FOXBOROUGH FIRE & RESCUE

COMMUNITY RISK ASSESSMENT - STANDARDS OF COVER

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Foxborough Fire & Rescue

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Community Risk Assessment-Standards of Cover

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TABLE OF CONTENTS

Executive Summary 1
A. Description of Community Served 2
Introduction 2
Community and Department Legal Basis 2
History of the Community 3
Community Financial Basis 6
Community Boundaries 7
Community Planning Areas 9
Community Transportation Systems 14
Community Critical Infrastructure 16
Community Land Use and Zoning 17
Community Topography 21
Community Geography 22
Community Geology 24
Community Physiography 25
Community Climate 25
Community Population/Population Densities 34
Community Demographic Features 36
B. History of the Agency 39
Major Historical Milestones of the Department 39
Current Legal Boundary of Service Area 56
Current Organization, Divisions, Programs, and Services 57
Fire Stations, Training Facilities, Apparatus, Equipment, and Staffing 59
C. Current Descriptions of Levels of Service with Delivery Programs 63
Fire Suppression 64
Emergency Medical Services 65
Technical Rescue 65
Hazardous Materials 67
Wildland Fire Services 68
Public Health Nurse 69
Fire Prevention 69
D. Current Deployment and Coverage Areas 71
Points of Service Delivery 71
Minimum Deployment Resources 71
Response Areas 71
E. Summary of Community Response History 71
F. Community Priorities, Expectations, and Performance Goals 75
Mission Statement 75
Community Service Priorities 75
Community Service Expectations 76
Historical Performance Goals 77
G. Community Risk Assessment and Risk Levels 78

Risk Assessment Methodology 78
Planning Areas/Zones 79
Risk Assessment 81
Critical Task Analysis 88
Risk Classification and Categories 93
H. Historical Perspective and Summary of System Performance 100
Distribution Factors 100
Concentration Factors 101
Reliability Factors 102
Dataset Qualification 102
Baseline Performance Tables 104
I. Evaluation of Service Delivery 121
Performance Objectives – Benchmarks 121
Performance Objectives – Baselines 124
Performance Gaps – Baseline to Benchmark Time Gap 127
Community Areas for Program Delivery and Coverage Improvement 130
Recommendations for Improved Effectiveness in Deployment and Coverage 131
J. Performance Maintenance and Improvement Plans 132
Compliance Team / Responsibility 132
Performance Evaluation and Compliance Strategy 132
Compliance Verification Reporting 132
Continuous Improvement Strategy 134
K. Appendices 135
Appendix A: Acts of 1778 incorporating Town of Foxborough 135
Appendix B: Fire District Map 137
Appendix C: Mutual Aid Agreements 138
Appendix D: Population Density Map 148
Appendix E: Water System 149
Appendix F: Community Planning Area Map 150
Appendix G: Neighborhood Map Commercial 2019 151
Appendix H: Neighborhood Map General 2019 152
Appendix I: Neighborhood Map Residential 2019 153
Works Cited 154

TABLES

Table 1: Zoning Dimensional Regulations - Residential 19
Table 2: Zoning Dimensional Regulations – Non-Residential 20
Table 3: Presidentially-Declared Disasters in Norfolk County (1991-2022) 27
Table 4: Hurricane-Intensity Storms 30
Table 5: Multi-Community Census Data (2010, 2020) 36
Table 6: Foxborough Census Data 36
Table 7: Demographics (as of 7/1/23) 37
Table 8: Fire Suppression Response Tiers 64
Table 9: Response History (2020) 72
Table 10: Response History (2021) 73

Table 11: Response History (2022) 74
Table 12: Program and Service Priorities Identified by Community Stakeholders....75
Table 13: Scoring Matrix - Impact....79
Table 14: Scoring Matrix - Probability 79
Table 15: Scoring Matrix - Consequence....79
Table 16: Parcels in each Fire District 80
Table 17: Risk Scale 82
Table 18: Examples of Non-Emergent Incidents.... 82
Table 19: Examples of Low Risk Fire Incidents....83
Table 20: Examples of Moderate Risk Fire Incidents 83
Table 21: Examples of High Risk Fire Incidents 84
Table 22: Examples of Extreme Risk Fire Incidents 84
Table 23: Risk Matrix - Impact, Probability, Consequence....93
Table 24: Baseline Performance - Low Risk Fire.... 104
Table 25: Baseline Performance - Moderate Risk Fire.... 106
Table 26: Baseline Performance - High Risk Fire 108
Table 27: Baseline Performance - Low Risk EMS....110
Table 28: Baseline Performance - Moderate Risk EMS 112
Table 29: Baseline Performance - Low Risk Technical Rescue.... 1134
Table 30: Baseline Performance - High Risk Technical Rescue 116
Table 31: Baseline Performance - Low Risk HazMat....119

MAPS

Map 1: Foxborough Boundary 9
Map 2: Future Housing Development 10
Map 3: Community Planning Area 13
Map 4: Future Development Area....14
Map 5: Water System 16
Map 6: Original Water Distribution Map.... 17
Map 7: Zoning.... 20
Map 8: USGS Map of Foxborough.... 22
Map 9: Soils and Geologic Features 23
Map 10: Agricultural Soils 24
Map 11: Massachusetts Seismic Hazard Map (USGS, 2014) 25
Map 12: Annual Average Thunderstorm Days in the U.S. 31
Map 13: Average Annual Snowfall (1981-2010).... 32
Map 14: Population Density.... 34
Map 15: Massachusetts Fire Districts 56
Map 16: Street Map - Foxborough....101

FIGURES

Figure 1: Historic and Projected Population (1920-2040).... 35
Figure 2: Organizational Chart 58
Figure 3: Three-Axis Calculation 79
Figure 4: Heron's Formula.... 79

Executive Summary

Foxborough Fire & Rescue (Department) provides both fire and EMS responses services to the citizens and guests to the Town of Foxborough. The Department has begun and will continue the constant pursuit of excellence through the initial process of acquiring our accreditation by the Commission of Fire Accreditation International (CFAI). This Community Risk Assessment-Standard of Cover is our first step and covers several important requirements for accreditation that identifies the risks that exist in our community, establishes levels of service to respond to those risks and evaluates the overall performance of the Department.

This Community Risk Assessment-Standards of Cover focuses on providing an efficient and effective response to emergencies and defines a high-quality all-hazards response program that can be evaluated based on risk and community expectations. Through the Community Risk Assessment-Standards of Cover and in conjunction with the Fire and Emergency Services Self-Assessment (FESSAM), the Department evaluates all aspects of the community, response needs, and expectations and modifies them when needed.

Foxborough Fire & Rescue continually strives to make our community safer by dedicating our resources to preventing and mitigating the effects of fires, hazardous materials incidents, emergency medical services, technical rescue, and natural or man-made disasters. The Department has in-place programs and procedures dedicated to ensuring the safe construction and operation of businesses, adopting current fire codes and educating business/homeowners on fire safety, providing school children and the elderly citizens with the education and tools to prevent fire, injuries, and prepare residents and business owners to mitigate damage during natural disasters.

Foxborough Fire & Rescue will continue to endeavor towards quality by identifying and implementing performance improvement plans to better serve the community and its visitors. The entire department will focus on its mission, ***"Foxborough Fire & Rescue provides first-class, full-time, professional fire and emergency medical services to the town of Foxborough and surrounding communities. Our organization strives to deliver all-hazards prevention, response, and mitigation to support a healthy, growing, and diverse community to exceed the expectations of those served"***

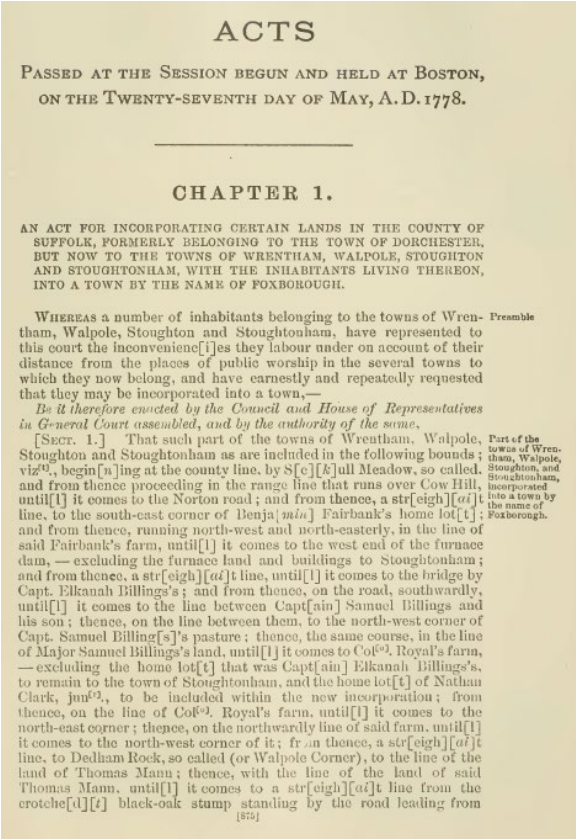
A. Description of Community Served

Introduction

The Foxborough Fire & Rescue (FFR) produced this Community Risk Analysis-Standards of Cover (CRA-SOC) document to be compliant with industry best practices. The purpose for completing such a document is to assist the Foxborough Fire & Rescue in ensuring a safe and effective response force for fire suppression, emergency medical services, and public health, in addition to homeland security issues. These written procedures determine the distribution and concentration of fixed and mobile resources of this department. The ultimate goal of FFR is to promote a high quality of life for the citizens and visitors to the Town of Foxborough. This can only be done by delivering a high level of service. The information provided within these pages will assist the department in providing a better service to the citizens and visitors of the Town of Foxborough and help make it a safer and more hazard resilient community.

Community and Department Legal Basis

The Commonwealth of Massachusetts formally accepted the request of the inhabitants of an area known as Foxborough to be incorporated into a town. This Act was officially passed at the session begun and held at Boston, on the twenty-seventh day of May, A.D. 1778. (Appendix A)



ACTS

PASSED AT THE SESSION BEGUN AND HELD AT BOSTON, ON THE TWENTY-SEVENTH DAY OF MAY, A.D. 1778.

CHAPTER 1.

AN ACT FOR INCORPORATING CERTAIN LANDS IN THE COUNTY OF SUFFOLK, FORMERLY BELONGING TO THE TOWN OF DORCHESTER, BUT NOW TO THE TOWNS OF WRENTHAM, WALPOLE, STOUGHTON AND STOUGHTONHAM, WITH THE INHABITANTS LIVING THEREON, INTO A TOWN BY THE NAME OF FOXBOROUGH.

Preamble

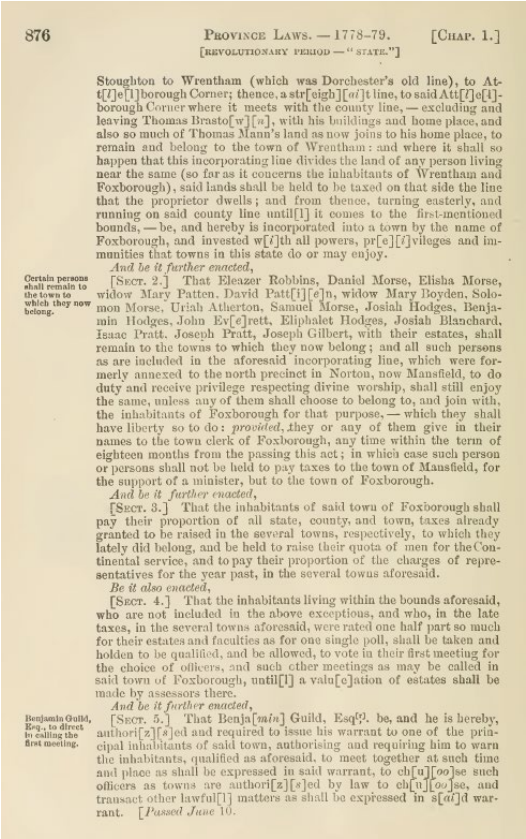
WHEREAS a number of inhabitants belonging to the towns of Wrentham, Walpole, Stoughton and Stoughtonham, have represented to this court the inconvenienc[i]es they labour under on account of their distance from the places of public worship in the several towns to which they now belong, and have earnestly and repeatedly requested that they may be incorporated into a town,—

Be it therefore enacted by the Council and House of Representatives in General Court assembled, and by the authority of the same,

Part of the towns of Wrentham, Walpole, Stoughton, and Stoughtonham, incorporated into a town by the name of Foxborough.

[SECT. 1.] That such part of the towns of Wrentham, Walpole, Stoughton and Stoughtonham as are included in the following bounds; viz[t]., begin[n]ing at the county line, by S[c][k]ull Meadow, so called, and from thence proceeding in the range line that runs over Cow Hill, until[l] it comes to the Norton road; and from thence, a str[eigh][ai]t line, to the south-east corner of Benja[min] Fairbank's home lot[t]; and from thence, running north-west and north-easterly, in the line of said Fairbank's farm, until[l] it comes to the west end of the furnace dam, — excluding the furnace land and buildings to Stoughtonham; and from thence, a str[eigh][ai]t line, until[l] it comes to the bridge by Capt. Elkanah Billings's; and from thence, on the road, southwardly, until[l] it comes to the line between Capt[ain] Samuel Billings and his son; thence, on the line between them, to the north-west corner of Capt. Samuel Billing[s]'s pasture; thence, the same course, in the line of Major Samuel Billings's land, until[l] it comes to Col[o]. Royal's farm, — excluding the home lot[t] that was Capt[ain] Elkanah Billings's, to remain to the town of Stoughtonham, and the home lot[t] of Nathan Clark, jun[r]., to be included within the new incorporation; from thence, on the line of Col[o]. Royal's farm, until[l] it comes to the north-east corner; thence, on the northwardly line of said farm, until[l] it comes to the north-west corner of it; fr[o]m thence, a str[eigh][ai]t line, to Dedham Rock, so called (or Walpole Corner), to the line of the land of Thomas Mann; thence, with the line of the land of said Thomas Mann, until[l] it comes to a str[eigh][ai]t line from the crotche[d][t] black-oak stump standing by the road leading from

[875]



876 PROVINCE LAWS. — 1778–79. [CHAP. 1.]
[REVOLUTIONARY PERIOD — "STATE."]

Stoughton to Wrentham (which was Dorchester's old line), to Att[l]e[l]borough Corner; thence, a str[eigh][ai]t line, to said Att[l]e[l]borough Corner where it meets with the county line, — excluding and leaving Thomas Brasto[w][n], with his buildings and home place, and also so much of Thomas Mann's land as now joins to his home place, to remain and belong to the town of Wrentham: and where it shall so happen that this incorporating line divides the land of any person living near the same (so far as it concerns the inhabitants of Wrentham and Foxborough), said lands shall be held to be taxed on that side the line that the proprietor dwells; and from thence, turning easterly, and running on said county line until[l] it comes to the first-mentioned bounds, — be, and hereby is incorporated into a town by the name of Foxborough, and invested w[i]th all powers, pr[e][i]vileges and immunities that towns in this state do or may enjoy.

And be it further enacted,

Certain persons shall remain to the town to which they now belong.

[SECT. 2.] That Eleazer Robbins, Daniel Morse, Elisha Morse, widow Mary Patten, David Patt[i][e]n, widow Mary Boyden, Solomon Morse, Uriah Atherton, Samuel Morse, Josiah Hodges, Benjamin Hodges, John Ev[e]rett, Eliphalet Hodges, Josiah Blanchard, Isaac Pratt, Joseph Pratt, Joseph Gilbert, with their estates, shall remain to the towns to which they now belong; and all such persons as are included in the aforesaid incorporating line, which were formerly annexed to the north precinct in Norton, now Mansfield, to do duty and receive privilege respecting divine worship, shall still enjoy the same, unless any of them shall choose to belong to, and join with, the inhabitants of Foxborough for that purpose, — which they shall have liberty so to do: *provided*, they or any of them give in their names to the town clerk of Foxborough, any time within the term of eighteen months from the passing this act; in which case such person or persons shall not be held to pay taxes to the town of Mansfield, for the support of a minister, but to the town of Foxborough.

And be it further enacted,

[SECT. 3.] That the inhabitants of said town of Foxborough shall pay their proportion of all state, county, and town, taxes already granted to be raised in the several towns, respectively, to which they lately did belong, and be held to raise their quota of men for the Continental service, and to pay their proportion of the charges of representatives for the year past, in the several towns aforesaid.

Be it also enacted,

[SECT. 4.] That the inhabitants living within the bounds aforesaid, who are not included in the above exceptions, and who, in the late taxes, in the several towns aforesaid, were rated one half part so much for their estates and faculties as for one single poll, shall be taken and holden to be qualified, and be allowed, to vote in their first meeting for the choice of officers, and such other meetings as may be called in said town of Foxborough, until[l] a valu[e]ation of estates shall be made by assessors there.

And be it further enacted,

Benjamin Guild, Esq., to direct in calling the first meeting.

[SECT. 5.] That Benja[min] Guild, Esq[r]. be, and he is hereby, authori[z][s]ed and required to issue his warrant to one of the principal inhabitants of said town, authorising and requiring him to warn the inhabitants, qualified as aforesaid, to meet together at such time and place as shall be expressed in said warrant, to ch[u][oo]se such officers as towns are authori[z][s]ed by law to ch[u][oo]se, and transact other lawful[l] matters as shall be expressed in s[ai]d warrant. [*Passed June* 10.

At the Annual Town Meeting of the inhabitants of Foxborough on March 2, 1931, Article 16 was read and voted on in the majority. Said Article 16 voted that the Town vote to accept Sections 42, 43, and 44 of Chapter 48 of General Laws, as amended by the Acts of 1921.

Section 42 establishes that towns may establish a fire department to be under the control of an officer to be known as the chief of the fire department. The chief shall be appointed by the selectmen and shall receive such salary as the selectmen may from time to time determine, not exceeding in the aggregate the amount annually appropriated therefor.

History of the Community

Located at the intersection of Interstates 95 and 495 south of Boston, Foxborough, known to its residents as "the gem of Norfolk County," is a growing community with a population of 18,618 at the time of the 2020 Census; the US Census estimates the 2022 population was 18,488. The population of Norfolk County was 725,981 in 2020 and estimated at 725,531 in 2022, while the Massachusetts statewide population was 7,029,917 in 2020 and estimated at 6,981,974 in 2022 (US Census).

. The land area of Foxborough is approximately 21 square miles, with about one square miles of water. The population density was about 938 individuals per square mile in 2020, around the average of the surrounding communities. Foxborough is bordered by Walpole on the north, Norfolk on the northwest, Sharon on the northeast, Wrentham and Plainville on the west, and Mansfield on the south and southwest. Foxborough is 17 miles west of Brockton, 24 miles south of Boston, and about 195 miles from New York City.

Foxborough was settled on land which was purchased from Native Americans. In 1666, King Philip sold the land between the Old Colony Line and a grant made to Dedham for the sum of 28 Pounds. This tract covered land now belonging to the present towns of Canton, Stoughton, Sharon, Foxborough, and a part of Wrentham. The town's first settler was an unintentional one: Thomas Brintnall and his wife Esther, who rafted up the Wading River from Taunton in 1664. While the pair intended to settle along the Wading River in what is now West Mansfield, they journeyed slightly too far north and landed in what is now Foxborough. Others would follow to stake a claim and provide for their families.

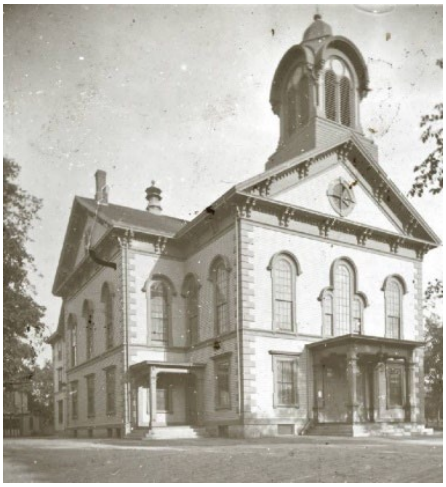
By 1766, seventy-three families lived in town, and they petitioned the legislature for incorporation. While the petition was denied, they were not deterred. They resubmitted it in 1768, 1771, and again in 1773, with each petition raising hopes they would eventually succeed and each denial met with a vow to try again. Finally, the legislature reconsidered the 1773 petition again – this time favorably. The date was June 10, 1778, but for whom would the new community be named? News had just reached the Colonies of yet another impassioned presentation before Parliament by Charles James Fox, who was unrelenting in his support for those desiring independence. It was decided that he would be a fitting choice and that the new community would be named Foxborough.

More people came and chose this place as their home. The town's straw hat industry started by chance in 1798 when twelve-year-old Betsy Metcalf stood admiring a straw bonnet displayed in a store window in Providence. When she could not afford it, she gathered rye from her father's field, split the straw with her thumbnail, and fashioned the first straw hat made in America. When Betsy attended Day's Academy in Wrentham, her new friends from Foxborough were fascinated by the new bonnet, and Betsy showed them how to split and braid straw. The commercial value of the hats was

obvious, and quickly there were small manufacturing shops everywhere. Soon Ezra Carpenter, Jr. began taking straw hats made in Foxborough to market in Boston. Demands for the products lead to more stores and more manufacturing in town; The Union Straw Works was built on Wall Street and eventually became the world's largest straw hat manufacturer. A business district evolved, and families were drawn to the center of town.

In 1850, the Foxborough Fire Company was formed and purchased its first apparatus, an 1851 Hunneman engine, the following year. The straw hat industry had spread throughout the community, and in 1853, the Union Straw Works was built on Wall Street. Good times followed, and the population neared 3,000, with hundreds more living in boarding houses provided by the local manufacturers.

In 1857, the town beautified the area in the center, and the town common was laid out as known today; the fence was cast at Cary Foundry on Mill Street. Nearby, the Town House, a magnificent structure built to house town offices and later a public high school, was built on the present site of the Town Hall. The Civil War would be a time to test the young community, which would be called on to bury twenty-one of its sons as a result of the conflict. Deciding on a "suitable monument," the community erected Memorial Hall as a tribute "to all those whose lives were touched by the war."



At the close of the conflict, relative prosperity returned to town. The business district was now populated by tinsmiths, grocers, cobblers, apothecaries, barber shops, and launderers. Passenger trains passed through town on their trips between Boston and Providence, and a freight line opened the center to the broader world. The community was truly coming of age: There were demonstrations in the Town Hall of telephones and electricity, and natural gas produced by the Union Straw Works would become available in the town center.

In 1879, the Foxboro Water Supply District was formed, and within a few years, indoor plumbing became a reality for many families. But by the turn of the century, the straw-hat industry was in decline. Hopes for continued prosperity rested with the Van Choate Electric Company, which held patents for manufacturing electric devices. While the company was erecting a large complex of buildings on Neponset Street, residents hoped that new jobs would soon come to the town. But, 1900 would be a disastrous and challenging year.

The Van Choate Electric Company went into receivership. There would be no jobs or return on investment for the hundreds that had purchased stock in the company. On May 28, 1900, at 7:20 pm, the fire alarm rang. The Union Straw Works, the world's largest straw hat factory, was engulfed in flames and totally destroyed in about ninety minutes. The community was stunned, but worse news was on the way. On June 4th at 4:40 am, even while a fire watch remained on duty at the Straw Works, the Town House became engulfed in flames. Without warning, the front tower collapsed, and the building's large bell came crashing down. Three firefighters lost their lives that night, another was seriously injured, and

a community mourned. All of the town offices and the high school were gone. But concern rested with the widows and children of the firefighters, and volunteer efforts turned to raise funds for their care.

The Van Choate buildings stood empty in 1908 when Bennett and Edgar Bristol broke away from the family business in Connecticut. They formed the Industrial Instrument Company, then acquired the Standard Gauge Company, and purchased the brick complex on Neponset Avenue; the economic recovery of the community was underway. In 1914, the Bristol's reorganized and changed the name of their business to The Foxboro Company. While the company started with close to 100 employees, it would number over 2,000 within 50 years.

When the country went to war in 1941, Foxborough went with it. The Foxboro Company made control mechanisms for British torpedoes, eventually working three shifts around the clock under tight security. The community rallied with blackout regulations, air raids, war rations, scrap drives, and successful war bond drives. When news of the first Foxborough men lost to war arrived in town, the community pressed on. The news that the war was over was greeted with spontaneous celebration: fire whistles blew, factory whistles sounded, sirens wailed, and hundreds of automobile horns could be heard through the community. While the community was proud, the price was high: fourteen men from Foxborough would not return home.

The town continued to mature. When the town doubled in size, needs brought by the increasing postwar population were met with the construction of roads and schools, the creation of a new town hall and public library, the building of two senior housing complexes, and renewed interest from the community to improve the town. Foxborough stands proud of its past and ready for a bright future.

Foxborough was composed of small neighborhood communities until the early 1900s. These included Foxvale/Paineburgh, which remained semi-independent until the early twentieth century; Quaker Hill in South Foxborough; and Lakeview/Donkeyville in West Foxborough.

Schaefer Stadium (later known as Sullivan Stadium, then Foxboro Stadium) opened in 1971 as the home of the New England Patriots, after the football team spent its first eleven seasons playing at various stadiums in Boston. The family of Billy Sullivan owned both the Patriots and the stadium until they sold the team in 1988. The stadium, however, lapsed into bankruptcy and was then bought by paper magnate Robert Kraft. With Kraft in control of Foxboro Stadium, he prevented the Patriots from relocating to St. Louis in 1994 by refusing to let the team break their lease, then bought the Patriots outright. Kraft then founded the New England Revolution, one of the charter clubs of Major League Soccer, in 1996.

Gillette Stadium opened in 2002 as a replacement for Foxboro Stadium. The Patriot Place shopping plaza, built on land surrounding the stadium bought by Kraft, completed construction in 2009. Adjacent to Gillette Stadium, Patriot Place features more than 1.3 million square feet of shopping, dining, and

entertainment. You will find major fashion retailers, live and interactive entertainment, eateries, a four-star hotel, state-of-the-art theatre, and much, much more.

The South Marketplace is also home to a nature trail surrounding a traditional New England cranberry bog and anchored by the region's only Bass Pro Shops.

Patriot Place is the home of the Brigham Health and Brigham and Women's/Mass General Health Care Centers, offering healthcare for the region out of two state-of-the-art medical buildings spanning over 275,000 square feet.

Forbes Crossing, formerly known as Foxfield Plaza, is located on Route 140 off I-95. The development features a renovated 46,700 square foot retail strip with tenant space ranging from 2,000 square feet to 5,730 square feet and a 26,000 square feet junior anchor. An all-new three-story hotel and three pad sites (two with drive-thus by right) round out the rest of the development.

The Town of Foxborough is currently broken down into four separate Fire Districts which is used for mutual aid resources to be dispatched for both fire and medical emergency calls. (Appendix B)

Government:

Open Town Meeting is the form of government-managed by a five-member Select Board and a Town Manager. The town provides public water service, and electrical service is provided through National Grid. The Foxborough Public Health Nurse provides well-child clinics, lead level screening, immunizations, etc., and blood pressure clinics. The Foxborough area is served by Steward Norwood Hospital (currently being rebuilt),, and Foxborough Health Center. Dana Farber Cancer Institute and Partners Healthcare, including Mass General Hospital and Brigham & Women's Hospital in Foxborough and Sturdy Memorial Hospital in Attleboro, also provide local health care.

Community Financial Basis

Under a Town Meeting form of government, all department heads work directly for the Town Manager. Foxborough Fire & Rescue prepares an annual department budget, which is presented for approval first to the Town Manager, then to the Select Board, next to the Advisory Committee. Finally, the budget is voted on by an open town meeting. FFR operates within the confines of the town's revenue streams, budgetary rules, and financial policies. In fiscal year 2022 FFR's budget accounted for slightly more than 5 percent of the total town budget. Ambulance receipts are of critical importance to the finances and operation of FFR. These receipts, which total approximately 1.5 million dollars a year, account for about 33-35% of funding infused into the total budget, lowering reliance on tax revenue. These receipts also fund all of FFR capital expenditures, such as fire trucks and ambulances, eliminating competition against other departments for precious funding. In addition, the department also has an apparatus revolving account which is the result of billing for vehicle usage during private details. This revenue source funds the replacement of staff/support vehicles and augments the apparatus maintenance budget in the case of extraordinary or unforeseen repair costs. In addition, FFR has been very successful at competitive grant opportunities from the State Homeland Security Program, Federal Assistance to Firefighters, Federal Staffing, and local organizations. Grants

received have funded everything from staffing and equipment for technical rescue to a million-dollar ladder truck.

Community Boundaries

The town's boundaries have been set forth as described below by the legislature of the Commonwealth of Massachusetts. The boundary lines are described in the following atlas:

Commonwealth of Massachusetts:

BOARD OF HARBOR AND LAND COMMISSIONERS
ATLAS OF THE BOUNDARIES OF THE CITY OF NEWTON, MIDDLESEX COUNTY AND TOWNS OF DEDHAM, DOVER, FOXBOROUGH, MEDFIELD, NEEDHAM, NORWOOD, SHARON WALPOLE, WELLESLEY, WESTWOOD, NORFOLK COUNTY

FOXBOROUGH:
Foxborough, settled previously to 1700, was formerly a part of the town of Dorchester, but at the time of its incorporation as a town, June 10, 1778, it was made up of parts of Wrentham, Walpole, Stoughton, and Stoughtonham (now Sharon). An additional part of Wrentham was annexed in 1831; a part of Sharon in 1833, and another in 1850. A part of Foxborough was set off to Walpole in 1833 and another in 1834, and a part to Sharon in 1833.

DESCRIPTION:
Foxborough-Mansfield Line. This line is a part of the Old Colony line which was originally defined in 1640. redefined by another commission in 1664 and its termini agreed upon; it was surveyed and marked in 1713 by Messrs. Thaxter and Thompson. and finally established by the Statutes of 1772-73. chapter 26. The present bounds appear to have been set between the years 1825 and 1832. and have since been accepted as marking the line established in 1772.

Foxborough-Norfolk Line. This line was established by the Statutes of 1870. chapter 35. incorporating Norfolk. It was slightly modified by the Statutes of 1903. chapter 380. which changed the position of the corner of Foxborough, Norfolk, and Walpole.

Foxborough-Sharon Line. This line was established by the Statutes of 1833. chapter 15. The southerly portion was modified by the Statutes of 1850. chapter 47. annexing a part of Sharon to Foxborough.

Foxborough-Walpole Line. This line was straightened and defined by the Statutes of 1903. chapter 380.

Foxborough-Wrentham Line. This line was clearly defined by the Statutes of 1819 chapter 44. and the Statutes of 1831 chapter 36 which fixed the southerly corner of Norfolk on the old line to "Dedham Rock," which was the old corner of Walpole.

LINE BETWEEN THE TOWNS OF FOXBOROUGH AND MANSFIELD.
Beginning at the corner of Foxborough, Mansfield, and Sharon, a rough granite monument marked F S and standing in a pile of stones in oak and maple woods, on land of J. A. Horrigan, south 62° 27' west and about 470 feet distant from the roadstone on the westerly side of Winter Street, Mansfield, or Mansfield Street, Sharon ; thence south 62° 23' west 33,685 feet to the corner of Foxborough, Mansfield, North Attleborough and Wrentham, a rough, light-colored, granite monument marked A F M W and situated in oak woods known as "Cutting Plain," at a point south 10° 07' east and 1,750 feet distant from the roadstone on the southeasterly side of Cedar Street, Foxborough, or Messenger Street, Wrentham, which is near the southerly end of Mirimichi or Shepard's pond.

LINE BETWEEN THE TOWNS OF FOXBOROUGH AND NORFOLK.

Beginning at the corner of Foxborough, Norfolk, and Walpole, a rough stone monument marked N W F and situated about one-half mile northeast of Elmhurst farm house in Foxborough, on the southeasterly edge of oak and pine woods, about 400 feet northerly from the fork in a wood-road which leads northerly from Washington Street, at a point 500 feet northeasterly from its junction with Pine Street in Foxborough; thence south 32° 34' west 2,125 feet to corner 1, known as "Dedham Rock, " marked by two 2-inch drill holes 4 inches apart, in the southerly portion of a large boulder standing in oak woods north of Pine Street; thence south 20° 42' west 462 feet to the corner of Foxborough, Norfolk, and Wrentham, a rough stone monument marked F N W and situated in an old wall on the southerly side of Pine Street, at a point about 1,300 feet northwest of its junction with Washington Street.

LINE BETWEEN THE TOWNS OF FOXBOROUGH AND SHARON

Beginning at the corner of Foxborough, Sharon, and Walpole, a rough split granite monument, triangular in shape, marked F S W, and situated at a junction of walls, in a low, level tract of pasture land, at the east base of Newell's hill; thence south 39° 13' east 14,154 feet to corner I, a rough, split, stone monument marked F S and situated in swampy land, about 65 feet westerly from the foot of a steep bluff, the top of which forms the edge of a level plain covered with white oaks, at a point about 1,000 feet southeast of Furnace Street; thence north 40° 29' east 4,009 feet to corner 2, sometimes called " Bell Rock," a drill hole in a large bowlder, which is situated about one-half mile southeast of Bearfoot hill on the westerly side line of Wolomolopoag Street, about 600 feet north of its junction with East Street in Foxborough; thence south 27° 57’ east 10,359 feet to the corner of Foxborough, Mansfield, and Sharon, a rough granite monument marked F S and standing in a pile of stones, in oak and maple woods, on land of J. A. Horrigan, south 62° 27’ west and about 470 feet distant from the roadstone on the westerly side of Winter Street, Mansfield, or Mansfield Street, Sharon.

LINE BETWEEN THE TOWNS OF FOXBOROUGH AND WALPOLE.

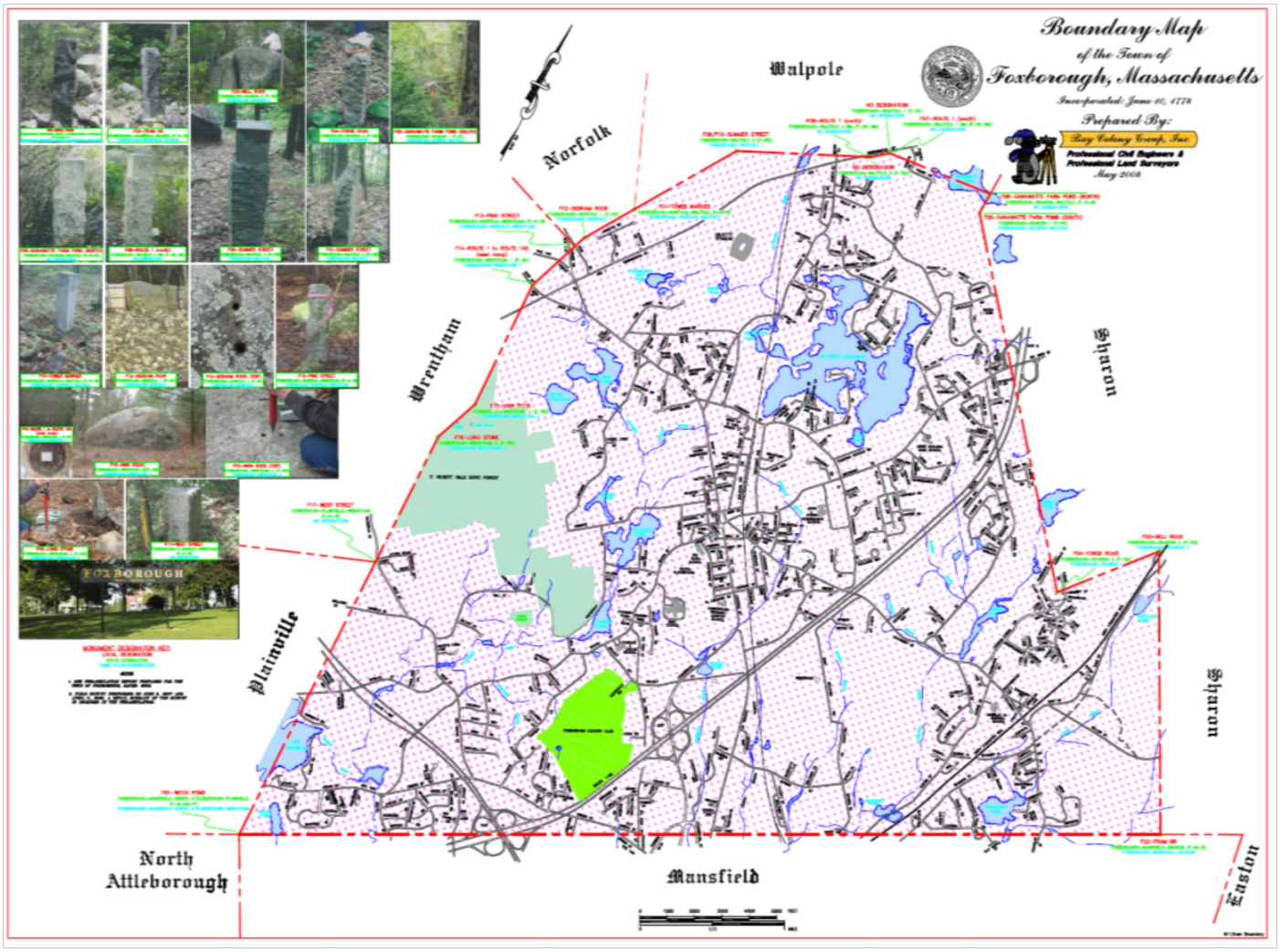
Beginning at the corner of Foxborough, Sharon, and Walpole, a rough split, granite monument, triangular in shape, marked F S W and situated at a junction of walls, in a low, level tract of pasture land, at the east base of Newell's hill; thence south 84° 24' west 8,121 feet to corner I, a rough split, stone monument marked F W and standing at an angle in the wall, on the southeasterly side of Summer Street, about 400 feet northeast of its junction with Winter Street in Walpole; thence south 32° 34' west 5,853 feet to the corner of Foxborough, Norfolk, and Walpole, a rough stone monument marked N W F and situated about one-half mile northeast of Elmhurst farm house in Foxborough, on the southeasterly edge of pine and oak woods, about 400 feet northerly from the fork in a wood-road which leads northerly from Washington Street, at a point 500 feet northeasterly from its junction with Pine Street in Foxborough

LINE BETWEEN THE TOWNS OF FOXBOROUGH AND WRENTHAM.

Beginning at the corner of Foxborough, Norfolk, and Wrentham, a rough stone monument marked F N W and situated in an old wall, on the southerly side of Pine Street, at a point about 1,300 feet northwest of its junction with Washington Street; thence south 19° 39' west 2,115 feet to corner I, a rough split stone monument marked F wand situated one foot from the wall on the northerly side of East Street, Wrentham, or Main Street, Foxborough, at a point 750 feet west of its junction with Norfolk Street in Foxborough; thence south 1° 57' east 4,821 feet to corner 2, a rough split stone monument, marked F W, bolted to the summit of a large bowlder and situated in oak woods, about 150 feet east of a wood-road, at a point 2,400 feet southwest of its junction with Washington Street ; thence south 20° 46' west 1,795 feet to corner 3, a rough slabstone monument, triangular in shape, marked F W, and resting on a ledge with small stones around its base; it is situated in oak woods, about 250 feet southwest of a wood-road , and about 2,000 feet southeast of Washington Street; thence south 1°07’east 16,274 feet to the corner of Foxborough, Mansfield, North Attleborough and Wrentham, a rough, light-colored granite monument marked A F M W

and situated in oak woods known as "Cutting Plain," at a point south 10° 07' east and 1,750 feet distant from the roadstone on the southeasterly side of Cedar Street, Foxborough, or Messenger Street, Wrentham, which is near the southerly end of Miramichi or Shepard's pond.

Map 1: Foxborough Boundary

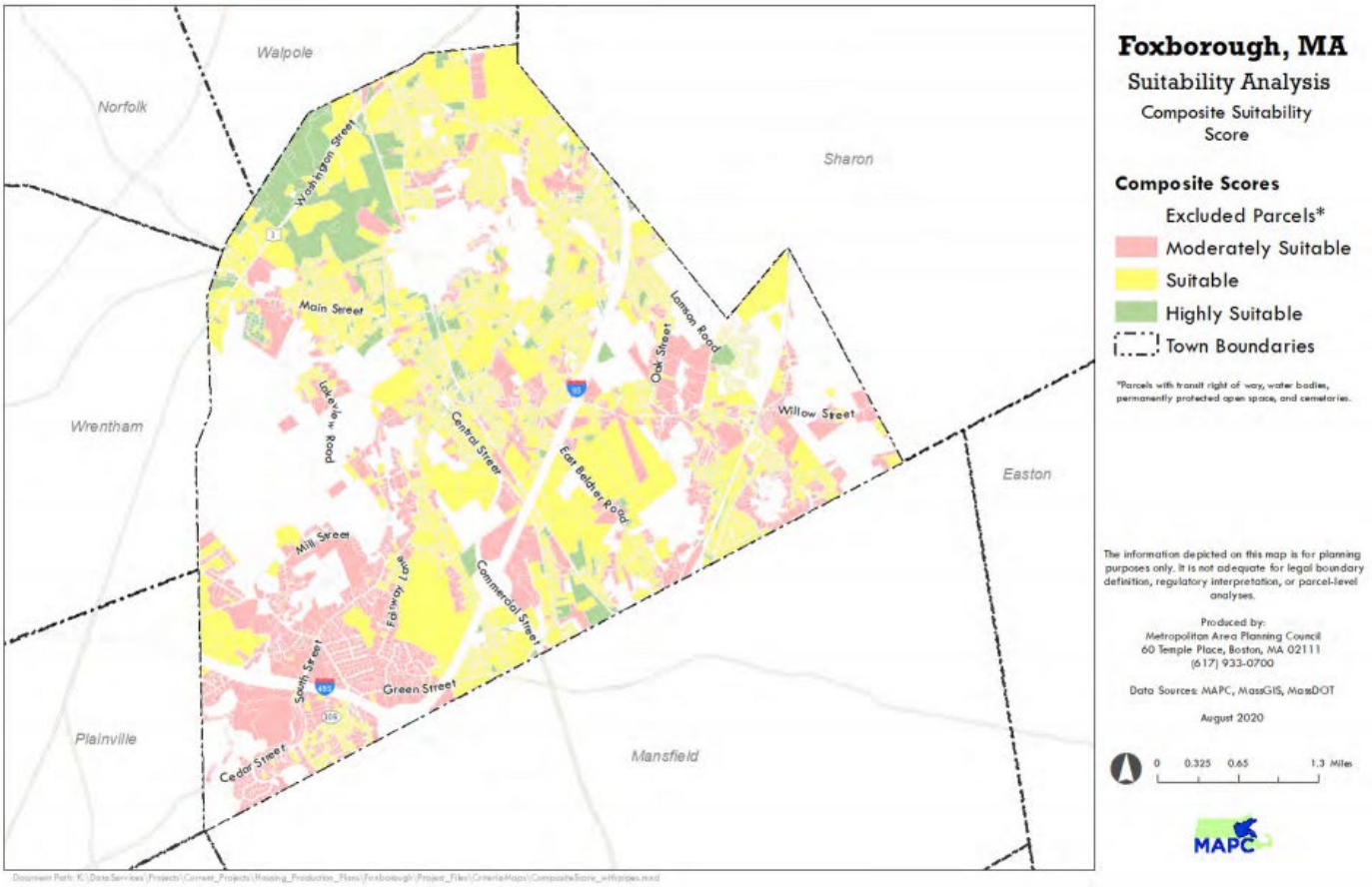


Community Planning Areas

Recent developments in Foxborough have tended to take the form of infill development, large single-family home development, or in the case of the State Hospital property, large redevelopment of historic sites. Before Foxborough qualified for safe harbor from Comprehensive Permits under Massachusetts General Law (MGL) Chapter 40B, several large multifamily residential developments also occurred in town, creating opportunities where they may have been otherwise economically infeasible under Foxborough's zoning. Three projects totaling 115 units were recently permitted downtown, though two of these have been delayed (one due to a neighbor appeal and another due to COVID-related financing issues).

The following figure shows where the Town of Foxborough suitability analysis and the areas in the community where future housing development is suitable.

Map 2: Future Housing Development



In 2019, Foxborough began creating a Housing Production Plan based on a community-driven planning process to understand housing needs in town, identify housing goals, and develop strategies to achieve those goals. The plan, finalized July 2022,, used public engagement to gain insight into the community's housing needs and desires and the constraints on meeting those needs. This planning process assessed development opportunities qualitatively, using knowledge of past planning processes, planning best practices, and informal and formal community input, including discussions and comments of stakeholders. Based on this, local knowledge of potential sites in town, and conversations with working group members, the town identified sites that could be suitable for housing. These included both town-owned and privately-owned sites and could accommodate various housing types that residents have identified as a priority for housing in town.

To follow are the areas of the community that potentially could be developed for housing. These do not include the one-off areas where existing single-family homes are demolished to make way for new duplex housing. Most of the large tracts of developable land have already been developed except for the Route 1 corridor owned by the Kraft Group with plans for approximately 1.5 million square feet of commercial and retail. They are floating the idea of some residential, but the current zoning by-laws do not allow residential in a commercial zone in town.

1. Former State Hospital Auditorium, 10 Payson Road

Redevelopment of historic buildings challenges: Adaptive reuse can be complex and costly; the town would need to seek resources and an experienced development partner. The building will require remediation for asbestos. To use the site for housing, which is beyond the scope of the previous state hospital redevelopment approvals, the town would need to seek legislative approval. Opportunities: This auditorium building, built in 1900, is roughly 12,000 square feet. It is next to the former state hospital complex, which has already been redeveloped into housing. The auditorium building is currently vacant, though the town is responsible for maintaining it. Repurposing the building for housing would remove that liability from the town's balance sheet, preserve a historic asset, and provide unique housing in a desirable location and an attractive building that contributes to the town's historic character. Several residents have suggested that the site be considered for affordable senior housing to meet the growing needs of that population. The town is currently studying the feasibility of converting this building into a senior/community center. However, if the building is ultimately not used for this purpose, it should be considered for housing. The same features that make this site a good location for a senior/community center—its proximity to retail and walkability—would also make it a good location for affordable housing if the town does not pursue a senior/community center there.

2. Foxborough Housing Authority Land, Walnut Street

Opportunities: The land owned by the housing authority can be leveraged for increased affordability. The town has already begun to plan for housing on the site, most notably through a Housing Choice Capital Grant for $247,000 to provide infrastructure support for the proposed development of up to 250 new affordable housing units on the site.

3. Schneider Electric Neponset Plant, Neponset Avenue

The owner is currently moving its operations within the town and is not interested in discussing redevelopment at the current time, though it is open to it in the future once consolidation of its operations is complete (likely late 2024).

This site consists of multiple buildings totaling over 600,000 square feet, with some as old as 1915. This large site close to downtown would be best served by a comprehensive re-use plan, similar to what was done for the state hospital site. In the past, company executives had anticipated that new employees would prefer to live in multi-family housing close to downtown Foxborough, though this expectation is currently in flux due to the COVID-19 work from home allowances.

4. Kraft Property, North Street

Although the Foxborough Master Plan recommended against residential development on the west side of Route 1, in the intervening years, the Massachusetts Bay Transit Authority (MBTA) began regular service on a trial basis to the commuter rail station, creating the possible opportunity for transit-oriented development. Given this background, the town would likely only approve residential use on this site that is consistent with its goals for housing composition and design, as described in greater detail in the following section. The Kraft group signed a 10-year lease in 2022 to a Movie Studio to use this property.

5. Saegh Property, 119 Morse Street

This site is a mile from the commuter rail station in Mansfield. The property owner has expressed interest in pursuing a friendly 40B, which would provide a high level of affordability. As a friendly 40B, the town would retain control over the housing composition and design, including preserving the existing house.

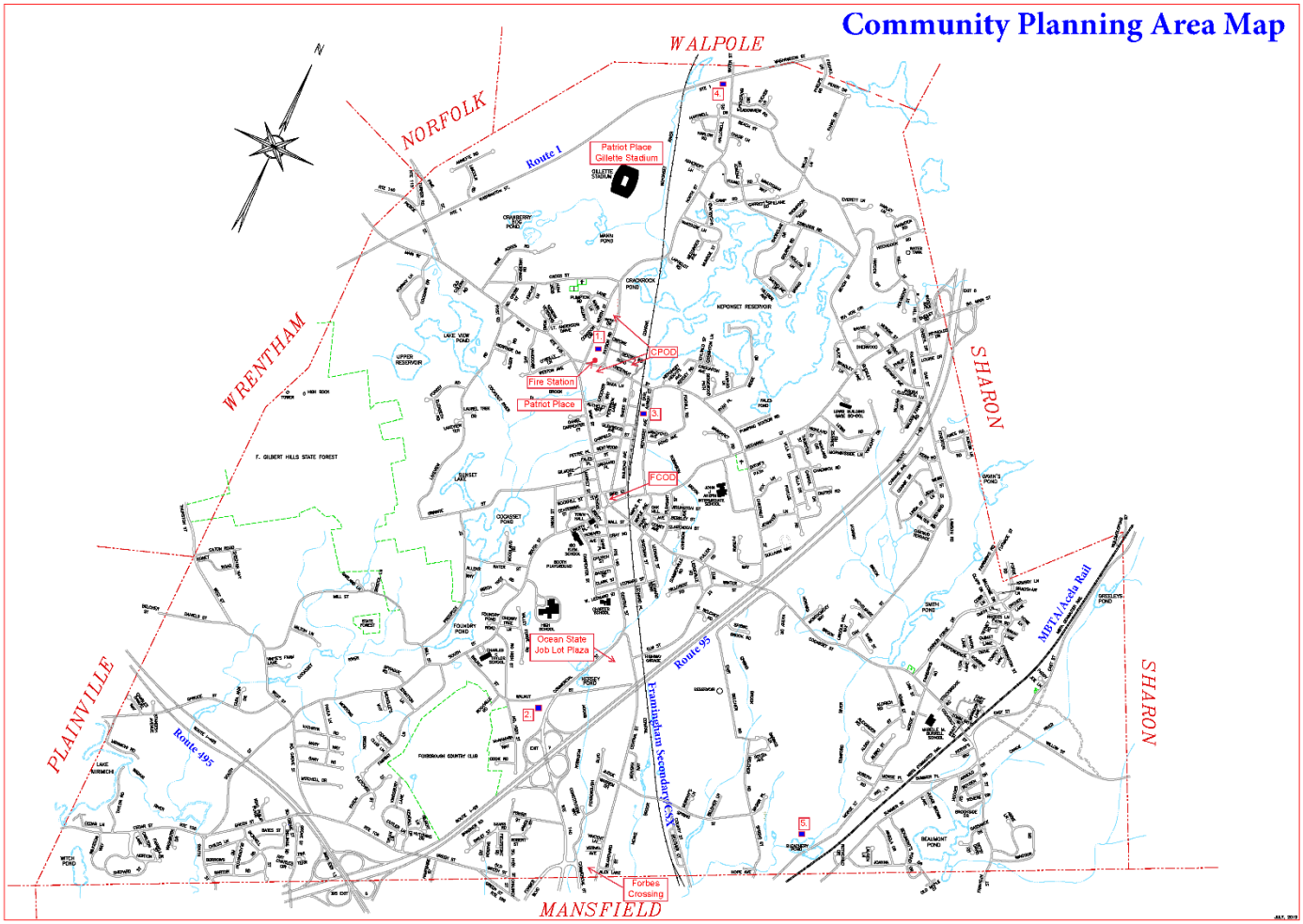
FCOD: Foxborough Center Overlay District:

This overlay district provides special rules for projects within the vicinity of Foxborough Center. In addition to residential uses allowed by base zoning, mixed-use residential developments (with retail on the ground floor) up to three units are allowed by right, and larger projects are allowed by special permit. Buildings within the FCOD can be up to 3.5 stories by right and up to 60 feet with a special permit. Additional dimensional requirements are outlined in Table 5; the Planning Board can adjust all dimensional requirements through the special permit process. The FCOD also sets basic design regulations (particularly around materials) and states a preference for sustainable building design.

CPOD: Chestnut-Payson Overlay District:

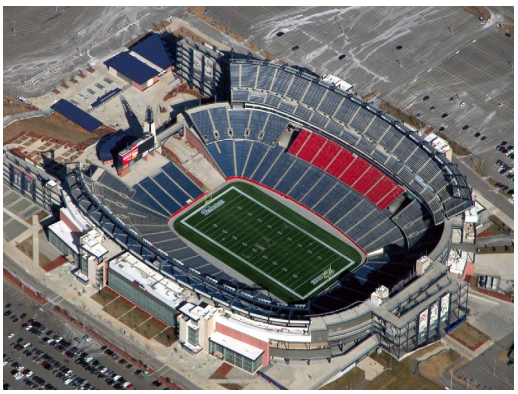
This overlay district provides special rules for the area around the intersection of Chestnut Street and Payson Road. Under the CPOD rules, allowed residential uses include those permitted in the underlying zoning and attached single-family homes (townhomes), open space residential developments, and multifamily development. These additional residential use types require a special permit from the Planning Board. For these residential use types, the minimum land area requirements equate to a density of roughly four to seven units per acre, depending on the size of the development. Setback (yard) requirements are more permissive than the base zoning, and multifamily development is allowed to be three stories and 40 feet in height.

Map 3: Community Planning Area



Foxborough has principally five commercial retail areas, namely downtown, Foxborough Plaza on Commercial Street, Ocean State Job Lot Plaza (in the South Route 140 area), Forbes Crossing (old Foxfield Plaza) on Central Street on the Foxborough-Mansfield town line, Shoppes at Chestnut Green, and Route 1, which includes Patriot Place and an eclectic mix of strip commercial with service and retail, office buildings, and motels. (Appendix F)

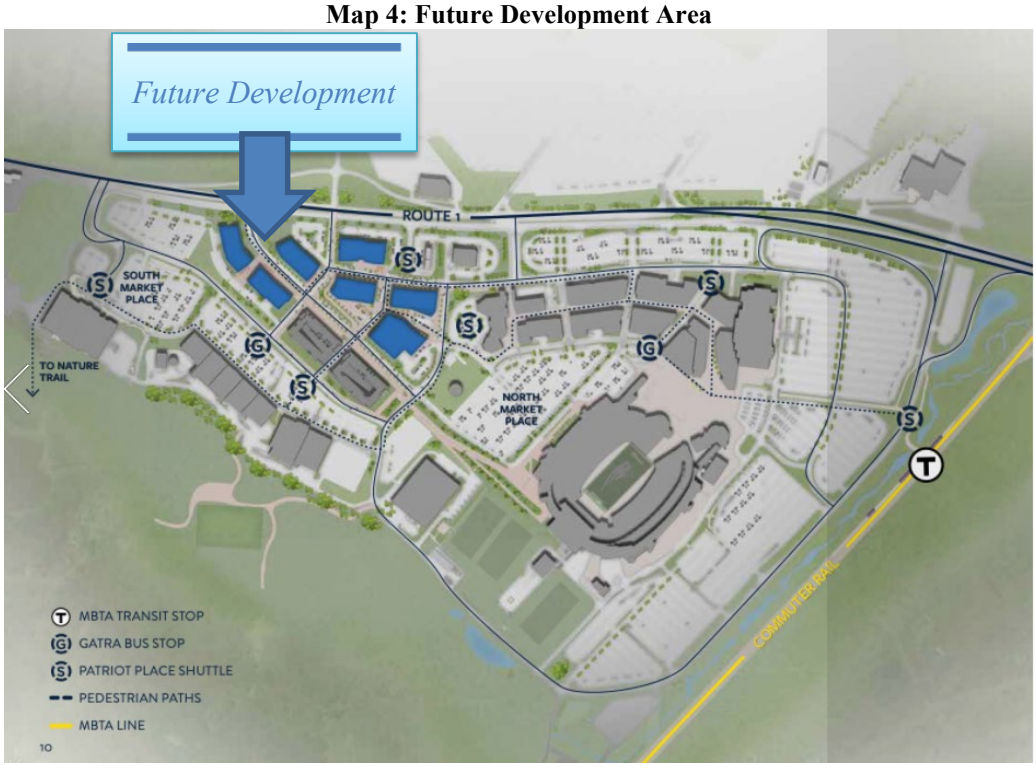
Foxborough has two major interstates intersecting in the south side of town, I-495 and I-95. While I-495 runs along the community's western edge, I-95 splits it in two with a series of over and underpasses. The only access to these highly traveled interstates is the exit ramps motorists use. FFR does not have any emergency access to either highway or emergency access change of direction across the medians. For these reasons, the department has allocated each section of these highways a planning zone in responding with the appropriate resources for a specific call type.



Foxborough also calls itself home to Gillette Stadium, one of the smallest host communities for a venue of its size in the country. With a seating capacity of nearly 68,000 people and up to 20 sold-out events a year, in addition to dozens of smaller events ranging from 5,000-20,000 people, FFR would be remiss not to call this venue a planning zone. During non-event days, their complex simply falls into its predesignated district, but during a major event, Gillette Stadium, its property, and all of Route 1 become a planning zone. With an influx of nearly 100,000 people from spectators, staff, and patrons to the adjacent plaza and restaurant scene, extra staffing is on hand to respond to a routine 80 calls of service in a mere 10-12 hours. This is accomplished with extra staffing funded by Gillette Stadium through its permitting process. This staffing operates first aid rooms, mobile emergency medical services (EMS) units, command centers, and two urban interface trucks with water, pump, self-contained breathing apparatus (SCBA), hydraulic rescue tools, EMS equipment, and ballistic gear. Due to limited access from the only station, these resources are on patrol throughout the whole Route 1 district and will handle all call types, resources from headquarters will respond when requested for significant and prolonged incidents on an as-needed basis.

The Kraft Group has plans for approximately 1.5 million square feet of both commercial and retail. They are floating the idea of some residential, but the current zoning by-laws do not allow residential in a commercial zone in town.

Map 4: Future Development Area



Community Transportation Systems

Foxborough is intersected by two limited-access highways, Interstate 95 and Interstate 495. There are two access points for I-95 inside Foxborough and one access point for I-495 inside Foxborough, with this access being the intersection of the aforementioned routes. These highways are considered two

separate planning zones as the response to an incident on these roadways has to be planned out as it pertains to mutual aid response.

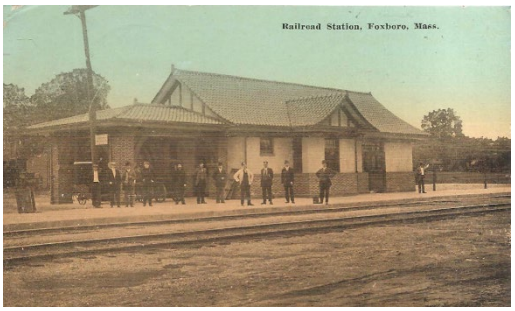
Two major railroad lines also intersect Foxborough, one of which is the Acela which is Amtrak's flagship high-speed service along the Northeast Corridor (NEC) in the Northeastern United States between Washington, D.C. and Boston via 16 intermediate stops, including Providence, Baltimore, Philadelphia, and New York City. The route contains high-speed rail segments, and Acela trains are the fastest trainsets in the Americas as they can attain speeds of 150 miles per hour on 33.9 miles of the route.

Acela operates along routes used by freight and slower regional passenger traffic. It reaches the maximum allowed speed of the tracks only along some sections, with the fastest peak speed along segments between Mansfield, Massachusetts and Richmond, Rhode Island. As the train travels north, Foxborough is the next town after Mansfield, where the trains slow from the fastest speeds. The present Acela equipment will be replaced by new Avelia Liberty trainsets, beginning in 2023. The new trains will have greater passenger capacity and an enhanced active tilt system that will allow faster speed on the many curved sections of the route. Amtrak plans to retire all current Acela trains by the end of 2023.

On the same train tracks as used by Acela is the Commuter Rail system known as The Providence/Stoughton Line of the MBTA Commuter Rail system running southwest from Boston, Massachusetts. This line now carries commuter trains between South Station in Boston and Wickford Junction station in North Kingstown, Rhode Island, with the trains running thru Foxborough.

The second train line that intersects the town is the Framingham Secondary (formerly the Framingham Subdivision). The line runs from Mansfield northwest to Framingham, MA, along a former New York, New Haven, and Hartford Railroad line. Its south end is at Amtrak's Northeast Corridor, over which CSX has trackage rights to reach the Middleboro Subdivision at Attleboro and the Boston Subdivision in Boston (via the Fairmount Line).

Special MBTA Commuter Rail trains use the line between Mansfield and Walpole for access to Foxboro station, which is used for New England Patriots home games and other major events at Gillette Stadium.

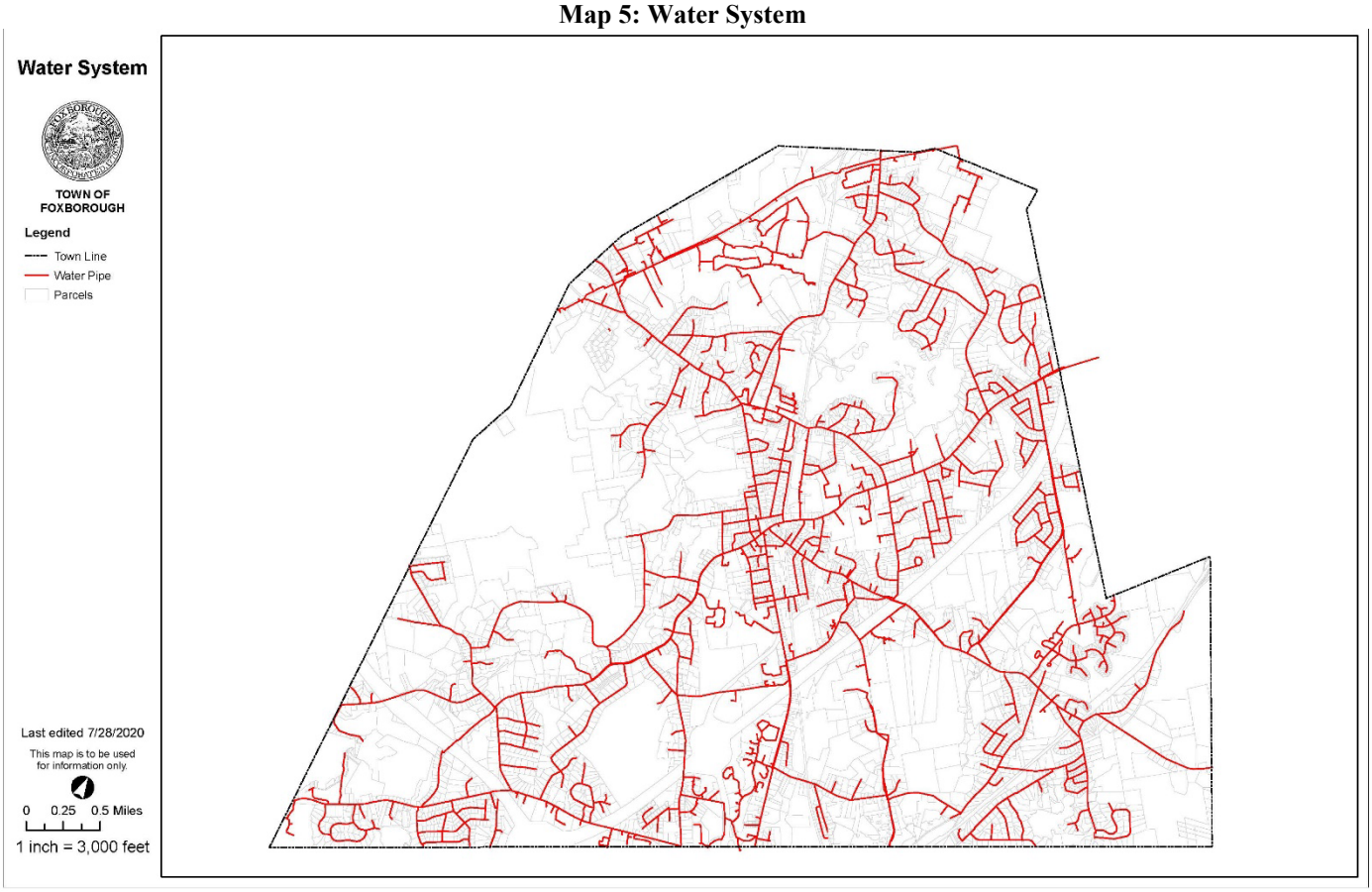


Foxboro station in 1912

Community Critical Infrastructure

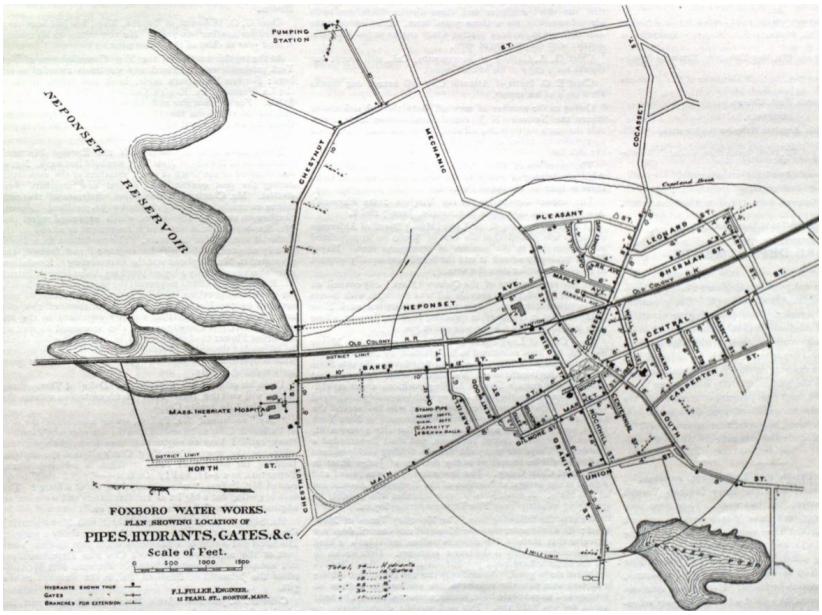
The Town of Foxborough has a total area of approximately 21 square miles (54.1 square kilometers [km2]), of which approximately 20 square miles (52.0 km2) are land and 0.81 square miles (2.1 km2) (3.88%) are water. The residents of the community are serviced by a municipal water and sewer department that maintains 125 miles of water main, over 6,000 customers/services, three treatment plants for ten wells, four additional wells with chlorine treatment only, a three-million-gallon reservoir/tank on Hill Street, one-million-gallon tank on Hill Street (under construction), one-million-gallon elevated tank on high-pressure system (Route 1/Stadium), and reuse tank for Gillette Stadium/Patriot Place. The sewer system includes 20 miles of sewer main, ~1,000 customers, and six sewer lift stations. (Appendix E)

Map 5: Water System



While not regular sources of supply, the town has emergency interconnections with Mansfield, Sharon, Plainville, Walpole, and Wrentham. In addition, a small section of the town is served regularly by Mansfield.

Map 6: Original Water Distribution Map



Water Treatment Plant - Pumping Station Road

Stormwater Infrastructure includes over 2,300 catch basins, culverts, drainage pipe, and six dams (North Street, West Street, Morse Street (Bleachery Dams), Gavins Pond, Carpenter Pond, and Foundry Pond).

One hundred miles of paved roadways are also part of Foxborough's critical infrastructure.

The Town of Foxborough is part of the National Grid's Union Loop, the sub-transmission system for Foxborough, Wrentham, Franklin, and Plainville. The Union Loop is powered by a single source, the South Wrentham substation, which services all customers in Foxborough, Wrentham, Franklin, and Plainville. Power is delivered from the South Wrentham substation primarily through two feeder loops – a northern loop that feeds through Wrentham and into Foxborough, and a southern path that leads through Plainville and into Foxborough. An advantage to having both of these paths, at least theoretically, is that if either the northern or southern path fails, National Grid has the capability to utilize the redundant path to provide power to its customers. In the Town of Foxborough, there are two smaller substations, Foxborough No. 1 on Neponset Avenue and Foxborough No. 2 on Elm Street, that are in series and connected by a 23 kilovolt (KV) transmission line. Gillette Stadium is powered by a dedicated feed from the Crocker Pond substation located off of Washington Street in Wrentham.

Community Land Use and Zoning

The Town of Foxborough has implemented and divided areas of the community into zoning districts. Wikipedia defines zoning as "Zoning is a method of urban planning in which a municipality or other tier of government divides land into areas called zones, each of which has a set of regulations for new development that differs from other zones. Zones may be defined for single-use (e.g., residential, industrial), they may combine several compatible activities by use, or in the case of form-based zoning, the differing regulations may govern the density, size, and shape of allowed buildings whatever their use. The planning rules for each zone determine whether planning permission for a given development may be granted. Zoning may specify a variety of outright and conditional uses of land. It may indicate the size and dimensions of lots that land may be subdivided into or the form and scale of buildings. These guidelines are set in order to guide urban growth and development." Foxborough's bylaws are enacted

to promote the general welfare of the Town of Foxborough, protect the health and safety of its inhabitants, encourage the most appropriate use of land throughout the town, and increase the town's amenities. (Appendix G, Appendix H, Appendix I)

The Town of Foxborough is divided into the following types of use districts:

Residential Districts

R-15 Residential District

The R-15 district is one of two base districts in Foxborough where the primary land use is intended to be housing. The district includes much of the land around Foxborough Center while not including Foxborough Center itself.

R-40 Residential and Agricultural District

The R-40 district, which nominally favors residential and agricultural uses, is the largest district in Foxborough. Aside from the area in and around Foxborough Center, areas adjacent to Route 1, and some areas near exits from interstates 95 and 496, all land in Foxborough is zoned R-40.

Business Districts

GB General Business District

Foxborough's GB district, though designated as a business district, also allows for residential development. Residential development in the GB district is nominally governed by the same rules that apply to the R-15 district, with separate provisions for building height. Much of the GB district area also falls within the Foxborough Center Overlay District.

NB Neighborhood Business District

The NB district is a small district designated for "neighborhood businesses." Residential development in the NB district is governed by the same rules as the R-40 district. However, the portion of the NB district east of North Street is also governed by the Chestnut-Payson Overlay District rules.

HB Highway Business District

Industrial Districts

LI Limited Industrial District

GI General Industrial District

Other Districts

S-1 Special Use District

Residential development is not permitted in Foxborough's Highway Business (HB) district, which is intended for auto-oriented commercial uses, and in Foxborough's two industrial districts (GI: General Industrial & LI: Limited Industrial). While it is reasonable to separate residential uses from industrial uses, as circumstances change and industrial uses vacate certain sites, these zoning districts may constrain reasonable residential redevelopment. Two such examples are included in the list of potential housing locations later in this section.

Another notable location where housing is not currently permitted is the S-1 Special District, located along Route 1 and including Gillette Stadium, Patriot Place, and the areas around the Foxboro MBTA station. The Economic Development Overly District (EDOD), which falls completely within the S-1 district, also does not permit residential development.

Table 1: Zoning Dimensional Regulations - Residential

Table 4-1

Dimensional Regulations for Uses in Residential and Neighborhood Business Districts

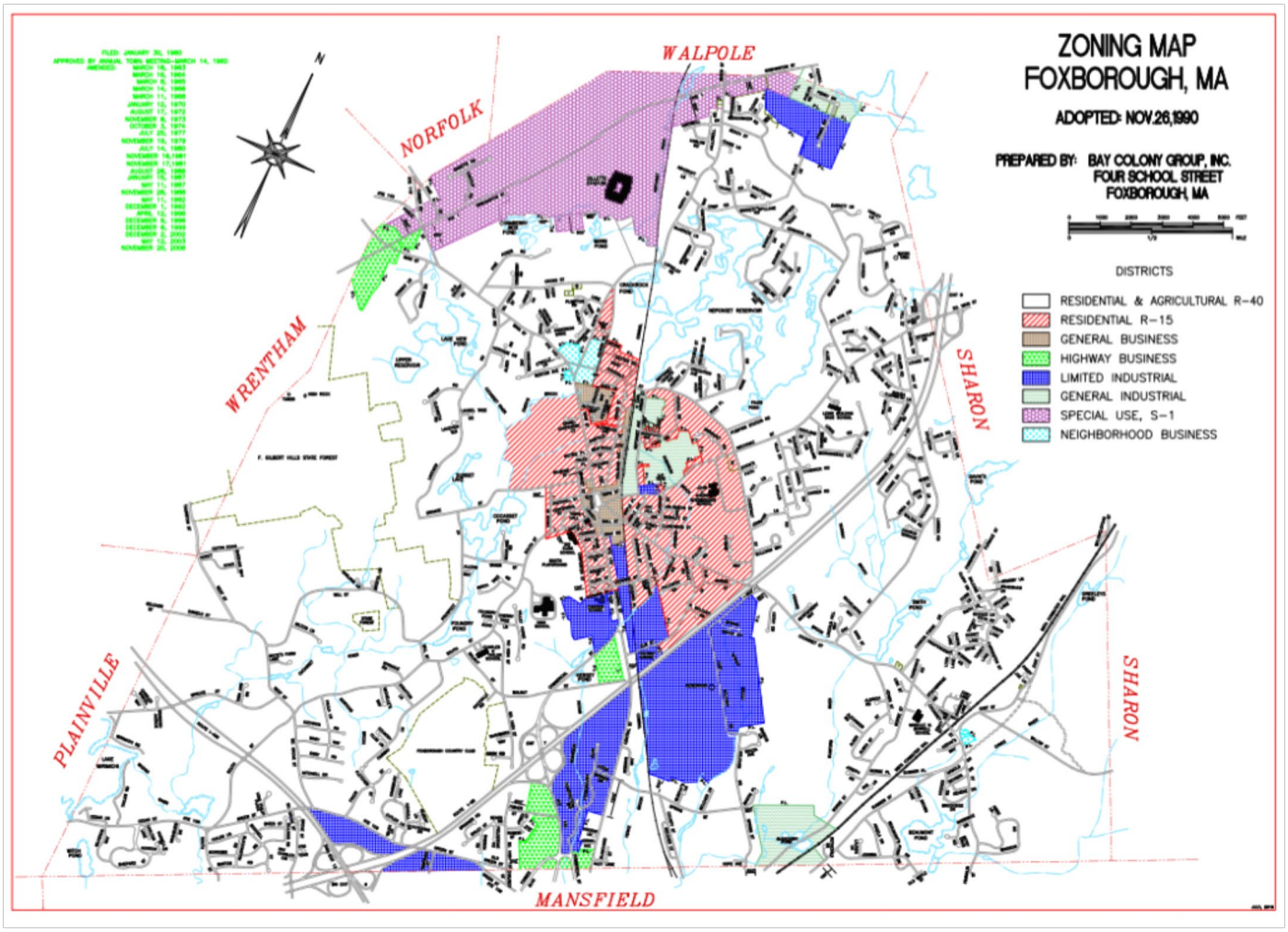
[Amended 5-13-2013 ATM by Art. 23, Art. 24; 5-13-2019 ATM by Art. 18]

District/Use	Area (square feet)	Frontage (feet)	Yards (feet)			Building Height		Minimum Lot Width (feet)	
			Front	Side	Rear	Stories	Feet	Distance from Street	Width
R-15 and GB									
Single- and two-family	15,000	100	25	15	30	2.5	35	50	67
Multifamily									
First 3 units	32,250	100	50	25	75	2.5	35	100	67
Additional unit	6,125								
Nonresidential uses	32,250	125	50	50	75	2.5	35	100	67
R-40 and NB									
Single-family	40,000	200	35	15	30	2.5	35	100	134
Residential compound	See Section 8.2								
Open space residential development	See Section 8.3								
Nonresidential uses	40,000	200	50	50	75	2.5	35	100	134

Table 2: Zoning Dimensional Regulations – Non-Residential

Table 4-2 Dimensional Regulations for Uses in Nonresidential Districts [Amended 5-14-2018 ATM by Art. 10]									
District	Frontage (feet)	Yards (feet)			Building Height		Maximum Lot Coverage	Minimum Lot Width (feet)	
		Front	Side	Rear	Stories	Feet		Distance from Street	Width
GB	0	15	0	20	2.5	35	85%	0	0
NB	25	50	10	35	2.5	35	75%	100	17
HB	100	50	25	50	3.0	40	70%	100	67
LI	50	50	25	50	3.0	40	70%	100	34
GI	50	50	25	50	3.0	40	70%	100	34
S-1	300	50	25	50	N/A	70	70%	150	200

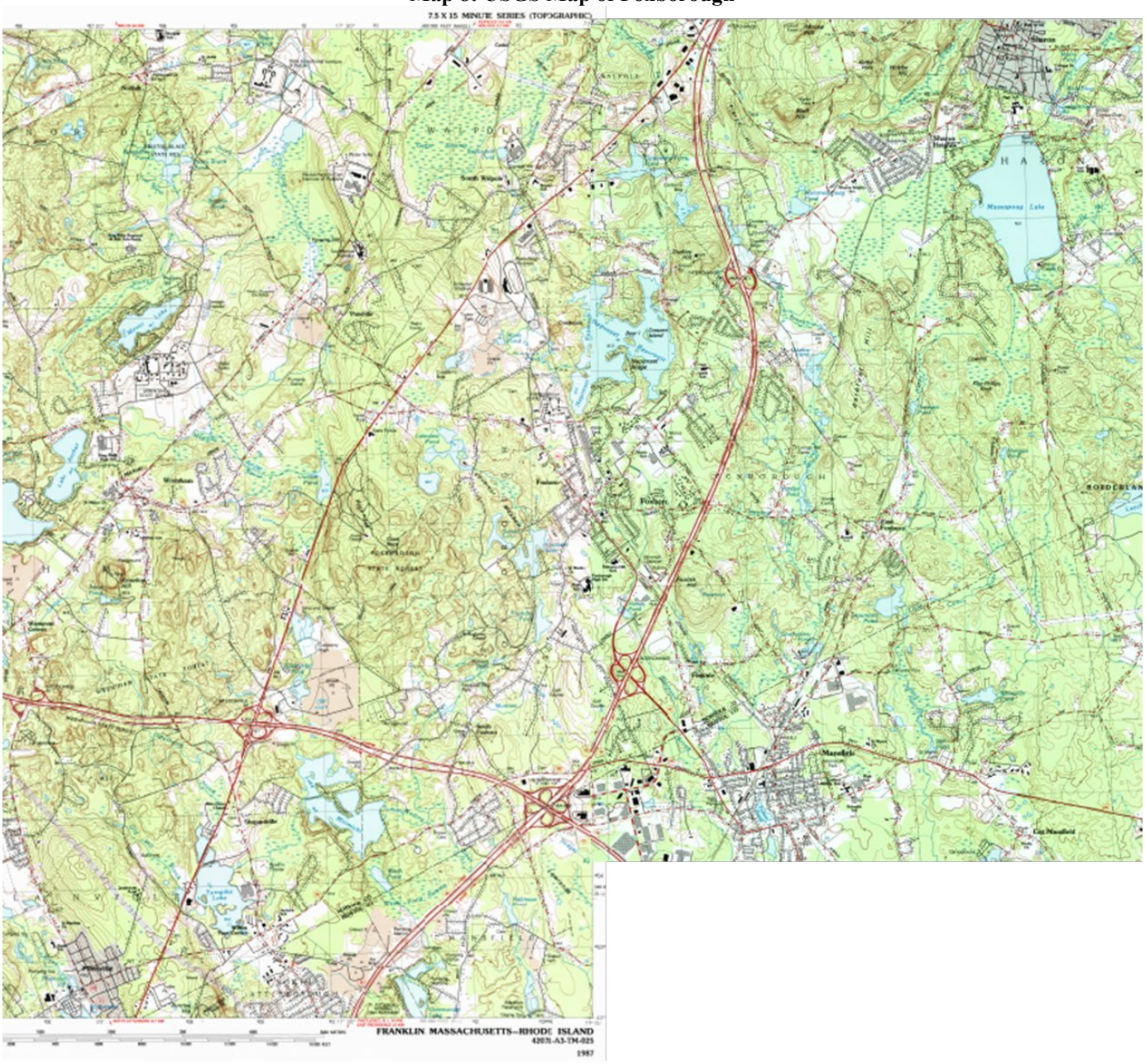
Map 7: Zoning



Community Topography

Foxborough is located in Norfolk County in eastern Massachusetts. It shares many characteristics with other New England towns, including varying soils, abundant forest land and wetlands, and a system of rivers and streams. Soils are typically shallow, stony, and dry on hillsides, richer and deeper in drainage areas, with wetlands and the fertile flatlands toward the south. To the northwest, the topography is more rugged, with hilltop elevations reaching 430 feet. From the top of High Rock in the State Forest, you can see Boston and Southeastern Massachusetts. Throughout the town, the highest elevations are no more than 100 feet above surrounding areas. The town lies on the divide between two major watersheds, the Neponset River to the north and the Taunton River to the south. Topographic extremes are found at either end of a line between High Rock and Beaumont's Pond. The land grades from 430 feet at the radio tower on High Rock to 150 feet where Canoe River enters Mansfield; this line passes across Foolish Hill, which is prominent more because of its isolation than its height. The land from east of the South Street/Mechanic Street line is, for the most part, flat or gently rolling interspersed with numerous wetlands and vernal pools. It appears to be a transitional plateau between the more irregular uplands and the broad flat plan which characterizes the Mansfield/Easton area. All of the community planning areas described in previous pages are located in areas that do not deviate more than +/- five feet in elevation and are serviced by existing critical infrastructure.

Map 8: USGS Map of Foxborough



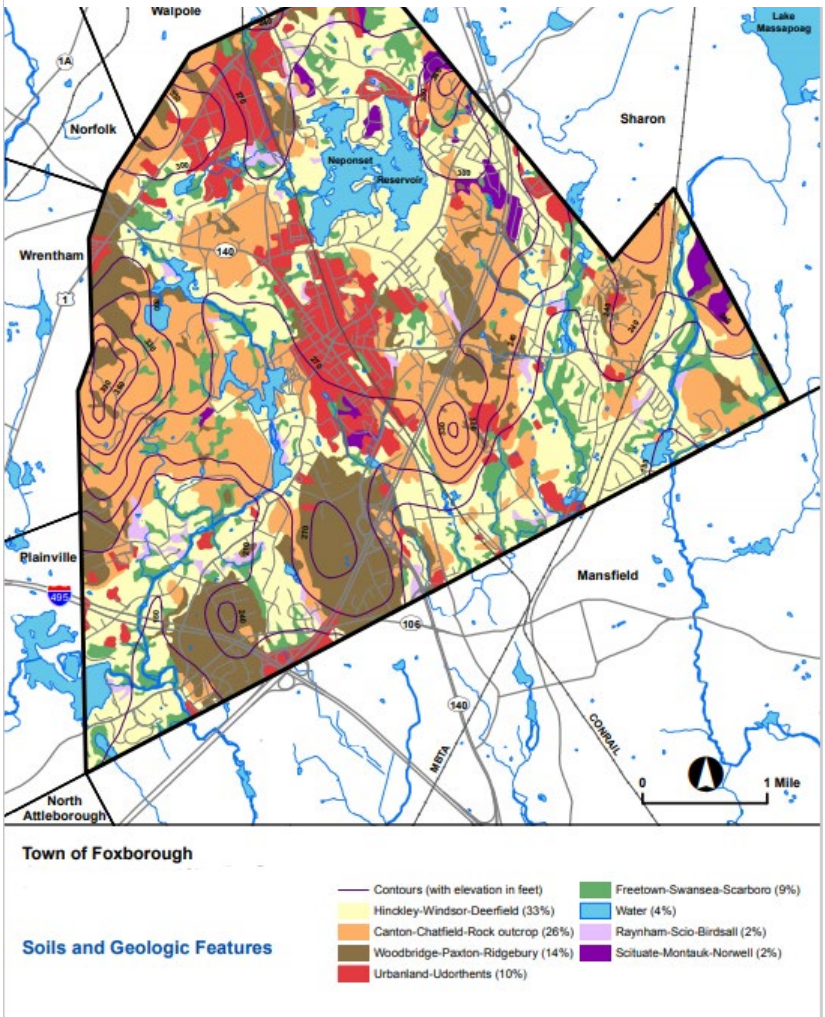
Community Geography

According to the United States Census Bureau, the town has a total area of approximately square miles (54.1 km2), of which 20 square miles (52.0 km2) are land, and 0.81 square miles (2.1 km2) (3.88%) are water. The largest body of water within the town is Neponset Reservoir. The reservoir is one of the largest bodies of water in the I-95 Boston/Providence corridor, comprising approximately 335 acres. It serves as the headwaters for the Neponset River, which ultimately flows 26 miles into Dorchester Bay, fed along the way by other water sources. The reservoir has a little over nine miles of shoreline. It is a relatively shallow body of water with the northern part (around Shoreline, Hillside, Bragg, Hollow, Thompson, Edwards, Garrett Spillane, Patriot, Minuteman, Young, Camp, McCasland, McKenzie, Messinger, and Munroe roadways) and the eastern part (around Beach, Alice Bradley, and Pumping Station roadways) ranging from just inches in depth to about four feet. The southern part (around Ridge,

Neponset Heights, Creighton, Idlewild, Kersey, and Aylward roadways) ranges from four feet to seven feet in depth. The deepest part of the reservoir is around the dam at eight to ten feet. Water depth can vary widely based on the time of year (deepest from March through May and shallowest from August through October) and the amount of precipitation. There are approximately 145 abutters on the Reservoir, with well over 400 homes in the watershed. The reservoir is a habitat to a wide variety of wildlife, including swans, ducks, mergansers, geese, herons, cranes, turtles, beavers, muskrats, and various species of fish. Sightings of eagles and loons have also been reported.

Foxborough has approximately 3,419 acres of protected open space owned in fee by governmental agencies and private, non-profit groups whose mission is primarily to acquire and hold conservation lands. This represents close to 25% of the town's total area of 21 square miles (13,342 acres). Foxborough's Conservation Commission controls the largest portion (1,854 acres), followed by the Commonwealth of Massachusetts (828 acres), Foxborough's Water Department (332 acres), and Norfolk County (133 acres). The town owns 322 (+/-) acres of open space and 193 (+/-) acres of public recreation facilities, most of which are not permanently protected. In addition to the "in fee" lands, approximately 200 acres of privately owned lands are protected from future development by conservation restrictions (CRs). With a CR, some or all of the development rights inherent to a parcel of land are separated from the ownership of the land itself and held by a governmental entity or an organization dedicated to protecting open space.

Map 9: Soils and Geologic Features

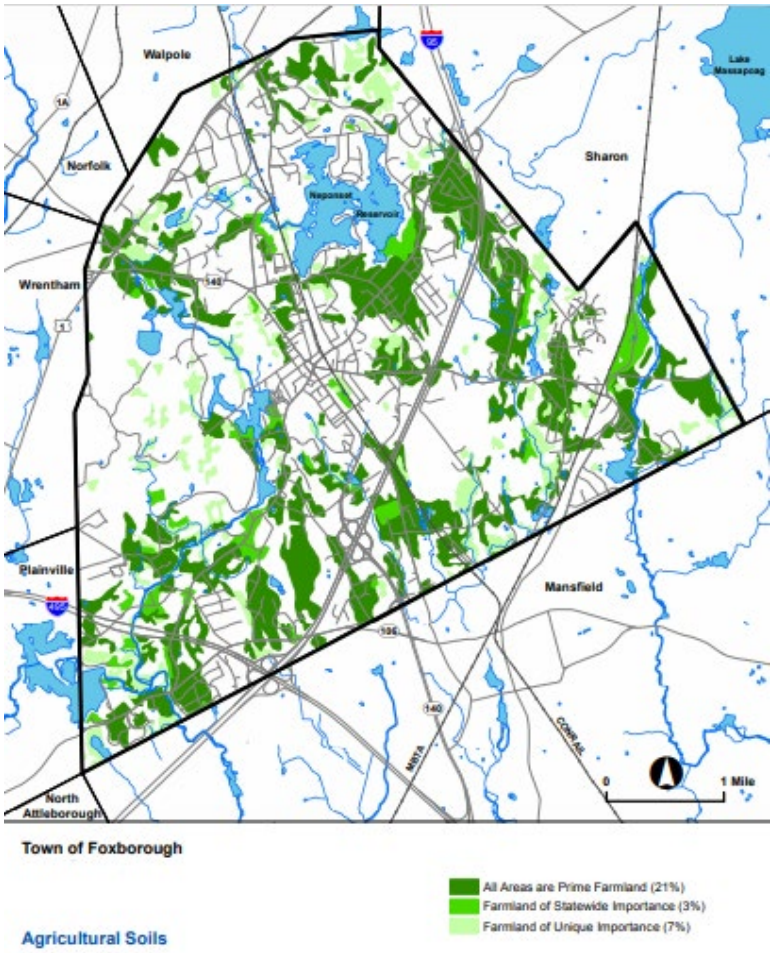


Foxborough's forests are typical of southeastern Massachusetts forests. On the west side of town, forests are characterized by a mixed hardwood forest, including several species of oak (historically cut over for charcoal), sugar maple, beech, and white ash. Evergreen species include pine and hemlock, although eastern red cedar and pitch pine also are common. In the south side of town, noted for its flat terrain and fertile soils, low-lying areas often contain red or swamp maple swamps; white pine and hardwoods may be found in the upland areas. The northeast section of town is similar, with a forest cover of white pine and mixed hardwoods, including birch, black cherry, and American elm.

Approximately 314 acres of land in Foxborough are classified as agricultural. Some agricultural lands are permanently protected under the Agricultural Preservation Restriction (APR) program, while others are temporarily protected under Chapter 61, the tax-incentive program for farmers. Current working farms include:

- Lawton's Farm, a family-operated farm on North Street that sells raw milk and cheeses. In addition to running their family farm, they also plant crops and maintain hayfields on both the Lane Property and Willow Street conservation properties.
- Grossmith's Farm on Cocasset Street raises Scotch Highland cows
- Willow Grove Nursery on West Street raises prize Guernsey cows and runs a nursery.
- The Community Garden and Farm Stand at Hersey Farm on Walnut Street is staffed solely by volunteers, with all proceeds going back into the community via the Discretionary Fund (a nonprofit group with no ties to the town government).

Map 10: Agricultural Soils

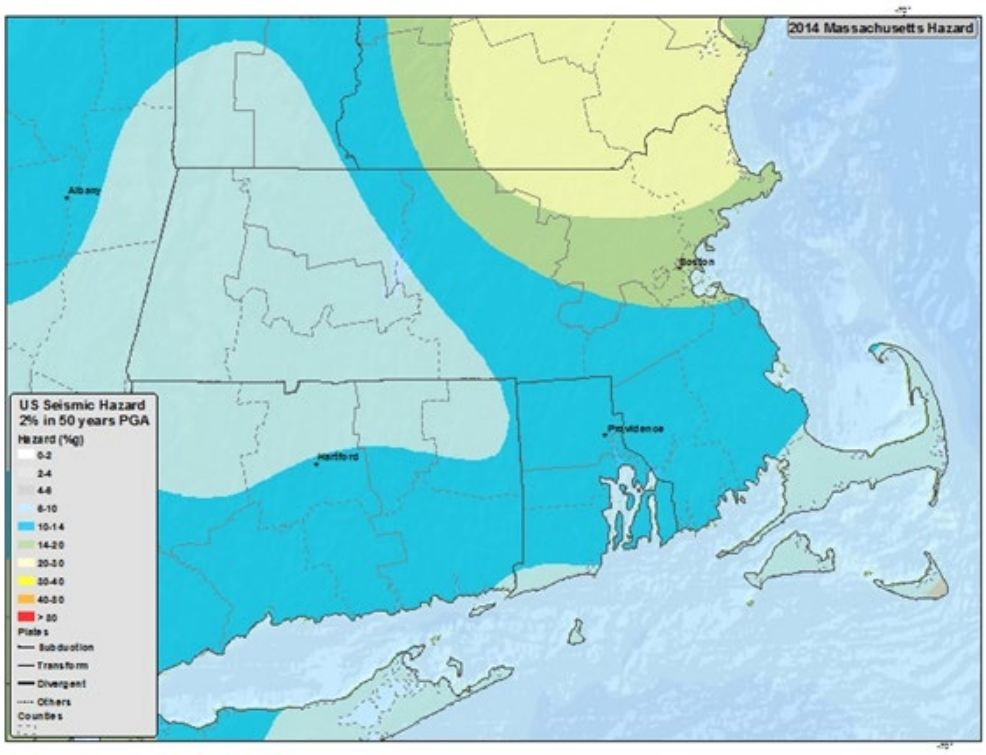


Community Geology

According to the State Hazard Mitigation Plan, the probability of an earthquake with a magnitude of 5.0 or greater occurring with an epicenter in New England is about 10-15% over a ten-year period. Massachusetts can be impacted by earthquakes centered outside of New England, including large earthquakes in Canada, which is more seismically active than New England.

The following map shows a United States Geological Survey (USGS) seismic hazard map for Massachusetts and the surrounding areas. The map indicates the Peak Ground Acceleration (PGA) expected during an earthquake with a 2% statistical likelihood of occurring over a 50-year period. PGA measures the strength of an earthquake in terms of ground movement expressed as a percentage of the acceleration of gravity. The potential damages due to an earthquake increase as the PGA increases. PGA in Foxborough during an earthquake with a 2% chance of occurring over a 50-year period is between 10% and 14% of the acceleration due to gravity.

Map 11: Massachusetts Seismic Hazard Map (USGS, 2014)



Landslides can result from human activities that destabilize an area or can occur as a secondary impact from another natural hazard such as flooding. In addition to structural damage to buildings and the blockage of transportation corridors, landslides can lead to sedimentation of water bodies.

Community Physiography

Foxborough is home to the 700-acre Foxborough State Forest (also called the F. Gilbert Hills State Forest) and an additional 1,700 acres of conservation area owned by the town (including the Harold B. Clark Town Forest, Kersey Point on the Neponset Reservoir, Hersey Farm, and Wolf Meadow). These areas pose challenges of access during an emergency in these areas. Foxborough Fire & Rescue responds to brush fires, emergency medical calls, and lost person calls over the years. These calls are sometimes long in duration do the extent of the injury, the lack of water, and access for brush fires and during searches for lost visitors in the forest.

Community Climate

Foxborough's climate has four distinct seasons, which is the predominant climate for Massachusetts and New England. Summers are typically warm to hot, rainy, and humid, while winters are cold, windy, and snowy. Spring and fall are usually mild, but conditions are widely varied, depending on wind direction and jet stream positioning. The warmest month is July, with an average high temperature of 83°F and an average low temperature of 62°F. The coldest month is January, with an average high temperature of 36 °F and an average low temperature of 18°F. Periods exceeding 90°F in summer and below 10°F in winter are not uncommon but rarely extended, with about 14 days per year seeing the former extreme. Because of the town's relatively short distance from the Atlantic Ocean, temperatures tend to remain warmer than locations further inland. Like the rest of the northeastern seaboard, precipitation is distributed evenly throughout the entire year, with the winter months receiving slightly more

precipitation than the summer months. Powerful storm systems known as Nor'easters can produce heavy amounts of rain and snow at any time of the year, but these storms most often strike during the winter months, causing significant snowfall amounts and blizzard conditions. Thunderstorms occur somewhat frequently in the summer, occasionally bringing heavy downpours, damaging winds, and hail. Tornado activity is relatively low in the area, although there has been a fair share of tornado warnings issued over the years. Due to its location along the United States' eastern seaboard, Foxborough is somewhat vulnerable to Atlantic hurricanes and tropical storms that threaten the region from late summer into early autumn.

Foxborough is an inland community, and therefore not at risk from coastal flooding, coastal erosion, or tsunamis. The 2018 Massachusetts State Hazard Mitigation and Climate Adaptation Plan (SHMCAP) provides an overview of natural hazards in Massachusetts. It indicates that the following natural hazards may occur in Massachusetts:

- Inland Flooding
- Coastal Flooding
- Average and Extreme Temperature
- Drought
- Coastal Erosion
- Wildfire
- Landslide
- Tsunami
- Invasive Species
- Hurricanes & Tropical Storms
- Tornadoes
- Severe Winter Storm / Nor'easter
- Other Severe Weather (including thunderstorms and high wind events)
- Earthquakes

The following table presents presidentially-declared disasters and emergencies that have occurred in Norfolk County which have impacted Foxborough to varying degrees:

Table 3: Presidentially-Declared Disasters in Norfolk County (1991-2018)

ID	Declaration	Type	Date
4651	Disaster	Severe Winter Storm and Snowstorm	January 28-29, 2022
4379	Disaster	Severe Winter Storm and Snowstorm	March 13 – 14, 2018
4372	Disaster	Severe Winter Storm and Flooding	March 2 – 3, 2018
4214	Disaster	Severe Winter Storm, Snowstorm, Flooding	January 26 – 28, 2015
4110	Disaster	Severe Winter Storm, Snowstorm, Flooding	February 8 – 9, 2013
4097 3350	Disaster & Emergency	Hurricane Sandy (Bristol County) Hurricane Sandy	October 27 – November 8, 2012 October 27 – November 8, 2012
3343	Emergency	Severe Storm	October 29 – 30, 2011
4028 3330	Disaster & Emergency	Tropical Storm Irene Hurricane Irene	August 27 – 29, 2011 August 26 – September 5, 2011
1959	Disaster	Severe Winter Storm and Snowstorm	January 11 – 12, 2011
3315	Emergency	Hurricane Earl	September 1 – 4, 2010
1895	Disaster	Severe Storm and Flooding	March 12, 2010 – April 26, 2010
1813 3296	Disaster & Emergency	Severe Winter Storm and Flooding Severe Winter Storm	December 11 – 18, 2008 December 11 – 18, 2008
1701	Disaster	Severe Storms, Inland and Coastal Flooding	April 15 – 25, 2007
1642	Disaster	Severe Storms and Flooding	May 12 – 23, 2006
1614	Disaster	Severe Storms and Flooding	October 7 – 16, 2005
1512	Disaster	Flooding	April 1 – 30, 2004
3191	Disaster	Snowstorm	December 6 – 7, 2003
3175	Disaster	Snowstorm	February 17 – 18, 2003
3165	Disaster	Snowstorm	March 5 – 7, 2001
1364	Disaster	Severe Storms and Flooding	March 5, 2001 – April 16, 2001
1224	Disaster	Heavy Rain and Flooding	June 13 – July 6, 1998
1142	Disaster	Severe Storms/Flooding	October 20 – 25, 1996
1090	Disaster	Blizzard	January 7 – 13, 1996
3103	Emergency	Blizzards, High Winds, and Record Snowfall	March 13 – 17, 1993
920	Disaster	Severe Coastal Storm	October 30, 1991
914	Disaster	Hurricane Bob	August 19, 1991

Based on the past experiences of hazards in Foxborough, as well as mapped hazard zones, the natural hazards that impact the community on any given year are:

- Flood Hazards
  - Including riverine and shallow flooding
- Wind-Related Hazards
  - Including hurricane, tornado, and thunderstorm winds
- Winter-Related Hazards
  - Including snow and ice
- Fire-Related Hazards
  - Including drought
- Geologic Hazards
  - Including earthquakes and landslide

FLOOD HAZARDS: Flooding in Foxborough is often the direct result of weather events, including nor'easters, heavy frontal rainstorms, tropical storms, and hurricanes. As a result of these events, Foxborough is at risk of the following types of inland flooding:

Riverine Flooding: Also known as overbank flooding, it occurs when channels receive more rain or snowmelt from their watershed than normal, or the channel becomes blocked by debris. Excess water spills out of the channel and into the channel's floodplain area. Spring snowmelt or frozen ground conditions (which limits rainfall infiltration) can exacerbate riverine flooding caused by heavy precipitation.

- Ice jams occur when ice accumulates in a channel and acts as a dam, restricting flow and causing flooding.
- Flash flooding is the rapid rise of water along a water channel or low-lying urban area resulting from an unusually large amount of rain and/or high-water flow velocity (particularly in hilly areas) within a very short period. Flash floods can occur with limited warning.

Shallow Flooding: Occurs in flat areas where a lack of a water channel results in water being unable to drain away easily. The three types of shallow flooding include:

- Sheet Flow: Water spreads over a large area at a uniform depth.
- Ponding: Runoff collects in depressions with no drainage ability.
- Urban Flooding: Occurs when human-made drainage systems are overloaded by a larger amount of water than the system was designed to accommodate.

There have been a number of major rain storms that have resulted in notable flooding in Foxborough in the past. Significant storms include:

- September 11-12, 1954: A storm that accompanied Hurricane Carol dropped more than five inches of rain near Foxborough.
- August 19-20, 1955: Hurricane Diane produced both record high volumes and very high rainfall intensities, with amounts as high as 13 inches measured at Blue Hills. As much as 15 inches of water was reported on Morse Street at the Glue Factory Pond, and sections of Oak Street north of Cocasset Street upstream of Vandys Pond were washed out.

- March 17-18, 1968: Storm totals ranged from five to seven inches of rainfall in southeastern Massachusetts.
- April 1987: A major rain storm, immediately following another significant storm, dropped four to seven inches of rain across Massachusetts.
- June 12-14, 1998: A very slow-moving storm moved through southeast New England and produced rainfall of 6 to 12 inches over much of eastern Massachusetts, which led to widespread urban, small stream, and river flooding. Several flash flood events occurred. The flooding resulted in a Presidential Disaster Declaration in Essex, Middlesex, Norfolk, Suffolk, and Bristol Counties. Dollar damage has been established at $13,000,000.
- October 15, 2005: Excessive rain and flooding occurred across Massachusetts. Approximately 1,000 evacuations occurred, and countless streets experienced flooding. Major thoroughfares were shut down. Approximately 2,000 people were evacuated throughout downtown Taunton when failure of the Whittenton Pond Dam was "imminent." Nearly $6 million in damages were incurred across the state.
- June 7, 2006: A coastal storm brought three to seven inches of rain to southeastern Massachusetts, causing widespread flooding of roads and small streams. Flooding closed roads in Taunton, Bellingham, and Walpole.
- March 15, 2010: Three to six inches of rain fell across Massachusetts, with rainfall totals on the order of six to ten inches in the eastern part of the state. Major flooding occurred in rivers, small streams, and drainage systems across eastern Massachusetts and Rhode Island. The Governor declared a state of emergency, followed by a federal disaster declaration for seven Massachusetts counties. Flooded roads and property was widespread in Foxborough; the area around Bleachery (Glue Factory) Pond was especially hard-hit, with the industrial buildings around the pond flooded. Over $16.64 million in property damage was incurred across Norfolk County.
- July 24, 2010: Heavy rain from thunderstorms produced localized flooding. Several streets in Foxborough were flooded, included Cocasset and Elm Streets. Cars were stranded at Chestnut and Baker Streets. Approximately $20,000 in damages were incurred.
- August 9, 2013: Torrential downpours led to flash flooding in some areas of southern New England. In neighboring Walpole, a main road was flooded and several cars damaged.
- July 12, 2017: Heavy downpours and damaging thunderstorms struck the region around Foxborough, flooding streets in neighboring Wrentham.
- August 15, 2018: Thunderstorms produced hail, high winds, and high rains across Massachusetts. A portion of a road in neighboring Sharon was flooded.
- The region has been impacted by hurricanes throughout its history, starting with the Great Colonial Hurricane of 1635. The eye of one hurricane passed right through Boston in 1944.

According to National Oceanic and Atmospheric Administration (NOAA) historical records, 35 hurricane/tropical storm tracks have come within 100 miles of Foxborough since 1842. Of these storms, 26 reached tropical storm intensity, nine were Category 1 hurricanes, four Category 2, and three Category 3 (note that storms that change in intensity are counted multiple times, once for each intensity level). The following table shows the historical tracks of only the hurricane-intensity storms as shown by the NOAA historical hurricane tracks tool. The map does not include the tracks

of extra-tropical systems, tropical depressions, or tropical storms that also came within 100 miles of the planning area.

Table 4: Hurricane-Intensity Storms

Category	Name	Dates
1	UNNAMED 1858	Sep 14 to 17, 1858
3	UNNAMED 1869	Sep 07 to 09, 1869
2	UNNAMED 1869	Oct 04 to 05, 1869
1	UNNAMED 1879	Aug 13 to 20, 1879
1	UNNAMED 1894	Oct 01 to 12, 1894
1	UNNAMED 1896	Aug 30 to Sep 11, 1896
1	UNNAMED 1916	Jul 10 to 22, 1916
2	UNNAMED 1944	Sep 09 to 16, 1944
3	CAROL	Aug 25 to Sep 01, 1954
3	EDNA	Sep 05 to 14, 1954
2	DONNA	Aug 29 to Sep 14, 1960
1	GLORIA	Sep 16 to Oct 02, 1985
2	BOB	Aug 16 to 29, 1991

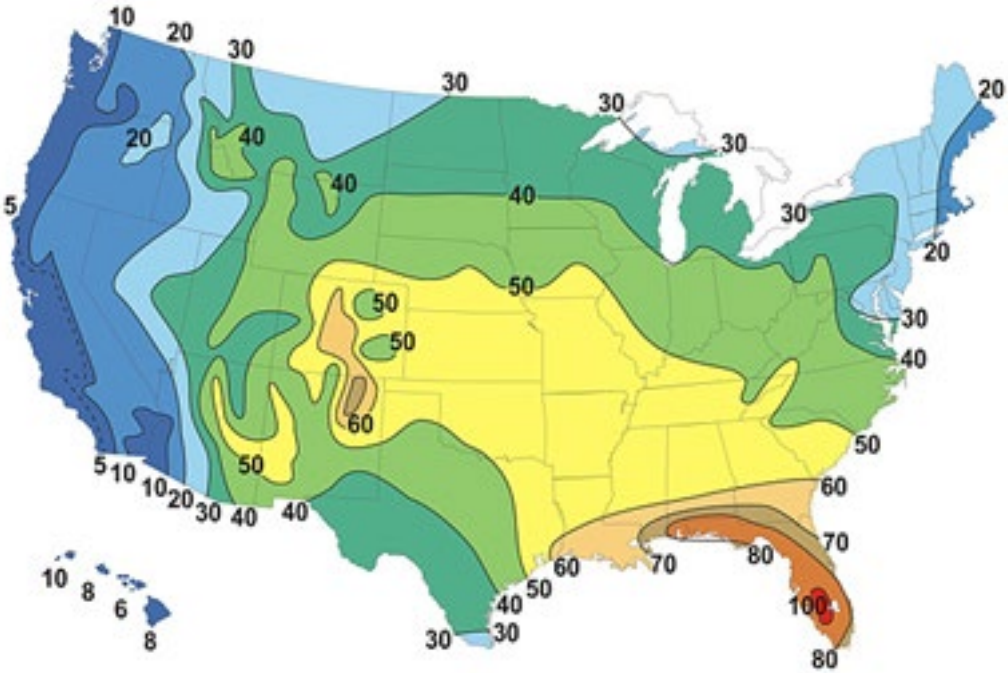
WIND HAZARDS: More information about recent high wind events that have impacted Foxborough, including those associated with tropical storms, nor'easters, and thunderstorms, is provided here.

- August 21, 2004: A thunderstorm spawned a tornado that touched down in West Wrentham and traveled northeast to Franklin and Interstate 495. The same storm downed several trees in Foxborough, causing about $25,000 in property damage.
- July 4, 2006: Severe thunderstorms brought down many trees in Foxborough State Park, and one large tree on South Street. $40,000 in property damage was caused across Norfolk County from these storms.
- October 28, 2006: A storm system caused widespread damage across eastern Massachusetts. Trees were knocked down onto wires on Route 1 in Foxborough, and large branches were brought down in several nearby communities, causing around $10,000 in property damage.
- November 15, 2008: Damaging winds were reported across southeast Massachusetts. Trees were downed in Stoughton, Norwood, Walpole, and Sharon. Large branches were downed on Beach Street in Foxborough. $45,000 in damage was reported in western Norfolk County.
- October 7, 2020: The National Weather Service confirmed that a derecho occurred in Norfolk County. The storm caused a 320-mile damage swath across the state and was one of the strongest severe weather events of 2020. Foxborough has numerous calls of power lines down and trees blocking residential streets after the storm with 50-80 mph wind gusts came thru the community.

Based on historic data, high winds impact Foxborough on a nearly annual basis, with temporary road blockages and power outages, and damage to utilities or property, occurring approximately once every two years. The 2018 SHMCAP estimates that the Commonwealth experienced an average of 43.5 high wind events (defined as sustained winds of 40 mph or gusts of 58 mph) per year between 2008 and 2018.

According to the National Weather Service (NWS), thunderstorms impact eastern Massachusetts between 10 and 20 days a year.

Map 12: Annual Average Thunderstorm Days in the U.S.



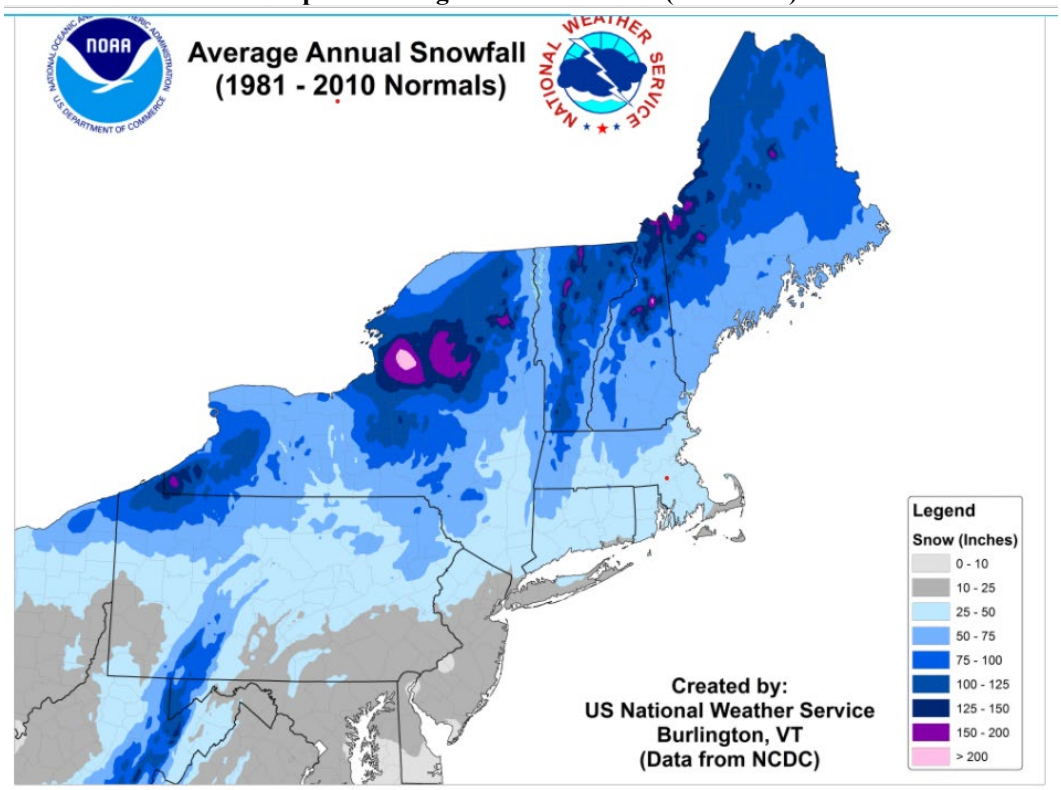
Source: NOAA NWS

Hurricanes and tropical storms have passed within 100 miles of Foxborough once every five years on average (based on National Center for Environmental Information data), though few of those have had significant impacts in town. The SHMCAP reports that hurricanes significant enough to result in a disaster declaration have occurred in the state once every nine years.

Nor'easters occur every winter, bringing high winds. Tornadoes and straight-line winds occur very infrequently and have a low likelihood of occurring any given year. According to the SHMCAP, the Commonwealth experienced 171 tornadoes from 1950 to 2017, or an average annual occurrence of 2.6 tornado events per year; Foxborough and the state's southeast region have experience fewer tornadoes than other areas.

WINTER-RELATED HAZARDS: In Massachusetts, northeast coastal storms known as nor'easters occur one to two times per year. Winter storms are a combination of hazards because they often involve wind, ice, flooding, and snowfall. The average annual snowfall for most of the town is 36 - 48 inches.

Map 13: Average Annual Snowfall (1981-2010)



Recent winter events that have impacted Foxborough include:

- January 7 - 8, 1996: "The Blizzard of '96" dumped record snowfalls from the mid-Atlantic to southern New England. Total snowfall reached 20 to 25 inches in parts of Plymouth and Bristol Counties. The Massachusetts Emergency Management Agency reported $32 million in damage claims across the state, mostly for snow removal costs. NOAA estimates the total cost was as much as $1.6 million. In Foxborough, a roof collapsed at one of the water department buildings.
- December 5 – 7, 2003: A major winter storm brought heavy snow and strong winds to southern New England. One to two feet of snow fell across the state, with pockets of 28 to 35 inches near Interstate 95 southwest of Boston. Twenty-four inches were reported in Foxborough.
- December 26 – 27, 2004: Nine inches of snow fell in Foxborough. Dozens of accidents were reported in the state due to slick roads and poor visibility.
- March 12, 2005: Eight inches of snow fell in Foxborough. Dozens of minor accidents and spinouts were reported in the state.
- January 11 – 12, 2011: A severe winter storm and snowstorm hit the region. A presidential disaster was declared for this event (D-1959) in Norfolk County, though no funding was requested by Foxborough.
- January 31 – February 2, 2011: The 2011 "Groundhog Day Blizzard" mostly impacted the western part of Massachusetts, but town officials report that the event led to the collapse of a warehouse roof in Foxborough.

- February 8 – 9, 2013: A severe winter storm, snowstorm, and flooding hit the region. A presidential disaster was declared for this event (D-4110) in Norfolk County, though no funding was requested by Foxborough.
- January 26 – 28, 2015: A severe winter storm, snowstorm, and flooding hit the region. A presidential disaster was declared for this event (D-4214) in Norfolk County, though no funding was requested by Foxborough.
- February 15, 2015: Two buildings at the Foxboro Terminals facility on North Street collapsed under the weight of snow.
- Mar 2-3, 2018: A severe winter storm and flooding hit the region. A presidential disaster was declared for this event (D-4372) in Norfolk County, though no funding was requested by Foxborough.
- March 13, 2018: Blizzard conditions were reported across southeastern Massachusetts. Fifteen to 24 inches of snow fell in Norfolk County. A large tree fell on a home in Foxborough. $47,000 in property damage is estimated by the NCEI to have occurred throughout western Norfolk County. A presidential disaster was declared for this event (D-4379) in Norfolk County, though no funding was requested by Foxborough.

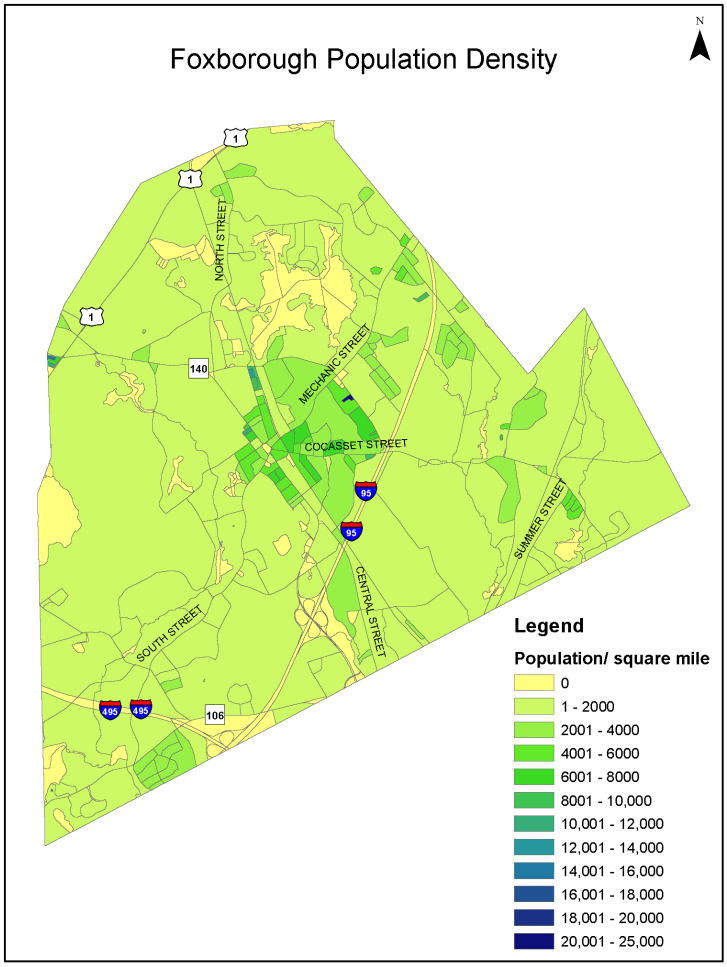
According to the historic record, winter weather causes disruption annually, and significant damage from winter storms occurs approximately every three years. The 2018 SHMCAP reports that high-impact snowstorms occur within the Northeast urban corridor, including Massachusetts, approximately once every year.

Community Population/Population Densities

Foxborough had 18,488 residents as of the 2022 Census. The town has experienced consistently moderate levels of growth since the beginning of this century, with its population increasing 3.8% from 2000-2010 and 3.5% between 2010 and 2017. This follows a period of stronger growth in the 1990s and relative stagnation in the 1970s and 1980s. Historically, the town's largest growth in population occurred in the postwar years: in the two decades from 1950-1970, the town gained over 7,000 residents, doubling its pre-war population.

Based on an analysis of how changing trends in births, deaths, migration rates, housing occupancy, and employment might impact Foxborough in the future, the Massachusetts Department of Transportation, in collaboration with the Metropolitan Area Planning Council (MAPC) and the University of Massachusetts Donahue Institute, project that the town's population will continue to increase at roughly the same rate, reaching just over 18,000 residents in 2030. Interestingly, these projections estimated that Foxborough's population in 2020 would be 16,669 residents, which the town had already surpassed in 2017, indicating that the town is growing faster than had been projected.

Map 14: Population Density



Where do all these numbers come from?

- U.S. Census data from the decennial population census, conducted every ten years to count every resident in the country. It is the most exact population count.
- ACS data uses a survey to estimate population characteristics. Data comes in 1-, 3-, and 5-year estimates. MAPC uses 5-year estimates because they are the most precise.
- Comprehensive Housing Affordability Strategy (CHAS) data is a collection of data from the ACS. This data is used by the United States Department of Housing and Urban Development (HUD) to demonstrate the extent of housing problems and housing needs in a community, particularly for low-income households.

These figures are projections, not a definitive statement of what will happen in the future.

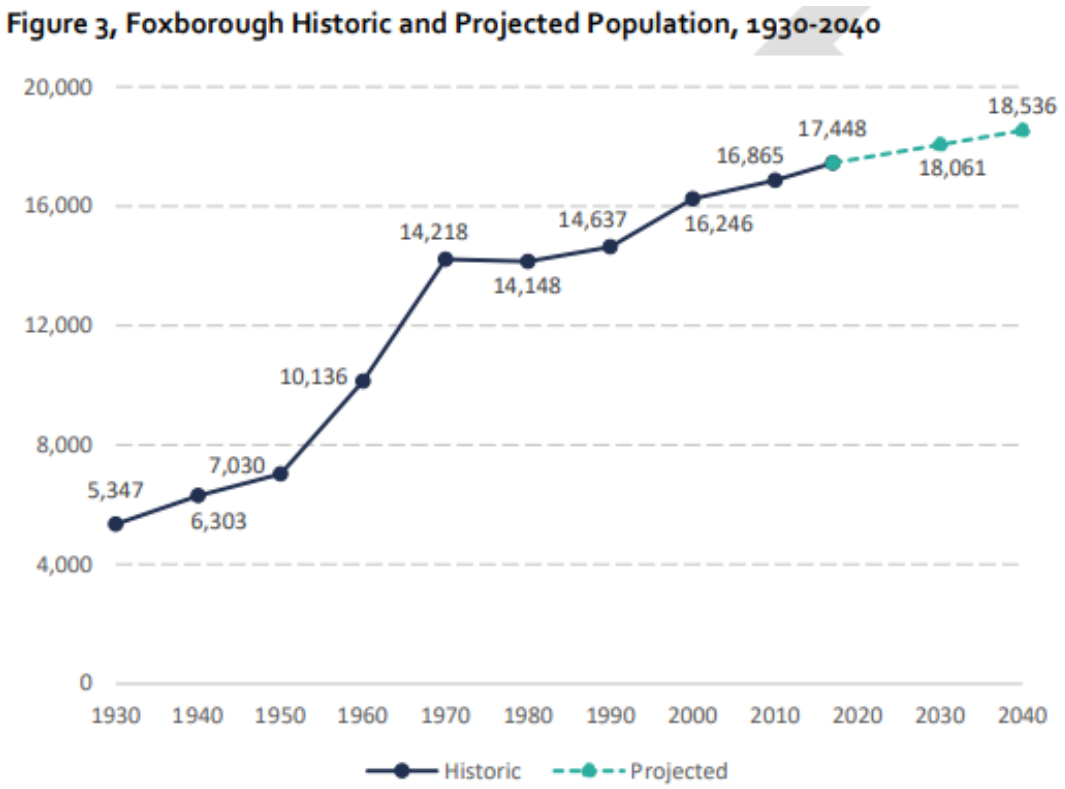


Figure 1: Historic and Projected Population (1920-2040)

Source: U.S. Census, ACS 2013-2017, Massachusetts Department of Transportation Projections

Foxborough Fire & Rescue has created planning zones that match fire districts. These districts were created to assist in dispatch sending appropriate mutual companies as it pertains to response times. FFR has included the parcel designations as it pertains to these four planning zones.

District 1

- Residential – 1007
- Commercial/Industrial – 95

District 2

- Residential – 1219
- Commercial/Industrial – 15

District 3

- Residential – 869
- Commercial/Industrial – 73

District 4

- Residential – 1932
- Commercial/Industrial – 260

Community Demographic Features

Foxborough is a growing community with a population of 18,618 at the time of the 2020 Census; the US Census estimates the 2022 population was 18,488. The population of Norfolk County was 725,981 in 2020 and estimated at 725,531 in 2022, while the Massachusetts statewide population was 7,029,917 in 2020 and estimated at 6,981,974 in 2022 (US Census).

Table 5: Multi-Community Census Data (2010, 2020)

Community	2020 Census			2010 Census		
	Population (count)	Land Area (square mile)	Density (count/mile)	Population (count)	Land Area (square mile)	Density (count/mile)
Foxborough	18,618	19.86	937.7	16,865	21.00	849.7
Norfolk	11,662	14.9	782.8	11,227	14.90	753.3
Sharon	18,575	23.44	792.6	17,612	23.44	751.4
Wrentham	12,178	21.71	561.0	10,955	21.71	504.7
Plainville	9,945	10.99	905.1	8,264	11.00	751.5
Mansfield	23,860	20.1	1186.8	23,184	20.09	1,153.8
Norfolk County	725,531	396.11	1693.6	670,850	396.11	1,693.6
Massachusetts	7,029,917	7,800.06	901.2	6,547,629	7,800.06	839.4

This table presents census data for Foxborough, the surrounding towns, the county, and the state for 2010 and 2020. The population of Foxborough increased by 1753 over that time, or by about 9.9%; this was slightly faster than Norfolk County (7.8%) and the state (7.1%).

Table 6: Foxborough Census Data

Feature	Count	Percent
Total Population	18,431	
Median age (years)	42	
5 to 14 years	2,407	13.1%
15 to 17 years	645	3.5%
Under 18 years	3,945	21.4%
18 to 24 years	1,793	9.7%
15 to 44 years	6,454	35.0%
16 years and over	14,899	80.8%
18 years and over	14,486	78.6%
21 years and over	13,528	73.4%
60 years and over	4,418	24.0%
62 years and over	3,994	21.7%
65 years and over	3,177	17.2%
75 years and over	1,145	6.2%
Male Population	8,884	48
Female Population	9,547	52
White	15,727	93%
Black or African American	808	2%
American Indian and Alaska Native	15	0%
Asian	840	3%
Native Hawaiian and Other Pacific Islander	3	0%
Some Other Race	264	1%
Total Households	7,289	

Table 7: Demographics (as of 7/1/20)

Foxboro, MA 02035 Data & Demographics (As of July 1, 2020)

POPULATION	
Total Population	18,340 (100%)
Population in Households	18,316 (99.9%)
Population in Families	15,307 (83.5%)
Population in Group Quarters[1]	24 (0.1%)
Population Density	878
Diversity Index[2]	26

HOUSING	
Total HU (Housing Units)	7,354 (100%)
Owner Occupied HU	4,625 (62.9%)
Renter Occupied HU	2,382 (32.4%)
Vacant Housing Units	347 (4.7%)
Median Home Value	$480,749
Average Home Value	$537,195
Housing Affordability Index[3]	119

INCOME	
Median Household Income	$106,039
Average Household Income	$137,555
% of Income for Mortgage[4]	19%
Per Capita Income	$52,557
Wealth Index[5]	184

HOUSEHOLDS	
Total Households	7,007
Average Household Size	2.61
Family Households	4,818
Average Family Size	3

NOTES

1. Group Quarters - a place where people live or stay in a group living arrangement. Includes college residents' halls, nursing facilities, military barracks, and correctional facilities.
2. The diversity index is a scale of 0 to 100 representing the likelihood that two persons, chosen at random from the same area, belong to different races or ethnic groups. If an area's entire population belongs to one race and one ethnic group, then the area has zero diversity. An area's diversity index increases to 100 when the population is evenly divided into two or more race/ethnic groups.
3. The housing affordability index base is 100 and represents a balance point where a resident with a median household income can normally qualify to purchase a median price home. Values above 100 indicate increased affordability, while values below 100 indicate decreased affordability.
4. The percent of income for mortgage quantifies the percentage of median household income dedicated to mortgage payments on a home priced at the median value (assuming a 30-year mortgage and a 20% down payment).
5. The wealth index is based on a number of indicators of affluence, including average household income and average net worth, but it also includes the value of material possessions and resources. It represents the wealth of the area relative to the national level. Values above or below 100 represent above-average wealth or below-average wealth compared to the national level.

B. History of the Agency

Major Historical Milestones of the Department

1977 American LaFrance 1500/500

1974 Dodge 4x4

Foxborough Fire Department is the department's official name, but in the late 1980's Chief Hobart Boswell unofficially changed the name to "Foxborough Fire & Rescue" (FFR) to better align the name to the services provided.

Foxborough Fire Department was formed in 1850. The department has changed extensively over the years from a single-engine department to the current fleet of 19 pieces of apparatus and one boat. The staffing levels over these years have changed as the population, and the demographics have changed over time. The department has morphed from a 25-member call department to the current 40-person, full-time department that exists today.

To follow are some very interesting milestones and information that the department has seen over these many years:

1850
Formation of a private fire company, as long as at least 25 members were maintained.
E.P. Carpenter elected "foreman."

1851
Hunneman Engine arrives via train, named Cocasset #1 - $929.50.

1872
Cole steamer arrives on August 19th – department changes name to Foxboro #1.

1873
Town purchases and moves a new building behind the existing town hall to house the fire department. The department buys four rubber suits.

1880
Hose wagon and supply carriage were purchased.

1881
First Foxboro Muster and Firemen's Field Day.

1887

The town votes to install a whistle at the Union Straw Works to notify firefighters of calls.

1888
Town considers installing wire alarm system to alert firemen at their homes.

1889
A hook and ladder truck purchased. An electric alarm gong was wired from the Foxboro Foundry to the station along with the "engine room" of the Straw Works. System up and running on May 11th. Foxboro Steamer Co #1 reorganization from foreman and assistant to captain and lieutenant. Fire police established to protect the property and structure on fire.

1891
New poles for alarms installed. Due to damage to the hose wagon and steamer during a brush fire, those pieces of apparatus are to be used for structure fires only.

1895
Due to a loss of life during a fire, the town agrees to buy horses for the fire department.

1898
Alarm system expanded.

1900
May 28th at 7:20 p.m. Union Straw Works fire. Massive building burns to the ground in 90 minutes.
June 4th at 4:40 a.m. Town Hall Fire – three firefighters, FF Arthur Josselyn, FF George Josselyn and FF Joseph Watkins were killed. The large bell fell, knocking them off ladders and covering them in debris. Building was a total loss.

1912
The steamer is rebuilt by the Combination Ladder Company, Providence.

1917
First motorized apparatus – Maxim, combination hose and chemical engine purchased for $3.

1919
Department acquires its second motorized truck, a Ford. Truck is to be outfitted for forestry work.

1923
Town sells its teams of horses. The steamer still went to fires towed behind a Mack truck.

1924

-Fire department budget	$3,800.00
-Fire hose	$500.00
-Forest fires	$600.00

Article 22 question to appropriate money for central station was voted and approved - $27,000 was appropriated.

1925
-New fire station built by the town.
-Total population 4,934 - State hospital population 761.

-One case of arson.
-New station opened Monday, March 2 – 500 visitors!
-Requesting one permanent man for the station.
-Requesting $3,500 for budget.
-Apparatus sent to Maxim for paint - $425.00.

1927

-Responded to 27 structure fires with two total losses – $62,000 loss; $12,000 insurance pay.
-Windshields added to the apparatus for comfort.
-Budget $3,750.00.
-Working on first mutual aid agreement.

1928

The steamer is retired and replaced by a new 500 gallon per minute (gpm) pumper.
-$1,000 requested for hose.
-Asked for $7,000 for the pumping engine – so voted.
-500-gallon pumping engine delivered in June.
-Police department reports three injured people transported to emergency room.

1929

-Article 19 in the Town Clerk's report requests $700 to reimburse Edwin B. Truax for the loss of an eye while on duty at the central fire station. Vote postponed.
-Article 29 requests $387.25 to reimburse Foxboro firefighters for the purchase of eight helmets and smoke protectors – committee formed.
-Chief Barton retired after 45 years of service. Much dissension was noted in the department after the resignations of some of the men causing them to hire new members.
-Insurance for the men while on duty was requested.

1931

-Budget $5,005.00 proposal to adopt the position of fire chief as laid out by Massachusetts General Laws (MGLs) of 1921.
-Proposal to spend $4,000 on an addition to the fire station for the housing of police and lock-up.
-Proposal to move the fire whistle from the center school building to the central fire station at a cost of $1,400.
-Proposal to tear down the old fire station.
-Staffing-20 regular men, four substitutes, one deputy chief.
-Police station added to the fire station.

1932

-The fire company and board of engineers disband, and the town makes an official department.
-Budget $5,050.
-Chief Tarment appointed July 1. New structure – deputy and captain in charge of the hose –company and deputy and captain in charge of 28 Ladder company.
-19 full pay members
-2 half pay
-5 volunteers
-287 hydrants in town.

1933

-Article 23 – Sell or transfer the steamer to the Foxboro Veteran Fireman's Association along with the hand tub.

1934

-Daylight savings voted on. Not much to report this year.
-Fire station and apparatus in good order. The department recorded 59 alarms of fire but had very little loss. The chief credited the low loss numbers to the station being manned by a firefighter and thus having a quick response.

1935

-Article to raise $400 to heat the fire station.
-Spent $185 on an "Inhalator."
-Structure: chief, two deputies, two captains, one permanent man, 21 call men. Average 20 men on call back.
-Most men have been to training school.
-63 calls with 21 structure fires, 24 chimney fires, two calls for the "inhalator."
-Alarm system in bad shape. The 1917 combination truck needs replacement.

1936

-Budget $6,426.
-Chief Truax sworn in July 1.
-Chief hoping to replace the 20-year-old combination fire truck.
-23 firemen on roster.

1937

-Voted $7,925 for new combination fire truck.
-Chief Truax had a study done by the "New England Insurance Exchange," and they recommended a new combination 750-gpm pumper/hose wagon be provided. The current Maxim given a turret pipe and 1,000 feet of 2 ½ and be placed in reserve, 5,000 feet of 2 ½ be kept on hand, and two full-time men staff the station.
-Five ambulance trips to Norwood Hospital by police department.
-Police department had two carbon monoxide poisoning calls and made the save.

1938

-$8,500 for a new pumping engine.
-Significant expense occurred due to the 1938 hurricane, mostly to the fire alarm system.

1939

-Budget - $6,489. $3.800 for a new forestry truck.
-Fire department members put together a new truck to be used as a rescue unit and ambulance and gave it to the town as a gift. Trips to the hospital will now be the fire department's responsibility.
-20 members completed an 11-week Red Cross course on first aid.
-The department members bought an old Chevy panel truck and converted it to an ambulance/rescue truck.

1940

-Budget - $10,225
-Mack forestry truck purchased for $3,800.
-A dialing system installed in the town will eliminate the phone operators. The police and fire department rely heavily on the operators to gather information and call the correct department and people.
-The police chief looked for a permanent deskman and two-way radios, and the fire department looked for someone at the station 24 hours a day. The fire department received 78 calls for the new ambulance.

1941

-Budget - $8,474
-14 calls for building fires with an overall low monetary loss. 104 calls for the ambulance, which was a significant increase.

1942

-Budget - $8,933.50

-128 calls answered for fires, etc.

-Donald Swift appointed captain and auxiliary fire department instructor. Twenty-five men received training. Regular firemen entered the armed service, and staff was being replaced by auxiliary members. However, auxiliary members also joined the service, and retention and recruiting was difficult. Board of Selectmen purchased five trailers to be placed strategically around the town to mitigate damage from an air raid. The trailers had fire hose, nozzles, axes, and other firefighting equipment purchased under Civil Defense.

1945

-Budget - $9,628

-Requesting $600 for installation of the whistle at headquarters.

-94 ambulance calls. The 1917 combination is 29 years old and too expensive to repair.

-The air horn (whistle) replaced a system that was purchased in 1885.

-On April 6, Firefighter Ralph R. Smith was overcome and died while fighting a forest fire off Chestnut Street.

1946

-Budget - $11,794

-Chief reports ladder truck in poor condition and needs to be replaced.

-$9,800 was appropriated for addition to fire station to house the new fire alarm equipment unable to start the project due to a shortage of labor and materials.

-Began 24-hour coverage at the station on July 1st. At that time, the switchboard was removed from the town office. A direct line from police department to fire department was installed.

-Two-way radios were loaned to the fire department and urgently recommended to be purchased.

1947

-Budget - $13,992

-Appropriated $4,800 for a radio system with units using the department of conservation system (fire tower) for fire and a separate system for police.

-Appropriated another $1,200 for the fire alarm addition.

-Addition finished in October.

-80 ambulance calls, a new ambulance was needed as the converted truck is inadequate.

-Dichlorodiphenyltrichloroethane (DDT) spraying from the air and ground.

1948

-Budget - $17,434.

-New state law requires a minimum of two masks per truck responding to building fires.

1949
-Budget - $17,774
-124 ambulance runs.
-Surrounding towns now have radio capabilities making mutual aid quicker and easier.
-A new American LaFrance 65-foot ladder was put into service.

1950
-Budget - $17,551
-126 ambulance calls.
-Mutual aid meetings with Mansfield, Norton, Attleboro, North Attleboro, and Plainville to standardize coverage.

1951
-Budget - $18,774
-137 ambulance calls.
-A new aluminum boat was purchased.
-Five false alarms called in for one section of town by phone, prompting an investigation.

1952
-Budget - $18,859
-123 ambulance calls.
-Maxim combination sold for $50 in scrap.

1953
-Budget - $21,753
-Ambulance calls 170
-$9,600 appropriated for a new engine.
-Members responded to Worcester to help them recover from a tornado.
-The special hazards with lighting equipment and three men were dispatched for seven nights until power was restored.

1954
-Budget - $23,634
-Ambulance calls 158
-Mutual aid meetings continued between seven surrounding towns. Routes were discussed and trial runs made. Two hurricanes hit, and the fire station was used as headquarters due to generator power. One member was injured after falling trying to repair fire alarm wire.

1955

-Budget - $26,498
-Ambulance calls – 156
-The ladder truck was involved in an accident on High Street and required extensive repairs.
-Hurricane Dianne caused extensive damage to the fire alarm system.
-Many citizens called the fire department looking for assistance locating a physician.

1956

-Budget - $26,487
-Ambulance calls – 202
-One member injured in the line of duty – town appropriated $2,000 to help defray medical costs.
-Recommendation to buy the land behind the fire station to build additional garage space.
-The building of new highways is causing work to be done on the fire alarm system.

1957

-Budget - $33,837-Ambulance calls 203.
-Town meeting voted to spend $10,500 on a new ambulance.

1958

-Budget - $32,025
-Ambulance calls 233
-An increase in fire calls (resuscitator, inhalator) has prompted the chief to ask for a second permanent man.
-An addition to the station was also requested.

1964

-Budget - $70,805
-Ambulance calls 440 – 20 mutual aid.
-Committee finds $145,000 worth of improvements needed at the fire station. Heating, wiring, plumbing, ceilings, and whistle need to be addressed.
-Will hold the station over for 15 years (estimated).
-The 60-foot rear bays and the front control room were included in the price. $27,000 for a new engine was appropriated for a new engine. $18,500 was appropriated for a new brush truck—$ 3,000 appropriated for a utility station wagon.
-The opening of Interstate 95 through town prompted the chief to request more permanent men at the station.

1965
-Budget - $71,521.
-Ambulance calls: 489 - 23 mutual aid.
-Inspections of newly built homes started this year.
-Engine 1 was delivered (FWD) (E21R) as well as new Engine 5 (FWD).

1966
-Budget - $76,505.
-Ambulance calls: 489. 26 mutual aid.
-1,100 runs for the year.
-$12,600 appropriated for purchasing a new ambulance.
-A Cadillac ambulance was purchased in April. Chief Clark, FF Nowlan, and FF Emery retired after a combined 79 years of service to the town.

1969
-Budget - $120,182
-Ambulance calls: 621. 21 mutual aid.
-Town meeting appropriates $24,000 for a new engine. Mr. Ralph D. Brady spoke on behalf of the fire department.

1970
-Budget $127,402
-Ambulance calls: 740. 19 mutual aid.
-The town appropriated $18,000 to purchase a new ambulance.
-The department has conducted a lieutenant's exam for four new lieutenant positions.
-Ambulance and Engine 3 new this year, and another engine is being built.
-Old ambulance kept in reserve.

1971
-Budget - $183,874
-Ambulance calls: 860. Mutual aid: 11
-New Maxim fire truck delivered, and the chief's car replaced.

1973
-Budget - $353,968
-Ambulance calls: 767
-Town votes to appropriate $95,000 for a new ladder truck. Chief Barton dies after 41 years of service and Thomas Sheehan is appointed as acting chief.
-The civil defense department is purchasing a rescue truck for the use of the fire department.
-Chief requests four men added to the permanent force and the replacement of the second ambulance.
-The fire alarm system needs updating.

1974
-Budget - $251,758
-Ambulance calls: 873
-Eight members attended first formal emergency medical technician (EMT) course (81 hours).

1975
-Budget - $281,121.
-Ambulance calls: 779
-Town votes to replace the 1965 ambulance with a new purchase.
-Town votes to purchase the first set of Jaws of Life.
-The fire department was doing ambulance transfers up until June 1st, then stopped the practice.

1976
-Budget - $303,769
-Ambulance runs: 656
-1,618 total runs for the year.
-The department now has 17 EMTs with more members training.

1977
-Budget - $327,191.
-Runs: 1,710 / Ambulance calls: 674
-Chief Sheehan requesting six additional men to cut down overtime and ambulance callbacks.
-22 members now are EMTs.

1980
-Budget - $456,079.
-Runs: 2,167 / Ambulance calls: 746
-A new fire alarm console was installed in fire Headquarters allowing multiple alarms to ring through simultaneously.

1981
-Budget - $415,723
-Runs: 1,838 / Ambulance calls: 648
-Town votes to make a permanent deputy chief position
-Public Education eliminated this year due to budget problems

1982
-Budget - $456,077
-Runs: 1,932 / Ambulance calls: 729
-A new ambulance was purchased.

1983
-Budget - $539,220
-Runs: 2,311 / Ambulance calls: 726
-Town meeting approves $70,000 for replacement of E-5 (Brush Engine).
-22 out of 30 members are certified EMTs.

1984
-Budget - $529,810
-Runs: 2,965 / Ambulance calls: 748
-Two firefighters added to the permanent force.

1985
-Budget - $571,202
-Runs: 3,349 / Ambulance calls: 815
-13 full-time members, 13 call members, four juniors. New hydraulic cutting tool was purchased.

1986
-Budget - $622,923
-Runs: 2,858 / Ambulance calls: 804
-$110,000 appropriated by town meeting to replace Engine 3 (brush engine).
-Committee formed to investigate the space needs of the fire and police departments.
-$14,000 appropriated for a new chief's car.
-16 full-time, 17 call members. Over $100,000 in ambulance billing.

1987
-Budget - $695,295
-Runs: 2,735 / Ambulance calls: 896
-Appropriated $25,000 into the stabilization fund for a new ambulance and $30,000 to refurbish Engine-22.
-Hepatitis vaccination project for all firefighters approved by town meeting ($6,494).
-Chief Sheehan leaves due to a medical issue, and Deputy Chief Lester Goodwin is made acting chief.

1989
-Budget - $712,185
-Hobart Boswell, Jr. appointed fire chief.
-$95,000 to refurbish Engine 22.
-Town appoints an architectural firm to come up with a design for a joint public safety building and $25,000 for the cost.
-First full-time fire department secretary position approved by town meeting.
-$75,000 approved for a new ambulance.
-Voted to convert the 1974 Dodge into a hazardous materials response vehicle ($7,500) and $26,000 for communications equipment.

1989
-Budget $895,946
-Runs: 2,417 / Ambulance calls: 903
-The first cardiac defibrillator put into operation.

1990
-Budget - $902,324
-Runs: 2,408 / Ambulance calls: 988
-Engine-22 enters service as a "Rescue Pumper" after a department-led refurbishment.

1991
-Budget - $938,314
-Runs – 2,767 / Ambulance calls – 940
-Budgetary concerns continue. Ambulance billing was brought "in-house," falling on the secretary's shoulders. -Fire prevention continues to be a major concern with inspections.
-Fire investigation and public education taking a leading role in daily activities.
-One of the last musters took place on Founders' Day.

1992
-Budget - $997,132.
-Runs – 5,284 / Ambulance calls – 1,068 92-mutual aid.

1993
-Budget - $1,015,171.
-Runs – 5,624 (with in service activities) / Ambulance 1,049 – 131 mutual aid.
-Operating budget surpasses $1 million.

-Chief Boswell modifies the name and image of the Department, which is now called the Department of Fire/Rescue and Emergency Services.
Call FF Adam Higgins hired this year.

1994
-Budget - $1,048,859
-Runs – 5,631 / Ambulance – 1,118 – 111 mutual aid.
-Town meeting appropriates $402,012 for a new ladder truck (emergency purchase due to the failure of the old ladder upon inspection). First fully enclosed cab apparatus.
-Six World Cup soccer games were played at Gillette Stadium. 187 calls for service were received during this event.

1996
-Budget - $1,173.072.
-Runs – 3,316 / Ambulance – 1,197 – 64 mutual aid.
-Captain Gerald McNamara deployed with Urban Search and Rescue (USAR) to Atlanta Olympics.

1997
-Budget - $1,264,478.
-Runs 3,446 / Ambulance 1,166 – 119 mutual aid.
-Ancient Marinere fire goes to 4 alarms. No loss of life or injury.
-Mechanics become National Association of Emergency Vehicle Technicians (NAEVT) certified.

1998
-Budget – $1,334,406.
-Runs – 3,332 / Ambulance – 989 – 66 mutual aid.

1999
-Budget – $1,448,975.
-Runs – 3,420 / Ambulance – 1,370.
-Two multiple alarm fires occurred in town this year. One at the end of Ridge Road, which taxed the members due to access and weather, and one on West Street. Fortunately, both incidents resulted in no injuries.
-A mass casualty incident taxed the department with 95 children from the Charter School needing transport to the hospital on a hot, humid day requiring the organization and use of the incident command system (ICS).
-Foxboro E-21 and L-26 were rotated into Worcester to assist them after six firefighters were killed at the Cold Storage Warehouse fire in December.

2000
-Budget – $1,641,052.
-Runs – 3,446 / Ambulance 1,134 – 97 mutual aid.
-After much planning and preparation, the department hired four firefighter/paramedics to complete the initial phase of advanced life support (ALS) service upgrade. Being able to provide ALS to the citizens from within the department has become a great source of pride and accomplishment.

2001

-Budget – $1,860,022.
-Runs – 3,749 / Ambulance 1,224 – 80 mutual aid.
-The new Gillette Stadium being built next to the old Foxboro Stadium, presenting many challenges for the Fire Prevention Division.
-Four more firefighters completed their paramedic training.
-Chief pushing for central dispatching service.

2002
-Budget – $1,999,587.
-Runs – 3,604 / Ambulance – 1,228 – two mutual aid.
-Chief Hobart Boswell retires, and Chief Robert Gaulin appointed to fire chief.
-Gillette Stadium opens.
-Town votes to fund a new engine. The annual open house was canceled due to structural damage to the fire station from a fatal motor vehicle accident where a car crashed into the front of the station damaging the walls.

2003
-Budget – $1,884,614.
-Runs – 3,718 / Ambulance – 1,240 – 48 mutual aid.
-Four more firefighters complete paramedic schooling.
-Federal grant allows the whole department to get new gear.
-E-24 is replaced with new E-One and is also designated E-24
-A new ambulance is being built.

2004
-Budget - $1,996,090
-Runs – 3,556 / Ambulance – 1,191
-The department achieves an Insurance Services Office (ISO) Class 4 rating.
-Town meeting approves 10.4 million dollars to fund a new joint public safety building. The chief asks for more funding for fire dispatchers.

2005

-Budget - $2,038,728.
-Runs – 3,628 / Ambulance – 1,225.
-Chief McNamara hired as chief of department.
-Confined space rescue operations level course taken by department personnel.
-E-22 is delivered.

2006

-Budget - $2,176,430.
-Runs – 2,392 / Ambulance – 1,270.
-State hospital fire strikes on July 14th.
-A second dispatcher is hired for the 4 – 12 shift.
-A new ambulance is delivered.
-Chief McNamara establishes a staffing level of 6-person minimum.

2007

-Budget – $2,210,493.
-Runs – 2,589 / Ambulance – 1,163.
-Foxborough's new joint public safety building opens. The new fire headquarters will be the primary location for all responders.
-The old Gamewell Fire Alarm Box system is being removed for a new radio-box system.
-Patriot Place mitigation money allows us to hire four paramedics and purchase two squads.
-Dispatchers are all at the new facility and must be cross-trained for police and fire incidents.
-Four additional firefighters were promised in the mitigation of Patriot Place, but the town's financial position prohibits more hiring.

2008

-Budget – $2,411,916
-Runs 2,727 / Ambulance.
-Chief McNamara retires.

2009

-Budget – $2,476,580
-Runs – 2,845 / Ambulance – 1,621
-Both Squad 21 and 22 are delivered and purchased with mitigation money from Patriot Place.
-Roger Hatfield is appointed chief of department.

2010

-Budget – $2,746,524
-Runs 3,233 / Ambulance 1,487
-E-23 is put into service as a wildland interface pumper.
-The new ambulance arrives with a power stretcher and video laryngoscope.

2011

-Budget – $2,768,577
-Runs – 3,082 / Ambulance – 1,534
-Foxborough Fire & Rescue responded as part of a task force to central MA to assist the Town of Brimfield recover from a rare tornado.
-The ten-year anniversary of 9/11 prompted many residents to erect a monument at fire headquarters.
-E-21 ordered and awaiting delivery.
-L-26 refurbishment almost complete.
-A new ambulance is also being delivered, and the old one is being donated to the police.

2012

-Budget – $2,821,322
-Runs – 2,922 / Ambulance – 1,586
-The department now has 20 paramedics.

2013

-Budget – $2,909,618
-Runs – 2,479 / Ambulance – 1,569
-The L-26 refurbishment went well and its return to service was greatly anticipated.
-E-One delivered a new Typhoon model to replace a 1993 E-One pumper.
-The new engine was licensed as a Class 5 ambulance that allows the provision of standalone ALS treatments while waiting for a transporting ambulance.

2014

-Budget – $2,918,045
-Runs – 3,012 / Ambulance – 1,644
-A study of cardiac arrest victims at the stadium revealed a 75% resuscitation rate over the last four years.

2015
-Budget – $3,069,840.
-Runs – 3,717 / Ambulance – 1,663.
-The department works toward seven-person minimum staffing.
-An administrative captain's position added.
-A new ambulance is put into service.
-Tactical Combat Casualty Care, or TCCC, is being taught to all members.

2016
-Budget – $3,355,162.
-Runs – 3,452 / Ambulance – 2,212.
-The department reorganized its administration division and created two deputy chief positions. One deputy for administration and one for operations.

2017
-Budget – $3,401,117.
-Runs – 3,203 / Ambulance – 2,319.
-Foxborough Fire & Rescue was awarded a $750,000 grant for fire department staffing. The grant allowed the department to have an eight-person minimum shift.

2018
-Budget – $3,474,734.
-Runs – 3,488 / Ambulance – 1,971.
-The department is awarded an $850,000 federal grant to purchase a new ladder truck. Pierce manufacturing was awarded the contract.
-Chief Roger Hatfield retires, and Deputy Chief Michael Kelleher appointed fire chief.
-The department is trained to operate two ultrasound machines located in the rescue units.
-Foxborough is the first community in Massachusetts to be given permission to use ultrasound for patient care.

2019
-Budget – $3,866,856.
-Runs – 3,476 / Ambulance – 2,062.
-The department strengthens its administrative staff with the hiring of an EMS Deputy Chief Thomas Kenvin, and the promotion of Captain David Laracy to Deputy Chief of Fire Prevention.
-Deputy Chief Thomas Buckley is promoted to Assistant Chief.
-The EMS Deputy takes over the public health nursing position for the town as well.

2020
-Budget -- $4,171,233
-Runs – 3,273 / Ambulance – 2118
-Covid-19 hits the world and Foxborough was not immune. Never missing a beat, the Fire Department was on the front line of the pandemic, transporting patients and testing residents for the virus.
-Foxborough went from and ISO rating of Class 4 to a Class 1 rating.

-Norwood Hospital is closed and eventually leveled due to a flash flood that hit the area and destroyed the buildings.

2021

-Budget -- $4,171,233

-Runs – 3,771 /Ambulance – 2418

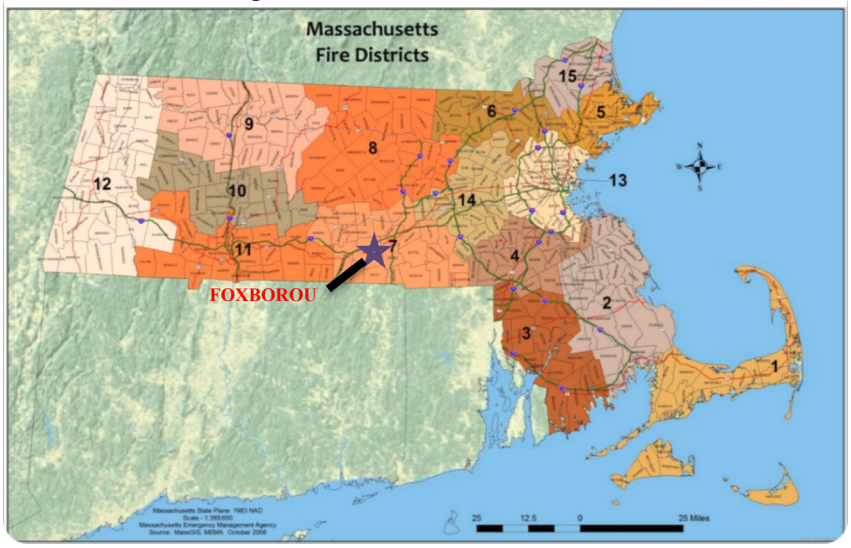
-Covid-19 continues to impact the world and Foxborough Fire stepped up again and assisted with mass a vaccination site at Gillette Stadium

-Nancy Bach, Administrative Assistant, retired after 24 years of service to the department.

Current Legal Boundary of Service Area

The boundaries of the town have been set forth as previously described in "Community Boundaries," and Foxborough Fire & Rescue is responsible for protecting the community up to these boundary lines of the town. In addition to this, Foxborough Fire & Rescue has formal mutual aid agreements with adjacent communities, (Appendix C), and responsibilities to respond to mutual aid requests as a member of the Statewide Fire Mobilization Plan. The Statewide Fire Mobilization Plan offers pre-determined response assets and capabilities to communities in the event they have exhausted their firefighting assets during an emergency.

Map 15: Massachusetts Fire Districts



Foxborough is part of District 4, located in the southeast section of the Commonwealth, but has responded to requests under the Statewide Fire Mobilization Plan from Cape Cod for brush fires to the Worcester area for line-of-duty deaths station coverage out to western Massachusetts to assist after an EF-3 tornado tore a 39-mile path of destruction from Westfield to Charlton, killing three people.

The Fire Mobilization Mission Statement: "Our mission is to provide an efficient, effective and coordinated third level of mutual aid to all Massachusetts communities and adjacent states after they have exhausted their normal mutual aid agreements and to integrate all types of specialized fire rescue resources into a comprehensive and workable plan. Mutual aid will not be limited by boundaries but will be based upon professional and educated decisions. FFR will respond to any type of request for

assistance including fire, emergency medical service (EMS), natural or manmade disasters and terrorism."

Current Organization, Divisions, Programs and Services

Foxborough Fire & Rescue is a career, all-hazards prevention, mitigation and response organization that includes an administrative division and an operations division.

Administration

The administration division is comprised of the fire chief, assistant fire chief, two deputy fire chiefs, an administrative assistant and an office coordinator.

The fire chief is the executive head of the department and is responsible for overseeing all operations and personnel. The fire chief is also the departmental liaison to the town and meets regularly with the town manager, the Select Board and residents during open town meetings.

The assistant fire chief is responsible for the operations sector of the department, creating and upholding the policy and standards of the department. The assistant chief is second-in-command for the department and works in conjunction with the fire chief to ensure that the department is functioning smoothly.

The deputy chief of fire prevention is responsible for managing all fire prevention activities of the department, including inspections, code enforcement, public education and public outreach.

The deputy chief of emergency medical services is responsible for managing all emergency medical service functions of the department, including patient care, quality assurance, training of response personnel, as well as partnering with the department's medical director and area hospitals to ensure that the highest quality of service is being provided.

The administrative assistant and office coordinator perform vital office, administrative and business functions to keep the department's daily operations running smoothly.

Operations Division

The operations division includes four captains, four lieutenants, and 26 firefighters. These personnel are divided into four shifts or "groups," each lead by one captain, one lieutenant, and six firefighters. Each group works two 24 hour shifts every eight-day cycle. Two firefighters are currently assigned to day positions, each working Monday-Friday for 42 hours per week. A group of eight personnel staff a frontline engine company with an officer and firefighter, frontline ladder company with an officer and firefighter, frontline rescue ambulance with two firefighters, and cross-staff a second engine and second rescue ambulance with two firefighters.

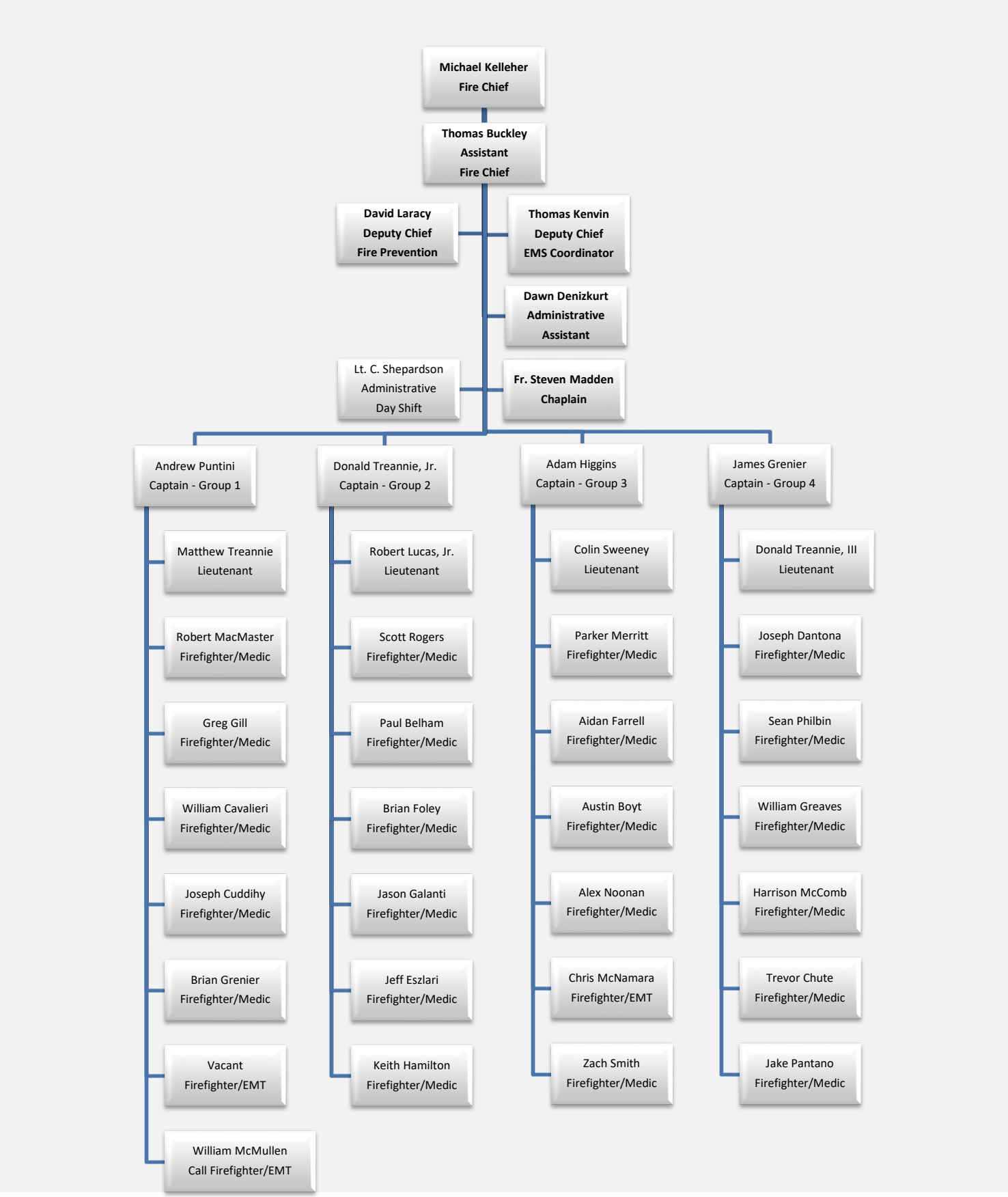


Figure 2: Organizational Chart

As of 7/1/2023

Fire Stations, Training Facilities, Apparatus, Equipment, and Staffing

Current Fire Station housed inside Public Safety Building

The Foxborough Fire & Rescue operates out of one facility serving as the community's public safety complex. The station opened on November 17, 2007, and was originally the home for Foxborough Fire, Foxborough Police and the emergency communications center. In December 2020, the communication center moved into its own facility within the town.

Foxborough Fire and Rescue's building is located at 8 Chestnut Street in Foxborough. The land was acquired from the state as part of the former Foxborough State Hospital complex, with this specific site being the residential dormitories for the nursing staff. The original buildings were removed for the construction of the new public safety building. The public safety complex is located approximately one-mile north of the town's center and the site of the former fire station.

Former Fire Station on Common

Foxborough Fire & Rescue's side of the public safety complex consists of 15,000 square feet and includes five pull though apparatus bays, one two-story maintenance bay, one four-story training tower, office space and living space with dormitories for a maximum of 10 suppression staff. The building has consistently been improved with the latest information technology equipment. This includes situation awareness monitors throughout the building linked to the organization's computer-aided dispatch (CAD) system. These monitors are a living display of daily riding assignments, announcements, call history, active incidents and station alerting audio/visual aids.

The building is powered through the town's power grid system through underground lines that connect to the street overhead distribution system. Providing emergency backup is a Kohler 50 kilowatt (kW) automatic standby diesel generator with enough fuel to last a minimum of two weeks before refueling is required. This standby power system is tested weekly under load and is serviced under a contract with an outside vendor.

The heating ventilation and air conditioning system is run through a natural gas forced hot water boiler system supplying all areas, including the apparatus bays. Ground-based and rooftop unit-based air conditioning units are responsible for all areas of the building except the apparatus bays through ceiling-based air handling ducts. With the self-sustainability of the power system, the building's meeting and training room can be utilized as an emergency shelter during heat and cold emergencies.

Housed in the apparatus bays are three Class A pumpers, one 107-foot quint, three urban interface forestry units, three advance life support (ALS) ambulances, three utility vehicles, two special operation trailers, two tactical support units (TSU), and two medical response bicycles.

Class A Pumpers

Engine 21 is a 2013 E-One Typhoon pumper featuring a Hale 1250 gallons-per-minute (gpm) pump, 750-gallon poly water tank, 30-gallon foam cell with a Williams Foam Unit, and a 5-kW hydraulic generator. Engine 21 is built with a compact design for New England's tight roads featuring an overall length of 28-feet 10-inches and a wheelbase of only 168-inches. Engine 21 is currently the department's second due pump for high hazard alarms and reported fires. Engine 21 is cross-staffed by two firefighters with Rescue 28. The cross-staffed firefighters will respond in the apparatus assigned by the CAD and alerted throughout the building.

Engine 21 is equipped with one 24-foot Alco-Lite ground ladder, one-14-foot Alco-Lite roof ladder, one-10-foot folding ladder, a gas-powered portable combination hydraulic rescue tool, 1,200-feet of 4-inch large diameter hose (LDH), 900-feet of 1.75-inch attack line, 700-feet of 2.5-inch attack line, 20-feet of 6-inch hard suction, 20-feet of soft suction, and 200-feet of 1-inch forestry line. Engine 21's primary responsibility is water supply at all alarms of fire.

Engine 22 is a 2022 Pierce Enforcer featuring an L9 Cummins 450 hp power plant running a Hale 1,250 gpm pump, and a 750-gallon water tank. Engine 22 has an overall length of 29-feet 1.5-inches and a wheelbase of 167.5-inches. Engine 22 has 1,000-feet of 4-inch LDH, 700-feet of 1.75-inch attack line, 700-feet of 2.5-inch attack line, 20-feet of hard suction, 20-feet of soft suction, and 200-feet of 1-inch forestry hose. Engine 22 carries a full complement of portable electric hydraulic rescue tools, including spreaders, cutters, a ram, and vehicle stabilization equipment. Engine 22 also has all equipment associated with NFPA and ISO Class A pumper requirements.

Engine 22 is staffed 24/7 with an officer and one firefighter. Engine 22 is assigned as a first due pump for Foxborough and responds to all alarms of fire, alarms sounding and moderate to high acuity medical emergencies. Engine 22 is staffed and equipped at the ALS level with a full supply of medications, cardiac monitor and airway equipment.

Engine 24 is a 2016 E-One Typhoon featuring an L9 Cummins 450 hp power plant running a Hale 1,250 gpm pump, 750-gallon water tank, and a 30-gallon foam cell with a Williams foam unit. Engine 24 is built on the same platform as Engine 21, with an overall length of 28-feet 10-inches and a wheelbase of 168-inches. Engine 24 has 1,200-feet of 4-inch LDH, 700-feet of 1.75-inch attack line, 700-feet of 2.5-inch attack line, 20-feet of hard suction, 20-feet of soft suction, and 200-feet of 1-inch forestry hose. Engine 24 carries a full complement of portable gas hydraulic rescue tools, including spreaders, cutters, a ram, and vehicle stabilization equipment. Engine 24 also has all equipment associated with NFPA and ISO Class A pumper requirements.

Engine 24 is currently the department's second due pump for high hazard alarms and reported fires. Engine 24 is cross-staffed by two firefighters with Rescue 28. Engine 24's primary responsibility is water supply at all alarms of fire.

Aerial Ladders

Ladder 26 is a 2019 Pierce Enforcer with a 107-foot Ascendant Class Aerial and Pierce PUC 1,500 gpm pump and 500-gallon water tank being powered by a Cummins L9 450 hp motor. Ladder 26 was acquired after extensive research into the best option for the town, being the community's only aerial with a life expectancy of 15-20 years in front line service. This apparatus was mostly funded through a 2017 Assistance to Firefighters Federal Grant Award. The truck's ability to carry and pump water is complemented by its 123-feet of ground ladders. In addition, it has a supply of 800-feet of 4-inch LDH, 600-feet of 2.5-inch attack line and 500-feet of 1.75-inch attack line. In addition to its suppression equipment, Ladder 26 has a full complement of battery-operated hydraulic rescue tools and vehicle stabilization.

Ladder 26 is staffed 24/7 with one officer and a firefighter. Ladder 26 responds to all box alarm activations, central station alarms, reported fires and/or indoor smoke or hazardous conditions, and all motor vehicle accidents. Ladder 26 is also assigned to several automatic aid responses to mutual aid partners.

Urban Interface Units

Squad 21 and Squad 22 are 2009 Fire-One custom built units on a Ford F-550 4X4 chassis. In 2021 they were both remounted of new Ford Chassis. They carry 300 gallons of water and have a 250 gpm pump that runs on an independent diesel motor. Squad 21 and 22 are identical units, each with SCBA, 300-feet of 1-inch forestry hose on a preconnected reel, 300-feet of rolled forestry hose in rapid deployment bags, chainsaws, forest fire foam, front-mounted electric Warn winch and forcible entry tools. Due to their responsibility at Gillette Stadium in inclement weather, all pump and water components are enclosed in a rear access heated compartment. Squad 21 and 22 are staffed with on-duty members who would otherwise be assigned to regular assignments or with recall personnel and detail members when working for private detail assignments.

Engine 23 is a 2010 E-One/International WorkStar 4X4 chassis featuring a 500 gpm Hale pump carrying 980 gallons of water and a 30-gallon forest fire foam cell with onboard foam pump injection. Engine 23's five-person cab allows increased firefighter transportation in a seated position. Engine 23 also has the ability to be used as a water supply engine with its 1200-feet of 4-inch LDH, 700-feet of 2.5-inch supply line and 600-feet of 1.75-inch attack line. For forestry, Engine 23 has two electrical pre-piped reels, each holding 800-feet of 1-inch ultra-low friction loss forestry line.

Equipment carried includes a 125 gpm portable flotation pump, chainsaws, rapid deployment forestry bags with extra rolled hose and nozzles, portable and fixed lighting, a 10,000-pound front winch with rigging, SCBA's and ample fittings, adaptors and hydrant valves. Although Engine 23 is a primary forest fire apparatus with its all-wheel-drive capabilities, it is equipped to serve as a structural attack piece during winter storms. Engine 23 is staffed with on-duty members who would otherwise be assigned to regular assignments or with recall personnel.

Ambulances

Rescue 27 is a 2022 Ford/Road Rescue ambulance on a 4X4 F-550 chassis. Rescue 27 is the primary ambulance for the community and is staffed 24/7 with two firefighters at the ALS level. Rescue 27 is also equipped with SCBA's and forcible entry tools for the firefighters assigned to it. Rescue 27 has the standard requirements of an ALS ambulance such as; cardiac monitor, oxygen, medications, etc. In addition to the minimum required equipment, Rescue 27 has a portable field ultrasound device, mechanical CPR device, a mobile data terminal with internet connectivity, power stretchers and carboxyhemoglobin detection.

Rescue 28 is a 2019 Ford Life-Line ambulance on a 4X4 F-550 chassis. Rescue 29 is built on the same platform as Rescue 29 and is equipped identically. Recue 28 is cross staffed with the crew from Engine 24.

Rescue 29 is a 2016 Ford/Life-Line ambulance on a 4X4 F-550 chassis. Rescue 29 is equipped identically to Rescue 27 and 28 with the exception of the portable ultrasound device. Rescue 29 is staffed with available shift personnel and is available to fill into Rescue 27 and 28's positions in case of mechanical needs.

C. Current Descriptions of Levels of Service with Delivery Programs

Fire Suppression

Foxborough Fire & Rescue is responsible for suppression activities within the town. Suppression activities include, but are not limited to, automatic and telephone alarm system activations, outside fires, vehicle fires and structural fires. The department is staffed with eight suppression staff that consists of one captain as a shift commander, one lieutenant as a company level officer and six firefighters. These members are assigned to two Class A pumpers, one 107-foot quint and one ALS ambulance equipped with SCBA and forcible entry tools.

The regional communication center receives all response requests and tiers the level of response as determined appropriate by historical data and call location hazard type. The first level of response is one engine only with an officer plus one firefighter. These incidents would include a confirmed malfunctioning residential alarm, small outside fire and carbon monoxide (CO) investigations with no illness. The next tier of response is one engine and one ladder company, each with one officer plus one firefighter.

Table 8: Fire Suppression Response Tiers

Tier Level	Response Level	Alarm Type
Tier 1	1 Engine	Malfunctioning residential alarm, small outside fire, forestry or vehicle on highway with automatic aid and outside gas investigation
Tier 2	1 Engine, 1 Ladder	Automatic residential alarm, low hazard commercial alarm, vehicle fire away from building and large trash fires
Tier 3	2 Engines 1 Ladder	High hazard commercial alarms, chimney fires, indoor gas investigations and odor investigations indoors
Tier 4	2 Engines 1 Ladder 1 Rescue	Reported structure fires, outdoor fire threatening structures, smoke in the building and CO alarms with confirmed illness.

With creditable reports of a confirmed structure fire, as determined by the communications center and the shift commander, the full first alarm assignment is dispatched, which includes an automatic aid engine and one automatic aid aerial. When the first company arrives, they will continue the response by declaring a working fire, or tier the response as deemed necessary to handle the incident encountered.

The department operates from a series of standard operating guidelines (SOGs) incorporated into the yearly training schedule to assure smooth and consistent operation on scene. The primary engine is tasked with fire attack with the rescue crew making a four-person engine, the ladder company's initial assignment is forcible entry and search/rescue and the second engine water supply, followed by advancing a backup line or vertical ventilation, as directed by the incident commander. This model is designed around NFPA 1710 for a career department area with 17 firefighters on scene within eight minutes of the initial alarm. The 17 firefighters include the eight shift members plus two out of the four

available chief officers to act as the incident commander and safety officer and two four-person mutual aid companies dispatched on the first alarm assignment.

Emergency Medical Services

Foxborough Fire & Rescue provides ALS services to the citizens of the town. The EMS Division is staffed by employees of the department, all of whom hold at minimum basic life support (BLS) certification and work out of three ALS-equipped Type-1 ambulances. FFR currently has on roster 31 firefighters certified to ALS and seven firefighters certified to BLS.

Foxborough Fire & Rescue is also responsible for staffing the position of the public health nurse in accordance with the position guidelines issued by the Massachusetts Department of Public Health. In conjunction with those duties, the position also oversees the EMS management and oversight for the fire department, including administration, training, certification, health, and safety and acts as the infection control officer. Responsibilities also include liaising and conducting medical training with colleagues within the community such as religious groups, school department, Brigham Health, area EMS coordinators/chiefs and attending the state medical services meetings. This position also affords many opportunities for collaboration and involvement with community partners.

Technical Rescue

Foxborough Fire & Rescue maintains multiple disciplines in technical rescue to be deployed throughout the community and on mutual aid requests. NFPA 1006, Standard for Technical Rescue Personnel Professional Qualifications, lists skill sets in vehicle, collapse, surface water and ice, machinery, trench, wilderness search, confined space, and rope rescue that FFR is ready to deploy. These topics are integrated into the annual training schedule and equipment placed on staffed apparatus.

Several times a week, and communally several times a day, FFR responds to motor vehicle accidents in town and on the two interstate highways that intersect the community. All front-line suppression apparatus are equipped with hydraulic rescue tools and stabilization equipment. Several times a year, these tools are deployed at the skilled hands of firefighters ready to perform advanced techniques in the removal and care of injured patients in a varying degree of situations.

The department routinely deploys other skill sets including wilderness searches in the 1,027-acre F. Gilbert Hills State Forest for lost and injured hikers. The department has taken part in multi-agency drills with local and state assets to rapidly locate and extricate victims with varying degrees of injuries.

All front-line apparatus carry cold-water survival suits and rescue rope to initiate a surface ice or water rescue at a moment's notice. Rapidly deployable systems are in place on apparatus and are trained on annually using a variety of techniques.

Other equipment readily available and routinely trained on include operations level rope rescue, high/low angle rescue, and confined space rescue. These incidents can include removing injured construction workers from elevated surfaces, extricating patients from ravines following motor vehicle crashes (MVC's) and rescuing victims from stalled elevators or elevator shafts.

Should it be determined that a situation exceeds the skillset of on-duty staff, regional resources are also available. These resources include a regional technical rescue team with equipment located throughout the area. These regional teams train monthly and are able to provide specialty equipment that would otherwise be outside the scope of a department FFR's size. Although the department is ready to request these additional assets at a moment's notice, it is the mission of the department to provide the most advanced skillsets and equipment available with an understanding of the limits and areas of expertise.

The Norfolk County Tech Rescue Team (NCTRT) has three equipment trailers strategically staged within the Towns of Plainville, Avon and Canton with a plan in place for rapid deployment. When activated, the NCTRT will have members respond to the scene where a plan is developed with the officer on scene. Once the NCTRT is assembled, they follow the ICS and National Incident Management System (NIMS) platforms to assist Foxborough Fire & Rescue with technical rescues.

Members of the department who are members of the NCTRT are also members of the FEMA Urban Search and Rescue (US&R) Massachusetts Task Force-1 (MATF-1). This team; made up of police, fire and civilians, is trained in all aspects of search and rescue and may be called upon to respond to incidents all over the country, including natural and manmade disasters which may require a complex rescue.

Hazardous Materials

The Foxborough Fire & Rescue has the capability of responding to routine hazardous materials emergencies in both the operational level and the technician level as FFR currently has one member who is trained to the technician level and one member currently (2023) in the technician level certification program. The one current member and the one member in training are and will be members of the regional hazardous materials (HazMat) team. All other members are trained to the operational level when they graduate from the Recruit Fire Academy in Stow, Massachusetts. Examples include spills that are hydrocarbon or petroleum in nature, carbon monoxide incidents and similar incidents involving consumer quantities of household hazardous chemicals. Foxborough Fire & Rescue utilizes the Rae Systems four gas Pro Rae 3's as its primary detection asset along with a methane gas sniffer. Anything that requires a higher level of response or could potentially be an act of terrorism or the illegal production of drugs or explosives, the department relies on the Massachusetts State Hazardous Materials Team.

The Massachusetts Hazardous Materials Emergency Response Division coordinates six regional Joint Hazard Incident Response Teams (JHIRT), which are strategically located to enable response anywhere in the state in less than one hour. The teams also support local fire departments with technical information, expertise and specialized equipment. The program was originally created to respond to industrial or transportation incidents like a tanker truck roll over or a manufacturing incident involving chemicals but has evolved to a modern all-hazards response team that is in the top class of its industry.

Foxborough Fire & Rescue currently has three personnel who are active team members and the department houses a small cache of equipment for the JHIRT.

Typical HazMat incidents are categorized by tier based on the required level of response. All teams work at the request of and under the command of the local incident commander.

Responses are listed below for the JHIRT – Joint Hazard Incident Response Team – Contained suspicious powder calls, assessment of clandestine laboratories and/or activation of:

· Clandestine Lab Enforcement Team (CLET)

· Tier 1 – Hazardous & Risk Assessment – Suspicious substances, open or loose suspicious powders, mercury spills, and other non-life-threatening releases

· Tier 2 – Short Term Operation – Limited release of a substance likely to cause harm

· Tier 3 – Long Term Operation – Full Team – Large release

· Tier 4 – Multi-District Response – Multi-operational period

· Tier 5 – WMD/Mass Contamination – Full system (six teams) response.

Wildland Fire Services

Although Foxborough does not operate in a wildland setting, as seen on the pacific coast, Massachusetts continues to pose a significant risk of wild and forestry fires with one of the highest percentages of acreage burned throughout the country. Although Foxborough may seem to have large forest areas compared to its close-by urban communities, in only a few hundred yards in any direction, a residential or commercial building can be found.

Massachusetts once had a proud and robust forest fire service operated under the Department of Conservation and Recreation with a crew dedicated to maintaining fire roads and clearing potential fire loads from high hazard areas. Although this service is still in operation, its staffing levels are a shadow of what it once was. Foxborough lies in forestry District 4. Currently, its only full-time employee is the warden himself who is responsible for 28 communities covering 444 square miles. During the months of higher demand, seasonal staff, consisting of one or two firefighters and staff, are in place to operate two fire observation towers in the county.

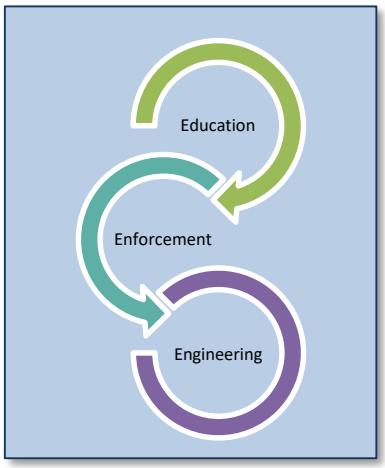
With the inability to rely on the state's forest fire service, Foxborough has learned to be self-sufficient in its ability to manage and contain wildland fires. The town has invested significantly in its equipment starting in 2007, replacing a 23-year-old forestry truck and a department-built flatbed pickup forestry unit with two new urban interface trucks, Squad 21 and 22. These two trucks were rechassised in 2022. In 2010, the town replaced another 23-year-old forestry unit with a 2010 heavy-duty urban interface truck, Engine 23. This apparatus can rapidly deploy over ½ miles of forestry hose in addition to structural attack lines and supply hose to augment its collective 1,580 gallons between the three apparatus.

In addition to the squads and Engine 23, the structural engine carries 200-feet of forestry line and can position on paved roads to supply Foxborough's forestry units or mutual aid units. Both structural and forestry apparatus are designed and carry equipment to seamlessly complement each other for initial response and ongoing operations.

Public Health Nurse

Foxborough Fire & Rescue utilizes the EMS director as the person who fulfills the role of Public Health Nurse. In overseeing the public health nursing, FFR is charged with the daily monitoring and patient/case follow-up via the MAVEN. This is the process of monitoring reportable and communicable diseases (including tuberculosis) and performing follow-up assessments and questionnaires to be used by the state epidemiologists to determine public health risks. Recently, FFR was invited by the Director of the MA DPH TB Program to attend epidemiology rounds in Jamaica Plains to review a case that FFR was involved with and were invited to attend future meetings. FFR is a member of the Massachusetts Public Health Nurses Association and have been actively engaging in a variety of meetings and seminars advocating public health.

Fire Prevention

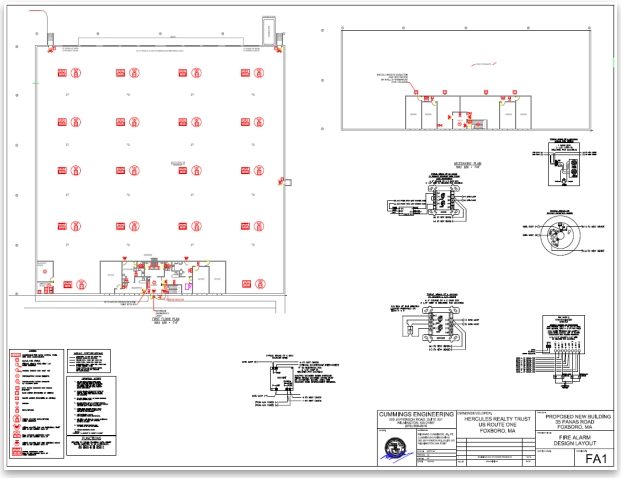


Foxborough's Fire Prevention Division oversees plans review, code enforcement, public education, fire investigation, community risk reduction and pyrotechnic/special effects management.

The key components of the Fire Prevention Division's work are interrelated with the "Three E's" of risk reduction: Engineering, Education and Enforcement. As a part of this effort, members work to ensure that new developments and construction projects are designed and constructed in accordance with nationally recognized codes and standards. The approval process involves plans review, code research and construction site inspections, as well as the following: ensuring fire department access, adequate water supply, fire hydrant locations, life-safety building design, fire alarm system, fire suppression system and appropriate hazardous materials storage, use and processing.

To acknowledge the Fire Prevention Officer's commitment to their professional development, the Massachusetts State Fire Marshal issues "The Massachusetts Fire Prevention Officer Credential." This is a multi-level training credential program and both Level I and Level II are good for three years and are renewable. It is not the intent to set standards or qualifications for an individual to hold the designation of Fire Prevention Officer but rather to establish credentials based on education, training, and experience criteria relevant to serving as the Fire Prevention Officer.

Foxborough Fire & Rescue currently employs personnel with both Fire Prevention Officer Level I and Level II certifications.



The Fire Prevention Division also oversees Fire Investigation and Emergency Planning. In terms of fire investigation, pursuant to Massachusetts General Law Chapter 148, Section 2: Investigations of fires or explosions by local officials; notice to marshal of suspicious origins or undetermined causes; reports; records It is this responsibility that the Foxborough Fire Investigation Unit takes very seriously when undertaking a thorough and fair investigation into every fire and/or explosion incident.

Utilizing guidelines set forth in NFPA 921, "Guide for Fire and Explosion Investigations," a safe and systematic analysis of any fire/explosion scene must be conducted by the fire department. The fire/explosion investigation is a complex endeavor engaging the skill and scientific knowledge of the Fire Prevention Officer. The compilation of factual data and a systematic approach to analyzing the incident scene will yield truthful and scientific results.

The division began a new program in the summer of 2019 to address an area of community risk reduction. This program, known as the "Senior Safe Initiative," provides any Foxborough resident over the age of 65 living in an owner-occupied, one- or two-family home to receive a free home safety inspection. This program was created to assist vulnerable community residents and enable them to live in a safe and protected home.

D. Current Deployment and Coverage Areas

Points of Service Delivery

Foxborough Fire & Rescue's only fire station is located at 8 Chestnut Street in Foxborough and is part of the public safety complex. The land acquired from the state in 2005 had been part of the former Foxborough State Hospital complex, with this specific site being the residential dormitories for the nursing staff. The original buildings were razed for the construction of the new public safety building. This public safety complex is located approximately one-mile north of the town's center and the original and now vacant fire station. The station's location was not sited using historical data to best serve the community to minimize response times to different parts of the community but rather was sited at its current location due to the acquisition of the land from the Commonwealth of Massachusetts.

Minimum Deployment Resources

Foxborough Fire & Rescue operates with a four-platoon system, each spanning 24-hour shifts and consisting of one captain (shift commander), one lieutenant (company officer), and six firefighters. The department operates one Class A pump, one 107-foot quint, one ALS ambulance, and a second-class A pump and ALS ambulance are cross-staffed by two firefighters all out of the only station.

Engine 24 – One officer and one firefighter
Ladder 26 – One officer and one firefighter
Rescue 27 – Two firefighters
Engine 21/Rescue 28 – Two firefighters

Additional staffing can be requested through a department recall to staff any of its additional apparatus. The department averages four firefighters on a recall, although this can vary from zero to over a dozen depending on off-duty member availability. Although the shifts have assigned riding positions, their positions on apparatus remain fluid throughout their tour at the discretion of the captain and lieutenant. Examples of this would include the ladder company staffing a forestry unit or the engine company instead staffing the third ambulance.

Response Areas

The Town of Foxborough has a total area of approximately 21 square miles (54.1 square kilometers [km2]), of which approximately 20 square miles (52.0 km2) are land, and 0.81 square miles (2.1 km2) (3.88%) are water. There are 17 miles of highway system within the town, including Interstate 95 and 495, U.S. Route 1, State Route 140, and State Route 106.

Foxborough has 100 miles of paved roadways within its boundaries, which service all of the residential and commercial areas in the community. These are both private roadways and town-owned roadways. There are no gravel roadways in the community, but there are gravel access roads in the state forest and some conservation areas.

E. Summary of Community Response History

Foxborough switched from two fire districts to four fire districts on July 1, 2020. Thus, the data will reflect both for this report. As FFR moves forward, the data will be broken down, reflecting the four fire districts that exist today.

Table 9: Response History (2020)

2020							
Call Types	District 1	District 2	District 3	District 4	Mutual Aid	Route 95	Route 495
Building Fire	2	1	0	3	25		
Chimney Fire	1	0	1	1	2		
Vehicle Fire	4	1	0	3	2	6	3
Rail Car Fire	0	0	0	0	0		
Wildland Fire	5	4	8	3	2	5	
Other Fires + 251	2	1	4	5	1		1
EMS Calls	712	367	270	407	88	13	5
MVC's	41	12	11	8	20	65	49
Vehicle Extrication	2	0	0	0	0	2	2
Elevator Rescue	5	1	2	1	0		
Other	4	1	2	1	0		
Flammable Liquid Spill	1	0	2	5		1	1
Gas Leak	11	6	9	9	4		
CO Incident	3	5	4	6			
Electrical Hazard	15	3	3	8	3	3	2
Power Line Down	49	23	13	12			
Explosive Removal	0	0	0	0			
Other Hazardous Condition	6	2	0	3			
Lock Out	12	4	2	6			
Water Problem	3	4	0	1			
Smoke Removal	3	1	1	3	2		
Lift Assist	41	23	16	16	6		
Unauthorized Burning	3	9	4	7			
Cover Assignment	0	0	0	0	12		
Other Service Calls	7	6	1	3			
Canceled En Route	17	5	3	9	39	15	10
Smoke Scare	5	5	2	5	4	7	1
Haz Mat Investigation, No Hazard	1	0	2	1			
Other Good Intent	8	3	4	4	1	4	4
Malicious False Alarm	5	1	0	3			
System Malfunction	67	16	6	32	1		
CO Alarm Malfunction	6	15	7	7			
Unintentional Alarm	74	44	18	56	1		
Other False Call	2	0		1			
Severe Weather	3	2	0	1	1		
Other	1	1	0	0			
Total	1121	566	395	630	214	121	78
						Total =	**3125**

Table 10: Response History (2021)

2021							
	District 1	District 2	District 3	District 4	Mutual Aid	Route 95	Route 495
Building Fire	8		2	3	23		
Chimney Fire	0	1	2	1	1		
Vehicle Fire	2		1	2	1	8	3
Rail Car Fire	0		0				
Wildland Fire	7	2	3	4	2		
Other Fires + 251	5	3	2	2	2	1	
EMS Calls	1005	347	311	591	136	19	9
MVC's	83	10	29	18	38	73	46
Vehicle Extrication	1		0		2	1	2
Elevator Rescue	11		1	2			
Other	3		1	1			
Flammable Liquid Spill	4	6	1	3			1
Gas Leak	14	3	3	6	3		
CO Incident	6	6	1	3			
Electrical Hazard	13	5	4	8	1		
Power Line Down	34	18	15	24			
Explosive Removal	0						
Other Hazardous Condition	1	1	1	5		3	
Lock Out	8		7	3	1		
Water Problem	3		3	8	1		
Smoke Removal	3	3	1	2	1		
Lift Assist	79	36	18	62	2	1	
Unauthorized Burning	1		1	4			
Cover Assignment	5				13		
Other Service Calls	7	5	31	8			1
Canceled En Route	36	6	5	9	64	26	23
Smoke Scare	18	3	1	9	3	4	1
Haz Mat Investigation, No Hazard	1	1	2	1			
Other Good Intent	7	4	5	12		4	6
Malicious False Alarm	1		2	2			
System Malfunction	46	24	11	48	3		
CO Alarm Malfunction	26	8	2	6			
Unintentional Alarm	67	45	25	80	6		
Other False Call	10	1	3	0			
Severe Weather	1	2		1			
Other		0		1			
Total	1516	540	494	929	303	140	92
						Total =	**4014**

Table 11: Response History (2022)

2022							
	District 1	District 2	District 3	District 4	Mutual Aid	Route 95	Route 495
Building Fire	4	1		4	22		
Chimney Fire	1			1	1		
Vehicle Fire	2				3	4	2
Rail Car Fire	0						
Wildland Fire	7	2	2	4	6		1
Other Fires + 251	6	4		7	5		
EMS Calls	1111	390	324	567	148	23	3
MVC's	73	14	22	21	28	99	48
Vehicle Extrication	1				1	4	2
Elevator Rescue	12		2	2			
Other	0	0	1	2	1	1	
Flammable Liquid Spill	4	1	2	5		2	
Gas Leak	11	8	2	10	1		
CO Incident		5	1	5			
Electrical Hazard	8	5	2	8	4		
Power Line Down	17	10	9	18			
Explosive Removal							
Other Hazardous Condition	1	0	1	2			
Lock Out	10	2	6	8			
Water Problem	3	7	4	5			
Smoke Removal	3	6	4	4	1		
Lift Assist	81	54	32	45	6		
Unauthorized Burning	3		1	4			
Cover Assignment	5				19		
Other Service Calls	8	5	5	4			
Canceled En Route	19	3	7	15	70	27	19
Smoke Scare	4	2	1	7		3	3
Haz Mat Investigation, No Hazard	1	0					
Other Good Intent	11	6	9	2	2	10	7
Malicious False Alarm	5	5		3			
System Malfunction	52	13	9	43	1		
CO Alarm Malfunction	6	8	7	7			
Unintentional Alarm	101	39	34	62	1		
Other False Call	0						
Severe Weather		2	1				
Total	1570	592	488	865	320	173	85
						Total =	**4093**

F. Community Priorities, Expectations, and Performance Goals

Mission Statement

Foxborough Fire & Rescue provides first-class, full-time, professional fire and emergency medical services to the town of Foxborough and surrounding communities. Our organization strives to deliver all-hazards prevention, response, and mitigation to support a healthy, growing, and diverse community to exceed the expectations of those served.

Community Service Priorities

On December 2, 2020, the Center for Public Safety Excellence provided a virtual community meeting for community stakeholders in Foxborough, Massachusetts, to establish a representative baseline of feedback regarding the Foxborough Fire & Rescue. Feedback was provided through instruments utilized in the meeting where stakeholders voted on and prioritized fire department programs and services, prioritized community expectations and concerns in their own words and indicated perceived strengths about the department. Input themes along with weighted ranking and values received from that meeting are presented below.

Table 12: Program and Service Priorities Identified by Community Stakeholders

Program/Service	Rank	Score
Emergency Medical Services	**1**	**97**
Technical Rescue	**2**	**78**
Fire Suppression	**3**	**77**
Emergency Management	**4**	**74**
Hazardous Materials Mitigation	**5**	**64**
Fire Prevention	**6**	**62**
Mobile Integrated Health - Community Paramedicine	**7**	**46**
Public Education	**8**	**26**
Fire Investigation	**9**	**20**

Community Service Expectations

To follow are the top 10 responses from the community when they were asked, "What are your Expectations of the Fire Department?"

1. Prompt and professional emergency medical and fire response. Reasonable response times. Prompt response time. Timeliness. Timely response to resident or business call for help. Provide fast response times to incidents. Promptness. (31)
2. Appropriate training for all personnel. Properly trained professionals. Well-trained / knowledgeable. Knowledge of how a person with a disability may react, hiding. Training. Prioritization on providing necessary training and supplies to FD employees, so they have all the necessary tools and resources to perform their jobs. Knowledge. (22)
3. EMS support. Emergency medical services. Ambulance response. Provide emergency medical service. (20)
4. Provide fire suppression. Fire suppression. Emergency fire services. Fire response. (16)
5. Support for promoting resident safety and health. Provide education. Assistance with training if needed. Provide technical design and code review during design and construction of various construction and development projects. (14)
6. Collaboration between agencies. Maintaining strong business relationships with partners. Maintain a flexible and cooperative approach with other town agencies when setting community-wide priorities. (13)
7. A resource of information. The ability to be able to reach a live person on the phone. Providing community awareness of fire safety programs. (12)
8. Continue to be a leader in all aspects of fire, medical and emergency management. Operate a fire & rescue agency within the context of goals and objectives that reflect community norms and acceptable levels of risk tolerance, rather than internal or institutional expectations. (10)
9. Efficient. Continuous improvement plans to meet or exceed timely responses. (8)
10. To save lives. Continue to protect and serve within the parameters of a professional fire & rescue service. (6)

Historical Performance Goals

Foxborough has never had official performance goals for the department but has had informal goals that FFR has attempted to meet through training, staffing, equipment and other areas. Over the years, the staff has found flaws in responses and worked with the community members to modify those responses. In 2006, the department was staffing each group with six per shift and dropped to four and self-dispatched 75% of the time with a civilian dispatcher only working Monday-Friday 8 am-4 pm. During this period, the department relied heavily on recalling off-duty members to maintain staffing for the community. Although efficient then, as the department got busier and off-duty personnel less available to respond due to work commitments, the department looked at its overall staffing and response matrix. For a lot of the call types that would otherwise be full department recalls and recalling every time the ambulance transported, it was decided to stop this practice and instead allocate those funds to consistent shift strength with minimum staffing. In early 2007 this SOG was implemented, and the department saw an immediate decrease in the need for mutual aid into the community and the department being able to consistently staff multiple pieces of apparatus. At the time, it was determined FFR was handling multiple calls 50% of the time and the reliance on off-duty members was no longer adequate.

Another example of this would be the old Gamewell boxes that were located on every street corner; at one point, the department would put on a full recall and call in all members to respond to these incidents. The thought process at the time, prior to cell phones, was that the department treated these as structure fire calls and responded as such with an enormous strain on staffing and a very significant financial cost as every member who came in from home was paid a two-hour minimum. The department realized the inefficiency of this response and changed it to a single engine response to investigate the call.

Some other performance goals that the department has had over the years are:

> During the 2006 year, there were more mutual aid ambulances coming into the town than going out. The department started a program to invest in replacing ambulances sooner than previous time frames to limit the frequency of ambulances being out of service. This program was successful.
>
> Previous to moving into the new public safety building, all maintenance was conducted inside a bay at the old station. This limited the amount of work that the existing mechanics could do and required the fleet to be sent out to the dealer more than desired. During the planning for the new fire station, the department, working with the community, advocated for a dedicated maintenance bay to service the fleet. The town agreed and FFR now has a dedicated maintenance bay where FFR mechanics are able to work on the fleet and have it back in service in a much quicker time frame.
>
> Before the year 2000, patient care was being delivered at the EMT-B level and the department and town committed to begin a paramedic program to deliver a much more robust EMS system to the community. Today only paramedics are considered when hiring new firefighters.

G. Community Risk Assessment and Risk Levels

Risk Assessment Methodology

(Probability/Consequence/Impact of Event Risk)

The department has created a matrix that prioritizes call types and the appropriate apparatus to mitigate the call, but a thorough analysis of the effectiveness has never been performed. The department will be conducting an analysis of the potential risks, the probability of the risk, the consequence of response to the risk and how the impact of the risk affects the department and the community.

Without this assessment of the potential risks, the department could either respond in an unsafe manner or could over dispatch apparatus to a point at the outskirts of the community, leaving the other sections of the community unprotected. Foxborough Fire & Rescue (FFR) will analyze risk assessment utilizing the three-axis risk calculation process suggested by the Center for Public Safety Excellence (CPSE).

This methodology looks at three primary aspects of risk:

1) Probability:
How likely is this event to occur?
   a) Occurs rarely or very low potential – Once a year or less
   b) Occurs somewhat rarely or low potential – Every six months
   c) Has potential to occur – Once a month
   d) Occurs often – Once a day or less
   e) Occurs frequently – Occurs multiple times a day

2) Impact on the Agency:
How many personnel will this event require for an effective response?
   a) Single company response
   b) Two company response
   c) Three company response
   d) Four company response
   e) Full department and mutual aid response

3) Consequences to the community
What portion of the community will this event affect?

Financial	Life Loss	Emotional

   a) No financial loss / no life loss / no impact
   b) Minor financial loss / potential loss of single life / very low impact
   c) Significant financial loss / loss of single life with potential of more / significant impact
   d) Very high financial loss / high probability of multiple loss of life / very high impact

Each call type is assigned a numerical value based on severity. Heron's formula is then used to generate a risk score for each type of risk in the community. By doing this, FFR can clearly see the highest risk incident types around the community and ensure that the department is prepared to respond to each of these risk types whenever and wherever they occur.

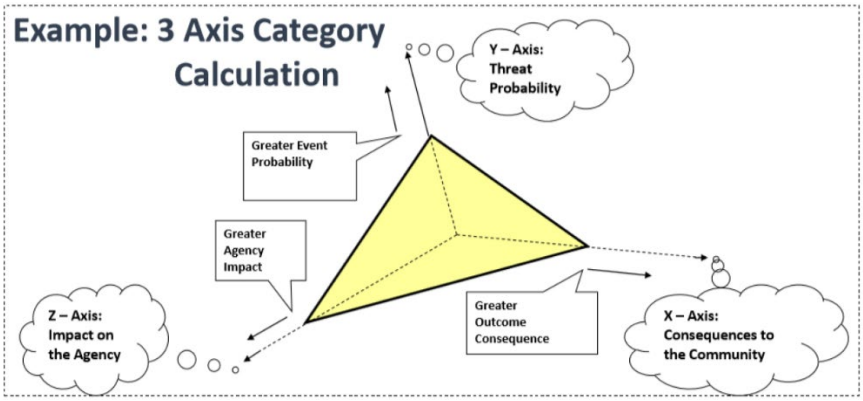


Figure 3: Three-Axis Calculation

Heron's Formula modified for Tetrahedrons:

p = probability (Y-Axis)

c = community/agency impact (X-Axis)

i = community/agency impact (Z-Axis)

$$\text{Risk} = \sqrt{\frac{pc^2}{2} + \frac{ci^2}{2} + \frac{ip^2}{2}}$$

Figure 4: Heron's Formula

Table 13: Scoring Matrix - Impact

Score	Impact
2	Single company response
4	Two company response
6	Three company response
8	Four company response
10	Full department and mutual aid response

Table 14: Scoring Matrix - Probability

Score	Probability
2	Occurs rarely or very low potential – once a year or less
4	Occurs somewhat rarely or low potential – every six months
6	Has potential to occur – once a month
8	Occurs often – once a day or less
10	Occurs frequently – occurs multiple times a day

Table 15: Scoring Matrix - Consequence

Score	Consequence		
	Financial	**Life Loss**	**Emotional**
2	No financial loss	No life loss	No impact
4	Minor financial loss	Potential loss of single life	Very low impact
6	Moderate financial loss	Loss of single life	Moderate impact
8	Significant financial loss	Loss of single life with potential for more	Significant impact
10	Very high financial loss	High probability of multiple loss of life	Very high impact

Planning Areas/Zones

Foxborough Fire & Rescue has historically had four separate fire districts used to plan and implement mutual aid response guidelines. These districts were laid out in a quadrant scheme that split the community equally as it pertains to land area. In the early 2000s, the department decided to consolidate the four districts into two fire districts that split the town in half, with District 1 covering the northern part of the community and District 2 covering the southern part. This was again designed for simplification in requesting mutual aid. In July 2020, the community moved into a third-party system of a combined dispatch center. With the advent of professional dispatchers and the current availability of comprehensive computer aided dispatch (CAD) software, the fire districts were again re-evaluated and

moved back to four separate districts, which represent FFR's planning zones. The districts were laid out and individual parcels placed in the corresponding district so the dispatcher has instant notification of which mutual aid departments are to be dispatched to an emergency at a specific address.

FFR's fire districts are laid out in consideration of which mutual aid partners have the most direct response route into the community on first alarm assignments and more routine medical emergencies. For all call types in the department's CAD, as run by a regional communication center, this districting allows for automatic selection of closest and most available resource. Should any of those resources be unavailable, the next available is automatically chosen for dispatchers. As the regional communications center continues to expand, it is critical that FFR harnesses the power of automation and the full abilities of CAD.

Table 16: Parcels in each Fire District

	District 1	District 2	District 3	District 4	Total
Residential	1,007	1,219	869	1,932	5,027
Commercial	76	15	42	85	218
Industrial	19	0	1	22	42
Town/State	152	178	213	276	823
Total	1,254	1,412	1,125	2,135	**6,110**

Foxborough has two major interstates intersecting in the south side of town, I-495 and I-95. I-495 includes 1.7 miles within the town's boundaries and I-95 includes five miles within the borders. While I-495 runs along the community's western edge and inside Fire Districts 3 and 4, I-95 runs through Fire Districts 2 and 4, and splits it in two with a series of over and underpasses. FFR's only access to these highly traveled interstates is the exit ramps used by motorists. FFR does not have any emergency access to either highway or emergency access change of direction across the medians. For these reasons, the department has allocated to each section of these highways a planning zone for responding with the appropriate resources for a specific call type.

Foxborough also calls itself home to Gillette Stadium, one of the smallest host communities for a venue of its size in the country. With a seating capacity of nearly 68,000 people and up to 20 sold-out events a year in addition to dozens of smaller events ranging from 5,000-20,000 people, FFR would be remiss not to call this venue its own planning zone. During non-event days, the complex simply falls into its predesignated district, but during a major event Gillette Stadium, its property and all of Route 1, become its own planning zone. With an influx of nearly 100,000 people from spectators, staff and patrons to the adjacent plaza and restaurant scene, extra staffing is on hand to respond to a routine 80 calls for service in a mere 10-12 hours. This is managed with extra staffing funded by Gillette Stadium through the permitting process. This staffing operates first aid rooms, mobile emergency medical service (EMS) units, command centers and two urban interface trucks with water, pump, self-contained

breathing apparatus (SCBA), hydraulic rescue tools, EMS equipment, and ballistic gear. Due to limited access from FFR's only station, these resources are on patrol throughout the whole Route 1 district and will handle all call types during this time. Resources from headquarters will respond upon request for significant and prolonged incidents on an as-needed basis.

Risk Assessment

The National Fire Protection Association (NFPA) Glossary of Terms, 2019 Edition, defines Risk Assessment as an assessment of the likelihood, vulnerability and magnitude of incidents that could result from exposure to hazards. Risk is also defined by Merriam-Webster as "the possibility of loss or injury." Foxborough Fire & Rescue evaluates the community using historical events and call types to analyze the risk to the community during these different types of calls. Foxborough is unique as compared to other departments that have achieved international accreditation thru CFAI. Most accredited departments have multiple stations, where Foxborough has only one. Foxborough is 21 square miles and has a nighttime population of around 17,000 people. The department runs out of one station, which holds all of the available resources to respond to and mitigate incidents in the community. The town is developed with both residential and industrial/business buildings that are located in all districts. The planning zones utilize the existing fire districts that the department uses to call in mutual aid companies for all types of calls. This document shows these four districts, but the Risk Assessment will treat the entire town as one planning zone as it pertains to the 3-axis method in analyzing risk. The fact remains that the response times historically do not deviate too much depending on the fire district that the call came in on. The records management system (RMS) system has all call types classified by the fire district, but there would be no difference in the outcomes in Heron's Formula if calls were broken down by the fire districts.

Since joining the regional communications center, Southeastern Massachusetts Regional Communications Center (SEMRECC), the department has researched and adopted Priority Dispatch Corp. PRoQA Paramount software (PRoQA) for call taking. PRoQA is a software platform that aids emergency telecommunicators to better allocate the appropriate resources to the appropriate call. ProQA prompts the operator to ask a series of questions that is inputted into an algorithm that produces a risk scale and call type code.

The risk scale is rated from non-emergent to extreme. Non-emergent calls are the lowest risk, with extreme being the most significant risk types. Using local historical data and the information collected from the regional communications center, the department has been able to identify risk associated with all of the call types. This process has allowed appropriate response levels to specific incident types. The department has analyzed the risk scoring and assigned the values to follow. FFR will use this study to validate some of the calls and the risk scale assigned.

Table 17: Risk Scale	
Non-Emergent	**0 - 20.9**
Low Risk	**21 - 35.9**
Moderate Risk	**36 - 50.9**
High Risk	**51 - 70.9**
Extreme Risk	**71+**

Fire Suppression Services

Non-Emergent - *2 Personnel in Single Company Response*
Score: 16.24

A non-emergent response in Foxborough consists of a single company. Through dispatch and historical metrics, these calls are not critical in nature and can be stacked in times of surge. Surge call volume may occur during weather events such as large snowstorms, severe weather during microbursts, and thunderstorms when the available resources in the community are typically stretched thin.

- Residential alarm malfunction – no smoke or fire
- Outside fire investigation (cooking fires)
- Residential lockout
- Downed communications lines not arcing.

Table 18: Examples of Non-Emergent Incidents

Date	Address	Type of Call	Commercial/ Residential	# of Apparatus	# of Firefighters
12/5/2019	3 Philip Lane	Alarm Sounding	Residential	1	2
1/1/2019	High Rock Road	Outside Fire		1	3
3/1/2020	3 Stockbridge Road	Brush Fire	Residential	1	2
2/1/2021	148 North Street	Wire Down	Residential	1	2
9/16/2022	185 Mechanic Street	Alarm Sounding	Residential	1	2

Low Risk Fire – *4 Personnel in 2 Company Response Engine/Ladder*
Score: 33.94

Low risk fire incidents in the community pose a minimal threat. These calls typically require interior investigations and equipment off apparatus such as fans to exhaust cooking smoke, ladders to reach difficult to access areas or smoke detectors, or meter and thermal imaging equipment to rule out hidden hazards. When responding to low risk outside fires such as vehicle fire, fire attack handlines are needed to be deployed and in some cases, water supplies need to be established.

- Vehicle fire - no exposures
- Residential fire alarm sounding unknown cause
- Automatic fire alarm – low hazard occupancy.

Table 19: Examples of Low Risk Fire Incidents

Date	Address	Type of Call	Commercial/ Residential	# of Apparatus	# of Firefighters
8/20/2019	54 Central Street	Car Fire	Residential	2	4
1/31/2020	23 Villa Drive	Alarm Sounding	Residential	2	5
10/23/2019	121 Main Street	Fire Alarm	Commercial	2	4
12/1/2020	295 Patriot Place	Fire Alarm	Commercial	2	4
9/22/2023	67 Mechanic Street	MVA		2	4

Moderate Risk Fire – *6 Personnel in 3 Company Response 2 Engines/1 Ladder*
Score: 44.0908

Moderate risk fire incidents are typically in high hazard occupancy types with complex alarm systems. These buildings are large and require at least one investigation crew, a member to manage a fire alarm panel, and a readily available water supply should fire suppression be required to rapidly contain a growing fire to prevent or limit property damage or loss of life or injury from an otherwise unreported fire.

- Automatic fire alarm – high hazard occupancy.

Table 20: Examples of Moderate Risk Fire Incidents

Date	Address	Type of Call	Occupant	# of Apparatus	# of Firefighters
4/25/2019	1 Patriot Place	Alarm Sounding	Gillette Stadium	3	6
11/12/2020	16 Morse Street	Alarm Sounding	Burrell School	3	6
6/07/2022	38 Neponset Avenue	Alarm Sounding	Schneider Electric	3	6

High Risk Fire – *9 Personnel - Full Shift / All Hands / 2 Engines, 1 Ladder, 1 Ambulance, 1 Chief*
Score: 65.96

A high-risk fire incident ranges from a reported structure fire that is not otherwise confirmed or a small fire in a dwelling contained to an appliance such as a dryer or oven. These incidents are at risk of expanding into a greater risk category, but with rapid response and resource allocation, they are typically held to this level and contained. This incident type requires an established water supply, advanced or staged attack lines, the use of full personal protective equipment (PPE) to include SCBA in immediately dangerous to life or health (IDLH) environments, and staged equipment such as the deployment of the aerial ladder in the event the incident escalates.

- Reported structure fire – not confirmed – single call
- Appliance fire – oven/dryer/etc.
- Smoke in the building.

Table 21: Examples of High Risk Fire Incidents

Date	Address	Type of Call	Residential/ Commercial	# of Apparatus	# of Firefighters
11/17/2020	101 Chestnut Street	Stove Fire	Residential	4	8
08/26/2020	95 Central Street	Structure Fire	Residential	7	14
12/15/2021	91 Central Street	Structure Fire	Residential	9	25
02/04/2023	3 Shoreline Drive	Structure Fire	Residential	11	25

Extreme Risk Fire - *18 Personnel - Full Shift Response + Full Recall + 1st Alarm Mutual Aid Assignment*
Score: 73.48

Extreme risk incidents happen between two and four times a year. These pose the greatest threat to all stakeholders involved and the rest of the community. These incidents are typically confirmed working structure fires and greater alarm fires that are not immediately contained. Extreme-risk fire incidents require aid to the incident from mutual aid partners and also to provide coverage to the rest of the town. These incidents prove to have the greatest threat of loss of life and severe economic impact to the community and local and state and even national economic chain due to some of the occupancies in town.

- Structure fire – confirmed – receiving multiple calls
- Multiple alarm structure fire.

Table 22: Examples of Extreme Risk Fire Incidents

Date	Address	Type of Call	Residential/ Commercial	# of Apparatus	# of Firefighters
10/4/2020	131 Morse Street	Structure Fire	Commercial	14	31
7/14/2019	11 Willis Lane	Structure Fire	Residential	9	25
7/18/2022	7 Revere Drive	Structure Fire	Residential	11	24

Emergency Medical Services

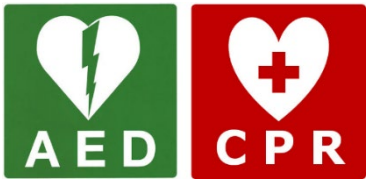
Non-Emergent EMS – *2 Personnel - Single Company Response, 1 Ambulance*
Score: 20.20

Alpha level EMS responses represent non-emergent requests for assistance or low-acuity medical complaints. These calls can include assisting a person who has fallen but is reporting no injury, evaluating a person at the request of police personnel, or patients with other relatively minor complaints. Based upon dispatch information, it is expected that two personnel should be capable of providing the necessary assistance, assessment, treatment and transport of these patients.

Low Risk EMS – *4 Personnel - 2 Company Response, 1 Ambulance, 1 Engine/Ladder*
Score: 32.12

Low risk EMS responses vary in designation based upon EMD assessment using the ProQA system and the risk matrix. Low risk responses represent an emergent complaint where the patient's present status is unknown and possibly serious or confirmed serious in nature but is breathing and has baseline vital signs. Low risk medical emergencies all have an effective response force (ERF) of two companies totaling four personnel. It is expected that these personnel will be sufficient to provide rapid advanced life support (ALS) treatment, extrication, and transport of the patient. If necessary, additional personnel may be detailed to the ambulance for transport in the event that continued, extensive treatment is necessary or expected to become necessary en route to the hospital. Under certain circumstances, particularly certain responses, it may be necessary for the officer in command to request additional resources to meet the specific conditions of that call (i.e., special resources for rescue of a drowning victim, or additional ambulances for multiple patients after an assault).

Moderate Risk EMS - *6 Personnel - 3 Company Response, 1 Ambulance, 1 Engine, 1 Ladder*
Score: 44.09



Moderate risk EMS responses represent the recognition of a current or imminent cardiac or respiratory arrest. These patients will require the coordinated efforts of multiple personnel to provide simultaneous interventions to attempt the resuscitation of a dying person. In addition, these responses will require the management of potentially multiple family members or other bystanders. As a result, the critical task analysis (CTA) designates the ERF for these responses at three companies totaling six personnel. These responses represent both the highest impact and consequence for EMS responses.

Technical Rescue

Non-Emergent – *2 Personnel - Single Company Response - Rescue or suppression company*
Score – 16.24808

- Elevator/escalator incident – malfunction or alarm with occupants
- Motor vehicle collision – no injuries – hazard mitigation.

Non-emergent technical rescue responses represent low-acuity events with little to no risk to life or property indicated based on information gathered by emergency communications personnel. Situations such as a body recovery will likely require more than the two personnel dispatched and coordination with Norfolk County Control for additional assets (dive rescue, additional watercraft, etc.).

After analyzing data from the past three years Foxborough Fire & Rescue did not have any call types that would classify as **Moderate Risk** as it pertains to technical rescue. This does not imply that in department history, FFR did not have a call that would fit this risk, but they were from a time when the resources and staffing did not match what is provided today.

Low Risk Response - *4 Personnel - 2 Company Response – Suppression company and Rescue*
Score – 26.533

A low risk technical rescue response includes motor vehicle collisions (MVCs) with unknown injury or confirmed minor injuries, elevator entrapments with occupants in distress and other incident types that include potential or confirmed injuries. In this incident type, it would be expected that equipment needed off fire suppression apparatus would include fluid mitigation following an MVC, patient moving and handling equipment and tools to gain access to occupants confined in an area with minor injuries. Many of these call types blend with EMS responses due to the ambulance and patient assessment requirements.

- Elevator/escalator incident – occupant with medical condition trapped
- Extrication/entrapment
- Motor vehicle collision – reported injuries or unknown situation.

High Risk Response – *9 Personnel - All Hands Response – Engine, Ladder, Rescue, Second Engine or Second Rescue, Chief Officer*
Score – 54.3323

High risk technical rescue responses represent incidents that pose a significant risk to life and property and have the potential to affect multiple people, organizations and businesses. The most frequent of these incident types is an MVC with entrapment. The department responds to this incident type on nearly a monthly basis in town and/or on the interstates. These incidents have a high likelihood of significant life-threatening injuries and death and are heavily reliant on equipment and personnel to include hydraulic rescue tools (Jaws of Life), vehicle stabilization, combustible fluid containment, and fire suppression, all on top of patient care.

- Confined space/structural collapse – entrapment confirmed
- Elevator/escalator incident – occupants trapped with injuries or elevator accident
- Railroad incident – person struck by train, train collision/derailment
- Water/ice rescue – ice rescue/water
- Motor vehicle collision – high mechanism of injury, large capacity vehicle, entrapment-extrication required
- Lost person – confirmed injuries requiring extrication from wildland.

Hazardous Materials (HazMat)

After analyzing data from the past three years, Foxborough Fire & Rescue did not have any call types which would classify as **Moderate Risk** as it pertains to hazardous materials. This does not imply that in FFR's history the department did not have a call that would fit this risk, but they were from a time when the resources and staffing did not match what is provided today. Foxborough Fire & Rescue has found that historically the department has been able to respond and successfully mitigate those calls that fall under non-emergent and low risk, but when the situation warrants calling in the State HazMat Team, all of those calls fall under high risk due to the apparatus and firefighter response requirements as laid out in the State HazMat Teams Standard Operating Guidelines.

Non-Emergent – *2 Personnel - Single Company*
Score – 16.24

- Contained small spill
- Fuel odor
- Outside odor
- Carbon monoxide (CO) alarm no Illness

Low Risk Response – *4 Personnel - 2 Companies*
Score – 34.98

- Service pipeline rupture
- Large spill
- CO alarm with illness
- Indoor gas leak

High Risk Response – *9 personnel - 4 Companies + State HAZMAT Team*
Score – 55.42

- Chemical suicide
- Uncontained HazMat release
- Suspicious package or items with illness

Critical Task Analysis

Fire Suppression

Non-Emergent Fire - *2 Personnel – 1 Company*
Score – 16.25

Company officer leads investigation with one firefighter/chauffer

Low Risk Fire - *4 Personnel on 2 Companies*
Score – 33.94

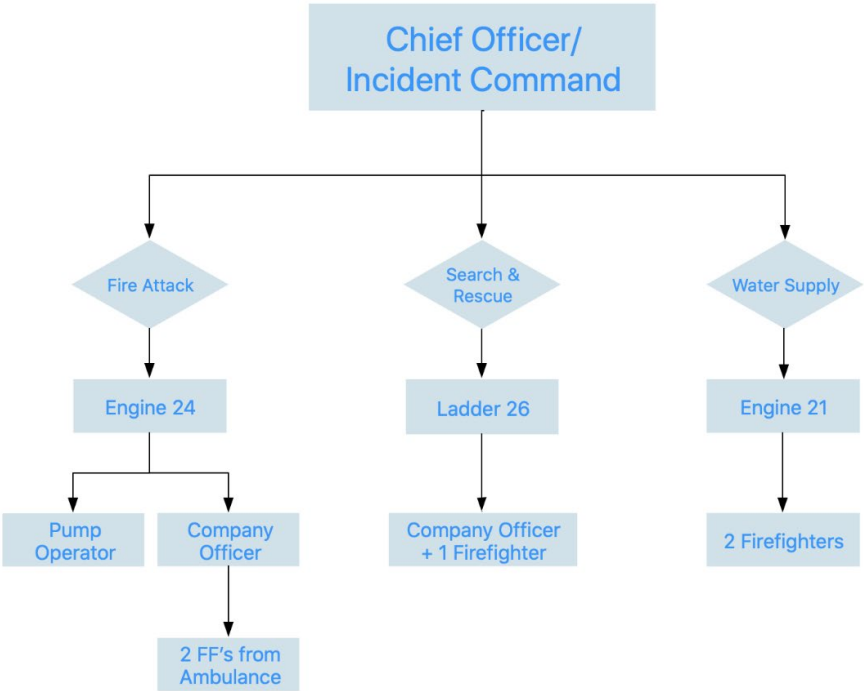
1 – Incident commander
1 – Company officer to lead investigation
1 – Firefighter to investigate with company officer
1 – Firefighter/pump operator to manage fire alarm panel as needed, determine water supply if needed, and supply needed equipment for investigation crew.

Moderate Risk Fire - *6 Personnel in 3 Companies*
Score – 44.09

1 – Incident commander
1 – Firefighter/pump operator to supply equipment as needed for investigation crew
1 – Company officer to lead investigation/initial suppression
1 – Firefighter to investigate with company officer
2 – Firefighters staging at water supply in second engine.

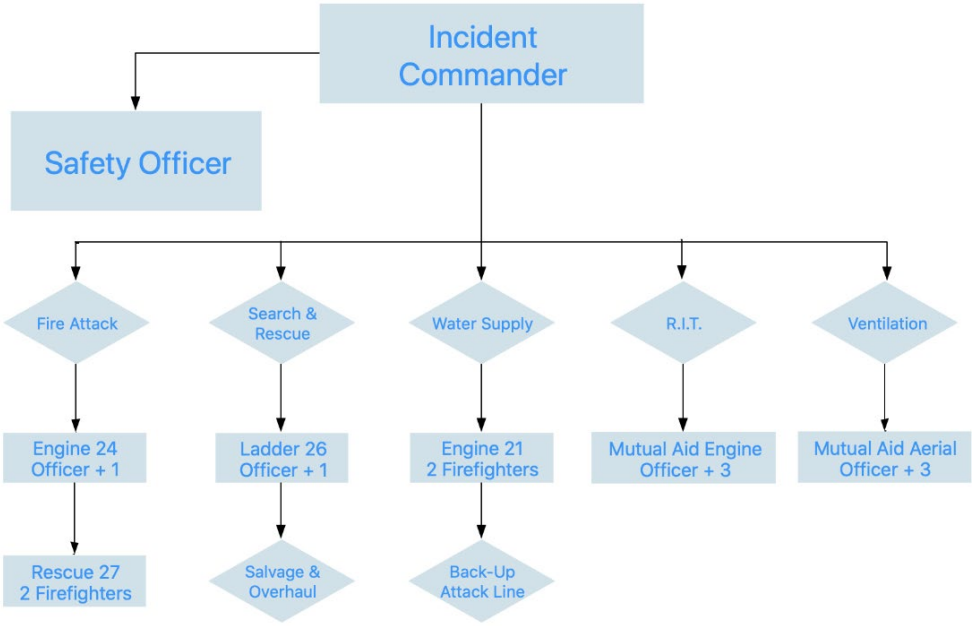
High Risk Fire - *9 Personnel in 4 Companies + Chief Officer*
Score – 65.97

1 – Incident commander
1 – Firefighter/pump operator on attack engine
1 – Company officer to lead initial fire attack/investigation
2 – Firefighters to assemble with engine company officer to make 4-person engine
1 – Company officer on ladder truck to perform forcible entry and search and rescue
1 – Firefighter with ladder company officer for forcible entry and search and rescue
2 – Firefighters to establish water supply on second engine and then advance back-up line.



Extreme Risk Fire – *18 Personnel - 3 Engines, 2 Ladders, 2 Chief Officers*
Score – 73.48

1 – Incident commander
1 – Safety officer
1 – Officer to lead initial fire attack
1 – Firefighter/pump operator on attack engine
2 – Firefighters from ambulance to assist primary engine with fire attack (establish 4-person company)
2 – Officer plus firefighter on Ladder 26 perform primary search
2 – Firefighters on second engine establish water supply and then advance backup line
4 – Officer plus three firefighters from mutual aid engine establish a rapid intervention team
4 – Officer plus three firefighters from mutual aid ladder vertical/horizontal ventilation.



Emergency Medical Services

Non-Emergent EMS - *2 - Personnel in 1 Company*
Score – 20.20

2 – Patient care and extrication

Low Risk EMS - *4 - Personnel in 2 Companies*
Score – 32.12

2 - Patient care
2 –Assist with extrication and equipment

Moderate Risk EMS - *6 - Personnel in 3 Companies*
Score – 44.09

1 – Officer to manage scene (family, request additional resources)
1 – Chest compressions
1 – Defibrillator (lead paramedic)
1 – Airway
1 – Intravenous (IV) access
1 – Equipment

Technical Rescue

Non-Emergent - *2 Personnel in One Company*
Score – 16.25

1 - Incident commander
1 - Firefighter for mitigation of hazards
OR
2 - Firefighters for patient care, documentation, and transport, if necessary

Low Risk - *4 Personnel in Two Companies*
Score – 26.53

1 - Incident commander
1 - Firefighter for mitigation of hazards
2 - Firefighters for patient care, documentation, and transport, if necessary

High Risk - *9 Personnel in Four Companies and one Chief Officer*
Score – 54.33

1 - Incident commander
1 - Firefighter/pump operator to supply equipment and supplement operations
1 - Engine company officer to lead extrication or rescue operations
1 - Firefighter to mitigate hazards with ladder company officer
1 - Engine company officer to assist with extrication or rescue operations, likely overseeing additional extrication or rescue operations
2 - Firefighters for patient care, documentation, and transport, if necessary
2 - Firefighters from second engine assist engine company officer with extrication or rescue operations
OR
2 - additional firefighters for patient care, documentation, and transport, if necessary

HazMat

Non-Emergent - *2 Personnel in 1 Company*
Score – 16.25

1 - Company officer leads investigation with 1 firefighter/chauffeur

Low Risk - *4 Personnel in 2 Companies*

Score – 34.99

1 – Incident commander
1 – Company officer to lead investigation
1 – Firefighter to investigate with company officer
1 – Firefighter/pump operator to manage equipment, determine water supply, if needed, and supply needs for investigation crew

High Risk - *9 Personnel in 4 Companies plus State HazMat Team*
Score – 55.43

1 – Incident commander
1 – Company level officer
1 – Pump operator to supply and manage needed equipment
2 - Firefighters to perform operations level mitigation if able
2 – Firefighters to provide rapid intervention team coverage
2 – Firefighters to provide EMS standby or treatment/evaluation/transport
Tier 1 Regional HazMat response musters 6 technicians who will then escalate or deescalate their response and resources, as needed

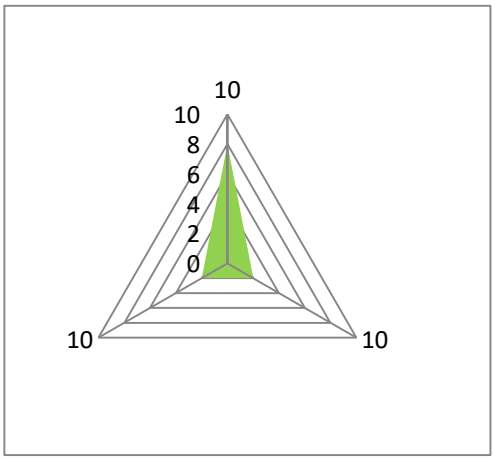
Risk Classification and Categories

Table 23: Risk Matrix - Impact, Probability, Consequence

Score	Impact		
2	Single company response		
4	Two company response		
6	Three company response		
8	Four company response		
10	Full department + mutual aid response		
Score	**Probability**		
2	Occurs rarely or very low potential – once a year or less		
4	Occurs somewhat rarely or low potential – every six months		
6	Has potential to occur – once a month		
8	Occurs often – once a day or less		
10	Occurs frequently – occurs multiple times a day		
Score	**Consequence**		
	Financial	**Life Loss**	**Emotional**
2	No financial loss	No life loss	No impact
4	Minor financial loss	Potential loss of single life	Very low impact
6	Moderate financial loss	Loss of single life	Moderate impact
8	Significant financial loss	Loss of single life with potential for more	Significant impact
10	Very high financial loss	High probability of multiple loss of life	Very high impact

Non-Emergent Fire

Risk Factors	
Probability of occurrence	**8**
Impact to department	**2**
Consequence to community	**2**
SCORE	**16.24808**



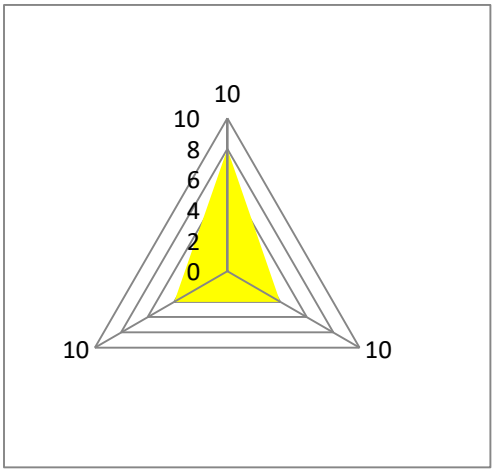
Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Malfunction residential alarm, confirmed malfunction
Outside fire investigation (cooking fire)
Residential lockout
Downed communication lines/house service
Outside smoke investigation
Outside odor investigation

Low Risk Fire

Risk Factors	
Probability of occurrence	**8**
Impact to department	**4**
Consequence to community	**4**
SCORE	**33.94113**

Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

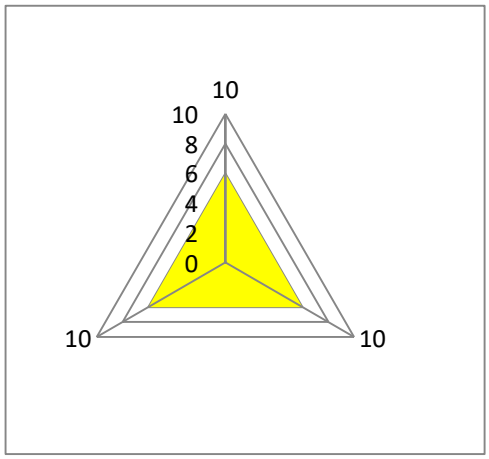


Call Types
Residential alarm sounding
Low hazard automatic commercial alarm
Vehicle fire no exposures
Indoor odor investigation - nothing visible

Moderate Risk Fire

Risk Factors	
Probability of occurrence	**6**
Impact to department	**6**
Consequence to community	**6**
SCORE	**44.09082**

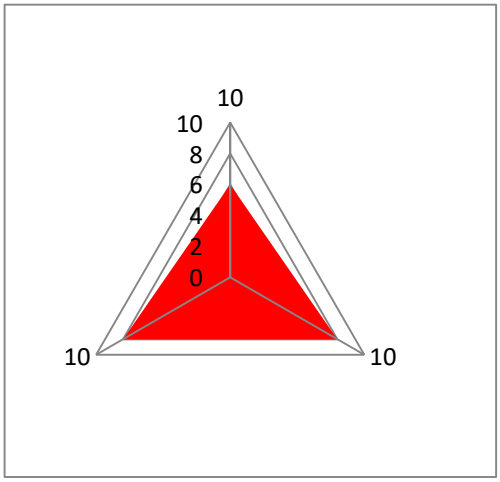
Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+



Call Types
Automatic alarm sounding - high hazard occupancy
Chimney fire - no extension

High Risk Fire

Risk Factors	
Probability of occurrence	**6**
Impact to department	**8**
Consequence to community	**8**
SCORE	**65.96969**



Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Reported structure fire
Appliance fire - oven/dryer/etc.
Smoke in the building

Extreme Risk Fire

Risk Factors	
Probability of occurrence	**2**
Impact to department	**10**
Consequence to community	**10**
SCORE	**73.48469**

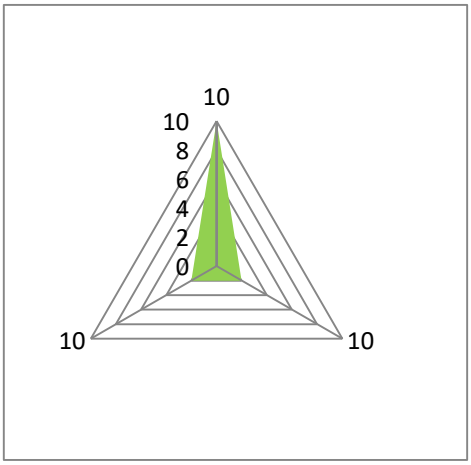
Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Confirmed structure fire
Multiple alarm structure fire

Non Emergent EMS

Risk Factors	
Probability of occurrence	**10**
Impact to department	**2**
Consequence to community	**2**
SCORE	**20.19901**

Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

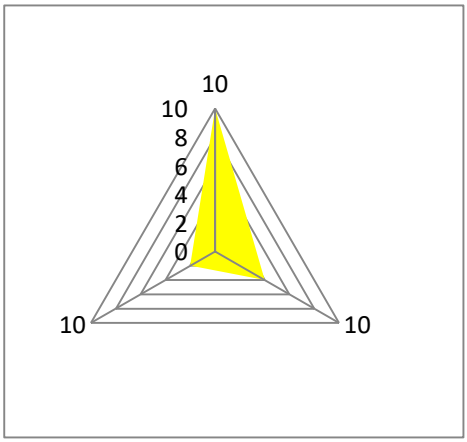


Call Types
Lift assist, no injuries
Police request for evaluation – police extended on scene
Ethanol alcohol (ETOH) - alert and oriented times three (A&OX3)
Minor traumatic injury

Low Risk EMS

Risk Factors	
Probability of occurrence	**10**
Impact to department	**4**
Consequence to community	**2**
SCORE	**32.12476**

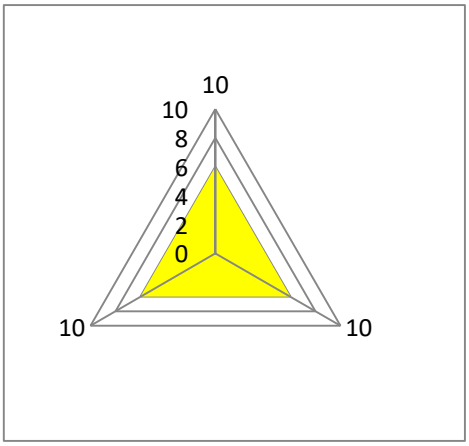
Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+



Call Types
Fall with injuries
Cardiac and respiratory disorders - alert
Altered level of consciousness
Traumatic injury - A&OX3

Moderate Risk EMS

Risk Factors	
Probability of occurrence	6
Impact to department	6
Consequence to community	6
SCORE	**44.09082**

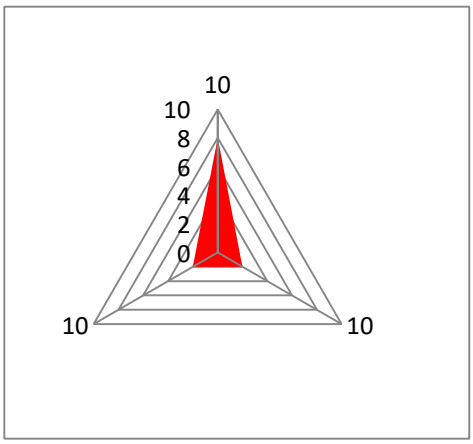


Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Cardiac arrest - medical
Respiratory arrest
Overdose - not breathing
Traumatic arrest

Non-Emergent Technical Rescue

Risk Factors	
Probability of occurrence	8
Impact to department	2
Consequence to community	2
SCORE	**16.24808**

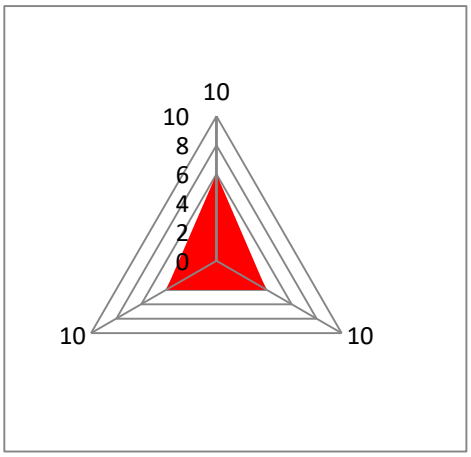


Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Elevator emergency
Motor vehicle collision no injuries

Low Risk Technical Rescue

Risk Factors	
Probability of occurrence	6
Impact to department	4
Consequence to community	4
SCORE	**26.533**

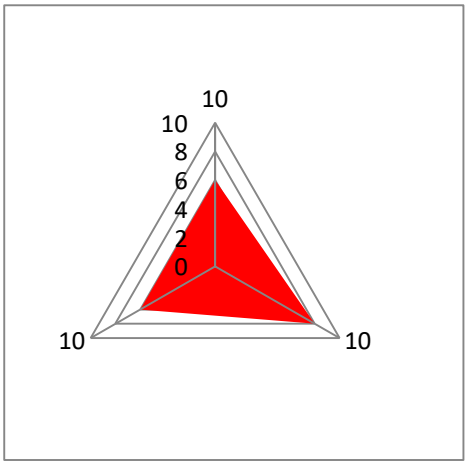


Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Elevator emergency with medical condition

High Risk Technical Rescue

Risk Factors	
Probability of occurrence	6
Impact to department	8
Consequence to community	6
SCORE	**54.33231**

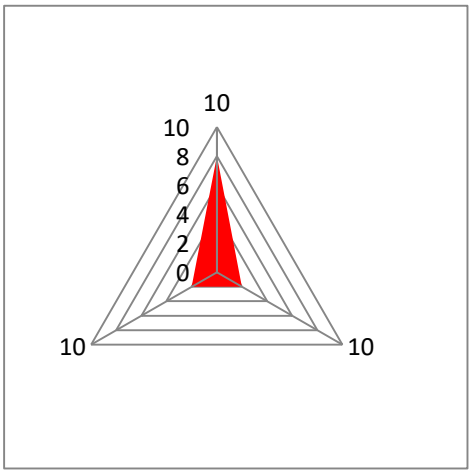


Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
Ice/water rescue
MVC with entrapment
MVC with fire
Lost person in woods with injury

Non Emergent HazMat

Risk Factors	
Probability of occurrence	**8**
Impact to department	**2**
Consequence to community	**2**
SCORE	**16.24808**

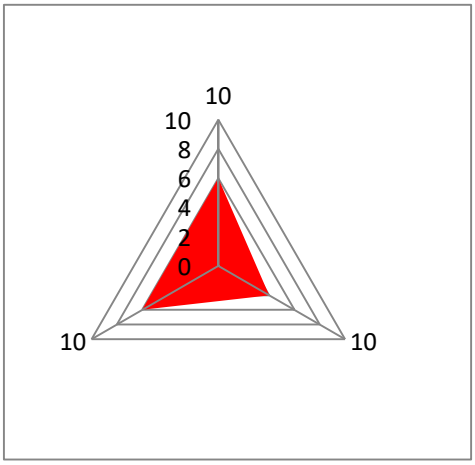


Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
CO alarm no illness
Small fluid spill
Outside odor
Odor of fuel

Low Risk HazMat

Risk Factors	
Probability of occurrence	**6**
Impact to department	**4**
Consequence to community	**6**
SCORE	**34.98571**

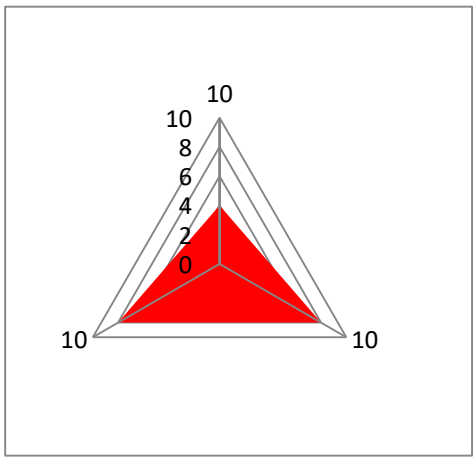


Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

Call Types
CO alarm with illness
Ruptured gas service line
Indoor gas leak
Large spill

High Risk HazMat

Risk Factors	
Probability of occurrence	**4**
Impact to department	**8**
Consequence to community	**8**
SCORE	**55.42563**



Risk Scale	
Non-Emergent	0 - 20.9
Low Risk	21 - 35.9
Moderate Risk	36 - 50.9
High Risk	51 - 70.9
Extreme Risk	71+

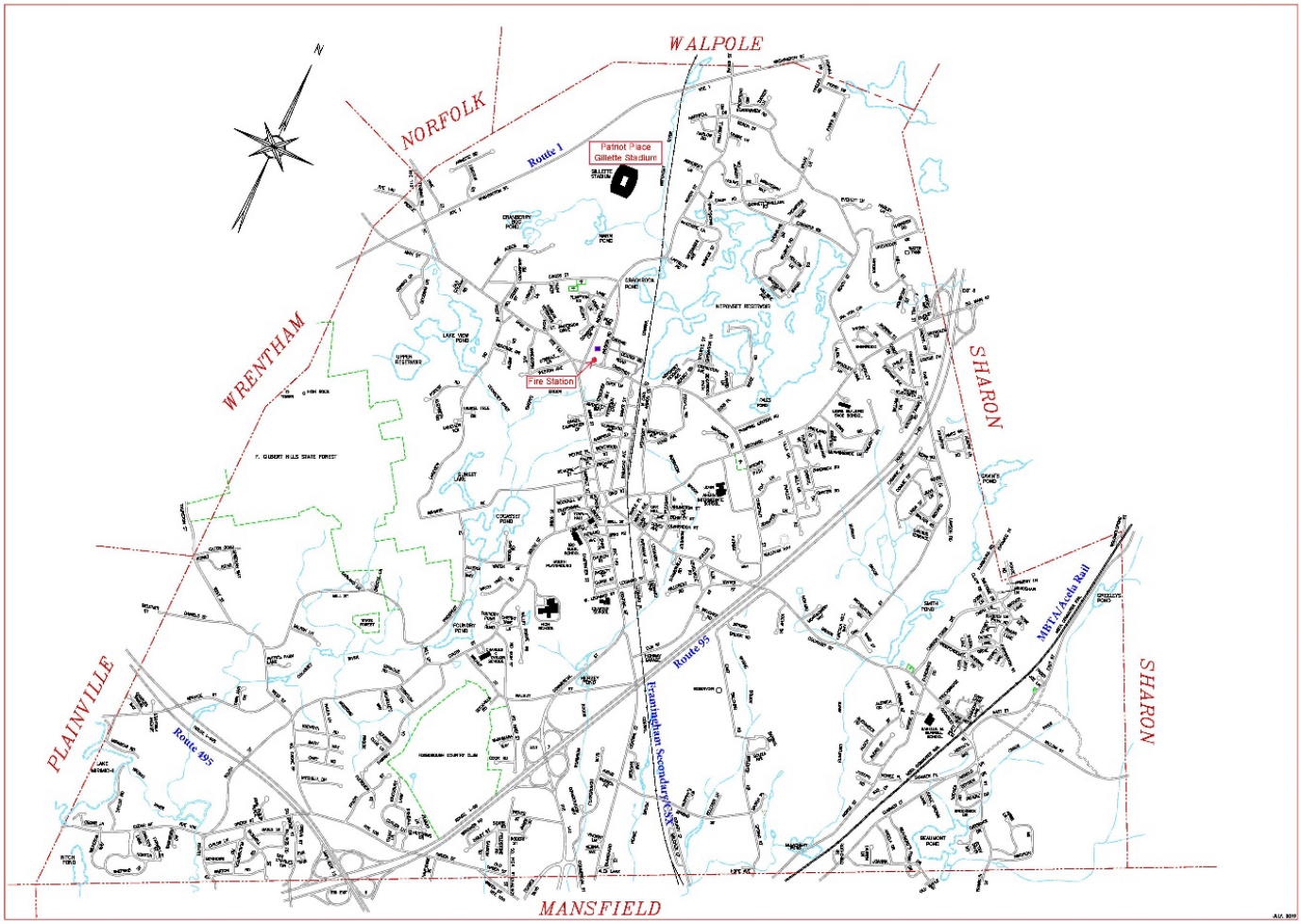
Call Types
Suspicious package
Chemical suicide
Uncontained HazMat release

H. Historical Perspective and Summary of System Performance

Distribution Factors

Foxborough Fire & Rescue's (FFR's) only fire station is located at 8 Chestnut Street in Foxborough and is part of the public safety complex. The land, which had been acquired from the state in 2005, had been part of the former Foxborough State Hospital complex, with this specific site being the residential dormitories for the nursing staff. The original buildings were razed for the construction of the new public safety building. This public safety complex is located approximately one-mile north of the town's center and the original and now vacant fire station. The station's location was sited at its current location due to the acquisition of the land from the Commonwealth of Massachusetts. The Town of Foxborough has a total area of 20.9 square miles (54.1 square kilometers [km2]), of which 20.1 square miles (52.0 km2) are land, and 0.81 square miles (2.1 km2) (3.88%) are water.

Map 16: Street Map - Foxborough



There are 17 miles of highway system within the town, including Interstate 95 and 495, U.S. Route 1, State Route 140, and State Route 106.

Foxborough has 100 miles of paved roadways within its boundaries, which service all of the residential and commercial areas in the community. These are both private roadways and town-owned roadways. There are no gravel roadways in the community, but there are gravel access roads in the state forest and some conservation areas.

Travel times throughout the community vary due to the location of the fire station in the northern part of the town. Calls for service at the southeast area of the community on the Mansfield town line can average around seven minutes. Calls in the southwest area of the community on the Plainville town line average around eight minutes and calls to Route 1 corridor average around four minutes depending on time and weather.

Concentration Factors

Foxborough Fire & Rescue operates out of one centrally located public safety complex that serves the entire community. In this station, the duty shift consists of one captain (shift commander), one lieutenant (company officer) and six firefighters. This staffing allows for the availability of one Class A engine with two members, one quint with two members, an ambulance with two members, and the

remaining two members cross-staffing a second engine and/or ambulance. This concentration is available town-wide from the one fire station.

Reliability Factors

Foxborough Fire & Rescue has worked on reliable staffing by aligning administrative policies and collective bargaining agreements to be in line with each other. FFR staffs a shift with eight firefighters daily. This changes only if a member is absent due to sickness or some other non-scheduled absence. During the workweek, between 8 a.m. and 4 p.m., there is a day firefighter who can backfill the open slots created by an absence.

Between 2018 and 2020, there were only 70 instances of sick leave over a span that covered 730 total days. When sick or injury leave is expected to last greater than 30 calendar days, a provisional firefighter is utilized to keep shift strength consistent. In this dataset, a provisional firefighter was used to fill in for at least seven shifts.

All other scheduled leave is filled on a rank for rank basis. Should a shift not be filled, either a member is held over or the time off request is denied, in line with department policies and collective bargaining agreements. This allows for full shift strength 90 percent of the time, something FFR has attempted for decades and is consistently looking to improve upon.

As FFR's call volume continues to grow and ambulance transport destinations are branching out further, FFR's largest factor on reliability remains with the run volume and multiple incidents, and not vacancies in staffing. The ability for an engine and aerial ladder to respond at all times remains high. In the 2018-2020 dataset, there was no non-emergency emergency medical service (EMS) incident where a mutual aid company arrived before an FFR unit to an emergency scene. Both FFR's engine and ladder companies are staffed with an officer and are trained on identifying incident acuity and making the appropriate decisions for allocating resources during times of high call volume, striving to maintain the first unit on scene distribution standards.

Dataset Qualification

Foxborough Fire & Rescue has compiled the data for calls responded to over the past three years and placed them into tables shown to follow. The data was analyzed and the 90th percentile was calculated for each data set. To calculate the 90th percentile, Foxborough Fire & Rescue used Definition Four as described in the "CPSE - Quality Improvement for the Fire and Emergency Services" handbook under Appendix C "Methodologies for Calculating the 90th Percentile." In this definition, the 90th percentile is based on a linear interpolation and is used when the percentile sought is not a whole number.

Foxborough Fire & Rescue analyzed all data and broke the tables down by call type. The 90th percentile was calculated only if the effective response force (ERF) was met. Outliers in the dataset were not used in the calculations as they would have skewed the numbers. There are a number of reasons for these outliers to exist, but the primary reason for an outlier's removal was the incident took place during a time of call surge or incomplete data. Each one of these incidents was investigated in the records management system (RMS). Times of call surge revolved around weather events and incomplete data was occasionally discovered for various reasons. Outliers were minimal when considering the volume of the overall dataset.

From existing policy for "Response Time Standards":

Foxborough Fire & Rescue understands that not all incidents will meet time requirements or standards, and some of these incidents will be required to be removed from department statistics for various reasons. These outlier incidents will each be individually reviewed based on the guidelines below:

- Dispatch processing time - in excess of 180 seconds
- Turnout time, EMS and non-EMS - in excess of 180 seconds
- Travel time for the first arriving company - in excess of 12 minutes
- Travel time of the effective response force - in excess of 14 minutes.

Each incident that exceeds the parameters above will be reviewed and it will be determined if this incident classifies as an outlier to be removed from data collection. Reasons to classify an incident as an outlier include but are not limited to:

- Stacked calls during times of call surge, such as during weather events
- Resources tied up on other incidents with delayed response times and/or mutual aid being first arriving unit
- Missing apparatus times in the dispatch record
- Units being canceled en route with no arrival times
- Queued incidents with intentionally delayed dispatch for deliberate and tactical reasons.

The Windows Excel formula used to calculate the 90th percentile is -- =percentile.inc, which uses the formula [k * (N-1) + 1] where k= the percentile you wish to calculate, and N=the count of values.

Baseline Performance Tables

Table 24: Baseline Performance - Low Risk Fire

DISTRICT 1 (Low Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:34	01:53	01:17	01:31
Turnout Time	Turnout Time 1st Unit	Urban	02:21	02:05	02:20	02:39
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:42	05:12	06:10	05:45
	Travel Time ERF **Concentration**	Urban	06:39	08:19	05:41	05:58
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:37	09:10	09:47	09:55
			n=207	n=86	n=51	n=70
	Total Response Time ERF **Concentration**	Urban	10:34	12:17	09:18	10:08
			n=164	n=62	n=41	n=61

DISTRICT 2 (Low Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:46	02:01	01:38	01:40
Turnout Time	Turnout Time 1st Unit	Urban	02:05	01:56	01:55	02:25
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:28	06:44	05:35	07:05
	Travel Time ERF **Concentration**	Urban	06:29	06:09	05:57	07:20
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:20	10:41	09:08	11:10
			n=72	n=23	n=21	n=28
	Total Response Time ERF **Concentration**	Urban	10:20	10:06	09:30	11:25
			n=64	n=20	n=18	n=26

DISTRICT 3 (Low Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:22	01:46	01:12	01:09
Turnout Time	Turnout Time 1st Unit	Urban	01:55	01:47	02:05	01:54
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:30	04:38	07:27	07:25
	Travel Time ERF **Concentration**	Urban	07:17	05:39	06:55	09:17
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:48	08:11	10:44	10:2
			n=40	n=18	n=15	n=7
	Total Response Time ERF **Concentration**	Urban	10:35	09:12	10:12	12:20
			n=164	n=62	n=41	n=61

DISTRICT 4 (Low Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:37	01:58	01:31	01:23
Turnout Time	Turnout Time 1st Unit	Urban	02:12	02:02	02:26	02:08
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:32	06:33	06:30	06:34
	Travel Time ERF **Concentration**	Urban	06:54	06:47	07:12	06:43
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:22	10:33	10:27	10:05
			n=160	n=63	n=54	n=43
	Total Response Time ERF **Concentration**	Urban	10:43	10:47	11:09	10:14
			n=134	n=54	n=42	n=38

Table 25: Baseline Performance - Moderate Risk Fire

DISTRICT 1 (Moderate Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:16	01:54	00:52	01:01
Turnout Time	Turnout Time 1st Unit	Urban	02:21	02:11	02:23	02:30
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:09	04:59	05:22	05:06
	Travel Time ERF **Concentration**	Urban	05:47	06:14	04:49	06:18
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	08:46	09:04	08:37	08:37
			n=65	n=23	n=16	n=26
	Total Response Time ERF **Concentration**	Urban	10:43	10:47	11:09	10:14
			n=134	n=54	n=42	n=38

DISTRICT 2 (Moderate Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:02	01:11	0:55	01:01
Turnout Time	Turnout Time 1st Unit	Urban	02:00	01:40	02:13	02:08
Travel Time	Travel Time 1st Unit **Distribution**	Urban	03:54	04:10	03:52	03:40
	Travel Time ERF **Concentration**	Urban	04:04	04:57	04:17	02:57
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	06:57	07:01	07:00	06:49
			n=30	n=12	n=8	n=10
	Total Response Time ERF **Concentration**	Urban	07:06	07:48	07:25	06:06
			n=25	n=11	n=7	n=7

DISTRICT 3 (Moderate Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:20	01:05	0:51	02:03
Turnout Time	Turnout Time 1st Unit	Urban	02:04	02:23	01:52	01:57
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:39	05:16	03:34	08:07
	Travel Time ERF **Concentration**	Urban	05:33	05:38	03:55	07:25
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:03	08:44	06:17	12:07
			n=31	n=3	n=5	n=23
	Total Response Time ERF **Concentration**	Urban	09:03	09:06	06:38	11:25
			n=11	n=2	n=4	n=5

DISTRICT 4 (Moderate Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:12	01:32	0:57	01:07
Turnout Time	Turnout Time 1st Unit	Urban	02:14	02:06	02:26	02:09
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:59	05:55	05:39	06:22
	Travel Time ERF **Concentration**	Urban	06:49	06:12	06:49	07:25
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:24	09:33	09:02	09:38
			n=50	n=14	n=22	n=14
	Total Response Time ERF **Concentration**	Urban	10:14	09:50	10:12	10:41
			n=39	n=8	n=19	n=12

Table 26: Baseline Performance - High Risk Fire

DISTRICT 1 (High Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:42	01:42	01:33	02:04
Turnout Time	Turnout Time 1st Unit	Urban	01:55	02:02	02:04	01:39
Travel Time	Travel Time 1st Unit **Distribution**	Urban	04:05	03:43	03:42	04:51
	Travel Time ERF **Concentration**	Urban	08:42	07:37	08:54	09:35
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	07:47	07:27	07:19	08:34
			n=14	n=5	n=4	n=5
	Total Response Time ERF **Concentration**	Urban	12:23	11:21	12:31	13:18
			n=12	n=5	n=3	n=4

DISTRICT 2 (High Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:33	01:34	01:21	01:44
Turnout Time	Turnout Time 1st Unit	Urban	01:51	01:55	02:07	01:32
Travel Time	Travel Time 1st Unit **Distribution**	Urban	04:49	05:17	05:05	04:04
	Travel Time ERF **Concentration**	Urban	06:05	07:07	05:31	05:37
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	08:13	08:46	08:33	07:20
			n=9	n=4	n=2	n=3
	Total Response Time ERF **Concentration**	Urban	09:29	10:36	08:59	08:53
			n=6	n=2	n=1	n=3

DISTRICT 3 (High Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban		**NO**	00:54	00:47
Turnout Time	Turnout Time 1st Unit	Urban		**DATA**	00:55	00:55
Travel Time	Travel Time 1st Unit **Distribution**	Urban			06:44	05:52
	Travel Time ERF **Concentration**	Urban			NA	08:09
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban			08:33	07:34
					n=2	n=2
	Total Response Time ERF **Concentration**	Urban			NA	9:51
					n=1	n=2

DISTRICT 4 (High Risk Fire) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:26	00:58	01:45	01:34
Turnout Time	Turnout Time 1st Unit	Urban	01:46	01:22	01:54	02:01
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:07	05:27	07:19	05:34
	Travel Time ERF **Concentration**	Urban	08:32	09:50	09:01	06:45
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:18	07:47	10:58	09:09
			n=16	n=3	n=6	n=7
	Total Response Time ERF **Concentration**	Urban	11:43	12:10	12:40	10:20
			n=14	n=3	n=5	n=6

Table 27: Baseline Performance - Low Risk EMS

DISTRICT 1 (Low Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:33	02:21	02:38	02:41
Turnout Time	Turnout Time 1st Unit	Urban	01:50	01:52	01:44	01:54
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:27	05:14	05:49	05:18
	Travel Time ERF **Concentration**	Urban	06:26	06:11	06:54	06:14
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:50	09:27	10:11	09:53
			n=1534	n=647	n=527	n=360
	Total Response Time ERF **Concentration**	Urban	10:49	10:24	11:16	10:49
			n=1446	n=609	n=499	n=338

DISTRICT 2 (Low Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:37	02:30	02:46	02:37
Turnout Time	Turnout Time 1st Unit	Urban	01:56	01:59	01:52	01:58
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:24	06:05	06:37	06:31
	Travel Time ERF **Concentration**	Urban	07:01	06:44	07:14	07:05
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:58	10:34	11:15	11:06
			n=645	n=223	n=205	n=217
	Total Response Time ERF **Concentration**	Urban	11:22	11:13	11:15	11:40
			n=601	n=203	n=189	n=209

DISTRICT 3 (Low Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:43	02:30	02:44	02:55
Turnout Time	Turnout Time 1st Unit	Urban	01:51	01:48	01:49	01:58
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:48	07:10	06:39	06:36
	Travel Time ERF **Concentration**	Urban	08:10	08:15	08:06	08:11
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	11:23	11:28	11:12	11:29
			n=514	n=189	n=178	n=147
	Total Response Time ERF **Concentration**	Urban	12:45	12:33	12:39	13:04
			n=482	n=177	n=171	n=134

DISTRICT 4 (Low Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:38	02:28	02:40	02:47
Turnout Time	Turnout Time 1st Unit	Urban	01:57	01:54	01:53	02:06
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:34	06:35	06:37	06:30
	Travel Time ERF **Concentration**	Urban	07:12	07:20	07:19	06:57
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	11:10	10:57	11:10	11:23
			n=915	n=356	n=335	n=224
	Total Response Time ERF **Concentration**	Urban	11:48	11:42	11:52	11:50
			n=872	n=338	n=316	n=218

Table 28: Baseline Performance - Moderate Risk EMS

DISTRICT 1 (Moderate Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:26	02:19	02:29	02:30
Turnout Time	Turnout Time 1st Unit	Urban	01:47	01:34	01:53	01:54
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:10	06:19	05:46	06:25
	Travel Time ERF **Concentration**	Urban	06:07	05:44	07:52	04:45
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:23	10:12	10:08	10:49
			n=135	n=50	n=47	n=38
	Total Response Time ERF **Concentration**	Urban	10:20	9:37	12:14	09:09
			n=57	n=20	n=22	n=15

DISTRICT 2 (Moderate Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:36	02:30	01:50	03:30
Turnout Time	Turnout Time 1st Unit	Urban	01:43	01:59	01:35	01:35
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:43	05:32	05:35	06:03
	Travel Time ERF **Concentration**	Urban	05:32	05:25	06:21	04:51
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:03	10:01	09:00	11:08
			n=60	n=18	n=19	n=23
	Total Response Time ERF **Concentration**	Urban	09:52	09:54	09:46	09:56
			n=37	n=11	n=14	n=12

DISTRICT 3 (Moderate Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:32	02:25	02:01	03:10
Turnout Time	Turnout Time 1st Unit	Urban	01:38	01:57	01:09	01:48
Travel Time	Travel Time 1st Unit **Distribution**	Urban	04:48	05:30	04:04	04:51
	Travel Time ERF **Concentration**	Urban	05:33	04:18	05:54	06:27
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:58	09:52	07:14	09:49
			n=46	n=18	n=13	n=15
	Total Response Time ERF **Concentration**	Urban	09:43	08:40	09:04	11:25
			n=27	n=8	n=10	n=9

DISTRICT 4 (Moderate Risk Medical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:34	02:43	02:48	02:12
Turnout Time	Turnout Time 1st Unit	Urban	01:43	01:50	01:55	01:26
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:08	06:30	06:10	05:44
	Travel Time ERF **Concentration**	Urban	06:10	05:15	07:36	05:39
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:26	11:03	10:53	09:22
			n=72	n=20	n=35	n=17
	Total Response Time ERF **Concentration**	Urban	10:28	09:48	12:19	09:17
			n=32	n=5	n=18	n=9

Table 29: Baseline Performance - Low Risk Technical Rescue

DISTRICT 1 (Low Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:57	02:34	03:15	02:48
Turnout Time	Turnout Time 1st Unit	Urban	01:42	01:46	01:43	01:38
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:04	06:04	06:16	06:00
	Travel Time ERF **Concentration**	Urban	07:04	07:06	07:03	07:05
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:41	10:24	11:14	10:26
			n=120	n=46	n=53	n=21
	Total Response Time ERF **Concentration**	Urban	11:39	11:26	12:01	11:31
			n=109	n=38	n=51	n=20

DISTRICT 2 (Low Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:55	03:08	02:36	03:03
Turnout Time	Turnout Time 1st Unit	Urban	01:49	01:47	01:49	01:53
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:00	03:09	06:01	05:51
	Travel Time ERF **Concentration**	Urban	06:34	06:28	06:54	06:22
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:45	08:04	10:26	10:47
			n=20	n=7	n=6	n=7
	Total Response Time ERF **Concentration**	Urban	11:20	11:23	11:19	11:18
			n=18	n=5	n=6	n=7

DISTRICT 3 (Low Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:34	02:33	02:33	02:37
Turnout Time	Turnout Time 1st Unit	Urban	02:05	01:55	02:06	02:15
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:13	06:21	06:39	05:41
	Travel Time ERF **Concentration**	Urban	06:30	05:49	06:40	07:02
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:53	10:49	11:18	10:33
			n=33	n=9	n=16	n=8
	Total Response Time ERF **Concentration**	Urban	11:10	10:17	11:19	11:54
			n=27	n=8	n=13	n=6

DISTRICT 4 (Low Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:46	02:48	02:33	02:57
Turnout Time	Turnout Time 1st Unit	Urban	01:38	01:57	01:33	01:26
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:31	06:13	04:41	05:39
	Travel Time ERF **Concentration**	Urban	05:34	06:14	04:21	06:07
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:55	10:58	08:47	10:02
			n=30	n=12	n=10	n=8
	Total Response Time ERF **Concentration**	Urban	09:58	10:59	08:27	10:30
			n=262	n=11	n=9	n=6

30: Baseline Performance - High Risk Technical Rescue

District 1 (High Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:16	02:12	02:07	02:31
Turnout Time	Turnout Time 1st Unit	Urban	01:55	01:26	02:29	01:52
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:44	06:55	05:34	04:44
	Travel Time ERF **Concentration**	Urban	06:22	07:06	07:15	04:58
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:56	10:33	10:10	09:07
			n=56	n=24	n=16	n=16
	Total Response Time ERF **Concentration**	Urban	10:05	10:44	10:10	9:21
			n=412	n=16	n=10	n=15

District 2 (High Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:12	01:41	02:35	02:20
Turnout Time	Turnout Time 1st Unit	Urban	00:48	01:39	00:06	00:41
Travel Time	Travel Time 1st Unit **Distribution**	Urban	04:35	03:41	05:49	04:15
	Travel Time ERF **Concentration**	Urban	04:58	04:01	05:10	05:43
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	07:35	07:01	08:30	07:16
			n=56	n=5	n=2	n=3
	Total Response Time ERF **Concentration**	Urban	07:58	07:21	07:51	08:44
			n=7	n=3	n=1	n=3

District 3 (High Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:59	03:45	02:50	02:22
Turnout Time	Turnout Time 1st Unit	Urban	01:29	01:41	01:39	01:07
Travel Time	Travel Time 1st Unit **Distribution**	Urban	04:40	05:38	04:45	03:39
	Travel Time ERF **Concentration**	Urban	05:09	05:50	04:20	05:18
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:08	11:04	09:14	07:08
			n=12	n=6	n=2	n=4
	Total Response Time ERF **Concentration**	Urban	09:37	11:16	08:49	08:47
			n=7	n=3	n=1	n=3

District 4 (High Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:17	01:57	02:38	
Turnout Time	Turnout Time 1st Unit	Urban	01:39	01:46	01:33	**NO**
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:37	06:33	4:41	**DATA**
	Travel Time ERF **Concentration**	Urban	05:39	06:58	4:21	
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:34	10:16	8:52	
			n=11	n=7	n=4	
	Total Response Time ERF **Concentration**	Urban	09:36	10:41	08:32	
			n=7	n=5	n=2	

Route 95 (High Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	03:14	03:23	03:11	03:08
Turnout Time	Turnout Time 1st Unit	Urban	02:30	02:30	02:19	02:41
Travel Time	Travel Time 1st Unit **Distribution**	Urban	09:48	09:52	10:33	08:59
	Travel Time ERF **Concentration**	Urban	10:26	09:59	12:38	09:43
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	15:32	15:45	16:03	14:48
			n=137	n=62	n=41	n=34
	Total Response Time ERF **Concentration**	Urban	09:58	15:52	18:08	15:32
			n=117	n=52	n=36	n=29

Route 495 (High Risk Technical) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:59	03:04	03:05	02:48
Turnout Time	Turnout Time 1st Unit	Urban	01:55	01:59	02:02	01:44
Travel Time	Travel Time 1st Unit **Distribution**	Urban	11:12	11:21	11:51	10:25
	Travel Time ERF **Concentration**	Urban	12:56	12:31	14:38	11:41
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	16:06	16:24	16:58	14:57
			n=73	n=20	n=25	n=28
	Total Response Time ERF **Concentration**	Urban	17:50	17:34	19:45	16:13
			n=65	n=19	n=23	n=23

Table 31: Baseline Performance - Low Risk HazMat

District 1 (Low Risk HazMat) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	02:04	02:11	02:01	02:01
Turnout Time	Turnout Time 1st Unit	Urban	02:09	02:02	02:16	02:10
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:34	05:06	06:38	05:00
	Travel Time ERF **Concentration**	Urban	05:45	05:27	06:42	05:07
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	09:48	09:19	10:55	09:11
			n=22	n=6	n=9	n=7
	Total Response Time ERF **Concentration**	Urban	09:59	09:40	10:59	09:18
			n=19	n=4	n=8	n=7

District 2 (Low Risk HazMat) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:24	01:49	00:30	01:53
Turnout Time	Turnout Time 1st Unit	Urban	02:24	01:49	03:17	02:08
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:22	06:42	04:08	08:16
	Travel Time ERF **Concentration**	Urban	n/a	07:02	n/a	06:53
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:10	10:20	07:55	12:17
			n=14	n=5	n=1	n=8
	Total Response Time ERF **Concentration**	Urban	10:47	10:40	n/a	10:54
			n=11	n=4	n=1	n=6

District 3 (Low Risk HazMat) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:39	01:22	01:50	01:45
Turnout Time	Turnout Time 1st Unit	Urban	02:01	03:16	00:59	01:49
Travel Time	Travel Time 1st Unit **Distribution**	Urban	04:22	04:21	02:15	06:30
	Travel Time ERF **Concentration**	Urban	04:23	01:53	02:48	08:29
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	08:02	08:59	05:04	10:04
			n=20	n=3	n=1	n=16
	Total Response Time ERF **Concentration**	Urban	08:03	06:31	05:37	12:03
			n=151	n=1	n=1	n=13

District 4 (Low Risk HazMat) - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:53	01:32	02:40	01:27
Turnout Time	Turnout Time 1st Unit	Urban	02:11	01:49	02:19	02:25
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:48	06:11	06:26	07:48
	Travel Time ERF **Concentration**	Urban	07:53	06:13	08:54	08:33
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	10:52	09:32	11:25	11:40
			n=13	n=2	n=9	n=12
	Total Response Time ERF **Concentration**	Urban	11:57	09:34	13:53	12:25
			n=21	n=2	n=9	n=10

I. Evaluation of Service Delivery

Performance Objectives – Benchmarks

Through the assessment of the four elements of the response time continuum, Foxborough Fire & Rescue (FFR) has evaluated the efficiency of its ability to deploy resources throughout the community when summoned by the public to emergency incidents. The response time performance consists of several key elements:

1. Alarm handling: Also known as call processing time, this component relates to the amount of time it takes Southeastern Massachusetts Regional 911 Emergency Communications Center (SEMRECC) telecommunications personnel to answer a 911 call, obtain the necessary information about the emergency service request, determine the appropriate emergency response and notify the appropriate apparatus. Alarm handling is measured from the moment the dispatcher picks up the 911 call until they notify the appropriate apparatus to respond.
2. Turnout time: Measures the amount of time that elapses between when SEMRECC notifies the assigned response unit of the emergency incident, either through the automated station alerting system, Mobile Data Terminals (MDTs) or by radio communication and when the unit begins actively traveling to the designated location.
3. Travel time: The time necessary for an emergency response unit to travel from their geographic location when notified of an incident to the location of the emergency incident. Normally measured from the time the unit begins travel until it stops at the emergency scene.
4. Total response time: The total response time includes alarm processing, turnout and travel time to illustrate performance for the entire response from receipt of the call for assistance through the arrival of appropriate department resources.

National Fire Protection Association (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments establishes criteria that provide a good place to start. Those criteria include:

- Alarm answering time: 15 seconds for 95% of calls; 40 seconds for 99% of calls
- Alarm processing time: 64 seconds for 90% of calls; 106 seconds for 95% of calls
- Turnout time: 60 seconds for emergency medical service (EMS) responses; 80 seconds for fire responses
- First engine arrives on scene time: 240 sec (4 minutes) for 90% of responses with minimum staffing of 4 personnel
- Second company arrive on scene time: 360 seconds (6 minutes) for 90% of responses with minimum staffing of 4 personnel
- Initial full alarm – low and medium hazard assembly time: 480 seconds (8 minutes) on 90% of responses
- Initial full alarm – high hazard/high-rise assembly time: 610 seconds (10 minutes 10 seconds) on 90% of responses.

Fire Suppression Services Program

For 90 percent of all fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer, shall be **9 minutes in all areas**. The first-due unit shall be capable of: providing 500 gallons of water at 1,250 gallons per minute (gpm) pumping capacity; initiating command, requesting additional resources, establishing and advancing an attack line flowing a minimum of 150 gpm, containing the fire or rescuing at-risk victims. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all fire incidents, the total response time for the effective response force (ERF) will be based on predetermined risk calculations.

Low-risk fire incidents	10 minutes
Moderate and high-risk fire incidents	10 minutes
Extreme-risk fire incidents	14 minutes

The ERF for all incidents, regardless of precalculated risk, shall be capable of arriving with a minimum of 500-gallons of water for fire attack and a pumping capacity of 1,250 gpm. The ERF shall be able to establish incident command, investigate, establish a water supply with uninterrupted flow if required, advance an initial attack line, perform search and rescue, perform ventilation, and salvage and overhaul. As the risk of the incident increases, so does the ERF resources with the ability to advance multiple fire attack lines, place and operate ground ladders and aerial ladders, operate elevated master streams and set up a command post and incident safety officer. These tasks are to be accomplished in accordance with the department's standard operating procedures.

Emergency Medical Services Program

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, minimum of 1 being a paramedic, shall be: **8 minutes in all areas**. The first-due unit

shall be capable of: assessing scene safety, sizing up the situation, conducting an initial patient assessment obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, initiating cardiopulmonary resuscitation (CPR) and basic life support, providing advanced life support medical aid including defibrillation, intravenous therapy and advanced airway control.

For 90 percent of low-risk EMS incidents staffed with 4 firefighters and moderate-risk staffed with 6 firefighters, the ERF shall be **9 minutes in all areas**. The arrival of the ERF shall be able to aid the first arriving unit in patient care, extrication from the location where the patient is found to medical transporting unit, providing basic and advanced life support, CPR, advanced airways and defibrillation . The arrival of the ERF shall also place a minimum of two paramedics on scene to render care and assist the lead paramedic.

Technical Rescue Services Program

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, minimum of 1 being a paramedic, shall be: **9 minutes in all areas**. The first-due unit shall be capable of: establishing command, sizing up to determine the level of required technical rescue response, requesting additional resources and providing advanced life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the ERF, staffed with 4 firefighters for low-risk and 6 firefighters for high-risk, will be **10 minutes in all areas**. The arrival of the ERF for both low and high-risk incidents shall be able to assist in patient care, determine needed equipment to mitigate the incident, began extrication and/or make access to a patient and determine, if any, and what additional resources are required to facilitate appropriate transport of all patients involved. The arrival of the ERF shall also place a minimum of 2 paramedics on scene.

Hazardous Materials (HazMat) Services Program

For 90 percent of low-risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer, shall be: **9 minutes in all areas**. The first-due unit shall be capable of: establishing command, sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device, determining the need for additional resources, estimating the potential harm without intervention and begin establishing a hot, warm, and cold zone.

For 90 percent of low-risk HazMat incidents, the total response time for the ERF staffed with 4 firefighters and high-risk staffed with 9 firefighters plus the State HazMat Team will be **10 minutes in all areas**. The ERF shall be capable of: appointing a site safety officer and providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

High risk HazMat incidents include the use of the Massachusetts Department of Fire Services Hazardous Materials Team. This consists of firefighters with specialty training and equipment to respond from other areas in the regional state fire district. It is the policy of the state team to have someone on scene within 30 minutes of being notified, but they are typically able to accomplish this in 15 minutes or less.

Performance Objectives – Baselines

Fire Suppression Services Program

The department's baseline statements reflect actual performance from 2020 to 2022. The department relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its ERF complement of personnel for extreme-risk fire incidents. These resources are immediately available as part of a seamless response system. The department's actual baseline service level performance is as follows:

For 90 percent of all low-risk fires, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer, is: 9 minutes and 12 seconds. For 90 percent of all moderate-risk fires, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer, is: 8 minutes and 27 seconds. For 90 percent of all high-risk fires, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer, is: 8 minutes and 6 seconds. The first-due unit for all risk levels is capable of: providing 500 gallons of water at 1,250 gpm pumping capacity, initiating command, requesting additional resources, establishing and advancing an attack line flowing a minimum of 150 gpm, establishing an uninterrupted water supply, containing the fire, rescuing at-risk victims, and performing salvage operations. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all low-risk fires, the total response time for the arrival of the ERF, staffed with 4 firefighters and officers, is: 9 minutes and 56 seconds. For 90 percent of all moderate-risk fires, the total response time for the arrival of the ERF, staffed with 6 firefighters and officers, is: 9 minutes and 42 seconds. For 90 percent of all high-risk fires, the total response time for the arrival of the ERF, staffed with 9 firefighters and officers, is: 11 minutes and 5 seconds. The ERF for moderate-risk is capable of: establishing command; providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, complying with the Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling utilities, and performing salvage and overhaul. The ERF for high and extreme-risk fires is also capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Foxborough Fire & Rescue had a statistically insignificant number of extreme-risk fire suppression incidents for 2018-2020 to provide a sufficient data set to study. Therefore, no baseline data for this risk category is provided.

Emergency Medical Services Program

The department's baseline statements reflect actual performance from 2018 to 2020. The department does not rely on the use of automatic aid and mutual aid from neighboring fire departments to provide its ERF complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of all low-risk EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, is: 8 minutes and 52 seconds. For 90 percent of all moderate-risk EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, is: 8 minutes and 7 seconds. The first-due unit is capable of: assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid; including automatic external defibrillation (AED) and assisting transport personnel with packaging the patient.

For 90 percent of all low risk EMS response incidents, the total response time for the arrival of the ERF, staffed with 4 firefighters and officers, is: 9 minutes and 40 seconds. For 90 percent of all moderate risk EMS response incidents, the total response time for the arrival of the ERF, staffed with 6 firefighters and officers, is: 10 minutes and 14 seconds. The ERF is capable of: providing incident command and producing related documentation, appointing a site safety officer, completing patient assessment, providing appropriate treatment, performing AED, initiating CPR, and providing intravenous access-medication administration.

Technical Rescue Services Program

The department's baseline statements reflect actual performance from 2020 to 2022. The department does not rely on the use of automatic aid and mutual aid from neighboring fire departments to provide its ERF complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of all low-risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, is: 12 minutes and 43 seconds. For 90 percent of all high-risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, is: 8 minutes and 57 seconds. The first-due unit is capable of: establishing command, sizing up to determine if a technical rescue response is required, requesting additional resources and providing basic life support to any victim without endangering response personnel.

For 90 percent of all low-risk technical rescue incidents, the total response time for the arrival of the ERF, staffed with 4 firefighters and officers, is: 14 minutes and 33 seconds. For 90 percent of all high-risk technical rescue incidents, the total response time for the arrival of the ERF, staffed with 6 firefighters and officers, is: 13 minutes and 09 seconds. The ERF is capable of: appointing a site safety officer, establishing patient contact, staging and apparatus set up, providing technical expertise, knowledge, skills and abilities during technical rescue incidents, and providing first responder medical support.

Hazardous Materials Services Program

The department's baseline statements reflect actual performance from 2018 to 2020. The department does not rely on the use of automatic aid and mutual aid from neighboring fire departments to provide its ERF complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of low-risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer, is: 10 minutes and 5 seconds. The first-due unit is capable of: establishing command, sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device, determining the need for additional resources, estimating the potential harm without intervention, and begin establishing a hot, warm and cold zone.

For 90 percent of low-risk hazardous materials response incidents, the total response time for the arrival of the ERF, staffed with 4 firefighters and officers is: 13 minutes and 36 seconds. The ERF is capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Foxborough Fire & Rescue had a statistically insignificant number of high-risk hazardous materials incidents for 2018-2020 to provide a sufficient data set to study. Therefore, no baseline data for this risk category is provided.

Performance Gaps – Baseline to Benchmark Time Gap

Fire Suppression Services Program

Low Risk Fire (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:09:12	0:09:00	**0:00:12**
	n=500		
ERF	0:09:56	0:10:00	**0:00:04**
	n=449		

Moderate Risk Fire (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:08:27	0:09:00	**0:00:33**
	n=278		
ERF	0:09:42	0:10:00	**0:00:18**
	n=238		

High Risk Fire (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:08:06	0:09:00	**0:00:54**
	n=68		
ERF	0:11:05	0:10:00	**0:01:05**
	n=58		

Gaps in fire suppression services are in FFR's total response times and the arrival of the ERF in extreme-risk fire incidents. NFPA 1710 requires that the ERF of 15 firefighters be on the scene of a reported building fire in 10 minutes. After analyzing data over years 2018 through 2020, FFR found that this is not possible in Foxborough. With only three of these incidents meeting the ERF in the years 2018-2020, a broad range of data could not be collected for true 90th percentile calculations. Foxborough Fire & Rescue requires the arrival of two mutual aid companies to meet NFPA and FFR standards for an extreme-risk fire incident, such as a working fire assignment or greater. Realizing that travel times for these mutual aid companies are the biggest factor, FFR is now calling for their aid earlier on the creditable report of a fire in a structure.

Currently, after analyzing FFR data for all fire incidents, the gaps are universal across all risk categories that require improvement. Alarm handling and turnout times are the two areas that can be controlled to reflect improvement across all fire-related risk categories. Alarm handling is provided by the regional communications agreement with SEMRECC. By working with their quality improvement program and data collection, FFR will seek to reduce alarm handling times.

Meeting NFPA 1710 for alarm turnout time of 80 seconds for the 90th percentile is a goal for the department. Foxborough Fire & Rescue moved into a new public safety complex in 2007. During that

time, the department did not collect and analyze turnout times, and thus there was no consideration in this during the design of the new station. It has been found that during daytime hours, when shifts are training and conducting equipment checks, the standard is achievable due to the firefighters typically being in the apparatus bay on the first floor. During later hours, when firefighters are allowed to congregate in the second-floor living area of the fire station, there are extended travel times from the living quarters to the apparatus bay due to stairwell locations and station design. With awareness and education of these critical seconds, it will be the department's goal to shorten this window by changing behavior in the station.

Emergency Medical Services Program

Low Risk Medical (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:08:52	0:08:00	**0:00:52**
	n=3,358		
ERF	0:09:40	0:09:00	**0:00:40**
	n=3,268		

Moderate Risk Medical (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:08:07	0:08:00	**0:00:07**
	n=85		
ERF	0:10:14	0:09:00	**0:01:14**
	n=67		

Similar to fire suppression services NFPA 1710 assigns standards for alarm processing, turnout and travel times for EMS calls alike. NFPA 1710 states alarm processing should be better than 64 seconds 95% of the time and turnout time for EMS incident under 60 seconds and arrival of the first due company with 4 minutes travel time. This allows for a total response time for the first-due company of 6 minutes and 4 seconds.

Currently, the department has a gap of 2 minutes and 48 seconds based on the three-year 90th percentile data that has been collected for low-risk medicals and 2 minutes and 3 seconds for moderate-risk medicals. The department wishes to maintain safe driving practices so reducing travel time with current infrastructure is not realistic. Areas that are to be looked at for improvement include alarm handling and turnout times. Alarm handling has seen increases in recent years due to the implementation of Emergency Medical Dispatch (EMD). The Commonwealth of Massachusetts mandated in 2013 that all public safety answering points (PSAPs) provide EMD in their dispatch centers. This mandate was not enforced at the state level and Foxborough never implemented this technology. In July 2019, Foxborough Public Safety moved all dispatch operations to an outside entity that uses EMD as a standard in all fire and EMS-related calls. Due to this lag in data analysis, it is shown in data that EMD has increased the times for dispatch. Foxborough Fire & Rescue will work with the command staff at Southeastern Massachusetts Regional Communications Center (SEMRECC) to research best practices to improve all aspects of time handling.

Technical Rescue Services Program

Low Risk Tech Rescue (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:12:43	0:09:00	**0:03:43**
	n=211		
ERF	0:14:33	0:10:00	**0:04:33**
	n=205		

High Risk Tech Rescue (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:08:57	0:09:00	**0:00:03**
	n=18		
ERF	0:13:09	0:10:00	**0:03:09**
	n=13		

The extreme time gaps in technical rescue incidents have been determined to be the result many of these incidents occurring on limited-access interstates, U.S. Route 95 and U.S. Route 495. With no emergency access points, FFR is tasked with only being able to use entrance and exit points designated for regular traffic, lengthening travel times regardless of accurate mile marker data. Foxborough Fire & Rescue will work on turnout times as this is the only time that is able to be modified by the department members.

Hazardous Materials Services Program

Low Risk Tech HazMat (2018 – 2020)			
1st/ERF	**Baseline**	**Benchmark**	**Gap**
1st	0:10:05	0:09:00	**0:01:05**
	n=34		
ERF	0:13:36	0:10:00	**0:03:36**
	n=29		

Similar to fire suppression and EMS incidents, the time gap realized in hazardous materials incidents will require overcoming challenges. With travel times being fixed due to the one station and its location, it will be the department's goal to reduce turnout times through policy and education. With a three-year 90% turnout time of 2 minutes and 51 seconds, there is a lot of room for improvement. Due to the nature of these incidents, there are times when additional equipment must be gathered from storage locations

both inside and outside of the fire station prior to responding. In these cases, the department will research a more accurate way to document these types of instances to better capture times.

Community Areas for Program Delivery and Coverage Improvement

The department has recognized four areas requiring improvement that are discussed in greater detail in the following section. These areas include policy, alarm handling, turnover times and travel times. However, each is closely related in how FFR will improve them.

Policy – Foxborough Fire & Rescue plans to work with the regional communications center, SEMRECC, to write a policy to address acceptable alarm handling times. SEMRECC looks to follow national standards such as NFPA 1710, however, it is not governed by law to meet any requirements but is required by Massachusetts 560 CMR to provide EMD services. Although NFPA 1710 provides a standard for the number of firefighters required to perform basic tasks at a building fire, it has not kept up with modern technological development regarding alarm handling times which are required at the State level and will ultimately provide better service and care to the public service.

It is the goal of Foxborough Fire & Rescue to work with SEMRECC to set internal standards which will provide the best coverage to the public served in the areas of quality of instruction from emergency telecommunicators and total response times.

In addition, the same approach will be taken with apparatus turnout times. When the station was designed and built, firefighter turnout time within the station was a not a high priority. As a result, the second floor location of the bunkrooms and the stairs to the apparatus floor are not conducive to a quick response from dorms to apparatus. The most distant dorm room, room 5, is a total of 238 feet from doorway to the driver's seat of the primary engine company. Utilizing the fire pole can cut 100 feet from this distance, but only 50 percent of firefighters use this feature. The department plans to research reasonable turnout times based on the restrictions of station design.

Alarm Handling – Research and data collection has revealed that alarm handling times have increased over the past three years. This information was brought to light due to better record-keeping and state-required EMD. Historically, the regional communications center dispatchers would answer the phone or alarm, conduct a series of questions and then start the incident. When SEMREC realized that it was not capturing real alarm handling times, changes were immediately made to this practice so an incident is created as soon as an emergency line rings. Since 2019 this change has allowed data to more accurately reflect what is actually occurring on calls. Previous alarm handling times, prior to June 2019, looked favorable but did not truly represent the handling times sought.

It is the goal of Foxborough Fire & Rescue and SEMRECC to improve alarm handling and they will work together on policies to create modern standards for both departments to improve handling times for all calls.

Turnout times – NFPA 1710 sets clear turnout times for firefighters to be enroute to an incident after receiving an alarm. Although increased times is a reflection of station design, Foxborough Fire plans to work with firefighters on education, training and culture to ensure rapid response no matter time of

day. Station alerting is tied into RMS and CAD to capture real data in turnout times and will be a valuable tool in improving turnout times.

Travel time – In all risk categories, travel time is a concern in Foxborough. The new station, opened in 2007, was built on land donated to the town by the former State Hospital and the site was not picked for its central location but rather for its cost. The result of this location is longer travel times to certain areas of town, some which were already considered distant.

Other travel issues to consider are the limited access to interstates. Neither I-95 nor I-495 has emergency access for responders. Foxborough Fire is limited to using the regular public interchanges which typically are longer distances. Also when accessing I-495 North or South, Foxborough Fire is required to travel through another community, again taking extra time.

Recommendations for Improved Effectiveness in Deployment and Coverage

As mentioned, some of the ways to improve the effectiveness in deployment and coverage will be achieved through policy changes, training and awareness. The department plans to publish turnout times in the weekly newsletter to enhance awareness to the area. It is anticipated that with proper training there will be a change in the culture which will ensure a more rapid response out of the station. It is important to note that Foxborough Fire will continue to strive for safe driving, promoting speed out of the station only and will not publish travel times to incidents.

This data collection and study is laying more groundwork for the needs of a substation for the underserved south side of town. The location of this station would offer greatly improved access to the interstates, the area that realizes the greatest travel time challenges. With high-speed impacts and related trauma, a few minutes can be life-altering and/or matter of life and death for victims. With a potential location already selected, Foxborough Fire looks to document the need to facilitate funding to make this project a reality. Although Foxborough Fire has not done any statistical analysis for a potential sub-station, the groundwork has begun by working with the Commonwealth to acquire state-owner property in the south area of the community

J. Performance Maintenance and Improvement Plans

Compliance Team / Responsibility

Through the accreditation process and the development of the standards of cover, Foxborough Fire & Rescue conducted a process of self-analyzing performance in all aspects of service delivery. The department reviewed existing threats in the community relative to resource allocation, historical probability, and associated risk. The department will appoint a compliance team consisting of members of the department which will consist of the assistant fire chief, the Emergency Medical Service (EMS) coordinator, and the training coordinator.

It will be the responsibility of this team to extract data from the records management system to be published internally to the department (at least quarterly) to make available to the membership. The team will work to make the published information objective in nature and will work with shift commanders on improvement plans that are achievable and measurable.

Performance Evaluation and Compliance Strategy

Foxborough Fire & Rescue is committed to continuous improvement and to remaining a leader in the area in fire and EMS operations. Through the department's compliance team, Foxborough Fire & Rescue will strive for continuous improvement by analyzing risk in the community and reviewing collected data against established benchmarks for the organization. Through the data collection process, the compliance team will identify service gaps in established benchmarks and recommend plans for improvement that are challenging but achievable.

To assure FFR remains current, the compliance team will use the department's internal newsletter to publish data on established benchmarks to measure performance. In addition to monthly published data sets, the compliance teams will meet quarterly to evaluate any change in planning zones, risk and strategies to meet established benchmarks.

The performance monitoring methodology will be used to identify, at least annually, future external influences, altering conditions, growth and development trends and new or evolving risks to analyze the balance of service capabilities with new conditions or demands. This information will be culled from existing resources by the compliance team and adjustments will be made to the plan, as needed.

An annual analysis will be made from existing data for performance gaps for the total response area, such as inadequacies, inconsistencies and negative trends. Due to future growth in the community, this will benefit future studies as it pertains to a sub-station in the community.

At least annually, FFR will formally notify the town manager and the Select Board of any gaps in current capabilities, capacity and level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment-standards of cover.

Compliance Verification Reporting

Compliance verification reporting is managed by the department records management system (RMS) with data collected through the regional communication center and incident commanders reports using National Fire Incident Reporting System (NFRIS) coding. Through the daily incident approval process

and monthly and quarterly tracking, the compliance team will compare collected information with benchmarks and historical data collected in the standard of cover.

Foxborough Fire & Rescue has developed an internal weekly newsletter, “The Fire Wire.” “The Fire Wire” is utilized to disseminate information to the entirety of the department as reported by various coordinator positions and the chief of department. “The Fire Wire” is published by fire administrative staff and they will be tasked with posting data monthly to include the previous month's responses categorized by the four working suppression shifts.

In addition to response data, “The Fire Wire” distributes information based on recent incidents both locally and nationally that should be studied and reviewed by department members. With Foxborough being a destination community, the department continually monitors risk from external sources that would aid in response to some high hazard facilities in the entertainment business.

Post-incident reviews are conducted by the incident commander at all high- and extreme-risk incidents and at any other incidents as determined by the command staff. Post-incident reviews are attended by all those involved in the incident and any outside stakeholders on an as-needed basis. Training is documented by the shift officers. Critical task training is provided by the training officer and EMS deputy which is then to be conducted and documented by the shift commanders and company officers of the department. Other Occupational Safety and Health Administration (OSHA), National Institute for Occupational Safety and Health (NIOSH), and Office of Emergency Medical Services (OEMS) related training and wellness requirements are managed by the shift commanders and documented accordingly.

Continuous Improvement Strategy

In addition to reviewing service level objectives, Foxborough Fire & Rescue will identify response times within each risk category. It will be determined if there have been any changes to risk categories and their demands in accordance with the three-axis risk matrix and other aspects that would affect the standards of cover document compared to previous results. These reviews will be done on a semi-annual basis.

In addition to reviewing incidents based on the risk categories outlined in the standards of cover, the compliance team will continually review critical task requirements for efficiency and effectiveness. The compliance team will provide a report on a bi-annual basis or anytime there is a permanent operational change in suppression level staffing.

To aid in collecting and presenting this information, the compliance team will work as a group to assemble all required information and assist the shift commanders in interpreting data and considerations for improvement towards achieving targets (benchmarks). The final report will be presented to the chief of the department annually with the first one to be submitted by December 31, 2021.

K. Appendices

Appendix A: Acts of 1778 incorporating Town of Foxborough

ACTS

PASSED AT THE SESSION BEGUN AND HELD AT BOSTON, ON THE TWENTY-SEVENTH DAY OF MAY, A.D. 1778.

CHAPTER 1.

AN ACT FOR INCORPORATING CERTAIN LANDS IN THE COUNTY OF SUFFOLK, FORMERLY BELONGING TO THE TOWN OF DORCHESTER, BUT NOW TO THE TOWNS OF WRENTHAM, WALPOLE, STOUGHTON AND STOUGHTONHAM, WITH THE INHABITANTS LIVING THEREON, INTO A TOWN BY THE NAME OF FOXBOROUGH.

Preamble

WHEREAS a number of inhabitants belonging to the towns of Wrentham, Walpole, Stoughton and Stoughtonham, have represented to this court the inconveniene[i]es they labour under on account of their distance from the places of public worship in the several towns to which they now belong, and have earnestly and repeatedly requested that they may be incorporated into a town,—

Be it therefore enacted by the Council and House of Representatives in General Court assembled, and by the authority of the same,

Part of the towns of Wrentham, Walpole, Stoughton, and Stoughtonham, incorporated into a town by the name of Foxborough.

[SECT. 1.] That such part of the towns of Wrentham, Walpole, Stoughton and Stoughtonham as are included in the following bounds; viz[t]., begin[n]ing at the county line, by S[c][k]ull Meadow, so called, and from thence proceeding in the range line that runs over Cow Hill, until[l] it comes to the Norton road; and from thence, a str[eigh][ai]t line, to the south-east corner of Benja[min] Fairbank's home lot[t]; and from thence, running north-west and north-easterly, in the line of said Fairbank's farm, until[l] it comes to the west end of the furnace dam, — excluding the furnace land and buildings to Stoughtonham; and from thence, a str[eigh][ai]t line, until[l] it comes to the bridge by Capt. Elkanah Billings's; and from thence, on the road, southwardly, until[l] it comes to the line between Capt[ain] Samuel Billings and his son; thence, on the line between them, to the north-west corner of Capt. Samuel Billing[s]'s pasture; thence, the same course, in the line of Major Samuel Billings's land, until[l] it comes to Col[o]. Royal's farm, — excluding the home lot[t] that was Capt[ain] Elkanah Billings's, to remain to the town of Stoughtonham, and the home lot[t] of Nathan Clark, jun[r]., to be included within the new incorporation; from thence, on the line of Col[o]. Royal's farm, until[l] it comes to the north-east corner; thence, on the northwardly line of said farm, until[l] it comes to the north-west corner of it; from thence, a str[eigh][ai]t line, to Dedham Rock, so called (or Walpole Corner), to the line of the land of Thomas Mann; thence, with the line of the land of said Thomas Mann, until[l] it comes to a str[eigh][ai]t line from the crotche[d][t] black-oak stump standing by the road leading from

[875]

Stoughton to Wrentham (which was Dorchester's old line), to Att[*l*]e[l]borough Corner; thence, a str[eigh][*ai*]t line, to said Att[*l*]e[l]borough Corner where it meets with the county line, — excluding and leaving Thomas Brasto[w][*n*], with his buildings and home place, and also so much of Thomas Mann's land as now joins to his home place, to remain and belong to the town of Wrentham: and where it shall so happen that this incorporating line divides the land of any person living near the same (so far as it concerns the inhabitants of Wrentham and Foxborough), said lands shall be held to be taxed on that side the line that the proprietor dwells; and from thence, turning easterly, and running on said county line until[l] it comes to the first-mentioned bounds, — be, and hereby is incorporated into a town by the name of Foxborough, and invested w[*i*]th all powers, pr[e][*i*]vileges and immunities that towns in this state do or may enjoy.

And be it further enacted,

Certain persons shall remain to the town to which they now belong.

[SECT. 2.] That Eleazer Robbins, Daniel Morse, Elisha Morse, widow Mary Patten, David Patt[i][*e*]n, widow Mary Boyden, Solomon Morse, Uriah Atherton, Samuel Morse, Josiah Hodges, Benjamin Hodges, John Ev[*e*]rett, Eliphalet Hodges, Josiah Blanchard, Isaac Pratt, Joseph Pratt, Joseph Gilbert, with their estates, shall remain to the towns to which they now belong; and all such persons as are included in the aforesaid incorporating line, which were formerly annexed to the north precinct in Norton, now Mansfield, to do duty and receive privilege respecting divine worship, shall still enjoy the same, unless any of them shall choose to belong to, and join with, the inhabitants of Foxborough for that purpose, — which they shall have liberty so to do: *provided*, they or any of them give in their names to the town clerk of Foxborough, any time within the term of eighteen months from the passing this act; in which case such person or persons shall not be held to pay taxes to the town of Mansfield, for the support of a minister, but to the town of Foxborough.

And be it further enacted,

[SECT. 3.] That the inhabitants of said town of Foxborough shall pay their proportion of all state, county, and town, taxes already granted to be raised in the several towns, respectively, to which they lately did belong, and be held to raise their quota of men for the Continental service, and to pay their proportion of the charges of representatives for the year past, in the several towns aforesaid.

Be it also enacted,

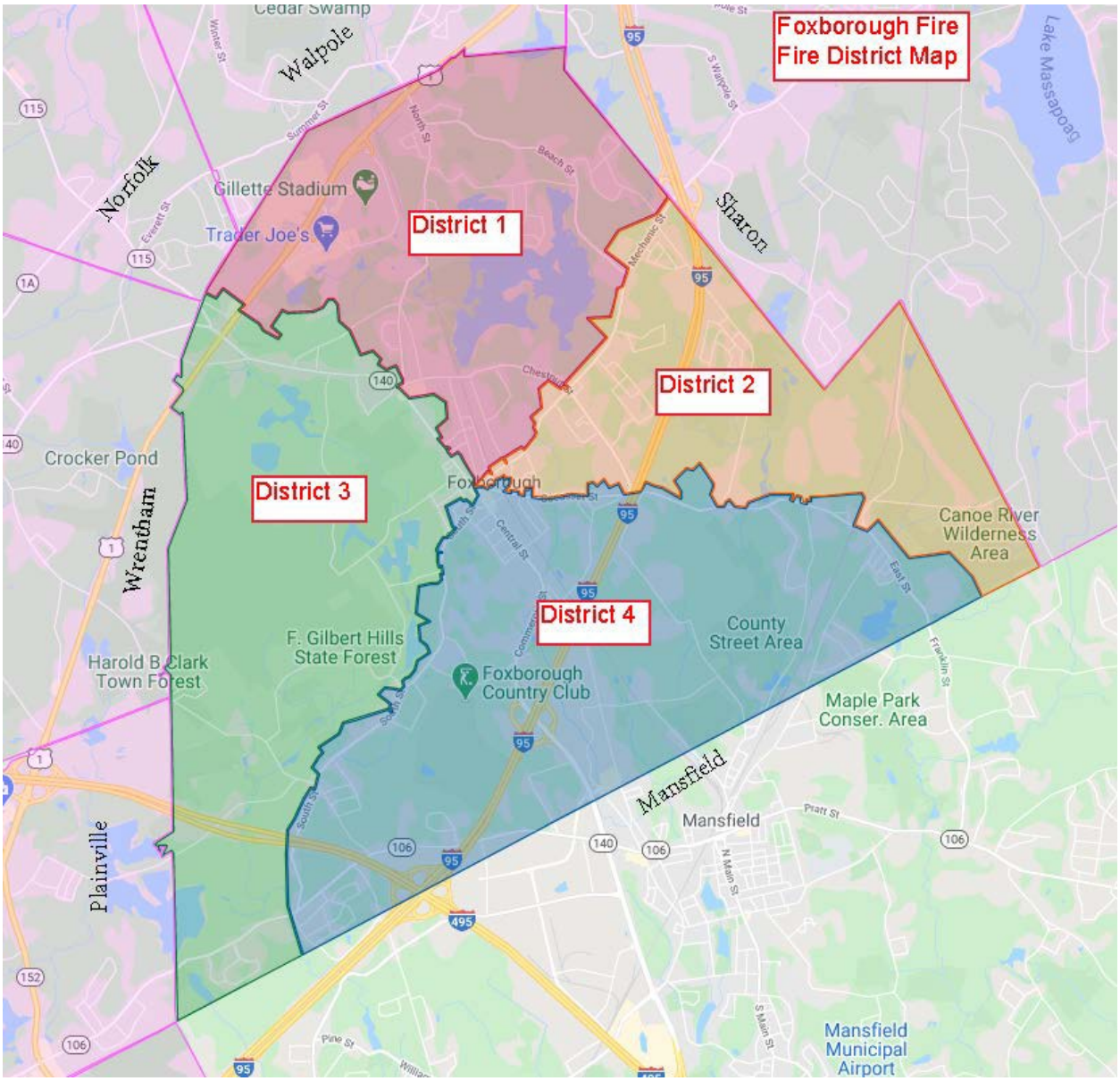
[SECT. 4.] That the inhabitants living within the bounds aforesaid, who are not included in the above exceptions, and who, in the late taxes, in the several towns aforesaid, were rated one half part so much for their estates and faculties as for one single poll, shall be taken and holden to be qualified, and be allowed, to vote in their first meeting for the choice of officers, and such other meetings as may be called in said town of Foxborough, until[l] a valu[e]ation of estates shall be made by assessors there.

And be it further enacted,

Benjamin Guild, Esq., to direct in calling the first meeting.

[SECT. 5.] That Benja[*min*] Guild, Esq[r]. be, and he is hereby, authori[z][*s*]ed and required to issue his warrant to one of the principal inhabitants of said town, authorising and requiring him to warn the inhabitants, qualified as aforesaid, to meet together at such time and place as shall be expressed in said warrant, to ch[u][*oo*]se such officers as towns are authori[z][*s*]ed by law to ch[u][*oo*]se, and transact other lawful[l] matters as shall be expressed in s[*ai*]d warrant. [*Passed June* 10.

Appendix B: Fire District Map



Appendix C: Mutual Aid Agreements

MUTUAL AID AGREEMENT

This agreement is entered into between Foxborough Fire & Rescue and Wrentham Fire Department , municipal fire departments within the Commonwealth of Massachusetts.

This agreement is entered into under the authority as defined in Chapter 639 of the Acts of 1950.

1. Each of the parties owns and maintains equipment for the suppression of fires and for the supplying of emergency medical services. Each of the parties also retains firefighting personnel who are trained to provide various levels of emergency medical services. This does not preclude departments from borrowing apparatus from each other in the event of apparatus being out of service.
2. In the event of a major fire, disaster, or other emergency, each of the parties will need the assistance of the other party to provide supplemental fire suppression and emergency medical service equipment and personnel.
3. Each of the parties has the necessary equipment and personnel to enable it to provide such service to the other party in the event of such an emergency.
4. The geographical boundaries of each party are located in such a manner as to enable each party to render mutual aid service to the other.

The parties, to carry out the purposes and functions described above and in consideration of the benefits to be received by each of the parties, agree as follows:

1. **Request for Assistance.** The commanding officer of the fire department or the officer in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department.
2. **Response to Request.** Upon receipt of such a request, the commanding officer of the party receiving the request shall immediately take the following action:
   A. Determine if the responding party has equipment and personnel available to respond to the requesting party and determine the nature of the equipment and number of personnel available.
   B. Determine what available equipment and what available personnel should be dispatched in accordance with the operating plans and procedures established by the parties.
   C. In the event the needed equipment and personnel are available, to dispatch such equipment and personnel to the scene of the emergency with proper operating instructions.
   D. In the event the needed equipment and personnel are not available, to immediately advise the requesting party of such fact.

3. **Command Responsibility** at Emergency Scene. The chief officer or senior officer of the party to which the response is made shall be in command of the operations under which the equipment and personnel sent by the responding party shall serve; provided, that the responding equipment and personnel shall be under the immediate supervision of the officer in charge of the responding apparatus.
4. **Termination of Service.** The equipment and personnel of the responding party shall be released from service and returned to the responding town by the commanding officer in charge of the operations as soon as conditions may warrant.
5. **Liability.** Each party agrees to assume responsibility for all liabilities that occur or arise in any way out of the performance of this agreement by its personnel only and to save and hold the other party, its employees and officials, harmless from all costs, expenses, losses and damages, including cost of defense, incurred as a result of any acts or omissions of the party's employees relating to the performance of this agreement.
6. **Insurance.** Each party agrees to maintain adequate insurance coverage for its own equipment and personnel.
7. **Compensation.** Each party agrees that it will not seek compensation for services rendered under this agreement from the other party in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department.
8. **Pre-Emergency Planning.** The commanding officers of the parties shall, from time to time, mutually establish pre-emergency plans which shall indicate the types of and locations of potential problem areas where emergency assistance may be needed, the type of equipment that should be dispatched under various possible circumstances, and the number of personnel that should be dispatched under such circumstances. Such plans shall take into consideration and insure the proper protection by the responding party of its own geographical area.
9. **Non-Exclusive Agreement.** The parties to this agreement shall not be precluded from entering into similar agreements or first response agreements with other municipal corporations.
10. **Termination.** This agreement may be terminated by either party giving to the other party a thirty (30) day notice of termination in writing.

DATED: 2/4/19

Wrentham Fire Department

BY: Antonio Marino
Chief of Department

Foxborough Fire Department

BY: Michael Kelleher
Chief of Department

MUTUAL AID AGREEMENT

This agreement is entered into between Foxborough Fire & Rescue and Mansfield Fire Department , municipal fire departments within the Commonwealth of Massachusetts.

This agreement is entered into under the authority as defined in Chapter 639 of the Acts of 1950.

1. Each of the parties owns and maintains equipment for the suppression of fires and for the supplying of emergency medical services. Each of the parties also retains firefighting personnel who are trained to provide various levels of emergency medical services. This does not preclude departments from borrowing apparatus from each other in the event of apparatus being out of service.
2. In the event of a major fire, disaster, or other emergency, each of the parties will need the assistance of the other party to provide supplemental fire suppression and emergency medical service equipment and personnel.
3. Each of the parties has the necessary equipment and personnel to enable it to provide such service to the other party in the event of such an emergency.
4. The geographical boundaries of each party are located in such a manner as to enable each party to render mutual aid service to the other.

The parties, to carry out the purposes and functions described above and in consideration of the benefits to be received by each of the parties, agree as follows:

1. **Request for Assistance.** The commanding officer of the fire department or the officer in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department. Automatic aid is assistance that is dispatched automatically by the requesting fire department. The parties agree to provide automatic aid in the established response districts on a report of a structure fire.
2. **Response to Request.** Upon receipt of such a request, the commanding officer of the party receiving the request shall immediately take the following action:
   A. Determine if the responding party has equipment and personnel available to respond to the requesting party and determine the nature of the equipment and number of personnel available.
   B. Determine what available equipment and what available personnel should be dispatched in accordance with the operating plans and procedures established by the parties.
   C. In the event the needed equipment and personnel are available, to dispatch such equipment and personnel to the scene of the emergency with proper operating instructions.
   D. In the event the needed equipment and personnel are not available, to immediately advise the requesting party of such fact.

3. **Command Responsibility** at Emergency Scene. The chief officer or senior officer of the party to which the response is made shall be in command of the operations under which the equipment and personnel sent by the responding party shall serve; provided, that the responding equipment and personnel shall be under the immediate supervision of the officer in charge of the responding apparatus.
4. **Termination of Service.** The equipment and personnel of the responding party shall be released from service and returned to the responding town by the commanding officer in charge of the operations as soon as conditions may warrant.
5. **Liability.** Each party agrees to assume responsibility for all liabilities that occur or arise in any way out of the performance of this agreement by its personnel only and to save and hold the other party, its employees and officials, harmless from all costs, expenses, losses and damages, including cost of defense, incurred as a result of any acts or omissions of the party's employees relating to the performance of this agreement.
6. **Insurance.** Each party agrees to maintain adequate insurance coverage for its own equipment and personnel.
7. **Compensation.** Each party agrees that it will not seek compensation for services rendered under this agreement from the other party in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department.
8. **Pre-Emergency Planning.** The commanding officers of the parties shall, from time to time, mutually establish pre-emergency plans which shall indicate the types of and locations of potential problem areas where emergency assistance may be needed, the type of equipment that should be dispatched under various possible circumstances, and the number of personnel that should be dispatched under such circumstances. Such plans shall take into consideration and insure the proper protection by the responding party of its own geographical area.
9. **Non-Exclusive Agreement.** The parties to this agreement shall not be precluded from entering into similar agreements or first response agreements with other municipal corporations.
10. **Termination.** This agreement may be terminated by either party giving to the other party a thirty (30) day notice of termination in writing.

DATED: 1/27/20

Mansfield Fire Department

BY: Justin Desrosiers
Chief of Department

Foxborough Fire Department

BY: Michael Kelleher
Chief of Department

MUTUAL AID AGREEMENT

This agreement is entered into between Foxborough Fire & Rescue and Sharon Fire Department , municipal fire departments within the Commonwealth of Massachusetts.
This agreement is entered into under the authority as defined in Chapter 639 of the Acts of 1950.

1. Each of the parties owns and maintains equipment for the suppression of fires and for the supplying of emergency medical services. Each of the parties also retains firefighting personnel who are trained to provide various levels of emergency medical services. This does not preclude departments from borrowing apparatus from each other in the event of apparatus being out of service.
2. In the event of a major fire, disaster, or other emergency, each of the parties will need the assistance of the other party to provide supplemental fire suppression and emergency medical service equipment and personnel.
3. Each of the parties has the necessary equipment and personnel to enable it to provide such service to the other party in the event of such an emergency.
4. The geographical boundaries of each party are located in such a manner as to enable each party to render mutual aid service to the other.

The parties, to carry out the purposes and functions described above and in consideration of the benefits to be received by each of the parties, agree as follows:

1. **Request for Assistance.** The commanding officer of the fire department or the officer in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department. Automatic aid is assistance that is dispatched automatically by the requesting fire department. The parties agree to provide automatic aid in the established response districts on a report of a structure fire.
2. **Response to Request.** Upon receipt of such a request, the commanding officer of the party receiving the request shall immediately take the following action:
   A. Determine if the responding party has equipment and personnel available to respond to the requesting party and determine the nature of the equipment and number of personnel available.
   B. Determine what available equipment and what available personnel should be dispatched in accordance with the operating plans and procedures established by the parties.
   C. In the event the needed equipment and personnel are available, to dispatch such equipment and personnel to the scene of the emergency with proper operating instructions.
   D. In the event the needed equipment and personnel are not available, to immediately advise the requesting party of such fact.

3. **Command Responsibility** at Emergency Scene. The chief officer or senior officer of the party to which the response is made shall be in command of the operations under which the equipment and personnel sent by the responding party shall serve; provided, that the responding equipment and personnel shall be under the immediate supervision of the officer in charge of the responding apparatus.
4. **Termination of Service.** The equipment and personnel of the responding party shall be released from service and returned to the responding town by the commanding officer in charge of the operations as soon as conditions may warrant.
5. **Liability.** Each party agrees to assume responsibility for all liabilities that occur or arise in any way out of the performance of this agreement by its personnel only and to save and hold the other party, its employees and officials, harmless from all costs, expenses, losses and damages, including cost of defense, incurred as a result of any acts or omissions of the party's employees relating to the performance of this agreement.
6. **Insurance.** Each party agrees to maintain adequate insurance coverage for its own equipment and personnel.
7. **Compensation.** Each party agrees that it will not seek compensation for services rendered under this agreement from the other party in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department.
8. **Pre-Emergency Planning.** The commanding officers of the parties shall, from time to time, mutually establish pre-emergency plans which shall indicate the types of and locations of potential problem areas where emergency assistance may be needed, the type of equipment that should be dispatched under various possible circumstances, and the number of personnel that should be dispatched under such circumstances. Such plans shall take into consideration and insure the proper protection by the responding party of its own geographical area.
9. **Non-Exclusive Agreement.** The parties to this agreement shall not be precluded from entering into similar agreements or first response agreements with other municipal corporations.
10. **Termination.** This agreement may be terminated by either party giving to the other party a thirty (30) day notice of termination in writing.

DATED: July 1, 2019

Sharon Fire Department

BY: James Wright
Chief of Department

Foxborough Fire Department

BY: Michael Kelleher
Chief of Department

MUTUAL AID AGREEMENT

This agreement is entered into between Foxborough Fire & Rescue and Norfolk Fire Department, municipal fire departments within the Commonwealth of Massachusetts.

This agreement is entered into under the authority as defined in Chapter 639 of the Acts of 1950.

1. Each of the parties owns and maintains equipment for the suppression of fires and for the supplying of emergency medical services. Each of the parties also retains firefighting personnel who are trained to provide various levels of emergency medical services. This does not preclude departments from borrowing apparatus from each other in the event of apparatus being out of service.
2. In the event of a major fire, disaster, or other emergency, each of the parties will need the assistance of the other party to provide supplemental fire suppression and emergency medical service equipment and personnel.
3. Each of the parties has the necessary equipment and personnel to enable it to provide such service to the other party in the event of such an emergency.
4. The geographical boundaries of each party are located in such a manner as to enable each party to render mutual aid service to the other.

The parties, to carry out the purposes and functions described above and in consideration of the benefits to be received by each of the parties, agree as follows:

1. **Request for Assistance.** The commanding officer of the fire department or the officer in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department. Automatic aid is assistance that is dispatched automatically by the requesting fire department. The parties agree to provide automatic aid in the established response districts on a report of a structure fire.
2. **Response to Request.** Upon receipt of such a request, the commanding officer of the party receiving the request shall immediately take the following action:
   A. Determine if the responding party has equipment and personnel available to respond to the requesting party and determine the nature of the equipment and number of personnel available.
   B. Determine what available equipment and what available personnel should be dispatched in accordance with the operating plans and procedures established by the parties.
   C. In the event the needed equipment and personnel are available, to dispatch such equipment and personnel to the scene of the emergency with proper operating instructions.
   D. In the event the needed equipment and personnel are not available, to immediately advise the requesting party of such fact.

3. **Command Responsibility** at Emergency Scene. The chief officer or senior officer of the party to which the response is made shall be in command of the operations under which the equipment and personnel sent by the responding party shall serve; provided, that the responding equipment and personnel shall be under the immediate supervision of the officer in charge of the responding apparatus.
4. **Termination of Service.** The equipment and personnel of the responding party shall be released from service and returned to the responding town by the commanding officer in charge of the operations as soon as conditions may warrant.

5. **Liability.** Each party agrees to assume responsibility for all liabilities that occur or arise in any way out of the performance of this agreement by its personnel only and to save and hold the other party, its employees and officials, harmless from all costs, expenses, losses and damages, including cost of defense, incurred as a result of any acts or omissions of the party's employees relating to the performance of this agreement.

6. **Insurance.** Each party agrees to maintain adequate insurance coverage for its own equipment and personnel.

7. **Compensation.** Each party agrees that it will not seek compensation for services rendered under this agreement from the other party in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department.

8. **Pre-Emergency Planning.** The commanding officers of the parties shall, from time to time, mutually establish pre-emergency plans which shall indicate the types of and locations of potential problem areas where emergency assistance may be needed, the type of equipment that should be dispatched under various possible circumstances, and the number of personnel that should be dispatched under such circumstances. Such plans shall take into consideration and insure the proper protection by the responding party of its own geographical area.

9. **Non-Exclusive Agreement.** The parties to this agreement shall not be precluded from entering into similar agreements or first response agreements with other municipal corporations.

10. **Termination.** This agreement may be terminated by either party giving to the other party a thirty (30) day notice of termination in writing.

DATED: 1/19/20

Norflok Fire Department

BY: Erron Kinney
Chief of Department

Foxborough Fire Department

BY: Michael Kelleher
Chief of Department

MUTUAL AID AGREEMENT

This agreement is entered into between Foxborough Fire & Rescue and Walpole Fire Department, municipal fire departments within the Commonwealth of Massachusetts.

This agreement is entered into under the authority as defined in Chapter 639 of the Acts of 1950.

1. Each of the parties owns and maintains equipment for the suppression of fires and for the supplying of emergency medical services. Each of the parties also retains firefighting personnel who are trained to provide various levels of emergency medical services. This does not preclude departments from borrowing apparatus from each other in the event of apparatus being out of service. Specifically the Walpole Fire Department agrees to allow the Foxborough Fire & Rescue Department use of their spare E-One Ladder Truck should the need arise. Conversely the Foxborough Fire & Rescue Department agrees to allow the Walpole Fire Department the use of a mechanical Spare ambulance should the need arise. Appropriate insurnace binders will accompany any requests.

2. In the event of a major fire, disaster, or other emergency, each of the parties will need the assistance of the other party to provide supplemental fire suppression and emergency medical service equipment and personnel.

3. Each of the parties has the necessary equipment and personnel to enable it to provide such service to the other party in the event of such an emergency.

4. The geographical boundaries of each party are located in such a manner as to enable each party to render mutual aid service to the other.

The parties, to carry out the purposes and functions described above and in consideration of the benefits to be received by each of the parties, agree as follows:

1. **Request for Assistance.** The commanding officer of the fire department or the officer in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department. Automatic aid is assistance that is dispatched automatically by the requesting fire department. The parties agree to provide automatic aid in the established response districts on a report of a structure fire.

2. **Response to Request.** Upon receipt of such a request, the commanding officer of the party receiving the request shall immediately take the following action:
   A. Determine if the responding party has equipment and personnel available to respond to the requesting party and determine the nature of the equipment and number of personnel available.
   B. Determine what available equipment and what available personnel should be dispatched in accordance with the operating plans and procedures established by the parties.
   C. In the event the needed equipment and personnel are available, to dispatch such equipment and personnel to the scene of the emergency with proper operating instructions.
   D. In the event the needed equipment and personnel are not available, to immediately advise the requesting party of such fact.

3. **Command Responsibility** at Emergency Scene. The chief officer or senior officer of the party to which the response is made shall be in command of the operations under which the equipment and personnel sent by the responding party shall serve; provided, that the responding equipment and personnel shall be under the immediate supervision of the officer in charge of the responding apparatus.
4. **Termination of Service.** The equipment and personnel of the responding party shall be released from service and returned to the responding town by the commanding officer in charge of the operations as soon as conditions may warrant.
5. **Liability.** Each party agrees to assume responsibility for all liabilities that occur or arise in any way out of the performance of this agreement by its personnel only and to save and hold the other party, its employees and officials, harmless from all costs, expenses, losses and damages, including cost of defense, incurred as a result of any acts or omissions of the party's employees relating to the performance of this agreement.
6. **Insurance.** Each party agrees to maintain adequate insurance coverage for its own equipment and personnel.
7. **Compensation.** Each party agrees that it will not seek compensation for services rendered under this agreement from the other party in charge of a fire unit or an emergency medical service unit at the scene of an emergency, or either party, is authorized to request assistance from the other party if confronted with an emergency situation at which the requesting party has need for equipment or personnel in excess of that available at the requesting party's fire department.
8. **Pre-Emergency Planning.** The commanding officers of the parties shall, from time to time, mutually establish pre-emergency plans which shall indicate the types of and locations of potential problem areas where emergency assistance may be needed, the type of equipment that should be dispatched under various possible circumstances, and the number of personnel that should be dispatched under such circumstances. Such plans shall take into consideration and insure the proper protection by the responding party of its own geographical area.
9. **Non-Exclusive Agreement.** The parties to this agreement shall not be precluded from entering into similar agreements or first response agreements with other municipal corporations.
10. **Termination.** This agreement may be terminated by either party giving to the other party a thirty (30) day notice of termination in writing.

DATED: 1/17/20

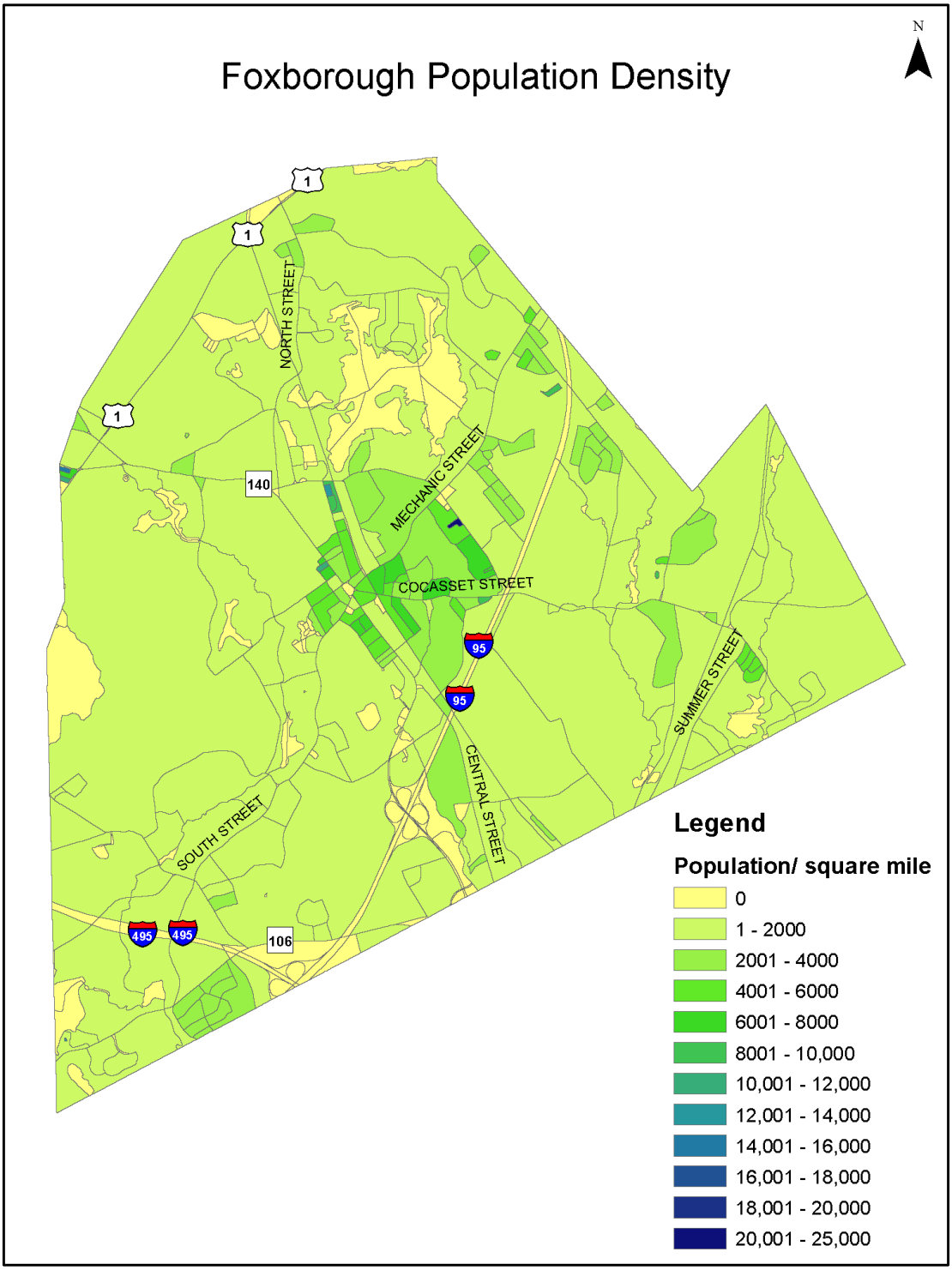
Walpole Fire Department

BY: Timothy Bailey
Chief of Department

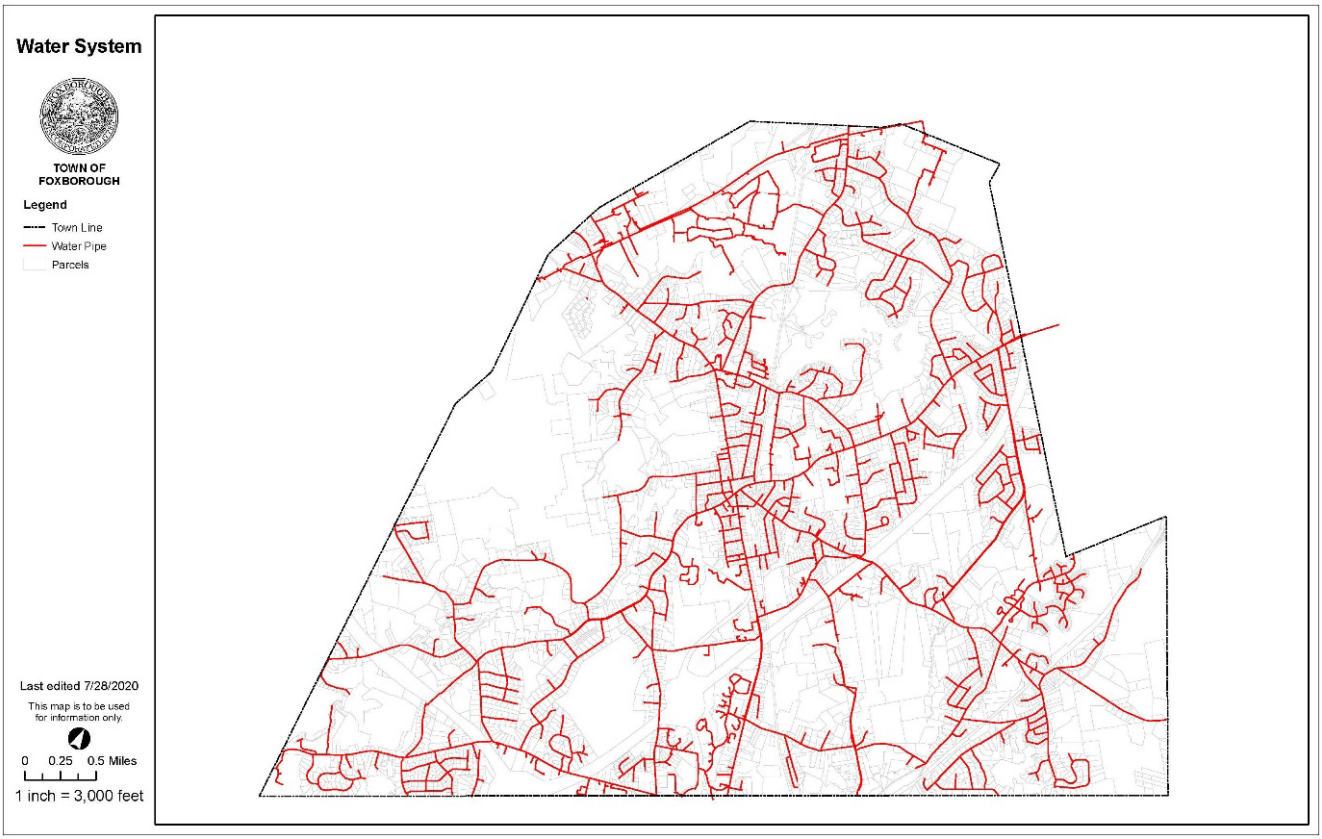
Foxborough Fire Department

BY: Michael Kelleher
Chief of Department

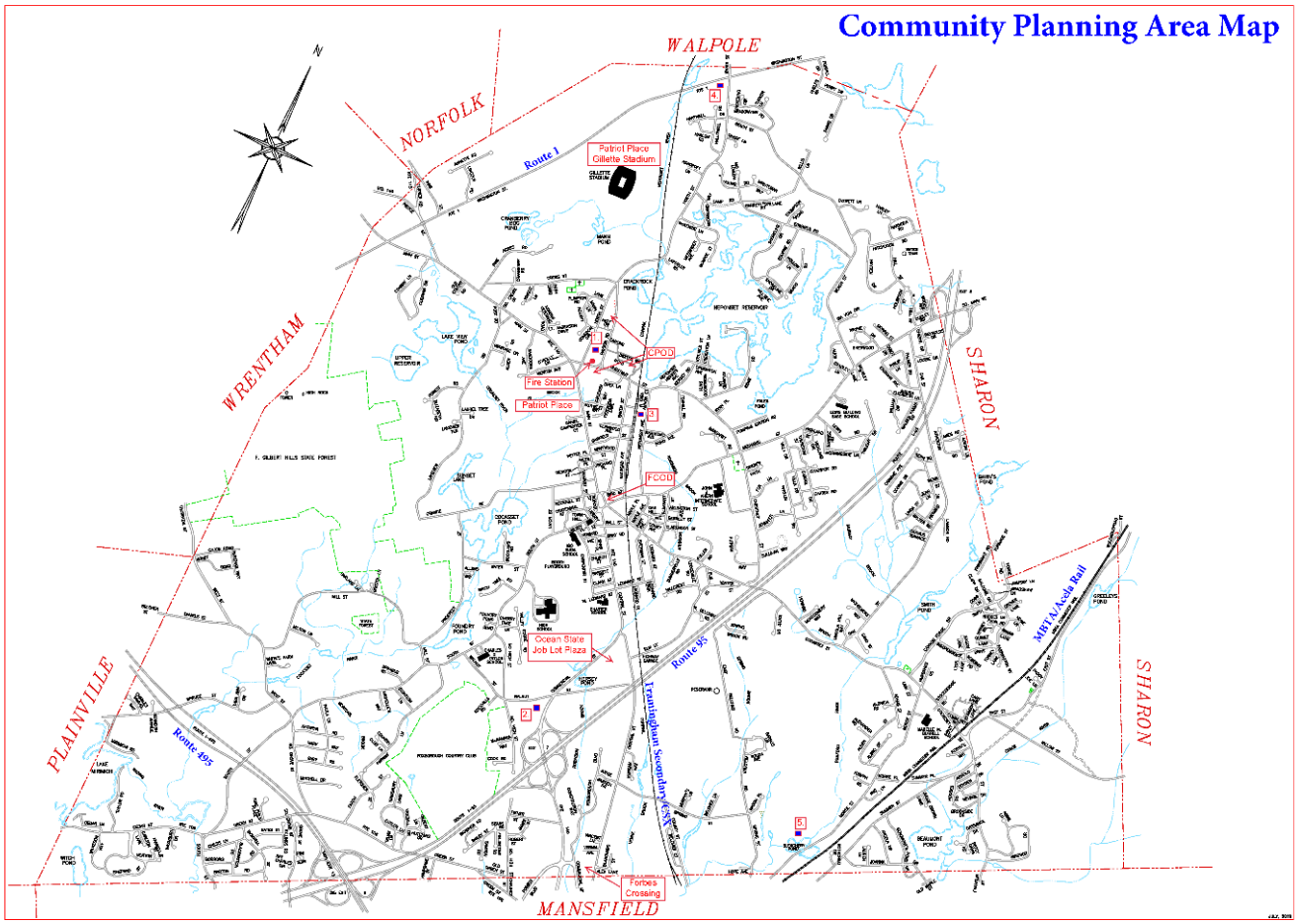
Appendix D: Population Density Map



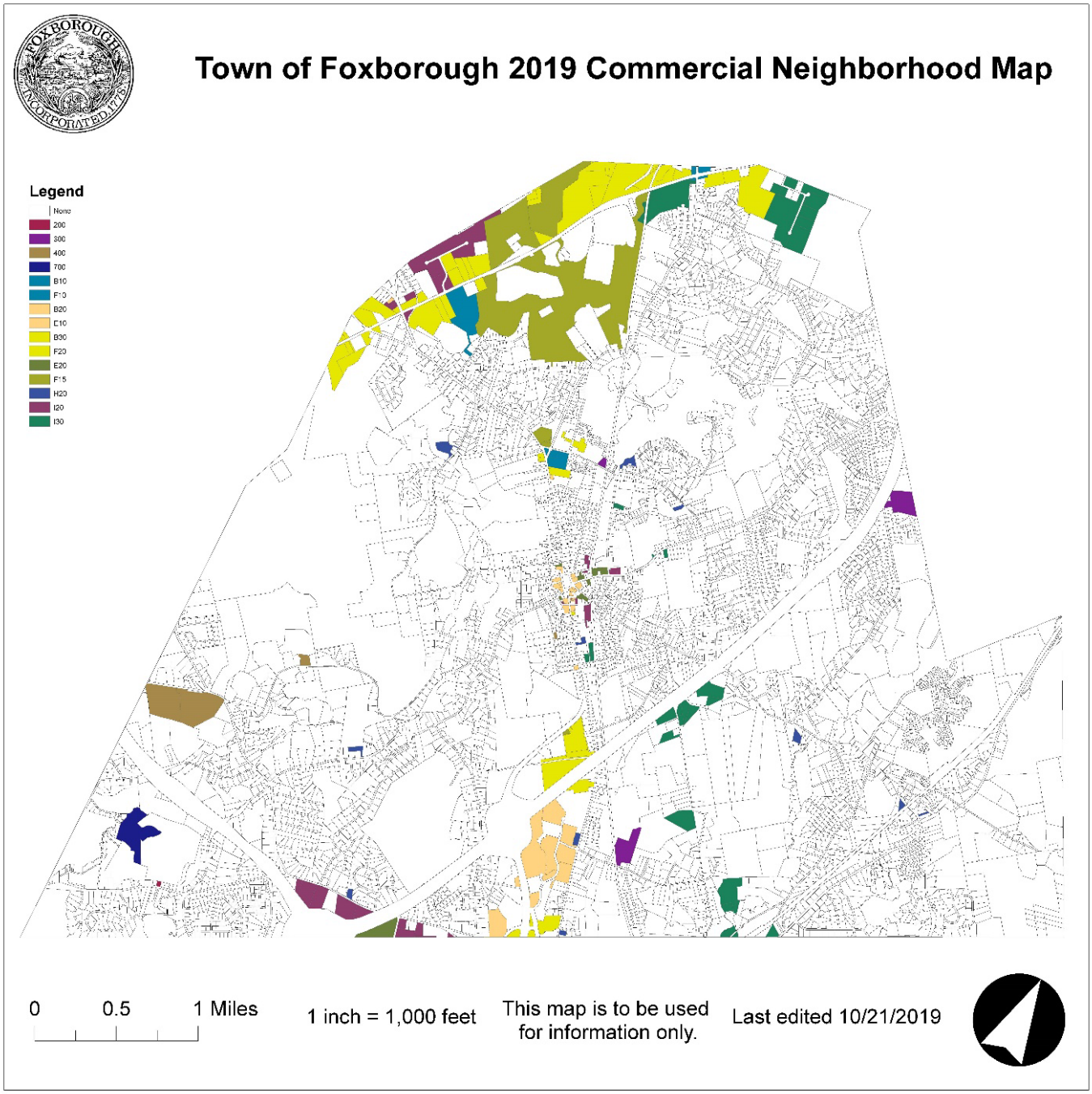
Appendix E: Water System



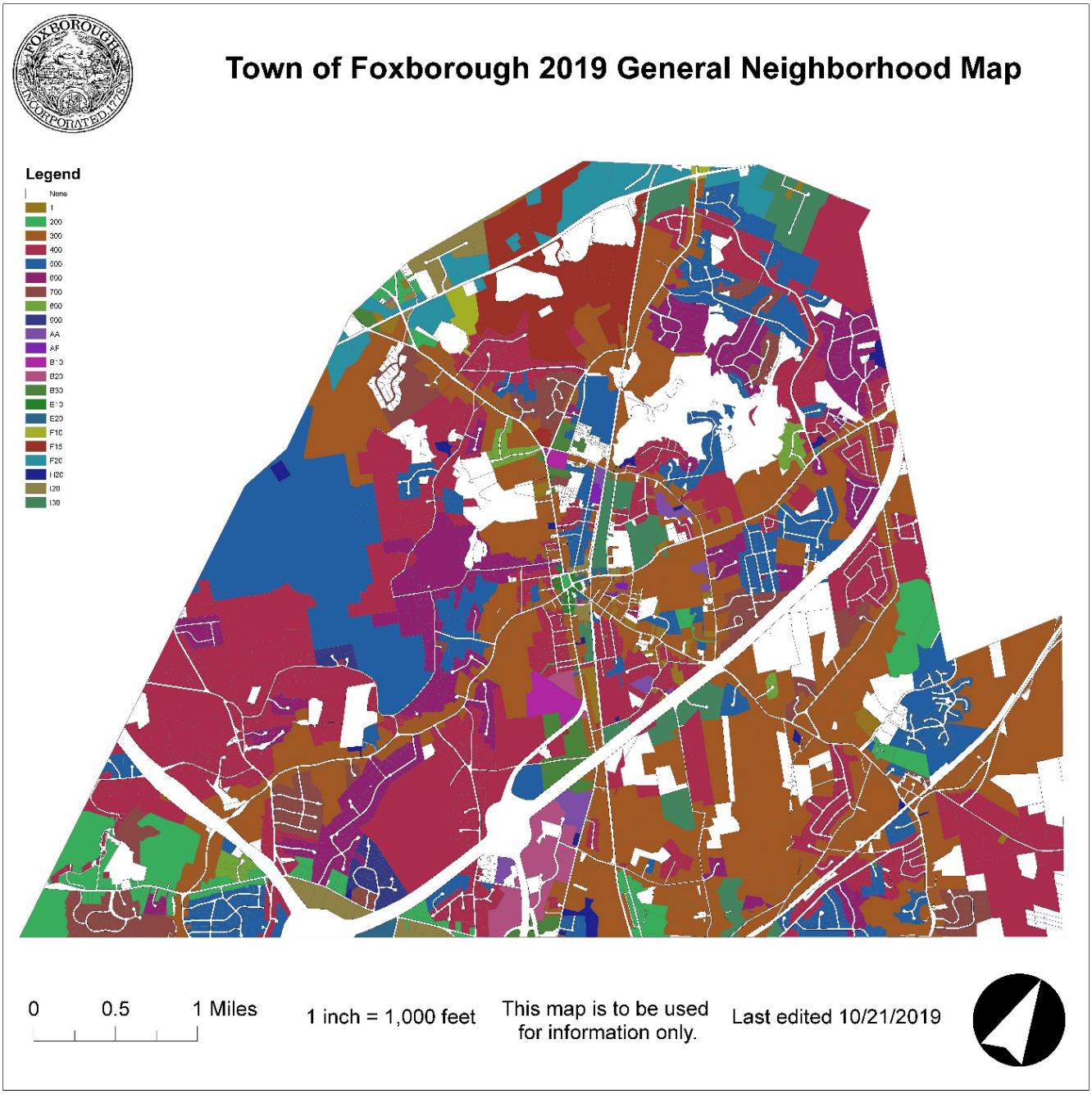
Appendix F: Community Planning Area Map



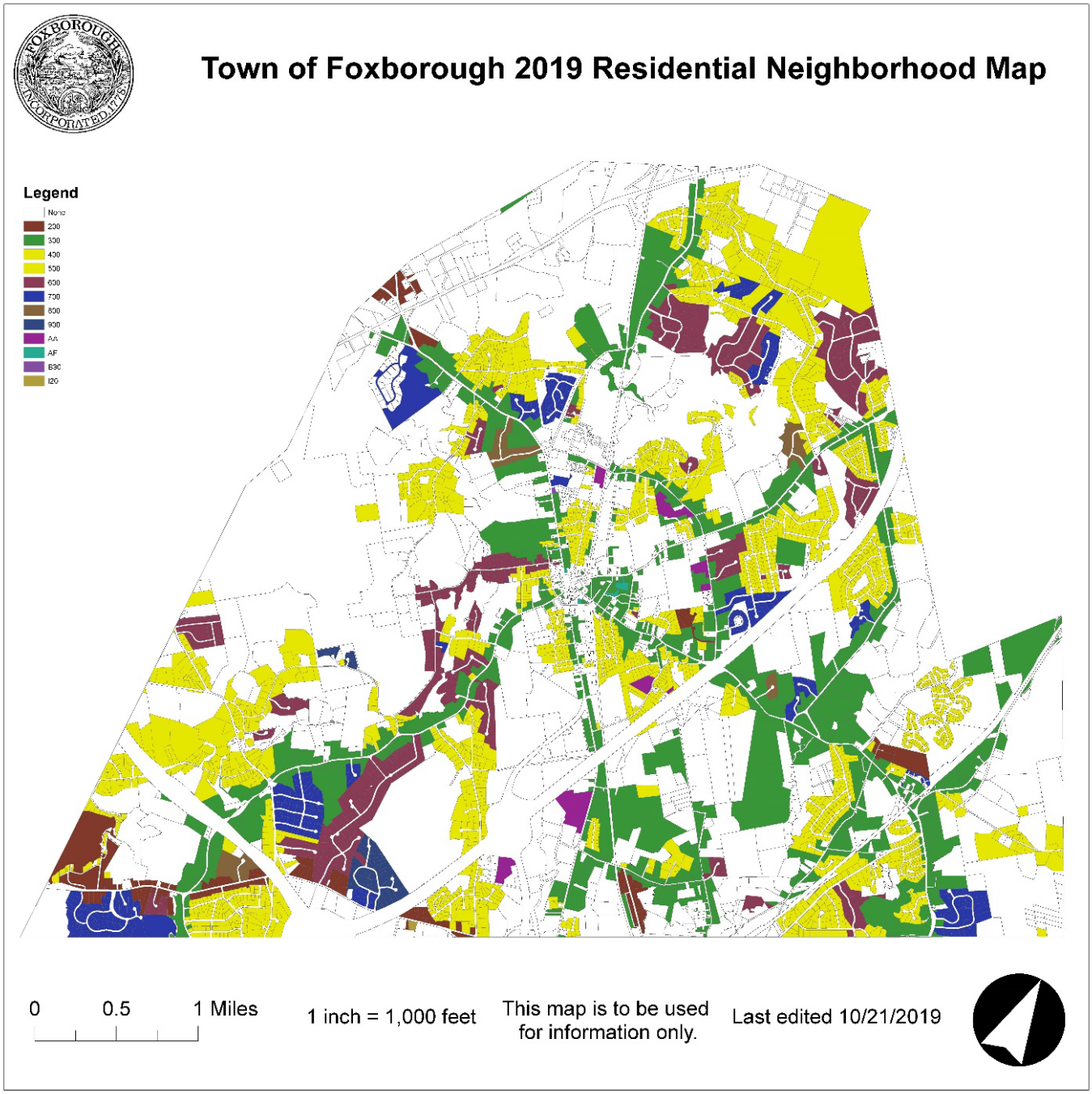
Appendix G: Neighborhood Map Commercial 2019



Appendix H: Neighborhood Map General 2019



Appendix I: Neighborhood Map Residential 2019



Works Cited

Center for Public Safety Excellence. *Community Risk Assessment: Standards of Cover, 6th Edition*.

Center for Public Safety Excellence. *Fire and Emergency Service Self-Assessment Manual, 9th Edition*. 2015.