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September 2024

Michael Blanchard
Town Administrator
Town of Dover
P.O. Box 250
Dover, MA 02030

Dear Michael,

The JB Consulting Group, LLC was hired by the Town of Dover to review the Dover Fire Department Standard Operating Guidelines (SOGs) dated October 11, 2023. On June 20, 2024, Retired Fire Chief Jeffrey Blanchard, Principal at JB Consulting Group, LLC, and Retired Fire Chief Jack Parow, Founder/Principal at Parow Consulting and Associates, met with Dover's Town Administrator Michael Blanchard and Fire Chief Ed Kornack. During this meeting we discussed the SOPs, some of the issues surrounding the SOGs and how the Dover Fire Department provides their emergency services.

After the meeting, we conducted a thorough review of the October 11, 2023, SOPs as they related to current industry standards, including but not limited to the National Fire Prevention Association (NFPA) standards, the Occupational Safety and Health Administration (OSHA), and Massachusetts General Laws (MGL). We also reviewed the membership's concerns in the letter to Chief Luttazi, marked Exhibit 5, and a letter to the Dover Board of Selectmen dated April 24, 2024.

We did this review individually and then met via a Zoom meeting to discuss our findings on July 2, 2024. Subsequently, and on July 11, 2024, we met, again via Zoom, with Fire Chief Kornack to discuss our findings and to get some clarification on questions we had on the SOGs.

We are pleased to report that no violations of NFPA Standards, OSHA Standards, or MGLs were found. However, we did identify some grammatical and punctuation corrections that were necessary for clarity and readability. In addition, we have provided suggested language to address polyfluoroalkyl substances (PFAS) in structural firefighting gear.

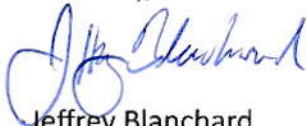
By the end of the July 11, 2024, meeting, we were in full agreement on all changes needed, and that appropriate changes were made where and if necessary to ensure the SOGs read appropriately and were properly formatted. We created a Word document with "Track Changes" for the Town to review.

Creating, organizing, and distributing all the various firefighting SOGs can seem like an overwhelming and impossible task, however, fire department SOGs are incredibly important. Fire department Standard Operating Guidelines (SOGs) are essential for operational excellence, guiding decision-making, enhancing safety, and ensuring coordinated teamwork. They cover both day-to-day internal operations and emergency situations, helping firefighters understand expectations and maintain safety. By having comprehensive SOGs, fire departments can operate more consistently and efficiently.

In closing we feel the SOGs, as revised, meet current industry standards and should be adopted by the Dover Fire Department.

The JB Consulting Group would like to thank you for the opportunity to conduct this review and we are available to answer any questions you may have. We do plan on having an additional meeting with Fire Chief Ed Kornack after he has had time to review the "Track Changes".

Sincerely,



Jeffrey Blanchard

Principal

JB Consulting Group, LLC