

Justin Paré, President  
John Simmons, Vice President  
Daniel Donovan  
Mark Gould, Jr.  
Darius Gregory



Kathleen Prescott  
Patrick Reynolds  
Andrew Shanahan  
Andrea Slobogan

Town of North Attleborough

**TOWN COUNCIL**

43 South Washington Street, North Attleborough, MA 02760

Phone: (508) 699-0100

**PUBLIC MEETING**

**MAY 8, 2023 at 7:00 PM**

Town Hall - Lower-Level Conference Room  
43 South Washington St. North Attleborough, MA

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**I. Pledge Of Allegiance**

**II. Resident And Community Comment**

**III. Approval Of Minutes**

- a. Approval of Town Council Minutes of April 24, 20223
- b. Approval of Joint Town Council & School Committee Executive Session Minutes of April 24, 2023

**IV. Town Councilor Community Announcements**

**V. Town Manager Report**

**VI. Resident And Community Comment**

**VII. Confirmations**

- a. Measure 2023-077- Confirmation of Appointment of Jennifer Sahady to the Cultural Council

Documents:

[\*MEASURE 2023-077- CONFIRMATION OF APPOINTMENT OF JENNIFER SAHADY TO THE CULTURAL COUNCIL .PDF\*](#)

**VIII. Sub-Committee Reports**

- a. Finance
  - i. Measure 2023-074- Procurement approval of the building and property

located at 451 Elm Street for the purpose of creating a Regional Food Security Distribution Center and to relocate Lenore's Pantry from Town Hall to said property. Additional Town departments may be located at this building as deemed appropriate or necessary.

Documents:

[\*MEASURE 2023-074-PROCUREMENT APPROVAL OF BUILDING AND PROPERTY AT 451 ELM- REGIONAL FOOD CENTER.SIGNED.PDF\*](#)

b. Economic Growth & Sustainability

c. By-Law

i. FIRST READING:

1. Measure 2023-010-Procedure for Naming and Memorializing Bridges Streets, & other Public Areas in the Town of North Attleborough

Documents:

[\*MEASURE 2023-010-PROCEDURE FOR NAMING AND MEMORIALIZING BRIDGES, STREETS, AND PUBLIC AREAS.COMPLETE.SIGNED.PDF\*](#)

ii. FIRST READING:

1. Measure 2023-033- To see if the Town will vote to amend the Town of North Attleborough Zoning By-Laws, Section VII -Administration and Enforcement to allow for a Planning Board Associate Member

Documents:

[\*MEASURE 2023-033- VOTE TO AMMEND ZONING BY-LAWS TO ALLOW PLANNING BOARD ASSOCIATE MEMBER.SIGNED.PDF\*](#)

d. Rules

e. School Committee Representative

f. Communication, Public Participation, & Engagement

g. Local Emergency Planning

## **IX. Old Business**

a. None at this time.

## **X. New Business**

a. Measure 2023-078- Authorization of Transfer of 65,000.00 from Ambulance Receipt Reserve

Documents:

[\*MEASURE 2023-078-AUTHORIZE TRANSFER OF 65,000 FROM AMBULANCE RECEIPT RESERVE.SIGNED.PDF\*](#)

b. Free Cash Strategy Proposal

c. Green Communities and Stretch Code Update

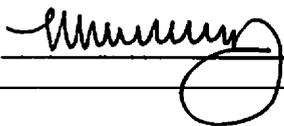
## **XI. Adjournment**

\*Hardcopies of all “Voted Measures” can be obtained in the Town Clerk’s Office at the North Attleborough Town Hall between the hours of **Monday through Wednesday** 8:00AM-4:00PM, Thursday 8:00AM-6:00PM, and Friday 8:00AM -12:00PM upon request.\*

### TOWN COUNCIL MEASURE SUBMITTAL

Date:	5/8/2023	Submitted by:	Town Manager Town Manager	Telephone #	508-699-0100
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**MEASURE DESCRIPTION:**  
Confirmation of Appointment of Jennifer Sahady to the Cultural Council. Term to expire on 6/30/2026.

Signed:  03MAY23

**PURPOSE AND JUSTIFICATION:**  
An interview with Jennifer Sahady of [REDACTED] North Attleborough was completed with the Town Manager to serve on the Cultural Council. After a favorable interview, I recommend her for appointment to the Council.

Therefore, I respectfully request the Town Council confirm the appointment of Jennifer Sahady as a member of the Cultural Council. Her Term will expire on June 30, 2026.

**SPECIAL REQUIREMENTS:**

**ATTACHMENTS:**

**REFER TO SUB-COMMITTEE:**

# APPOINTMENT APPLICATION

North Attleborough, Massachusetts  
Citizens Activity Record  
"Good Government Starts With You"

If you are interested in serving on an appointed Town Committee, Board or Commission, please fill out this form and return to:

Town Manager  
43 South Washington Street  
North Attleborough MA 02760

Filling out of this form in no way assures appointment. All vacancies will be filled by citizens deemed most qualified to serve in each capacity.

**NAME:** Jennifer Sahady **Home Phone:** \_\_\_\_\_

**ADDRESS:** 39 Sumner Street **Business Phone:** 781-315-7445

**Amount of Time Available:** From 1 hour weekly to 1 hour monthly

**Interested in What Town Committees:** Master Plan Committee

**Present Business Affiliation and Work:** Business owner and consultant on financial literacy

**Business Experience:** 15 years of business and education experience

**Education or Special Training:** Financial Licenses - 7, 63, 66, CRPC, CPFA

## POSITIONS HELD

**DATE APPOINTED** **TOWN OFFICE** **TERM EXPIRED**

No current or past positions held outside of election support.

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**Remarks:** Thank you for the opportunity to support my community.

**Signature:** Jennifer Sahady

**Date:** 1/25/21

**Jennifer**  
**Sahady**

Digitally signed by  
Jennifer Sahady  
Date: 2021.01.25  
08:23:24 -05'00'

### TOWN COUNCIL MEASURE SUBMITTAL

Date:	04/24/2023	Submitted by:	Town Manager	Telephone #	508-699-0100
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**MEASURE DESCRIPTION:**

Procurement approval of the building and property located at 451 Elm Street for the purpose of creating a Regional Food Security Distribution Center and to relocate Lenore's Pantry from Town Hall to said property. Additional Town departments may be located at this building as deemed appropriate or necessary.

Signed:  24 APR 23

**PURPOSE AND JUSTIFICATION:**

Page 1 of 2

There are several strong justifications for the purchase of the Fisher College building located at 451 Elm Street based on its central location, affordability, size, and occupancy status. First, the property's central location in Town provides easy access to major transportation routes, including a GATRA bus route, making it convenient for residents, seniors, employees, vendors to access. The location itself is a standout in the community and will increase the visibility of the Town efforts, calling more attention to Town sponsored activities and events. Second, the property's affordability in comparison to the estimated renovation costs of the property at Allen Ave makes it a more attractive option. With 451 Elm Street, the Town can save money on renovation costs and can renovate 451 Elm Street within the allocated funds available to the Town through the Bristol County American Rescue Act Funds (ARPA). The renovation estimated for the Allen Avenue building is estimated to exceed \$5.2 million by up to \$2 million. Acquisition of 451 Elm Street allows the Town to save the additional costs of renovation that the Allen Ave would have cost. Third, the larger size of 451 Elm Street allows multiple departments to occupy the space, creating a more efficient use of the property. In addition to fulfilling our primary requirement to establish a Regional Food Distribution Center and the relocation of Lenore's Pantry, 451 Elm Street can house additional Town Departments. The potential to establish a one-stop location for Town Health and Human Services merits additional consideration. This can potentially improve collaboration and communication among team members and create a more cohesive work environment. Fourth, Scribble Time Day Care operates from the building currently.

**SPECIAL REQUIREMENTS:**

**ATTACHMENTS:**

**REFER TO SUB-COMMITTEE:**

Finance Sub-Committee

## TOWN COUNCIL MEASURE SUBMITTAL

Date:	04/24/2023	Submitted by:	Town Manager	Telephone #	508-699-0100
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**MEASURE DESCRIPTION:**

Procurement approval of the building and property located at 451 Elm Street for the purpose of creating a Regional Food Security Distribution Center and to relocate Lenore's Pantry from Town Hall to said property. Additional Town departments may be located at this building as deemed appropriate or necessary.

Signed: \_\_\_\_\_

**PURPOSE AND JUSTIFICATION:**

Page 2 of 2

The Town envisions and encourages that lease arrangement to continue going into the future. After closing, the Town would enter into a lease agreement with Scribble Time to continue their operations and generate revenue as a result. Finally, the fact that the property is ready to occupy the day after closing is a significant advantage and cost savings. Fisher is in the process of replacing the roof that includes a transferable 20-year warranty. Acquiring Fisher College eliminates the need for additional time and money to prepare the property for use and allows the Town to start operations almost immediately.

The purchase price of the building is \$2.3 million. Funding for the property acquisition is provided by North Attlenborough's \$5.2 million of ARPA. This would leave \$2.9 million for building renovations and upgrades to meet Town needs and code compliance. Upon signing the Purchase and Sale Agreement, the Town would deposit \$50,000 as earnest money. The funds are provided by the Non-Entitlement Unit (NEU) ARPA funds received previously by the Town. Additionally, the Town would allocate an additional \$50,000 of NEU ARPA funds to conduct the due diligence investigations and inspections of 451 Elm Street, North Attleborough, MA.

Overall, these factors make a strong case for the Town to purchase 451 Elm Street.

**SPECIAL REQUIREMENTS:**

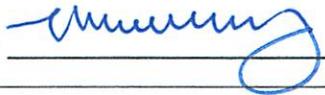
**ATTACHMENTS:**

**REFER TO SUB-COMMITTEE:**

Finance Sub-Committee

**TOWN COUNCIL MEASURE SUBMITTAL**

Date:	8/22/2022	Submitted by:	Town Manager Town Manager	Telephone #	508-699-0100
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<p><b>MEASURE DESCRIPTION:</b></p> <p>Procedure for Naming and Memorializing Bridges Streets, &amp; other Public Areas in the Town of North Attleborough.</p> <p align="right">Signed:  22 AUG 22</p>
<p><b>PURPOSE AND JUSTIFICATION:</b></p> <p>The purpose of this measure is to consider creating a bylaw that would establish the process and procedures by which a street, bridge, or other public area can be memorialized or dedicated by the Town through the Town Council. The intent of this bylaw is not to replace the process or procedure that exists in the Planning Board for subdivision street naming.</p> <p>This bylaw would include the following:</p> <ol style="list-style-type: none"> <li>1. Process by which an individual or entity can submit to the Town a street, bridge, or other public place a recommendation for memorialization or dedication.</li> <li>2. Identification and notification of abutters must be identified for any road, street, way, or bridge.</li> <li>3. The submitted recommendation would include a first choice name and a second choice name.</li> <li>4. Recommended names and name changes must be submitted to Fire Department for written approval of the names chosen and their sign-off on the form.</li> <li>5. Requesting party must contact all abutters to get their concurrence. Acceptance by a two-thirds majority of the abutters, as identified by the Assessor's Office, would be needed to proceed with the name change.</li> <li>6. Determination of the appropriate fee involved with this request. Included in any dedication or name change is the cost of signage and installation related to such signage.</li> </ol>
<p><b>SPECIAL REQUIREMENTS:</b></p>
<p><b>ATTACHMENTS:</b></p>
<p><b>REFER TO SUB-COMMITTEE:</b></p> <p>By-Law Sub-Committee</p>

<b>Measure #</b>	2023-010
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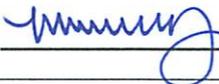
**TOWN COUNCIL MEASURE SUBMITTAL**

<b>Date:</b>	8/22/2022	<b>Submitted by:</b>	Town Manager Town Manager	<b>Telephone #</b>	508-699-0100
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<p><b>MEASURE DESCRIPTION:</b></p> <p>Procedure for Naming and Memorializing Bridges Streets, &amp; other Public Areas in the Town of North Attleborough.</p> <p align="right">Signed: _____</p>
<p><b>PURPOSE AND JUSTIFICATION:</b></p> <p>Continued:</p> <p>7. Requesting party would submit the completed abutter sign-off forms, the name change form, and a certified list of abutters to the Town Council for consideration at time of the Town Council's choosing. The Town Council would schedule a public hearing for the requested name change and notify the applicant and the abutters.</p> <p>8. Hold a public hearing on the proposed memorialization and/or road name change.</p> <p>9. Town Council, by majority vote, makes an order to change the name of the road. The new name will be included in the measure. The Clerk of Council will then file a copy of this order with the Bristol County Registry of Deeds/Land Court.</p> <p>10. Once approved, public safety will be notified of the name change.</p> <p>11. Following the memorialization, name change approval, DPW will be directed to install the appropriate street signs specifying the new name at or near each point where the road joins another road or way. In the case of a private road, abutters pay for the sign, but the DPW can install it.</p>
<p><b>SPECIAL REQUIREMENTS:</b></p>
<p><b>ATTACHMENTS:</b></p>
<p><b>REFER TO SUB-COMMITTEE:</b></p> <p>By-Law Sub-Committee</p>

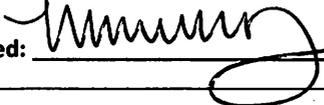
### TOWN COUNCIL MEASURE SUBMITTAL

Date:	1/18/2023	Submitted by:	Town Manager Town Manager	Telephone #	508-699-0100
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<p><b>MEASURE DESCRIPTION:</b></p> <p>To see if the Town will vote to amend the Town of North Attleborough Zoning By-Laws, Section VII-Administration and Enforcement to allow for a Planning Board Associate Member</p> <p>Signed:  12JAN23</p>
<p><b>PURPOSE AND JUSTIFICATION:</b></p> <p>VERSION 2 – ZONING BYLAW</p> <p>Amendment to Section VIII – Administration and Enforcement</p> <p>To see if the Town will vote to amend the Town of North Attleborough Zoning By-Laws, Section VIII – Administration and Enforcement, as follows:</p> <p>(a) Add a new Subsection - Planning Board Associate Member to read as follows:</p> <p>There shall be one associate member of the Planning Board appointed by the Town Manager under the authority of G. L. c. 40A, § 9. The associate member shall sit on the Planning Board for the purposes of acting on special permit application hearings in case of absence, inability to act, or conflict of interest on the part of any member of the Planning Board or in the event of a vacancy on the Board.</p> <p>or to take any other action relative thereto.</p>
<p><b>SPECIAL REQUIREMENTS:</b></p> <p>Planning Board Public Hearing/ Town Council Public Hearing</p>
<p><b>ATTACHMENTS:</b></p>
<p><b>REFER TO SUB-COMMITTEE:</b></p> <p>Planning Board</p>

**TOWN COUNCIL MEASURE SUBMITTAL**

<b>Date:</b>	5/1/2023	<b>Submitted by:</b>	<b>Town Manager</b> Chief Christopher Coleman	<b>Telephone #</b>	508-699-0100
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<p><b>MEASURE DESCRIPTION:</b></p> <p>Authorize the transfer of \$65,000 from the ambulance receipt reserve account to the ambulance budget for the fire department to augment the ambulance overtime for daily staffing.</p> <p align="right">Signed:  03MAY23</p>
<p><b>PURPOSE AND JUSTIFICATION:</b></p> <p>This transfer is needed to augment the overtime budget through the end of the Fiscal Year. We are currently in a trial period of non-cross staffing station 2 which has increased the overtime costs in addition to a long term military leave and injured on duty status for a firefighter. I have conducted a review of the entire budget and have listed funds that can be used however, additional funds are still needed.</p> <p>The following are estimates for remaining funds available:</p> <p>Salary: \$4000.00</p> <p>Remaining EMT Recertification Overtime: \$5000.00</p> <p>Remaining Paramedic Recertification Overtime: \$10,000</p> <p>Current Remaining Overtime: \$5884.00</p> <p>Total Available: \$24,884.00</p> <p>Average overtime expenditure each payroll: \$13,000 x 5 pay periods=\$65,000.00</p> <p>The \$65,000 is estimated on the high side as we do have a firefighter out long term with an on the job shoulder injury which has an impact on the overtime budget. In the event the full \$65,000 is not needed it will be returned to the ambulance receipt reserve account.</p>
<p><b>SPECIAL REQUIREMENTS:</b></p>
<p><b>ATTACHMENTS:</b></p> <p>Revenue Collection as of March 2023 and Ambulance call volume statistics.</p>
<p><b>REFER TO SUB-COMMITTEE:</b></p> <p>Finance</p>

**TOWN OF NORTH ATTLEBOROUGH**  
 Ambulance Revenue projection - February 28, 2023

2940037-424400

	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>Projection (FY 22 ) x Current Trend</u>	<u>Current Trend</u>
July	(84,063.93)	(124,740.92)	(122,841.09)	(168,459.66)	(156,249.19)	(141,211.73)	(85,125.89)	(137,377.08)	(89,594.99)	
August	(104,041.23)	(148,104.28)	(137,781.35)	(95,762.84)	(112,523.49)	(165,236.88)	(199,104.43)	(182,947.55)	(209,557.39)	
September	(133,773.50)	(28,628.36)	(66,065.92)	(149,778.81)	(189,305.02)	(166,008.99)	(138,982.36)	(170,503.27)	(146,278.92)	5.25%
October	(54,731.10)	(158,009.70)	(139,641.30)	(162,951.90)	(91,979.44)	(94,189.67)	(160,208.56)	(157,854.26)	(168,619.49)	
November	(114,333.60)	(46,804.98)	(74,576.02)	(90,321.11)	(145,670.56)	(164,209.11)	(183,516.34)	(183,563.80)	(193,150.92)	
December	(80,490.36)	(110,469.45)	(108,231.71)	(191,735.00)	(155,113.89)	(119,794.84)	(132,292.34)	(127,760.35)	(139,237.67)	
January	(95,181.44)	(127,089.67)	(141,842.68)	(97,699.43)	(100,957.76)	(103,517.92)	(146,747.25)	(169,239.48)	(154,451.46)	
February	(122,049.65)	(95,329.98)	(161,469.40)	(165,870.04)	(114,201.06)	(104,840.02)	(123,770.56)	(165,855.07)	(130,268.50)	
March	(68,711.99)	(65,529.78)	(99,951.62)	(90,608.01)	(95,091.61)	(160,420.86)	(178,939.47)	(118,472.03)	(188,333.77)	
April	(96,752.63)	(60,590.15)	(167,000.78)	(153,558.34)	(170,506.11)	(126,909.21)	(86,495.81)		(91,036.83)	
May	(157,508.17)	(155,438.95)	(85,690.99)	(110,454.55)	(149,982.80)	(139,584.30)	(137,417.77)		(144,632.19)	
June	(74,183.69)	(60,816.17)	(125,105.31)	(120,025.96)	(157,974.64)	(96,366.23)	(306,993.43)		(323,110.55)	
	<u>(1,185,821.29)</u>	<u>(1,181,552.39)</u>	<u>(1,430,198.17)</u>	<u>(1,597,225.65)</u>	<u>(1,639,555.57)</u>	<u>(1,582,289.76)</u>	<u>(1,879,594.21)</u>	<u>(1,413,572.89)</u>	<u>(1,978,272.67)</u>	605.53%

Current Balance / Beginning Balance as of July 1, 2022

Less: 2,422,612.27

Appropriated Town Council Measure M2022-066 FY 2023 Budget (1,685,667.00)

736,945.27 balance after July 1 measures  
 736,945.27 balance after October 2022 Measure

Add:

Revenues Through March 31

1,978,272.67 estimated revenues FY23 (column K)  
 1,413,572.89 FY 23 revenues posted to date

Balance @

2,150,518.16 2,715,217.94 estimated year-end balance (beginning balance less m

BALANCE AS OF MARCH 2023

YEAR END PROJECTION

	<u>Actual Activity</u>	<u>Projected Balance</u>
Beginning Balance	2,422,612.27	2,422,612.27
FY 23 Budget/Debt withdrawal	(1,685,667.00)	736,945.27
July Revenue	137,377.08	874,322.35
Aug Revenue	182,947.55	1,057,269.90
Sept Revenue	170,503.27	1,227,773.17
Town Council Measurer Transfer	0.00	1,227,773.17
Oct Revenue	157,854.26	1,385,627.43
November Revenue	183,563.80	1,569,191.23
December Revenue	127,760.35	1,696,951.58
Town Council Measurer Transfer	0.00	1,696,951.58
January Revenue	169,239.48	1,866,191.06
February Revenue	165,855.07	2,032,046.13
March Revenue	118,472.03	2,150,518.16
April Revenue	0.00	2,150,518.16
May Revenue	0.00	2,150,518.16
FY 2024 Town Council Measure	0.00	2,150,518.16
June Revenue	0.00	2,150,518.16

Christopher Coleman  
Chief

Michael Chabot  
Deputy Chief



# North Attleborough Fire Department

50 Elm Street, P.O.Box 904  
North Attleborough, Massachusetts 02761

Tel: 508.699.0140

Fax: 508.643.0296

03-JAN-23

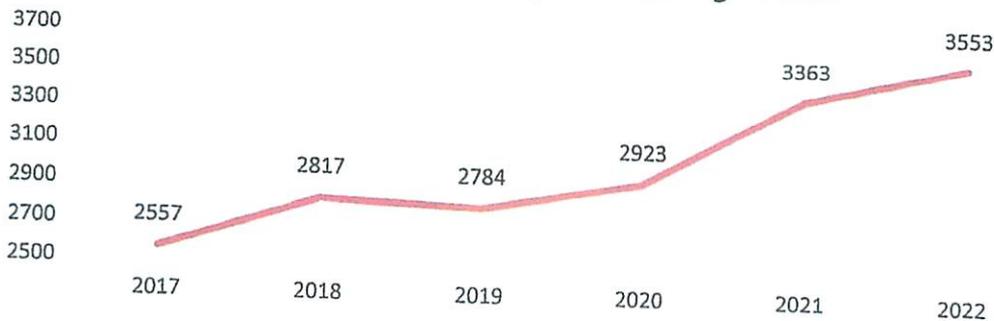
Chief Coleman,

Please accept the following information as the comparative EMS response volume for the Department covering the years 2017-2022.

The data reveals an on average increase of 7.79 % per year over the last five years. Also notable is an increase of 21.5% total call volume over the last two years alone.

The population of North Attleboro was reported to be 30, 834 as of the April 1, 2020 US Census. As of the 2010 US Census, North Attleboro had a reported population of 28,712 residents resulting in a 7.39 percent increase over that 10-year span. Our community currently includes 15.1% of the population being of age 65 or older. The trending data reveals our community is expanding not only by simple population numbers, but also by population density and age. Emergency Medical Services in the Town of North Attleboro will certainly be in increasing demand over the coming years.

## North Attleboro Fire Department Total EMS Responses by Year



Please contact me with any questions or if you would like any further information.

Submitted respectfully,

Captain Brian D. Kelley  
EMS Coordinator

2022 - 2023  
1/1/22 - 4/19/22  
even as of 12/11/21

Christopher Coleman  
Chief

Michael Chabot  
Deputy Chief



## North Attleborough Fire Department

50 Elm Street, P.O.Box 904  
North Attleborough, Massachusetts 02761

Tel: 508.699.0140

Fax: 508.643.0296

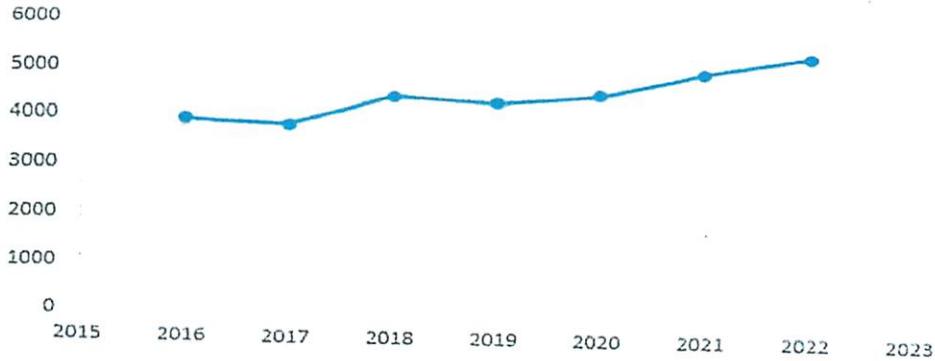
### North Attleboro Fire Department Call Volume Data

The North Attleboro Fire Department has seen a significant increase in overall call volume and Emergency Medical Calls for Service. A call volume comparison was conducted, and we found that from 2021-2022 there was a 7% increase in overall call volume. Additionally, we looked at a comparison from 2016-2022 and found that our call volume has increased by 36%. As 66% of our calls for service are Emergency Medical Services in nature, we have seen an average increase of 7.79% increase over the last five (5) years and an astonishing 21.5% increase in the last two years alone where a resident or visitor needs medical attention and transport to a local hospital.

#### There are several drivers to this increase:

1. Increased population, density, and age
2. New residential neighborhoods
3. New Commercial buildings
4. New Growth including 21 East Street
5. Hotels
6. Urgent Care
7. Nursing Home
8. Assisted Living
9. 30 apartment buildings which were non-compliant with fire alarm systems and have installed systems creating more fire alarm activations for various reasons.
10. 15.1% of our population is 65 years of age or older
11. Increased mutual aid responses as all area departments are seeing an increased call volume.

### Call Volume Comparison 2016-2022



#### Total Calls for Service:

2016: 3949  
2017: 3881  
2018: 4459  
2019: 4350  
2020: 4545  
2021: 5019  
2022: 5372

#### EMS response data

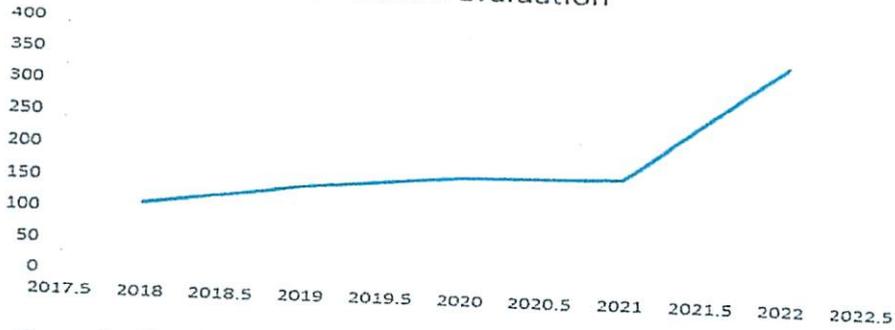
### North Attleboro Fire Department Total EMS Responses by Year



2017: 2557  
2018: 2817  
2019: 2784  
2020: 2923  
2021: 3363  
2022: 3553

Engine 2 Cross Staffing vs Non-Cross Staffing

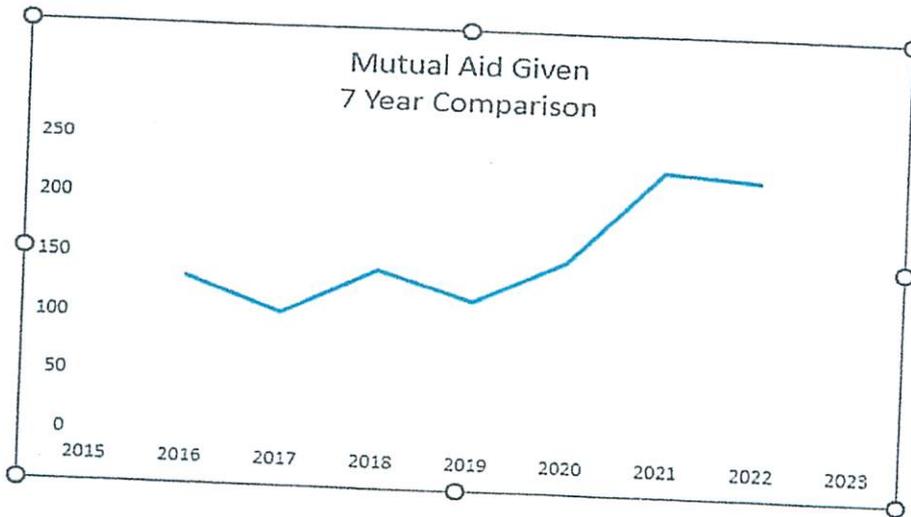
Engine 2 Cross Staffing vs Non-Cross Staffing  
6-Month Evaluation



Non-Cross Staffing begun July 5, 2022, and was evaluated until December 31, 2022  
 2018: 111 calls for service. Station Cross Staffed with an ambulance.  
 2019: 143 calls for service. Station Cross Staffed with an ambulance.  
 2020: 165 calls for service. Station Cross Staffed with an ambulance.  
 2021: 169 calls for service. Station Cross Staffed with an ambulance  
 2022: **350 calls for service.** Station *was not* cross staffed and had 2 firefighters there 24 hours a day. This was beneficial as the ambulance calls have increased this station was still staffed to handle additional calls and multiple simultaneous calls without using mutual aid. This is a 107% increase from 2021 during cross staffing.

**Mutual Aid Given:**

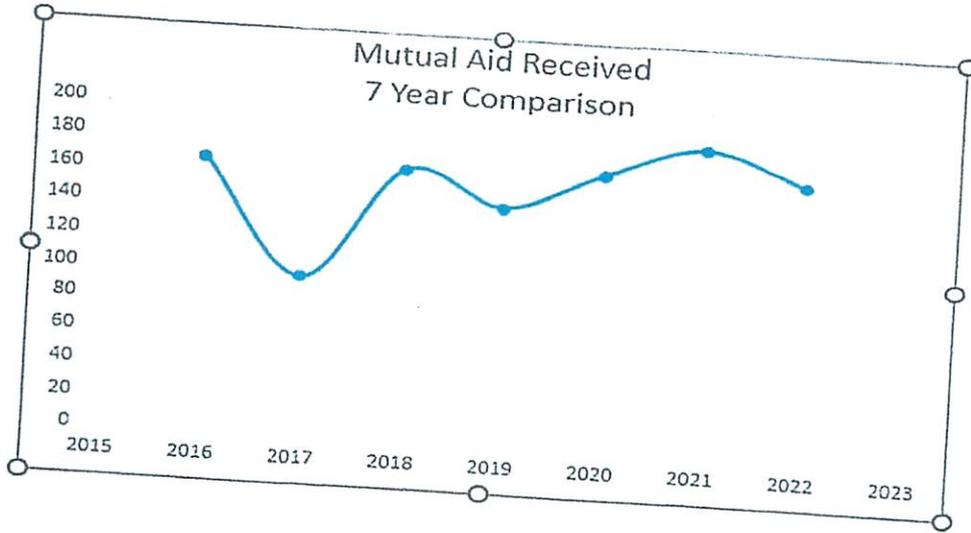
2021: 229  
 2022: 224



**Mutual Aid Received:**

2021: 186

2022: 167



In closing, maintaining 13 firefighters on duty daily is crucial to our daily department operations, and safety of our residents and firefighters our call volume has increased exponentially over the last 7 years and is only predicted to increase with future developments such as the Kelley Blvd 40R project, 162,000 sq. foot warehouse and the potential for housing or re-development of the Emerald Sq. Mall. With our current staffing and the non-cross staffing model we have been able to capture multiple simultaneous calls for service and not rely on mutual aid as compared to 2021.

Christopher M. Coleman  
Chief of Department