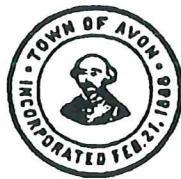


BOARD OF SELECTMEN
Steven P. Rose, Chairman
Eric S. Beckerman, Clerk
Jason L. Suzor, Associate

Gregory S. Enos
TOWN ADMINISTRATOR

Town of Avon Massachusetts



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TOWN OF AVON
2022 MAY 23 A 11:08
TOWN CLERK

BOARD OF SELECTMEN WORKSHOP MEETING APRIL 14, 2022 at 6:30 p.m.

Members Present: Steven P. Rose, Chairman
Eric S. Beckerman, Clerk
Jason L. Suzor, Associate

Others Present: Gregory S. Enos, Town Administrator
Fire Chief Robert Spurr
Peter J. Finlay, Jr., Municipal Resources Inc. (via videoconference)

Chairman Rose called the meeting to order at 6:30 p.m. with all members present. Chairman Rose prefaced the meeting by informing the audience that the Board will not be taking public comments tonight. The purpose of tonight's meeting is to listen to the presentation by the consultant for Municipal Resources Inc. ("MRI"). All public comments can be e-mailed to the Town Administrator for a response.

Municipal Resources Inc. Presentation on Fire Department Study

Mr. Finlay introduced himself to the Board and began to share his screen to begin the presentation. Mr. Finlay informed the Board and members of the viewing audience that MRI was engaged by the Town to undertake an organizational and operational assessment including an analysis of the effectiveness, and overall efficiency study of the Town's fire, rescue, and emergency medical services to identify any gaps or deficiencies and to make recommendations for improvement. Mr. Finlay stated that the goal of the study was to create a report that becomes a useful guide and resource that shapes a vision for the success of the organization as it approaches the challenges and transitions of the future. Mr. Finlay stated that MRI's hope is that the Town will take the recommendations in the report and apply them to a long-term strategic plan for the betterment of the Fire Department. Mr. Finlay stated that MRI's analysis of the department resulted in approximately 129 recommendations to guide the Town for the future. The reality will be up to the stakeholders to implement these recommendations and move the project forward.

Mr. Finlay informed the Board that the scope of work to finalize the comprehensive report included on-site visits with consultants from MRI who spent approximately four days in Avon interviewing the major stakeholders regarding the Fire Department including the Board of Selectmen, the Town Administrator, the Fire Chief, and members of the Fire Department including full-time firefighters and call firefighters. Mr. Finlay stated important documents were reviewed such as policies and procedures, demographics, fire service data provided by the town, the organizational structure of the department, the facility and equipment, and the vehicle fleet and replacement plan.

Mr. Finlay informed the Board that the recommendations for improvement in the report are based on various administrative regulations, industry best practices and procedures, the National Fire Protection

Association, the Commission on Fire Accreditation, the Commission on Accreditation of Ambulance Services, and overall industry best practices and procedures.

Mr. Finlay stated that MRI study found that the Avon Fire Department is well-equipped with some aging apparatus that will continue to require capital expenditures, there is a dedicated group of core members who are very invested to the Town, the firefighters performed their duties competently, and the department has a positive image and is respected throughout the community.

Mr. Finlay then reviewed the areas of concern for MRI during their study. Mr. Finlay stated that the key recommendations from MRI include establishing better channels for internal and external communications, staffing needs, improving the training process and programs, updating policies and procedures, and creating a long-range plan and goals for the Fire Department.

Upon the conclusion of the highlighted recommendations in the presentation, Mr. Finlay suggested the Board read the report thoroughly and review the recommendations listed in the report strategically and devise a long-term plan to consider how the Avon Fire Department should be operating in the future to ensure that the benchmark standards are being met and that the level of service for the public is exemplary.

Mr. Finlay requested the Board implement recommendations as they see appropriate. Mr. Finlay suggested that the Board view each recommendation as a goal and recognize the accomplishments of the Fire Department as these goals are implemented. Mr. Finlay stated that many of these goals will require hard work and effort to accomplish and recognition is important.

Mr. Finlay concluded his presentation. The Board had no questions at this time.

Mr. Enos requested the Board consider the next step in this process in determining which recommendations in the report should be prioritized and devise a strategic plan as suggested in the report to help rank the importance of each recommendation. Chairman Rose requested that the Town Administrator work with the Fire Department staff, mainly Chief Spurr in determining the ranking of each recommendation in terms of what can be accomplished for short term goals and long-term goals to be considered for implementation and provide the list to the Board for review. The task-list should include columns for the subject matter, priority ranking, status of progress on the task, and a comments section. Chairman Rose stated that after a list is developed, the Board will call a Workshop Meeting for the Fire Chief and members of the Fire Department to review the list of goals in each category in detail and set up timelines in which to accomplish the goals and help resolve some of these outstanding issues. Mr. Enos requested permission from MRI as a consultant to assist with the prioritization of each recommendation. Chairman Rose agreed with the request and informed Mr. Enos to obtain a cost proposal from MRI for this matter. Chief Spurr agreed with this recommendation as well. Chairman Rose requested the Board move forward with creating this list as soon as possible. He also requested the Board have regular updates on the progress of items on the list once it is established. Chairman Rose requested a draft list within two weeks of this meeting date.

Adjournment

Mr. Beckerman made a motion to adjourn the Workshop Meeting at 8:00 p.m. Mr. Suzor seconded the motion. A roll call vote was held. Mr. Suzor voted aye. Mr. Beckerman voted aye. Chairman Rose voted aye. The motion carried.

Respectfully submitted,

A handwritten signature in cursive script that reads "Shanna M. Faro".

Shanna M. Faro
Executive Assistant