

**Town of Auburn
Board of Selectmen
August 7, 2017
Town Hall
7:00 p.m.**

() Call to Order – Pledge of Allegiance

Approval of Payroll for Week of August 7, 2017
Consent Agenda – as of August 7, 2017

() Appointments with the Board

Fire Chief Ed Gannon – Auburn Fire Department Survey Report

() New Business

Acceptance of Winchester Way

() Old Business

Draft Policy for Restoring Involuntarily Merged Lots

() Other Business

() Minutes

- July 31st, 2017 Public Meeting

**() Non-Public Session -- Pursuant to provisions of RSA 91-A: 3, II (e) –
Consideration of pending claims or litigation**

() Adjourn

Note: "Any person with a disability who wishes to attend this public meeting and needs to be provided reasonable accommodations in order to participate, please contact the Board of Selectmen's Secretary at (603) 483-5052 x100, so that arrangements can be made."

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MICHAEL R. MORTIMER
KATHLEEN C. PEAHL
RICHARD THORNER

Attorneys At Law
95 Market Street
Manchester, New Hampshire 03101
Telephone (603) 669-4140
Facsimile (603) 669-6018

WWW.WADLEIGHLAW.COM

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Direct Dial: (603) 206-7283
sbennett@wadleighlaw.com

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July 10, 2017

Bill Herman
Town Administrator
Town of Auburn
P.O. Box 309
Town, NH 03032

Re: CONFIDENTIAL: Auburn Fire Department Survey Report

Dear Mr. Herman:

Please accept this correspondence as our report on the results of the Auburn Fire Department survey conducted at the request of the Select Board.

I. Background

During the week of March 19, 2017, members of the Select Board and the Town Administrator received a document prepared by the former fire chief, Bruce Phillips, containing a list of complaints about the current management of the Town's fire department. (Attachment A.) Mr. Phillips attributed the complaints to members of the department that had reached out to him. The bulk of the allegations in the complaint concern the current chief's decision making process and his alleged double standard regarding members' conduct. The complaint alleges that Chief Gannon plays favorites, especially in regard to his two full-time members. Mr. Phillips also alleges that members feel they have no input into department issues and that the chief ignores members' opinions and recommendations regarding equipment and the department's direction and goals.

II. Validity of Results

Upon receiving the complaint, the Select Board considered several approaches to determine if there was any reason for concern about fire department operations. The options

Bill Herman
July 10, 2017
Page 2

available to the Board included ignoring the complaint ¹, conducting an investigation headed by the Board or an outside party, or gathering information through a less formal process. Ultimately, the Board decided to seek input from the members of the fire department through a survey. (Attachment B.) The survey questions were propounded by the Town Administrator, Mr. Herman, and counsel for the Town, Attorney Stephen Bennett. The Board did not intend that the survey identify individuals or specific incidents of misconduct by members of the department. The Board's overall concern is whether the department is being operated in such a manner as to best serve the community. Because the survey is only for current department members, the Board believes that the results are the best tool for determining if any of the concerns raised in the complaint are held by a significant percentage of the members.

In an effort to ensure that the members of the department felt comfortable expressing their opinions, the Board decided it would not send out or receive back the individual survey forms to be completed by members. All completed surveys would be sent out by and returned to the Town's legal counsel who would then prepare a report summarizing the results. The report by legal counsel does not attempt to determine the identity of responding members.

In order for the results of the survey to be useful, the number of responses from members needed to be large enough to be considered representative of the department as a whole. Fifty surveys were sent to current members. Thirty-five of the surveys were returned completed. Approximately 20% of those responses have lengthy addendums, up to six type written pages long. It should be noted that when the number of responses to a particular question are referenced, the numbers may not add up to 35 as some members did not complete every question on the survey.

The returned surveys were completed by members with various numbers of years on the department. Question 13. Over 71% of the members responding had four or more years on the department. These members would have served under the current and former chiefs. These members would have the necessary experience to answer questions related to changes in the department's procedures and operations, as well as those questions regarding the relationships between officers and members and full and volunteer members.

Sixty-five percent of those members responding work at least five hours per week at the department. Question 14. Thirty-seven percent of the responding members worked at least 10 hours per week on department business. These percentages indicate that the responding members have had the opportunity to observe how department operations are conducted and have sufficient interaction with other members to respond to questions regarding management and member relationships.

¹ The Select Board never seriously considered ignoring the complaint. They felt it was their obligation to look into the complaint to determine if there was any validity to the concerns and, if so, were those concerns negatively impacting department operations.

Bill Herman
July 10, 2017
Page 3

There is an additional caveat when considering the results to certain survey questions regarding management's response to its members. (Questions 4, 19, 20). Several of the responses to these questions referenced a lieutenant as the supervisor, not the chief.

III. Numerical Results of the Survey

Attachment C is a chart showing the responses to each question. "See Comment" means that the members added comments to the responses in addition to those options provided on the survey. We have attempted to incorporate those additional comments into this report as appropriate. Certain questions did not provide possible answers (Questions 5, 6, 22) thereby requiring the responding members to provide their own answers. The responses to those questions are summarized. Again, we have attempted to incorporate those responses into this report.

IV. Summary of Results

Based upon the members' responses, a large majority of the membership is supportive of Chief Gannon and believe he is moving the department in a positive direction. The majority of members are satisfied with the administration's responses to member suggestions and feel that they are respected by their supervisors. A majority of members feel that the relationship between full and volunteer members is unchanged or improved.

Nine (26%) of the responding members feel that the current chief is not providing solid leadership. Of those members, most cited favoritism, unequal application of rules and regulations and a lack of commitment by the administration as major issues. A number of those dissatisfied members felt that they had been retaliated against by management as a result of expressing their views on department issues.

A number of responses also chastised the Select Board and Town Administrator for looking into this complaint. The consensus among those members was that the Town administration should support the chief in his efforts and not take sides.

V. Members (Questions 1, 2, 3, 3(a), 5, 6, 10, 12, 12(a))

Auburn Fire Department members are all motivated by a desire to be of service to the community. Question #1. And, with few exceptions, members cited the opportunity to learn new skills and to develop friendships with other members as reasons for joining the department. About a third of the members acknowledged that the excitement involved was also a factor in their decision to join the department. As expected, members' service to the community was the most common response, by far, when asked what they enjoyed most about being a part of the department. Question 5.

Bill Herman
July 10, 2017
Page 4

When asked what factors made it difficult to serve on the department, the three factors identified most often were favoritism, low morale and having a disorganized department. Question 2. Nine (9) members cited all three factors as impacting their desire to serve on the department. When asked what issues were making it less enjoyable to serve on the department, some members cited interference from town administrators and the unwillingness of a few members to work with the new chief. Question 7. However, the great majority of responding members, twenty (20), did not see these negative factors in play at the department.

The complaint alleged that a number of members had or were contemplating leaving the department due to disputes with the current administration, including issues with the introduction of new requirements for professional certification and time commitment (call responses). When asked if they knew why members had terminated their service with the department, a number of reasons were cited including outside job responsibilities, family commitments, as well as retirement or a move out of the area. Question 3 and 3 (a).

Almost every member was aware that one or more members had been "terminated by the department." Those providing additional comments on members' terminations were split over how well these matters were handled by the administration. Several members complained that the new rule for call responses was too quickly enforced or not applied equally to all members. Several other members complained that one member, whose out-of-state certification had been acceptable, suddenly was not able to serve under the new administration. Those members felt that the terminated member had not been given adequate time to obtain the necessary in-state certification.

However, at least as many members applauded the enforcement of the requirements for certification and call responses. These members felt that everyone had fair notice of the certification requirements and ample time to obtain those certifications. Some cited safety concerns when members were not properly certified and others felt that the department shouldn't waste its resources on members who would not invest their time and efforts into training or responding to at least a minimum number of calls.

The complaint alleged that relationships between members, including between full time and volunteer members, had deteriorated over the last year. Members were asked if they felt that the relationship between full and voluntary members had changed in the last year. Question 12. A little less than one-third (10 members) of those responding have seen no change in the relationship between full time and volunteer members. Of those responding who have noticed a change in the relationship, over two-thirds of those members felt that the relationship between the groups had improved over the last year. Question 12 (a).

When members were asked whether the department was currently operating effectively with high morale; in a period of transition between administrations; or, divided into factions, there was no real consensus. Question 10. The smallest group of responders (10 members) feel that the department is divided into factions and morale is low. The largest number of responding

Bill Herman
July 10, 2017
Page 5

members felt that the department had high morale and was working efficiently. A slightly smaller number of members considered the department to be in transition while adapting to new management.

Overall, members tell a story of a membership that, in general, works together toward a common goal of serving the community. The majority of members view a few members as being unwilling or unable to work with the new chief's administration. They do not see warring factions in the department or a breakdown in the working relationship between full and volunteer members.

VI. Consistency and Responsiveness of the Fire Department's Administration
(Questions 4, 20)

Members were asked to respond to a number of questions related to management's establishment of policies; the communication of those policies to members; and, the application of those policies across the membership. Question 4. The great majority of those responding (70%) feel that the administration effectively and clearly communicated department rules, policies and procedures to the membership. An equal number of members believe that the administration follows those rules, policies and regulations all or most of the time. When asked if the administration applied rules covering member conduct equally and fairly, 59% answered in the affirmative and another 12% of the members felt that the conduct rules were applied equally and fairly some of the time. Question 20. Only 29% of the members felt that the administration selectively enforced the conduct rules.

The complaint also alleged that the administration was dismissive of members' input and failed to treat members respectfully. Members were asked if the administration made them feel like part of the department and treated them with respect. 75% of the members stated that the administration did make them feel like a part of the organization all or most of the time. A slightly higher percentage (77%) believed the administration is respectful towards them all or most of the time. On the opposite side, 17% of the responding member felt that they were never or seldom treated like part of the organization. Only 9% feel that they are never or seldom treated with respect by the administration.

Likewise, over 70% of the members feel that the administration expresses its appreciation for the work they do on all or most occasions. Almost an equal number of members (2/3) believe that the administration is accepting of their opinions, suggestions and feedback and is willing to incorporate their ideas and suggestions into the department's policies and procedures. When asked if they believe that the administration has retaliated against them for expressing their views and opinions on department issues, 80% said that they did not feel as if they had been retaliated against for their comments.

**VII. Fire Department Operations and Training
(Questions 4, 8, 16, 17, 18)**

The great majority of members were confident that they are receiving the appropriate training and that department equipment is adequate for the jobs they perform. 80% percent of the members feel that the fire suppression training provided by the department is sufficient and 89% believe that they receive sufficient safety training. Questions 16 and 17. Members (89%) are equally confident that the fire suppression equipment provided to them by the Town is adequate to allow them to successfully perform their duties. Question 18. Three-quarters of the members have confidence that the department makes reasonable decisions regarding purchases of equipment. Question 4.

Overall, 63% of the responding members feel that the department is run efficiently and effectively all or most of the time. Only 17% of the members believe that the department is inefficient and ineffective. Question 4. Approximately 1/3 of the department currently believes that changes to the department's operations are occurring too quickly and without adequate planning. Question 8.

VIII. Grievance Procedure (Questions 19, 19 (a), 21)

Eight responding members felt that they had been retaliated against for expressing their views and opinions. However, over 1/3 of the department members were unaware what the proper grievance procedures are or who to bring their issues to. Question 21. And, as noted earlier, over 1/3 of the members feel that conduct rules are not applied equally across the board to members and that favoritism plays a part in how such rules are applied.

IX. Community Service and "IAR" (Questions 7, 9, 11)

The complaint alleged that the department was cutting back on some of its traditional community activities. The Auburn Fire Department has sponsored, co-sponsored and supported events and activities such as Auburn Clean-up Day, pizza lunches with elementary school students, the Duck Race and Auburn Day. Members were asked if they thought the department should maintain its current level of involvement in these community activities; cut back department participation to one or two community events per year; or, end the department's involvement in these community activities. Question 11.

Thirty (30) (86%) of the responding members endorsed maintaining the department's current participation in community events. The remaining five (5) members recommended cutting back department participation to one or two events per year. The response of the members is hardly a surprise when you consider what motivates them to join and remain as members of the Auburn Fire Department. The members were asked whether they thought that the department's service to the community had improved, worsened or stayed the same over the past years. Question 7. 60% of the members believe the department's service to the community

Bill Herman
July 10, 2017
Page 7

has improved, while 30% of the members feel that the level of service to the community has become worse.

The complaint also alleged that members were checking "I Am Responding" (IAR) when deciding whether to respond to a call. The IAR is a communication system that permits members to notify the department that they are responding to a call. The complaint suggested that members were checking to see if they wanted to work alongside those other responding members.

Six of the 24 members who acknowledged that this was a practice among members added written responses. Question 9. Half of those responses did cite concerns about working with certain members due to perceived safety issues. The other members stated that they looked at IAR to see if a sufficient number of other members were already committed to responding to the call. As one member commented, why would you want 10 people responding to a call that required only 2 or 3 members.

X. Conclusions, Comments and Recommendations

The survey results indicate that Chief Gannon and his administration have the support of a large majority of the department's members. Of the responding members, there are approximately a quarter who are not satisfied with the current administration's policies, most complaining of favoritism in department promotions and in the application of conduct rules. There does not appear to be any bright dividing line between recent and long term members, between full and volunteer members, or between members who are residents of Auburn and those who are not.

The results of this survey show that most of the concerns raised in the complaint are not shared by the great majority of the current members. There is, of course, always room for improvement in terms of setting out clear and concise expectations to members and in applying the rules and procedures of the department consistently amongst the membership. Allowing members the opportunity to voice their views and opinions on department issues also minimizes discontent and promotes respect among members.

On the other hand, members need to be willing to allow the current administration to make changes that it believes are to the department's benefit. It is the chief's job to lead the department and he has the authority to make and enforce changes even if certain members may not agree with those decisions. It may be useful for the Town and the fire department administration to review the findings and recommendations of the MRI report in light of the survey's results.

The allegations in the complaint about the department administration's policy changes and the application and enforcement of those policies found some support in the survey results. While those responding members who did report issues with policy development and selective

WADLEIGH, STARR & PETERS, P.L.L.C.

Bill Herman
July 10, 2017
Page 8

enforcement were a minority, it was not an insignificant one. The complaint and the survey responses also highlighted issues with member discipline and retention as well as the lack of a grievance procedure, or the lack of awareness about such procedures. (1/3 of the responding members were unaware of a department grievance procedure.)

The Board has the statutory authority to adopt "written formal policies" for the guidance of the fire department. RSA 154:4, II. Formalizing the fire department's policy approval process will ensure that all members of the department have notice of current department policies. In addition, members will not be surprised by any abrupt changes to the rules which will first have to be approved by the Board of Selectmen in a public meeting.

The Board may wish to consider drafting or amending current policies regarding the hiring and disciplining of department members and the grievance procedure for certain administration decisions. The Board could review and/or adopt policies setting out responsibilities for the use and preservation of Town property and equipment used by the fire department. The Board might also consider having the chief draft, for its review and approval, proposed policies covering the day-to-day operations of the department.

Should the Board have any additional questions or wish clarity on any of the points raised in this report, please do not hesitate to contact us.

Respectfully submitted,



Stephen M. Bennett

SMB/lam
Enclosures

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Attachment A

I am submitting this as an official complaint regarding the Auburn Fire Department, primarily Chief Edward Gannon.

It has been brought to my attention that at the March 6, 2017 Town of Auburn Fire Department Meeting, Chief Gannon publicly verbally attacked me of which I do believe is bordering on defamation and possibly slander.

Chief Gannon addressed the membership and stated, Bruce has been reaching out to people to go to Bill and the selectmen. He wants to get his job back and stab me in the back and be the savior of the department. There has been talk of members turning the gear in which he said would have happened already if that was the case. He apparently went on to say that I was trying to undermine him and that he, Chief Gannon wasn't going anywhere.

After receiving a call and also speaking to other members I contacted the secretary of the Auburn Fire Department requesting a copy of the minutes pertaining to this discussion by Chief Gannon. I was informed that even the Secretary questioned him about putting this in the minutes and he stated "Yes it's a public meeting"

The Secretary Forwarded this:

I went through my notes and only have a brief comment about some attempts being made to undermine Chief Gannon. Initially, I was going to post this, but I made a decision not to, because of the potentially derogatory nature of the conversation. I wasn't taking notes at that point. It was also difficult to follow as many folks were talking at once. Basically, what was said is that about the only way to get rid of a sitting fire chief would be if that chief had over-spent his budget.

I do believe this a violation of the "Right to Know Law" but I understand the reason.

During this address to the Department the Chief stated that he cannot be removed unless he over spends his budget. Unless something has changed, the fire chief is an employee at will and this only refers to a Police Chief, so if I'm not mistaken, someone is giving him some poor advice.

When I chose to retire I did so at my own free will and under no pressure to do so, I had acted as Chief since 1992, taking over from Chief Sullivan. I followed his lead and walked away giving the new Chief a fresh start and didn't feel it was right to sit in the back and undermine him, as he states, what he may want to do. However, I started receiving calls, questions and concerns of on goings with-in the Department by the new Chief. I would listen to them and give them my opinion. I did not contact the Chief because I didn't want it to appear that I was telling him how to run the department, I wanted the membership to reach out to him.

Concerns were as follows:

- The Chief has two sets of standards for personnel participation and there are a few officers included that are not meeting his new requirement and are not held accountable. A document sent out outlining this can be viewed on the Fire Departments user group.
- The Chief sent out a memo on the user group that there is to be no more derogatory comments toward any member, anyone doing this will be given a 30 day vacation from the department. When an officer corrected a member for doing just this recently then turned around the member that was corrected was giving the fire officer the finger. The officer brought it to the attention of the Chief and nothing was done and the member remained on active duty. It was also stated that all the member had to do is apologize, this again a double standard. This same members participation is well below the Chiefs required hours but is still allowed to stay on and mainly work day shift coverage shifts.
- A member recently said " It's a fiercely divided group right now"
- A member stated "You don't know who to trust anymore, there are two factions"
- Members have expressed concerns that the two fulltime fire fighters have total run of the department and are not being held accountable and can basically do what they want. They no longer seem to work as a team anymore, one stays back and the other rides around in the forestry. One of the full timers was overheard to say He hated all the call guys.
- The Chief is trying to run the Department as to compete with Derry, the department that he used to work with. The Department is in the process of trying to upgrade airpacks and the membership would like to stay with the current manufacturer but the Chief refuses to take input or suggestions and has only made reference to Derry.
- Members question the need for spending money on a "Regional Technical Rescue Team" and apparently the comment was made that he didn't want to call Manchester. (I did weigh in on this one and stated that isn't practical seeing that the Chief of Manchester once told me when I was setting up the Boarder Area Mutual Aid task force / Strike Team cards that he would commit a complete box assignment to anyone needing this service which would consist of 3 engine, 2 trucks, heavy rescue and collapse unit if needed). This is why we have mutual aid. My suggestion to them was to talk to the Chief about doing a regional dive team. Auburn currently has a few divers and it would serve the region a lot better and seeing that I can't remember the last time we needed a technical rescue team but over my years on the department we have had several drowning on Massabesic Lake. It would also benefit area Towns.
- There were multiple members that were removed from the FD while others stayed on.
- Members will look on "I Am Responding" to see who is responding to decide if they will go or not for fear of being criticized or turned away. (This pertains to a couple officers)

- During a round table discussion by Deputy Chief Selinga member expressed that they wanted to keep the current shirt design which was unanimous in discussion only to be overruled by the Chief, Members referred to this a moral buster.
- The Chief is not approachable, and as Chief members should be able to express their opinions or concerns without fear.

These and many more have been brought to my attention due to frustration and looking for guidance on how to proceed. When both fire fighters and officers would contact me I would listen to them, then my response always was, "You need to talk to the Chief" and every time I would get back, "We can't, depending on his mood and what the topic you're questioning there is a very good chance of retaliation or retribution". These aren't my words, but those of the membership. At which point I would instruct them to reach out to Richard Dennis, the departments HR person and if no luck to take it up with the Town Administrator. I am aware that Richard Dennis performed a survey of the membership and this survey was brought to the Town Administrator. I am also aware that members have met with the Town Administrator in private sessions to discuss their issues.

Most recently I started hearing from members that they felt their concerns are being ignored and swept under the table and things are getting worse, at which point I instructed them that they needed to take it up with the Selectman and I recommended Selectman Phillips, not that she's my mother but she has a very good grasp on how the department works seeing she's been involved with the department since my father joined back in the early 1970's.

Besides members reaching out to me, I have heard from business owners and other Town officials that requests for return phone calls just go unanswered. I have heard from Towns people questioning why the department is walking away from Public Relations like what used to be done, one of them totally blindsiding me when I was out to breakfast with my family. Again I always instruct them to reach out to the Chief or the Town Administrator.

When speaking with members of the department I would tell them to fix this and don't make me come back and fix this, I have also told the Town Administrator that I'd give him 3 months if he needed me to fix what's going on. If this was taken out of context then that's my fault but I have never had any ambition or intention to return. Again had the Chief picked up the phone and called me this would have been cleared up. What also bothers me is that the Chief and I have been friends for many years, working partners, even serving as a best man at each other's wedding, so why couldn't he reach out before taking this approach? I also found it interesting that after this meeting I was removed from the departments incident texting. I hope that every other NON member was also removed and not another retaliation towards me.

I would like to also point out that a recent MRI study that was done showed a very proactive fire department and it gave the department excellent reviews, that was my department, I think if that same survey was done today it would be a totally different

review. Again you need to reach out to whoever has the survey done by Richard Dennis. I was also informed by members and officers that they expressed displeasure to the MRI people with the way the department was heading but nothing was ever reported about their concerns.

I apologize for taking this to this level but before the Chief defamed me in front of the Department, had he just picked up the phone and called me this whole thing could have been explained, but that's not the route he chose. I find this also very disturbing that the Town would allow this to continue to go on without trying to correct it. If I truly was trying to do anything that I have been accused why would I continue to offer help to the department in the area of writing grants? Why would I continue to send educational seminars and job postings to the Chief?

In closing I want everyone to know that these complaints brought to me have been voluntary and not solicited by me and at no time have any of them come from my son Alex. Alex has serious issues with the department but refuses to elaborate because all that Chief Gannon has done for him with his pursuit of his EMT. Should I find out that there is any retribution taken toward Alex because of this complaint I will pursue legal advice.

At a minimum I expect a public apology but a serious and swift action must be taken to combat what's going on and restore the department. I am in New Hampshire quite a bit and will be returning in a few weeks should you want to discuss this or feel free to contact me by phone.

Bruce Phillips

Attachment B

Attachment B



TOWN OF AUBURN

May 8, 2017

Re: Fire Department Survey

Dear Auburn Fire Department Member:

As you are all aware, the Town of Auburn Fire Department has undergone a transformation in the past year from long-standing Chief Bruce Phillips to current Chief Edward Gannon.

Change in and of itself can be difficult for individuals and organizations. As members of the Auburn Fire Department with first-hand experience, we are interested in getting your thoughts and input on the current state of affairs within the department and the service it provides to the residents of Auburn.


To better help the Board understand current conditions, enclosed is a survey prepared at our request. The purposes of this survey are to determine how you feel about your service to the department and to use your responses to assist the Board and the Fire Department's administration in shaping and directing the Department.

In order to ensure the anonymity of those submitting responses, we have not requested any names with this survey. And we are having the survey project handled by the Town's attorney, who will compile the answers and provide them to the Board in a report format so we will not actually see the individual responses which might allow us to determine who sent individual responses.

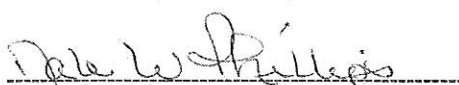
The Board of Selectmen is proud and grateful for the Fire Department's service to the town and its residents. Your candid responses to these survey questions will be given careful consideration by the Board of Selectmen and the Fire Department's administration.

Thank you for taking the time to complete this survey and for your service to the town. Please return the survey by June 1, 2017, using the enclosed self-addressed envelope.

Sincerely,


James F. Headd, Chairman


Richard W. Eaton, Selectman


Dale W. Phillips, Selectman

AUBURN BOARD OF SELECTMEN

PO Box 309 • Auburn, NH 03032-0309

SELECTMEN: (603) 483-5052 • TOWN CLERK/TAX COLLECTOR: (603) 483-2281
BUILDING/ZONING: (603) 483-0516 • PLANNING: (603) 483-0799 • FAX: (603) 483-0518

Auburn Fire Department Member Survey

1. What motivated you to be a fire fighter? Select all that apply.

- ☐ Service to the community
- ☐ Opportunity to learn new skills
- ☐ Camaraderie / friendship
- ☐ Financial benefit
- ☐ Excitement / adrenaline rush
- ☐ Other

2. Which of the following make it difficult to serve on the department? Check all that apply.

- ☐ Too much time commitment
- ☐ Too much training
- ☐ Lack of teamwork
- ☐ Physical requirements
- ☐ Certification requirements
- ☐ Disorganized department
- ☐ Low morale
- ☐ Favoritism
- ☐ Lack of appreciation
- ☐ Poor quality of equipment
- ☐ Poor / lack of training
- ☐ Other

3. Are you aware of any members who have left the department within the last year?

- ☐ Yes
- ☐ No

3(a). If your answer to question 3 was Yes, do you know if any of the following were reasons for the member(s) departure(s):

- ☐ Retired / moved away
- ☐ Outside job responsibilities
- ☐ Family responsibilities
- ☐ Too much of a time commitment
- ☐ Terminated by the department
- ☐ Other

4. My supervisor (s):

Communicates policies, rules, procedures effectively and clearly

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Follows department policies and procedures

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Makes me feel a part of the department

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Is respectful toward me

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Shows appreciation for the work I do

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Resolves complaints and problems in a timely and fair manner

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Manages an efficient and effective department

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Makes reasonable decisions regarding the purchase of department equipment

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Takes my opinions, suggestions and feedback

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

Is willing to incorporate into department policies and procedures, members' ideas and suggestions

- ☐ Never
- ☐ Seldom
- ☐ Sometimes
- ☐ Most of the Time
- ☐ All the Time
- ☐ N/A

5. What do you enjoy most about being a member of the department?

6. What do you enjoy least about being a member of the department?

7. Over the past years, has the department's service to the community:

- ☐ Improved
- ☐ Worsened
- ☐ Stayed the same
- ☐ Don't know

8. Do you believe changes are being made to the department's operations too quickly and without adequate planning?

- ☐ Yes
- ☐ No

9. Are you aware of members of the department who will look on "I Am Responding" to see who is responding to a call before deciding whether they will go to the call or not?

- ☐ Yes
- ☐ No

10. Which statement below describes how you feel about current conditions and the atmosphere in the department?

- ☐ Morale is high and the department is operating smoothly and professionally.
- ☐ The department is in a transitional period with the membership adjusting to the new management team.
- ☐ The department is fiercely divided with two factions disagreeing over management decisions and practices.

11. The department has a longstanding reputation of community involvement including co-sponsoring Auburn Clean-up Day; once a month pizza lunch with A.V.S. students; and actively supporting the annual Duck Race / Auburn Day Event.

Do you believe that the department's participation in these community activities should

- ☐ Continue
- ☐ Be limited to one or two activities per year
- ☐ End

12. Has the relationship between full time and volunteer members of the department changed over the last year?

- ☐ No
- ☐ Yes

12(a). If you answered yes to question 12 above, do you believe that this relationship has changed:

- ☐ For the better
- ☐ For the worse

13. How long have you been a member of the Auburn Fire Department?

- ☐ 0 to 3 years
- ☐ 4 to 7 years
- ☐ 8 to 10 years
- ☐ 10 to 15 years
- ☐ 15 to 20 years
- ☐ 20+ years

14. How many hours per week do you dedicate to the department?

- ☐ 0 to 5
- ☐ 5 to 10
- ☐ 10 to 15
- ☐ 15 to 20
- ☐ 25+

15. Do you reside in Auburn?

- ☐ Yes
- ☐ No

16. Do you believe that the department provides members with sufficient safety training?

- ☐ Yes
- ☐ No

17. Do you believe that the department provides members with sufficient training regarding fire suppression?

- ☐ Yes
- ☐ No

18. Do you believe that the department's fire suppression equipment is adequate to permit the department to successfully undertake its fire suppression mission?

- ☐ Yes
- ☐ No

19. Do you believe that you have been retaliated against by the department's management for expressing your views and opinions on fire department related matters?

- ☐ Yes
- ☐ No

19(a). If your answer to question 19 above is Yes, did you report your claims of retaliation to:

- ☐ Fire Department HR representative
- ☐ Another department officer
- ☐ Town administrator
- ☐ No one

20. Are the department's rules governing member conduct applied equally and fairly to all members of the department?

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ I don't know

21. Does the department provide a "grievance procedure" for department members who believe that a conduct rule was unfairly applied to their behavior?

- ☐ Yes
- ☐ No

22. Do you have any suggestions as to how the department could be improved?

Attachment C

****NOTE** “See comment S#” is referring to the comment on number of the survey (for example S1 is survey #1).**

Question 1: What motivated you to be a fire fighter?

Service to the community	Opportunity to learn new skills	Camaraderie/ friendship	Financial benefit	Excitement/ adrenaline rush	Other
X	X	X		X	
X	X	X			
X	X	X		X	x (fire fighter before)
X	X	X			x See comment S4
X		X			
X	X	X		X	
X	X	X		X	
X	X	X		X	
X	X	X			
X	X	X		X	
X					
X					
X	X	X			
X	X	X			
X	X	X			
X	X	X		X	x
X		X			
X	X	X		X	x See comment S18
X	X	X			
X		X			
X	X	X		X	
X		X			
X		X			
X	X	X			
X	X	X			
X	X	X		X	x
X	X	X			
X	X	X			
X		X			x See comment S29
X	X	X			
X					
X	X			X	

x	x				
S34 No Answer					
X	X	x			

Question 2: Which of the following make it difficult to serve on the department?

[illegible]

S18 See comments											x
19					x	x	x	x			
20		x	x		x	x	x				
S21		x	x		x	x	x				
22		x			x	x	x				x (See S22)
S23		x			x	x	x				x leadership
S24 Nothing makes it hard											
S25 See comments											x
S26 See comments											
S27											
S28 See comments											X (S28 – time)
29 x											
30					x	x	x	x			
31		x					x				
32 x							x			x	
S34 No Problems											
x											

Question 3: Are you aware of any members who have left the department within the last year?

Yes	No
	x
x	
x	
x See comment S4	
x	
x	
x	
	x
x	
x	

[illegible]

Question 3(a): If your answer was Yes, do you know if any of the following were reasons for the members(s) departure(s):

Retired/moved	Outside job responsibilities	Family responsibilities	Too much of a time commitment	Terminated by the department	Other	No Answer
						x
				x		
x	x	x		x		

				X		
X				X		
					X	
X				X		
						X
				X		
				X		
				X	X	
				X		
				X	X	
						X
	X	X		X		
				X		
	X	X	X			
X			X		x See comment S18	
X	X			X		
				X		
		X		X		
X	X		X		X	
X				X		
					X	
	X	X				
	X		X	X		
				X		
	X	X				
X	X	X		X		
X				X		
				X		
				X		
				X	X	
				X		
	X		X	X		

Chart for Question #4 – My Supervisor:

Communicates policies, rules, procedures effectively & clearly:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				x	
				x	
				x	
				x	
				x	
			x		
				x	
				x	
	x				
			x		
x					
				x	
x					
				x	
				x	
		x			
				x	
				x	
				x	
		x			
		x			
				x	
		x			
				x (See comment S24)	
		x See comments S25 (for almost all qu.4 answers)			
				x	
			x		
				x (See S28 for marks on lieutenant all quest.)	
		x (see comment S29)			

			X		
			X		
			X		
		X			
				X	
			X		

Follows department policies and procedures:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X	
				X	
			X		
				X	
				X	
	X				
			X		
X					
				X	
			X		
				X	
				X	
		X			
				X	
				X	
			X		
			X		
				X	
				X	
	X				
				x (See comment S24)	
			X		
				X	
				X	

				X	
			X		
		X			
			X		
	X				
		X			
				X	
		X			

Makes me feel a part of the department:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X	
				X	
				X	
				X	
				X	
	X				
			X		
X					
				x See comment S12	
X					
				X	
				X	
	X				
				X	
				X	
				X	
			X		
X				X	
				X	
		X			
				X	
		X			

				X	
				X	
				X	
				X	
		X			
			X		
	X				
			X		
				X	
		X			

Is respectful toward me:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X	
				X	
				X	
				X	
				X	
	X				
				X	
X					
				X ("100%")	
		X			
				X	
				X	
X					
				X	
				X	
				X	
			X		
			X		
				X	

	x				
				x (See comment S24)	
		x			
				x	
				x	
				x	
				x	
		x			
				x	
		x			
			x		
				x	
			x		

Shows appreciation for the work I do:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				x	
				x	
				x	
				x	
				x	
			x		
				x	
				x	
x					
		x			
x					
				x See comment S12	
x					
				x	
				x	
	x				
				x	

				X	
				X	
			X		
				X	
				X	
	X				
				X (See comment S24)	
		X			
				X	
				X	
				X	
				X	
	X				
				X	
	X				
			X		
				X	
	X				

Resolves complaints and problems in a timely matter:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X	
					X See comment S5
			X		
				X	
				X	
	X				
			X		
X					
				X	
		X			
				X	
				X	

	X				
				X	
			X		
				X	
		X			
				X	
			X		
	X				
				X	
					X
				X	
				X	
				X	
	X				
			X		
X					
		X			
				X	
		X			

Manages an efficient and effective department:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X See comment S4	
				X	
			X		
				X	
				X	
	X				
	X				
X					
				X	
	X				

				X	
				X	
		X			
				X	
			X		
			X		
		X			
			X		
			X		
	X				
				X	
		X			
				X	
				X	
				X	
				X	
		X			
X					
		X			
					X
				X	
		X			

Makes reasonable decisions regarding the purchase of department equipment:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				x	
				x	
				x	
				x See comment S4	
				x	
				x	
				x	
				x	
	x				

	X				
		X			
				X	
	X				
				X	
				X	
			X		
				X	
				X	
				X	
		X	X		
			X		
				X	
	X				
				X	
				X	
				X	
				X	
				X	
	X				
	X				
X					
					X
				X	
			X		

Takes my opinions, suggestions and feedback:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X	
				x See comment S5	
			X		
				X	

				X	
X					
	X				
X					
				X	
X					
				X	
				X	
	X				
				X	
			X		
				X	
		X			
				X	
			X		
	X				
				X	
			X		
				X	
				X	
				X	
				X	
	X				
X					
	X				
			X		
				X	
		X			

Is willing to incorporate into department policies and procedures, members' ideas and suggestions:

Never	Seldom	Sometimes	Most of the Time	All the Time	N/A
				X	
				X	
				X	
				X	
		x See comment S5			

			X		
				X	
				X	
X					
	X				
X					
				X	
X					
				X	
				X	
	X				
				X	
			X		
				X	
		X			
			X		
			X		
	X				
				X	
				X	
				X	
				X	
				X	
				X	
				X	
		X			
X					
	X				
			X		
				X	
		X			

Question 5: What do you enjoy most about being a member of the department?

- S1 Friendship with other members; learning to be a better person; furthering my knowledge through dept. training
- S2 Ability to serve the town; training opportunities; camaraderie
- S3 Camaraderie; like a family that cares about the citizens of Auburn
- S4 Being in a dept. with high morale
- S5 Friendship; lending a hand; meeting people
- S6 Helping others in need
- S7 Being able to serve the town I live in
- S8 Family environment
- S9 Mentoring, using my skills
- S10 Serving the community that I live in; brotherhood of firefighters
- S11 Serving others
- S12 Serving the residents; serving under the direction of Chief Gannon
- S13 Service to the community
- S14 Being around guys who are like family; love the knowledge they share
- S15 Camaraderie and family atmosphere; new chief listens to you & gets things done (see more on survey)
- S16 Helping the community; training
- S17 Increased morale
- S18 Camaraderie; training; career opportunities
- S19 Giving back to community; being part of a great team & moving into a positive, better direction
- S20 Using my knowledge and skills to help fellow citizens on possibly their worst day and try to make it better
- S21 Making a difference in the community with my brothers on the department
- S22 Love the chance to work with the guys to keep my town safe
- S23 Helping community; camaraderie, love of the job
- S24 How well everyone gets along vs the past
- S25 Working with a good group of people that also want to see improvements
- See attached comments on Survey 26
- S27 Freedom to express concerns without fear of retaliation; better morale at the fire house (see attached on S27 for more)
- S28 Being able to give back to the community in which I live
- S29 Help people in town and surrounding community
- S30 Being involved with serving the community; training
- S31 Serving the town, some of the guys
- S32 Service to the community and its people

- S33 Service to the town
- S34 Fun working environment
- S35 Left Blank

Question 6: What do you enjoy least about being a member of the department?

- S1 Seeing a new chief strive to be the best he can while keeping dept. members happy & accountable
- S2 A few members are trying to undermine the administration because they are now held accountable for their actions
- S3 Dept. is a great place to work, nothing I dislike about it
- S4 Nothing – everything has been excellent
- S5 Time commitment
- S6 Large number of non-emergency tasks that are completed
- S7 I feel there are no negative aspects in being a fire fighter
- S8 – no answer
- S9 Non appreciation
- S10 Feeling of having to choose sides; low morale
- S11 The clique
- S12 Have no complaints
- S13 Management
- S14 Nothing I don't love about this department
- S15 No answer
- S16 Egos, harassment
- S17 Nothing
- S18 People who aren't part of the department (town officials); former members instigating members
- S19 At this point outside distraction from the Select Board & past chief
- S20 Issues with Call/Volunteer department; way rules/changes made too quickly (see attached answer on survey)
- S21 Tension between some members – a select few make it difficult to work together and learn
- S22 Fighting prior chief started & keeps going through his texts and supporters in the dept.
- S23 New leadership
- S24 Whiny people who don't get their way & don't like change (see further comments on survey)
- S25 Working with members who just took to create problems & make every attempt to divide [the dept.]
- See attached comments on Survey 26
- S27 Lack of support from Select Board & Town Administrator (see attached on S27 for more)
- S28 Nothing at present due to new Chief Ed Gannon
- S29 The bullshit (Let the new chief do his job)

- S30 Drama; favoritism (see survey for S30 for more)
- S31 Favoritism (See S31 survey for more)
- S32 Conflicting supervisors; ever changing policies & procedures; irresponsible & unqualified supervisors
- S33 Politics and cliques in the department; recent promotions
- S34 Chief Philips was an embarrassment to the department
- S35 Left Blank

Question 7: Over the past years, has the department's service to the community:

Improved	Worsened	Stayed the Same	Don't know
X			
X			
X			
X			
X			
			X
X			
			X
	X		
	X		
	X		
X			
	X		
X			
X			
			X
X			
	X		
		X	
	X		
			X
X			
	X		
X			
			X
See attached comments S26			

x			
x			
x			
	x		
	x		
		x	
X See comment S33			
x			
		x	

Question 8: Do you believe changes are being made to the department's operations too quickly and without adequate planning?

	Yes	No
1.		x
2.		x
3.		x
4.		x
5.		x
6.		x
7.		x
8.		x
9.	x	
10.	x	
11.	x	
12.		x
13.	x	
14.		x
15.		x
16.		x
17.	x	
18.		x
19.		x
20.	x	
21.		x
22.		x

23.	x	
24.	x	
25.		x
26.		x
27.		x
28.		x
29.		x See comment S29
30.	x	
31.	x	
32.	x	
33.		x See comment S33
34.		x See comment S34
35.		x

Question 9: Are you aware of members of the department who will look on “I Am Responding” to see who is responding to a call before deciding whether they will go to the call or not?

Yes	No
x See comment S1	
x	
	x
	x See comment S4
	x
x	
	x
x	
x	
x	
x	
	x
x	
	x
	x
x	
	x

x	
x See comment S19	
x	
x	
x	
x	
x	
See comment S25	
See attached comment S26	
x	
x (See comment S28)	
	x
x	
x	
x	
X See comment S33	
	x
x	

Question 10: Which statement below describes how you feel about current conditions and the atmosphere in the department?

Morale is high and the department is operating smoothly and professionally	The department is in a transitional period with the membership adjusting to the new management team	The department is fiercely divided with two factions disagreeing over management decisions and practices
x		
x		
	x	
x		
	x	
x		
x		
	x	
		x
		x
		x
x		

		X
X		
X		
		X
X		
	x See comment S18	
X		
	X	X
	X	
	X	
		X
	X	
	X	
X		
X		
X	X	
X		
		X
		X
		X
	X	
X		
	X	

Question 11: The department has a longstanding reputation of community involvement including co-sponsoring Auburn Clean-Up Day; once a month pizza lunch with A.V.S. students; and actively supporting the annual Duck Race / Auburn Day event. Do you believe that the department's participation in these community activities should:

Continue	Be limited to 1 or 2 activities per year	End
x		
x		
x		
x		
	x	
	x	
x		
x		
x		
x		
x		
x		
x		
x		
x		
x		
x		
x		
x		
x See comment S20		
x		
	x	
x		
x (See comment S24)		
x(See comment S25)		
x See attached comments S26		
x		
x		
	x	
x		
x		

	x	
x		
x		
x		

Question 12: Has the relationship between full time and volunteer members of the department changed over the last year?

Yes	No
x	
x	
x	
x	
	x
	x
	x
	x
x	
	x
x	
	x (See comment S12)
x	
	x
x	
	x
x (See comment S17)	
x	
x	
x	
	x
	x
x	
x	
(See comment S25)	
x	
x (See comments S27)	

X	
X	
X	
X	
X	
X	
X	
X	

Question 12 (a): If you answered yes to question 12, do you believe that this relationship has changed?

For the better	For the worse	N/A
x See comment S1		
x		
X		
x		
		x
		x
		x
		x
	x	
		x
	x	
		x
	x	
		x
x See comment S15		
		x
x		
	x (S18 "except for the chief")	
x		
	x	
		x
		x
	x	
x		
		x

See attached comments S26		
x see comments S27		
x		
x		
	x	
	x	
	x	
		No answer see comment S33
x		
		S35 Answered with a “?”

Question 13: How long have you been a member of the Auburn Fire Department?

0 to 3 years	4 to 7 years	8 to 10 years	10 to 15 years	15 to 20 years	20+ years
	x				
x					
	x				
	x				
				x	
	x				
		x			
	x				
				x	
	x				
				x	
	x				
				x	
x					
x					
x					
					x (S17 31 years)
x					
			x		
x					
x					
S22 will not answer					
	x				

					x (See comment S24)
x					
	x				
			x		
	x				
			x		
S30 No answer					
	x				
	x				
	x				
		x			
	x				

Question 14: How many hours per week to you dedicate to the department?

0 to 5	5 to 10	10 to 15	15 to 20	25 +
x				
	x			
x				
		x		
x				
	x			
x				
x				
				x
x				
x (S11 "now")				
			x	
	x			
	x			
			x	
	x			
		x		
	x	X (S18 depends on the week)		
	x			
	x			

				X
		X		
			X	
				X
	X			
		X		
No answer S27				
S28 see comment				
X				
S30 No answer				
				X
	X			
X				
				X
X				

Question 15: Do you reside in Auburn?

Yes	No
	x
	x
x	
	x
	x
x	
x	
	x
	x
x	
x	
	x
x	
	x
	x
	x (S16 used to)
x	
x	
x	
	x
	x
x	
x	
x	
	x
x	
x	
x	
	x
S30 No Answer	
x	
x	
x	
x	

x	
x	
x	
x	

Question 17: Do you believe the department provides members with sufficient training regarding fire suppression?

Yes	No
x	
x	
x	
x	
x	
x	
x	
x	
x	
	x
	x
x	
	x
x	
x See comment S15	
	x
x (S17 former training officer)	
x	
x	
x	
x	
x	
x	
x	
x	
S25 No answer	
x	
x	
x	
x	

x	
	x
	x
	x
x	
x	

Question 18: Do you believe the department's fire suppression equipment is adequate to permit the department to successfully undertake its fire suppression mission?

Yes	No
x (absolutely)	
x	
x	
x	
x	
	x
x	
x	
x	
x	
x	
x See comment S12	
x	
x	
x See comment S15	
x	
x See comment S17	
x	
x	
x	
x	
x	
x	
x	
	x See comment S25

[illegible]

Question 19: Do you believe that you have been retaliated against by the department's management for expressing your views and opinions on fire department related matters?

Yes	No
	x
	x
	x
	x
	x
	x
	x
	x
	x
x	
	x
x	
	x
x	
	x
	x
x	
	x See comment S17
	x
	x
	x (S20 "not yet")
	x
	x
x	
	x
	x
	x
	x
x (S28 Old chief)	x
	x
	x
x	
	x
	x

x	
	x

Question 19 (a): If your answer was yes, did you report your claims of retaliation to:

Fire Department HR Rep.	Another department officer	Town administrator	No one	N/A
				x
				x
				x
				x
				x
				x
				x
x				x
				x
			x See comment S11	
				x
		x		
				x
				x
	x			
				x
				x
				x
				x
				x
				x
x	x	x		
				x
				x
				x
				x
			x	
				x

				x
	x			
				x
				x
		x		
				S35 Left Blank

Question 20: Are the department's rules governing member conduct applied equally and fairly to all members of the department?

Yes	No	Sometimes	I don't know
x			
x			
x			
x			
X See comment S5			
x			
x			
	x		x
	x		
	x		
x			
	x		
x			
x			
	X (S16 too much favoritism)		
x			
		x	
x			
		x	
	x		
x			
	x		
x			

		X	
X			
X			
X			
X			
	X		
	X		
	X		
X			
		X	

Question 21: Does the department provide a “grievance procedure” for department members who believe that a conduct rule was unfairly applied to their behavior?

Yes	No	Do Not Know/Unsure
		X
	X	
X		
	X	
X		
X		
	X	
		No answer S8
	X	
		No answer S10
	x (S11 “joke”)	
X		
	X	
X		
	x See comment S15	
	X	
X		
X		
X		
X		

X		
X		
	X	
		X
	X	
See attached comments S26		
X		
X		
X		
	X	
	X	
	X	
X		
X		
		X

Summary of Responses to Question 22: Do you have any suggestions as to how the department could be improved?

1. Chief Gannon is making the changes to the department that the members wanted and he should be allowed to continue as chief and improve the department.
2. The Town should back Chief Gannon so he can effectively manage and operate the department to its full potential.
3. Continue to allow the chief to make improvements and to provide his quality leadership.
4. Allow Chief Gannon to remain as the chief as he is the most qualified and best chief the department has had.
5. Improve grievance and complaint procedures.
6. Make us paid by the hour not by the minute.
7. The Town Administration should let Chief Gannon perform his job as he is running the department effectively.
8. No suggestions.
9. Add a grievance appeal step beyond the fire chief.
10. Stop favoritism by lieutenants, stop retaliating against members who question management decisions.
11. Change management in the department with a new chief.
12. Keep Chief Gannon.
13. Get a new chief, Chief Gannon is not a good leader.
14. Keep Chief Gannon as he has improved the department greatly.
15. No suggestions.
16. Stop favoritism, stop lieutenants harassing members.
17. Do more training on a large scale and make members do more work at the station.
18. The Town Administration should allow Chief Gannon to continue to improve the department and stay out of the department's business.
19. No suggestions.
20. Replace the lieutenants who aren't helping anyone learn.
21. Allow Chief Gannon to continue to lead the department in the right direction.
22. Bring in an outside auditor to check the fire department's books for the last seven years.
23. Replace the current chief.
24. Allow Chief Gannon to continue the excellent job he's doing moving the department forward for the good of the town.
25. Allow Chief Gannon to continue to improve the department. Have the Selectmen and Town Manager and past staff stay out of department business.

26. Have the Town Administration and Bruce Phillips stop harassing the department and allow Chief Gannon to continue moving the department in a positive direction.
27. Have the Selectmen and Town Administrator stop harassing the department. Chief Gannon is working on improving a dysfunctional department.
28. Allow Chief Gannon to continue improving the department.
29. Allow the department to continue improving under Chief Gannon.
30. Restore the unity within the department and value input from members.
31. Remove Chief Gannon and the lieutenants who play favorites. This department is completely dysfunctional.
32. Retain new supervisors from outside the department.
33. More hands-on training for members. Follow department SOP's and SOG's without favoritism.
34. Let Chief Gannon run the department in a manner which he feels is appropriate.
35. No suggestions.

Town of Auburn

Town Hall
47 Chester Road
P.O. Box 309
Auburn, NH 03032



Town Administrator

William G. Herman, CPM
Phone: (603) 483-5052 Ext. 111
Fax: (603) 483-0518
E-Mail:
townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: August 2, 2017

Re: Auburn Fire Department Survey Report - Recommendations

As the Board has had a chance to review the report prepared at your request by Town Counsel concerning the survey of the membership of the Auburn Fire Department, it is important for the Board to be looking forward and to acknowledge there are positives and some negatives documented in the report. Based on the conclusions and recommendations offered by Town Counsel, it would be my recommendation to the Board that you focus on three areas moving forward. As I see it, they include:

Development & Implementation of Policies: As Town Counsel indicates, the Board has the statutory authority to adopt "written formal policies" for the guidance and operation of the fire department (RSA 154:4, II). My recommendation would be the Board adopt a policy outlining how the formal policies of the department will be developed and adopted. My sense is this process should directly involve the Fire Chief and the department in the development and recommendation of policies, with the formal adoption to be done by the Board of Selectmen. As the Fire Department is an operating department of the town, the Board of Selectmen is ultimately responsible for these operations, and a process should be formalized that involves all three parties -- the Chief, the department and the Board. I will have a draft policy for your consideration at your next meeting.

MRI Review Recommendations: In October 2016, you received the Operational Review and Risk Analysis of the Auburn Fire Department conducted by Municipal Resources, Inc. The report included a total of 71 recommendations (attached) for potential action items for the operation of the fire department. I would recommend the Board proceed in this area as the Police Commission and Police Department have with the MRI Review being a monthly topic on the Board's agenda with the Fire Chief updating the Board concerning progress made on these recommendations. It has proven to be a very successful approach at the Police Department, where Lt. Pelton reported at the Commission's August 1st meeting that 91 of the 101 recommendations made in the APD Review have been addressed. Attached for your review was an initial plan of goals for 2017 prepared by Chief Gagnon to address 21 of the 71 recommendations in 2017. This would be a good place to start on this effort.

Update Town Personnel Policy: The Board should also work with the Town's Joint Personnel Board to make adjustments to the Town of Auburn Personnel Policy that addresses the myth of "at will employees" and also correctly classify the status of what had formerly been volunteer firefighters, but are legally considered call firefighters today. Although not regularly scheduled full or part-time employees, call firefighters are in fact employees of the Town. Correctly addressing this in both the Town's Personnel Policy and the operating policies of the Auburn Fire Department should go a long way to address some misconceptions on a number of fronts of the actual status of these individuals, and to provide a clear grievance procedure as part of the Department's policies.

Thank you for your consideration.

Attachments

Bill Herman

From: Ed Gannon <chief@auburnfire.org>
Sent: Friday, December 30, 2016 9:05 AM
To: Bill Herman
Subject: 2017 Goals

Good Morning Bill,

I wanted you to see the 2017 goals for the Fire Department. Please let me know what you think.

Mr. Ed

21 Goals for 2017

MRI Point	Goals	Lead
2.1	Plan for full time and call staff to train together	C-1, C-5
3.1	NFPA 1221 alarm processing work with DFD FA	C-1
3.2	Training programs to improve ISO score	C-1,C-5
3.3	Develop Deployment Analysis	C-1
3.4	SOG OSHA Two In Two Out	C-2, Safety Team
3.6,7,9,10,12	Update All department SOGs	Rick D , SOG Team
3.8	Post all Sogs on Web site	Sean
4.1	Safer Grant for staffing and recruitment	C-1
4.5	Increase Social Media Foot print	Sean, Pat , C-1
4.8	Response Stats posted every other month	C-1, 0-5
5.1	Plymo System Station 2	C-1, Safety Team
5.2	Turnout gear cleaned 3 times per year	C-2,Safety Team
5.4	Renovate Sat 2 Inside Phase 1	Sat 2 Team
6.6	Tanker 2 Pump and lights	C-1
6.9	MDT Car 1, Eng 1, 2 and R1	C-1
6.11	Equipment in trucks	Pat, 0-4
7.4, 7.5	Mentoring Program	C5,Training Team
7.7	60 Training hours per year for each member	C-5, 0-5
7.8	24 hours of structure Fire Training Per year	C-5, C-1
8.10	Mass Alerts	C-1
None	Preplan and Sketch 50% of the commercial properties	C-4

--
Edward Gannon Chief
603-483-8141

CHAPTER 12

SUMMARY OF RECOMMENDATIONS

CHAPTER 2 - DESCRIPTION OF DEPARTMENT

- 2.1** Develop a plan to ensure that on-call and full-time staff are integrated, respond, and train together.
- 2.2** The organization should remain an on-call agency supported by a two-member weekday, daytime career presence.
- 2.3** Based on the services provided by the department, additional career staff should not be considered in the near term.
- 2.4** The Board of Selectmen should consider renewing the chief's three-year contract at the end of year two as a reflection of positive performance, and to provide the department with long-term stability.

CHAPTER 3 – OPERATIONS

- 3.1** The Department should work with the Town of Derry to ensure that alarms are being processed in accordance with the criteria established by NFPA 1221. Documentation of any improvements should be shared with ISO.
- 3.2** The Auburn Fire Department should enhance training documentation to provide ISO with the specific information that they require. ISO should be contacted and questioned relative to the low credit granted for training.
- 3.3** The Auburn Fire Department should conduct a deployment analysis to determine if there are any areas of potential improvement based on the ISO rating structure.
- 3.4** The department should review the OSHA Two-in/Two-Out rule and provide personnel with clear guidance on operations when less than four personnel have been assembled on the incident scene
- 3.5** The department should review NFPA 1720 and utilize this standard as a basis to develop an operational strategic plan that identifies actions to enhance compliance over the next five years.

- 3.6 All policies and SOPs should be immediately reformatted under Chief Gannon's signature.**
- 3.7 Department Standard Operating Guidelines and Policies need to be reformatted, reviewed, and updated regularly. The department training officer should assign a member, selected at random, to review one SOP and one Policy at each training meeting. Ultimately, there should be one document that shows all SOGs and Policies have been reviewed and signed off by all personnel, stating they understand the document.**
- 3.8 All SOPs should be posted on the department's website.**
- 3.9 All department SOGs and Policies need to be available both in electronic format and hard copy, so they are readily available for review and/or reference by all personnel on-duty and off-duty.**
- 3.10 A committee should be established to provide guidance to the fire chief as to updates, revisions, and new SOGs and Policies that need to be developed or addressed.**
- 3.11 Once developed, SOPS should be reviewed every two years.**
- 3.12 Once implemented, these SOPs should be utilized as the basis for operations. Any deviation should be documented in the National Fire Incident Report completed for the emergency.**
- 3.13 Self-Contained Breathing Apparatus (SCBA) masks should be provided to each firefighter, this will ensure a proper fit, and limit the potential of transmitting an infection to others.**
- 3.14 Each firefighter should be mask fit tested on an annual basis.**

CHAPTER 4 – RECRUITMENT AND RETENTION OF ON-CALL PERSONNEL

- 4.1 In 2017, the Auburn Fire Department should apply for a Staffing for Adequate Fire and Emergency Response (SAFER) Grant for the recruitment and retention of on-call personnel.**
- 4.2 The Auburn Fire Department should seek to develop and support a regional fire/EMS or Public Safety based Explorer program as a means to attract and support future members.**

- 4.3 The Auburn Fire Department should add a sign board at the bottom of the existing Public Safety Complex sign to ensure that all residents are aware that openings exist for on-call personnel and that new personnel will be welcomed and trained. Obviously this computer generated LED signboard offers a variety of benefits and can be utilized as a public safety tool to engage the community.**
- 4.4 The chief should conduct an online survey to determine what recruitment and retention programs and incentives would be of the most value.**
- 4.5 The Auburn Fire Department should expand its social media footprint by establishing a social media presence designed to connect with the community and inform the community of the need for additional on-call personnel.**
- 4.6 On-call personnel should receive a minimum of one hour of compensation for each initial response. If multiple incidents are resolved within the first hour only one hour should be paid.**
- 4.7 The Auburn firefighters should consider adding meals to training meetings as a method to encourage participation and retain personnel.**
- 4.8 Participation statistics of member's attendance at incidents and training should be posted in each station and updated by the chief or his staff on a monthly basis.**

CHAPTER 5 – FIRE SERVICE FACILITIES

- 5.1 The installation of a diesel exhaust system should be pursued at Station 1 (substation) as a health and safety priority. In the absence of grant funding, this request should be presented at Town Meeting.**
- 5.2 All turnout gear stored on the apparatus floor should be washed, using an industrial extractor, at least three times per year.**
- 5.3 Turnout gear should be separated from exhaust particulates by solid lockers, the development of a turnout gear locker room, or the installation of a means of separation.**
- 5.4 The town should support members' efforts to renovate Station 1 (substation) by providing funding for specialty trades and building materials.**
- 5.5 The Training Room at the Public Safety Complex should be equipped with a smartboard.**

- 5.6 The Training Room at the Public Safety Complex should be developed as a functional Emergency Operations Center (EOC). This would include the installation of phone lines, flat screen monitors and radios.**

CHAPTER 6 – APPARATUS AND CAPITAL PLANNING

- 6.1 The fire department capital plan should be updated annually. This update should adjust the cost of replacement, and adjust the replacement timeline, based on the current needs of the organization and the condition of units.**
- 6.2 The acquisition of a lighting trailer should be pursued as a regional asset, in a cost sharing approach with other fire and police departments.**
- 6.3 The chief should continue to annually apply for a Fire Act Grant to install a diesel fume extraction system, replace outdated SCBA units, and replace turnout gear over ten years of age.**
- 6.4 Within the confines of the existing budget, scene and warning lighting should be update to LED units. Emphasis should be placed on increasing the amount of scene and warning lighting.**
- 6.5 Turnout gears should be replaced every ten years. Gear older than ten years of age should be replaced by utilizing a Fire Act Grant.**
- 6.6 Tanker 2 should be refurbished to extend its service life for another ten years. This would include repair of the pump, and upgrade of warning, scene, and under mount lights. Side and rear orange/lime chevron striping should also be upgraded to meet current NFPA criteria in 2017.**
- 6.7 The Rescue should be replaced at an anticipated cost of \$185,000 in 2018.**
- 6.8 The Command unit should be replaced at an anticipated cost of \$49,000 in 2019.**
- 6.9 Apparatus should be equipped with tablet based mobile data that has connectivity into the department's preplanning system and records management system.**
- 6.10 The department should consider transitioning the records management system into a cloud based platform that is easily accessible with an Internet connection.**

- 6.11** The loose equipment on apparatus should be consistently organized by vehicle compartment, an inventory should be posted on the compartment door, equipment should be organized, mounted, and signs should be installed to indicate where equipment should be located.

CHAPTER 7 – TRAINING

- 7.1** The Auburn Fire Department should increase the number of drills that involve mutual aid companies.
- 7.2** The Auburn Fire Department should increase the number of drills that encompass rural water supply operations.
- 7.3** The Auburn Fire Department should sponsor and support each member to attend two live fire training sessions per year.
- 7.4** The Auburn Fire Department should establish a mentoring program to guide and encourage new members as they progress through the initial training process.
- 7.5** The Auburn Fire Department should develop a basic orientation session for new members. The goal of this program would be to rapidly, but safely, train new members to participate in exterior operations, thus providing new members with a function and motivation to advance.
- 7.6** The Auburn Fire Department should expand the training resources and training library to include current editions of commonly utilized media.
- 7.7** The Auburn Fire Department should attempt to deliver a total of 2,500 hours of training per year (averaging 60 hours per member).
- 7.8** The Auburn Fire Department should require that all personnel receive at least 24 hours of structural firefighting training per year to remain an active member of the organization.
- 7.9** All external training should be documented in the department's records management system.
- 7.10** The Auburn Fire Department should investigate why ISO provided little credit for training and address that situation.

CHAPTER 8 – COMMUNITY OUTREACH & RISK MANAGEMENT

Consideration should be given to developing the following public education and community outreach programs.

- 8.1 Blood pressure clinic:** Hypertension continues to be one of the leading risk factors contributing to strokes and heart attacks. Providing the ability for the community and particularly the elderly to come into the station or during another community event and obtain their blood pressure will provide for networking opportunities between community and staff, while at the same time provide valuable medical information critical for the individuals.
- 8.2 File of Life Program:** During medical emergencies, particularly with limited staffing, having a written document readily accessible will expedite and improve patient care and assessment for the patients. Files of Life are used to document pertinent past medical history, allergies, and medications the individual is on, to assist the emergency responders in making an informed decision based on the medical emergency at the time.
- 8.3 Smoke detector/carbon monoxide detector inspection program:** Every 20 seconds, a fire department responds to a fire somewhere in the United States, according to the National Fire Protection Association (NFPA). The American Red Cross is partnering with fire departments across the state in a planned five-year program to help reduce deaths and injuries due to home fires by 25%. During the visit, homeowners will get smoke detectors installed if no working alarms are present, guidance in the development of a Family Disaster Plan, and valuable emergency preparedness tips and information on increasing the safety in your home.
- 8.4 Pulse Point:** During a cardiac arrest, time is muscle. Specifically, cardiac muscle. The American Heart Association continues to recognize the chain of survival by early recognition, early CPR, early defibrillation, and rapid transport. Pulse Point is an app on an iPhone that can be downloaded from anyone in the community who wants to participate in this program to be notified when someone is having a cardiac arrest in their vicinity. Fifty-seven percent of US adults say they've had CPR training. Utilizing this type of technology, bystander performance, and active citizenship enhances the care provided to the community.
- 8.5 Swimming pool safety:** In July 2010, twin girls died in Lynnfield, MA, in a swimming pool accident. Opportunities to educate the public, particularly in a seaside community such as Auburn, on the preventative measures to take around the water and pools can be valuable. Topics to reinforce include the use of life jackets,

swimming pools with fences, latches on gates and ladders, and never leave children alone by the water.

- 8.6 **Bike helmet program:** More children ages 5 to 14 are seen in emergency rooms for injuries related to biking than any other sport. Helmets can reduce the risk of severe brain injuries by 88%; yet only 45% of children 14 and under usually wear a bike helmet. Providing bike helmets throughout the community will help minimize this potential from happening in Auburn.
- 8.7 **Prom demonstrations:** As a component of the SAFE program, conducting a mock accident for the junior and senior classes at the high school, focusing on the dangers of drinking and driving, texting while driving, and not wearing seat belts will reinforce the dangers associated with this type of behavior. This activity would be enhanced with the cooperation of the police department and local hospital, as well as others who may directly speak on losing a loved one or dealing with a loss related to these types of behaviors.
- 8.8 **Airway obstruction training for staff in restaurants:** An airway obstruction can lead to unconsciousness if not expelled or cleared in a timely manner. Collaboration with staff personnel in restaurants can assist public safety personnel in these types of medical conditions.
- 8.9 **Social Media:** The department needs to have an updated and active department website and Facebook account. This can be used for community engagement, updates with ongoing activities, signing up for programs to minimize any additional administrative time, and engaging the younger generations who are more tech savvy. Although the local bargaining unit for the Auburn Fire Department has one, the department needs to develop this outreach with a focus on prevention and education.
- 8.10 **MASS Alerts:** Enlisting the use of technology for mass notifications, such as the Code Red alert already used and administered by Auburn, MASS Alerts allows public safety agencies to provide emergency notifications and information about critical events and disasters, enabling individuals to better prepare and stay informed on such topics. Utilizing this technology, personnel can get real time information on severe weather, alerts on missing children, evacuation and shelter-in-place information, information about power outages, and tips to stay safe during such disasters.

CHAPTER 9 – FISCAL COMPARISON AND ANALYSIS

- 9.1 The Auburn Fire Department should compensate personnel with a one-hour minimum for each initial call.**
- 9.2 The Auburn Fire Department should develop a formal capital plan that informs the town with an inventory of needs and expected replacement costs.**
- 9.3 The capital plan should be adjusted annually.**

CHAPTER 10 - ORGANIZATIONAL COMMUNICATION

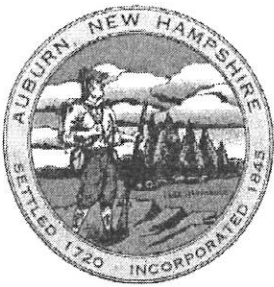
- 10.1 The town should provide e-mail accounts for all fire department personnel.**
- 10.2 The chief should ensure that all department communication is transitioned to e-mail.**
- 10.3 The chief should continue to provide members with his “week in review”.**
- 10.4 The chief should post response and training attendance for all members in each station.**
- 10.5 Flat screen monitors should be setup in both stations and scroll important department information.**

PUBLIC NOTICE

PUBLIC HEARING AUBURN, NEW HAMPSHIRE

The Auburn Board of Selectmen will hold a public hearing on Monday, August 28, 2017 beginning at 7:00 P.M. at the Auburn Town Hall for the purpose of receiving public comment concerning acceptance of Winchester Way as a Class V road pursuant to the provisions of NH RSA 674:40-a and the Town of Auburn "Policy for the Acceptance of Town Roads".

BOARD OF SELECTMEN
AUBURN, NH
August 4, 2017



TOWN OF AUBURN

August 3, 2017

Board of Selectmen
Town of Auburn
PO Box 309
Auburn, New Hampshire 03032

Re: Road Acceptance – Winchester Way
Richard Eaton/Wethersfield Subdivision

Dear Gentlemen:

The Auburn Planning Board met on August 2, 2017 to discuss a request that the town accept Winchester Way from Station 0+00 to 23+53 as a town road.

Based upon the recommendation from Stantec Consulting Services, Inc., the Planning Board voted to recommend that the Board of Selectmen accept Winchester Way from Station 0+00 to 23+53 as a town road.

I have attached a copy of Stantec's letter dated July 27, 2017 recommending that the Planning Board accept Winchester Way Drive along with the minutes of that meeting. Also attached is the form for acceptance of road which has already been signed by the Planning Board Chairman and is now ready for signature by the Road Agent as well as the Board of Selectmen.

Please feel free to contact me with any questions.

Sincerely,

Denise Royce, Administrator
Auburn Planning Board

Enc.



TOWN OF AUBURN

AUBURN PLANNING BOARD NOTICE OF PLANNING BOARD DECISION

DATE: August 3, 2017

On August 2, 2017 the Auburn Planning Board voted to APPROVE the following proposal.

APPLICANT: Richard Eaton
Wethersfield Subdivision

PROPERTY LOCATION: Winchester Way (Station 0+00 to 0+53)
Auburn, New Hampshire

TAX MAP AND LOT NUMBER: Map 2, Lot 9

PROPOSAL: Road Acceptance

Signed,

Denise Royce
Planning Board Administrator
483-5052, Line 4

Cc: Board of Selectmen
Auburn Building Inspector
Applicant

TOWN OF AUBURN

POLICY FOR RESTORATION OF INVOLUNTARILY MERGED LOTS

In accordance with NH RSA 674:39-aa, any owner of lots merged by municipal action for zoning, assessing or taxation purposes prior to September 18, 2010 and without the consent of the owner, may request that the lots be restored to their pre-merger status.

This policy sets out the conditions and process the Town of Auburn will use to handle requests to restore these lots to their prior status.

In order to restore lots to their premerger status and all zoning and tax maps being updated to identify the premerger boundaries of said lots or parcels as recorded at the Rockingham County Registry of Deeds, provided:

- a. The request is submitted to the Auburn Board of Selectmen prior to December 31, 2021.
- b. No owner in the chain of title voluntarily merged his or her lots. If any owner in the chain of title voluntarily merged his or her lots, then all subsequent owners shall be estopped from requesting restoration. The municipality shall have the burden of proof to show that any previous owner voluntarily merged his or her lots.
- c. All decisions of the Board of Selectmen may be appealed in accordance with the provisions of RSA 676.
- d. The restoration of the lots to their premerger status shall not be deemed to cure any non-conformity with existing local land use ordinances.

Application Process for the Restoration of Involuntarily Merged Lots:

Owners interested in restoring involuntarily merged lots to their premerger status shall follow the following application process:

- 1) Complete the "Application for Restoration of Involuntarily Merged Lots" and submit it to the Board of Selectmen's Office.
 - a. Document the "pre-merger" configuration of any lots by providing the following with the application:
 - i. Most current deed(s) for the lots
 - ii. If the property was obtained from an estate (inherited), attach a copy of the statutory "Notice to Cities and Towns" if applicable
 - iii. Book and Page Numbers of Recorded Deeds
 - iv. Recorded Plan Numbers
 - v. Recorded Surveys (if available) which may depict the "pre-merger" configuration of the lots.

TOWN OF AUBURN
POLICY FOR RESTORATION OF INVOLUNTARILY MERGED LOTS

- vi. Unless such information already exists in the town records, if any part of the existing property is improved by structures, the Applicant must provide proof of location of all structures (including buildings, pools, fences, etc.), driveways, walkways and associated features; water supply wells; approximate location of septic tanks, leach beds or cesspools; and the superimposed lines of the pre-merger lot lines as requested by the Applicant.
 - vii. Abutters List (per RSA 672:3 an "Abutter" means any person whose property is located in New Hampshire and adjoins or is directly across the street or stream from the land under consideration by local land use board, and/or
 - viii. Any other information documenting your request.
- 2) The Assessing Department and the Code Enforcement Officer shall review all documents and forward any comments and/or recommendation to the Town Administrator on behalf of the Board of Selectmen within fifteen (15) business days of the receipt of the "Application for Restoration of Involuntarily Merged Lots".
 - 3) If the Town Administrator deems it necessary, the application and supporting documents may be sent to Town Counsel for review
 - 4) The Town Administrator shall schedule consideration of the Application and supporting material during a regularly scheduled meeting of the Board of Selectmen within forty-five (45) days of submittal.
 - 5) If, upon review by the Board of Selectmen, the Board determines that additional information is required; up to an additional ten (10) days will be provided to produce the additional information.
 - 6) Within ninety (90) days from the date of submission, the Board of Selectmen shall render a determination on the Application at a meeting of the Board, and shall issue a written Notice of Decision to the Applicant(s) and the Assessing Department.
 - 7) Within five (5) business days of the date of the Board of Selectmen's final decision, a copy of the written Notice of Decision shall be sent via regular mail to the Applicant(s) and shall be posted with the Assessor's / Selectmen's Office.
 - 8) If the Application has been granted (in whole or in part), the appropriate changes will be noted on the Town Tax Maps, Zoning Map, Assessor records, and shall be recorded at the Registry of Deeds.
 - 9) The restoration of the lots to their pre-merger status shall not be deemed to cure any non-conformity with existing local land use ordinances.

TOWN OF AUBURN
POLICY FOR RESTORATION OF INVOLUNTARILY MERGED LOTS

Right to Appeal:

Any aggrieved party has a right to appeal the decision of the Board of Selectmen pursuant to the provisions of RSA 676.

The written Notice of Decision shall state the right to appeal.

Effective Date:

This policy shall take effect upon adoption.

Adopted by the Board of Selectmen the ____ day of _____, 2017.

James F. Headd

Richard W. Eaton

Dale W. Phillips
AUBURN BOARD OF SELECTMEN

Received and recorded this ____ day of _____, 2017

Kathleen A. Sylvia, Town Clerk

Town of Auburn, NH
**Application for Restoration of
Involuntarily Merged Lots Pursuant to RSA 674:39-aa**

Instructions & General Information for Restoration of Involuntarily Merged Lots

In accordance with RSA 674:39-aa, any owner of a lot or parcel of land merged by municipal action for zoning, assessing, or taxation purpose prior to September 18, 2010 and without the consent of the owner may request that the lots be restored to their premerger status and all zoning and tax maps shall be updated to identify the premerger boundaries of said lots or parcels as recorded at the Rockingham County Registry of Deeds, provided:

- a. The request is submitted to the Town of Auburn Board of Selectmen prior to December 31, 2021.*
- b. No owner in the chain of title voluntarily merged his or her lots. If any owner in the chain of title by any overt act or conduct voluntarily merged his or her lots, then all subsequent owners shall be estopped from requesting restoration. The municipality shall have the burden of proof to show that any previous owner voluntarily merged his or her lots.
- c. All decisions of the Town of Auburn Board of Selectmen may be appealed in accordance with the provisions of RSA 676. Prior to any action on the application by the Board of Selectmen, the property may be inspected by the Code Enforcement Officer with a report of that inspection and recommendation for action to be provided to the Board of Selectmen. By submission of this application, the property owner does hereby consent to the inspection of the property by the Town.
- d. The restoration of the lots to their premerger status shall not be deemed to cure any nonconformity with existing local land use ordinances.
- e. In the event the request is granted, the property owner will be required to pay the filing fee to register a Notice of Lot Restoration at the Rockingham County Registry of Deeds.

The procedure for requesting the Restoration of Involuntarily Merged Lots Pursuant to RSA 674:39-aa is as follows:

1. Complete the Application for Restoration of Involuntarily Merged Lots Pursuant to RSA 674:39- aa. The form must be typed or legible and completed in ink.
2. Attach copies of the following documents:
 - a. Deed(s) for each lot or parcel
 - b. Written Consent of each Mortgage Holder (if any)
 - c. Survey (if available)
 - d. Site plan (if available)
 - e. Approved subdivision plan (if available)
 - f. Pre-merger tax bills (if available)
 - g. If the property was obtained from an estate (inherited), attach copy of the statutory "Notice to Cities and Towns"
 - h. Any other documentation that you think is pertinent

Please be advised that the restoration of involuntarily merged lots may have assessment implications and may only be developed in accordance with the Ordinances of the Town of Auburn. If the request is granted, the assessment of the restored lots will be effective the following April 1st.

* RSA 674:39-aa, II (a) Amended effective August 23, 2016 (approved June 24, 2016)

Town of Auburn, NH
**Application for Restoration of
Involuntarily Merged Lots Pursuant to RSA 674:39-aa**

Applicant Information

Owner(s) Name _____ Address/Street Number _____ City & State _____ Telephone () _____

*Current Parcel Information (use additional sheet if more than three parcels involved)**

	Parcel 1	Parcel 2	Parcel 3
Assessor's Map/Lot/Sub			
Street Address			
Deed Reference Book/Page			

**Please attach a copy of the deed for each parcel. Please also attach any written consent of mortgage holders, relevant surveys, site plans, approved subdivision plans, pre-merger tax bills or other documentation that you think is pertinent. This application must be submitted to the Town of Gilmanton Board of Selectmen prior to December 31, 2021. Please see the Instructions & General Information for additional details. By submission of this application, the property owner does hereby consent to the inspection of the property by the Town.*

Owner's Signature _____

Date _____

Owner's Signature _____

Date _____