

FY 2021 Budget Questions & Answers Finance Committee

1.

Dept. Number, Name + Account	Questioner's Name/Question	Response
General Government Re: Town Manager's FY 2021 Message	Cunningham: Please provide details on Fire and Ambulance Calls. How many of the 5,015 calls were dispatched calls? How many were Fire only, Ambulance only and combined?	Chief Targ: All calls were dispatched, 1,548 Fire Calls, 2,052 Ambulance Calls, Total Fire and Ambulance Responses 5,015. Includes Engine Medical Assist. The response totals are higher than the call total because of the Engine medical assist. It shows that the engines are doing calls, but not over inflating the call totals by counting a medical as two calls.
General Government: Re Town Manager's FY 2021 Message	Cunningham: Please identify the source of the "Police Calls" number of 27,456 and details as to how many are actual Calls for Service (dispatched calls e.g. 9-1-1 calls, accidents, etc.) and how many were routine, non- incident calls such as park and walk; radar assignment, etc. FYI: The Dispatched police calls in the FY 2019 Annual Town Report (ATR) show 8,559 dispatched police calls, 221 fewer than shown in the BOS 2017 Public Safety/ Staffing Discussion.	Chief McEnaney: The number used in the FY 2021 message is from Calls by Sector Stats, these stats are calendar year vs fiscal and included ALL CALLS. Fiscal '19 numbers are 25,495 (16,936 patrol-initiated action (PIA), 8,559 dispatched). Same response to 210 Police question #5.
General Government	Cunningham: The last few increases in Police staffing and the requests in the FY21 Budget have been based on the recommendations of the 2017 Public Safety/ Staffing Discussion "Working Group". Are there any agendas/minutes for meetings of the "Working Group" for review? What is the direct correlation between the data on police activity and the discussions and the decision that 5 is the right number, not 6 not 4? How did you arrive at the number 5?	Ross: BOS formed a working group who reported to the BOS in 2017. The BOS voted to support recommendations in the BOS Budget Policy Direction including increased staffing in FY19, FY20, and FY21. Here is a link to the Westford Police & Fire 2017 Public Safety/Staffing Discussion .
210 Police	Cunningham: Costs for Captains and Lieutenants increases by 26.29% and 26.29% respectively. Please explain	Chief McEnaney: CBA increases and Quinn bill applied to hourly wage. Note corresponding decrease in Quinn Bill line.
210 Police	Cunningham: Special Details funding calls for \$23,000. Which details are covered by this line item? Patrolmen contracts	Chief McEnaney: Town Elections, Annual Town Meeting, Protests/Rally coverage, Select Board

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	include the establishment of a Details Revolving Fund. How many and at what cost were details Performed by WPD in FY19?	Meetings, Memorial Day Parade, Apple Blossom Parade, Holiday Tree Lighting * See attached FY19 Summary
210 Police	Cunningham: We had an aggressive year for road construction in 2019 and the apparent increase in the need for Police Details. What impact, if any, did that have on the ability to fully staff regular patrols?	Chief McEnaney: Details did not impact the ability to staff patrols, however, time off requests did increase which created more shifts at minimum manning.
210 Police	Cunningham: It appears that with the addition of the officer in mid-FY21 the Department will have 49 Badged Officers, two of whom are assigned SRO duty during the school year. How many of the remaining are available for patrol duty on a regular basis?	Chief McEnaney: There are currently 45 officers available for assignment, including the Chief. Of those 45 Officers, 31 are assigned to patrol responsibilities.
210 Police	Cunningham: In the FY 2021 Message the Town Manager Identified the increase of "Police calls" to 27,456 as a result of a growth in population and rationale for adding 5 officers. What is the source of this number? How many of this number are actual calls for service and how many are routine patrol activities?	Chief McEnaney: The number used in the FY 2021 message is from Calls by Sector Stats, these stats are calendar year vs fiscal and included ALL CALLS. Fiscal '19 numbers are 25,495 (16,936 PIA, 8,559 dispatched)
210 Police	Cunningham: The Chief has requested an additional two officers citing the 2017 staffing analysis and an increase in traffic issues and crime as well as an increase in non-criminal complaints. What are the actual increases and how do they compare with prior years?	Chief McEnaney: Traffic citations increased from 2,622 to 4,630. Criminal complaints increased from 287 to 398. Numbers will continue to increase with higher population and full staffing of assigned personnel.
210 Police	Cunningham: How many incidents occur each year that require a 2-officer response or a 2 + supervisor response?	Chief McEnaney: Call reason types that routinely have two cars dispatched to respond is 1,861. <u>However, it is nearly impossible to accurately capture how many calls required a 2nd officer or supervisor to respond after the initial dispatch.</u> The search system does not account for evolving

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		calls where additional personnel are requested to a scene, or due to call volume and staffing issues, only one officer is available to respond. Furthermore, any of the routine two car call reasons could have the second car cancelled or not dispatched due to the specifics of the call.
210 Police	Galvin: Over 40% of the Westford Police Department is involved in supervision. Please explain the difference in duties and responsibilities between a Captain and a Lieutenant, and a Lieutenant and a Sergeant.	Chief McEnaney: Correct percentage is 32.6% (which is consistent with Market Basket analysis of supervisor ratio's). Job Descriptions are attached. Staffing levels have been approved by the Town Manager and Select Board.
210 Police	Galvin: How many officers are assigned to the detective bureau and how many supervisors are in the unit as well?	Chief McEnaney: There are nine Officers assigned to the Special Services Division, which includes two Supervisors.
210 Police	Shankar Hegde: Why Quinn bill budget request went down substantially?	Chief McEnaney: Quinn Bill now in hourly wages *see first question. As of FY '21, this line will only include Chief and Deputy Chief
210 Police	Shankar Hegde: Could you provide data on Life saver project? Like how many people were helped over the course of a year?	Chief McEnaney: No current subscribers. Due to low cost of GPS monitoring devices, families now have other options. Project Life Saver is kept for those who cannot afford alternatives. The WPD does offer Cognitive Alert Registration for those with cognitive impairments.
210 Police	Bao: The overtime budget is relatively stable at about 400K per year. Some of the overtime cost is due to lack of police personal. Is there an analysis that we might (or might not) reduce overall budget by adding additional police personal?	Chief McEnaney: CBA- time off, minimum manning standards, the need to plan for additional personnel during emergency responses, weather related disasters, directed patrols etc. This line can be greatly affected by

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		long term leave/retirement/transfers and increases when we are understaffed.
210 Police	Cunningham: Review of the FY18 through the proposed FY21 personnel budgets indicates an apparent increase of badged officers in FY21 by 1 Sergeant and .5 patrol officer bringing the total increase of officers from 44 in FY18 to 48.5 (nominally 49) in FY21, an increase of 5 since FY18 and the potential for another if money is available. Please clarify.	Chief McEnaney: The Special Services Division had 2 Supervisors several years ago, but the Detective Sergeant position was moved out due to staffing issues and imminent need in patrol. A Detective Sergeant was returned to the SSD to address the need for additional supervision due to the nature and complexities of the investigations. This position was approved by the Town Manager and Select Board. The Sergeant was created from existing personnel and did not require additional staffing. *In FY '18, the WPD had 45 Ofc's FY '19 went to 47 Ofc's FY '20 added 1 to make 48 (added in Sept.) FY '21 adds 1 in January for total of 49
210 Police	Cunningham: The personnel chart shows one additional Sergeant. Why add another Sergeant when additional patrols are needed? Are Sergeants available for high-risk situations and or regular patrol?	Chief McEnaney: The Special Services Division had 2 Supervisors several years ago, but the Detective Sergeant position was moved out due to staffing issues and imminent need in patrol. A Detective Sergeant was returned to the SSD to address the need for additional supervision due to the nature and complexities of the investigations. This position was approved by the Town Manager and Select Board. Sergeants are available for high-risk situations and patrol supervision.
210 Police	Cunningham: The continuing rationale for increases in staffing	Chief McEnaney: Population continues to grow

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	<p>have been population growth, increases in traffic issues, crime and non-criminal complaints. Actual Calls for Dispatch of Police have decreased from 8770 in FY17 to 8559 in FY19, a 2% decrease. The Police Log has remained relatively steady over the past few years from 10,497 in FY17 to an estimated 10,433 in FY19. What are the actual increases in traffic issues, crime and non-criminal complaints??</p>	<p>with new residential projects and commercial growth on rt. 110, increasing traffic and enforcement needs. WPD have been requesting additional personnel for years. The increase in officers requested was based upon the FY17 numbers with the number of complex calls in some cases increasing. The number of traffic citations went up more than 2K in the past year and an additional 100 criminal complaints were generated.</p>
210 Police	<p>Cunningham: In the oft-cited Public Safety/Staffing Discussion towns with similar populations and similar staffing (45-48) are able to support shifts of 5,5,5; 5,5,6; 7,7,5; 5,6,5; and 5,7,6. It appears we have difficulty supporting shifts of 4,4,4. What are they doing differently that enables them to support increased staffing?</p>	<p>Chief McEnaney: The staffing cited requires those departments to have increased overtime budgets as most fill 1 for 1. Our current minimum staffing is 3,3,3 but is scheduled at a higher ratio. The minimum manning standard was set in 1980 at 3,3,2 which was increased in 2014 to 3,3,3. If the T.M. and Select Board set the manning at 4, 4, 4, additional personnel would be needed with an increase of our O.T. budget. Our O.T. budget is amongst the lowest in the area for similar sized departments with Chelmsford at \$620,000 and Acton at \$520,000. Both fill shifts 1 for 1.</p>
210 Police	<p>Cunningham: How many vacancies do we have in the Department? Do you have officers that are unavailable for duty? If so, how many and what is the impact on your goal of 4x4x4 staffing?</p>	<p>Chief McEnaney: We have no vacancies in budgeted positions. We have three officers that are NOT AVAILABLE for assignment (1 officer is on long term injury and 2 officers are in the Academy). Our scheduled shifts are 5, 5, 4. In order to support 4, 4, 4 minimums, an increase of scheduled personnel with a higher O.T. budget is</p>

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		required. This is due to contractually bargained time off such as- vacation, personal time, sick, compensatory time and bereavement leave. Long term leave such as Injured on Duty or military leave also dramatically impact our ability to schedule personnel. Further complications like retirement or transfers can set our scheduled personnel back over a year.
215 Public Safety Communications	Galvin: Is the overtime accrued in the Public Safety Communications Department charged to this Department overtime account or to the police?	Whitcomb: No. The Public Safety Communications Department has its own budget. Prior to fy16 that was not the case. At that time approx. 180k annually was paid out of OT to police dispatchers and 70k to fire dispatchers.
220 Fire Department	Cunningham: In the FY 2021 Message the Town Manager (TM) notes that Fire and Ambulance calls totaled 5,015. The Public Safety Communications Department FY19 report shows 4,435 dispatched fire and ambulance responses for FY19. What other calls are included in the TM numbers?	Chief Targ: 5015 Total Responses FY18 5442 Total Responses FY19 All Fire Department Responses are included, including Engine Medical Assists. The response totals are higher than the call total because of the Engine medical assist. It shows that the engines are doing calls, but not over inflating the call totals by counting a medical as two calls.
220 Fire Department	Galvin: The combined pay for Fire Captains and Lieutenants is significant (almost 700K). What are the differences between Captains and Lieutenants in their duties and responsibilities?	Chief Targ: The average pay difference between firefighters and Lt's is about \$13k, and between Capt. And Lt. is \$8.7k. See summary of positions attached. We maintain at least 1 officer per shift, the ideal span of control number is five employees/members answering to one officer. These eight officers are all line officers.
220 Fire Dept	Greene: Have the issues with the HVAC system been resolved?	Chief Targ: No, the issues are still being

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		addressed, we have been meeting with the Architects and Design team, HVAC Contractors and Town Facilities.
220 Fire Dept – Electricity and Natural Gas	Greene: Were the initial heating and electric estimates by the architects accurate?	Chief Targ: Currently for Electric with credits we are tracking on budget for all facilities. Natural Gas usage is tracking lite and we are looking for confirmation from National Grid that we are getting actual readings and not estimated bills.
241 Building Dept.	Greene: How many vehicles does the Building department have? What are the ages, make/model and mileage?	Fontaine: Two, a 2008, Ford Escape, mileage 40,732 (this vehicle is shared amongst Building, Conservation, Planning and Zoning Departments) And a 2017, Ford Escape, mileage 15,713.
241 Building Dept.	Greene: Why is travel-mileage listed in both Personal Services and Expenses?	Fontaine: Last year with benefit of Finance Committee review, an inconsistency was identified with respect to mileage reimbursement to inspectors. To address the issue, the Town Manager decided to reimburse the permanent part-time and full-time inspectors through a mileage stipend from the Car Allowance line item. It did not make sense to reimburse the alternate (or On Call) Inspectors through a stipend because of how infrequently they work. Those inspectors are still paid \$4.00 per inspection from the Mileage Reimbursement line item.
294 Tree Warden	FitzPatrick: When do we hire out tree work as opposed to using our own people and equipment.	The Town does not own a bucket truck and we cannot do any of the aerial work. We also contract out all of the aerial work for the liability

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		aspect
640 Ambulance Enterprise	Cunningham: In Goals you talk of adding personnel to bring staffing up to 11 per shift. What would that require?	Chief Targ: In FY20, we are currently in the hiring process to bring staffing up to 10 per shift. To bring staffing up to 11 per shift it would require four additional personnel. There are four shifts so increasing one per shift equals four personnel.
640 Ambulance Enterprise	Cunningham: How many EMT's would be needed under a 11 per shift scenario. With the new addition in 2021 won't 9 EMT's be adequate for 4 shifts?	Chief Targ: From FY20 we would need a total of four additional personnel to get to 11 per shift. In FY21 with the one additional in the budget that would be a total of five personnel increase over the last three years and it would have one shift of 11 and three shifts at 10.
640 Ambulance Enterprise	Galvin: Am I correct that the Ambulance Enterprise reported 235K of uncompensated service of which 95% of this was from town residents? Does this mean that they did not pay for the service?	<p>Chief Targ: Of the \$235K written-off the Town's Receivables, approximately 60% was owed by Residents and 40% by Non-Residents.</p> <p>Approximately \$100K of the total was sent to First Financial for Collection. The vast majority (95%) of the amount sent to Collections was for Non-Residents. We only send Residents to Collections when they have been paid directly from their insurance company and have not turned over that money to the Town.</p> <p>Approximately \$125K to \$130K would have been billed to Resident patients that ended up not being paid.</p> <p>Attached is the Billing Policy approved by</p>

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640 Ambulance Enterprise	Galvin: How time consuming are the BLS Service calls? On average how many attendants do these calls require, and how much of the bad debt is due to this service?	Chief Targ: The time can vary from a quick doctor ordered transport to a psychological or alcohol abuse call that could be longer. We do not track Bad Debts based on the type of service (ALS vs. BLS). I would think the bad debt ratio of BLS to ALS service would approximate the BLS/ALS Calls ratio; i.e. 38%/62%. So, an estimated \$90K.
640 Ambulance Enterprise	Galvin: You report Firefighters salaries under both the Fire Department and the Ambulance Fund. Do you report the full cost of both in each of these categories or do you divide the total cost?	Chief Targ: The salaries in fire and ambulance correspond to specific personnel in those budgets and includes their yearly base pay, Overtime. Holiday, longevity, and educational are broken out in separate lines. Ambulance Enterprise includes nine salaried position. When new personnel are hired, they are typically placed in the ambulance budget and the senior personnel are moved into the Fire Budget.
640 Ambulance Enterprise	Greene: Westford residents are not responsible for their co-pay, correct? If the resident has a high deductible health insurance plan, and the deductible has not been met, are they charged the ambulance fee? Or does the ambulance enterprise write it off as a loss? Is this policy for Westford residents stated somewhere I can read about it?	O'Donnell: Attached is the ambulance billing policy. A Westford resident only pays what their insurance covers. The remaining balance is written off as uncollectable.

MEMO

Date:	January 6, 2020
To:	Dan O'Donnell Town Finance Director
From:	Dennis Galvin Member, Finance Committee
Subject:	Request for Data
Reference:	Public Safety Agencies: Police, Fire, Ambulance,

1. In order to become better informed about the public safety demands facing the town of Westford, so as to make informed recommendations relative to those departments responsible for this sector, I respectfully request the following information for the 2019 fiscal year. Additionally, I would request that an indication be provided as to whether incident trends for 2020 are running ahead of, parallel or below those reported in 2019.

GENERAL PUBLIC SAFETY 2019			
#Fatalities- MV Accidents	2	#Fatalities - Drug Overdoses (Overdoses occurring in Westford)	We do not track death related to overdose. That would be tracked by the district attorney's office or medical examiner
#Fatalities- Violent Crime	0	#Fatalities- Fire or Explosion related	0
#MV Accidents with PI	84	#Narcans Administered (FD/PD combined)	7
#MV Accidents no PI	570	# Fatalities – Workplace related	0
POLICE DEPARTMENT 2019			
Violent Crimes Investigated (Felony Assaults, Felony Assault and Batteries, Rape, Criminal Homicide)	59	# Cases involving Illegal distribution of cocaine, heroin, other opioid, methamphetamine	7
Property Crimes Investigated (BEL/ MalDes, Auto Theft)	156	#Cases closed by Detectives leading to prosecutions	67
# PSAP-Calls (911) (cases where a report is generated)	3921	# Applications for Search Warrants filed	19
#209A Emergency Restraining Orders applied for	51	#Search Warrants Issued	19
# Commitments to Detox	4	#Civil Actions Filed Against the Police Department	0
# Commitments to Dept. of Mental Health / include Drug commitments	86	#Officers Injured on Duty requiring time off	5
#Criminal Complaints Filed by the Department	398	#Officers Retiring or Leaving the Department	4
#MV Citations Written	4630	#Firearms licenses issued, suspended or	390 LTC/FID issued 7 susp., 0 rev.- still waiting

		revoked	for State#
# Cases Assigned to Detectives	297	# NEMLEC Activations	22
FIRE DEPARTMENT 2019			
#House Fire Responses	10	#Mutual Aid Requests <i>(out of town)</i>	Fire 25 / Ambulance 105
#Other Structure Fire Responses	15 Includes Appliance, Smoke in Building Lightning Strike	#Mutual Aid Requests <i>(Made By The Town)</i>	Fire 15 / Ambulance 67
#Car Fire Responses	10	#State Fire Marshal Investigation into fires in town	3
#Non structure fire responses <i>(brushfires, and other)</i>	66 Includes Brush, Chimney, Illegal Burn, Fire Other, Dumpster	#Fire Code Inspections conducted	745
# General Emergency Responses	3287	#Fire Code citations issued	3
#HazMat Incidents Responses	66	# Firefighters Injured on Duty requiring time off	3
#Plan Reviews conducted	56	# Civil Actions Filed Against Fire Department	0
AMBULANCE ENTERPRISE 2019			
#ALS Responses	918	#BLS Responses	555
#Ambulance Attendants Injured On Duty Requiring Time off	1	# No of Incidents Involving more than two-hour response	54 - Dispatch to Back In service
#Civil Actions Filed Against the Ambulance Service	0		

Respectfully submitted

**Dennis J. Galvin
Finance Committee**



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POLICE DEPARTMENT
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MEMBER
INTERNATIONAL ASSOC.
OF CHIEFS OF POLICE

N.E. ASSOCIATION OF
CHIEFS OF POLICE

MASS. CHIEFS OF
POLICE ASSOCIATION

FY 2021 Budget Answer
Finance Committee
210 Police
Cunningham: Special Details

01210100/513250 SPECIAL DETAILS
FY19

Date	Special Event	# Officers	Cost
09/04/18	State Election	10	\$4,451.12
10/16/18	Town Meeting	3	\$735.48
11/06/18	State Election	12	\$5,050.90
11/11/18	Vet Day Parade	2	\$339.24
11/24/18	Suicide Vigil/Town Common	2	\$466.20
12/01/18	Tree Lighting/Town Common	1	\$268.00
03/23/19	Town Meeting	5	\$2,809.54
05/07/19	Town Election	12	\$4,622.49
05/18/19	Apple Blossom Parade	10	\$2,307.56
05/23/18	Memorial Day Parade	2	\$424.25
			\$21,474.78

89210820/513250 OUTSIDE DETAILS
FY19

	Details		\$801,321.00
	Administrative Fees*		\$35,643.00
	Total		\$836,964.00

*Note admin fees go to General Fund, not to WPD

CAPTAIN - OPERATIONS

A. SUMMARY

Under the general direction of the Chief of Police, the Captain in charge of Operations is responsible for the supervision, coordination and control of the Patrol Division.

He/she is directly responsible for the supervision and guidance of all personnel assigned to their command and for their effectiveness and efficiency in the performance of their various duties.

In the absence of the Chief and Deputy Chief, the Captain may assume the powers, duties and responsibilities of the Chief, subject to any limitations set by the Chief.

He/she has the responsibility for constantly directing their best efforts towards providing the highest level of safety, security and service for the citizens of the Town of Westford.

B. GENERAL DUTIES AND RESPONSIBILITIES

1. Be fully aware and have a clear understanding of the authority delegated to them for the performance of their assigned duties and responsibilities.
2. Carry out all orders and directives from the Chief and Deputy Chief and clearly communicate to personnel the nature of any orders that affect them or their responsibilities. All significant changes should be carefully explained so that there can be no misunderstanding of their intent and purpose.
3. Keep the Chief and Deputy Chief informed of all significant events or developments which may affect the Department or its' personnel.
4. Directly assist the Chief and the Deputy Chief, in the day-to-day operation of the Department and furnish the quality of support services that are essential for effective police operations.

5. Directly assist the Chief and Deputy Chief in the development of plans and programs for improving the delivery of police services and the efficiency of Department operations.
6. Cultivate and promote a close working relationship among all Department personnel to create the highest level of productivity and effectiveness.
7. Conducts periodic staff meetings with Lieutenants and Sergeants, and solicit input from them; advise and inform the Chief and Deputy Chief in the preparation of both periodic administrative and full staff meetings.
8. Assist with research and development of plans and procedures for all phases of Department operations. Reports to the Chief and Deputy Chief any changes or innovations in police sciences or technology which would improve or enhance Department operations.
9. Prepare and submit a report to the Deputy Chief, with appropriate recommendations, whenever any change or revision of current police practices, policies or procedures seems advisable.
10. Responsible for the development and implementation of plans and programs for Special Events, coordinating Department services with the community and/or organization(s) involved in these events. Special Events includes any pre-planned activity having a major impact on public safety or traffic flow in the community, including but not limited to parades, road races and road construction/improvements.
11. Respond readily to questions from personnel regarding their duties and responsibilities and obtain official answers whenever necessary.
12. Maintain discipline and morale and promote harmonious relations and mutual cooperation among all personnel.
13. Observe, on a regular basis, the appearance, efficiency, initiative and capability of all personnel and advise, counsel and motivate those whose duty performance is unsatisfactory or inadequate.

14. Has access to extensive confidential information concerning personnel records and criminal investigations.
15. Assists the Chief and Deputy Chief with establishing disciplinary procedures to encourage professionalism in the Department. Determines disciplinary action as required.
16. Attends meetings and conferences for purposes of public relations, regional discussions, and information gathering and exchange.
17. Performs highly responsible duties requiring independent judgment and initiative in planning, organizing and directing the work of the Department, and in the enforcement of statute law, town by-laws and departmental rules and regulations.
18. In the absence of the Chief and Deputy Chief, represents the Department and maintains mutual cooperation as a liaison with all Town Officials and with state, county and federal agencies.
19. Designated by the Chief as Emergency Situations Supervisor to coordinate and oversee the planning function consistent with the Incident Command System. This includes but is not limited to the Department's response to unusual occurrences and critical incidents.
20. Responsible for the direction and supervision of the Bicycle and Marine Patrol Units, ensuring proper training, deployment and maintenance of equipment.
21. Review engineering plans for proposed development projects and make recommendations related to potential traffic safety concerns.
22. Perform other duties related to this position or as directed by the Chief and Deputy Chief.

C. JOB QUALIFICATIONS

The position of Police Captain is covered by Civil Service regulations. No part of this position description shall restrict or exclude the eligibility of candidates for employment or advancement as defined by the regulations of the civil service system.

To be eligible for this position, one must be an employee in the Westford Police Department with permanent civil service status in one of the following titles: Police Lieutenant or Police Sergeant. One is also required to have been employed in the qualifying title on a permanent or temporary civil service basis for the full twelve months preceding the examination date. A combination of temporary and permanent service can be applied toward meeting this twelve-month requirement. However, one must have permanent civil service status in a qualifying title as of the date of the examination in order to be eligible. For the purpose of meeting this eligibility requirement, one should regard any provisional or "acting" service in a higher title than one's permanent title as continuous service in one's permanent title.

D. KNOWLEDGE, ABILITIES AND SKILLS

Knowledge of U.S. and Massachusetts constitutional law, the Massachusetts general laws, federal, state and local rules and regulations, local ordinances and bylaws and important court decisions that pertain to the operation of a police department and govern police work; Knowledge of principles and practices of police administration and management; Knowledge of budgeting and fiscal control; Knowledge of the principles, practices and techniques of police supervision (including such areas of supervisory responsibility as planning, organizing, staffing, directing, controlling, employee training, employee grievances, etc.); Knowledge of appropriate police goals, objectives, methods, procedures, and techniques pertaining to major municipal police functions (e.g., patrol administration, traffic control, criminal investigation, civil disorder, riot control, hostage situations, juvenile investigation, community relations, etc.); Ability to choose actions appropriate to the situation; Ability to confront problems, take charge, and assume responsibility; Ability to demonstrate administrative judgment; Ability to coordinate efforts of others in accomplishing assigned objectives.

The duties listed above are intended as illustrations of duties that may be performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

This job description is subject to change by the Chief of Police as the needs of the department and requirements of the position change.

CAPTAIN – ADMINISTRATION

A. SUMMARY

Under the general direction of the Chief of Police, the Captain in charge of Administration is responsible for the supervision, coordination and control of the Special Services Division and serves as the Department's Training Officer.

He/she is directly responsible for the supervision and guidance of all personnel assigned to their command and for their effectiveness and efficiency in the performance of their various duties.

In the absence of the Chief and Deputy Chief, the Captain may assume the powers, duties and responsibilities of the Chief, subject to any limitations set by the Chief.

He/she has the responsibility for constantly directing their best efforts towards providing the highest level of safety, security and service for the citizens of the Town of Westford.

B. GENERAL DUTIES AND RESPONSIBILITIES

1. Be fully aware and have a clear understanding of the authority delegated to them for the performance of their assigned duties and responsibilities.
2. Carry out all orders and directives from the Chief and Deputy Chief and clearly communicate to personnel the nature of any orders that affect them or their responsibilities. All significant changes should be carefully explained so that there can be no misunderstanding of their intent and purpose.
3. Keep the Chief and Deputy Chief informed of all significant events or developments which may affect the Department or its' personnel.
4. Directly assist the Chief and the Deputy Chief, in the day-to-day administration of the Department and furnish the

- quality of support services that are essential for effective police operations.
5. Directly assist the Chief and the Deputy Chief, in the development of plans and programs for improving the delivery of police services and the efficiency of Department operations.
 6. Cultivate and promote a close working relationship among all Department personnel to create the highest level of productivity and effectiveness.
 7. Responsible for ensuring that the School Resource Officer is able to coordinate efforts with various agencies in enforcing the Memorandum of Understanding with both the Westford Public Schools and Nashoba Valley Technical High School.
 8. Responsible for the application and administration of grants which the Department may qualify for and receive.
 9. Responsible for the Department training program and for encouraging all Department personnel to improve their educational and technical competence.
 10. When required, represents the Department as director for in-service training at Cross Point, which provides approved in-service and specialized training through the Massachusetts Criminal Justice Training Council.
 11. When required, represents the Department as Court Prosecutor and serves as liaison between the Department and the District, Grand Jury and Superior Courts.
 12. Accountable for the operation and maintenance of the Department records system, for the data processing and recording of all necessary information and for the providing of informational and statistical data for management and operational decision making.
 13. Assists with the research and development of plans and procedures for all phases of Department operations and for reporting to the Chief and other higher-ranking officers any changes or innovations in police science or technology which would improve or enhance Department operations.

14. Observe, on a regular basis, the appearance, efficiency, initiative and capability of all personnel assigned to their command and advise, counsel and motivate those whose duty performance is unsatisfactory or inadequate.
15. Respond readily to questions from personnel regarding their duties and responsibilities and obtain official answers whenever necessary.
16. Responsible for conducting a continual inspection of the Police Department building and quarters to ensure effective maintenance. Also responsible for timely scheduling such maintenance and ensuring it is satisfactorily completed.
17. Responsible for conducting a continual inspection of all Department vehicles to ensure their effective maintenance. Also responsible for timely scheduling such maintenance and ensuring it is satisfactorily completed.
18. Accountable for the recording, marking and safe custody of all lost or abandoned property found by or turned in to the Department.
19. Prepare and submit a report to the Deputy Chief, with appropriate recommendations, whenever any change or revision of current police practices, policies or procedures seems advisable.
20. Responsible for assignment of the Crime Prevention Officer, who serves as a liaison between the Police Department and the public to work together to identify and deter crime on a community-wide basis.
21. Perform other duties related to this position or as directed by the Chief and Deputy Chief.

C. JOB QUALIFICATIONS

The position of Police Captain is covered by Civil Service regulations. No part of this position description shall restrict or exclude the eligibility of candidates for employment or advancement as defined by the regulations of the civil service system.

To be eligible for this position, one must be an employee in the Westford Police Department with permanent civil service status in one of the following titles: Police Lieutenant or Police Sergeant. One is also required to have been employed in the qualifying title on a permanent or temporary civil service basis for the full twelve months preceding the examination date. A combination of temporary and permanent service can be applied toward meeting this twelve-month requirement. However, one must have permanent civil service status in a qualifying title as of the date of the examination in order to be eligible. For the purpose of meeting this eligibility requirement, one should regard any provisional or "acting" service in a higher title than one's permanent title as continuous service in one's permanent title.

D. KNOWLEDGE, ABILITIES AND SKILLS

Knowledge of U.S. and Massachusetts constitutional law, the Massachusetts general laws, federal, state and local rules and regulations, local ordinances and bylaws and important court decisions that pertain to the operation of a police department and govern police work; Knowledge of principles and practices of police administration and management; Knowledge of budgeting and fiscal control; Knowledge of the principles, practices and techniques of police supervision (including such areas of supervisory responsibility as planning, organizing, staffing, directing, controlling, employee training, employee grievances, etc.); Knowledge of appropriate police goals, objectives, methods, procedures, and techniques pertaining to major municipal police functions (e.g., patrol administration, traffic control, criminal investigation, civil disorder, riot control, hostage situations, juvenile investigation, community relations, etc.); Ability to choose actions appropriate to the situation; Ability to confront problems, take charge, and assume responsibility; Ability to demonstrate administrative judgment; Ability to coordinate efforts of others in accomplishing assigned objectives.

The duties listed above are intended as illustrations of duties that may be performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

This job description is subject to change by the Chief of Police as the needs of the department and requirements of the position change.

LIEUTENANT

A. SUMMARY

Under the general direction of the Chief, a Lieutenant assigned to Operations is responsible for the supervision, coordination and control of the Patrol Division.

He/she is directly responsible for the supervision and guidance of all personnel assigned to their command and for their effectiveness and efficiency in the performance of their various duties.

He/she has the responsibility for constantly directing their best efforts towards providing the highest level of safety, security and service for the citizens of the Town of Westford.

B. GENERAL DUTIES AND RESPONSIBILITIES

1. Be fully aware and have a clear understanding of the authority delegated to them for the performance of their assigned duties and responsibilities.
2. Carry out all orders and directives from the Chief and other higher-ranking officers, and clearly communicate to the personnel under their command the nature of any orders that affect them or their responsibilities. All significant changes should be carefully explained so that there can be no misunderstanding of their intent and purpose.
3. Keep the Chief and other higher-ranking officers informed of all significant events or developments which may affect the Department or its' personnel.
3. Ensure that all patrol officers are deployed so as to maximize their crime prevention and law enforcement effectiveness.
4. Ensure that patrol sergeants regularly visit all areas of the Town to observe conditions as they relate to the police task and the manner in which patrol officers are carrying out their duties.

5. Responsible for the fair and equitable distribution of available outside paid details and for the notification and recording process for such paid details.
6. Responsible for the operation of the Police communications system, for the receiving and recording of all requests for service and for effectively dispatching appropriate police personnel to respond to such requests.
7. Maintain discipline and morale and promote harmonious relations and mutual cooperation among all personnel assigned to their command.
8. Respond personally to any major crime, serious emergency or any other occurrence of an unusual nature during their tour of duty, to provide immediate direction and control.
9. Observe, on a regular basis, the appearance, efficiency, initiative and capability of all personnel assigned to their command and advise, counsel and motivate those whose duty performance is unsatisfactory or inadequate.
10. Respond readily to questions from personnel regarding their duties and responsibilities and obtain official answers whenever necessary.
11. Inquire diligently into all complaints or charges of laxity or misconduct by personnel under their command and submit a written report of such circumstances to the Operations Captain, with recommendations for appropriate disciplinary action.
12. Prepare and submit a special report to the Operations Captain whenever any officer performs an act of meritorious service that deserves official recognition.
13. Responsible for the investigation of all crimes reported or coming to the attention of the police that fall under the purview of the Patrol Division, and for the detection and apprehension of criminal offenders, and the recovery of stolen property.
14. Accountable for the care and safekeeping of all prisoners being held in police custody.

15. Responsible for Traffic Safety and Enforcement throughout the Town, with special attention to those areas of heavy traffic volume and reported violations, deploying both regular patrol officers and special teams in enforcement efforts to stem violators.
16. Responsible for the review of daily reports and investigations, including assignment of necessary follow-up work for the Patrol Division, where applicable.
17. Coordinate efforts with the Administrative Captain for any investigations to be passed on to this unit, using Department guidelines in assignment of work requiring extensive follow-up or specialized training which cannot be efficiently and effectively done by the Patrol Division.
18. Prepare and submit a report to the Operations Captain, with appropriate recommendations, whenever any change or revision of current police practices, policies or procedures seems advisable.
19. Perform other duties related to this position or as directed by the Chief and other higher-ranking officers.

C. JOB QUALIFICATIONS

The position of Police Lieutenant is covered by Civil Service regulations. No part of this position description shall restrict or exclude the eligibility of candidates for employment or advancement as defined by the regulations of the civil service system.

To be eligible for this position, one must be an employee in the Westford Police Department with permanent civil service status in one of the following titles: Police Sergeant or Police Officer. One is also required to have been employed in the qualifying title on a permanent or temporary civil service basis for the full twelve months preceding the examination date. A combination of temporary and permanent service can be applied toward meeting this twelve-month requirement. However, one must have permanent civil service status in a qualifying title as of the date of the examination in order to be eligible. For the purpose of meeting

this eligibility requirement, one should regard any provisional or "acting" service in a higher title than one's permanent title as continuous service in one's permanent title.

D. KNOWLEDGE, ABILITIES AND SKILLS

Knowledge of U.S. and Massachusetts constitutional law, the Massachusetts general laws, federal, state and local rules and regulations, local ordinances and bylaws and important court decisions that pertain to the operation of a police department and govern police work; Knowledge of principles and practices of police administration and management; Knowledge of budgeting and fiscal control; Knowledge of the principles, practices and techniques of police supervision (including such areas of supervisory responsibility as planning, organizing, staffing, directing, controlling, employee training, employee grievances, etc.); Knowledge of appropriate police goals, objectives, methods, procedures, and techniques pertaining to major municipal police functions (e.g., patrol administration, traffic control, criminal investigation, civil disorder, riot control, hostage situations, juvenile investigation, community relations, etc.); Ability to choose actions appropriate to the situation; Ability to confront problems, take charge, and assume responsibility; Ability to demonstrate administrative judgment; Ability to coordinate efforts of others in accomplishing assigned objectives.

The duties listed above are intended as illustrations of duties that may be performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

This job description is subject to change by the Chief of Police as the needs of the department and requirements of the position change.

SERGEANT

A. SUMMARY

A Sergeant occupies the first level of supervision in the Department. Their primary responsibility is exacting the proper performance of duty from the officers assigned to duty within the area subject to their supervision.

The Sergeant is charged with ensuring compliance with the Department's regulations. He/she handles all infractions and reports all violations to their superior.

He/she shall thoroughly acquaint him/herself with the duties of patrol officers and shall assist and instruct the officers under their/her supervision in the proper discharge of their duties.

He/she shall be responsible for the proficiency, discipline, conduct, appearance and strict attention to duty of all officers under their supervision.

B. GENERAL DUTIES AND RESPONSIBILITIES

1. Be fully aware and have a clear understanding of the authority delegated to them for the performance of their assigned duties and responsibilities.
2. Carry out all orders and directives from the Chief and other higher-ranking officers, and clearly communicate to the personnel under their command the nature of any orders that affect them or their responsibilities. All significant changes should be carefully explained so that there can be no misunderstanding of their intent and purpose.
3. Keep the Chief and other higher-ranking officers informed of all significant events or developments which may affect the Department or its' personnel.

4. When assigned to the Operations Division, supervise patrol officers assigned to their command. When assigned to Special Services Division, supervise detectives and any other personnel assigned to special investigations under their command.
5. Be fully familiar with the current departmental rules, policies, procedures and developments in the laws that affect them and members under their supervision.
6. Review the performance of officers under their supervision on a regular basis to determine whether they are properly, effectively and consistently carrying out their police duties.
7. Ensure that when the police performance of an officer under their command is unsatisfactory, measures are taken through encouragement, explanation, referral to their superior officer or other means consistent with departmental policy to see that the officer's future conduct is up to standard.
8. Submit a written report to the Chief of Police regarding any member of the Department when he/she commits a serious breach of the regulations of the Department and informal corrective measures prove inadequate. Include in such report the complete details of the misconduct and of those corrective measures attempted. Examples of types of misconduct which would ordinarily be considered "serious" include, but are not limited to the following:
 - (a) Flagrant refusal to obey orders;
 - (b) The commission of any criminal offense;
 - (c) Verbal and/or physical abuse of a member of the public;
 - (d) Excessive use of force with a prisoner or other person;
 - (e) Absence without leave;
 - (f) Excessive tardiness;
 - (g) A conflict of interest;

- (h) Negligent failure by the departmental personnel to discover or act upon a felony or upon the existence of conditions dangerous to the health or safety of the public;
 - (i) Repeated failure to respond to orders, instructions or other admonitions to correctly execute their/her duties.
9. Implement all orders received from the Chief and other higher-ranking officers. To this end thoroughly explain to departmental personnel under their/her command the content of new orders that affect their responsibilities.
 10. Be accountable for the actions or omissions of officers under their/her supervision which are contrary to departmental regulations or policies.
 11. Respond to emergencies, incidents, or dispatches as required. Take command of the situation until relieved by a higher-ranking officer.
 12. Ensure that all patrol officers receive warrants, summonses, subpoenas or other official papers, and serve or deliver or perform their duties regarding such papers promptly and accurately.
 13. Comply with departmental records and reporting system and instruct police officers in the proper method of reporting.
 14. Report to their superior all serious or unusual occurrences that occur during their tour of duty.
 15. Cause reports to be filed on preliminary investigations and Periodic reports on the status of more in-depth investigations, calling to the attention of their superior any significant developments in all investigations.
 16. Perform other duties related to this position or as directed by the Chief and other higher-ranking officers.

C. JOB QUALIFICATIONS

The position of Police Sergeant is covered by Civil Service regulations. No part of this position description shall restrict or

exclude the eligibility of candidates for employment or advancement as defined by the regulations of the civil service system.

To be eligible for this position, one must be an employee in the Westford Police Department with permanent civil service status in the following title: Police Officer. One is also required to have been employed in the qualifying title on a permanent or temporary civil service basis for the full twelve months preceding the examination date. A combination of temporary and permanent service can be applied toward meeting this twelve-month requirement. However, one must have permanent civil service status in a qualifying title as of the date of the examination in order to be eligible.* For the purpose of meeting this eligibility requirement, one should regard any provisional or "acting" service in a higher title than one's permanent title as continuous service in one's permanent title.

*Police Officers filing for this exam must have one year of permanent experience after completion of their Police Academy course. Service as a Student Officer before successful completion of an approved academy does not count toward meeting the eligibility requirement.

D. KNOWLEDGE, ABILITIES AND SKILLS

Knowledge of U.S. and Massachusetts constitutional law, the Massachusetts general laws, federal, state and local rules and regulations, local ordinances and bylaws and important court decisions that pertain to the operation of a police department and govern police work; Knowledge of principles and practices of police administration and management; Knowledge of budgeting and fiscal control; Knowledge of the principles, practices and techniques of police supervision (including such areas of supervisory responsibility as planning, organizing, staffing, directing, controlling, employee training, employee grievances, etc.); Knowledge of appropriate police goals, objectives, methods, procedures, and techniques pertaining to major municipal police functions (e.g., patrol administration, traffic control, criminal investigation, civil disorder, riot control, hostage situations, juvenile investigation, community relations, etc.); Ability to choose actions appropriate to the situation; Ability to confront problems, take charge, and assume responsibility; Ability to demonstrate administrative judgment; Ability to coordinate efforts of others in

accomplishing assigned objectives.

The duties listed above are intended as illustrations of duties that may be performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

This job description is subject to change by the Chief of Police as the needs of the department and requirements of the position change.



Joseph T. Targ
Fire Chief

WESTFORD FIRE DEPARTMENT

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www.westfordma.gov/fire



Tel. (978)-399-2345
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Captains Position

Position Summary:

Captains, under the direction of the Chief and the Deputy Chief shall assist them in the operation of the department. They shall be third in command in the department and shall maintain discipline and efficiency of the officers and personnel of the department. They shall direct and coordinate the application of established policies, rules and regulations, practices and procedures.

Principal Responsibilities:

Captains shall assist in directing fire drills and other training measures instituted by the Chief.

Captains will be assigned to each working unit of the department and will be known as Shift Commanders.

Captains, in the absence or disability of the Chief and Deputy Chief shall have, and exercise the responsibility and the authority of the Chief, and shall perform the duties of his office, subject to any limitations set by the Chief.

Captains will insure that subordinate officers under their command, discharge their duties promptly, and keep informed of any new orders, directives, etc., and that uniform compliance with all directives, rules and regulations, and standard operating procedures are adhered to by all members.

Captains shall investigate all serious violations of discipline or meritorious acts. Following such investigation, a written report with recommendations for action shall be submitted to the Chief.

Promote personnel safety, insuring that all employees are trained in the proper use of the apparatus, tools and equipment, and modern techniques of firefighting.

Make recommendations to the Chief concerning operating procedures, which will result in more efficient operation of the department.

Captains, when on duty, but not in quarters, shall maintain communications with dispatch by radio or by telephone.

Captains should visit each station during every tour of duty to assure compliance with all directives, orders and/or rules and regulations.

Captains shall inspect company journals and records on every tour to determine they are kept and maintained in accordance with directives, rules, and regulations.



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Captains shall be on duty at headquarters at all times, except when called elsewhere on official business.

Captains, when in command of fires or explosions where persons have been injured or killed, shall, when the fire is under control, initiate an investigation to determine the cause. They may utilize the department's fire investigator if needed, by following the fire investigation guidelines. When such investigation shows that the cause appears to have been the result of a violation of law, or is of suspicious origin, or they are unable to determine the cause, they shall notify the State Fire Marshall, as required in Chapter 148, § 2 of the General Laws of the Commonwealth of Massachusetts.

Captains shall notify dispatch via radio of conditions upon arrival on fire scenes or other emergencies.

Following the extinguishing of fires, Captains shall direct a thorough inspection of the premises to prevent a rekindle.

Captains shall promptly report the need for any repairs to building, grounds or apparatus of the department in written form to the Chief.

Captains shall supervise building and equipment maintenance work of assigned shift.

Captains shall check equipment and make necessary repairs.

Captains shall perform and discharge all other duties as prescribed by the Chief, such as issue permits, maintain personnel records and perform any necessary clerical duties, compile data for use by Chief, in preparing budgets and reports and perform special assignments and related duties.

Captains shall insure all department operations are conducted in accordance with the standard operating procedures of this department; insure compliance with all departmental regulations and maintain order and discipline in the department.

The Captains shall direct and supervise firefighters on assigned shifts.

The Captains shall maintain current knowledge of all department rules and regulations, proper methods for extinguishing various types of fires and requirements of all pertinent laws and statutes.

Captains shall notify the Chief or Deputy Chief of emergency situations or major fires which occur during assigned shift.

Captains shall check or assist with the check of alarm systems periodically as directed.



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Captains shall perform any other duties assign to him/her that the Deputy Chief or Chief of the Department deem to be in the best interest and or efficiency of the department.

Lieutenants Position

Position Summary:

Lieutenants, under the direction of the Captains, Deputy Chief and the Chief of the department, shall assist them in the operation of the department. They shall be fourth in command in the department and shall maintain discipline and efficiency of the personnel of the department. They shall direct and coordinate the application of established policies, rules and regulations, practices, procedures and standard operating guidelines (SOG). Lieutenants shall assist in directing fire drills and other training measures instituted by the Captains, Deputy Chief and the Chief of the department and observe subordinates performance to identify strengths, weaknesses and assess training needs. Also conducts informal and or formal counseling sessions with subordinates to discuss performance. Lieutenants will be assigned to each working unit of the department and will be known as a Shift. Lieutenants, in the absence or disability of the Captain shall have, and exercise the responsibility and the authority of the Captain, and shall perform the duties of his/her office, subject to any limitations set by the Chief. Lieutenants will insure that subordinates under their command discharge their duties promptly, and keep informed of any new orders, directives, budgetary information, etc., and that uniform compliance with all directives, rules and regulations, and standard operating guidelines are adhered to by all members. Lieutenants shall investigate all violations of discipline, and or meritorious acts. Following such investigation, a written report with recommendations for action, including disciplinary, shall be submitted to the Captain, Deputy Chief or the Chief of the department.

Principal Responsibilities:

Promote personnel safety, insuring that all employees are trained in the proper use of the apparatus, tools and equipment, and modern techniques of emergency medical services, firefighting and ensures that all subordinate personnel are properly trained to carry out their assigned duties by planning, developing, conducting and evaluating training sessions and drills.

Make recommendations to the Captain, Deputy Chief or the Chief of the department concerning operating procedures, which will result in a more efficient operation of the department.

Lieutenants, when on duty, but not in quarters, shall maintain communications with dispatch by radio or by telephone.

Lieutenants in the absence of the Captain should visit each station during every tour of duty to assure compliance with all directives, orders and/or rules and regulations and shall inspect company journals and records on every tour to determine they are kept and maintained in accordance with directives, rules and regulations.



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Lieutenants shall be on duty at headquarters at all times, except when called elsewhere on official business.

Lieutenants, when in command of fires or explosions where persons have been injured or killed, shall, when the fire is under control, initiate an investigation to determine the cause. They may utilize the department's fire investigator if needed, by following the fire investigation guidelines. When such investigation shows that the cause appears to have been the result of a violation of law, or is of suspicious origin, or they are unable to determine the cause, they shall notify the State Fire Marshall, as required in Chapter 148, § 2 of the General Laws of the Commonwealth of Massachusetts.

Lieutenants, when in command and as needed shall notify Fire Alarm (Dispatch) via radio of conditions both while enroute and upon arrival on fire scenes or other emergencies to ensure proper coordination of apparatus and personnel. Evaluates the incident scene to determine initial as well as subsequent actions to be taken as a fire or other emergency incident progresses including resource needs and assigns personnel, resources, and equipment to various functions and positions at the emergency scene.

Following the extinguishing of fires, Lieutenants when in command shall direct a thorough inspection of the premises to prevent a rekindle.

Lieutenants shall promptly report the need for any repairs to building, grounds or apparatus of the department in written form to the Captain, Deputy Chief or Chief of the department as needed.

Lieutenants shall inspect/observe the inspection of personal gear, equipment, apparatus and station facilities to ensure proper and safe operation and take steps to ensure that observed deficiencies are corrected and necessary maintenance is performed and supervise work as assigned.

Lieutenants shall insure all department operations are conducted in accordance with the standard operating guidelines of this department; insure compliance with all departmental regulations and maintain order and discipline in the department.

The Lieutenants shall direct and supervise firefighters on assigned shifts as directed by the Captain, Deputy Chief or Chief of the department.

The Lieutenants shall maintain current knowledge of all department rules and regulations, proper methods for medical, rescue and extinguishing various types of fires, and requirements of all pertinent laws and statutes.

Lieutenants, when in command shall notify the Deputy Chief and or Chief of the department of emergency situations or major fires, which occur during, assigned shift.

Lieutenants shall as needed be required to continue to have hands on in the following areas – Incident command system, initial response to incidents, watch duties (Fire Alarm – Dispatch), driving, pump operations, hose and extinguisher operations, mechanical ladder operations, manual ladder operations, forcible entry, ventilation, search, rescue, salvage, SCBA, overhaul, clean-up/pick-up, first aid, medical



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(EMT), equipment maintenance, apparatus maintenance, and facility maintenance, inspection of buildings and fire protection devices, pre-fire planning, building design and construction, investigations, public relations, public training and education, audio-visual production, professional development and serve on special project committees to which he/she is assigned.

Lieutenants shall perform any other duties assign to him/her that the Captain, Deputy Chief or Chief of the Department deem to be in the best interest and or efficiency of the department.