



FRANKLIN TOWN COUNCIL

Agenda & Meeting Packet

June 12, 2019

TOWN OF FRANKLIN
TOWN CLERK

2019 JUN 10 P 3:48

RECEIVED

Municipal Building
Council Chambers
355 East Central Street
2nd Floor
7:00 PM

1. ANNOUNCEMENTS

- a. *This meeting is being recorded by Franklin TV and show on Comcast channel 11 and Verizon Channel 29. This meeting may be recorded by others.*

2. CITIZEN COMMENTS

- a. *Citizens are welcome to express their views for up to five minutes on a matter that is not on the agenda. The Council will not engage in a dialogue or comment on a matter raised during Citizen Comments. The Town Council will give remarks appropriate consideration and may ask the Town Administrator to review the matter.*

3. APPOINTMENTS

- a. Ratify the Town Administrators Appointment of James G. McLaughlin as Fire Chief

4. ADJOURN



APPOINTMENTS

Town of Franklin
Fire Chief

Per Town Charter Section 4-2-5, the Town Administrator has appointed James G. McLaughlin to serve as Fire Chief of the Town of Franklin, subject to ratification of the Town Council.

MOTION to ratify the appointment by the Town Administrator of James G. McLaughlin to serve as Fire Chief of the Town of Franklin effective July 8, 2019, pending successful completion of pre-employment physical and background check.

DATED: _____, 2019

VOTED:

UNANIMOUS _____

YES _____ NO _____

ABSTAIN _____

ABSENT _____

A True Record Attest:

Teresa M. Burr
Town Clerk

Glenn Jones, Clerk
Franklin Town Council

Town of Franklin

Town Administrator
Tel: (508) 520-4949



Fax: (508) 520-4903

355 East Central Street
Franklin, Massachusetts 02038-1352

June 10, 2019

To: Town Council
From: Jamiè Hellen, Town Administrator

Re: Fire Chief Ratification

Per the Town Charter, Section 4-2-5, I am asking you to ratify my appointment of James G. McLaughlin as the next Fire Chief for the Town of Franklin. With your ratification of my appointment, I believe Franklin is hiring the best candidate to help the Fire Department recalibrate and develop a fresh vision for the future, which includes more professional development, and succession planning. Mr. McLaughlin will be a strong advocate for growth in the Fire Department to meet service demand.

Background

Chief McCarraher retired after nearly 20 years as Chief of the Fire Department in March 2019. Additionally, the Department saw the retirement of Deputy Fire Chief Paul Sharpe in the Fall of 2018 along with two captains and two firefighters in the last two years. The spate of retirements in the past year, which we expect to continue, has left the department without a defined vision for the future after over two decades of consistent and stable leadership.

To begin building for the future challenges of the department, the Town invested in transitioning to a two-Deputy Fire Chief departmental system last winter. The two-Deputy department was designed to create greater bandwidth across the organization and help aid in future succession planning. After an extensive process, two internal candidates, Jim Klich as the Deputy Chief for Operations and Joe Barbieri as Deputy Chief for Administration, respectively, were appointed in January 2019. I maintain this was the correct course for the long-term growth of the Fire Department, as most departments and communities our size have a two-Deputy department. I also believe that both Deputies were appointed to the correct positions given their professional skill sets, experience and interests.

Cumulatively, the Franklin Fire Department is undergoing a substantial transitional period internally, while the Fire and Emergency Services industry continues to evolve and change quickly everywhere. Like in almost every city and town, medical calls now occupy the overwhelming majority of calls for service.

Hiring Process

Given this was the first time Franklin has looked for new leadership of the Fire Department in twenty years, the Administration conducted a full process to identify Chief McCarraher's successor to make sure Franklin is getting the best candidate who can facilitate the development of a vision for the future. The Administration led a three-step process:

1. Open Posting. Upon notice of Gary's retirement, the Town held an open posting for seven weeks for anyone to apply. We received almost two dozen applications, half of them candidates from

New England states, half of them outside New England states. We contacted the top six candidates for a 20-minute introductory phone interview.

2. Assessment Center. Five of those six candidates then went through a full-day Assessment Center exercise, comprised of role play scenarios to test out the mastery of the skills needed to be a Chief in a community our size. As usual with assessment centers, the panel consisted of active and retired Police Chiefs, Fire Chiefs, Human Resource Directors and Town Administrators.
3. Interview Panel. Finally, each of the five candidates came to do a 60-75 minute interview with an internal interview panel that included myself; Town Council Chairman Tom Mercer; Chief of Police TJ Lynch; Assistant to the Town Administrator, Chrissy Whelton; and, Human Resources Director, Karen Bratt.

Criteria

As the new Town Administrator in Franklin and having objectively observed our Fire Department for the past 3-plus years, I believe it is important to find a Chief who could best do the following:

1. Enhance communication between the department staff, town staff and public stakeholders. I have had a fair amount of conversations with various members of the Fire Department, both on and off the record, over the course of the last few months since Gary retired -- as well as over the years I've worked in Franklin. One common thread we all agree on is that communication and dialogue between the Chief, command staff and the rank and file paramedics must improve and must include better structure. This will be a priority for the new Chief.
2. Manage, delegate and empower the staff at the Fire Department. I firmly believe the Town needs a Chief who is going to empower those senior members of the department to have a greater leadership role in the decision-making process of the department. And, perhaps most importantly, mentor and empower the dedicated group of paramedics we have hired to be the future leaders of the department.

Franklin has recently promoted two deputy chiefs, four captains, two lieutenants in the last year and hired eight new paramedics and firefighters in less than two years. Now is the time to recalibrate for the future and make sure the new staff have an active role in shaping the future. This will be a priority for the new Chief.

3. Develop a vision for the future of the Fire and Emergency services in Franklin for the next decade -- and beyond. I believe we need a Chief who can facilitate a vision and make sure the Fire Department maintains the best public safety services we can offer our residents. As we know, the service demand from our citizens is rapidly transitioning into an overwhelming demand for medical related calls for service. The department needs to consider this factor in creating a long-term vision. The next Chief has committed to being a strong advocate for the department to deal with the many issues they will face in the future.

Conclusion & Nomination

James G. McLaughlin enjoyed a thirty-year career in the Warwick Fire Department. He began his career as a firefighter, rising through every rank and ultimately becoming Chief and Emergency Management Director in 2016 until his retirement in 2018. The City of Warwick is more than twice the size of Franklin and is the second largest City in Rhode Island. The Warwick Fire Department has a departmental staff of over 220, which is four times the size of our department and an annual operating budget of \$23 million, almost five times the size of Franklin's budget. Mr. McLaughlin's experience in a community that large is an asset to the Town. I have included Mr. McLaughlin's resume with this memo.

Mr. McLaughlin's extensive experience in preparing and managing a large budget, day-to-day human resources management, public relations skills and knowledge of industry trends showed the assessors and the interview panel he was the strongest candidate. Mr. McLaughlin presented to the interview panel a vision of enhanced communication, staff engagement and empowerment and someone who will facilitate the recalibration of the department for the future. The interview panel felt that he presented the best choice to take an objective look at the department and would offer a fresh perspective and look toward the future.

My vision for the Fire Department is to use Mr. McLaughlin's experience as an asset to help facilitate a more structured and team-oriented department. I expect him to facilitate our employees to be the leaders of the department and gain the additional experience necessary to run this department now and well into the future. I expect him to serve as a departmental leader and ombudsman, rather than someone who has all of the answers and solutions. Since Mr. McCarraher's retirement, the employees of the Fire Department have shared with me a lot of great ideas and it is my hope that Mr. McLaughlin will help our staff execute those ideas.

The Town of Franklin is very fortunate to have Deputy Chief Klich and Deputy Chief Barbieri who will continue to have prominent roles. Both candidates confirmed through this process that they will be successful in those positions and simply need some additional time to learn the intangibles of managing a department. I am also very confident in the Captains and Lieutenants in our department, as well as the rank and file members and their abilities to continue the tradition of great service in Franklin. We are fortunate to have a dedicated and talented staff. Mr. McLaughlin will be charged with creating a system where all of our employees have input and a voice in our future.

Finally, I want to make it clear that I do not want to hire externally for any leadership position in the Fire Department ever again. Ever! Franklin has a proud tradition of developing and promoting from within and planning very well for the future. That said, we have never hesitated to go outside the organization to make sure the taxpayers of this community are getting the best staff for their money. Mr. McLaughlin's number one goal will be to ensure no Town Administrator has to hire any leadership post outside of the Franklin Fire Department staff ever again by properly developing a long term succession plan for the department, as well as shaping the tremendous talent in our department to be the leaders of this organization for many decades to come.

I am hopeful the Town Council will ratify my appointment of James G. McLaughlin as the next Fire Chief.

As always, I am happy to answer any questions that you may have.

James G. McLaughlin

April 14, 2019

The Honorable Jeffrey D. Nutting
Town of Franklin, Massachusetts
355 East Central Street
Franklin, Massachusetts 02038

Dear Town Administrator Nutting:

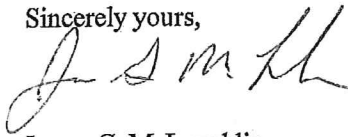
I am writing to express my strong interest for the position of Fire Chief for the Town of Franklin, Massachusetts. To this end I am enclosing a complete resume outlining my professional qualifications for your review and consideration.

As my resume will attest, I offer strong supervisory skills, as well as both a scholastic and practical expertise of the fire service. Throughout my thirty year career, I successfully rose through the ranks to position of Fire Chief / Emergency Management Director of the Warwick, Rhode Island Fire Department while simultaneously advancing my education via specialized trainings, a Harvard government leadership fellowship, and the completion of a Master's degree in Emergency and Disaster Management. Following my retirement from the fire service in May of 2018, I took on a new challenge at the Rhode Island Emergency Management Agency as its Preparedness Branch Section Chief overseeing trainings and exercises. In both positions, I demonstrated solid leadership through my ability to plan, assign and execute operations in emergency management and public safety. Additionally, I gained extensive experience with capital improvement projects and equipment purchasing and maintenance. As the former chairperson to numerous committees, I am also adept at organizing civic events and am very comfortable acting as the front person before other agencies and the community-at-large.

In addition to my leadership capabilities, I have experience with labor relations and grant procurement – two areas that remain critical in the economic environment facing departments still today. As both a former union vice-president and finance chair, I gained a clear understanding of the collective bargaining process and am confident that my strong negotiating skills will help to further develop a solid working relationship between the membership and the Town Administration. Furthermore, since 2010 I have worked to obtain a significant amount of financial aid from federal, state and non-governmental organizations to improve the safety of the public we serve.

At your convenience, I would greatly appreciate the opportunity to discuss further the specific contributions I could make as Chief of the Franklin Fire Department. If you would like to schedule an interview to review my interest in this position, please call me at _____ Thank you for your time and consideration.

Sincerely yours,



James G. McLaughlin

Enclosure

James G. McLaughlin

Dedicated professional with thirty years of progressively responsible experience within fire and emergency management operations. Strong qualifications in firefighting, training, resource management, public safety, and labor relations. Excellent management and administrative background with a long-standing commitment to education and community service. Proven capabilities and skills in:

- Labor Negotiations
- Staff Development & Leadership
- Grant Writing
- Budget Planning & Administration
- Emergency Response Procedures
- Community Relations

PROFESSIONAL EXPERIENCE

State of Rhode Island

2018 to Present

Preparedness Branch Chief

Responsible for direct supervision of all trainings and exercises throughout the State of RI as well as coordinating all preparedness public messaging campaigns and all state response teams including Technical Rescue, Hazardous Materials Response & Decontamination, Flammable Liquids and Marine Task Force.

City of Warwick Fire Department

1988 to 2018

Chief of Department/EMA Director (2016-2018)

Responsible for the administration and day to day operations of the 220-member Department as well as civilian dispatch center. Also responsible for all emergency management operations within the city for all natural and man-made events as well as securing funding from the State and Federal levels to offset costs incurred by the City.

Assistant Chief (2013 to 2015)

Assisted the Chief with day to day operations including the management and administration of emergency medical services, fire suppression, special operations, emergency management, logistics, facility and fleet maintenance, grant development, Standard Operating Guidelines/Policy and Procedure oversight, contract services, and budget preparation. As Deputy EMA Director, also worked closely with the Chief/EMA Director in the planning, preparation, response and mitigation of emergencies that affect the City.

Selected Accomplishments:

- Successfully prepared and presented bids and capital purchases to the City Council for approval.
- Procured grant monies from federal, state, and local government agencies, as well as from non-governmental entities for continued benefit of the City.

Battalion Chief (2009 to 2013)

Oversaw a platoon consisting of 46 firefighters. Assisted the City's EMA Director; established policies and operating procedures; and directed subordinate officers. Fireground Incident Commander responsible for fire suppression, emergency medical services, water rescue and hazmat. Worked directly with the Deputy Chief of Training to ensure recruits are properly trained. **Selected Accomplishments:**

- Member of department's grant committee that secured over \$5 million in FEMA monies to acquire updated equipment, apparatus, training programs, and manpower over the last two years.
- Actively involved in the both the federal and state interoperability communications committees.

Captain (2005 to 2009)

Supervised a crew of 20 firefighters. Responsible for overseeing day-to-day operations including the supervision of three lieutenants and ensuring proper truck operations and equipment placement. Implemented station policies and procedures; conducted formal and physical training programs for new recruits; evaluated training participants; conducted pre-fire inspections in district; and maintained equipment inventory.

Lieutenant (1997 to 2005)

Responsible for the daily operations and activities of both the Special Hazards Unit and Engine Company. Oversaw hazardous materials response and extrication; ensured equipment was properly maintained; and trained firefighters.

Fire Fighter (1988 to 1997)

Held various positions up to and including working in the Rescue/EMS division.

EDUCATION

American Military University, Manassas, Virginia
Master of Arts/Emergency & Disaster Management, 2012

- Dean's List

Harvard University/John F. Kennedy School of Government, Boston, Massachusetts
Senior Executives in State & Local Government Fellowship, 2010

Providence College, Providence, Rhode Island
Bachelor of Science, Fire Administration, 1989

- Dean's List

CERTIFICATIONS & TRAININGS

Certified Fire Officer (CFO), *Center for Public Safety Excellence, 2013*
New Chief Symposium, *IAFC, 2013*
Labor/Management Initiative, *IAFC/IAFF, 2013*
State of Rhode Island Emergency Medical Technician (EMT), Certification Up-to-Date
Rhode Island State Certified Fire Instructor, Certification Up-to-Date
Executive Edge Leadership Symposium, *IAFC, 2012*
Advanced Incident Management/Unified Command, *Texas A&M University/ FEMA, 2010*
Command Strategies and Tactics for Marine Emergencies, *Maine Maritime Academy, 2009*
Advanced Incident Command System Levels 300 & 400, *EMA, 2009*
ICS for Single Resources and Initial Action Incidents (IS-00200), *FEMA, 2008*
Incident Safety Officer- Fire Suppression NFPA 1521, *FEMA, 2006*
IS-00700 National Incident Management System Certified (NIMS), *FEMA, 2006*
Incident Command Training ICS 100, *FEMA, 2006*
Hazardous Materials Technician Refresher, *RI Fire Academy, 2004*

PROFESSIONAL AFFILIATIONS

- RIAFC Foundation/Honor Flights Network, Board of Directors
- Education & Training Committee, (ICC RI EMA), Chairman
- Rhode Island Association of Emergency Managers (RIAEM)
- Rhode Island Association of Fire Chiefs (Executive Board)
- New England Association of Fire Chiefs (RI Director)
- International Association of Fire Chiefs
- State of Rhode Island Interoperability Communications Committee (ICC)
- FEMA Regional Emergency Communications Coordinating Work Group (RECCWG)
- International Association of Emergency Managers (IAEM)

REFERENCES AVAILABLE UPON REQUEST
