations which represent the three Whitefield fire companies, nor town money appropriated for disbursement to each association. The Chief does have financial responsibility for all other town appropriations for the fire service.

In 2002 Whitefield fire companies responded to 93 incidents, making that the busiest year for the fire service. Structure fires and chimney fires in Whitefield have declined in recent years. Most of the increase in calls has come from responses to traffic accidents and the "other" category, which includes hazardous materials, rescues, furnace malfunctions, and false alarms. Under the mutual aid system, Whitefield fire companies also respond to structure fires and other serious

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incidents in neighboring towns and vice versa. Data, of course, do not tell the entire story. Over the past year or two Whitefield fire companies have responded to and stopped structure fires from engulfing several inhabited buildings, have blocked chimney fires before they got into the surrounding building, have stopped grass and woods fires just short of buildings, and have extracted and thereby helped the survival of several severely injured people involved in accidents.

Of the three Whitefield fire companies, two -- Coopers Mills (CMVFD) and Kings Mills (KMVFD) -- are considered relatively healthy in terms of numbers of active firefighters, personnel turning out for incidents, and maintenance of existing equipment and facilities. North Whitefield (NWVFD) has the smallest number of active firefighters and the lowest number of personnel turning out for incidents.

Whitefield's fire companies were organized shortly after the Second World War, often by returning veterans. Each has its own traditions, history, and loyal cadre of supporters among current and past firefighters, their families, and auxiliary support organizations. This institutional affiliation and loyalty plays an important role in maintaining the health and long-term viability of the respective fire companies. The Town's comprehensive planning process has identified the fire department as one of the last surviving examples of the three communities which makeup Whitefield.

On the operational side, it is the consensus among firefighters that the companies and their individual members generally work well together at incident scenes. Stories of past conflicts among the companies, reportedly leading on occasion to fisticuffs, have definitely been consigned to legend. Vehicles and firefighters belonging to the three companies respond to incidents in accordance with need and availability throughout the town at the direction of the town Chief or incident commander.

The distribution of stations in the northern, central, and southern parts of town allows prompt response times in all parts of Whitefield, which is about 18 miles long and 5-6 miles wide. (See page 2-6 of the attached detailed study for a more extensive discussion of response times.)

On the other hand, maintaining three separate companies and fire stations also imposes significant operational, development, and financial costs. Maintaining three independent companies with three stations and three overlapping vehicle inventories also leads to significant redundancies which, in turn, imposes real financial (and operational burdens) on the overall fire fighting picture for Whitefield. The three Whitefield companies collectively maintain at least twice as many vehicles as is needed for optimum fire coverage. The three companies together have 3 pumpers, 3 tankers, 3 brush trucks, and several other vehicles. The consensus among the participants in the study is that for optimal coverage Whitefield needs 2 pumper/tankers, one tanker, one or two brush trucks, and one utility truck. (See attached for a detailed discussion.)

One consequence is an aging fleet of vehicles. The newest vehicle in the overall Whitefield inventory is the CMVFD pumper, built in 1993. The newest vehicle in KMVFD dates to 1978 and the newest in NWVFD to 1982.

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Older equipment is not generally as capable and lacks some of the features which are standard in newer equipment. Despite careful maintenance, older equipment breaks down more often and sometimes has to be treated more gingerly at an incident than would be the case with respect to newer vehicles. To take one -- fortunately rare -- example, after problems developed during a training exercise with both of the town's then operational pumpers, Whitefield had to inform Lincoln emergency dispatch center that if a fire occurred one of the neighboring towns would have to respond. Older equipment is obviously more expensive to maintain -- each of the three Whitefield companies spends, on the average, several thousand dollars a year in maintenance costs. Given the high costs of new vehicles and the heavy demands on the town budget in other areas, it is simply inconceivable that all of the current aging fleet of Whitefield fire trucks could be replaced over any reasonable time frame.

Maintaining three stations is also costly both financially in terms of operational efficiency. Each of the three Whitefield stations is over 50 years old. They have been expanded and modified repeatedly over the years but they lack basic amenities and facilities now considered standard for maintenance and training. Participants in the study estimated it will take over \$26,000 just to bring the three existing stations into compliance with current code or regulatory requirements or to carry out necessary basic upkeep. CMVFD investigated the cost of upgrading its current building and concluded that it would be more cost effective to invest in a new building -- a conclusion which would probably also apply to the other two Whitefield fire stations. As is the case with vehicles, however, it is simply not possible in contemporary conditions to replace all of Whitefield's three existing stations -- designed for a simpler era and in many cases built in part with the volunteer labor of firefighters and other townspeople -- with three new modern buildings.

CMVFD has set aside money -- raised through its own fund-raising efforts -- to finance up-front costs of constructing a new station and has begun preliminary planning to do this. To proceed with these plans CMVFD requires assurance from Whitefield town authorities of continued annual financing and assurance that the new station was fully coordinated with other aspects of the town's long-range fire plan. The other two Whitefield companies have no replacement plans for their buildings.

The issue of the recruitment and retention of volunteer firefighters also deserves attention. As noted above, CMVFD with 15 active firefighters, and KMVFD with 13, are considered relatively healthy in terms of numbers, qualifications, and ability to respond. NWVFD, with 5 active firefighters, has insufficient personnel to be able to respond regularly to incidents.

Even within the two relatively healthy companies there are worrisome trends. One is the age structure of firefighters. Put simply, Whitefield has too many "senior" firefighters and not enough young ones. Of the 33 active firefighters in all three Whitefield companies, only one-third are under 40. Young people are simply not joining the volunteer fire companies in sufficient numbers. If the trend is not reversed over the next decade, Whitefield may find that it has insufficient numbers of firefighters to maintain adequate coverage.

Another problem is the number of firefighters available during working hours. The old image of a volunteer firefighter who drops his plow when the alarm sounds and rushes to fight a fire at his

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neighbor's house is definitely a thing of the past. Twenty-eight of Whitefield's active firefighters work out of town. Some of these work nearby and are able to respond to fires in Whitefield during normal working hours but this is also a trend which needs to be addressed in a systematic fashion.

A final issue -- related to the two above -- is the increasingly complex legal and regulatory environment facing volunteer fire companies and individual firefighters. It is no longer possible for anyone in the community who wants to help to simply rush to the scene and put a garden hose on a fire. Volunteer firefighters are required to wear turnout gear and to have training in the use of their specialized equipment and in handling the range of situations they are likely to face. The Occupational Safety and Health Association (OSHA) and the National Fire Protection Association (NFPA) have set standards for personnel training and equipment standards aimed at protecting the health and safety of firefighters. These regulatory agencies initially focused on full-time departments, but are now paying more attention to volunteer companies. Firefighters -- particularly officers -- face an increasingly demanding burden in terms of time, paperwork, and worry (legal liability?).

III. Budget

In 2002 Whitefield allocated \$50,579.78 for fire protection, a figure which amounts to about 1.4% of total town expenditures or \$22.25 for every inhabitant of Whitefield. This included allocations of \$13,000 to each of the three fire companies, \$2,200 to first responders, \$6,228 for a new truck loan, \$5,000 for personal protective gear replacement, \$6,000 for purchase of new air packs, and other miscellaneous expenses. Expenditures on fire fighting have risen sharply over the past 10-15 years, primarily because of the cost of purchasing new equipment and turnout gear (to meet OSHA and NFPA standards). Whitefield's fire expenditures are generally in line with expenditures in rural fire departments nationwide. A comparison with nearby Maine towns shows that Whitefield has higher operating costs than other towns, probably because of the expense of operating and maintaining three stations and more apparatus, and that Whitefield spends less on new equipment than other towns nearby.

These data do not reflect money raised and spent by the associations of the three fire companies. CMVFD and KMVFD hold several fund-raising events annually, which provide money for capital improvements outside the town's budget system and which are also part of the town's local cultural heritage. CMVFD has generated annual income from fund raising on the order of \$10,000 per year. KMVFD has generated less and NWVFD has done virtually no independent fund raising in recent years.

In 2002 there were great disparities in the amount and type of expenses among the three companies. CMVFD reported expenses of \$28,926, while KMVFD reported expenses of \$9,297.00, and NWVFD \$8,155.00. The latter two companies thus spent several thousand dollars less than the amounts they received from the town. In both cases, this surplus went into interest-bearing accounts for use in future capital expenditures. All three companies appear to spend about \$1,500 per year on building utilities and maintenance, on the order of \$2,000 annually on truck maintenance, between \$2,000 and \$3,000 for insurance, between \$2,000 to

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\$3,000 for new equipment purchase. (One reason CMVFD expenses were higher is that it reported spending \$10,733 on a truck loan repayment.)

Use of budgetary data as a tool for analysis and control is complicated by the fact that funds allocated from the town are divided among several accounts and that the three companies report their income and expenditures separately and in different formats. An essential element in rational planning for Whitefield's future fire needs is to develop one budgetary format that would cover all income and expenses across the board for all of the three companies. (See the attached report for a more detailed discussion of fire fighting budget issues.)

The long range planning committee developed a long range budget forecast through 2020 which was presented to the Selectmen and budget committee in support of the request for town appropriation for the purchase of a new apparatus. The budget shows the resources anticipated through each of the Associations fund-raising efforts as well as the forecast town appropriations. The budget shows major outlays from CMVFD in 2004 and 2005 for the construction of a new fire station in Coopers Mills with an assumed 40 year mortgage to be paid by dues and fund raising efforts of CMVFD. The budget anticipates the new pumper will be paid off in 2014 and a new line item will be added in 2008 to support development of a new station on Town property now under consideration. (the funding would be in addition to grant money which will be sought to support development). The budget forecast then provides for a replacement apparatus in 2014 which could be the CMVFD pumper or a new pumper for the station at the Town office property. Each Association will remain responsible for necessary improvements to buildings and grounds through existing resources and will also maintain auxiliary equipment such as forestry and utility trucks.

IV. Recommendations

Organization: This was the most difficult issue the group faced. A number of participants believed that moving to one, municipal, fire department would offer significant savings, allow rational long-range planning, and provide for better distribution of financial, equipment, and personnel resources. Other participants believed that moving to a municipal fire department was unnecessary and possibly counterproductive. They argued in favor of enhancing cooperation among the three existing companies and worried that creating a municipal department could damage currently healthy companies.

In the end, the group decided to recommend that the three existing companies retain their current independent existence but that cooperation be enhanced through a number of steps intended to enhance the authority of the town fire chief and to improve budgetary and resource allocation.

Accordingly, the group makes the following recommendations:

- Create one collective town fire fighting budget. Each association would get a small, basic allocation to cover its operational expenses. Other allocations among the three associations would be decided according to need as determined by a committee chaired by the town chief.

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- Enhance the authority of the town chief, for example by giving the chief authority to position equipment as he believes necessary
- Adopt and implement SOGs
- Improve financial accountability to Selectmen.

Equipment: The group unanimously recommended:

- that the town promptly purchase a new pumper/tanker to replace the pumper and tanker currently in KMFVD.
- that the town chief, in cooperation with the chiefs of the three existing companies, develop a plan aimed at moving to a smaller number of newer fire fighting vehicles, based on a rational assessment of the needs of the entire town and including a schedule for regular replacement of vehicle stock at appropriate intervals.

Stations: All of the participants in the study recognized that a new central station would significantly enhance the town's overall fire fighting capabilities. At the same time, all recognized that, given the geography of the town and the structure of incident calls, it would make sense to maintain at least one and possibly two auxiliary stations even if a new central station is eventually built.

Accordingly, the group makes the following recommendations:

- The town chief, together with the chiefs of the existing companies, and in cooperation with the appropriate town officials, including selectmen and the planning committee, should promptly undertake a feasibility study about the creation of a new, central station, possibly to be co-located with new town offices. Part of this study would be to research the possibility of funding the new station through community development or other grants.
- CMVFD should proceed with planning its new station, ensuring that construction is consistent with overall town plans.
- KMFVD and NWVFD should undertake necessary minimum upgrades to ensure their stations are in compliance with current codes and other requirements. If/when a new central station is built, the NWVFD station will no longer be needed. Part of the feasibility study for the new central station should be whether or not it would make sense to retain an auxiliary station at the site of the current Kings Mills station.

Personnel: Greater efforts to recruit young firefighters and retain existing firefighters are essential for Whitefield's future fire fighting capability. The group discussed a number of options. Many participants believed that moving to a system where firefighters receive a modest payment for the time spent responding to calls and in training, as has been adopted in some rural communities in Maine and elsewhere, offers the best long-term perspective for improving recruitment and retention. On the other hand, all participants recognized that moving to such a partial-payment system was not feasible in the current budgetary climate. Some participants also

Appendix A

thought it was inconsistent with the "volunteer" spirit that lies at the heart of the concept of volunteer fire departments.

The group makes the following recommendations:

- The town should hire, possibly on a part-time basis, an administrative assistant, who would act under the direction of the town chief, to handle the growing paperwork burden for chiefs and other fire fighting officers.
- The town chief and other chiefs should develop a coordinated plan to increase recruitment of young people, including creation of a junior firefighters program and enhanced publicity and recruitment efforts in area schools.

Budgetary impact: One of the objectives of the study was to provide Whitefield with improved fire fighting protection at a cost less than or equal to what is being spent today. The consolidation recommendations outlined above would probably not result in major savings over current expenditures. The overall cost of purchasing, maintaining, and insuring a smaller number of newer vehicles is unlikely to be less than the current costs of interest, maintenance, and insurance on a large fleet of aging vehicles but the advantage is that the town would have up-to-date and reliable equipment. The same point can be made with respect to facilities. Constructing a new central station will cost significantly more than it does now to maintain the existing, aging and sub-standard buildings, which is one reason why the study participants recommended that financing be pursued through grants. If this could be accomplished Whitefield would have modern and significantly more capable facilities which could likely be maintained for no more than current maintenance costs of three aging and sub-standard structures. Upgraded facilities and equipment was considered a valuable tool for attracting new volunteers.

Appendix B

TOWN OF WHITEFIELD, MAINE

**REPORT RELATIVE TO
FIRE PROTECTION SERVICES
FOR THE TOWN OF WHITEFIELD**

DRAFT

JANUARY 2008

**Neil D. Courtney
Fire Protection Specialist**

Appendix B

EXECUTIVE SUMMARY

The Town of Whitefield has contemplated the merits of revamping its system of fire protection services for more than a decade. When the three separate volunteer fire associations approached the town in 2004 requesting funding for a new fire truck, the Board of Selectmen convened a committee consisting of members of each association, the Town Budget Committee and the public at large to draft a Long Range Plan. The Board felt it was necessary to map out the future direction of the fire service, qualify its operational methodology based upon modern fire service recommended practices, quantify the anticipated expenditures, and offer recommendations for modification. The Plan was released March 1, 2005.

To date, there have been some changes in tangible assets; however, the service delivery system is still intact. Although the Plan identified a host of issues and options, it suggested leaving the system static. The town, still concerned that its fire services might benefit from some redesign, commissioned an independent study; this report is the outcome of that study. This report identifies key recommendations to enhance service delivery by modernizing fire service practices to accomplish significant efficiencies.

Key Recommendations

- Consolidate the three separate fire associations into a single, cohesive municipal fire department. The fire associations would have to reorganize exclusively as benevolent organizations either individually, mutually, or dissolve altogether.
- Construct one new fire station to accommodate the resources of North Whitefield and Coopers Mills, and perhaps Kings Mills. Closure of the Kings Mills station would require the enlistment of the Pittston Fire Department, the East Pittston fire station, and the Alna Fire Department as automatic aid response agencies. Responses to the Coopers Mills area could be bolstered through a similar agreement with the Windsor Fire Department. At a minimum, the proximity of these three fire departments may afford Whitefield the opportunity to close all three stations, build one centralized facility and house all Whitefield's human and capital resources under one roof.
- Modernize and streamline the fleet of fire apparatus. This study suggests replacement of two apparatus in the next two to eight years.
- Improve upon Whitefield's rating by the Insurance Services Office (ISO). A better rating for the town based upon improved capabilities of the fire department may lead to a reduction in fire insurance premiums for property owners.

Appendix C

| [See separate electronic .pdf file NFPA 1720 -2001 version](#)

Appendix D
FIRE DEPARTMENT POSITION DESCRIPTION

Class Title: Fire Chief
Department: Fire
Division:
Date:

Job Code Number:
Grade Number:

Location:

GENERAL PURPOSE

Performs a variety of technical, administrative, and supervisory work in planning, organizing, directing and implementing fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions.

SUPERVISION RECEIVED

Works under the General Guidance and Direction of the (Board of Selectmen).

SUPERVISION EXERCISED

Supervises the Deputy and Assistant Fire Chiefs directly, and other department staff through these subordinate fire officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Plans, coordinates, supervises and evaluates Fire and EMS operations.

Establishes policies and procedures for Fire and EMS Departments in order to implement directives from the Board of selectmen.

Plans and implements Fire and EMS programs for the Town in order to better carry out the policies and goals including those set forth in the Town's Personal Policy Plan; reviews Departmental performance and effectiveness; formulates programs or policies to alleviate deficiencies.

Supervises and coordinates the preparation and presentation of an annual budget for Fire and EMS Departments; directs the implementation of the Departments' budgets; plans for and reviews specifications for new or replaced equipment.

Responds to alarms and may direct activities at the scene of major emergencies.

Supervises the inspection of buildings and other properties for fire hazards and enforces fire prevention ordinances.

Controls the expenditure of departmental appropriations.

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Handles grievances, maintains Departmental discipline and the conduct and general behavior of assigned personnel.

Prepares and submits monthly reports to the Selectboard regarding the Departments' activities and prepares a variety of other reports as appropriate including the annual report of activities.

Plans departmental operation with respect to equipment, apparatus, and personnel; supervises the implementation of such plans.

Assigns personnel and equipment to such duties and uses as the service requires; evaluates the need for and recommends the purchase of new equipment and supplies.

PERIPHERAL DUTIES

Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' activities.

Attends conferences and meetings to keep abreast of current trends in the field; represents the Town Fire/EMS Departments in a variety of local, county, state and other meetings.

Performs the duties of command personnel as needed and fulfills obligations by responding to emergency calls.

Serves as a member of various employee committees.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized training in fire department administration.
- (B) Eight (8) years prior work experience of a progressively responsible nature in fire fighting and prevention and emergency medical services, including 4 years supervisory duties which must have been equivalent to Fire Lieutenant or higher.

Necessary Knowledge, Skills and Abilities:

- (A) Thorough knowledge of modern fire suppression, training, and prevention activities along with a back round in emergency medical services principles, procedures, techniques, and equipment; Working knowledge of EMS techniques and their application; Considerable knowledge of applicable laws, ordinances, departmental standard operating procedures and regulations including NIMS;

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- (B) Skill in the operation of listed tools and equipment.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions; Ability to establish and maintain effective working relationships with other employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be twenty-one (21) years of age or older at time of appointment;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License with without record of suspension or revocation in any state;
- (C) No felony convictions or disqualifying criminal histories.
- (D) Ability to read and write the English language (substitute any local or State requirements for those listed here), and
- (E) Ability to meet Departmental physical standards.

TOOLS AND EQUIPMENT USED

Fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

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The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed primarily in field, vehicles, and outdoor settings, in all weather conditions, including temperature extremes, during day and nights. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check, pre-employment medical examination. Appointed directly by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____

Approval: _____

Approval: _____

Board of Selectmen, Town of Whitefield, Maine

Appointing Authority

Effective Date:

Revision History:

Appendix D

FIRE DEPARTMENT POSITION DESCRIPTION

Class Title: Deputy Fire Chief of Operations
Department: Whitefield Fire/Rescue
Division:

Job Code Number:
Grade Number:

Date:

Location:

GENERAL PURPOSE

Performs a variety of technical, administrative, and supervisory work in directing the planning, organizing, and implementing of firefighter and officer operations to satisfy the areas of prevention, suppression and emergency scene operations. Also oversees the areas of apparatus, facilities, and equipment.

SUPERVISION RECEIVED

Works under the General Guidance and Direction of the Fire Chief.

SUPERVISION EXERCISED

Supervises all fire officers and firefighter positions involved in operations, either directly or through other subordinate officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Acts as Fire Chief during his/her absence, as assigned.

Supervises subordinate Fire officers in their assigned duties in operations division.

Reviews, evaluates, develops and implements operations programs, policies and procedures for various departmental operations regarding operations.

Directs and participates in major departmental operations programs.

Responds to calls as available; assumes command in the absence of Fire Chief.

Carries out duties in conformance with Federal, State, County and City laws and ordinances.

Assists in the planning and implementation of Fire Department operations programs for the Town in order to better carry out the policies and goals of the Community.

Directs the operations of departmental policies, procedures, and activities.

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Handles grievances from Fire officers and firefighters, maintains Departmental discipline and the conduct and general behavior of volunteer personnel.

Prepares and submits periodic operations reports to the Fire Chief regarding the Department's operations activities.

Assigns personnel and equipment to such operational duties as requires.

PERIPHERAL DUTIES

Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' operations activities.

Attends conferences, trainings, and meetings to keep abreast of current trends in the field; represents the Whitefield Fire Department in a variety of local, county, state and other meetings.

Performs the duties of command personnel as needed and fulfills obligations as required.

Serves as a member of various employee committees.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized operations in fire department administration.
- (B) Five (5) years prior work experience as a firefighter, and two (2) years of supervisory duties which must have been equivalent to Fire Lieutenant or higher.

Necessary Knowledge, Skills and Abilities:

- (A) Considerable knowledge of modern fire suppression and prevention principles, procedures, techniques, and equipment; Working knowledge of all aspects of fire suppression equipment, their techniques and applications as demonstrated through general knowledge; Considerable knowledge of applicable laws, ordinances, departmental standard operating procedures and regulations;
- (B) Skill in the operation of listed tools and equipment.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions; Ability to establish and maintain effective working relationships with other

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employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be eighteen (21) years of age or older at time of hire;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Must have a teaching and instructing background and or experience.

TOOLS AND EQUIPMENT USED

Extrication rescue equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone, Audio/video equipment, Laptop computers, and other media equipment.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed primarily in office, vehicles, and outdoor settings, in all weather conditions, including temperature extremes, during day and night shifts. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

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The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection and appointment based on Fire Chiefs recommendation, confirmed by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Board of Selectmen; Appointing Authority

Effective Date:

Revision History:

Appendix D
FIRE DEPARTMENT POSITION DESCRIPTION

Class Title: Assistant Fire Chief of Safety
Department: Whitefield Fire/Rescue
Division:

Job Code Number:
Grade Number:

Date:

Location:

GENERAL PURPOSE

Performs a variety of technical, administrative, and supervisory work in directing the planning, organizing, and implementing of firefighter and officer safety programs to keep all personnel safe in the areas of prevention, suppression, training and emergency scene operations.

SUPERVISION RECEIVED

Works under the General Guidance and Direction of the Fire Chief.

SUPERVISION EXERCISED

Supervises all fire officers and firefighter positions involved in all operations, either directly or through other subordinate officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

May act as Fire Chief during his/her absence, as assigned.

Supervises subordinate fire officers in their assigned duties in Safety division.

Reviews, evaluates, develops and implements safety programs, policies and procedures for various departmental operations regarding .

Directs and participates in major departmental Safety programs.

Responds to all calls as needed; assumes command in the absence of Fire Chief.

Carries out duties in conformance with Federal, State, County and town laws and ordinances.

Assists in the planning and implementation of Fire Safety programs for the Town in order to better carry out the policies and goals of the Community.

Directs the operation of departmental in-service Safety activities.

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Handles grievances from fire officers and firefighters, maintains Departmental discipline and the conduct and general behavior of volunteer personnel.

Prepares and submits periodic Safety reports to the Fire Chief regarding the Department's Safety activities.

Assigns personnel and equipment to such Safety duties and uses as the service requires.

PERIPHERAL DUTIES

Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' Safety activities.

Attends Safety conferences and Safety meetings to keep abreast of current trends in the field; represents the Whitefield Fire Department in a variety of local, county, state and other meetings.

Performs the duties of command personnel as needed and fulfills obligations as required.

Serves as a member of various employee committees.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized Safety in fire department administration.
- (B) Five (5) years prior work experience as a volunteer firefighter, including certification as a Safety Officer, and two (2) years of supervisory duties which must have been equivalent to the rank of Fire Lieutenant or higher.

Necessary Knowledge, Skills and Abilities:

- (A) Considerable knowledge of modern fire suppression, safety and prevention principles, procedures, techniques, and equipment; Working knowledge of all aspects of fire suppression equipment, their techniques and applications as demonstrated through general knowledge; Considerable knowledge of applicable laws, ordinances, departmental standard operating procedures and regulations;
- (B) Skill in the operation of listed tools and equipment.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions;

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Ability to establish and maintain effective working relationships with other employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be eighteen (21) years of age or older at time of hire;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License;
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Must have a background and or experience in fire department safety programs.

TOOLS AND EQUIPMENT USED

All safety equipment, extrication rescue equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone, Audio/video equipment, Laptop computers, and other media equipment.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Work is performed primarily in office, vehicles, and outdoor settings, in all weather conditions, including temperature extremes, during day and night shifts. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards

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associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection and appointment based on Fire Chiefs recommendation, confirmed by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Board of Selectmen; Appointing Authority

Effective Date:

Revision History:

Appendix D

WHITEFIELD FIRE/RESCUE DEPARTMENT POSITION DESCRIPTION

Class Title: Assistant Fire Chief of Training
Department: Fire/Rescue
Division:

Job Code Number:
Grade Number:

Date:

Location:

GENERAL PURPOSE

Performs a variety of technical, administrative, and supervisory work in directing the planning, organizing, and implementing firefighter and officer training to satisfy the areas of prevention, suppression and emergency scene operations.

SUPERVISION RECEIVED

Works under the General Guidance and Direction of the Fire Chief.

SUPERVISION EXERCISED

Supervises all fire officers and firefighter positions involved in training, either directly or through other subordinate officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

May act as Fire Chief during his/her absence, or has assigned.

Supervises subordinate fire officers in their assigned duties in training division.

Reviews, evaluates, develops and implements training programs, policies and procedures for various departmental operations regarding training.

Directs and participates in major departmental training programs.

Responds to multiple alarm fires as needed; assumes command in the absence of Fire Chief.

Carries out duties in conformance with Federal, State, County and Town laws and ordinances.

Assists in the planning and implementation of fire training programs for the Town in order to better carry out the policies and goals of the Community.

Directs the operation of departmental in-service training activities.

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Handles grievances from volunteer officers and firefighters, maintains Departmental discipline and the conduct and general behavior of volunteer personnel.

Prepares and submits periodic training reports to the Fire Chief regarding the Department's training activities.

Assigns personnel and equipment to such training duties and uses as the service requires.

PERIPHERAL DUTIES

Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' training activities.

Attends training conferences and training meetings to keep abreast of current trends in the field; represents the Whitefield Fire Department in a variety of local, County, State and other meetings.

Performs the duties of command personnel as needed and fulfills obligations as required.

Serves as a member of various employee committees.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized training in fire department administration.
- (B) Five (5) years prior work experience as a volunteer firefighter, including certification as a fire Instructor, and two (2) years of supervisory duties which must have been equivalent to Fire Lieutenant or higher.

Necessary Knowledge, Skills and Abilities:

- (A) Considerable knowledge of modern fire suppression and prevention principles, procedures, techniques, and equipment; Working knowledge of all aspects of fire suppression equipment, their techniques and applications as demonstrated through general knowledge; Considerable knowledge of applicable laws, ordinances, departmental standard operating procedures and regulations;
- (B) Skill in the operation of listed tools and equipment.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions; Ability to establish and maintain effective working relationships with other

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employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be eighteen (21) years of age or older at time of hire;
- (B) Must possess or be able to obtain by time of appointment, a valid State Driver's License without record of suspension or revocation in any state;
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Must have a teaching and instructing background and or experience.

TOOLS AND EQUIPMENT USED

Extrication rescue equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone, Audio/video equipment, Laptop computers, movie projectors, overhead projectors and other media equipment.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Work is performed primarily in office, vehicles, and outdoor settings, in all weather conditions, including temperature extremes, during day and night shifts. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards

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associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection and appointment based on Fire Chiefs recommendation, confirmed by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Board of Selectmen; Appointing Authority

Effective Date:

Revision History:

Appendix D
FIRE DEPARTMENT POSITION DESCRIPTION

Class Title: Fire Captain
Department: Whitefield Fire/Rescue
Division:
Date:

Job Code Number:
Grade Number:
Location:

GENERAL PURPOSE

Supervises and performs fire suppression, emergency rescue, hazardous materials, and fire prevention duties.

SUPERVISION RECEIVED

Works under the General Supervision of the Deputy/Assistant Fire Chiefs.

SUPERVISION EXERCISED

Supervises fire officers and firefighter/EMTs and other subordinate positions as assigned.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Supervises fire fighters in their assigned duties as directed.

Determines methods of fire suppression; supervises laying of hose lines, directing of water streams, pressures of streams, placing of ladders, and ventilation of buildings, rescuing of persons, and placing of salvage covers. Oversees all aspects of tactical firefighting operations.

Supervises maintenance of departmental equipment, supplies and facilities;

Assists with instructing drills for fire fighters in use of tools, raising of ladders, and rescue and salvage work, apparatus etc.

Monitors and observes departmental activities to ensure that conduct and performance conform to department standards.

Carries out duties in conformance with Federal, State, County and City laws and ordinances.

Responds to alarms received and directs routes to be taken; directs work of fire lieutenants / firefighters pending arrival of a superior officer; supervises through subordinate officers the laying of hose lines, placing of ladders, direction of water streams, ventilation of buildings, rescuing persons, and placement of salvage covers.

Responds to all fire alarms as needed; assumes command in the absence of superior officers.

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Carries out duties in conformance with Federal, State, County and Town laws and ordinances.

Participates in the operation of departmental in-service training activities and meetings.

PERIPHERAL DUTIES

Performs the duties of subordinate personnel as needed and fulfills obligations during duty days or duty weeks.

Attends conferences and meetings to keep abreast of current trends in the field; represents the Town of Whitefield Fire/EMS Department in a variety of local, county, state and other meetings.

Coordinates activities with other supervisors or other officers in other fire departments.

Maintains contact with general public, department officers and other town officials in the performance of fire department activities.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized training in fire department administration.
- (B) Four (4) years prior work experience as a volunteer firefighter, including additional training to commensurate with their duties.

Necessary Knowledge, Skills and Abilities:

- (A) Considerable knowledge of modern fire suppression and prevention principles, procedures, techniques, and equipment; Considerable knowledge of fire equipment and their application as demonstrated through use; Considerable knowledge of applicable laws, ordinances, departmental standard operating procedures and regulations;
- (B) Skill in the operation of listed tools and equipment and apparatus.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions; Ability to establish and maintain effective working relationships with other employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

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- (A) Must be Twenty one (21) years of age or older at time of appointment;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License without record of suspension or revocation in any state;
- (C) No felony convictions or disqualifying criminal histories within the past seven years;
- (D) Ability to read and write the English language; and
- (E) Ability to meet Departmental physical standards (Substitute any local or State requirements for those listed here).

TOOLS AND EQUIPMENT USED

Fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed primarily in field, either in vehicle and outdoor settings, in all weather conditions, including temperature extremes, during day and night. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

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The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in station settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection and appointment based on Fire Chiefs recommendation, confirmed by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Supervisor
Authority

Approval: _____
Appointing

Effective Date:

Revision History:

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POSITION DESCRIPTION

Class Title: Firefighter
Department: Whitefield

Job Code Number:
Grade Number:

FF

Division: Fire
Date: _____

Union: None

Location: _____

Fire Station

GENERAL PURPOSE

Protects life and property by performing fire fighting, emergency aid, hazardous materials, and fire prevention and suppression duties. Maintains fire department equipment, apparatus, and facilities.

The firefighters are hired through the established hiring process and recommended to the Town for final approval by the Fire Chief. Firefighters have the responsibility for the protection of life and property from the hazards of fire or other hazardous environments.

SUPERVISION RECEIVED:

Works under the close supervision of Fire Officers.

SUPERVISION EXERCISED

None.

ESSENTIAL EMERGENCY RESPONSE DUTIES AND RESPONSIBILITIES

Performs firefighting activities including, suppression activities like laying hose, victim search and rescue, performing fire combat, containment and extinguishment tasks.

Performs salvage operations such as throwing salvage covers, sweeping water, and removing debris.

Responds to fire alarms and extinguishes or controls fires as a member of a team under the supervision of an officer.

Selects, drags, lifts and carries hose and nozzle depending on the type of fire, and correctly applies a stream of water or chemicals onto the fire.

Positions and climbs ladders to gain access to upper levels of buildings or assist individuals from burning structure.

Creates openings in buildings for ventilation or entrance using appropriate and available manual and power tools.

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Protects property from smoke and water damage using positive pressure ventilation, salvage covers, smoke ejectors, and deodorants.

Wears appropriate protective clothing and equipment, including self-contained breathing apparatus.

Able to communicate with two-way communications systems.

PERIPHERAL STAFF DUTIES At direction of the Company Captain;

Participates in fire drills, attends classes in firefighting, vehicle extrication, fire fighter safety, medical aid, hazardous materials, and related subjects.

Attends regular and assigned training sessions and meetings to maintain and upgrade firefighting skills.

Participates in fire prevention programs, trainings and meetings.

Maintains fire equipment, apparatus and facilities.

Performs minor repairs to departmental equipment as appropriate.

Performs minor general maintenance work in the upkeep of fire facilities and equipment; cleans and washes apparatus; makes minor repairs; washes, hangs and dries hose; washes, cleans, polishes, maintains and tests apparatus and equipment.

Presents programs to the community on safety and fire prevention topics if trained.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with no specialized training.
- (B) No specific work experience level required.
- (C) Completion of the Basic/support Fire Fighter or equivalent Training Program within first year.

Necessary Knowledge, Skills and Abilities:

- (A) Working knowledge of driver safety; working knowledge of all apparatus;
- (B) Ability to successfully learn the operation of the listed tools and equipment; Ability to learn to apply standard firefighting, emergency aid, hazardous materials, and fire prevention techniques; Ability to perform strenuous or peak physical effort during emergency, training or station maintenance activities for prolonged periods of time under conditions of extreme heights, intense heat, cold or smoke; Ability to act effectively in emergency and stressful situations; Ability to follow verbal and written instructions; Ability to communicate effectively orally and in writing; Ability to establish effective working relationships with

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employees, other agencies, and the general public; Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be eighteen (18) years of age or older at time of hire;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License without record of suspension or revocation in any state;
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Ability to meet Departmental physical standards.

TOOLS AND EQUIPMENT USED

Extrication rescue equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone.

PHYSICAL DEMANDS

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

Appendix D

WHITEFIELD FIRE/ RESCUE DEPARTMENT POSITION DESCRIPTION

Class Title: Director of E.M.S.
Department: Fire/E.M.S.
Division:

Job Code Number:
Grade Number:

Date:

Location:

GENERAL PURPOSE

Performs a variety of technical, administrative, and supervisory work in directing the planning, organizing, and implementing of E.M.S. programs to keep all personnel up to standards to maintain and operate a first responder program.

SUPERVISION RECEIVED

Works under the General Guidance and Direction of the Fire/Rescue Chief.

SUPERVISION EXERCISED

Supervises all E.M.S personnel involved in all operations, either directly or through other subordinate officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Is the Director of the E.M.S. service and reports to the Fire/Rescue Chief.

Supervises E.M.S officers and members in their assigned duties in E.M.S. division.

Reviews, evaluates, develops and implements E.M.S. programs, policies and procedures for various departmental operations regarding first responders.

Directs and participates in major departmental E.M.S. programs.

Responds to all E.M.S. calls as needed; assumes command for E.M.S. at Unified command if implemented.

Carries out duties in conformance with Federal, State, County and town laws and ordinances.

Assists in the planning and implementation of E.M.S. programs for the Town in order to better carry out the policies and goals of the Community.

Directs the operation of departmental in-service E.M.S. activities.

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Handles grievances from members and officers, maintains Departmental discipline and the conduct and general behavior of E.M.S personnel.

Prepares and submits periodic E.M.S. reports to the Fire/Rescue Chief regarding the Department's E.M.S. activities.

Assigns personnel and equipment to such E.M.S. duties and uses as the service requires.

PERIPHERAL DUTIES

Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' E.M.S. activities.

Attends E.M.S. conferences and E.M.S. meetings to keep abreast of current trends in the field; represents the Whitefield Fire/Rescue Department in a variety of local, County, State and other meetings.

Performs the duties of command personnel as needed and fulfills obligations as required.

Serves as a member of various Department committees.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized certification in E.M.S. administration.
- (B) Five (5) years prior work experience as an E.M.S. member, including two (2) years of supervisory duties.

Necessary Knowledge, Skills and Abilities:

- (A) Considerable knowledge of modern E.M.S. principles, procedures, techniques, and equipment; Working knowledge of all aspects of E.M.S. equipment, their techniques and applications as demonstrated through general knowledge; Considerable knowledge of applicable laws, ordinances, E.M.S protocols, departmental standard operating procedures and regulations;
- (B) Skill in the operation of listed tools and equipment.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions; Ability to establish and maintain effective working relationships with other

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employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be (21) years of age or older at time of hire;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License with certification of Emergency Vehicle Operations Program (EVAP) without record of suspension or revocation in any state;
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Must have an active E.M.S License.

TOOLS AND EQUIPMENT USED

All E.M.S. equipment, extrication rescue equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone, Audio/video equipment, Laptop computers, and other media equipment.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Work is performed primarily in office, vehicles, and outdoor settings, in all weather conditions, including temperature extremes, during day and night shifts. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards

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associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection and appointment based on Fire/Rescue Chiefs recommendation, confirmed by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Board of Selectmen; Appointing Authority

Effective Date:

Revision History:
4/22/09

Appendix D

WHITEFIELD FIRE/ RESCUE DEPARTMENT POSITION DESCRIPTION

Class Title: Asst. Director of E.M.S.
Department: Fire/E.M.S.
Division:
Date:

Job Code Number:
Grade Number:
Location:

GENERAL PURPOSE

Performs a variety of technical, administrative, and supervisory work in directing the planning, organizing, and implementing of E.M.S. programs to keep all personnel up to standards to maintain and operate a first responder program.

SUPERVISION RECEIVED

Works under the General Guidance and Direction of the E.M.S Director.

SUPERVISION EXERCISED

Supervises all E.M.S personnel involved in all operations, either directly or through other subordinate officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

May act as Director of service during his/her absence, or as assigned.

Supervises subordinate members in their assigned duties in E.M.S. division.

Assist with reviews, evaluates, develops and implements E.M.S. programs, policies and procedures for various departmental operations regarding first responders.

Directs and participates in major departmental E.M.S. programs.

Responds to all E.M.S. calls as needed; assumes command for E.M.S. at Unified command if implemented.

Carries out duties in conformance with Federal, State, County and town laws and ordinances.

Assists in the planning and implementation of Fire/E.M.S. programs for the Town in order to better carry out the policies and goals of the Community.

Assist with the operation of departmental in-service E.M.S. activities.

Assist in handling grievances from members and officers, maintains Departmental discipline and the conduct and general behavior of E.M.S personnel.

Prepares and submits periodic E.M.S. reports to the Fire Chief regarding the Department's E.M.S. activities.

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Assigns personnel and equipment to such E.M.S. duties and uses as the service requires.

PERIPHERAL DUTIES

Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' E.M.S. activities.

Attends E.M.S. conferences and E.M.S. meetings to keep abreast of current trends in the field; represents the Whitefield Fire/Rescue Department in a variety of local, County, State and other meetings.

Performs the duties of command personnel as needed and fulfills obligations as required.

Serves as a member of various Department committees.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with specialized certification in E.M.S. administration.
- (B) Five (5) years prior work experience as an E.M.S. member.

Necessary Knowledge, Skills and Abilities:

- (A) Considerable knowledge of modern E.M.S. principles, procedures, techniques, and equipment; Working knowledge of all aspects of E.M.S. equipment, their techniques and applications as demonstrated through general knowledge; Considerable knowledge of applicable laws, ordinances, E.M.S protocols, departmental standard operating procedures and regulations;
- (B) Skill in the operation of listed tools and equipment and protocols.
- (C) Ability to train and supervise subordinate personnel; Ability to perform work requiring good physical condition; Ability to communicate effectively orally and in writing; Ability to exercise sound judgment in evaluating situations and in making decisions; Ability to effectively give and receive verbal and written instructions; Ability to establish and maintain effective working relationships with other employees, supervisors and the public; and Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be (21) years of age or older at time of hire;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Must have an active Maine E.M.S License.

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TOOLS AND EQUIPMENT USED

All E.M.S. equipment, extrication rescue equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, ladders, first aid equipment, radio, pager, personal computer, phone, Audio/video equipment, Laptop computers, and other media equipment.

PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to sit; talk or hear; stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed primarily in office, vehicles, and outdoor settings, in all weather conditions, including temperature extremes, during day and night shifts. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection and appointment based on Fire Chiefs recommendation, confirmed by Board of Selectmen.

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NOTE: Appointees will be subject to completion of a standard probationary period.

The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Board of Selectmen; Appointing Authority

Effective Date:

Revision History:
04/22/09

Appendix D
POSITION DESCRIPTION

Class Title: EMS Member
Department: Whitefield
Division: EMS
Date: _____

Job Code Number:
Grade Number:
Union: None
Location: _____ Fire

Station

GENERAL PURPOSE

Protects life and property by performing emergency medical to injured and ill citizens and visitors of the Town of Whitefield.

EMS Members are hired through the established hiring process and recommended to the Town for final approval by the Fire Rescue Chief and EMS Director. EMS Members have the responsibility for the protection of life through emergency medical treatment.

SUPERVISION RECEIVED:

Works under the close supervision of an EMS officer when applicable. May be assigned to report to other officers as the situation depends on it.

SUPERVISION EXERCISED

None.

ESSENTIAL EMERGENCY RESPONSE DUTIES AND RESPONSIBILITIES

Performs Emergency medical treatment to injured and ill citizens according to state EMS protocols.

Performs operations such as CPR, Controlling bleeding, and all other forms of EMS duties.

Responds to EMS calls, as a member of a team under the supervision of an officer.

Wears appropriate protective clothing and equipment as required.

Able to communicate with two-way communications systems.

PERIPHERAL STAFF DUTIES At direction of the EMS Officers;

Participates in meetings and trainings, attends conferences on EMS and other peripheral duties including Incident Command, Hazardous materials, and vehicle extrication.

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Attends regular and assigned training sessions and meetings to maintain skills.

Participates in public education & prevention programs, trainings and meetings.

Maintains all EMS equipment, apparatus and facilities.

Performs minor repairs to departmental equipment as appropriate.

Performs minor general maintenance work in the upkeep of facilities and equipment; cleans and washes apparatus.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from high school or GED equivalent with no specialized training.
- (B) No specific work experience level required.
- (C) Completion of the Basic EMT Program or Higher, required.

Necessary Knowledge, Skills and Abilities:

- (A) Working knowledge of EMS procedures, laws and protocols, driver safety; working knowledge of all equipment;
- (B) Ability to successfully learn the operation of the listed tools and equipment; Ability to learn to apply standard EMS protocols; Ability to perform strenuous or peak physical effort during emergency, training or station maintenance activities for prolonged periods of time under conditions of heights, intense heat, cold or smoke; Ability to act effectively in emergency and stressful situations; Ability to follow verbal and written instructions; Ability to communicate effectively orally and in writing; Ability to establish effective working relationships with employees, other agencies, and the general public; Ability to meet the special requirements listed below.

SPECIAL REQUIREMENTS

- (A) Must be eighteen (18) years of age or older at time of hire;
- (B) Must possess, or be able to obtain by time of hire, a valid State Driver's License without record of suspension or revocation in any state;
- (C) No felony convictions or disqualifying criminal histories;
- (D) Ability to read and write the English language; and
- (E) Ability to meet Departmental physical standards.
- (F) Must possess and maintain a valid Maine EMS License, no exceptions.

TOOLS AND EQUIPMENT USED

Extrication rescue equipment, medical equipment other standard EMS equipment, radio, pager, personal computer, phone.

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PHYSICAL DEMANDS

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

While performing the duties of this job, the employee is frequently required to stand; walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and taste or smell.

The employee must frequently lift and/or move up to 50 pounds and occasionally lift and/or move up to and over 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed primarily in the field, vehicle and outdoor settings, in all weather conditions, including temperature extremes, during day and nights. Work is often performed in emergency and stressful situations. Individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in office settings, and loud at an emergency scene.

SELECTION GUIDELINES

Formal application; review of education and experience; oral interview; background check; final selection dependent upon condition of pre-employment medical examination if requested. Appointment based on Fire/Rescue Chief and Director of EMS recommendation, confirmed by Board of Selectmen.

NOTE: Appointees will be subject to completion of a standard probationary period of 6 months.

List of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

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The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Approval: _____
Board of Selectmen, Appointing Authority

Effective Date: 4/22/09

Revision History:

Appendix E

Buildings, Equipment and Training

The 2005 Report stated that the three existing firehouses are old buildings that have been converted for use as fire stations. None of the buildings provide adequate space for equipment and maintenance activities. Since that report came out, Kings Mills has added bathroom facilities but the other two are still in need of bathrooms. Kings Mills has been working steadily at facility improvements. Coopers Mills has been putting off major upgrades or replacement pending resolution of whether the town will shift to a municipal department. They have significant reserves for either a major revamping of the current structure or construction of a new station on land they have already purchased.

Over the years there has been discussion of the feasibility of maintaining three separate buildings. Because the town is long and narrow, and is split by a river, there seems to be general agreement that eliminating any of the stations would seriously degrade protection. The first five to 10 minutes of a fire are extremely critical for successful suppression. The overheated appliance or chimney fire can quickly become a major structure fire. Reducing the number of stations would increase the number of properties that would lie outside the 5 miles to the nearest station criteria that many insurance companies use in setting rates.

The 2005 report made the following recommendations relative to buildings:

- 1 The town chief, together with the chiefs of the existing companies, and in cooperation with the appropriate town officials, including selectmen and the planning committee, should promptly undertake a feasibility study about the creation of a new, central station, possibly to be co-located with new town offices. Part of this study would be to research the possibility of funding the new station through community development or other grants.
- 2 CMVFD should proceed with planning its new station, ensuring that construction is consistent with overall town plans.
- 3 KMVFD and NWVFD should undertake necessary minimum upgrades to ensure their stations are in compliance with current codes and other requirements. If/when a new central station is built, the NWVFD station will no longer be needed. Part of the feasibility study for the new central station should be whether or not it would make sense to retain an auxiliary station at the site of the current Kings Mills station.

The consensus of deliberations since the 2005 report is that keeping three stations is desirable.

While buildings are not directly affected by formation of a municipal fire department, it is noted that the three existing stations are all old and inefficient and have on-going maintenance needs simply to keep them functioning. New buildings would be far more energy efficient and would have lower costs for upkeep. For the 2008-2009 budgets, the table below shows the operating costs associated with the current buildings.

Building Operating Costs for the Three Associations for 2008-2009

	Kings Mills	Coopers Mills	North Whitefield
Station Electricity	\$427.88	\$650.00*	\$537.66
Heating Oil	\$894.26	\$1,400.00*	\$3,733.33
Station Telephone	\$429.82	\$348.98	---
Building Insurance	\$201.00	\$213.00	\$157.00
Routine Building Maintenance	\$425.60	\$1,543.68	\$852.00
Total Annual Cost	\$2,378.56	\$4,155.66	\$4,719.99
Building Capital Improvements	\$3,395.57		---

*Estimated costs based on actual costs minus adjustments for anomalous occurrences.

Under insurance, only that portion of the Maine Municipal bill that pertains to the building is shown. The figures for the Kings Mills station represent a small three bay station that is moderately well insulated and in fairly good overall condition. A newly constructed building could be better insulated and even less expensive to operate. Therefore, it would be reasonable to take the Kings Mills annual operating cost as a baseline for upgraded satellite stations. (Note the much higher heating costs for the other two stations.)

Many of the recommendations made by the Long-Range Planning Committee in the 2005 report have been adopted. A new pumper/tanker now resides at Kings Mills, replacing the two old trucks there. Duplications have been reduced, and North Whitefield has received a grant to purchase a modern pumper/tanker. The Coopers Mills '93 pumper, which is still in excellent shape, is scheduled for replacement in 2014. Between the three associations there are two brush trucks for fighting woods and grass fires and Coopers Mills has a utility truck that has the cascade system that services the SCBA's.

One of the major problems with recruiting and retaining personnel is the heavy time commitment required in order to meet OSHA and NFPA standards. Nation-wide, volunteer fire departments are struggling to maintain sufficient numbers of firefighters and in many cases are losing ground. Younger firefighters with families frequently have to make choices between firefighting and family. The 2005 report noted some critical shortages in Whitefield and recommended that "The town Chief and other chiefs should develop a coordinated plan to increase recruitment of young people, including creation of a junior firefighters program and enhanced publicity and recruitment efforts in area schools". The result of that effort is a significant increase in the number of young volunteers in Whitefield, more than a dozen of whom are SCBA certified. Ongoing training is required for all firefighters to stay on the active roster.

Appendix F

Extract from Chapter 5 of the Maine Municipal Association Municipal Officer's Manual

Fire Departments

There is much confusion about the relationship between the municipal officers and the Fire Department. Part of this confusion stems from the fact that there are three different ways to provide fire protection for the town, and the municipal officers' control over the department will vary according to the method used. These are outlined separately below.

Once the board has determined what type of department the municipality has, it is much easier to work out the rights and obligations that the municipal officers and the department each have.

Some general points:

- A municipality is not required by law to provide fire protection at all. However, most towns do have some sort of fire department (or contract out for it), but this is a discretionary service;
- Every municipality that provides fire protection, regardless of the method, must have a fire chief (*30-A M.R.S.A. § 3153*). (See MMA's "Fire Protection" Information Packet for additional information on this topic.)

Whether paid or volunteer, firefighters are considered town employees under the Tort Claims Act (see Chapter 10 of this manual) while acting on behalf of the town; this includes training as well as responding to actual fires or emergency situations.

Independent Volunteer Fire Department (V.F.D.). Under this arrangement, the fire department is not a department of the municipality at all. The V.F.D. is an independent corporation which elects its own officers, sets its own internal procedures, often owns property in its name, and keeps its financial accounts separate from the town. A municipality will typically support the V.F.D. with a yearly appropriation, and many towns also supply town-owned equipment (trucks, ladders, gear) and a fire station to the V.F.D.

Under Maine law, the municipality cannot legally support a V.F.D. unless it is incorporated (*30-A M.R.S.A. § § 3151, 3152*). Some V.F.D.'s are unincorporated associations, and the municipality cannot do business with such associations. It is important to verify that your V.F.D. is incorporated before providing money or equipment, otherwise the municipality runs three risks:

- 1) expending public money for private purposes, which is illegal;
- 2) exposure to legal liability for injuries caused by or to unauthorized firefighters; and
- 3) complicated litigation if disputes arise over ownership of equipment and property.

Incorporation is also important in order to ensure that the firefighters are protected from liability under the Maine Tort Claims Act.

There are special considerations even when the municipality uses the services of an incorporated V.F.D. The major problems arise over who is in charge, how is the money spent, and who owns the property (equipment and gear). A brief discussion of each follows:

- **Who is in charge?** Every municipality must have a fire chief, either appointed by the municipal officers, elected by the voters, or elected by the municipal fire department or V.F.D. (*30-A M.R.S.A. § 3153*).

If an appointed chief is unable to work with the V.F.D., the municipal officers must decide whether to seek fire protection elsewhere, or appoint a chief who is acceptable to the V.F.D., or have the municipality elect a chief. This is a political problem, not a legal problem; there is no way a court can decide who is the better chief. In many cases the chief of the V.F.D. will also be appointed as the town's fire chief, so the problem does not arise.

- **Who controls the money?** Although a V.F.D. may be financed in whole or part by the town, the municipal officers do not automatically have the authority to review all portions of the V.F.D.'s financial books, or direct how the money will be spent. To get this authority, the article by which money is raised for the V.F.D. should make it clear that the use of the money will be directed by the municipal officers or the appointed chief.

In other words, the voters can, by an appropriately worded article, attach conditions to any tax dollars which the V.F.D. will receive. This will give the municipal officers the ability to review the V.F.D.'s books to ensure that the money is being spent as directed by the voters. The article raising money for the V.F.D. can specify the items on which that money may be spent. The V.F.D. has the option of refusing to accept the appropriation if it feels that the voters or municipal officers are being too invasive or demanding.

Title 30-A, § 5722 provides that where the municipality raises \$1000 or less for the V.F.D., the municipal officers can direct the treasurer to pay this in a lump sum without itemizing the purposes for which it will be spent. If the municipality raises more than this amount, the funds are disbursed by the usual warrant to the treasurer based on itemized bills, but the municipal officers cannot reject any expenditures unless that authority was reserved as discussed above or unless they determine that the expenditure is not for a firefighting or related public purpose.

The municipal officers cannot direct the use of money that the V.F.D. raises from sources other than the town. Many V.F.D.'s raise money through raffles, dances, public suppers, and the like and as such these funds are off-limits to the municipality unless the V.F.D. agrees otherwise or the town meeting requires some degree of accountability or scrutiny as a condition on receiving money from the town.

- **Who owns the property?** This is another area of confusion, but can be answered quite simply. If the municipality has purchased equipment, trucks, gear or real estate (such as the fire station) in the town's name, then it is municipal property even if used exclusively by a V.F.D. On the other hand, if the V.F.D. has purchased gear, equipment, real estate or other property in its

name, regardless of where it got the money, then it will be V.F.D. property. If the V.F.D. is not incorporated, then there is no legal entity to own property, so title or ownership will vest in the members of the association individually. *Johnson v. South Blue Hill Cemetery Assoc.*, 221 A.2d 280, 284 (Me. 1966).

In order to determine ownership, the municipal officers should look at the bill of sale, title, deed or other paperwork. The municipal officers should pay particular attention to this when the V.F.D. is buying land or equipment with funds from the town. Make certain that “big ticket” items such as trucks and expensive equipment are held in the town’s name. Otherwise, the V.F.D. will be considered the owner in the event of a disagreement.

When the municipality owns the fire truck and other equipment and allows the V.F.D. to use it, the municipality continues to be responsible for the care, upkeep and insurance of that property. If there are problems in this regard, the municipal officers (after obtaining voter consensus) should develop a written policy stating who is responsible for what.

• **Who is responsible for personnel problems and other internal matters?** An independent V.F.D. is responsible for its own personnel matters, including discipline, rank, and the conduct of meetings. The town fire chief has overall authority for training, equipment maintenance and firefighting operations, but has no automatic authority over the V.F.D.’s internal workings.

If persistent authority disputes and turf battles cannot be resolved between the municipal officers and the V.F.D., the town meeting has three available options. The municipality can:

1. establish a municipal fire department (volunteer or employee);
2. hire another municipality or V.F.D. for fire protection; or
3. not provide fire protection services.

• **Insurance for V.F.D.’s.** Members of an incorporated V.F.D. are considered employees under the Tort Claims Act and Workers’ Compensation Law while serving the town. Insurance is needed for vehicles, equipment and other matters, and there is some confusion about this responsibility.

An incorporated V.F.D. can obtain its own liability insurance, or it can be insured through the town’s policy if the insurance policy allows it. Many insurance policies allow a municipality to provide coverage for incorporated fire and rescue services, and it may cost less to go this route.

If a V.F.D. is carried on a town’s policy, the insurance may cover only municipal activities i.e., those activities conducted for the municipality. In other words, social and recreational activities of the V.F.D. might not be covered, nor will buildings or other property owned by the V.F.D. when used for private purposes. In the event the insurance carrier does not provide “riders” (or split coverage) for these other non-municipal activities, the V.F.D. should get its own insurance for non-municipal activities.

Municipal Fire Department. Another method of fire protection under 30-A M.R.S.A. § 3152 is to create a municipal department by ordinance or charter. Under this scheme, the municipality

owns the equipment and property, and has control over personnel, internal matters, and the department's finances.

The firefighters may be full-time, part-time or on-call. Any firefighters receiving any compensation other than death/injury benefits are "municipal firefighters" as defined in § 3151. Many on-call firefighters receive a small stipend (usually based on number of fires attended) for their services, but are erroneously referred to as "volunteers." A true volunteer firefighter receives no compensation from the municipality except death/injury benefits.

The problems mentioned above regarding independent incorporated V.F.D.'s do not usually arise in a municipal fire department. The debate over finances may not go away, but the department is subject to the budget process like any other municipal department. Any money the department raises on its own through raffles, dances, barbecues, and the like is legally municipal money and must be deposited with the town treasurer, appropriated by the town meeting for use by the fire department, and disbursed through the usual municipal officers' warrant to the treasurer, based on itemized bills before it may be spent.

Contracting out for Fire Protection. The third method of fire protection authorized by 30-A M.R.S.A. § 3152 is for the municipality to contract with another governmental unit (such as another town). This method is most often used by small towns that have no V.F.D. or municipal department, but it is not restricted to those towns.

Contracting out for fire protection is not the same as a mutual aid agreement. In a mutual aid agreement, each town agrees to assist the other when necessary; it is a two-way street. In the contract situation, money is paid to the other municipality or V.F.D. in return for protection, much like contracting out for snowplowing or ambulance services.

There is no generic or "one type" of contract for this purpose. The municipal officers are free (depending on extent of authority from the voters) to negotiate terms which are agreeable to both parties. Every contract should contain a paragraph about who will be in charge at a fire scene, since at every local fire there will be two chiefs involved, your town's and the servicing town's.

The other issues to consider when drafting such a contract are the availability and suitability of the other town's equipment, response time, and cost. You may not have much choice if there is only one other municipality around which can provide fire protection.

Fire Protection Zones. In towns with a large land area or which are densely developed, it may be desirable to divide the municipality into "fire protection zones" (30-A M.R.S.A. § 3152). These zones can be created by voter-adopted ordinance or by regulations adopted by the municipal officers without voter approval. The use of zones is for ease of administration—it does not give the fire department any different powers. The major difference is that each zone can have a separate chief, so there may be more than one chief in town, each having control over his or her assigned zone.

Fire Chiefs. The statutory duties and powers of fire chiefs are outlined in 30-A M.R.S.A. § 3153. The fire chief may be appointed by the municipal officers, elected by the voters, or elected

by the members of the fire department if the voters so authorize. Regardless of how the chief is chosen, the municipal officers set the compensation for that position.

In addition to the chief's duties listed in 30-A M.R.S.A. § 3153, the chief acts as fire inspector, as described above in the section on "Inspectors and Enforcement Officers."

Junior Firefighters. Some fire departments use 16-to-18-year old helpers called "junior" firefighters. Federal labor law (*29 USC § 203(e)(4)*) does not prohibit this *as long as they are volunteers*. State law (*26 M.R.S.A. § 772*) prohibits the employment of minors in any capacity which is hazardous. However, this does not generally apply to junior firefighters since they are volunteers and since firefighting is not clearly defined as a hazardous activity (see also WH Publication #1330 available from the U.S. Dept. of Labor, Wage and Hour Div.). However, following these child labor laws as guidelines for volunteer junior firefighters is a good policy from a risk management standpoint, even though not legally required. If the activity which the department wants its junior firefighters to perform would be prohibited for that age group if they were being paid, then from a safety standpoint it would be wise not to allow volunteers to do it either. It is also wise to assign duties for any age group by taking into account the level of maturity and the capabilities of the individual.

All firefighters, regardless of age, must be trained commensurate with the activity to be performed (*26 M.R.S.A. § 2101 et seq.*). Municipalities are well advised to review their insurance policies to determine if junior firefighters are covered.

Firefighter Training. Title 26, § § 2101-2108 describe the safety and training requirements for firefighters.

Appendix G

2008 - 2009 Proposed Budgets

Line Items	Municipal - 2009 Request	Coopers Mills - 2008 Annual Report	Kings Mills - 2008 Annual Report	North Whitefield - 2008 Actual	Department Totals = Columns 2,3,4
Building Maintance		\$ 1,435.25	\$ 1,500.00	\$ 876.00	\$ 3,811.25
Civil Defense	\$ 1,000.00				\$ -
CMVFD	\$ 16,000.00				\$ -
Communication Equipment				\$ 271.45	\$ 271.45
Communications	\$ 5,000.00	\$ 2,994.87	\$ 800.00		\$ 3,794.87
Electricity		\$ 771.67	\$ 650.00	\$ 735.72	\$ 2,157.39
EMS	\$ 13,000.00				\$ -
Equip/SCBA Maintenance		\$ 288.00		\$ 1,076.00	\$ 1,364.00
Fire Education Materials	\$ 250.00				\$ -
Forest Fires	\$ 500.00				\$ -
Gas & Diesel		\$ 1,290.53	\$ 1,500.00	\$ 1,856.27	\$ 4,646.80
Heating Oil		\$ 3,922.98	\$ 2,500.00	\$ 3,213.08	\$ 9,636.06
Hepatitis B	\$ 1,000.00				\$ -
Insurances		\$ 1,897.79	\$ 2,700.00	\$ 1,400.00	\$ 5,997.79
KMVFD	\$ 16,000.00				\$ -
Misc/ Administrative		\$ 2,756.06			\$ 2,756.06
New Equipment		\$ 4,084.65	\$ 7,500.00	\$ 1,276.00	\$ 12,860.65
New Truck Payment					\$ -
NWVFD	\$ 16,000.00				\$ -
Office Supplies			\$ 1,000.00		\$ 1,000.00
Pay Stipends	\$ 15,000.00				\$ -
Personal Protective Gear	\$ 7,000.00	\$ 591.80			\$ 591.80
Physicals	\$ 1,000.00				\$ -
Telephone			\$ 500.00		\$ 500.00
Training		\$ 473.00		\$ 1,150.00	\$ 1,623.00
Truck Loan	\$ 22,209.00			\$ 5,200.00	\$ 5,200.00
Vehicle Maintenance		\$ 1,731.67	\$ 1,000.00	\$ 2,366.53	\$ 5,098.20
Municipal Budget	\$ 113,959.00				
Total Operating		\$ 22,238.27	\$ 19,650.00	\$ 19,421.05	\$ 61,309.32