

CHFD STRATEGIC PLAN

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From the Desk of Chief Walt Cox

In 2004, I was elected to the position of Volunteer Fire Chief by the CHVFCo Membership. After careful and deliberate operational assessment by the Town of Colchester, the full-time position of a Fire Chief was established.

Overtime, this organization has evolved to address the needs of the community i.e. increased call volume and mandated requirements for training and response.

In 1976, the first full-time fire department employee was hired followed by a second employee in 1987. In 1993, the fire department assimilated the responsibility of providing ambulance service and two more employees were hired- for a total of four full-time FF/EMT's. In 1997, the four full-time employees began being represented by the IAFF through a collective bargaining agreement. Recently through federal funding, further staffing (2 full and 2 part-time) were added including per diem.

At the time I was hired, I also had the responsibility of the obligations as President of the Volunteer Fire Company. I also realized that change was at hand and that of the duties of Volunteer Fire Company President.

Dave Martin has stepped up to that challenge, serving the fire company and the fire department at an exceptional level.

President Martin and myself have collaborated on many crucial decisions to keep intact the integrity and operational readiness of the volunteer fire department.

We are a combination department of career staff supporting volunteers.

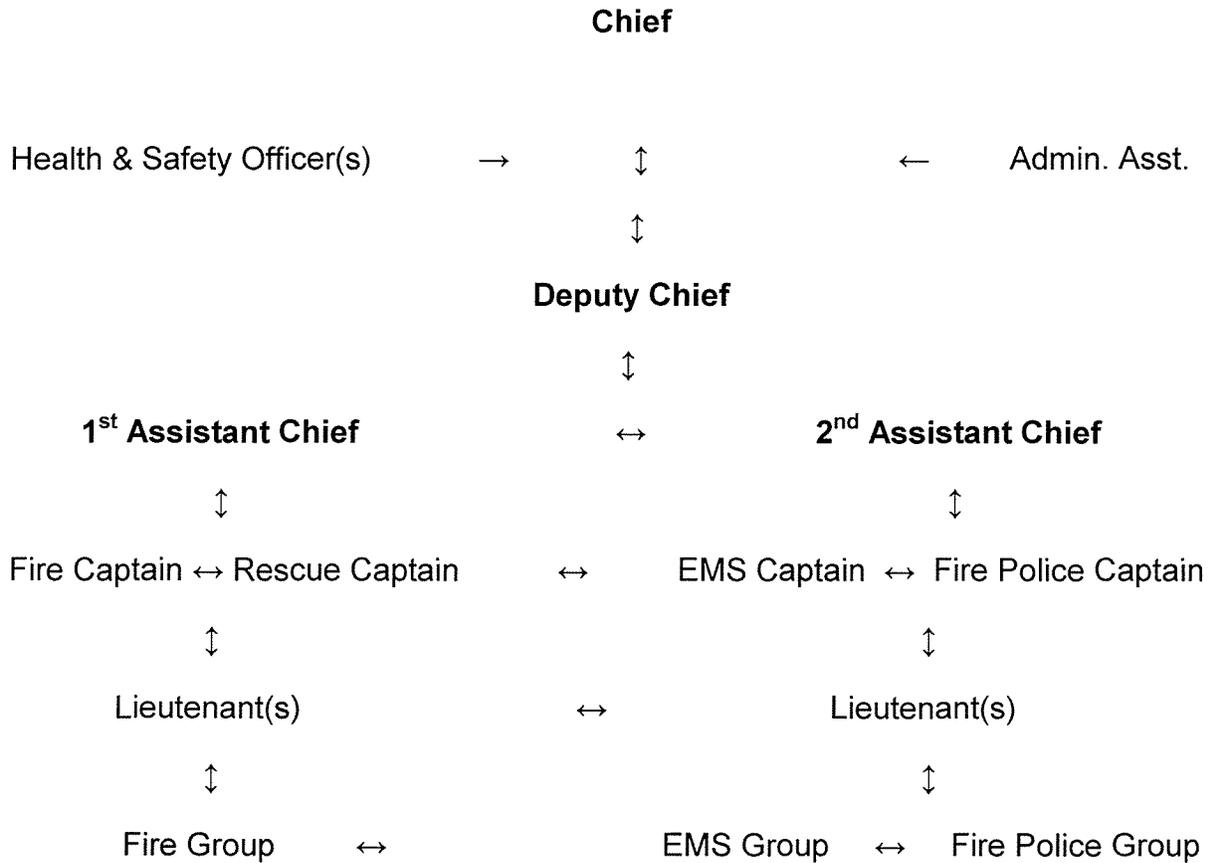
It is the intent of this strategic plan to address the challenges of that very premise as we move into the future.

Respectfully,

Chief Walt Cox



CHFD ORGANIZATIONAL STRUCTURE



The CHFD is supported by the CHVFCo¹: Company, Auxiliary & Associate Membership and also by our Cadet Program.

Total Membership Capacity

Fire – 75 members
 EMS – 35 members
 Fire Police – 20 members
 130 members

¹ Colchester Hayward Volunteer Fire Company



Colchester Hayward Volunteer Fire Department

Town of Colchester Fire and EMS

2011 Calls for Service Report

1967 total responses

NFIRS

Fire Calls	72			Medical	1201
Fire Alarms	145			Public Service, other	305
Rescue(mva)	141			Hazmat	103
		Mutual Aid	received 109	given 135	
Total man-hours	<i>emergencies</i>		15,484		
Total man-hours	<i>training</i>		7,182		

NFIRS National Fire Incident Reporting System

Colchester Hayward Fire Dept

Incident Type Report (Summary)

Alarm Date Between {01/01/2011} And
{12/31/2011}

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
1 Fire				
100 Fire, Other	8	0.41%	\$0	0.00%
111 Building fire	16	0.81%	\$0	0.00%
113 Cooking fire, confined to container	1	0.05%	\$0	0.00%
114 Chimney or flue fire, confined to chimney or flu@		0.10%	\$0	0.00%
116 Fuel burner/boiler malfunction, fire confined	4	0.20%	\$0	0.00%
118 Trash or rubbish fire, contained	1	0.05%	\$0	0.00%
131 Passenger vehicle fire	12	0.61%	\$0	0.00%
132 Road freight or transport vehicle fire	1	0.05%	\$0	0.00%
141 Forest, woods or wildland fire	1	0.05%	\$0	0.00%
142 Brush or brush-and-grass mixture fire	11	0.56%	\$0	0.00%
143 Grass fire	1	0.05%	\$0	0.00%
151 Outside rubbish, trash or waste fire	8	0.41%	\$0	0.00%
154 Dumpster or other outside trash receptacle fire	4	0.20%	\$0	0.00%
160 Special outside fire, Other	2	0.10%	\$0	0.00%
	<u>72</u>	<u>3.66%</u>	<u>\$0</u>	<u>0.00%</u>
3 Rescue & Emergency Medical Service Incident				
300 Rescue, EMS incident, other	33	1.68%	\$0	0.00%
311 Medical assist, assist EMS crew	36	1.83%	\$0	0.00%
321 EMS call, excluding vehicle accident with injury	27	57.27%	\$0	0.00%
322 Motor vehicle accident with injuries	79	4.01%	\$0	0.00%
323 Motor vehicle/pedestrian accident (MV Ped)	4	0.20%	\$0	0.00%
324 Motor Vehicle Accident with no injuries	54	2.74%	\$0	0.00%
341 Search for person on land	3	0.15%	\$0	0.00%
351 Extrication of victim(s) from building/structure	1	0.05%	\$0	0.00%
352 Extrication of victim(s) from vehicle	3	0.15%	\$0	0.00%
381 Rescue or EMS standby	2	0.10%	\$0	0.00%
	<u>1,342</u>	<u>68.19%</u>	<u>\$0</u>	<u>0.00%</u>
4 Hazardous Condition (No Fire)				
400 Hazardous condition, Other	4	0.20%	\$0	0.00%
410 Combustible/flammable gas/liquid condition, other	4	0.20%	\$0	0.00%
411 Gasoline or other flammable liquid spill	2	0.10%	\$0	0.00%
412 Gas leak (natural gas or LPG)	7	0.36%	\$0	0.00%
413 Oil or other combustible liquid spill	2	0.10%	\$0	0.00%
422 Chemical spill or leak	1	0.05%	\$0	0.00%
424 Carbon monoxide incident	8	0.41%	\$0	0.00%
440 Electrical wiring/equipment problem, Other	3	0.15%	\$0	0.00%
442 Overheated motor	1	0.05%	\$0	0.00%
443 Breakdown of light ballast	1	0.05%	\$0	0.00%

Colchester Hayward Fire Dept

Incident Type Report (Summary)

Alarm Date Between {01/01/2011} And
{12/31/2011}

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
4 Hazardous Condition (No Fire)				
445 Arcing, shorted electrical equipment	5	0.25%	\$0	0.00%
461 Building or structure weakened or collapsed	8	0.41%	\$0	0.00%
	<u>103</u>	<u>5.23%</u>	<u>\$0</u>	<u>0.00%</u>
5 Service Call				
500 Service Call, other	6	0.30%	\$0	0.00%
510 Person in distress, Other	8	0.41%	\$0	0.00%
511 Lock-out	11	0.56%	\$0	0.00%
520 Water problem, Other	7	0.36%	\$0	0.00%
521 Water evacuation	14	0.71%	\$0	0.00%
522 Water or steam leak	4	0.20%	\$0	0.00%
531 Smoke or odor removal	8	0.41%	\$0	0.00%
550 Public service assistance, Other	6	0.30%	\$0	0.00%
551 Assist police or other governmental agency	22	1.12%	\$0	0.00%
552 Police matter	1	0.05%	\$0	0.00%
553 Public service	8	0.41%	\$0	0.00%
554 Assist invalid	45	2.29%	\$0	0.00%
561 Unauthorized burning	10	0.51%	\$0	0.00%
571 Cover assignment, standby, moveup	7	0.36%	\$0	0.00%
	<u>157</u>	<u>7.98%</u>	<u>\$0</u>	<u>0.00%</u>
6 Good Intent Call				
600 Good intent call, Other	52	2.64%	\$0	0.00%
611 Dispatched & cancelled en route	65	3.30%	\$0	0.00%
622 No Incident found on arrival at dispatch address	12	0.61%	\$0	0.00%
631 Authorized controlled burning	3	0.15%	\$0	0.00%
632 Prescribed fire	2	0.10%	\$0	0.00%
651 Smoke scare, odor of smoke	4	0.20%	\$0	0.00%
652 Steam, vapor, fog or dust thought to be smoke	1	0.05%	\$0	0.00%
671 HazMat release investigation w/no HazMat	5	0.25%	\$0	0.00%
	<u>144</u>	<u>7.32%</u>	<u>\$0</u>	<u>0.00%</u>
7 False Alarm & False Call				
700 False alarm or false call, Other	26	1.32%	\$0	0.00%
710 Malicious, mischievous false call, Other	1	0.05%	\$0	0.00%
711 Municipal alarm system, malicious false alarm	1	0.05%	\$0	0.00%
715 Local alarm system, malicious false alarm	2	0.10%	\$0	0.00%
730 System malfunction, Other	14	0.71%	\$0	0.00%
731 Sprinkler activation due to malfunction	1	0.05%	\$0	0.00%

Colchester Hayward Fire Dept

Incident Type Report (Summary)

Alarm Date Between {01/01/2011} And
{12/31/2011}

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
7 False Alarm & False Call				
733 Smoke detector activation due to malfunction	6	0.30%	\$0	0.00%
734 Heat detector activation due to malfunction	1	0.05%	\$0	0.00%
735 Alarm system sounded due to malfunction	8	0.41%	\$0	0.00%
736 CO detector activation due to malfunction	22	1.12%	\$0	0.00%
740 Unintentional transmission of alarm, Other	2	0.10%	\$0	0.00%
741 Sprinkler activation, no fire - unintentional	2	0.10%	\$0	0.00%
743 Smoke detector activation, no fire - unintentional	21	1.47%	\$0	0.00%
744 Detector activation, no fire - unintentional	6	0.30%	\$0	0.00%
745 Alarm system activation, no fire - unintentional	9	0.46%	\$0	0.00%
746 Carbon monoxide detector activation, no CO	14	0.71%	\$0	0.00%
	<u>145</u>	<u>7.37%</u>	<u>\$0</u>	<u>0.00%</u>
8 Severe Weather & Natural Disaster				
800 Severe weather or natural disaster, Other	1	0.05%	\$0	0.00%
	<u>1</u>	<u>0.05%</u>	<u>\$0</u>	<u>0.00%</u>
9 Special Incident Type				
900 Special type of incident, Other	4	0.20%	\$0	0.00%
	<u>4</u>	<u>0.20%</u>	<u>\$0</u>	<u>0.00%</u>
Total Incident Count:	1968		Total Est Loss:	\$0

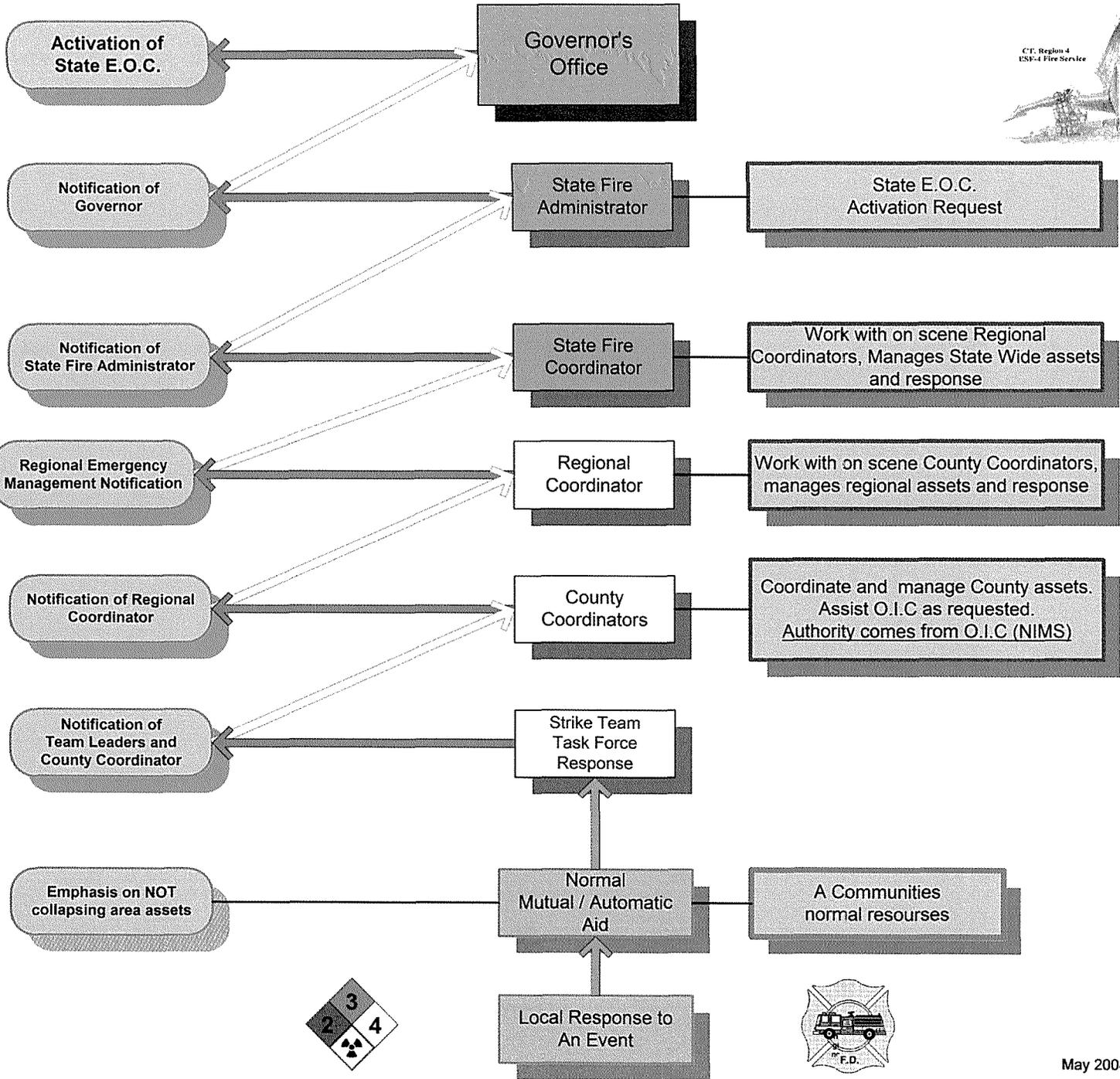
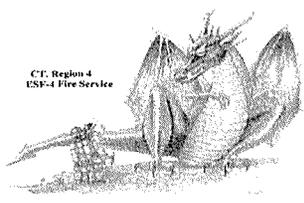
Calls Totals by Month

Month	2007	2008	2009	2010	2011
January	125	162 +37	189 +27	149 -40	170 +21
February	273	311 +38	320 +9	291 -29	354 +63
March	430	483 +53	479 -4	453 -26	503 +50
April	555	647 +92	632 -15	606 -26	632 +26
May	707	779 +72	778 -1	735 -53	775 +40
June	834	947 +113	943 -4	886 -57	952+66
July	984	1104 +120	1123 +19	1051 -62	1118+67
August	1136	1200 +64	1263 +63	1211 -52	1295+84
September	1267	1414 +147	1392 -22	1356 -36	1477+121
October	1418	1543 +125	1549 +6	1482 -67	1675+193
November	1545	1704 +159	1686 -18	1622 -64	1818+196
December	1693	1865 +172	1835 -30	1779 -56	1967+188

Incident Response Model

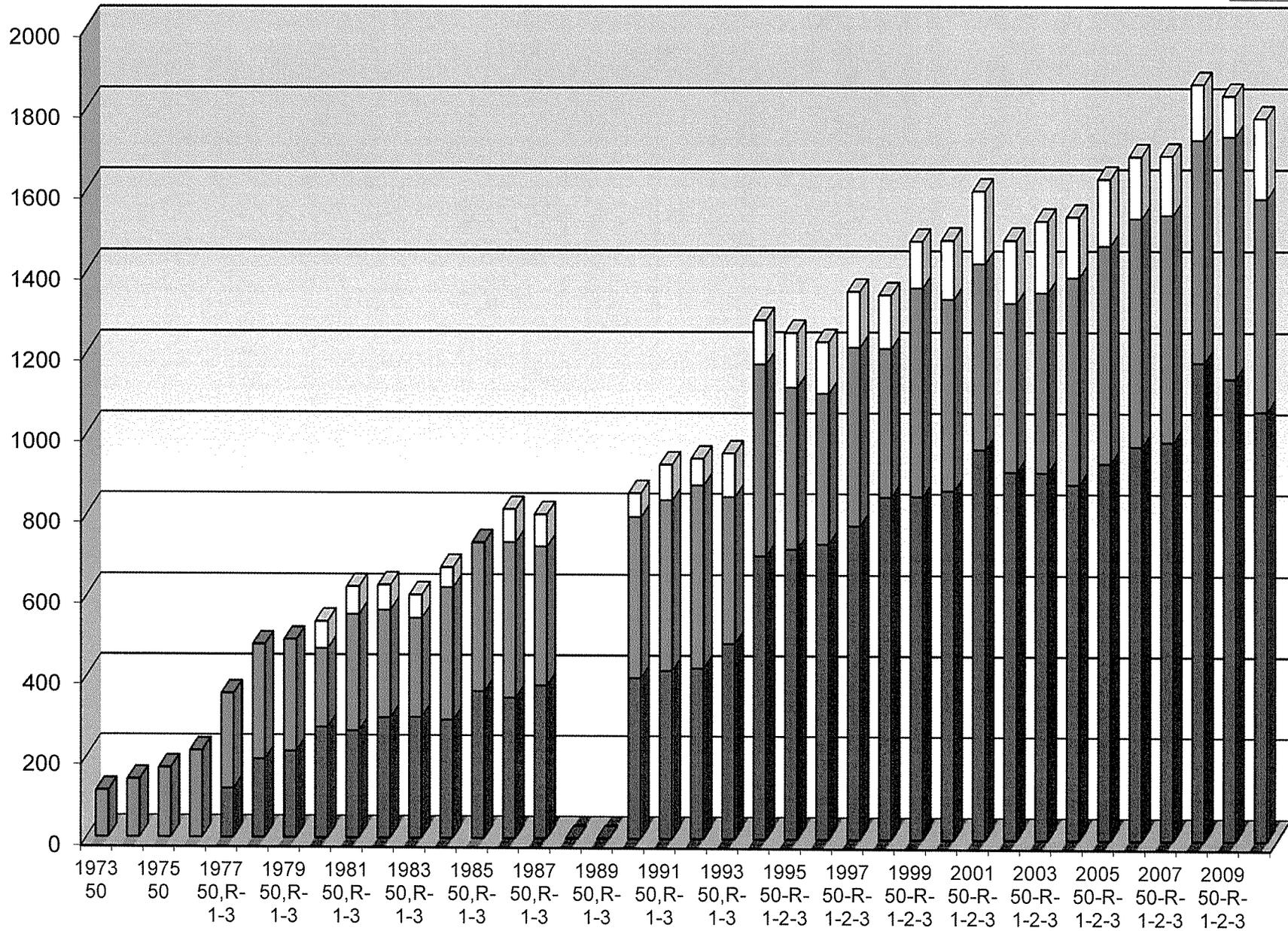
The definition of a true emergency is a situation in which there is a high probability of death or serious injury to an individual or significant property loss!

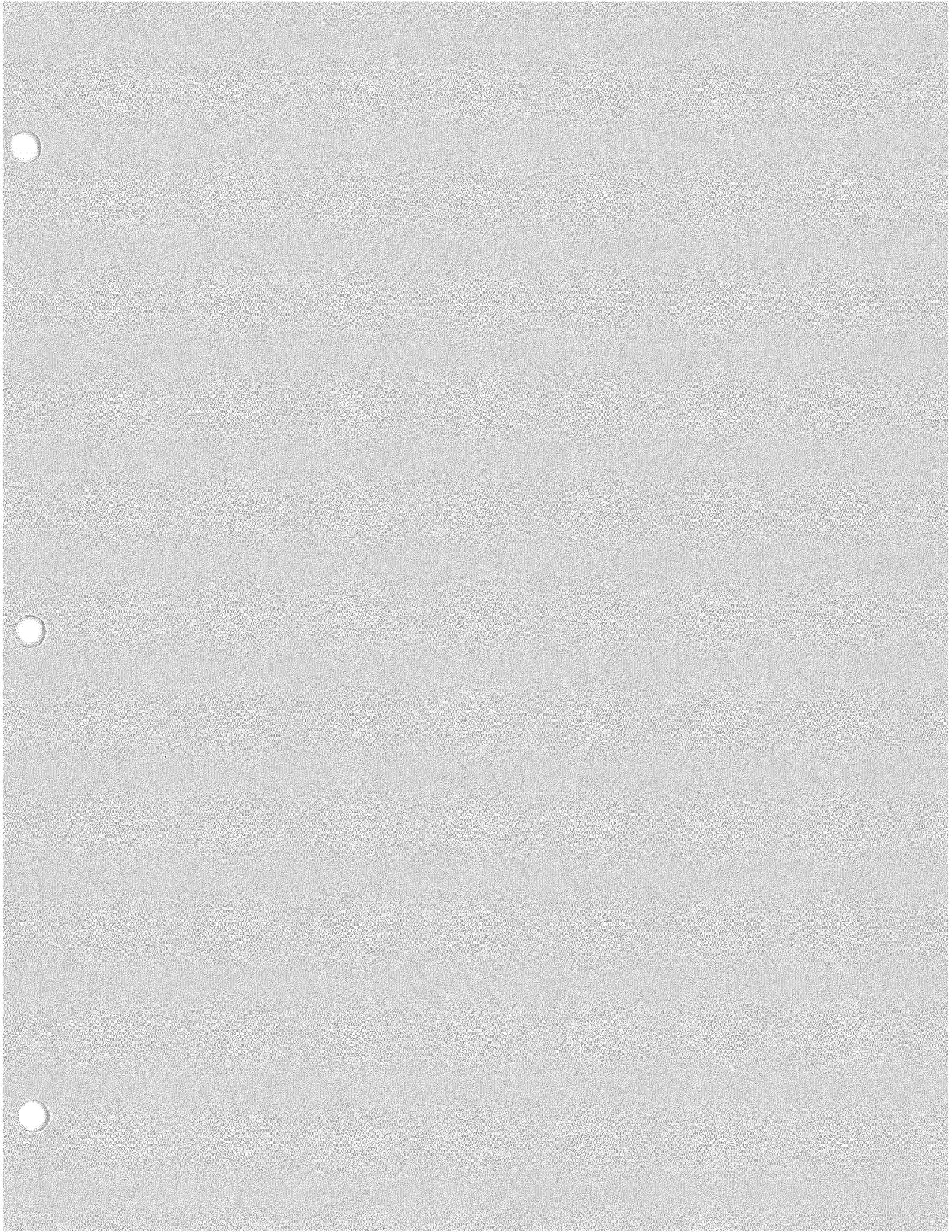
Incident Type	Life / Property Hazard	Response Mode
Structure Fire Smoke or odor of, in a building	High	Emergency Response
Automatic Alarms	Moderate / Low	First Engine Tank Only Emergency Response. All other units Non Emergency Response. Unless by ordered of IC
Car fires / Auto Accidents Limited Access Highway	High risk to Responders	Emergency Response assigned units, Down graded by OIC
Auto Accident with injuries	Moderate	First Engine Tank, Rescue, Ambulance Only Emergency Response Additional units by order of IC
Auto Accident with unknown injuries	Moderate	First Engine Tank, Rescue and Ambulance Only Emergency Response Additional units by order of IC
Auto Accident with minor injuries	Low	Rescue, Ambulance Only Emergency Response Additional units by order of IC
Chimney Fire No reported Extension	Moderate	First Engine Tank, Ladder Only Emergency Response Additional units by order of IC
CO Emergencies with Symptoms	Moderate	First Engine Tank, Medical Unit Only Emergency Response. All other units Non Emergency Response. Unless by ordered of IC
Car fires with Exposure	Moderate	First Engine Tank and Tanker Only Emergency Response. All other units Non Emergency Response. Unless by ordered of IC
Car fires No Exposure	Moderate	First Engine Tank Only Emergency Response. All other units Non Emergency Response. Unless by ordered of IC
Brush Fires No Exposures	Low	First Engine Tank, Brush Unit Only Emergency Response. All other units Non Emergency Response. Unless by ordered of IC
Hazardous-Materials Releases / Flammable, Gases or Liquids	Moderate	First Engine Tank Only Emergency Response. All other units Non Emergency Response. Unless by ordered of IC
Power Line Down	Moderate	First apparatus only Emergency Response, All other units Non Emergency Response. Unless by ordered of IC
Tree on wires / power line arcing	Low	Non Emergency Response
Dumpster Fire, No Exposure	Low	Non Emergency Response
CO Emergencies No Symptoms	Low	Non Emergency Response
Control Burns / Investigations	Low	Non Emergency Response
Outside Smoke Investigations	Low	Non Emergency Response
Cover Assignments	Low	Non Emergency Response

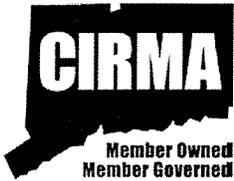


CHVFD Calls for Service

- Rescue
- Fire
- Medical







**CONNECTICUT
INTERLOCAL
RISK
MANAGEMENT
AGENCY**

900 Chapel Street
New Haven, Connecticut 06510-2807
Phone 203-946-3700 | Fax 203-773-6971
www.CIRMA.org

January 20, 2012

Hon. Gregg B. Schuster
First Selectman
Town of Colchester
127 Norwich Avenue
Colchester, CT 06415

Re: **2012 CIRMA Risk Management Achievement Award Recipient**

Dear First Selectman Schuster:

We are very pleased to inform you that the Colchester Hayward Volunteer Fire Department has been selected as a 2012 CIRMA Risk Management Achievement Award Recipient.

The Colchester Hayward Volunteer Fire Department is being recognized in the category **Establishing Risk Management as an Organizational Priority**. Understanding the unique vehicle exposures faced by volunteers responding to emergency calls, the department's Training Officer and Chief implemented the "Arrive Safe" program. Featured in Firehouse Magazine, this program provides training, policies and procedures to raise the awareness of safe driving, while cultivating a culture of risk management throughout the department.

Award Recipients will be announced at CIRMA's Annual Meeting on January 27, 2012 and the list of award recipients will be included in the 2010-11 CIRMA Annual Report. Awards will be presented to recipients at the CIRMA Risk Management Achievement Awards celebration, which will held on **Friday, May 18, 2012**. More details will follow as we get closer to the date.

We are proud that CIRMA is a collaborative organization, where members can continually improve their risk management skills and knowledge. The Risk Management Achievement Award provides a wonderful opportunity for other CIRMA members to learn from your successes. Your award is testament to your dedication to improving safety, lowering losses, and ultimately saving taxpayer dollars.

If you have questions about your Risk Management Achievement Award, please contact your CIRMA Risk Management Consultant, Joey Barbera, at 203.946.3745. And again, congratulations on your achievement!

Best regards,

Bruce A. Wollschlager
Chief Executive Officer & President

David Demchak
Senior Vice President

cc: Sandy Brown, Training Officer
Joey Barbera, CIRMA Senior Risk Management Consultant
Terry Perry, CIRMA Senior Underwriter

A Service Program of



THE VOICE OF LOCAL GOVERNMENT

STATE OF CONNECTICUT

DEPARTMENT OF PUBLIC HEALTH



Jewel Mullen, M.D., M.P.H., M.B.A.
Commissioner

Dannel Malloy
Governor

June 8, 2012

The Honorable Gregg Schuster
First Selectman
Town of Colchester
127 Norwich Ave
Colchester, CT 06415

Dear First Selectman Schuster:

On behalf of the Connecticut Department of Public Health and the American Heart Association, congratulations to your community for having met the requirements of a designated HEARTSafe community.

This three-year designation recognizes your commitment to provide improved cardiac response and care to the residents of your community utilizing the "Chain of Survival" of early 9-1-1 access, cardiopulmonary resuscitation, defibrillation and advanced care.

We commend you on your efforts to save lives and improve the health of your community.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jewel Mullen".

Jewel Mullen, M.D., M.P.H., M.P.A.
Commissioner

Cc: Nick Fischer, Firefighter/EMT, Colchester Fire Department



The CHVFD is proud of the fire protection services it delivers to the Community of Colchester. Our fire department is an ISO Class 4 rated municipal fire protection service. Exactly what does a Class 4 rating mean and what is ISO? ISO stands for Insurance Service Offices and this organization helps to establish appropriate fire insurance premiums for residential and commercial properties. Insurance companies need reliable, up-to-date information about a community's fire-protection services. ISO provides that information through the Public Protection Classification program.

ISO collects information on municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data using a Fire Suppression Rating Schedule (FSRS). This FSRS entails a number of factors; Fifty percent of the overall grading is based on the number of engine companies and the amount of water a community needs to fight a fires. Forty percent of the grading is based on the community's water supply. This part of the survey focuses on whether the community has sufficient water supply for fire suppression. The last ten percent of the overall grading is based on how well the fire department receives fire alarms and dispatches its fire-fighting resources. ISO then assigns a Public Protection Classification from 1 to 10. Class 1 represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria.

Of all the fire departments in the State of Connecticut only 58 including Colchester are Class 4 rated. This is quite the accomplishment considering that Colchester is still listed as a rural community- all 48 square miles of it. Only 10% has (pressurized) hydrant water distribution and 90% requires us to get water from other water sources such as ponds and streams.

By classifying our community's ability to suppress fires, ISO helps us evaluate our public fire-protection services. This program provides us an objective, nationwide standard that helps us in our planning and budgeting for facilities, equipment, and training. For communities with better public protection, the PPC program provides incentives and rewards for communities that choose to improve their firefighting services by securing lower fire insurance premiums. All other factors being equal, the price of property insurance is lower with a good rating.

Prior to 2003 the CHVFD had a split rating of Class 9 outside the hydrant district and a Class 5 in the borough area of Colchester. With the acquisition of apparatus and equipment and with improvements to both static and pressurized water systems we were able to attain an overall Class 4 rating for the entire community.

We often receive calls from homeowner insurance companies asking information on how close a residence is to a water supply. Our answer -Class 4 whether you are near a fire hydrant or a rural water pond.

Our goal is to continue to improve our rating; we are close to achieving this and within striking distance of being a Class 3 fire department.



INSURANCE SERVICES OFFICE, INC.

4 B EVES DRIVE SUITE 200 MARLTON, NJ 08053 (856) 985-5600 FAX (856) 985-6464

December 8, 2003

Ms. Jenny Contois, 1st Selectman
Town of Colchester
127 Norwich Avenue
Colchester, CT 06415-1290

RE: Public Protection Classification Results
Colchester, New London County, CT

Dear Ms. Contois:

We wish to thank you and the other community officials for your cooperation during our recent Public Protection Classification (PPC) survey. ISO is the leading supplier of statistical, underwriting, and actuarial information for the property/casualty insurance industry. Most insurers use the PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties.

ISO has completed its analysis of the structure fire suppression delivery system provided in your community. We are very pleased to report that the resulting classification is a Class 4. This is an improvement from the former classification of Class 4/9. That means your community's fire suppression services are improving in the face of the demands of a changing environment. Congratulations on this recognition of your commitment to serve the needs of your community's property owners and residents.

ISO will advise its subscribing insurers of this classification change within the next 30-days and assign an effective date of April 1, 2004. This date allows insurers the necessary lead time to incorporate the Public Protection Classification change into their policy rating systems.

Enclosed is a summary of the ISO analysis of your fire suppression services. If you would like to know how your community's classification could improve, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

The PPC program is not intended to analyze all aspects of a comprehensive structure fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making recommendations about loss prevention or life safety.

If you have any questions about your classification, please let us know.

Sincerely,

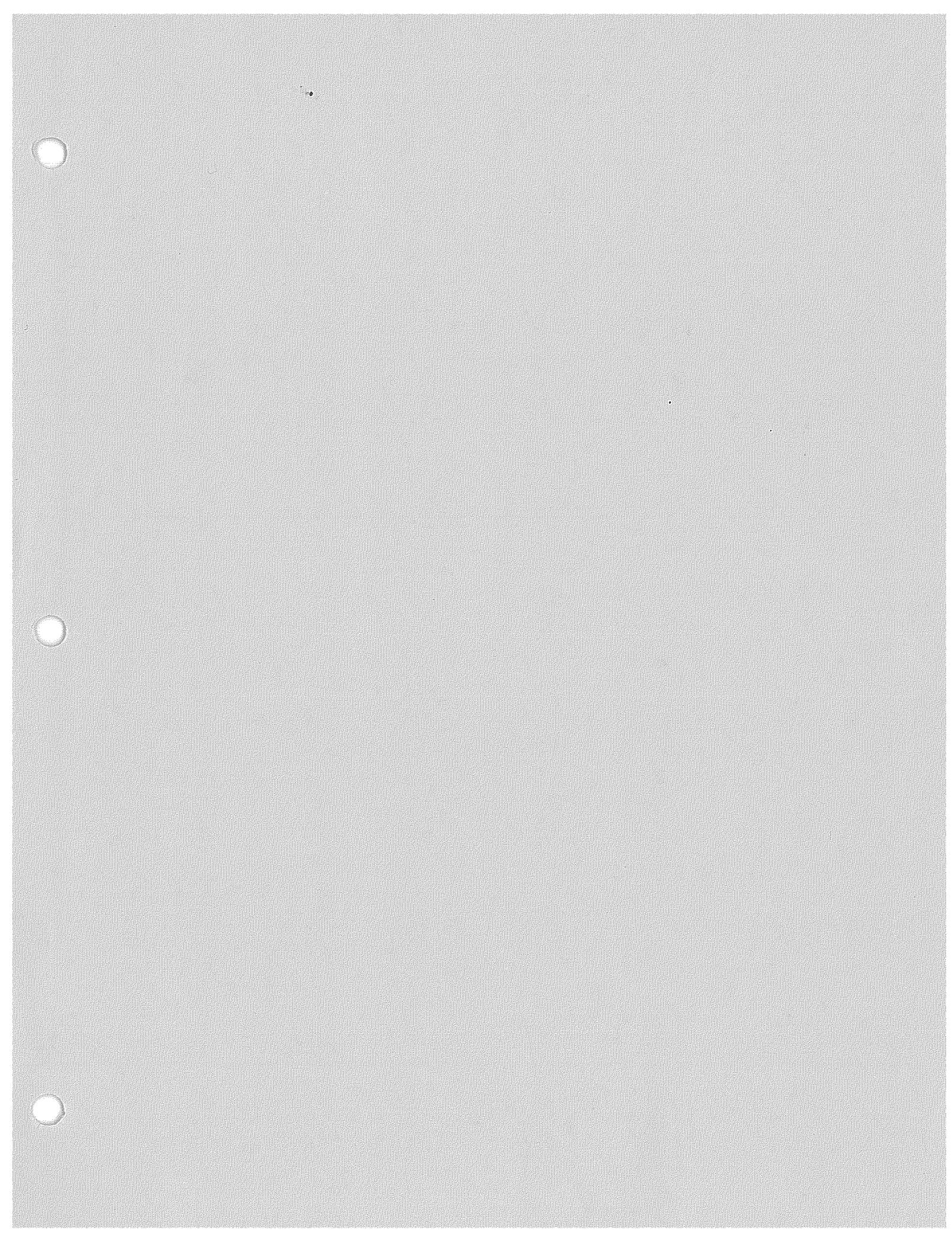
Public Protection Department

(856) 985-5600 Ext. 403

nf

Encl.

cc: Chief Gary Avery, Colchester Hayward Fire Department
Mr. Mark Decker, Director, Department of Public Works



Statement

The Colchester Hayward Fire Department is mission driven- to protect the lives and property of the residents of Colchester. When you dial 911 and ask for help...We Respond- Be it fire, rescue or emergency medical services. There is an expectation, and rightfully so, that emergency service delivery will be provided in a timely and professional manner 24 hours a day, seven days of the week, 365 days of the year. The members of the Colchester Hayward Fire Department dedicate themselves to this mission and the extent to which these members train year-in and year-out is a reflection of their professionalism and commitment.

A municipal government sets the level of service provided to its citizens. It is tremendous responsibility and the Town of Colchester takes its responsibility to its residents to provide public safety seriously.

The Colchester Hayward Volunteer Fire Company is a private nonprofit organization has been in existence for 158 years. The Fire Company also adheres to this mission of public safety responsibility. This emergency service organization has evolved over time to deal with the increase in call volume and the many tasks with which we are faced with in today's world.

This evolution has become our organization as it exists today, a Combination Fire Department comprised of volunteer and career staff.

Of the many services we provide, ambulance transport is the service that encompasses the vast majority of what we do. We provide this service with no reservation or discrimination towards anyone including an individual's ability to pay. People with Insurance and Medicare coverage are charged a fee for transport under the authority of the Town of Colchester. Transport fee rates are established and fall under the guidelines of the CT Department of Public Health. All revenues for ambulance billing go to the General Fund of the Town of Colchester not to the fire company or a fire department revenue line item.

It is the policy of the fire department to provide emergency services not to make decisions on financial hardship. Patient care and transport to the closest emergency care facility is our only goal. Economic times are difficult, people have lost jobs and homes, when a resident of Colchester calls 911 and requests help...We will respond.

Prior to 2003, the town of Colchester had an ISO¹ rating of split classification of 9/5. The properties within the borough received a class 5 rating while those properties outside the borough received a class 9. Understand that Public Protection Classification is numbered from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria. Within this classification, 90% of this community was evaluated as barely meeting the minimum fire protection standards.

In 2003, as Deputy Chief of the department with the assistance of many dedicated volunteers, the "Town" received a town wide classification of Class 4. To put this into perspective on average across the country, the cost of fire losses for homeowners' policies in communities graded Class 9 is 65 percent higher than in communities graded Class 5. When a community improves its classification from Class 9 to Class 5, homeowners premiums for fire insurance to drops substantially as a result. Commercial and industrial properties see even greater savings.

As Chief of the Colchester Fire Department, I along with my staff and with the support of our volunteer members have set a goal to become a class 3 department. We have no reservation that this is a daunting task. As a rural combination department, to be classified as a Class 4, a class that approximately only 10 percent of the volunteer / combination fire departments in the country have achieved speaks volumes to this organizations commitment to public safety.

A Community's PPC² depends on the following and since the 2003 ISO evaluation we have made progress in some areas. However, several things that affect our ability to reach our goal of becoming a Class 3 department are beyond my control and that of the department. In those areas where the department has been able to move forward towards this goal we have and other agencies or departments have as well.

Fire alarm and communications systems- including telephone systems, telephone lines, staffing, and dispatching systems

- In 2006 the communications / dispatch center (Colchester Communications Inc financed technology and equipment upgrades and redundant communication systems at a cost of \$600,000.00 this included the replacement and addition of both phone line and phone systems
- In 2007 the communications / dispatch center increased staffing to two certified telecommunicators on shift 24/7/365 this will have a direct impact in the area of staffing requirements.

¹ Insurance Service Offices

² Public Protection Classification
ISO

The fire department- including equipment, staffing, training, and geographic distribution of fire companies.

Equipment:

The replacement of apparatus, and upgrades to equipment including the adoption of new technologies that will be necessary if we are to provide effective and efficient fire suppression, rescue and emergency medical services.

Heavy Rescue, re-chassis and refurbish (bonding question 2012) Rejected

This Heavy Rescue was purchased in 1990 and is scheduled to be replaced. The proposals are to re-chassis and refurbish the rescue body.

Engine Replacement Duplex / Young (bonding question 2012) Rejected

Even after providing documentation from independent third party experts and statistical data from the Federal Emergency Management Agency / National Fire Academy and conducting a live fire demistation to show the effectiveness of Compressed Air Foam Systems the department was called into question on it decision to include this in the replacement apparatus specifications.

This vehicle has exceeded it front line service life and would have a direct impact on the ISO rating.

Tanker 2,500 gallon high volume (bonding question 2012) Rejected

Ninety percent of our rural community is not protected by a fire hydrant, domestic water system. Only ten percent, or the five square miles comprising of the borough, is protected by a hydrant system. The great majority of residents and commercial properties whose lives and property we protect are outside of the fire hydrant district.

The purchase of a 2,500 gallon water tanker with high volume dump capabilities. This vehicle will be located at fire headquarters and replace the current 1,800 gallon tanker which would have be relocated to the Westchester district to enhance the fire protection capabilities in that area of the community as indicated during the 2003 ISO evaluation. This has been in the capital improvement program since 2004. In 2007 the department applied for federal AFG grant funding for this apparatus. In 2008 the department applied for grant funding through the Heritage Fund, both were highly competitive and we were not successful.

Fire hose replacement

This is another area that has seen consistent cuts and inadequate funding over the years. Each year we have consistently lost in excess of one thousand feet of hose during required annual hose testing. Some of the hose that is currently in service is in excess of twenty years of age and failures during fire ground operations and hose testing has become frequent. This year during hose testing 1,050 feet of hose was lost.

Staffing:

The recruitment and retention of volunteers is a critical component in the department's ability to provide services and meet the overall mission of the department. We fully understand the need to both recruit and retain members.

Over the past seven months the department has been successful in the recruitment of 19 new members. Five of these members were already certified firefighters; five more have become certified as medical techs or fire police members.

We have attempted to address the issue of staffing with the following:

Safer Grant hiring:

2 full time and 2 part time firefighter/emt

Safer Grant Volunteer Recruitment and Retention:

Fuel comp/training/per-diem

Volunteer Incentive Task force: TBD

Training: Section 580 of the ISO Rating Schedule

During 2011 the members of the volunteer fire company undertook the construction of a comprehensive burn building and training facility on property owned by the fire company. The volunteer fire company provided \$38,000 in funding and in excess of 2,100 volunteer man hours in its construction. This facility allows the members to train in all aspects of fire suppression, rescue and hazardous materials training. This facility is a critical component in providing both the required and mandated training necessary to ensure compliance but also for the safety of our members and that of the residents of the Town of Colchester. Some of the regulatory requirements and training standards that this facility allows us to conduct locally are;

- OSHA General Compliance CFR 1910.156
- Forcible Entry NFPA 1001
- Fire Attack/Hose Line Operations NFPA 1001
- Firefighter Survival NFPA 1001 & 1500
- Search and Rescue Techniques NFPA 1001
- Handling Propane Emergencies CFR 1910.120
- Engine Pumping Operations NFPA 1002
- Ladder Company Operations NFPA 1002
- Rescue of Trapped Firefighters NFPA 1001 & 1500
- Water Supply Operations NFPA 1142

In 1997, prior to the construction of the new training facility, the members constructed a state of the art fire behavior and flashover training module at the training grounds. This has provided us with the ability to train our members in fire behavior and flashover recognition and survival. This is a critical training component for any interior structural fire fighter. This training prop has exceeded its service life and is in need of replacement. ***This was deferred in the capital improvement 2012 /13 budget.***

The construction of this training facility is ongoing. There are several training components and props that are currently under construction that need to be completed. There are others that need to be added if the department is going to meet both the current and future training requirements of our ever expanding mission as the primary first responder for the Town of Colchester.

- Complete the vehicle extrication technical rescue training pad.
- Develop and construct a *vehicle fire training prop.*
- Construction of a *tower platform for multi story operations.*
- Add *Rope rescue / high angle operations training capabilities.*
- Add *Confined Space Rescue capabilities.*
- Construct a *Trench Rescue Training prop.*
- Develop and construct additional Emergency Medical Services training aids for patient packaging and movement and mass casualty, mass care training.

(2011 A.F.G. grant application) for the addition of a Self-Contained Breathing Apparatus Maze

Geographic distribution of fire companies: Section 560 of the ISO Rating Schedule*Addition of a fire station "Company Three"*

In 2001 the department started collecting data and evaluated the need for additional stations. In 2006, after much work by the fire department the Town of Colchester acquired from the State of Connecticut through legislative action a parcel of land adjacent to the proposed Connecticut Department of Transportation Facility at 150 New London Road. This parcel of land is approximately two miles south of the current headquarters fire station was obtained for the purpose of constructing a substation to better serve the areas south and east of the town's center. Reduced reaction and response times:

- Access to the state roads Route 85 (New London Road) and Route 354 (Parum Road)
- Access to limited access highway Route 2 both East and West bound.
- Access to the limited access highway Route 11 South.

The access to these major routes from this location will also provide benefits in the department's ability to readily respond to other areas of the community utilizing the limited access highway system. This will directly impact the response of additional apparatus during greater emergencies when additional apparatus or manpower is required.

The water supply system, Section 600 - 616 of the ISO Rating Schedule

Including condition and maintenance of hydrants and a careful evaluation of the amount of available water compared with the amount needed to suppress fires.

Static Water Supplies

The department has continued to work aggressively to identify and develop static water supplies outside the hydrant district. Currently the department has developed twenty-four of these sights. However this line item has been cut from \$5,000.00 over the years to \$1,500.00 this year.

Hydrants

In 2004 the fire department and the Colchester Water Department have worked collaboratively to address the water supply issues that were identified in the ISO evaluation. As part of this Collaborative effort both departments budgeted funds for the replacement of hydrants that were forty to fifty years in age. Additionally hydrants were relocated and valves were installed to enhance the capabilities of the system. Hydrants were serviced, painted, inventoried and marked in accordance with NFPA and NWWA standards. Again, this budget has been under attack and was reduced each year. In the 2011/12 this line item was reduced again to \$1,500.00 from the \$10,000 that was originally funded in this cost share effort.



National Volunteer Fire Council Foundation

**Economic Impact
of the
Volunteer Fire Service Project**

**Conducted by:
St. Joseph's University
Public Safety and
Environmental Protection Institute**

May, 2004

National Volunteer Fire Council Foundation

Economic Impact of the Volunteer Fire Service Project

Introduction

The National Volunteer Fire Council (NVFC) is a non-profit membership association representing the interests of the volunteer fire, emergency medical, and rescue services provided in the United States. The volunteer segment of fire and emergency service comprises 74% of the total fire and emergency service response capability in the United States.¹ The members of these agencies are first on the scene of a fire, natural or man made disaster, or terrorist incident. While call volume has continued to rise, the number of volunteer emergency responders has declined over the past two decades by ten to fifteen percent (10%-15%); however, based on the referenced figures above, the numbers of volunteer firefighters actually increased from 784,700 at the time of the last NVFC report, to 816,600 at the time of this report.

Prior studies have estimated that the national value of service provided by America's volunteer emergency responders at \$36.8 billion, annually. In addition, several states have conducted studies to determine the annualized cost savings of volunteers. However, a reliable, updated, national savings figure is not available. In addition, on a local level, the fire department/emergency medical service agency needs a tool to aid them in developing their cost-savings which can then be shared with the city council, town managers, citizens, etc. Lastly, the methodology to determine actual savings has varied and warrants a common, consistent approach to developing such calculations.

The project was conducted by the Public Safety and Environmental Protection Institute of St. Joseph's University's Graduate School of Public Safety and Environmental Protection. Department Chair, Dr. Vincent McNally; Master's Program Coordinator Robert Drennen M.S., CFPS; Adjunct Professor Dr. William F. Jenaway; and students Michael McNally, Bryan Bortnichak, and Greg Robinson, students at St. Joseph's University, Philadelphia, Pennsylvania. All members of the project team are volunteer firefighters.

¹ U.S. Fire Department Profile Through 2002, National Fire Protection Assn., page 1.

The National Volunteer Fire Council Foundation supports the initiatives of the NVFC through research and education projects, such as this initiative.

Project Objectives

The National Volunteer Fire Council established a “Statement of Work” for this project, which provided the impetus for this project. The scope of work established two primary objectives:

- 1. “Develop a tool that will determine the national and local cost savings of a volunteer emergency service organization. Local departments can use the tool to then educate legislative bodies, local groups, etc. regarding the value of the emergency service organization.”**

- 2. “On a national level, develop a national Savings figure to educate Members Of Congress and national organizations regarding the amount of funds volunteers save taxpayers each year and to demonstrate the need for Investment in emergency services.”**

Both objectives were completed.

The Process

There were several approaches considered to achieve the project goals. Each approach was reviewed with consistency to the “Statement of Work” (as referenced above) established by the National Volunteer Fire Council.

The ultimate process established to accomplish this project involved a variation of a basic decision-making model and utilized the criteria provided for in the NVFC “Statement of Work”. Twenty distinct steps were completed in this process.

This involved simultaneous actions of researching issues and potential emergency service organization (ESO) variables for volunteer organizations; and researching various models of presentations identifying the value/cost savings of volunteer emergency service organizations. Upon researching issues and potential ESO variables, a cost saving model was developed utilizing an excel model, tested and modified. Upon completing research of various models of presentations identifying the value/cost savings of volunteer emergency service organizations, a Powerpoint presentation was created of a sample cost saving presentation, it was tested and modified. These simultaneous activities served as the basis for conducting field test #1 of the models.

Once we conducted a basic test we decided that the models were functional and made the necessary corrections. We then did a field test with actual emergency service organizations completing the models.

NVFC Volunteer Fire Service Project

The model calculates the summary information, based on national standards/averages

Area Protected (square miles)		48
Population Protected		16,000
Number of Residences		5,000
Current Operating Expenses	\$	1,089,960

Active Volunteers		100
Fire Ground Operations		75
Fundraising		30
Administrative		3

Ownership of Assets		Town
Number of Stations		2
Number of Apparatus		14
Engines		4
Aerial Trucks		1
Tankers		1
Rescue Trucks		1
Utility Vehicles		4
Brush Trucks		1
Ambulances		2

Starting Salary for career personnel in the vicinity (including benefits)

If there are no salaries paid for any position, use a nearby city costs for these entries.

If there are no cities nearby that can be used, use police salaries for this portion.

Chief	\$	60,000
Deputy Chief	\$	55,000
Assistant Chief	\$	50,000
Captain	\$	45,000
Lieutenants	\$	40,000
Drivers	\$	38,000
Medics	\$	44,000
Fire/ Rescue Personnel	\$	35,000
Administrative	\$	35,000

Average Salary of Officers in the vicinity	\$	50,000
---	----	--------

Number of Career Personnel Necessary		
Officers		15
Firefighters		60
Drivers		45
Medics		16
Administrative		1

Career Fire Fighter Costs	\$	5,264,000
Career Administrative Costs	\$	34,997
Total Career Costs	\$	5,298,997

Personal Protective Clothing Costs	\$	340,000
Apparatus Costs	\$	3,189,000
Capital Equipment Expense	\$	3,529,000

Current Company Value	\$	8,827,997
Total Annual Volunteer Savings	\$	6,388,957
Savings per Fire Fighter	\$	46,978
Savings per Residence	\$	1,278
Savings per Capita		399.3097813

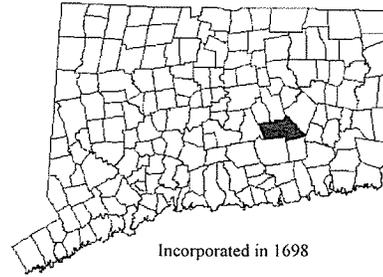


Colchester, Connecticut

CERC Town Profile 2012

Town Hall
127 Norwich Avenue
Colchester, CT 06415
(860) 537-7220

Belongs to
New London County
LMA Hartford
Southeast Economic Dev. Region
Southeastern Connecticut Planning Area



Incorporated in 1698

Demographics

<i>Population (2011)</i>				<i>Race/Ethnicity (2011)</i>			
	<i>Town</i>	<i>County</i>	<i>State</i>		<i>Town</i>	<i>County</i>	<i>State</i>
1990	10,980	254,957	3,287,116	White	15,294	228,237	2,800,328
2000	14,551	259,088	3,405,565	Black	271	16,228	365,949
2011	16,306	277,700	3,610,073	Asian Pacific	226	11,708	138,364
2016	17,170	292,047	3,754,486	Native American	83	2,537	11,369
'11-'16 Growth / Yr	1.0%	1.0%	0.8%	Other/Multi-Race	432	18,990	294,063
				Hispanic (any race)	594	25,778	512,039
Land Area (sq. miles)	49	666	5,009	<i>Poverty Rate (2010)</i>	2.6%	7.2%	9.2%
Pop./ Sq. Mile (2011)	332	417	721	<i>Educational Attainment (2011)</i>			
Median Age (2011)	41	40	40	Persons Age 25 or Older	<i>Town</i>	<i>%</i>	<i>State</i>
Households (2011)	6,059	108,680	1,391,975	High School Graduate	3,251	30%	702,670
Med HH Inc. (2011)	\$94,577	\$68,884	\$70,705	Some College	2,834	26%	594,209
				Bachelors or More	4,431	40%	883,658
<i>Age Distribution (2011)</i>							
	<i>0-4</i>		<i>5-17</i>		<i>18-24</i>		<i>25-49</i>
Male	534 3%	1,439 9%	917 6%	2,613 16%	1,690 10%	1,138 7%	8,331
Female	504 3%	1,273 8%	698 4%	2,619 16%	1,501 9%	1,380 8%	7,975
County Total	15,861 6%	44,714 16%	27,651 10%	94,194 34%	55,872 20%	39,408 14%	277,700
State Total	217,641 6%	611,932 17%	343,959 10%	1,213,300 34%	711,463 20%	511,778 14%	3,610,073

Economics

<i>Business Profile (2005)</i>			<i>Top Five Grand List (2009)</i>		
<i>Sector</i>	<i>Establishments</i>	<i>Employment</i>		<i>Amount</i>	<i>% of Net</i>
Agriculture	3.5%	1.8%	Country Place of Colchester	\$10,554,500	0.8%
Const. and Mining	18.3%	7.9%	CT Light & Power Co.	\$9,838,680	0.8%
Manufacturing	4.5%	6.7%	SS1 Colchester	\$8,104,000	0.6%
Trans. and Utilities	2.3%	4.0%	White Oak Development	\$4,572,330	0.4%
Trade	19.7%	25.0%	Genesis Health Ventures of Bloomfield	\$4,270,300	0.3%
Finance, Ins. and Real Estate	6.8%	3.9%	Net Grand List (2009)	\$1,275,361,503	
Services	41.8%	46.5%	<i>Top Five Major Employers (2006)</i>		
Government	3.1%	4.2%	Alpha Q	Liberty Specialty Care Center	
			Harrington Court/Genesis Elder C	M&J Bus Company	
			Laidlaw		
				<i>Town</i>	<i>State</i>
			<i>Retail Sales (2007)</i>	\$241,237,542	\$136,936,194,241
			<i>All Outlets</i>		

Education

<i>2009-2010 School Year</i>				<i>Connecticut Mastery Test Percent Above Goal</i>					
	<i>Town</i>	<i>State</i>		<i>Grade 4</i>		<i>Grade 6</i>		<i>Grade 8</i>	
Total Town School Enrollment	3,210	552,782		<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>
Most public school students in Colchester attend Colchester School District, which has 3,180 students.			Reading	73	61	75	69	72	69
			Math	75	64	77	69	70	65
			Writing	76	64	59	62	64	67
				<i>Average SAT Score</i>					
				<i>Town</i>		<i>State</i>			
For more education data please see:	<i>Students per Computer</i>	<i>Town</i>	<i>State</i>	<i>Average Class Size</i>					
http://www.state.ct.us/sde/	Elementary:	2.9	4.1	Grade K	18.5	Grade 2	21.5	Reading	496
	Middle:	3.2	2.8	Grade 5	22.4	Grade 7	20.4	Writing	498
	Secondary:	3.2	2.7	High School	18.3	Math	501	508	

Colchester Connecticut



Government

Government Form: Selectman-Town Meeting				Annual Debt Service (2010)	\$3,869,073
				As % of Expenditures	8.0%
Total Revenue (2010)	\$48,331,453	Total Expenditures (2010)	\$48,643,210	Eq. Net Grand List (2008)	\$1,752,979,789
Tax Revenue	\$30,313,052	Education	\$35,813,628	Per Capita	\$114,432
Non-tax Revenue	\$18,018,401	Other	\$12,829,582	As % of State Average	69%
Intergovernmental	\$16,597,510	Total Indebtness (2010)	\$21,000,000	Date of Last Revaluation (2009)	2006
Per Capita Tax (2010)	\$1,971	As % of Expenditures	43.2%	Moody's Bond Rating (2009)	A1
As % of State Average	79.5%	Per Capita	\$1,365	Actual Mill Rate (2010)	23.65
				Equalized Mill Rate (2010)	17.15
				% of Grand List Com/Ind (2007)	7.8%

Housing/Real Estate

<i>Housing Stock (2009)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	Owner Occupied Dwellings (2009)	4,189	64,162	812,964
Existing Units (total)	5,985	117,950	1,452,007	As % Total Dwellings	70%	55%	57%
% Single Unit	77.8%	69.2%	64.8%	Subsidize Housing (2008)	439	12,075	149,355
New Permits Auth. (2009)	23	427	3,786	<i>Distribution of House Sales (2009)</i>			
As % Existing Units	0.38%	0.36%	0.26%	Number of Sales			
Demolitions (2009)	2	46	1,219	Less than \$100,000	6	55	346
House Sales (2009)	122	1,204	14,696	\$100,000-\$199,999	31	277	3,539
Median Price	\$235,500	\$250,000	\$265,000	\$200,000-\$299,999	55	479	4,847
Built Pre 1950 share (2000)	16.3%	32.7%	31.5%	\$300,000-\$399,999	23	204	2,510
				\$400,000 or More	7	189	3,454

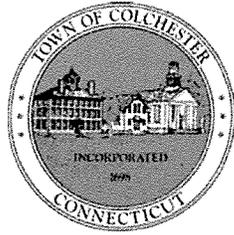
Labor Force

<i>Place of Residence (2011)</i>				<i>Commuters (2000)</i>			
Labor Force	Town	County	State	Commuters into Town from:	Town Residents	Commuting to:	
	9,307	151,676	1,918,145	Colchester	1,614	Colchester	1,614
Employed	8,570	138,558	1,749,489	Norwich	258	Hartford	832
Unemployed	737	13,118	170,828	East Haddam	238	Glastonbury	400
Unemployment Rate	7.9%	8.6%	8.9%	Lebanon	190	East Hartford	358
<i>Place of Work (2011)</i>				Windham	129	Norwich	340
# of Units	339	6,888	103,381	Salem	121	Middletown	323
Total Employment	3,490	88,797	1,612,373	Hebron	119	Groton	307
2000-'11 Growth AAGR	0.0%	-2.9%	-0.3%	East Hampton	94	Waterford	206
Mfg Employment	150	14,247	166,279	Griswold	79	Manchester	206
				Manchester	74	Ledyard	157

Other Information

<i>Banks (2007)</i>	Town	State	<i>Residential Utilities</i>			
	4	1,029	Electric Provider			
<i>Crime Rate (2009)</i>			Connecticut Light & Power			
Per 100,000 Residents	60	298	(800) 286-2000			
		<i>Distance to Major Cities</i>	<i>Miles</i>	Gas Provider		
		Hartford	23	na		
		Boston	87	na		
<i>Library (2010)</i>	Town	New York City	103	Water Provider		
Total Volumes	68,205	Providence	51	Connecticut Water Company		
Circulation Per Capita	10.0					
				(800) 286-5700		
				Cable Provider		
				COMCAST/NORWICH		
				(800) 266-2278		





Town of Colchester Fire/EMS Colchester Hayward Fire Department

- Where are we going?
- How do we get there?
- What is our blueprint for action?
- How do we know if we are on track?

The fire department is in the beginning stages of preparing and formulating a long overdue strategic plan.

If you are interested in being part of this process, please attend any of the scheduled meetings in the months ahead.

WHAT IS A STRATEGIC PLAN?

The development of a strategic plan is an important aspect of the fire department as we strive to provide emergency services to those who reside in the Town of Colchester. Strategic planning requires a commitment from the department's leadership and members and also from elected officials and other leaders in the community.

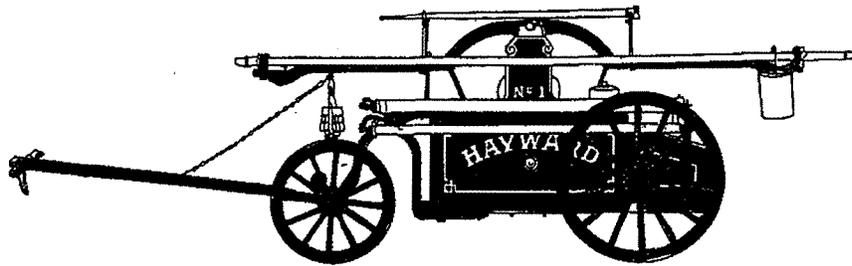
Preparing a strategic plan involves a multi-step process addressing vision, mission, objectives, values, strategies, goals, and programs.

Fire Chiefs and elected officials are often so preoccupied with immediate issues that they lose sight of their ultimate goals. That is why the preparation of a strategic plan is a necessity. A plan is not a recipe for success, but without it a fire department is much more likely to fail!

WHO ARE THE STAKEHOLDERS? [Internal and External]

The stakeholders are you and me- members of this organization and the community that we serve.

To be successful we need your help!



Colchester Hayward Vol. Fire Co.

Established in 1854

Dear Brothers and Sisters,

2/8/09

The purpose of this letter is to inform you of the Department and Company's attempt to formulate and develop a strategic plan for our organizations. In a nutshell, the strategic planning process will help us map out where we plan to be in the next 5-15 years and identify the actions and steps necessary to get us there. Change is never easy and this process will involve a lot of work. We need and expect input from every member possible regardless of how long you have been here, from cadets to chiefs, groaners to grunts, and our customers, the citizens of Colchester to be successful.

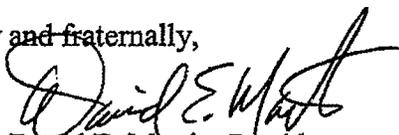
What do we need from you?

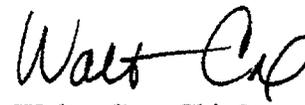
- Most of all, as stakeholders, we need your involvement in this process from start to finish.
- We will solicit members to participate in focus groups to help us better define the issues facing the organizations.
- We want truthful, candid input. The chief officers have guaranteed that there will be no retribution for members offering legitimate opinions (no personal attacks) on the various issues and policies in the organizations. This honest feedback will be critical to the success of this whole process; we can not address what we do not identify.
- Your patience, this process is likely to take in excess of a year to complete, possibly up to two. Doing it right is far more important than doing it quickly.

So we look forward to working with ALL of you on this important process over the next several months. Meetings will be held monthly, on the Sunday before each monthly meeting and we invite and encourage all members to attend, regardless of experience or seniority in the organization.

If there any questions, feel free to contact any department/company officers. We are here to support you and need you to support this process.

Sincerely and fraternally,


David E. Martin, President


Walter Cox, Chief

Town of Colchester, CT

127 Norwich Avenue, Colchester, CT 06415
ph: (860) 537-7200
fx: (860) 537-0547

Thursday, January 15, 2009

Where are we going? How do we get there? How do we bring others with us? What's our blueprint for action? How do we know if we're on track? These are questions that anyone running an organization frequently asks and is asked. You might ask yourself the same question as you run your household. So, how do we answer these questions? By planning! In the case of Colchester Hayward Volunteer Fire Department and EMS, it's by strategic planning.

You might also ask, "What is strategic planning? How is it different from day to day planning?" In reality, it's no different than you making plans for the future as you run your house hold and manage your life. Strategic planning is basically a way for an organization to define its direction and make decisions on how resources will be allocated to carry out that direction. In order to develop a direction the organization must first have some idea of where they want to be in the future (vision), why it exists (mission), and beliefs shared among the organization's stakeholders (values). There are a variety of ways to go about the actual planning process, but all of them result in a series of goals and strategies to achieve those goals.

Strategic plans in the past have had a life span of about five years. Today, with change quickly happening, many organizations are utilizing shorter life spans. In any case, they should be reviewed annually and updated as needed.

So, why all this about strategic planning? Our Fire/EMS Department is in the beginning stages of preparing and formulating a strategic plan. In the words of Chief Walter Cox, "The development of a strategic plan is an important aspect of the fire department as we strive to provide emergency services to those who reside in the Town of Colchester. Strategic planning requires a commitment from the department's leadership and members and also from elected officials and other leaders in the community. Preparing a strategic plan involves a multi-step process addressing vision, mission, objectives, values, strategies, goals, and programs.

Fire Chiefs and elected officials are often so preoccupied with immediate issues that they lose sight of their ultimate goals. That is why the preparation of a strategic plan is a necessity. A plan is not *all* that is needed for success, but with it a fire department is much more likely to succeed!"

Chief Cox and members of the department are asking for your help! To "build" a solid strategic plan, the input of all stakeholders is crucial. Who are the stakeholders? You ... your neighbor ... business owners ... members of the organization ... school personnel ... local convalescent home employees ... town leaders. Everyone who uses the services provided by or has decision making responsibilities for the fire/ems service – who has a stake in its future – is a stakeholder.

We have an incredible group of volunteers and paid staff. Please consider helping them help you as they plan for the future of this important service to the Town of Colchester.

For more information or if you are interested in helping out, please contact Chief Walt Cox at 52 Old Hartford Road, Colchester, CT 06415; by phone at 860-537-2512, 860-537-3332, 860-537-8437; or by email at chvfd911@comcast.net.

Involved citizens make a difference; *together* we can make a difference for Colchester.

Previous Selectman Notes can be viewed at www.ColchesterCT.Gov/PastNotes

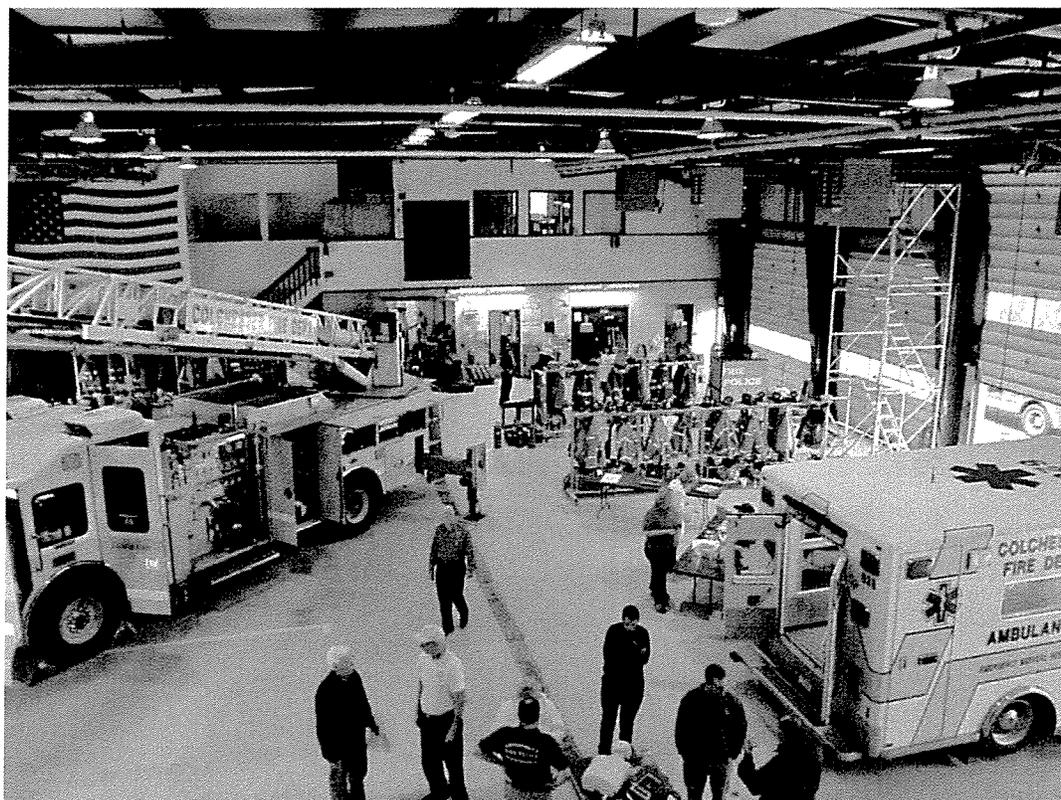
Fire Department Strategic Plan Working Group

Objectives

I. Introduction

The Colchester-Hayward Fire Department has a long and distinguished history of protecting the citizens of Colchester. The department has undergone some changes in recent years with the addition of more paid staff, a reduction in the number and availability of volunteers, and aging equipment.

A working group was established to develop a strategic plan for the Fire Department to help address the issues mentioned previously. This document is to spell out the objectives of the working group.



Fire Prevention & Safety Open House 2012

II. Objective 1 – Receive Input

In order to ensure a plan that reflects the needs of all the stakeholders, input must be received at various points in the process from multiple sources. The following input will be used throughout the process:

- a) Prior to construction of plan
 1. UConn Group
 2. Online Community Survey
 3. Fire Department Survey
 4. Survey other departments
 5. Community Forum
- b) During construction of plan
 1. Fire Department Review
 2. Board of Selectmen Review
 3. Board of Finance Review
 4. Police Commission Review





III. Objective 2 – Strategic Plan Document

The strategic plan document should establish where the department is now, where it wants to be in the future, and how to get there. Each overall objective should have defined and measurable goals. The items required for a successful plan and the approvals needed to move forward include:

- a) Baseline, objectives, goals, and deliverables
 1. Services
 - a. Fire Suppression
 - b. Hazmat
 - c. Technical Rescue
 - d. Medical
 - e. Fire Prevention
 - f. Public Service
 - g. Fire Police Operations
 2. Staffing
 - a. Recruitment and Retention
 - b. Advancement Opportunities
 - c. Training
 - d. Compensation
 3. Infrastructure
 - a. Facilities
 - b. Vehicles/Apparatus
 - c. Information
 - d. Equipment
- b) Approval of Plan (in sequence)
 1. Fire Department
 2. Board of Selectmen
 3. Board of Finance

IV. Objective 3 - Acceptance, Advocacy, and Revisions

Once the strategic plan is approved, the work is not complete. Ensuring the plan is carried out, advocated for, and remains relevant will ultimately determine the success of this initiative. Accomplishing this includes:

- a) Determination of an appropriate oversight body
- b) Regular communication amongst the Boards and Fire Department
- c) Revising the plan on a regular basis



Recruitment Kiosk crafted by CHVFD Member FF William Clark

Town of Colchester, CT

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Community Forum and Budget Survey Results

Thank you to all of the 639 people who submitted responses to the Colchester Town and Education 2009-2010 Budget Survey. The detailed responses are available by clicking on the links above, as well as a file containing all of the responses to the two "open-ended" questions that invited participants to comment on what pleases them about Colchester and any other issue of concern.

Highlights of the statistical responses are as follows:

- Sixty-two percent of the respondents were in the 30-49 age group, and 24% were in the 50-64 age group;
- When asked how worried respondents were to various aspects of the difficult economic condition we are in, 40% expressed "a great deal" of concern for retirement funds, and 34% are most concerned about paying for college. On the other end of the spectrum, 51% of respondents are "not at all" worried about losing their house.
- By a large margin, respondents want to see Town services maintained, and not increased, decreased or eliminated/organized.
- The five top priorities regarding Town services were Fire Services, Police Services, Road Maintenance; Park and Recreation Department and Grounds Maintenance and Library Services consecutively. The Town Website was given the lowest priority by the most number of Respondents (39%).
- Also by a large margin, respondents want to see educational services maintained at current levels, and not increased, decreased or eliminated/reorganized. Further, 50.5% either "strongly agreed" or "agreed" that it is preferable to increase class size than eliminate or reorganize educational services.
- The five top priorities regarding educational services were Academic programs, Class Size, Instructional Supplies/textbooks, Technology/Computers and Facility Maintenance.
- Regarding the repair of the track at Bacon Academy, 20% of respondents support the project even if it raises taxes, 21% support it if it will not raise taxes, and 19% support the project, but not now regardless of whether it would increase taxes. Thirty percent do not support borrowing money for the repair of the track.
- Regarding the purchase of a fire truck, 24% support the purchase even if it raises taxes, 31% would support it but only if it did not raise taxes and 17% would support the purchase, but not now. Seventeen percent did not support the fire truck.
- Nearly one-half (49%) of all respondents stated they cannot support any increase in the tax rate. Forty-one percent would support an increase, and of that group, 64% would support an increase of between 0.1% and 1.0%. Ten percent expect a decrease in the tax rate, and of this group, 64% expect a decrease of between 1% and 3%.

Thank you to all who took the time to respond to the survey and/or attend the Community Budget Forum. Information on any future forums will be distributed through the Town website, www.colchesterct.gov, and the Board of Education website, www.colchesterct.org.

Survey Results:

[Budget Survey Summary](#)
[Responses to Question #11](#)
[Responses to Question #12](#)

In regards to living in Colchester, what are you most pleased about?

Positive:

- 1) Fire Department
- 2) The FD is a friend to all residents. The members of the FD are respected by all taxpayers/customers.
- 3) The Fire Department
- 4) The response and availability of the FD. They are a great asset to this town and show support greatly throughout the community.
- 5) It's volunteers
- 6) Fire/EMS services and the revenue it brings to the town.
- 7) Please increase awareness of the Fire Dept. needs. Last week 3 people called and no ambulance was available to respond. Another town covered. Hire more paid staff.
- 8) A great volunteer fire company dedicated to service to others.
- 9) That the town officials care enough to get the public involved in important decision making. There are many things for all age groups to participate in.
- 10) I feel the fire truck is a necessity.
- 11) The sense of community and the number of people who volunteer their time and services to provide activities and functions for the children and citizens.
- 12) I am pleased with the fire services and strongly support them receiving a new fire truck and also would like to see the town police be on 24 hours a day and slowly get away from using state troopers.
- 13) Fire/Rescue excellent
- 14) Police, fire and road work (plowing).
- 15) It is truly a community. Open dialog between the taxpayers and town representatives should point out the good points on each side. We can reach a happy medium if we really listen!

Negative:

- 1) Nothing. Both my wife and I are lifetime members to this town. It has gone from a nice place to live and raise a family to an over taxed large town with little regard to the elderly and the tax burden placed on them today.
- 2) We are not pleased at all. Town officials and commissions discourage businesses from locating in Colchester. The town is over-regulated by zoning rules, wetlands rules, land-trust and historical district rules. Taxes are too high because the burden falls on the residents (what happened to the Wal-mart project?). We are sending our children to private school because there is a lack of support for children who are not either special needs or gifted.
- 3) I was happy to see growth in the local police dept. I don't believe that the State Police can adequately service our town based on their lack of available manpower and the current size of our town, both in physical size and population. Why share a trooper with 2 other towns when we can have a dedicated town employee protecting us and our interests. I was around when the Resident Trooper program was implemented and maybe with the low population at that time this worked, but now it is obsolete.

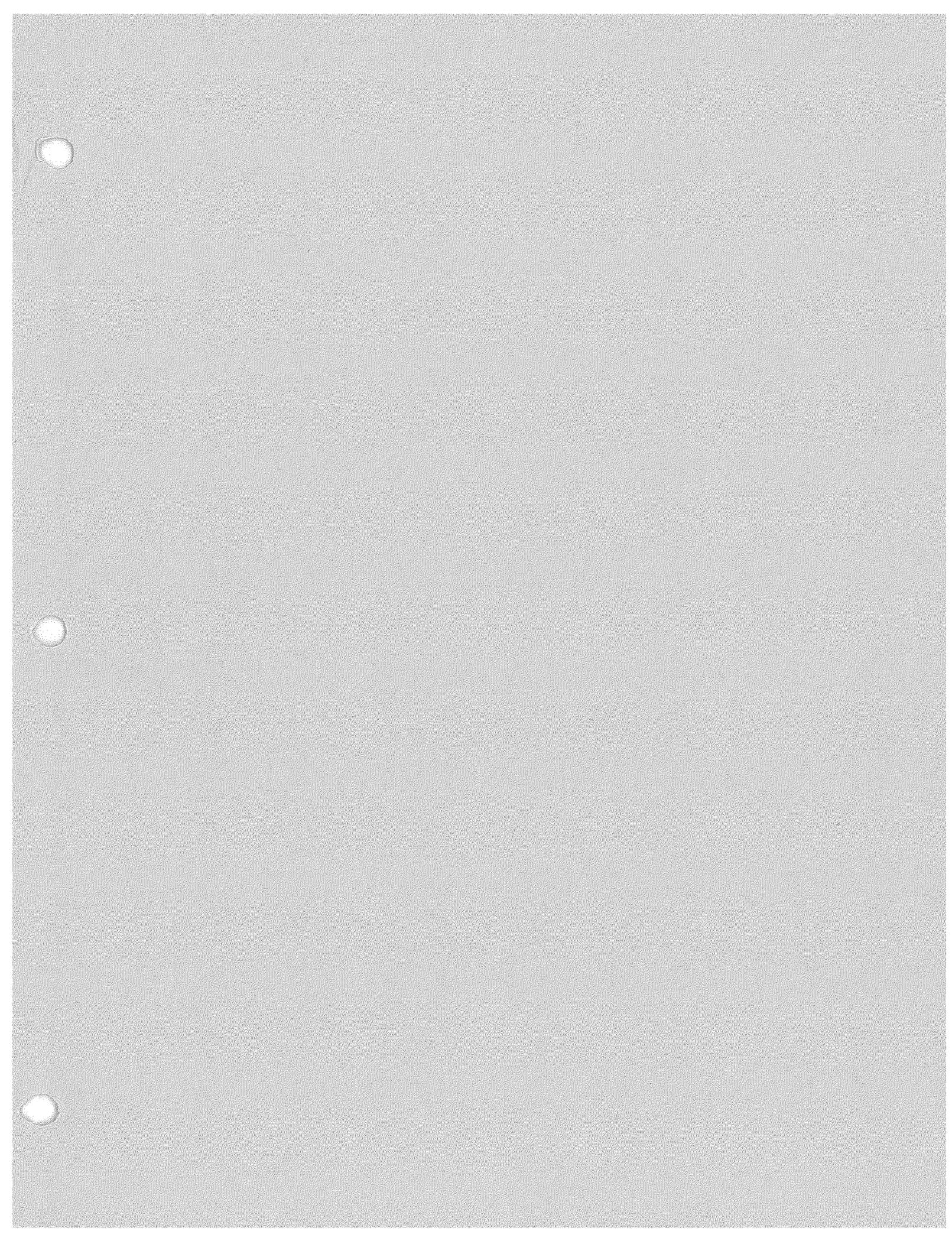
- 4) There is not one thing I could say I am pleased about. I have lived in Colchester all my life and I have seen it grow to the capacity that you can't even go to town without getting into a traffic jam. I would like to see a chain restaurant come to town, tired of pizza and fast food.
- 5) I used to enjoy living in Colchester, but with the new administration cutting everything in the budget to come in with a zero mill increase, our quality of living has decreased.
- 6) Nothing!!

Please provide any other comments:

- 1) These are trying times. Most household are making big sacrifices and cutbacks. Most citizens probably expect the same from our public officials.
- 2) Please consider addressing long-term maintenance needs. I would like to see a real effort given to discovering the real cost of our current budget with maintenance included.
- 3) These are difficult times. A new fire truck would be nice, but we can't afford it, nor can we afford a new truck. I'm sure we can get along just fine without both until times are better. Look around at the surrounding towns and compare their fire equipment to our. Ours is much better than most. Also if RHAM used our track until theirs was repaired, why can't we use theirs?
- 4) Regarding the fire truck, can we make do without it or will our safety be compromised? That is unclear in this survey. Safety should be a top priority. I think it comes down to; what do we really need versus what is nice to have. I absolutely do not want to see and increase in class sizes because that has been shown to have a negative impact on children's educational experience.
- 5) I would support increasing commercial/industrial/retail uses in the town to relieve the tax burden on homeowners. Also, I believe that the special education budgets and support must not be cut, or it will incur greater expenses down the road
- 6) Why can't we get competition in town for Stop and Shop? All those buildings went up and no one can afford to rent them. A super Wal-Mart in that spot would employ young and old and give them the competition they need. Why is all the land being sold for houses then burden the taxpayers for schools etc? What about a chain restaurant in an existing building? The Fire Company is out of control look at the Fire Chief's truck and all the equipment they already own. We need more? Taxes are out of control. There are many empty buildings lets use existing space we have. Be green. Why do the town maintenance men have 6 guys at a site and one working? Why are certain people and businesses in town treated better than the rest?
- 7) From the text it seemed that the fire truck was not fully functional. Certainly keeping our town safe must be the highest priority.
- 8) I do not support the purchase of a new fire truck in town, especially if the HS track is not resurfaced. That must be a priority. The sports fields at Bacon need attention to provide the services for the students so that they may be able to continue to practice and play and strive for scholarships.

- 9) I am strongly opposed to the purchase of a new truck. Every fire department in every town in the US wants the latest, shiniest truck. Every effort should be made to instead, to preserve fire department jobs.
- 10) I recall the fire department receiving a grant for \$250k or \$500k recently, why don't they use that towards a truck?
- 11) Now is not the time to buy a new fire truck; could we get by with a used one? I may want to buy a new car but do I really need one?
- 12) We do not need a new fire truck. I live in Westchester part of Colchester and rarely see any activity in the Rt. 149 station. The main station has more than enough state of the art and current equipment to give this town full and complete fire coverage. Even though the truck you are discussion is 27 years old, I do not believe that spending this money in these economic times is necessary.
- 13) The town is in need of updating the aging fire apparatus to ensure the safe and proper response for fire members and the people who need assistance in the event of an emergency. Knowing that it is a major cost to replace the aging equipment some consideration should be taken for these future events. Although the cost could be enormous, further postponing it is generating a greater cost for repairs; wasting useful tax dollars.
- 14) Does the fire dept really need another truck? Half of the individuals who volunteer at the department are in bad health or have disabilities that do not allow them to perform their jobs but they still get a tax break. Why not make them take mandatory physicals and testing by and outside source as terms of allowing them to participate on the force and keep their tax abatement. Also I have seen too many town trucks used on the weekends for personal use by town staff, why?
- 15) I feel that a zero mill increase was a mistake. Now the town is facing a deficit, which is impacting the quality of life in the town. In order to keep this town a good place to live, we the residents have to accept mill rate increases. I am concerned that on your survey above regarding town departments, Police and Fire departments listed. These departments shouldn't be viewed under public opinion they are necessary to the safety of all of us who live here. I hope and pray that these departments are not affected by the upcoming budget cuts.
- 16) Need to develop Capital purchase program for the Fire Dept funded through partial ambulance revenues.
- 17) Unfortunately the town has spent beyond its reasonable income for the 12 years I have lived here. Now you must reduce the size of our local gov.
- 18) Look at all the money CHFD has provided to you and you continue to overlook this. In order to keep all protected and cared for we need to put money back into CHFD to continue quality care. It could be saving you or your loved ones life.
- 19) First the federal government gave it to us, and it won't be long before our local government takes it to us.
- 20) We need more infrastructure. It costs me time and gas money just to keep my house stocked up on everyday things. I home-school my son because I could not find any real resources. As a matter of fact, we are trying to sell our house and move out of here. The best thing about this town is the Fire and Ambulance Dept. I would like to see a speed bump put up in front of my house, speed limit is 25 mph and cars and delivery trucks go by at 50+ mph on the wrong side of the road. I've been almost hit a number of times just standing in my driveway.

- 21) Too much tax burden put on homeowners. We get very little service for our tax dollars. We support education, but cost has to be in line with performance and with available tax dollars. Town and citizens can't spend money they don't have, unlike our Federal government.
- 22) I feel that Colchester's focus should be on commercial business development in order to develop a better tax base. I spend more money driving to other towns to grocery shop etc.
- 23) Pleased to see the separation of the Town and BOE budget. I feel there is a tremendously unfair burden placed on the Town side to make cuts and full accountability expected, yet at the same level of accountability never seems to be expected of the BOE budget. A blanket statement "It's for the children" seems to be sufficient. That doesn't cut it for me as a taxpayer when we have fire trucks constantly going out of service because they are so old that replacement parts are no longer made for them. What is the BOF's response going to be when the truck falls apart in the middle of the road when responding to a large fire and someone's home or business is lost? With the revenue that is generated by the FD annually, a line item could have been appropriated for Capital improvement and a small amount set aside each year for the last 5 years that would have made a sizeable down payment on one of the ailing vehicles by now. Instead we are now left in crisis mode, which will most likely lead to poor decisions when a bit of good planning when it was called for 5 years ago could have prevented today's crisis.
- 24) Fire truck. Is this for real? Didn't you just announce 15 teacher staff cuts at the school?



1. Is the Colchester-Hayward Fire Department?

	Response Percent	Response Count
All paid staff <input type="checkbox"/>	0.7%	2
All volunteer <input type="checkbox"/>	11.6%	34
A mixture of paid staff and volunteers <input checked="" type="checkbox"/>	87.7%	256
answered question		292
skipped question		2

2. What services do you think the fire department provides?

		Response Percent	Response Count
Fire Suppression		97.3%	283
Medical		96.2%	280
Fire Police		85.2%	248
HAZMAT		85.9%	250
Technical Rescue		83.2%	242
Fire Prevention		93.5%	272
Public Service		88.0%	256
Home inspections		54.6%	159
Fire/Carbon Monoxide Alarm Inspections		71.1%	207
Fire Hydrant Inspections		84.2%	245
	answered question		291
	skipped question		3

3. How many calls for service do you think the fire department responds to every year?

	Response Percent	Response Count
Less than 100 <input type="checkbox"/>	1.0%	3
Between 100 and 500 <input type="checkbox"/>	6.2%	18
Between 500 and 1000 <input type="checkbox"/>	15.8%	46
Between 1000 and 1500 <input type="checkbox"/>	21.6%	63
Between 1500 and 2000 <input type="checkbox"/>	31.8%	93
Greater than 2000 <input type="checkbox"/>	25.7%	75
answered question		292
skipped question		2

4. Are you aware that for critical medical issues, Colchester relies on a paramedic service responding from another town (Marlborough/Norwich)?

	Response Percent	Response Count
Yes <input type="checkbox"/>	72.4%	212
No <input type="checkbox"/>	27.6%	81
answered question		293
skipped question		1

5. Do you believe Colchester should make a significant investment in a 24/7 paramedic service and are you willing to pay for the expense?

	Response Percent	Response Count
Yes	33.7%	99
No	40.1%	118
Not Sure	26.2%	77
answered question		294
skipped question		0

6. In your opinion, what is the order of importance of the following services:

	First	Second	Third	Fourth	Fifth	Sixth	Seventh	N/A	Rating Average
Fire Suppression	62.6% (179)	26.6% (76)	5.6% (16)	2.8% (8)	1.0% (3)	0.7% (2)	0.7% (2)	0.0% (0)	1.58
Medical	43.7% (125)	43.4% (124)	3.1% (9)	4.5% (13)	1.4% (4)	1.0% (3)	2.4% (7)	0.3% (1)	1.89
Fire Police	6.1% (17)	7.5% (21)	19.0% (53)	13.6% (38)	17.9% (50)	15.8% (44)	16.8% (47)	3.2% (9)	4.49
HAZMAT	5.1% (14)	8.7% (24)	25.6% (71)	25.3% (70)	15.9% (44)	10.5% (29)	7.6% (21)	1.4% (4)	4.01
Technical Rescue	4.3% (12)	9.0% (25)	24.8% (69)	21.2% (59)	19.4% (54)	12.6% (35)	7.6% (21)	1.1% (3)	4.12
Fire Prevention	7.4% (21)	8.1% (23)	15.5% (44)	14.1% (40)	20.1% (57)	28.9% (82)	5.3% (15)	0.7% (2)	4.40
Public Service	3.2% (9)	6.8% (19)	4.3% (12)	10.3% (29)	12.8% (36)	18.1% (51)	42.7% (120)	1.8% (5)	5.53
answered question									
skipped question									

7. In regards to the following services, do you believe we should expand, reduce, or keep the same?

	Expand	Keep Same	Reduce	Not Sure	Response Count
Fire Suppression	28.3% (81)	60.1% (172)	2.4% (7)	9.1% (26)	286
Medical	45.1% (130)	42.0% (121)	3.5% (10)	9.4% (27)	288
Fire Police	7.1% (20)	62.9% (178)	16.3% (46)	13.8% (39)	283
HAZMAT	12.4% (35)	62.8% (177)	10.3% (29)	14.5% (41)	282
Technical Rescue	12.7% (36)	63.7% (181)	9.5% (27)	14.1% (40)	284
Fire Prevention	21.4% (61)	58.9% (168)	7.4% (21)	12.3% (35)	285
Public Service	13.1% (37)	64.0% (181)	10.2% (29)	12.7% (36)	283
				answered question	288
				skipped question	6

8. To increase/retain manpower, do you believe the Colchester Fire Department should provide more incentives for its volunteers and are you willing to pay for them?

	Response Percent	Response Count
Yes	44.5%	129
No	34.1%	99
Not Sure	21.4%	62
	answered question	290
	skipped question	4

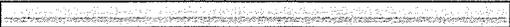
9. Do you believe Colchester needs an additional fire station at the intersection of Rt. 85 and Lake Hayward Road?

	Response Percent	Response Count
Yes	23.0%	67
No	51.2%	149
Not Sure	25.8%	75
answered question		291
skipped question		3

10. Which of the following services has your household used that are provided from the Colchester Fire Department?

	Response Percent	Response Count
Fire Suppression	9.7%	28
Medical Support	29.4%	85
Motor Vehicle Accident	11.4%	33
Other	11.4%	33
None	54.3%	157
answered question		289
skipped question		5

11. If you are interested in volunteering with the Colchester-Hayward Volunteer Fire Department, please leave your name and phone number below:

		Response Percent	Response Count
Name (First and Last)		100.0%	10
Phone (include area code)		80.0%	8
		answered question	10
		skipped question	284



CHVFD MEMBERS SURVEY

Revised April 6, 2009

We're in the process of developing a strategic business plan for the department. A significant part of the plan will involve creating ways in which our members can increase their service to the community. Key to this would be to first get a comprehensive understanding of the reasons our members are unable to respond. We believe that our volunteers perform this service because of their interest in community service and not for any monetary value. However we also understand that in today's world, the costs of volunteering may outweigh the direct benefit, especially for those with family commitments.

1. Please circle your age group.
 - a. 20 – 30
 - b. 31 – 40
 - c. 41 – 50
 - d. 51 – 60
 - e. 61 and over

2. Please circle the years of service to our department
 - a. 0 – 5 years
 - b. 5 – 10 years
 - c. 11 – 15 years
 - d. 16 – 25 years
 - e. 26 years and over

3. What District do you reside in?
 - a. Current Company 1 _____
 - b. Current Company 2 _____
 - c. Future Company 3 _____

4. Please circle your approximate responder points for the past year (fire & ems)
 - a. 0 – 50
 - b. 50 – 100
 - c. 101 – 200
 - d. 201 – and over

5. Please circle all of the state certifications that you possess
 - a. Firefighter I/II _____
 - b. Fire Officer I/II _____
 - c. MRT / EMT _____
 - d. Instructor I/II _____

6. Please rank in order of importance to you the following items;
 - a. Money _____
 - b. Work _____
 - c. Community service _____
 - d. Family care _____
 - e. Fire / EMS Training _____
 - f. Higher Education _____

CHVFD MEMBERS SURVEY

Revised April 6, 2009

7. When thinking about increasing your ability to respond to department needs, please prioritize in order of importance the contributing factors that prohibit you;

- a. Training requirements _____
- b. Costs to volunteer _____
- c. Economic challenges _____
- d. Family commitments _____
- e. Loss of interest _____
- f. Child care _____
- g. Internal politics _____
- h. External politics _____
- i. Nuisance alarms _____
- j. Non emergency EMS calls _____
- k. It's no longer interesting _____
- l. It's dangerous _____

8. Please rank in order of value to you, the importance of the current volunteer incentive program components;

- a. Fuel reimbursement _____
- b. Tax abatement _____
- c. Officer stipend _____
- d. Awards night _____
- e. Company picnic _____
- f. None of the Above are applicable to me _____

9. Do you currently receive any part of the incentive program? yes / no

10. Do the monetary costs associated with the following events detract you from participating in them? (yes / no)

- a. Awards night banquet _____
- b. Company picnic _____
- c. Attending training _____
- d. Responding to emergencies _____
- e. Company events _____

11. My volunteer commitment to the community is expected and not appreciated (True or False)

12. There is too much reliance on volunteers, we are over used. (yes / no)

13. Responding to the usual nuisance alarms and non emergency ambulance calls is a waste of my time and I do not respond until I hear it's a significant event. (True / false)

CHVFD MEMBERS SURVEY

Revised April 6, 2009

14. Is there a need for additional paid employees on; (yes / no)

- a. day shift _____
- b. evening shift _____
- c. graveyard shift _____

15. If the department were able to keep its ambulance revenue rather than the town and use it to fund new equipment, facilities and retention programs, would you increase your availability? (yes / no)

16. Please complete the following; "I would spend more time at and involve myself more with fire departments activities if:

17. What changes could be made to increase your Department / Company participation.

- a. Fire Duty Shifts (i.e. You can plan when you are expected to respond? _____
- b. More / Better Benefits? _____
- c. More Family orientated activities _____
- d. Other Briefly explain _____

18. When compared to town employees, do you feel it's fair that you pay dues to perform community service and be required to achieve specified levels of training without compensation?(Yes / No)

19. Do You pay Colchester Property Taxes on a Home (Yes / No)

20. Do You pay Colchester Property Taxes on a Motor Vehicle (Yes / No)

21. My time is important to me, it is spent on;
(rank in order of importance 1-10)

- a. Child rearing (sports / school work) _____
- b. Second job _____
- c. Child care while spouse works _____
- d. Fostering my education _____
- e. Another hobby _____
- f. Caring for aging family member _____
- g. Other (dating, church etc) _____

CHVFD MEMBERS SURVEY

Revised April 6, 2009

22. If we were able to revise the volunteer incentive program with the suggestions below, please prioritize in order of importance those items that would increase your participation at company events, emergencies and training.

(1-very likely, 2-likely, 3-no opinion, 4-unlikely)

- a. Free and unlimited personal access to the landfill _____
- b. Free dress / work uniform's _____
- c. Dormitory privileges _____
- d. Child care _____
- e. Free banquet / company picnic _____
- f. Elimination of company sponsored fund raising _____
- g. Health insurance benefits _____
- h. 100% reduction in town tax _____
- i. Pay per call _____
- j. Higher fuel reimbursement _____
- k. Retirement program _____
- l. Elimination of pay to play costs at town facilities _____
- m. Reduced water / sewer costs _____
- n. Free Class "A" Members Uniform _____
- o. Other Please elaborate _____

23. Given the power to change one thing that would enable you to increase your level of response and community support, what would it be?

24. Would you be able to commit more time If you had a scheduled Duty Shift?
(Yes / No)

25. Please indicate any additional issues and or suggestions that you would like to offer to increase attendance for the department.

Can we contact you if we have a clarification issue **(OPTIONAL FFID)** _____

Strengths

What we do Good!

Public Reputation	
	Community support Vocal and Financial Political Support Town Hall Support Regional Support Respect for our History Our History Open House Parade unit Mitigation of Emergencies Mutual Aid System Great support team for all Good relationship with CSP & PD Fire Company & Dept Head Support Mutual Aid support Community support 1 st Selectmen Ladies Auxiliary Good Dept. reputation Community involvement Good relationship w/ area dept. Fantastic Community support 90%+ Look @ favorably by the community Community support
Personnel	
	EMS Fire Police Cadets Expertise of Paid Staff Team work on scene for Fire Police Diverse Talents Brotherhood Experience Great Volunteers Diversity Collectively a good group of people Dedication Volunteers that still have interest in take on all aspects of emergencies Reputation Brotherhood – Sisterhood (most often) Customer Service Good Officer Support Still have 25+ year members that still care enough to make

Strengths

What we do Good!

	<p>contributions. Good relationships w / Bro's and Sis People work well together on tough calls / Joint ventures Paid Staff Good Ladies Auxxiliary Many willing to mentor People (Members) care about each other even if not always apparent Strong "Ladies" Auxiliary</p>	
Training		
	<p>Available training Training Training Training Good Training opportunities Training Good Training\ Matrix Training Good Training Training – High Standards – Process to achieve Training</p>	
Management		
	<p>Handling Calls Traffic Management Monthly Meeting Meals We work better in crisis (During) SOP's Tactical level Financially sound Fire Company Treasury Ambulance Duty requirement Good leadership Members well supplied with equipment Well organized because I have seen fire Dept's in NY State where one hand does not know what the other is doing SOP Program Divisions that work together Well Managed and Well disciplined</p>	
Equipment etc.		
	<p>Decent but aging equipment (outside of Apparatus) Number of Apparatus Equipment\ Well equipped as any City Dept. Quality of PPE</p>	

Weakness's

Shortfalls!

Facilities		
	Bunkroom Too much clutter throughout the building Need additional Stations Facility Issues Space Not enough space for all our apparatus	
Communications		
	Project secrets Back stabling The way some people talk Gripes w/o Solutions Communications Poor Communication Personalities sometimes get in way of our purpose Rumors Communications within division Gossip Not enough communications from top down Too much paperwork Too Much info posted in too many places. Communications between ourselves within the dept. Some core issues repeatedly identified – solutions proposed – but not implemented / sustained Thus frustration.	
Equipment / Resources		
	Equipment frequently OOS Aging Equipment Equipment Issues Old Apparatus Replacing Vehicles Vehicle Issues	
Staffing		
	EMS crew Fullfillment Dept. is not taking advantage of all EMS certified personnel Good old boy network No Mentor program for new members Late night call response Lack of interest from members in Strategic Plan Willingness to take on responsibilities Recruitment Members not active on ambulance duty schedule Staffing	

Weakness's

Shortfalls!

	Decreasing number of active members Wellness & Health program Cliques Volunteer EMS response times Lack of younger members Staffing overall – Not enough FF's / EMT's to do job properly Helping new members adjust Company Support Leadership Poor recruiting Manpower issues Disregard for the chain of command Respect for family time Older membership Have not actively persued a pension program for R&R Communications Issues Administrative issues Cohesion issues Mentoring new members esp. EMT's	
<p>\$\$</p>		
	Budget Limits of Budget Budget Support / Financials	
<p>Training</p>		
	Need more Formal driver training Training program does not produce proficiency Need Stronger Structure / System for training / grooming Future Chief Officers Quality of Training Members not familiar with equipment on apparatus No Qualification program for officers	

Opportunity's

Budget	
	Get / have control over ambulance revenue Secure Capital improvement fund. CIP for Fire dept. Only 2 or 3 Working Fire Police truck Bus for travel to Company functions / Parades Replacement of Older apparatus Retirement Plan Funding for members to motivate call participation.
Infrastructure	
	New Coffee maker Company 3 Fire Station Training facility at Schuster Park Newer & more functional Apparatus Co#3 Storage & Party building at Schuster Park Land Build our own training facility at Schuster Park Training Grounds New Fire House More Apparatus Tower-Heavy Rescue-Engine Tank Another Station More Hydrants
Staffing	
	Mentor Program Duty Officer Program. Need to recruit for members. More Staff on Call. Associate members to take on the burden of support functions (i.e Fund raising , Admin Task). EMS chief Install New volunteer retention initiatives that are aimed at younger members. More Paid staff More Career Staff Pay EMS Crews Encourage In-station volunteer coverage.
Training	
	Train and advance younger members up the ranks. Training courses for improvement (i.e. Instructor course)

Opportunity's

Communications		
	<p>More paperwork requirements EMS = increased time to get back in service.</p> <p>Networking</p> <p>Contract with Nursing homes regarding response to their facilities.</p> <p>Public Relations</p> <p>Political Partnership</p> <p>Public perception</p> <p>Dept. should have more ongoing P.R. projects outside of fire prevention week.</p> <p>Public relations</p> <p>Public Relations "Let the world know what we do."</p>	

Threats

!

Budget	
	No Capital Improvement fund. Not comprehending the scope of the current financial crisis. CIP Current budgetary constraints sub-optimal equipment apparatus. Budget \$ Better town funding & support Replacing Equipment.
Training	
	Mentoring Training Officers Training FF's Training EMT's Mentoring New Members
Staff	
	Lack of retention Promotion by Merit Lack of recruitment Need to replace older generation w/ new volunteers / career staff. Retaining (Officers, FF's EMT's) Recruitment Frustration / Lower Morale, attrition of membership Figure out volunteer retention, loose more people Burnout Retention of members Member retention Morale of personnel Paying for shift coverage Loss of Members Career Staff Takeover (End of volunteers) Get more FF's to respond, or we may injure those who do. Threat of traditions will next generation really care if we have a hand pumper or 1934 Federal? EMS Staffing Incentives for members EMS Crews More Members Need Officers w/ time to fulfill duties (Maybe Paid) More social activities for members Need to increase active members to reduce strain on current members.

Threats

Communication		
	Misinformation floating around town. Ourselves – Too many cliques / self exclusive groups. IAFF's agenda Members who think they know how to do something. Members who think they know more than they do.	
Equipment		
	A Crash Apparatus not available when needed due to maintance problems. Equipment failure Truck replacement. Newer Equipment.	
Service		
	Increased potential for injuries Lack of Progress Loss of public support Lock of community involvement Currant world conditions Terrorizm etc Dangerous world we are living in today. Negative behavior of member (personal / driving etc) in community could reflect badly on CHFD. Pt death due to delay in EMS response. Response time too long to a Fire or EMS call.	

COLCHESTER FIRE

Strategic Plan

	A	B	C	D	E
1	ID Number	Category	Issue	Reference standard	recommendations
2					
3		Administration			
4	09-001		Duplication of service's exist		Transfer Fire Prevention program, Fire Marshal and Emergency Management oversight from the Building Inspector to the Fire Chief
5	09-002		The EMS Captains position is inadequate for the responsibilities		Create a Deputy Commanders position that has direct reporting authority to the Fire Chief.
6	09-003		Officer responsibilities		Job descriptions should be implemented for all officer positions identifying the responsibilities, deliverables and training levels for the position
7	09-004		The organization chart should be reorganized to provide more direct responsibility		All elected and appointed positions should be included
8	09-005		There are too many Lieutenant positions		Eliminate the Forestry 128, Utility128, Service 228 & 328, Squad 128, Fire Police, Gator, Boat Lieutenants
9	09-007		A training Chief level officer should be identified		A Training Chief position should be created with direct responsibility for all department training and safety
10	09-008		Fire Officer reimbursements		The purpose should be clearly defined with stated expectations and deliverables
11	09-009		Senior level oversight should be created		A governing board should be created whose purpose is to provide leadership and guidance
12	09-010		Ambulance revenue		Volunteers should receive 100% of ambulance revenues

COLCHESTER FIRE

Strategic Plan

	A	B	C	D	E
13	09-011		Point system utilization		Should be reconsidered to allow for non traditional methods of crediting members services including mentoring
14		Community development			
15	09-016		Access to Commercial building's after hours		Create a Knox Box ordinance
16	09-017		Traffic congestion at controlled intersections		All traffic lights within the community should have traffic pre-emption installed
17	09-018		Residential construction in rural areas		A residential sprinkler ordinance should be created for properties greater than 500' from the street.
18	09-019		Water supply availability		Cisterns and dry hydrants should be identified , identified and maintained
19					
20	09-022	Staffing			
21	09-023		There is a commendable blend of maturity within the organization.		Create mentor program that encourages senior members to remain active while training younger members
22	09-024		Duties and responsibilities of personnel should be defined		Job description and standards for personnel
23	09-026		With the communities reliance on volunteers, a program should be created to stabilize personnel		Create recruitment & retention program
24	09-027		Staff should be protected from legal actions from service recipients		An Errors & omissions ordinance should be created
25	09-028		Selection of Chief Officers		Chief should appoint 1st level Chief Officers

COLCHESTER FIRE

Strategic Plan

	A	B	C	D	E
26	09-029		Selection of Line Officers		Chief Officers should appoint Company Officers based on training certifications.
27	09-030		The department lacks a succession plan		Develop a career path for members to rise within the organization
28	09-031		Career development		Have the career firefighters participate in the fire prevention and inspection program
29	09-034	Apparatus reliability			
30	09-035		Apparatus repair is inadequate		3rd party maintenance provider should be considered
31	09-036		Apparatus is kept in service beyond its functional life		An apparatus replacement program should be created
32	09-037		Apparatus preventative maintenance is inadequate		An apparatus maintenance program should be created
33	09-041	Training			
34	09-042		training should support the job description		Create standards
35	09-043		too many training requirements		streamline the training expectations for members
36	09-044		Define training program		A regulatory supported training program should be created that fosters professional development for members at all levels
37	09-047	Facilities			
38	09-048		Dormitory facilities are inadequate		Dormitories for both stations should be created
39	09-049		Business park fire protection		As development takes place a fire station should be included
40	09-052	Technology			

COLCHESTER FIRE

Strategic Plan

	A	B	C	D	E
41	09-053		Tracking of member attendance		Use computers and bar codes to track volunteer service
42	09-054		Abundance of training requirements		Utilize department web site for members to access from home for cognitive training
43	09-055		Improve pre fire planning		Utilize Cad zone / fire zone computer program
44			Inavailability of reports		Reports should be made available for all aspects of department operations
45	09-057	Emergency Management			
46	09-058		Training of community leaders		EM training should be provided to all CADRE members and select government leaders
47	09-059				There should be an annual town wide training exercise
48	09-060				Table top training exercises should be held with all departments
49	09-063	Regionalization			
50	09-065		The department can take the lead in regionalization to eliminate redundancy and improve capabilities		specialized rescue functions
51			Station locations are geographically incorrect		Automatic aid assignments should be created
52	09-068	EMS			
53	09-070		Additional funding can be obtained from the EMS program		Initiate a Paramedic program
54	09-071				Assume responsibility for billing
55	09-072	Retention activities			

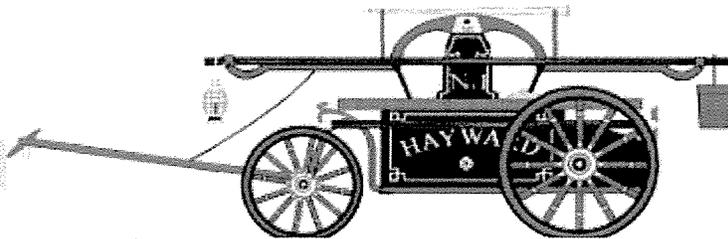
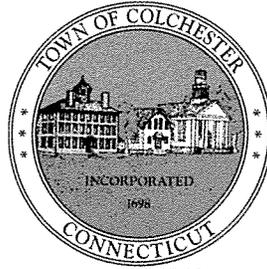
COLCHESTER FIRE

Strategic Plan

	A	B	C	D	E
56	09-074		Activities to attract and retain members should be held		Firefighters muster
57	09-075				Firefighters combat challenge
58	09-076				Firefighters apparatus rodeo
59					
60					
61					
62					
63					

	Bunk room	Free banquet & picnic	uniforms	no pay to play	fuel off set	tax abatement	Landfill access	Retirement program	water / sewer costs	Health Insurance	Pay per call
0 - 100											
100 - 200											
200 - 300											
400 - 500											
Fully qualified Firefighter							Firefighter II, EMT, Haz Mat Operational				
Fully qualified Instructor							Firefighter plus Instructor II				
Fully qualified line officer							Firefighter, Instructor I, Fire Officer II				
Fully qualified Chief Officer							Line Officer plus Fire Officer III				
Fire Chief							Chief Officer plus Fire Officer IV				

Colchester-Hayward Fire Department



Strategic Plan

- I. Introduction
 - Background
 - Daily Operations
 - Grant Opportunity
- II. Executive Summary
 - Call Volume
- III. Baseline Assessment
 - a. Services
 - b. Staffing
 - Recruitment and Retention
 - Advancement Opportunities
 - Training
 - Compensation
 - c. Infrastructure
 - Facilities
 - Vehicle/Apparatus
 - Information Technology
 - Equipment
- IV. Objectives/Goals

I. Introduction

The Colchester-Hayward Fire Department (CHFD) has been at the forefront of protecting the citizens of Colchester for decades. Many changes have occurred over the years including new apparatus, facilities, and the addition of paid career staff.

Colchester realizes the unique partnership that exists in the CHFD between the Colchester-Hayward Fire Company, paid staff, and volunteers that enable the citizens to enjoy fire prevention, fire suppression, medical, and other emergency services.

We also recognize that it is becoming difficult to sustain what has developed over the years. There is a heavy financial cost associated with all the emergency equipment and apparatus. The time commitment for volunteers has increased substantially.

The purpose of this strategic plan is to assess where we stand today as a department and what we need to accomplish to put ourselves on a path of sustainability.

This plan is the culmination of months of work and input from various parties and is intended to be a living document.

Circumstances change over time and we need to modify this plan regularly to ensure we are working towards and achieving the correct objectives.



Background

We have continuously served the community of Colchester CT since 1854, with a population now approaching 17,000 residents.

Our 48 square mile response area contains a major state highway which is traveled day and night with traffic coming to and from the Connecticut Casinos [Foxwoods and Mohegan Sun]. While we get no direct benefit from these casinos, they have added a noticeable burden on our department through increased calls. There are currently two long-term care facilities and numerous senior housing developments located in Colchester.

As our membership has fewer discretionary hours to volunteer it becomes increasingly difficult to staff the ever increasing call volume and attend mandatory training.

We respond to automatic and mutual aid request from a regional dispatch center Colchester Emergency Communications (KX).

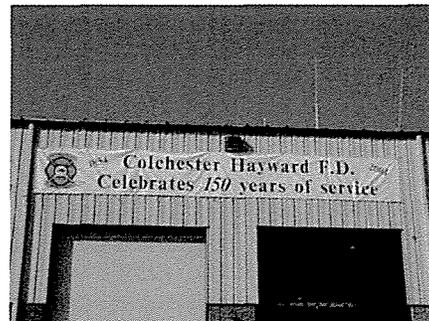
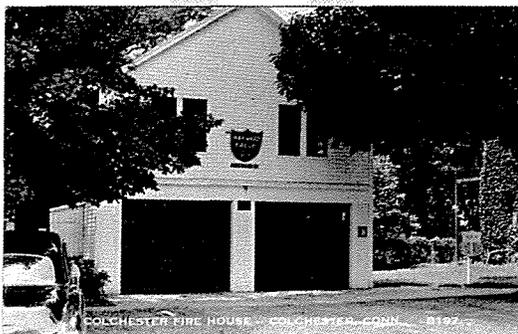
KX has been a regional dispatch center for over thirty-five years and we rely on their local knowledge and excellent customer service.

In 2011, the Colchester Hayward FD responded to 1967 emergency calls, our highest call volume to date. This equates to over 22,000 emergency response and training man-hours.

We are a fire-based EMS¹ provider to the community we serve.

Currently, sixty percent of our total call volume is responding to emergency medical requests.

The CHFD is an ISO² Class 4 Fire Department.



¹ Emergency Medical Service

² Insurance Service Offices

Daily Operations

Safety is our #1 priority, whether it's training, tactics, or decision making on equipment and apparatus. "Everyone Goes Home"



Every year we struggle to ensure that we properly train our personnel to deal with potential life threatening situations. Our training requirements are designed to meet all the applicable NFPA³, OSHA⁴ and NIOSH⁵ guiding principles.

This has become an ever increasing burden for volunteers who have to demonstrate their proficiency on a yearly basis in order for the department to stay compliant with State and Federal Guidelines.

According to NFPA 1720⁶, we take great effort to meet the minimum criteria addressing volunteer fire suppression operations, emergency medical services, and special operations delivery in protecting the residents of our 48 square mile community.

We take this responsibility very seriously in order to protect our community and membership from harm and liability. It has however taken a toll on volunteerism since we are increasingly asking for more time dedicated to training while the incentives to do this have been quite stagnate. We are also required to train in broader areas, offering services in both hazardous materials, technical rescue and terrorist response.

While everyone recognizes the need for the fire service to step up to these roles, they are not centered on the reasons why volunteers initially come in the first place- *to help and give back to their community.*

³ National Fire Protection Association

⁴ Occupational Safety & Health Administration

⁵ National Institute of Occupational Safety & Health

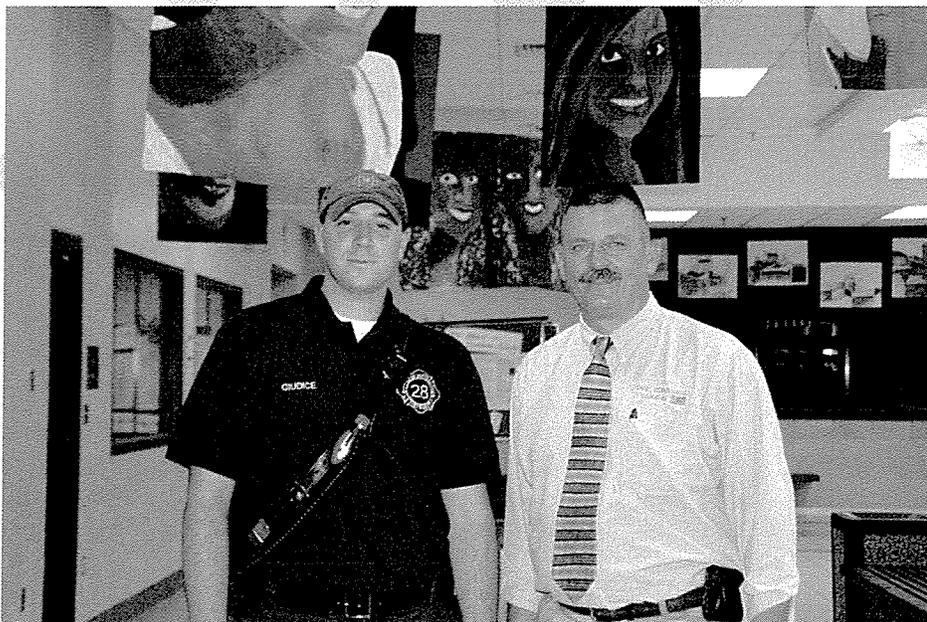
⁶ Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.

Motivating volunteers to obtain and maintain their emergency response skills has been difficult due to the fact that many of our members have families and are faced with the choice of taking time off from work with no pay, in addition to working part time to earn income.

The CHFD is not alone in its struggle to recruit and retain volunteer members, as a nation volunteerism is in decline.

The IAFC⁷, through VCOS⁸, offers the following reports:

- A Call For Action The Blue Ribbon Report
Preserving and Improving the Future of the Volunteer Fire Service
- Managing the Business of the Fire Dept. The White Ribbon Report
Keeping the Lights On, the Trucks Running an the Volunteers Responding
- Leading the Transition in Volunteer and Combination Fire Dept.'s
The Red Ribbon Report *Lighting the Path of Evolution*



Officer Training with BC John Salka FDNY

⁷ International Association of Fire Chiefs

⁸ Volunteer Combination Officer Section

The CHFD operates on a line item municipal budget for its fiscal year which runs from July 1 to June 30. Our current operating budget is over one million dollars⁹ which encompasses two fire stations and CEC¹⁰ KX Dispatch.

There is a capital improvement plan but it is very difficult to support financially as it is often cut for budgetary reasons.

The CHFD incorporated basic life support ambulance transport into its operations in 1994. Patients are billed through insurance and Medicaid.

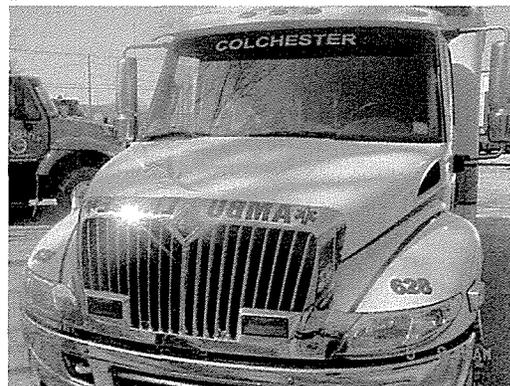
We provide a bundle billing service for paramedic responses. We have an Administrative Assistant whose primary function is to oversee EMS billing and we contract with a billing service company to assist in our revenue collection.

The transport rate fee is set by the State of Ct DPH¹¹.

We have a revenue collection philosophy based on a patient's ability to pay- if financially unable, it becomes a write off.

All revenues from BLS¹² transports go to the town's general fund. The revenue has steadily grown over the past decade.

Our current projected income from ambulance transport is \$475,000¹³.



⁹ Fiscal Year 2013 \$1,089,960

¹⁰ Colchester Emergency Communications (regional dispatch center)

¹¹ Department of Public Health / 2012 allowable rate for BLS transport \$547

¹² Basic Life Support

¹³ \$475,000 is reflected in the town budget under charges for service/ ambulance fees

Grant Opportunity

The CHFD has sought federal grant opportunities since 2002. We have continued this philosophy of seeking funding to help relieve the budgetary burden of providing emergency services to the community.

There are three main categories of federal grant funding that we have pursued:

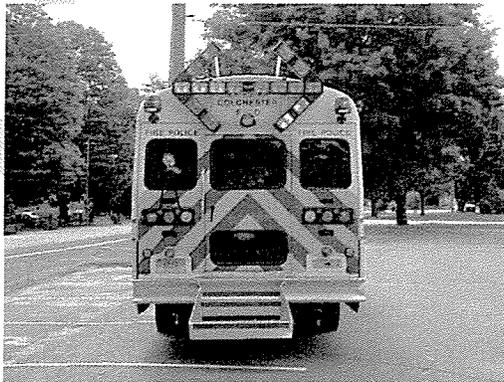
1. AFG Assistance to Firefighting Grants
 - Equipment
 - Vehicle Acquisition
2. SAFER Staffing for Adequate Fire & Emergency Response
 - Hire full-time and part-time
 - Volunteer Recruitment and Retention
 - Cadet Program
3. FP&S Fire Prevention and Safety
 - Public Safety Education Programs

We were fortunate to have been awarded the following:

- Station Sprinkler System
- Self-Contained Breathing Apparatus
- Filling Station for SCBA air bottles
- Diesel Exhaust Removal System
- SAFER Hire Program
- SAFER Volunteer Recruitment & Retention Program

The CHFD also submitted a grant from the Firemen's Fund Insurance.

- Vehicle Acquisition
- IT Equipment



CHFD Fire Police Traffic Safety Vehicle

II. Executive Summary

The Colchester Hayward Fire Department has been in existence for 158 years providing emergency response to the citizens of this community. I am proud to be part of this great organization that has put together its first strategic plan.

The Town of Colchester is located 30 miles southeast of Hartford, Connecticut, off of limited access Route 2 in New London County. Colchester Fire & EMS is a combination volunteer / career department serving forty-eight (48) square miles with a population of 16,700.

Fire suppression, technical rescue and EMS service is provided from two fire stations with eleven apparatus utilizing 106 Volunteers and 8 career staff. The Colchester Fire Department also upholds automatic mutual aid agreements with six (6) surrounding communities serving three other counties, adding an additional ninety three (93) square miles of response area.

The department is an active participant in the *Statewide Fire Service Disaster Response Plan*¹⁴ and due to our unique location provides Taskforce and Strike Team response for both New London and Hartford Counties. The department responded to 1,967 calls for service in 2011, to-date the largest call volume.

It has taken several years of commitment from the stake holders to discuss, examine and to lay-out a pathway to follow into the future.

I would like to take this opportunity to thank all who have devoted their time in putting together this document.

This strategic plan is a diverse and dynamic plan that must be able to adapt and change if needed over time.

We have faced many challenges over the lifespan of the fire department.

We have evolved from a fire brigade to where we stand now as an ISO Class 4 combination fire department predominately volunteer.

¹⁴ The CT Fire Chiefs Association in cooperation with the commission on Fire Prevention and Control created the SFSDRP to provide for the systematic mobilization, deployment, organization, and management of fire resources throughout the state, region and nation in assisting local agencies in remediation of the effects of a disaster.

The increase of emergency calls and required training has steadily increased over the last two decades putting a strain on the system.

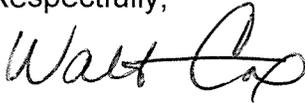
But with the support of the community, town government and the members of this organization, I am sure we can meet the challenge.

There are many parts to a strategic plan but each is just as important as the other.

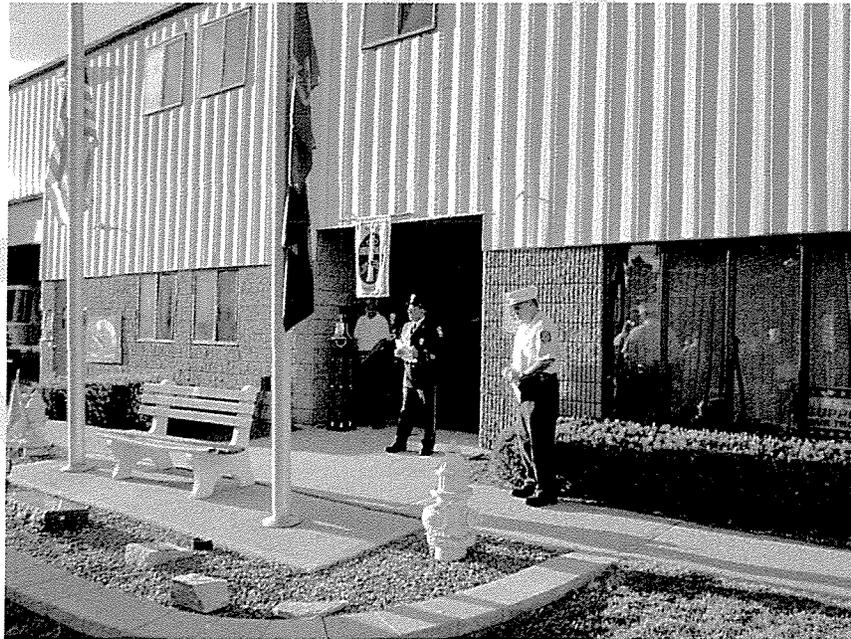
Staffing, facilities, apparatus, equipment and information technology are just a few of the key components.

All of these components must be supported and funded to remain sustainable.

Respectfully,



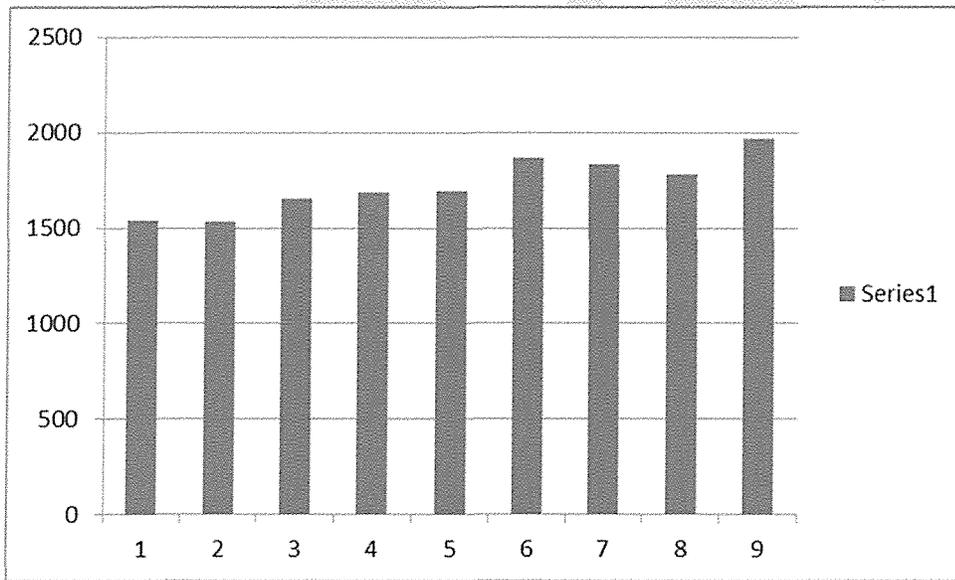
Chief Walt Cox



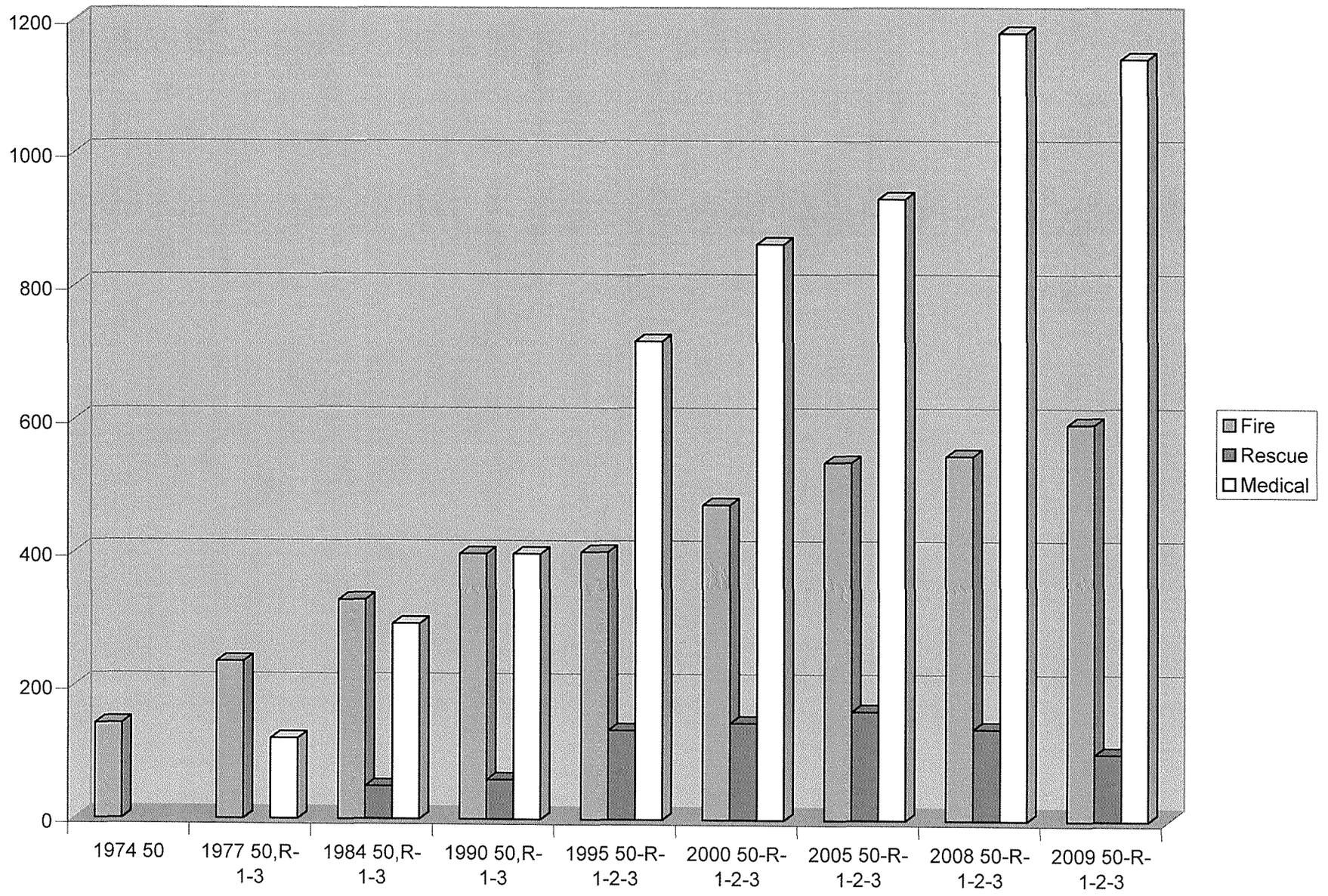
Call Volume

#	Year	Total
1	2003	1537
2	2004	1532
3	2005	1651
4	2006	1684
5	2007	1693
6	2008	1865
7	2009	1834
8	2010	1779
9	2011	1967

Highest call volume to date



CHFD Call Volume 2003-2011



Yr+Svc	Fire	Rescue	Medical	Responses	Emgncy manHrs	Structures	Chimney	Brush	Vehicle	Alarms	Haz-Mat
1973 50	115			115	3,192	22		12		17	6
1974 50	143			143							
1975 50	172			172							
1976 50	215			211	4,726	9	15	39	31	37	
1977 50,R-1-3	236		121	357							
1978 50,R-1-3	286		194	480							
1979 50,R-1-3	278		214	492	4,753	10	27	38	19	42	12
1980 50,R-1-3	196	67	274	537	3,257	14	28	28	24	59	8
1981 50,R-1-3	290	68	265	623	4,302	26		28	24		
1982 50,R-1-3	268	61	298	627	8,313	26	24	68	21	44	
1983 50,R-1-3	246	57	300	603	4,219	18	34	19	26	42	5
1984 50,R-1-3	329	49	293	671	7084						
1985 50,R-1-3	368		364	732	6123						
1986 50,R-1-3	385	81	348	814	6,125	10	16	29	29	113	16
1987 50,R-1-3	344	79	379	806	4,722	15	8	26	36	137	31
1988 50,R-1-3	N/A	N/A	N/A	N/A							
1989 50,R-1-3	N/A	N/A	N/A	N/A							
1990 50,R-1-3	398	59	398	855		11		30	29	154	16
1991 50,R-1-3	422	88	416	926	12,739	17	12	25	27	201	21
1992 50,R-1-3	452	66	423	941					9	193	
1993 50,R-1-3	362	107	485	1022	10595	12	15	17	33	195	7
1994 50-R-1-2-3	474	108	701	1283	15192	17	12	25	27	155	21
1995 50-R-1-2-3	401	134	717	1252	12444	11	4	34	27	136	40
1996 50-R-1-2-3	372	127	731	1230	15601	11	7	9	20	158	44
1997 50-R-1-2-3	441	137	776	1354	15498	6	5	42	29	115	61
1998 50-R-1-2-3	368	131	846	1345	11502	2	6	11	22	149	44
1999 50-R-1-2-3	515	114	848	1477	11726	9	5	19	32	138	54
2000 50-R-1-2-3	472	145	863	1480	17649	17	7	21	43	123	13
2001 50-R-1-2-3	458	177	965	1600	27604	8	14	30	30	231	28
2002 50-R-1-2-3	417	154	909	1480	25189	10	9	16	16	167	28
2003 50-R-1-2-3	444	175	908	1527	20224	5	1	13	18	160	56
2004 50-R-1-2-3	510	148	879	1537	23608	6	4	14	14	193	35
2005 50-R-1-2-3	536	163	931	1630	22811	8	10	21	26	193	40
2006 50-R-1-2-3	562	151	972	1685	22046	8	4	27	15	221	29
2007 50-R-1-2-3	558	145	984	1687	20938	5	7	14	16	202	49
2008 50-R-1-2-3	546	137	1180	1863	23643	6	7	21	15	202	35
2009 50-R-1-2-3	594	100	1141	1835	20639	9	5	25	16	202	50
2010 50-R-1-2-3	523	197	1059	1,779	14,215	31	6	18	7	117	61

III. Baseline Assessment

a. Services

Fire Suppression

Class A, B, and C fire suppression services are all provided by the department.

Hazmat

Basic Hazmat services are provided. The services are limited to basic containment and scene stabilization until the proper authorities/agencies can stabilize and mitigate the release.

Technical Rescue

Extrication, ice/water, rope rescue, confined space, and trench rescue services are provided.

Medical

First responder services are provided. Emergency transport services are provided at the BLS level. ALS services are provided by outside agencies.

Fire Prevention

The department has deputy fire marshals and safety officer(s). The education and safety services provided by the department are limited.

Public Service

The department routinely responds to non-emergency calls such as flooded basements. Although not the primary role of the department, they have the tools and the manpower to deal with most situations.

Fire Police Operations

Fire police operations are provided by the department for the purposes of traffic and crowd control.

b. Staffing

The current staffing includes paid staff and volunteers (over 100) with the following certifications:

- FF I Firefighter Level One
- FF II Firefighter Level Two
- EMT Emergency Medical Technician
- EMR Emergency Medical Responder¹⁵
- FPO Fire Police Officer

These certification levels are baseline requirements for membership.

Many other certifications are held by members which include instructor, officer, rescue, hazmat, safety etc.

The demographics of our rural community of 48 square miles puts the town at 330 people per square mile. Current staffing at our optimum response level during normal daily operations is one career chief officer and four full-time career personnel. We were fortunate to receive a federal grant SAFER¹⁶ to supplement our existent staffing with two full-time and two part-time personnel

National Fire Protection Association 1720 standard

To meet this standard we need staffing of six firefighters on scene in fourteen minutes eighty percent of the time of a working structural fire.

Not knowing if the additional volunteers are available to respond is becoming an unacceptable risk, especially if we are to follow the OSHA 1910.134 *two-in, two-out rule* concerning an immediate danger to life and health.

¹⁵ Eight (8) members of our Cadet Department were recently certified as EMRs (2012)

¹⁶ Staffing for Adequate Fire and Emergency Response

Recruitment and Retention

The Colchester Hayward Fire Department has quarterly recruitment drives annually -February, May, August and November.

The fire department conducts four recruitment programs each year to maintain necessary emergency response capabilities. Volunteer recruits choose between certification as a firefighter, emergency medical technician or fire police.

We have a Cadet Department of 14 to 17 year old young men and women who often move on to our senior department as emergency responders.



Cadet Graduation at Ct Fire Academy

Currently, we have updated our webpage www.colchesterfd.com , started a Facebook and Twitter access. We have also created signage to promote volunteering.

We are involved with the CFA¹⁷ 1-800-Fireline state recruitment program.

Volunteers are provided equipment, training, fuel remuneration, and tax incentives in order to help with recruitment and retention.

Officers receive stipends as well.

¹⁷ Connecticut Fire Academy

Advancement Opportunities

Members are able to attend training in order to advance their career/standing.

All members have the opportunity to increase in rank provided they have the skills to do so.

Training

The department provides regular training opportunities for members. Training facilities have been added to Schuster Park to accommodate members who do not have the time to travel away from town for training.



Early Stage of Burn Building Construction

We train to NFPA Standards and follow OSHA regulations.

In 2011, the CHFD provided 217 classroom training sessions
(cognitive and psycho- motor skill)

– a total of 1,156.5 classroom hours to its members.

Total membership training man-hours = 7,182

Compensation

Volunteers are compensated with fuel remuneration and tax relief.

Fuel Comp

Based on point totals (point system), volunteers can accumulate points according to emergency response.

Current Fuel Remuneration budget line item¹⁸ is \$52,500

Tax Relief

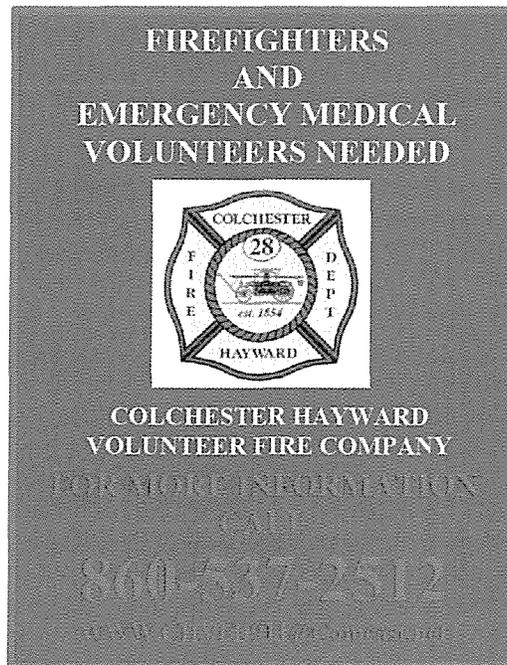
Based on minimum 125 to 174 points - \$500

Maximum 175 + points - \$1000

Volunteers must own real estate or motor vehicle property in the Town of Colchester¹⁹

Officers receive stipends depending on their rank.

Paid staff receives salary, benefits, and the same incentives that volunteers receive as outlined in their collective bargaining agreement.



¹⁸ Fiscal Year 2013

¹⁹ Town Charter

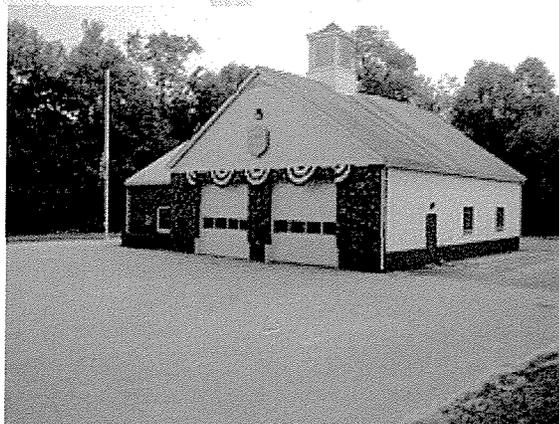
c. Infrastructure

Facilities

The department has two main facilities. Company One is the department headquarters and houses the majority of equipment and apparatus including three engines, one ladder, one tanker, one heavy rescue, two ambulances, other utility/service vehicles, and equipment.



Company Two in Westchester houses one engine, one hose tender, and one service vehicle.



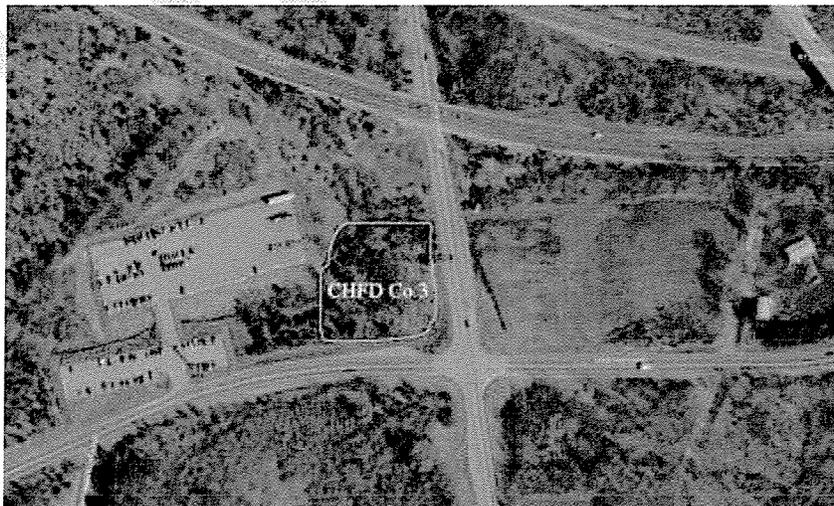
The fire company owns Schuster Park which has a training facility consisting of :

- Class A Burn Building
- Flashover Simulator
- Propane Fire Props
- Motor Vehicle Extrication Pads



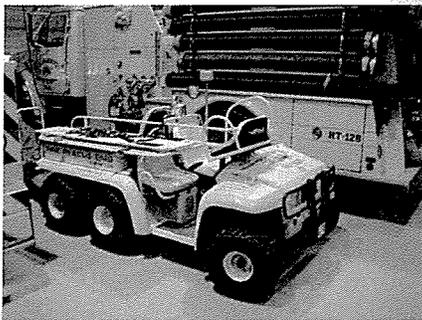
Opening Ceremony May 2011

Company Three does not exist, but is proposed at the intersection of Rt. 85 and Lake Hayward Rd.



Vehicles/Apparatus

- Two ambulances
- Two service vehicles (medical response/ fire suppression)
- One utility
- Four engine tanks
- One ladder
- One heavy rescue
- One tanker
- One hose tender
- One fire police traffic control
- One Command vehicle (Chief's truck)
- One gator/ATV
- Trailers
- Boats



Information Technology

IT historically was provided and supported by the volunteer fire company. It was not until recently that IT was budgeted and given support from the town.

It is critical that we maintain our electronic filing capacity to support our ever growing databases.

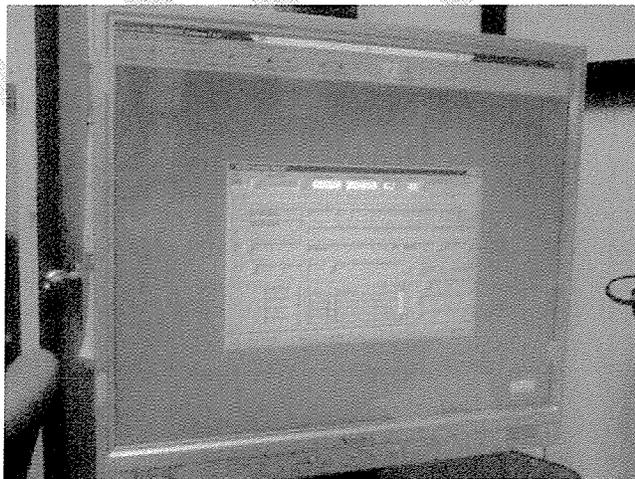
We currently use Firehouse software to maintain our emergency call reports. We are mandated to provide these records to the state which is reflected in NFIRS²⁰. Firehouse software is also used for training and equipment record keeping.

The State of Ct DPH OEMS²¹ has mandated the use of ECPR (electronic patient care report).

We have chosen *EMSCharts* as the web-based software program to fulfill our patient care reporting. Our EMT's gather patient information on tablets that are located on both ambulances.

We currently use *lamresponding.com* to manage our real-time response with the predominately volunteer base membership.

Our fire stations are provided with Wi-Fi capability which provides easy access (secured) to information. Our hardware inventory includes PC's, laptops, printers that share information (secured) from a server.



²⁰ National Fire Incident Reporting System

²¹ Office of Emergency Medical Services

CHVFC Data Processing Infrastructure

The CHFD access to the internet is via Comcast Cable Modem Internet connection.

The CHFD has 2 Server PC's configured to support File storage, Application Services and User Administration. (*1 is scheduled to assume the File Storage and User Administration functions but currently is not yet in service.*)

The CHVFC has Desktop (8+) and Laptop (11) PC's configured for shared use by ALL employee's and the volunteer membership as required.

All Paid staff members and Selected Volunteer (*as required*) members have personal UserID's allowing access a private and to all shared CHVFD files stored on a central Application-File server.

- 1 – XP Desktop Conference room GIS, 1 up Apps, Console and General purpose.
- 1 – XP Desktop Conference room Mask Fit and General purpose.
- 2 – XP Desktop's in Conference room and Bunkroom, General Purpose.
- 1 – Win7 Desktop Chief's Office. Chiefs
- 1 – XP Desktop in Radio room, NFIRS, EMS Charts and General Purpose.
- 1 – XP Desktop in Radio room Dedicated I Am Responding Application display.
- 1 – XP Desktop in Bay Area, Dedicated NFIRS, EMS Charts and Streets.
- 1 – XP Desktop Co#2, NFIRS and General Purpose.
- 4 – XP Laptop - Apparatus (ET1,2,3 and Ladder) have Panasonic Toughbook's configured with miscellaneous On Scene Applications.
- 2 – XP Laptop Ambulance's have Panasonic Toughbook's for "EMS Charts" Emergency Medical information records collection.
- 1 – XP Laptop - IDCard Sys. - Dpty Chief's Office
- 1 – XP Laptop – Radio room - Security Sys. Co#2, NFIRS, EMS Charts and General Purpose.
- 1 – XP Laptop - Breathing Apparatus Test Station.
- 1 – XP Laptop - Admin Office, Billing, Finance and General Purpose.
- 1 – Vista Laptop Training presentations.
- 2 – Overhead Projectors
- 3 – B & W Laser Printers 2 w-Scanner, 1- w-Fax Ability.
- 2 – Color Laser Printers 1 w-Scanner.
- 2 – Wireless Access Points.
- Misc. Ethernet Hardware (Switches, etc..).

Also the CHFD has several Donated PC's and Servers used for application development and testing connected to the network.

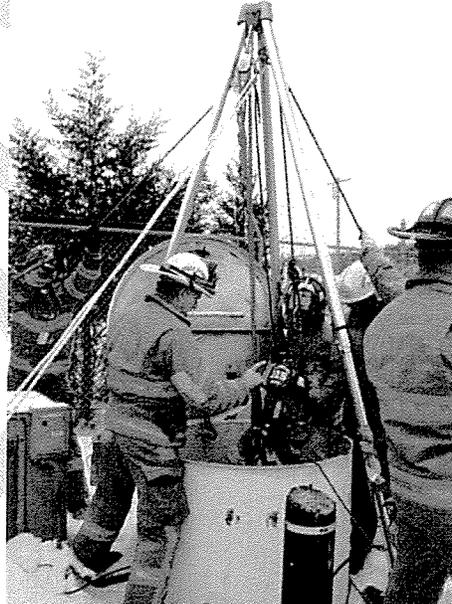
In addition many members have their own personal laptops that provide their interface into the departments systems.

Equipment

The department uses a great deal of equipment to provide various services. Although not exhaustive, the following is a high-level inventory of the infrastructure equipment needed to keep the department operating:

- Radio systems for communication
- Firefighter self contained breathing apparatus (SCBA)
- PPE (Personal Protection Equipment)
- Firefighting tools
- Medical equipment
- Hydraulic Extrication Tools (aka Jaws of Life)
- HAZMAT equipment
- Trench Rescue equipment
- Confined Space equipment
- Thermal Imaging Cameras
- Search and rescue boats/ATV

Confined Space Training



IV. Objectives and Goals

The CHVFD has three main strategic objectives:

First Objective: is the reduction or prevention of additional call volume. It is unrealistic to believe that call volume will stay flat or decrease. As the population increases and ages, calls for service will undoubtedly increase. Putting in place measures to slow this increase is a beneficial tactic for both the department and the public.

Second objective: is to have a 100% response rate for every first tone. The CHVFD has a zero-fail mission. Any delay or failure could have serious repercussions to life and property. In the absence of mitigating circumstances (multiple calls at once, etc...) it is no longer acceptable for a less than immediate response. Addressing the volunteer incentive program is the key component of this objective.

Third objective: is to explore and prepare for the possible implementation of a paramedic program. Currently, more than half of all medical calls require a paramedic. This trend is increasing as the BLS²² service is being restricted in terms of the care they can provide. We must be prepared to implement either on our own, or with a partner, a paramedic service at the appropriate point in the future.

²² Basic Life Support which is our current department certification level.

List of Objectives and Supporting Goals

A. Reduction / Prevention of Additional Call Volume

1. Education
 - i. Designate individual in charge of educational programs
 - ii. Develop and implement educational programs targeting grades 4-12
 - iii. Develop and implement educational programs for centers of community focus (Senior Center, Library, Lions, Rotary, etc...)
 - iv. Integrate FMO²³ into educational programs
 - v. Develop and implement inspection program
2. Reduce Impact of Elderly/Rehab Facilities²⁴
 - i. Quarterly meetings with facilities to discuss nature of calls and educational opportunities
 - ii. Develop impact analysis of facilities for Planning and Zoning Commission
3. Reduce False Alarms
 - i. Impact analysis of adopted false alarm ordinance
 - ii. Recommendations for changes

B. 100% First Tone Response (leave station within 3 minutes)

1. Ambulance
 - i. Majority of paid staff on 24 hour shifts
 1. Combine two part-time EMT/FF²⁵ to one full-time EMT/FF
 2. Shifts from 00:01 Monday – 23:59 Friday
 - ii. Volunteer Duty Shifts
 1. Assign individual accountable for filling shifts
 2. Full crew (driver and tech) assigned for each shift
 - iii. Volunteer Ambulance Incentives
 1. Final determination on legal issues regarding compensation
 2. Develop and implement new incentive program
 - iv. Supplemental R1²⁶ Response by Colchester Police
 1. Develop implementation plan

²³ Fire Marshal Office

²⁴ Harrington Court Genesis & Apple Rehab

²⁵ Emergency Medical Technician/Fire Fighter

²⁶ First Responder EMS

- v. Duty crew assigned for each shift
- vi. Determine feasibility of other town employees serving as firefighters
- vii. Develop and implement new incentive program
 - 1. Fire / Rescue
 - i. Assign individual accountable for filling shifts

C. Study Feasibility and Implementation of Paramedic Service (ALS)²⁷
Into the CHFD

- 1. Determine trigger points at which study should be conducted
- 2. When triggered, develop recommendation and proposed business model

V. Deliverables and Timelines

- 1. Fire Department Review
- 2. Board of Selectmen Review
- 3. Board of Finance Review
- 4. Police Commission Review
- 5. Approval of the Strategic Plan

VI. Appendices

²⁷ Advanced Life Support

Colchester Emergency Communication, Inc. (CEC)

KX Regional Dispatch Center PSAP¹

CEC (KX) is organized as a non-stock corporation and is exempt from federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code. Its purpose is to provide for emergency communications in the dispatching and coordinating of fire, police, and emergency services.

The DESPP², through the 911 Emergency Communications Program, has provided assistance to CEC through grants in accordance with the General Statutes of the State of CT. This financial assistance program funds the Emergency Response System, 911 Enhancement System.

KX was founded and spearheaded by the effort of Colchester FD Past Chief Norm Gustafson with help from area emergency service chiefs and local legislators. KX began its operations in December 1976 but did not become a 911 answering point until March 1978. This regional dispatch center was formed 36 years ago to help save lives and property during an emergency by having one dispatch center answer the needs of several communities. During this time, it has accomplished this task from its present location 15 Old Hartford Road, CSP Troop K Barracks, Colchester CT.

KX currently serves the Towns of Colchester Fire and EMS, East Hampton Police, Fire, and EMS, East Haddam Fire and EMS, Haddam Neck Fire and EMS, Marlborough Fire and EMS, Lebanon³ Fire and EMS, Bozrah⁴ Fire and EMS, Hebron⁵ Fire and EMS and Salem/Gardner Lake Fire and EMS. It also dispatches Middlesex Hospital Paramedics and is a C-Med⁶ Control Point.

Town/Hospital Budget Share Formula- Yearly, the total town portion of the CEC Budget is divided in three equal parts. One third is divided equally between all towns. All towns participate at a minimum level. One third is divided between towns based on percentage of total area population (from state blue book). One third is divided based on call volume, with fire and ambulance call counting as 1 and East Hampton Police and Middlesex Hospital R2 and R5 as ½. Police and Middlesex Hospital call volume, while larger, for the most part do not take the time that fire and ambulance calls do.

In 2004, KX was mandated by the state to perform EMD (Emergency Medical Dispatching). This is a three step process: caller interrogation/response determination/giving of pre-arrival lifesaving instructions. In 2006, KX began its alpha-numeric paging system.

¹ Public Safety Answering Point

² Department of Emergency Services and Public Protection

³ Lebanon FD joined KX in 2008; left WW Switchboard

⁴ Bozrah FD left KX then returned

⁵ Hebron FD will be leaving KX Dispatch June 30, 2013 for Tolland County Dispatch.

⁶ The existing statewide UHF MED radio system provides coordination of emergency medical service response and direct medical consultation between hospital emergency departments and the ems personnel at patient's side. The system is based of the five C-Med Regions and is operated by the 13 C-Med communications centers designated by CT DPH.

KX has several area antennae tower locations⁷ which operate cross banded repeaters that transmit low band (33/46 MHz) and, UHF, VHF and 800 MHz for fire, police and medical response. These are tone and operational frequencies. KX also provides for monitoring of tactical frequencies which safeguards the emergency responders in the field.

Over the past decade the Town of Colchester has seen a 34% increase in cost for dispatching services but this is in contrast to a 14% increase in population and a 30% increase in CHFD call volume.

Annually, the CHFD is third amongst highest KX call volume below Middlesex Paramedics and East Hampton Police, Fire and Ambulance.

<u>Year</u>	<u>Cost</u>	<u>Calls</u>
2004	\$62,810	1532
2005	\$69,116	1651
2006	\$67,809	1684
2007	\$73,093	1693
2008	\$78,167	1865
2009	\$74,606	1834
2010	\$74,818	1779
2011	\$81,441	1967
2012	\$84,077	
2013	\$83,504	

Colchester, CT

2004 population 14,500

2011 population 16,500

⁷ Glastonbury, Marlborough, Colchester, East Hampton, East Haddam, Salem, Franklin

Recently, there has been a lot of discussion on the regionalization and consolidation of dispatch centers.

The State of CT authorized an independent study on this topic which resulted in the Kimball Report⁸.

In this report it clearly states that the current state grant funding formula is not a fair *across-the-board* method in the distribution of dollars. (i.e. the c1 variable in the funding equation)

5.2.1 PSAP Subsidization Program *Kimball Consolidation Feasibility Study*

The PSAP subsidization program is authorized in §28-24(a)(2)(B) of the CT General Statutes and implemented by §28-24-3 of OSET's⁹ regulations. At the time the report was compiled, there were seven regional PSAPs serving 81 member municipalities¹⁰, nine multi-town PSAPs¹¹, and 21 municipalities receiving enhanced subsidies based on the 40,000 population threshold established by statute. Sixty towns operate stand-alone PSAPs and do not qualify for the population-based study.

The entities eligible receive them in equal quarterly payments. The formula used to calculate the subsidies is expressed as: $t = ((p*n) * (c1 c2)) * b$

t is the subsidy payment

p is the aggregate payment population based on the most recent population figures from DPH¹²

n is the percent above the state median number of 9-1-1 calls received, the value which cannot be less than 1

c1 is a variable based on the number of municipalities¹³ a PSAP serves multiplied by .2

c2 is a variable based on the number of emergency services dispatched for each municipality a PSAP serves (i.e. .025 for one service; .5 for two; 1 for all three- fire ,police, medical)

b is the funding base, currently \$2.034

⁸ The *CT PSAP Consolidation Feasibility Study* dated January 2012 was performed by an independent public safety consulting firm LR Kimball, who interviewed and surveyed each of the PSAPs in the state to obtain its data.

⁹ Office of Statewide Electronic Telecommunications.

¹⁰ The count includes 6 boroughs and 1 municipal subdivision.

¹¹ CT defines a "multi-town PSAP" as one that serves two municipalities.

¹² CT Department of Public Health

¹³ For the purpose of the formula, the term "municipalities" includes boroughs. Boroughs are incorporated municipal subdivisions.

Kimball Consolidation Feasibility Study

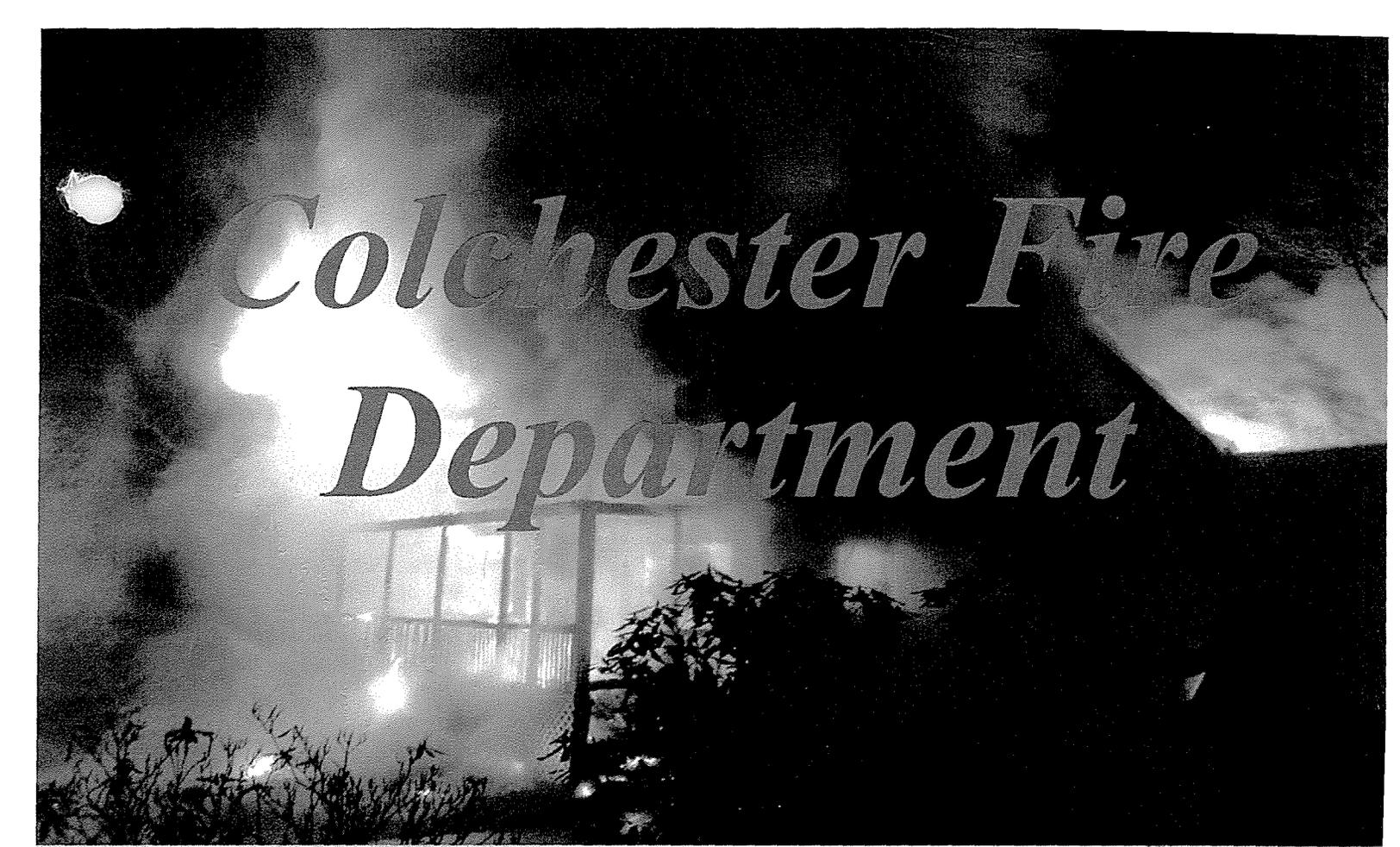
5.3.1 PSAP Subsidization Program

In Connecticut, there are three components to the PSAP subsidization program: regional PSAPs, multi-town PSAPs, and PSAPs serving municipalities with populations greater than 40,000. The formula is the same for all of them and funding is reduced if they continue to operate a secondary PSAP.

5.3.1.1 Analysis of Funding in Support of Regional PSAPs

The formula in support of regional PSAPs has an inherent bias built in: even if the population served is roughly equal, regional PSAPs with more towns are funded at a significantly higher level than regional PSAPs with fewer towns.

DRAFT



*Colchester Fire
Department*



*Colchester Hayward
Volunteer
Fire Company*

PROFESSIONAL
FIREFIGHTERS

Professional Standards
Colchester Fire Department
Colchester Hayward Volunteer Fire Company

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Colchester Hayward Volunteer Fire Company Colchester Fire Department

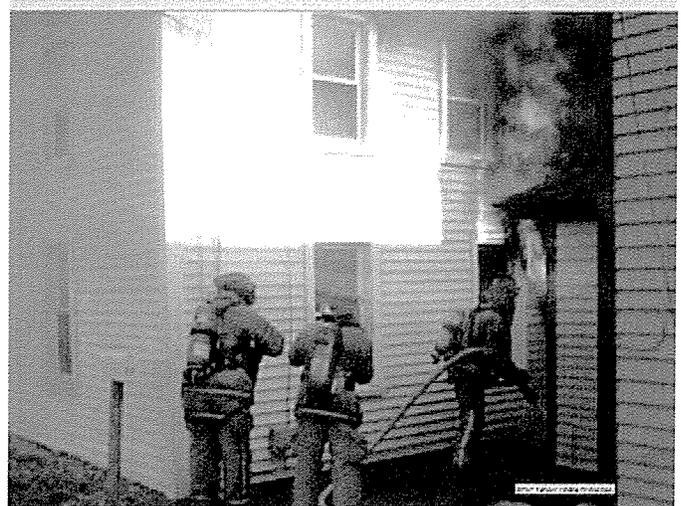
VISION STATEMENT

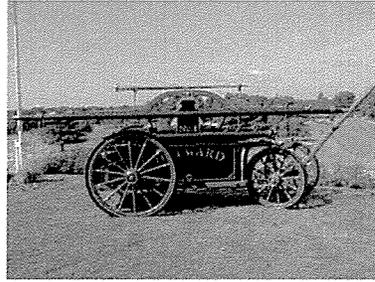
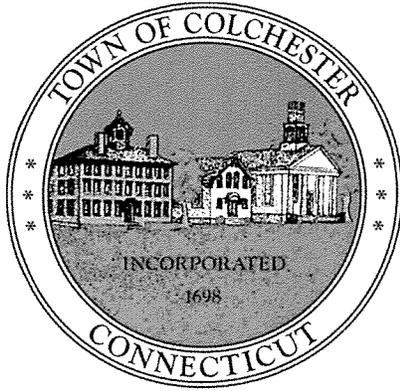
To protect and preserve lives and property of the people in the Town of Colchester



MISSION STATEMENT

Our mission is the medical, fire, and rescue intervention that supports our vision. It is the fire service's heritage that is the driving force behind our mission.





Message From Chief of Department Walter Cox

It is a pleasure and privilege to serve as your Chief of Service.

There are three words that come to mind when we are asked, “what does it take to be a professional emergency responder?” It has to be:

Commitment Compassion Competency

This is what attracted all of us to this type of public service.

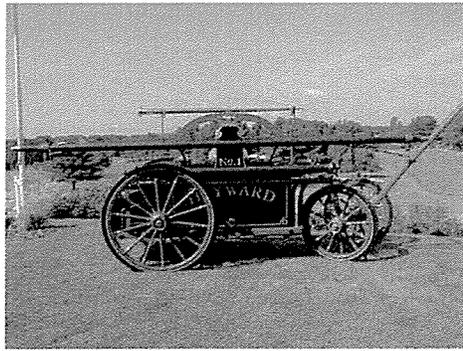
Whether as a volunteer or a career member, your **commitment** to this organization and to our community is greatly appreciated. The Community of Colchester only receives quality of emergency service because of the time and dedication provided by each and every member of our great organization.

We, as members of Colchester Hayward Volunteer Fire Company, and the Colchester Fire Department care about the well being of others. It is with this care and **compassion** that we provide emergency service to those in their time of need.

With the training that you receive in the areas of firefighting, emergency medical care, rescue or as fire police personnel I know that you will become **competent** in the skills you need to safely provide and render the highest quality of emergency care and service to our great community.

All three of these values contribute to who we are: The Proud members of the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department.

Good Luck in your endeavors! Stay Safe!



From the President of the Colchester Hayward Volunteer Fire Company Dave Martin

Colchester residents have relied on the membership of the Colchester Hayward Volunteer Fire Company for responding to their emergencies, in whatever situations, proudly since 1854. Thanks to the many



dedicated past officers and members that have donated their ideas, time, labor, and vision, we continue to build the organization, collectively, in an attempt to provide better services, not only to our citizens, but our members and their families as well.

The continued success of any organization is built on dependable, cooperative, and coordinated individuals who value the opportunity to move forward as a group to see goals accomplished.

Although at times quite distinct, the ultimate goals of both the Company and the Department are to provide all participants with the very best in areas such as training, equipment, safety, recruitment, social events, membership good and welfare.

We must have the ability to lay a path for the future that will leave a legacy to the next generation that is better than when we took the helm.



Organizational Values

Service Excellence

We do all we can to ensure we deliver the best possible service to our internal and external customers/community through smart, well trained, humble, dedicated, competent, hard working, safe members.

Embrace Diversity

Recognizing the value of diversity helps us to work together as a team to serve our community. We are dedicated to reflecting and respecting the communities diversity throughout our organization.

Integrity and Honesty

We value the public's trust and are committed to honest and ethical behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community. Self-discipline is the foundation for managing behavior.

Teamwork

We seek out and value the input and opinions of members at all levels of the organization. Teamwork is the building block that drives the department's labor/management process. We work as a team to cooperate locally, regionally, and nationally to improve service to the public and maintain a safe effective work environment. We believe that members have a responsibility to mentor others.

Innovation

We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training.

Honor and Respect

We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us and will strive to make the organization better for those who follow.

Communication

We believe communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective and responsive means of communication throughout the organization and community.

The Town of Colchester is an extraordinarily well-managed community. Our municipal leaders are proactive and growth oriented. Town employees and volunteers are committed to providing excellent service. This approach supports an environment that encourages excellence and is one that has allowed the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department to flourish.

Our Fire Department is unique, not just within the fire service, but compared to most medium sized organizations — public or private. Our members are frequently asked what makes the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department so special. The answer to this question is simple — it is our people and our philosophy.

The Colchester Hayward Volunteer Fire Company “Colchester Fire Department’s” Way was developed with the intent of describing our Departmental philosophy. It is also prescriptive — that is, to prescribe how we would like our Department to be. Finally, it sets forth the standards or ideals we, as a Department, are dedicated to achieving.

As a Department, we prize excellence. We are a group with selective membership and everyone that is a member must want to belong. The Colchester Hayward Volunteer Fire Company “Colchester Fire Department” has expectations and standards for behavior that are not optional. We, individually and collectively, care about the well being of our organization, because it serves the common good of the members and our customers — the public.



We are a close-knit “family” and proud of it. The Colchester Fire Department “Way” describes the vision and culture of this family. It is a product of a Relationship by Objectives Labor/Management process, and represents input from all department members. The RBO (Relationship by objectives) process allows everyone a seat at the table in creating or changing policies and/or procedures that might directly improve the quality of our services internally and eternally.

This document exemplifies the close ties and common goals set forth by our fire department family.

Executive

The Colchester Hayward Volunteer Fire Company “Colchester Fire Department” is a state leader in its approach to emergency response, customer service, and its community involvement and personnel philosophy. The Colchester Fire Department’s Way is intended to ensure that we continue to uphold the department’s philosophy in our day-to-day interactions with each other and the public. By setting forth these tenets, we have a standard by which to measure our personal and organizational behavior.

Our goal is to constantly provide the best possible service to the citizens of Colchester. We exist to protect and serve the citizens of our community and those who visit. Our philosophy can be summarized in our mission statement.

The Colchester Hayward Volunteer Fire Company “Colchester Fire Department” is structured on the fundamental principle that our members are the foundation of this organization. Being a member of the Colchester Hayward Volunteer Fire Company, The Colchester Fire Department includes a commitment to our fellow members, Town leadership and the citizens of Colchester. This commitment must be backed with individual responsibility.

Each member is accountable for his or her own actions. Rock solid personal integrity and spotless ethics are essential traits of a member of our organizations. These traits are the backbone of a trustworthy, responsible, professional and unified organization.

True commitment requires loyalty to the organizations. A Member’s commitment is easy during the good times, but may be tested during difficult times. The Colchester Hayward Volunteer Fire Company, the Colchester Fire Department will certainly face challenges, but it is up to us to strive together to find appropriate, fair solutions.



Members are responsible for the organizations and it will only be as strong as we are willing to make it. Organizations are constantly changing and evolving. Members of the organizations are committed to allowing change to be a positive and healthy experience for our members and the public we serve.

The Company and Department recognizes that it is through the process of considering a number of opinions that the most appropriate organizational goals and programs are usually developed.

Members are encouraged to share concerns, criticisms and complaints within the structure of the organization. Part of this process involves recognition of Colchester Firefighters Local 3831s role in the Department. Union leadership has shown a consistently positive approach to improving customer service and maintaining a safe, effective work environment.

Leaders and Officers play important roles in fostering the Department's philosophy. Positive motivation is far more effective in encouraging members to be productive than simply identifying and punishing negative behavior or performance. Desirable behavior and commendable performance should be recognized at every opportunity. An officer's job includes recognizing and rewarding effective members and employees.

A healthy work environment is nurtured through positive attitudes, commitment and discipline, preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the rules, regulations, policies and procedures of the Department and the By-Laws of the Fire Company and that, which reflects the philosophy of this Department.

Leadership is critical in helping our members achieve high standards of performance. All of the Department's leaders must share their expectations with the members and employees for whom they are responsible and stress accountability. These should be realistic and in concert with the overall expectations of the organization. Our officers should be agents of positive change and growth.

It is the inherent responsibility of our department's leaders to instruct and mentor a cadre of new leaders to ensure that future leaders live and practice to our standard.

In situations where self-discipline breaks down, disciplinary action must be imposed. Punitive action should only be used in conjunction with other corrective measures designed to resolve the problem. The Department has a responsibility to help members "get back" or re-enter the organization after disciplinary action, as long as the members are willing to put forth a sincere effort to help themselves.

Each member must accept the varied responsibilities of this vocation. We are expected to be professional, smart, physically fit, compassionate and empathic. We are a team that delivers consistent quality emergency response service. This requires a high level of commitment and dedication to focusing on what is in the best interest of the organization and the public we serve. This is a commitment that must begin the day we enter the organization and endure throughout the length of our service or career.



The Colchester Fire Department philosophy is intended to illustrate an environment in which the Department is committed to serving the public and improving the potential of our members. We must identify organizational challenges as opportunities to improve while continuing to recognize positive aspects of the organization.

The Colchester Fire Department is a family. To remain an exceptional team we must take care of each other. Consideration, discretion, acceptance and unity begin at “home”, within the organization, among all members of our Department. To really be effective these traits must be practiced at every level of the organization. The responsibility to learn and practice this philosophy lies with each individual.

The Colchester Hayward Volunteer Fire Company and the Colchester Fire Department are composed of a very diverse work force but one thing we share in common is the sincere desire to serve the citizens of Colchester, Connecticut. We are committed to serving the



citizens of Colchester. It is our goal to deliver fast, safe, effective emergency response. We strive for excellence in literally every contact with our customers, whether inside our outside the organization. We are held accountable for people's lives and property and we take that pledge very seriously.

Members must make a conscious choice to belong. With this membership comes a commitment to excellence internally and externally. It is this affirmative commitment to each other and the community that has made us a successful department. Through constant assessment and change, this same positive commitment will lead us into the future.

Standard of Conduct

Every member of this organization is expected to operate in a highly self-disciplined manner and is responsible for conducting his or her own behavior in a positive, productive, and mature way while representing the Colchester Hayward Volunteer Fire Company and that of the Colchester Fire Department.

As a member of the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department, one's fundamental duty is to serve the community, to safeguard and preserve life and property against the elements of fire, disaster, and provide emergency medical care to the sick and injured. Members must maintain a proficiency in the art and science of fire, rescue and emergency medical care. Every member of the "Fire Company" / "Fire Department" is expected to hold and maintain the public's trust to the highest possible standards. This trust is bestowed by virtue of appointment as a member to the Colchester Hayward Volunteer Fire Company and as a member of the Colchester Fire Department.

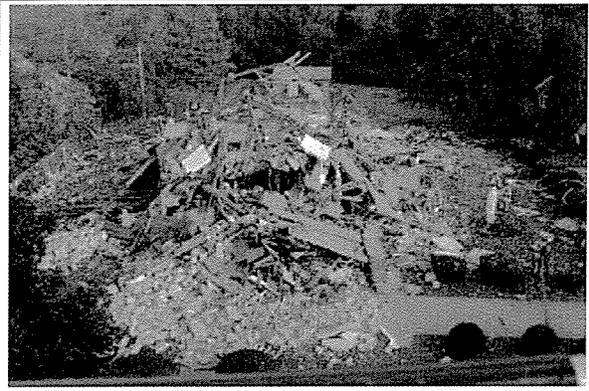
As public safety providers we hold a unique position and are charged with the sacred responsibility to protect the public from harm. Any act or violation that calls into question the integrity of any member will be viewed more seriously than if it was committed by the average citizen.

Conduct unbecoming a member will include that which brings the department into disrepute, or reflects discredit upon the member, or their integrity as a member of the company / department, or that which impairs the operation, efficiency, or safety of the department or its members, or that which violates the public trust of the "Company" or the "Department".

Philosophy and Culture

Section One: Make the Commitment

Being a member of the Colchester Fire Department is a commitment to other department members, the Fire Company, The Way and to the citizens of Colchester.



In many respects, the role of Firefighter and Emergency Medical Service provider is a higher calling. There are expectations for behavior and performance that are non-negotiable. When we are called to work we know that the fight for our lives may be minutes away.

We are prepared for that challenge. We care about each other and are committed to putting our lives on the line for our brothers and sisters. Colchester Firefighters and Emergency Medical personnel train frequently, follow standard operating procedures and operate within safe guidelines in order to deliver the best possible emergency response. We take our commitments to each other, the department, and the citizens of Colchester very seriously. Our integrity is measured through our daily interactions with one another. We are expected to follow the **Golden Rule**: treat others, as you would want to be treated. This applies to every member, at every rank, sworn or civilian. We are a family and we are fully inclusive.

There is no doubt the most important resource the Company /Department has is its members, each and every one of them. It has been said that when an organization grows to the point that it is considered large, it loses its individuality. In other words, the individual member becomes less known in the system, and therefore less important. This does not have to be, and is absolutely not acceptable in our Department. No matter what position an individual fills in the Department, he or she is considered important and is to be treated as such.

Section Two: Be Accountable to Ourselves and Each Other

Each individual member of the Colchester Fire Department is responsible and accountable for his/her own actions and for the well being of other members.

Members have a right to be different, as long as their behavior, appearance and job performance are not in conflict with the rules, regulations and organizational culture. Honoring and respecting individual and cultural diversity is critical in our department and society in general. Being flexible and non-judgmental are keys to developing heightened levels of acceptance within the organization. However, a member's individualism may not be acceptable if it causes a significant distraction for the group (i.e. something that distracts from the professionalism of the member, or personal activities that put other department members at a disadvantage in the organization or in the community). If for some reason a member is unable to meet these expectations, he or she should bring this fact to their supervisor's attention at the first opportunity.

Members are provided with the training, equipment, procedures, leadership, supervision, and feedback necessary to prepare and guide them. But the bottom line is that each member is responsible for his/her own performance.

When we become members, we, for the most part, give up our ability to misbehave in an independent manner. We may all suffer in the community for the actions of one of us. Remembering this should help guide our conduct at all times.

Each member's stature in the organization is reinforced by his/her conduct and performance. No system can overcome a particular member's lack of personal respect for himself/herself or respect for others. To simplify this statement, you will only receive the respect that you earn, no matter what your formal position in the system. **Your reputation is a valuable possession... guard it, and remember, it starts the day you enter the family.**

Section Three: Be Self-Disciplined

Self-discipline is the foundation for managing behavior. Imposed discipline, when necessary, should be designed to correct the situation and return the member to a positive, productive and healthy position in the department.

A positive, well-balanced work environment is maintained by commitment and discipline, preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the Rules and Regulations of the Department. In theory members should require very little supervision. Members are also expected to follow their supervisor's directives in a cooperative, positive manner. Officers are responsible for identifying actions, behaviors and issues, which may lead to behavioral or disciplinary problems down the road.

The Department realizes that members may be faced with personal and/or work related challenges during their careers. When this occurs, they are expected to seek appropriate assistance. It is important to remember that professionals don't let personal problems interfere with their performance. They recognize problems, address them, and correct them.

The Colchester Fire Department offers a number of options including a Employee Assistance Program for members who may consider seeking support. We encourage our members to seek help if a life or career-threatening situation is getting out of hand. These issues may be professional or personal in nature. We offer a number of appropriate options, which will surely suit an individual's needs for assistance.

The Colchester Fire Department's anti drug and alcohol abuse policy is firm. It is absolutely unacceptable for a member to use illegal substances on or off duty.

COLCHESTER FIRE DEPARTMENT MEMBERS DON'T DO DRUGS... PERIOD!

Abuse of alcohol, prescription drugs, anabolic steroids or any other substances is not acceptable. The unauthorized use of alcohol, or the use, sale, purchase or possession of controlled substances at any fire department worksite is absolutely prohibited, and may result in the dismissal of those involved. **This is outline in the Department's Health and Safety Policy HSP-010**

If disciplinary actions do become necessary, they should be corrective, progressive and lawful. Officer's recommendations for disciplinary action should match organizational expectations and follow established procedures. Department Officers will apply progressive disciplinary action when necessary to solve the problem. Punitive action will only be considered for extremely serious violations or for situations in which lesser measures have not been effective. Punitive action will only be used in conjunction with other corrective measures designed to resolve the problem.

Taking shortcuts in the disciplinary process usually insures a negative result. A standard problem-solving approach can be taken in most situations involving misconduct or poor performance, and in doing so; the problem should be identified before a solution is developed. To avoid the "*ready- aim -fire*" approach to discipline.

Guidelines describing the Departments role in the progressive disciplinary process are clearly defined in the Standard Operating Procedures. The Department owes it to the members to keep disciplinary proceedings confidential. This can avoid unnecessary embarrassment to the member and the Department.

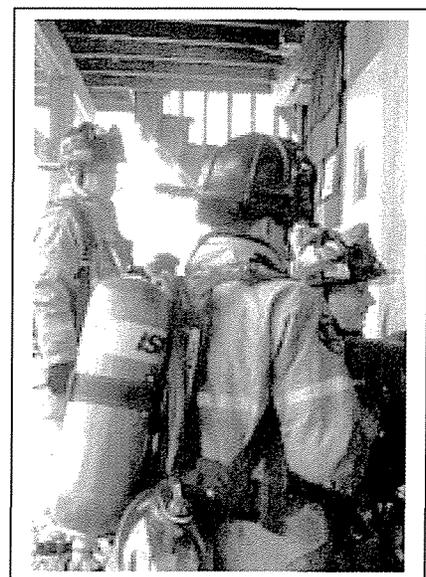
With the existing requirements of the Freedom of Information Act, and the high-profile coverage that our member's misconduct can generate, it may be impossible to keep all disciplinary issues a secret. It is important within our environment that we attempt to protect the confidentiality of the process and the integrity and self-esteem of the member.

Section Four: Be a Good Supervisor

Officers play a crucial role in the Department. Our leadership is expected to mentor, guide and lead by example.

All Officers, no matter what their level in the Department, are expected to carry out their duties in a considerate, respectful manner. Positive motivation is the preferred method of guiding members to be effective and more productive. Positive reinforcement, "catching members doing something right," and citing positive performance has proven to be much more effective than identifying negative behavior or performance and punishing it. Positive, or in some cases improved behavior and performance, should be rewarded at every appropriate opportunity. Unacceptable behavior or performance should never be rewarded or tolerated. It must be immediately identified and corrected under the appropriate circumstances.

Officers are in an excellent position to strengthen team dynamics. Whether we are training, exercising or involved in company functions, members are constantly building and reaffirming relationships. This helps us stay connected to one another, our department and the citizens of Colchester.





Leaders look for opportunities to include members in new programs, explain departmental growth issues and mentor. Officers are an excellent resource for guiding a firefighter's growth and nurturing promotional potential. Our Leaders have experience, advanced training and have participated extra curricular programs and

community involvement. This experience should be shared with members. It is up to Officers to build a strong cadre of bright, safe, effective future leaders.

In order for Officers to consistently tackle challenges in a positive manner, they must take a very flexible approach to problem solving. It is critical for Officers to be good listeners. Are you really hearing what is being said and can you read between the lines if necessary? Leaders are also compassionate and empathic. If you can put yourself in the place of an individual, understanding the next step may be less complicated.

Avoid self-righteousness or making personal judgments when evaluating problems involving the conduct of others.

Officers are expected to turn negative situations into positive ones whenever possible, keep problems in perspective, and address them at the proper level in the department. Effectively dealing with a negative situation can create loyalty and commitment from the member in the future.

Officers don't avoid problem people. In fact, good Officers should make a point of spending time with problem people. We offer a number of appropriate options, which will surely suit an individual's needs for assistance.

Firefighters are skilled observers, which is why effective Officers know it is critical to lead by example. Officers are under constant scrutiny and their actions should be above reproach. Coaching, counseling, encouraging, nudging, directing and other supportive behaviors go a long way toward motivating employees. But there's no substitution for action. Officers must practice what they preach.

Section Five: Be a Responsible Leader

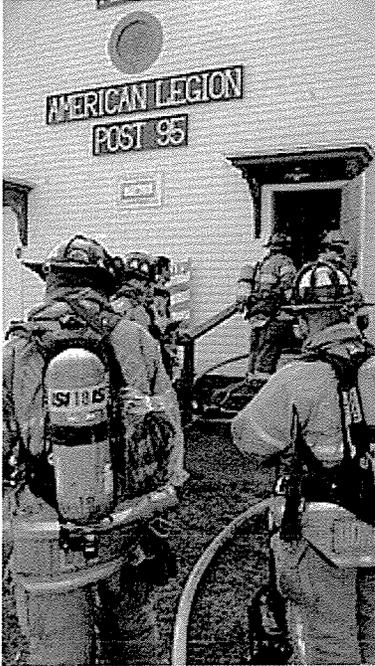
There are different types of leaders in the Colchester Fire Department. Some as formal leaders while others are informal leaders. Initiative and authority are crucial elements to the overall effectiveness and wellness of our department and company. We should periodically ask ourselves whether our words or actions are undermining our ability to address future situations or problems with members of the department or company. It is extremely difficult for an individual to act unprofessionally and then attempt to take a professional approach to problem solving with the same group members. Actions speak louder than words.

Leadership is a critical element in maintaining the high standards of performance and the positive image of the Department within the community and the fire service.

All Officers and leaders in the department should share their expectations up front with people for whom they are responsible and stress the accountability of each member including himself or herself. Those expectations need to be realistic and in concert with the overall expectations of the department and that of the company. Expectations regarding behavior and performance are somewhat flexible unless the safety and well being of our members or customers is at stake. Leaders must remember that if they condone a particular unacceptable act or substandard performance, they will most likely see it again in the future. Someone once said, "**If you condone it, you own it.**" This advice is appropriate at every level.



Firefighters are empowered to stop dangerous, negative, unprofessional behaviors and actions wherever they may encounter them. We are ambassadors of goodwill, safety and compassion. The Colchester Fire Department holds all members, at all ranks, responsible for the actions of our workforce. We should seek



opportunities to correct issues before they get big. We are professionals and know how to address these issues in the appropriate arena. This is what makes us leaders. We are all accountable for our own conduct and that of our co-workers. True leaders, when faced with a problem must utilize an approach that is directed toward not only solving the immediate issue, but also improving the situation for the future. This facilitates a solution and teaches current (and future), leaders in the department a positive approach to problem solving. A member's involvement in solving issues should always contribute to a

positive, effective outcome. Always evaluate your effectiveness in particularly challenging situations and remember the lessons learned for the future.

Authority is dynamic and complex. In fact, authority is recognized as "the ability to influence a person's behavior or performance without the apparent exertion of force." Authority is most effective when it is supported with genuine respect. To be respected, a leader/supervisor must balance influence and leadership with performance.

Another important element of effective leadership in the Department is effective "followership." Every leader is a follower in some other departmental group, function, or relationship. It is hard to sustain a reputation as an effective leader when you are an ineffective follower. Place a high level of importance on followership, and don't do things to your boss or leaders that you wouldn't want people you're responsible for (your followers) to do to you.

Section 6: The RBO Process and The Way

Labor and Management share an important partnership and commitment to maintaining or improving our environment. The Relationships by Objectives Process is managed according to the principals set forth in The Way.

The Colchester Fire Department Way is based on the fundamental principal that our members are the foundation of the organization. The Department can be no better or stronger than its membership. The Colchester Hayward Volunteer Fire Company represents this membership and is invited through the Relationship By Objectives (RBO) process to participate in the design and implementation of the systems, procedures and processes that form the framework of our organization. The RBO process brings labor and management together in an open and honest arena to work through tough issues, deal with conflict, and reach agreement.

The RBO process is based on the principal that those who are the closest to the actual services we provide should be allowed equitable input into the system. The RBO process solidifies the relationship between labor and management. The emphasis of this partnership is tackling issues and seeking equitable solutions without damaging relationships.

The RBO process allows room for differing opinions without inviting disrespect or unhealthy politics. The end result is the Colchester Fire Department is a fair, effective organization with "buy in" from all members, no matter what rank or position.

The RBO process works because both sides respect each other as being credible participants who have value to offer, and because both sides remain open to another point of view. Those are the basic values that drive the organization — in other words, the RBO process is the Colchester Fire Department "Way".

Section 7: Support Our Member's Wellness Needs: The Colchester Fire Department Way is founded on the principal that our members are the foundation of our organization. It is through the "Way" that the Colchester Hayward Volunteer Fire Company and that of the Colchester Fire Department supports and empower all of our members.

Being a member of the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department means a commitment to supporting other members. **We are a family!** When one of our brothers or sisters is suffering or needs support, it is our duty to identify and address their needs.

The Colchester Fire Department Way is for members to help members get help. The CHFD Way is NOT to hide or avoid a member in need of help. We should always be alert to signs and symptoms of a member in need of our assistance.

The Members Help Members Get Help program establishes a system to identify a problem, connect the troubled member with the best resources, and actually help get them back to a healthy state. This is a discreet, professional Employee Assistance Program is available to any member in need of drug, alcohol, relationship, financial, emotional, anger management, family support or addictive issues.

Our department is compassionate and committed to our member's total wellness.

The Colchester Hayward Volunteer Fire Company and that of the Colchester Fire Department' Way is to participate in the Wellness Fitness Initiative. The Colchester Fire Department provides comprehensive



medical examinations, a fitness program, a medical/fitness/injury rehabilitation program and a behavioral health assistance program. It is the duty of every member to actively participate in these programs to insure that they are always fit for duty.

It is the Colchester Fire Department Way to share our pertinent life lessons so that we might enlighten our younger members. By talking about our own experiences new members may be spared from making mistakes that could cost them their reputation, their career or their life. This life lessons are critical for mentoring our new members.

It is the Colchester Fire Department Way to provide the most realistic, meaningful and up to date training possible to our members. On going training is one of the most effective tools for keeping our skills sharp. This allows us to be safe and effective. It is the Way for all members to actively participate in this training and to strive to constantly improve.



It is the Colchester Fire Department Way to employ second chance management that focuses all discipline on providing fair, equitable and realistic solutions designed to return the member back into their positive and productive ways. All Colchester Fire Department discipline is progressive, corrective and lawful and always delivered in a consistent, sensible, humane, considerate manner.

Colchester Fire Department members should ALWAYS treat each other with: Consideration, Discretion, Acceptance and Unity. When this happens at all levels all the time, members learn that they can trust others and that they are trusted, and they learn that the organization cares about them individually as a person.

Section 8: Maintain a Positive Environment

We must all accept the responsibility associated with maintaining a safe, positive, productive environment, delivering quality service, and for cultivating change and improvement in the future.

The Colchester Fire Department has outlined four behaviors that are to be practiced by all members. Remember these behaviors and practice them on a daily basis. They are:

Consideration: Be considerate of one another's values, ideals, possessions, feelings, etc. Respect yourself, your colleagues and customers.

Discretion: Be discrete regarding personal information. If you are told something in confidence, keep it confident unless it jeopardizes someone's safety or well-being. Don't talk about members behind their backs. If you are willing to say it out loud, be willing to say to the member in person.

Acceptance: Accept our cultural, ethnic and gender differences. This diversity makes us stronger and better prepared to serve the needs of our community.

Unity: Value the unity of the Department. Our members have a strong commitment to each other. We are family and we take care of one another.

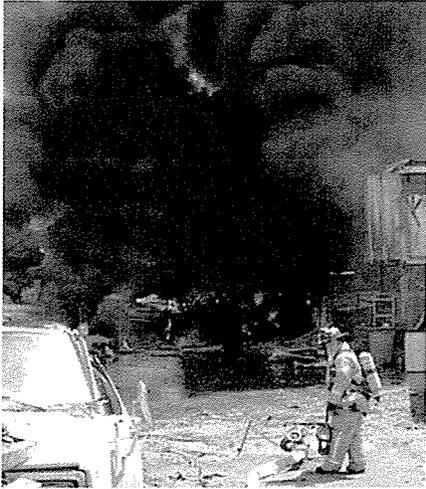
For the most part, members can be confident in knowing that if we consistently behave and perform professionally, we will remain secure in our membership or career. Maintaining this environment requires a high level of professionalism from all members. It demands focused dedication and commitment to what is in the best interest of our organization and community.

The Colchester Fire Department takes an exceptional approach to managing our members because our members are exceptional people. We are self-disciplined, highly motivated volunteers and employees. As a department, we understand what is expected of us.

The input of our members is encouraged in the planning and implementation of new programs and operational changes. Involving our members fosters personal ownership. This is not to say that the members, union, and management may always see eye to eye on every issue. In fact, a strong indicator of the value of our working relationship between the Members, Labor and Management has been our ability to find solutions to the issues on which we may differ. One goal on which we'll always agree is to make Colchester the safest, most progressive, professional fire department in the State of Connecticut.

There are really very few organizational secrets, and creating unnecessary intrigue over an issue can result in distrust in the system. Other than personnel problems, disciplinary actions, issues' involving litigation, and perhaps politically sensitive matters, all other issues in the organization are out in the open for discussion.

And so we have it. A philosophy that describes in great detail the way members of the Colchester Hayward Volunteer fire Company and the Colchester Fire Department are expected to perform, behave, treat each other and interact, no matter what rank or position. Enacting this philosophy requires constant, conscious effort on the part of all of us.



This philosophy is intended to describe and maintain an environment in which the Department can remain committed to its mission to take care of one another and effectively serve the public. It's also meant to keep members motivated, healthy, positive and productive.

"Organizational imperfections" may always challenge our department. In fact, sometimes they often provide the clues we need to direct change and create improvement in the system. But if we recognize imperfections as opportunities to continue to improve, then we can keep them in perspective and continue to positively move the organization along.

The members of the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department are a family. Whether performing a line function, working as a staff support person, or as an associate volunteer, we rely on each other to get our jobs done right. It is critical to remember that to really be an exceptional team, everyone must take care of everyone else.

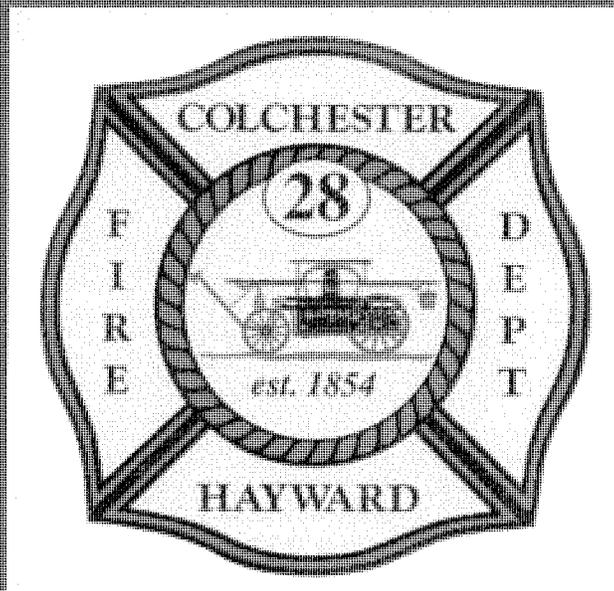
Being nice to one another is absolutely crucial to sustain a high level of service to our customers. Avoiding the use of terms "us" and "they" (unless you can identify specifically who "us" and "they" are) will help sustain unity within the department. Hazing new members or being disrespectful toward older, more senior members is damaging and will not be tolerated.

We each have the responsibility to leave this department better than we found it. We have the liability to pass along to future generations the appropriate traditions, values, knowledge and determination that has moved our department forward, and to personally give back to an organization that has given each member so much over the years, and continues to do so.

We are all members of the Colchester Hayward Volunteer Fire Company and the Colchester Fire Department by choice. We are expected to achieve excellence both internally and externally, and this we must be committed to doing so. It is this positive commitment to quality service and to each other that has made us what we are today, and through constant assessment and change, will sustain us in the future.

*The Colchester Hayward Volunteer Fire
Company, Colchester Fire Department.
Members helping members paving the
“Way” into the future!*

**FIREFIGHTERS
AND
EMERGENCY MEDICAL
VOLUNTEERS NEEDED**



**COLCHESTER HAYWARD
VOLUNTEER FIRE COMPANY**

NorwichBulletin.com

Signs solicit volunteers

By RYAN BLESSING

Colchester Bulletin

Posted Oct 12, 2012 @ 08:10 PM

Last update Oct 12, 2012 @ 08:47 PM

Business News

[Flirting Pays Off In the Workplace, Study Says \(But Women Only\)](#)

[6 Tech Toys Better Than What Apple Sells](#)

[5 Ways Black Friday Holiday Shopping Has Already Begun](#)

Colchester, Conn. — New signs: People getting their morning coffee in town will also see a sign from the fire department asking for volunteers. It's part of the volunteer fire company's effort to expand recruitment and retention, Chief Walter Cox said. "We're always in need of volunteers," Cox said.

Several locations: The signs are at the exits to two Dunkin' Donuts shops in the center of town. There's also one at the end of Exit 17 off Route 2 eastbound. A poster version of the sign is on the first floor of Town Hall. The signs are not obtrusive, but are in visible locations that are heavily traveled by the public on a daily basis. There are some at other locations and more are planned, Cox said. Each sign includes the department's phone number and e-mail address for those interested in volunteering.

Suggested Stories

[Former Norwich Friendly's has a buyer](#)

[Dalai Lama to speak in Conn.](#)

[Duke professor/Norwich native to speak at about Bible archaeology](#)

Social media: The department is also making use of the internet and social media as recruitment tools. It has set up a Facebook page and Twitter account, Cox said. It's improved and added more content to its web site, colchesterfd.com. The fire company also has a mock-up kiosk that is a replica of the front of a fire engine that is used at various town events. The department also plans to open part of the town's renovated original firehouse in the center of town, which dates to the 1850s, as a museum and visitor center.

Members: The department has about 100 volunteer members, Cox said. "We're holding our own," he said. But retention has been a continuing problem. Members want to volunteer, Cox said, but often the realities of one or more jobs and family and school obligations make it difficult. "It adds to an already full plate for a lot of our members," Cox said.

From the Web

[You Won't Believe Who Romney's Related To Ancestry](#)

[In the Amazon election, it's Romney by a landslide Digital Trends](#)

[Obama vs. Romney - See the Shocking Poll Results Newsmax.com](#)

More planned: More signs and posters for other areas in town are planned, Cox said. The signs are paid for by the fire company and fire department, and put up with the permission of property owners. "They are working," Cox said. "We've already had people come in who are interested in volunteering."

Many calls: The department responded to more than 1,800 calls for service last year and had 1,779 calls in 2010. Records going back 11 years show call volume steadily increasing, from 1,480 in 2000 and 2002 to more than 1,600 each year for the past seven years.

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CHVFD VOLUNTEER MEMBER INCENTIVE PROGRAM

As we move forward with the incentive program for volunteers, it is my suggestion that we phase in incentives over the next three budget fiscal years.

EMS (ambulance coverage- shift & per call pay) needs the most attention at this time, followed by fire and fire police.

1. FY 2013 EMS/ambulance response
2. FY2014 Fire Response
3. FY 2015 Fire Police

During this process, the point system compensation should remain the same with audit controls in place.

For those members who receive ambulance coverage compensation, the call points would be deducted from fuel compensation.

Total point calculations would count for:

Member Choice

1. Tax Exemption \$500 / \$1000
2. Cash (those who are eligible but do not own property in Colchester) \$500 / \$1000
3. 457 Retirement Savings \$500 / \$1000 / \$1500
Points 125 / 175 / 200

Chief Walt Cox

CHVFD

12/16/2011

Town of Colchester Fire and EMS

Colchester Hayward Volunteer Fire Department

Chief Walt Cox, Chief of Service

President Dave Martin, CHVFCo

1AC Ken McKenna , Recruitment and Retention Officer

2011 Recruitment and Retention Program

It is the intent of this emergency service organization to actively engage the local community to recruit volunteers to serve as firefighters and emergency medical technicians.

Our mission is to retain highly qualified personnel who are capable of professionally performing their duties to the standards set forth by the department.

We will broaden our scope of advertising and informing the public of the need to maintain our ranks to serve the Community of Colchester.

Areas of focus:

- **Websites**

Colchesterct.gov

Colchesterfd.com

- **Newspaper articles and advertisements**

- **School system/Community College- Tech prep Program/Title7 Ch.104 Sec.7-313c**

Engage local students with information on public service including cadet program

Develop EMT curriculum for classroom study

- **CFA/CFPC**

1-800-fireline

- **Local Cable TV media**

Short video presentation

- **Cadet Program [14-18 year old]**

- **Word of Mouth**

 - **CHVFD members are the best billboards**

- **Signage around Town**

 - **Encouraging volunteerism**

- **Collaboration of volunteer R/R efforts with local area emergency service organizations**

 - **Media informative video (local movie theaters)**

- **Engaging local civic organizations**

Metrics breakdown of volunteer recruitment & retention program 2008-2012

Basic process for volunteer entry:

- Application completed/background check
- Applicant meets with applicant review committee/interview
- Names of approved applicants are read at quarterly fire company membership meetings February, May, August, November
- Applicants are voted on based on a favorable review from applicant review committee
- Successful candidates are put on minimum six-month probation
- FDID (ID #) are issued to each new member. It is specific and stays with each member for tracking purposes.
- 2008-2012 four year period FDID #500-560 issued (60 members came through the system)

CHVFCo BYLAWS - allows for Fire Div. 75 members, EMS Div. 35 members, Fire Police Div. 20 members
TOTAL ROSTER = 130 members

As of August 01, 2012: Fire 57, EMS 28, FP 19 104/130 = 80% roster capacity

As of August 09, 2012: 8 probationary members approved 112/130 = 86% roster capacity

SAFER VOL. R/R GRANT 2008-2012- FOUR YEAR PERIOD

Over the course of this grant quarterly reports were submitted to the federal agency with data in recruitment and retention efforts.

DATA:

- Total roster membership fluctuated from a *low of 90 members to high of 115 members.*
- Quarterly membership for probation fluctuated from a *low of 0 to high 6 members.*
- *56 applicants* were accounted for as probationary members.

Note: Numerical difference from FDID database and SAFER reports: FDID # issued to full-time and part-time (60-4=56)

Of the 56 members that applied and were put on probation 22 currently remain on roster, 31 probationary members never made minimum department qualifications, 3 moved to other locations.

Reasons for leaving department: Conflicts with family, job, moved or had enough. (Member Burn Out)

Total Call Volume 2008-2012 = 7445 calls for help

2008- 1865 calls

2009- 1834 calls

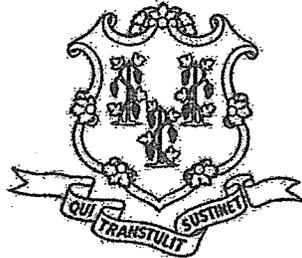
2010- 1779 calls

2011 -1967 calls

Average per year = 1861 calls

GENERAL STATUTES
OF
CONNECTICUT

Revised to January 1, 2011



TITLE 7*
MUNICIPALITIES

CHAPTER 104

MUNICIPAL POLICE AND FIRE PROTECTION

Sec. 7-313c. Indemnification for educational expenses. (a) Any town, city or borough subject to the approval of its legislative body, shall indemnify any paid or volunteer member of its fire department who, after October 1, 1969, has commenced and has successfully completed a course or courses in fire technology and administration offered by the state regional community-technical colleges. Such indemnification shall be limited to expenses incurred by such member for tuition and textbook charges.

(b) This section shall not apply to any member of a fire department of a town, city or borough receiving educational benefits from the Veterans' Administration or any Connecticut fire department association.

(1969, P.A. 703, S. 1, 2; P.A. 89-260, S. 6, 41; P.A. 92-126, S. 39, 48.)

History: P.A. 89-260 in Subsec. (a) substituted "regional technical colleges" for "state technical colleges"; P.A. 92-126 changed a reference to technical colleges to community-technical colleges in Subsec. (a).

Cited. 196 C. 192.

Cited. 44 CS 230.

DRAFT

To: First Selectman
From: Randi Frank, HR Consultant
Subject: Volunteer Fire/Ambulance Incentives
Date:

As you requested I have completed some initial research about how to promote the recruitment and retention of Volunteers for Fire/Ambulance Services.

I read the UCONN study, spoke to the Fire Chief & Volunteer Fire President. The Town also requested CCM to conduct a survey to gather additional information. I was also told by Colchester Fire/Volunteer Leadership that there is a grant that was received by the State to look into this issue (however the results may be a couple of years away) I also spoke with the Fire Chief of Cheshire & Wallingford to get ideas from other Chief's. Some of their ideas and incentive plans are listed below:

- Working with high school students – they stay as volunteers if they don't move away – both chiefs agree
- Management skill training for Volunteer Leaders – if leaders are good volunteers stay
- Wallingford is big enough to do entry level training in house so it does not cost volunteers for training
- Volunteer Companies in Wallingford pay for Class A, and parties from fundraising funds
- Wallingford has tax abatement and Point count for pension program
- Young volunteers want on-line training programs – Wallingford is working with a company called Target Safety at \$79/per year/ per person for online training
- Recommend that the use of points and pay for points has limits so you don't get 20 people on standby and have to pay them all when there is not enough money in budget
- Officers are elected but have to have required training and time in Grade
- Cheshire uses paid Deputy Fire Marshalls as their staff during the daytime – they are also Fire Fighters
- Cheshire pays \$4.50/call (had started out as gas reimbursement)
- Cheshire Pension based on \$30/mo based on number of years so a 20 yr person gets \$600/mo for pension
- Cheshire has new volunteers front money for training then reimburse them if they go through whole program and pass
- Cheshire also has 24/7 life insurance of \$150,000 and regular life insurance of \$15000 for members

Ideas provided by CCM include:

- 5 out 8 communities provide a tax abatement up to \$1000
- Abatements are provided based on point system, certain percentage of calls, and/or years of service

- 6 out of 8 communities pay for uniforms and gear for volunteers, two community only provides gear not uniforms and one community did not provide tee shirts for volunteers
- Only one community provided fuel reimbursement of \$5/call
- 5 out of 8 have some type of retirement plan
- 4 out 8 communities do not pay for call the other communities range from \$10/cal to \$30/call depending upon points for call. Two of the communities only pay for ambulance calls at \$50/call
- Other programs include a stipend of \$1000 based on performance with option to put into defined contribution 401a plan for one community , \$500 training stipend if 30 hours of training is maintained, \$250/quarter if volunteer meet call volume, vehicles provided to officer for business use only

Based on this information and our discussions I would recommend the following financial and non financial recommendations for discussion:

- Reinforce and encourage High School Students to participate as Explorers/Cadets/Youth Members. They can get a lot of training before they are 18 and they are more likely to stay as adults. Assign a team to this effort and pay for any incidental costs, training and uniforms
- Provide Training to all officers in the area of supervision, leadership and management skills. Allow them to attend Cirma/CCM programs that are available free and look for other opportunities for programs at minimal costs.
- Review and Revise Point System that determines if volunteer are considered active members and calculations of points determining eligibility for different benefits. Points should be provided for attendance of training sessions, general Fire Company meetings, and participation at fundraising events. More points should be given to volunteers who go on a call verses those who wait at station in case of another emergency. A limit should be set up to how many people can go on what type of calls and how many people can wait at station. The reason for the limit is so that the point system is not abused and too many points are gathered which will convert into financial payments in the future which may out strip the Town's ability to pay.
- Continue to offer stipends to Officers. Stipends should be set out at different amounts for different levels of officers. Officers need to have the appropriate qualifications as set by the Fire Chief and have set number of years of experience as Fire Fighter/EMT or lower level officer before they can be selected/elected
- Develop a cafeteria plan of incentives for Volunteers to choose from since some volunteers are not thinking of tax abatements or retirement they can choose for money now and retirement later. See options for incentives listed below
- Look into online training programs such as Target Safety that is being used by Wallingford. Look at ways of conducting in-house training so volunteers or fire department does not have to pay for training at other locations. Especially provide some free training up front before volunteers have to commit time and money for full fledge Firefighter or EMT Classes. Look into reimbursement for training once volunteer has completed training and started to volunteer to make sure they

will stay for at least 6 month to a year (this avoids the town paying for classes that are not completed).

- Review uniform allowance (is it part of company's fundraising efforts or does town support after a certain number of years of service) and insure all PPE is provided at no cost to Volunteers

Cafeteria Plan of Incentives – Fire Fighters can choose ___ options out of the total

1. Payment of \$20 per call for ambulance run to hospital (these payments include \$4 fuel reimbursement)
2. Payment of \$10 for staffing a shift (shift = ___ hours) for the ambulance (this is in addition to pays per call listed above) (these payments include \$4 fuel reimbursement)
3. Fuel Reimbursement of \$4 for every Fire Call or staffing/standby of Fire Station to cover while Fire Truck is on Call (again limits of number of people per call and standby staff will be enforced to avoid heavy costs)
4. Fuel Reimbursement for Fire Police - \$10 for up to 4 hours, \$20 for 4-8 hours
5. Points equaling ___ per year can entitle volunteer to \$500 tax abatement
6. Points equaling ___ per year can entitle volunteer to \$1000 tax abatement
7. Point equaling ___ per year can entitle volunteers to \$500 into a 457 retirement plan
8. Point equaling ___ per year can entitle volunteers to \$1000 into a 457 retirement plan
9. Point equaling ___ per year can entitle volunteers to \$1500 into a 457 retirement plan

Fire Department

Contact: [Fire Department - FireDepartment@ColchesterCT.Gov](mailto:FireDepartment@ColchesterCT.Gov) ,
 Walter Cox, Department Chief
 David Martin, Company President

Address: Colchester Hayward Fire Department, 52 Old Hartford Road
 Colchester ,CT 06415

Emergency: ***In the case of a true emergency, please dial 911***

Non Emergency Phone: 860-537-2512 If Busy Call 860-537-3332

Admin Asst. 860-537-8437

Fax: 860-531-9393

Hours: Monday - Friday - Career Staff
 8:00 a.m. - 4:00 p.m.

 24/7/365
 Manned at different hours according to volunteer staffing

[Meeting Agenda:](#)

[Meeting Minutes](#)

Additional Links:

[Emergency Call Report](#)

[Burning Permits](#)

[CHFD Calendars](#)

[Meeting Schedule](#)

[Firefighting in Colchester moves into the 21st century](#)

[New Membership Application](#)

[Fire Department Staff](#)

[Mailbox Marker Order Form](#)

Recruitment

C.H.F.D.

A combination fire department, career and volunteer, who are dedicated to serving the community of Colchester, Connecticut.

Vision Statement

To protect and preserve lives and property of the people in the Town of Colchester.

Mission Statement

The Colchester Fire Department protects lives and property from fire and hazardous incident damage and provides timely emergency medical services in the Town of Colchester and other neighboring municipalities. The fire department incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation and emergency medical technologies into its procedures, equipment and methods.

Colchester Fire Department Website: [click here to go to the Fire Dept. Website](#)

Did You Know

We employ 6 career full-time staff, 2 part-time staff to assist 100 volunteer emergency responders.

2011 Calls for Service Total: 1967 calls To date highest call volume
We provide Fire, EMS and Rescue Services !
There is a substation located at # 424 Westchester Road, Rt. 149, Colchester CT

Water Supply in a Rural Community

The Town of Colchester Ct is forty-eight square miles in geographic size and with a population of sixteen- thousand residents; the Colchester Hayward Volunteer FD strives to provide the best fire suppression capabilities that we possibly can.

Ten percent of the town has pressurized water in a distribution system which operates under the authority of the Colchester Water Department. The CWD supplies water for residential and commercial properties, maintains water mains and fire hydrants. The CHVFD collaborates with the CWD to provide sufficient water flows within this district. The remaining ninety percent of the town is dependent upon well water for daily use and the ability of this fire department to draft water from reliable static water sources including lakes, ponds and streams. The CHVFD has identified these static water sources and in some locations installed dry hydrants which allows us to quickly set-up drafting evolutions.

In the event that we are dispatched to any fire, the CHVFD is equipped with the resources to protect life and to extinguish the fire. We have proven our capabilities to a nationally recognized organization, ISO- Insurance Services Office, who classifies FD's all across the country. The CHVFD is a Class 4 FD. This rating is for both the hydrant (10%) and non-hydrant (90%) portions

of Colchester. In other words, we can establish adequate water flows for fire suppression in either environment.

Our fire trucks carry one- thousand gallons of water each and are followed by our water tanker truck with an additional two thousand gallons of water. We employ Large Diameter Hose (LDH) capable of moving large amounts of water over long distances.

How much water is needed? Where is the water located? How are we going to move the water?

These questions run through the minds of our fire personnel each time we arrive on scene of a fire.

The many hours we devote to fire suppression training annually provides measurable results on how we make decisions in the stressful environment of fire involvement.

L-I-P

1. Life Safety 2. Incident Stabilization 3. Property Conservation.

We follow these guidelines!

We also depend on our neighboring FD's for mutual aid assistance- when we call for help, they respond, when they call, we respond.

The mutual aid system has a long tradition in this region and it will remain that way, we depend on each other for additional support.

Fire can move quickly especially when undetected. Many times we have arrived on scene of a working fire, to find a well-involved fire.

The accountability and preservation of life will always come first.

We remind you of the importance of properly installing and annually checking your smoke detectors.

Residents are encouraged to have an escape plan in the event of a fire and practice this plan with your family.

Always DIAL 911 to report a FIRE!

VERNON REGIONAL ADULT BASED EDUCATION

FREE classes offered at multiple locations including **Bacon Academy, Colchester**

High School Completion Programs*:

- CDP - Credit Diploma Program
- NEDP - National External Diploma Program
- GED Preparation
- Expulsion Support Program

*Orientation Required for High School Completion Programs

Additional Programs:

- Citizenship
- College Transition
- ESL - English as a Second Language
- On-Line/Distance Learning
- Pre-GED (ABE)
- Workplace Education

VRABE serves the following 14 towns: Ashford, Bolton, **Colchester**, Coventry, East Windsor, Ellington, Glastonbury, Griswold, Mansfield, South Windsor, Tolland, Vernon, Wethersfield & Willington

To register for Orientation:
Visit our website at www.vrabe.org

or for more information, please call:
(860) 870-6000 ext. 139, or
Toll Free (866) 564-2368 ext. 139



The Colchester Hayward Volunteer Fire Department Needs You!

HELP YOUR COMMUNITY!

Volunteer to be:
an **EMT** or **FIREFIGHTER**

Interested? Stop by **52 Old Hartford Road, Colchester**, or call **860-537-8437**.

See www.colchesterfd.com

REG-17-11

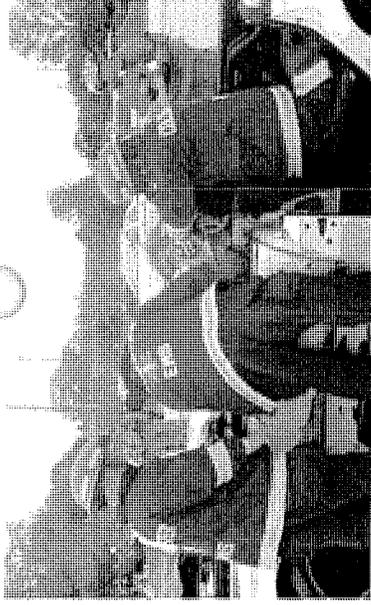
Community Service

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Become Part of a Team Effort

- _____
- _____
- _____
- _____
- _____

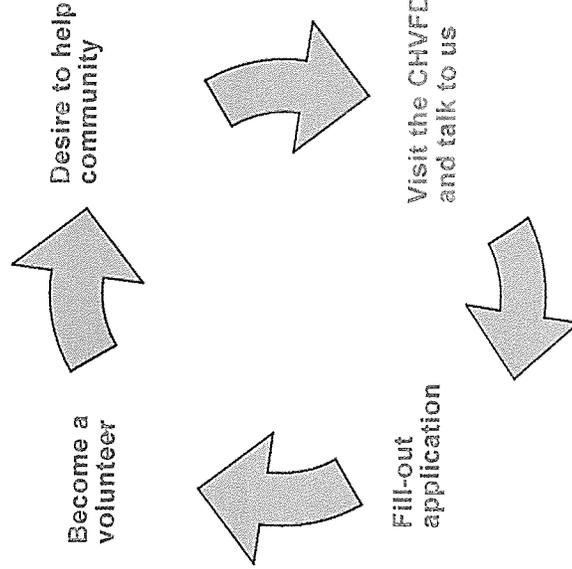
NAME OF CHVFD MEMBER THAT SPOKE TO YOU:



**Packet Guide for Volunteering
Firefighter, EMT or Fire Police**

Colchester Hayward Volunteer Fire Department

We need YOU!



Please contact us: 860-537-2512
<http://www.colchesterfd.com>
Fire Department Link

<http://www.colchesterfd.com>



Firefighter:

Become a CT State Firefighter I



Emergency Medical

**Technician: Get involved in
Emergency Medical Services.**



**Fire Police: Provide traffic
control and assist with crowd control
at emergency scenes.**

**Associate Membership: Don't
want to get involved in emergency
scenes,... but have some time to
assist with fund raising.**

Auxiliary Membership:

**Available to family members of
CHVFD members.**

Vision Statement

**"To protect and preserve lives and
property of people in the Town of
Colchester"**

How can I serve?

Responsibilities of Membership?

What are the Benefits ?

**Do I have to be a Colchester
Resident ?**

14 to 17 years of age?

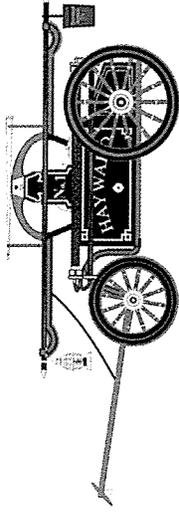
We have a Cadet Program

We can answer your questions !

Please contact us: 860-537-2512

<http://www.colchesterfd.com>

Colchester Hayward VFD



**Join the CHVFC - an organization
with 156 years of History serving the
residents and visitors in the Town of
Colchester.**

860-537-2512

52 Old Hartford Road

Colchester Ct 06415

<http://www.colchesterfd.com>

Assistant Chief Ken McKenna

Recruitment and Retention Officer

CHVFD



The Colchester Hayward
Volunteer Fire Department
Needs You!

HELP YOUR COMMUNITY!

Volunteer to be:
an **EMT** or **FIREFIGHTER**

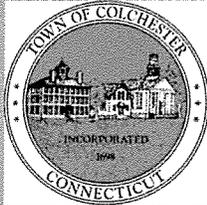
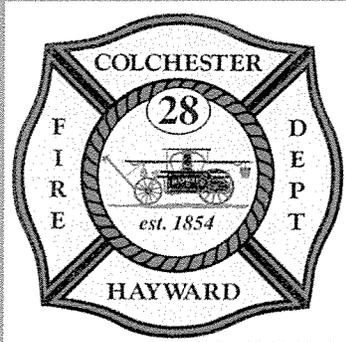
Interested? Stop by 52 Old Hartford Road,
Colchester, or call 860-537-8437.

See www.colchesterfd.com

RE6-17-11



Safety through Training



Training for our future



11 rooms
1,760 SQUARE FOOT TRAINING FACILITY



Why is it needed

Having these training capabilities locally will result in more frequent training and greater skill levels of emergency response personnel.

This will result in increased emergency preparedness and risk management through increased training, skill building and the ability to conduct skill level assessments of our members for future focused training opportunities.

Benefits of having this training facility

- Greater company level training opportunities for members.
- Less time required for mandatory training (no travel time)
(Recruitment and Retention Issues)
- Ability to conduct joint training exercises with our mutual aid partners.
- Ability to conduct daytime training for career staff.
- Community educational and teaching opportunities.
Fire Prevention and citizens fire academy programs
- ISO Fire Protection Classification credits
Continued improvements towards lower classification

Regional / state school issues

- Reduction in operational funding by the state.
- Eastern Connecticut Regional Fire School burn building is condemned and training facilities have fallen into disrepair.
- Land has been purchased for a new facility but no funding approval for construction or repair of current facilities.
- Lack of support from state government for fire fighter training with state funds. "Local Issue"
- Increased demand on volunteers due to travel requirements.
- CFA is 45 miles away and presents scheduling, and transportation issues.

New facility training opportunities

<i>OSHA General Compliance</i>	<i>CFR 1910.156</i>
<i>Forcible Entry</i>	<i>NFPA 1001</i>
<i>Fire Attack/Hose Line Operations</i>	<i>NFPA 1001</i>
<i>Firefighter Survival</i>	<i>NFPA 1001 & 1500</i>
<i>Search and Rescue Techniques</i>	<i>NFPA 1001</i>
<i>Handling Propane Emergencies</i>	<i>CFR 1910.120</i>
<i>Engine Pumping Operations</i>	<i>NFPA 1002</i>
<i>Ladder Company Operations</i>	<i>NFPA 1002</i>
<i>Rescue of Trapped Firefighters</i>	<i>NFPA 1001 & 1500</i>
<i>Water Supply Operations</i>	<i>NFPA 1142</i>

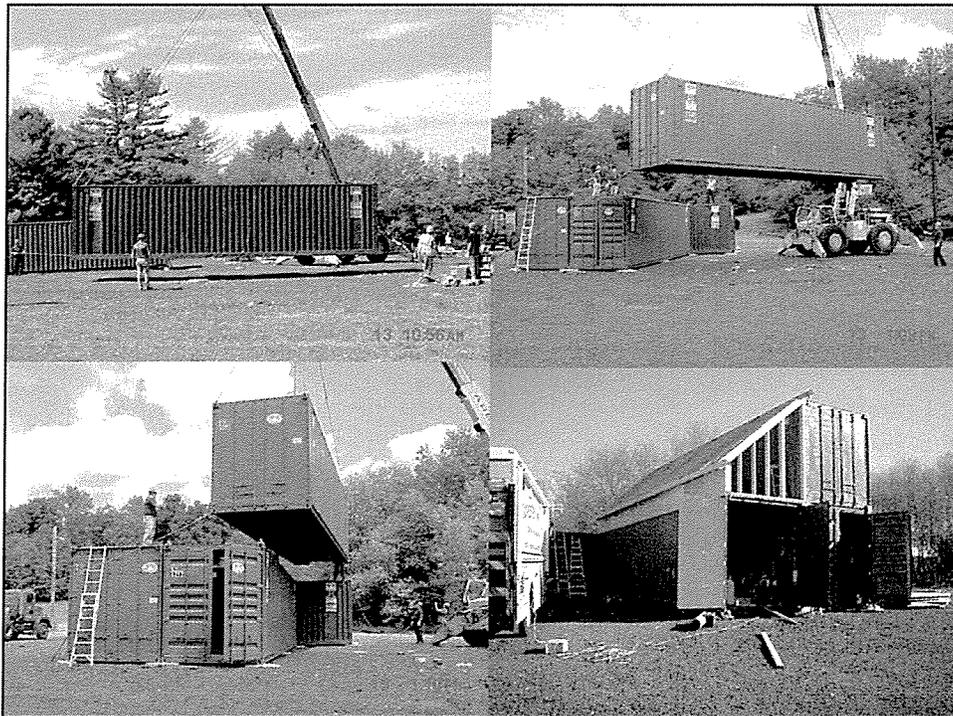
The Volunteer Commitment

Purchase of 8" water main installation to the training grounds:
\$14,000 Company funding, 220 Volunteer man-hours.

Donations = *\$1,100*

Construction of the current training facility and props.
\$24,000 Company funding, 1,900 Volunteer man-hours.

Corporate and private donations of approx. = *\$4,800*



CHFD Required Training

<u>Training</u>	<u>Required By</u>	<u>Rec. Freq.</u>
Hazardous Communications	OSHA 1910.1200(h)	Initial/changes
Blood/Air borne Pathogens	OSHA 1910.1030	Initial/Annual
Haz-Mat Awareness Refresher	OSHA 1910.120(q)(8)	Annual
Haz-Mat Operational Refresher	OSHA 1910.120(q)(8)	Annual
Confined Space	OSHA 1910.146	Annual
Lock Out / Tag Out	OSHA 1910.147	Initial/changes
S.C.B.A.	ANSI Z88.6	Quarterly
Fire Extinguisher Training	OSHA	Annual
Electrical Safety >50 volts	OSHA 1910.332	Initial/changes
Driver training	NFPA	Initial/annual
Highway traffic safety	OSHA1926.201 NFPA	Initial/changes
Mast/EOA/Defib Refresher	Med Control	Semi-Annual
24 Hours of Structural FF Training (Members must respond to 10 monthly training sessions annually)	OSHA/NFPA	6 Hrs/Qtr
Emergency Response Plan	OSHA 1910.120(q)(2)	Annual
ISC/NIMS	OSHA/NFPA/GOV	Initial/changes
EMT-B Refresher	OEMS	Bi/Tri annual
Wildland Firefighting	OSHA/NFPA	Annual

REQUIRED MINIMUM TRAINING FOR CONNECTICUT FIRE SERVICES TO MEET STATE REGULATIONS

Firefighting 1910.156(c)	Hazardous Materials Operations Hazardous Materials Response 1910.120(q)(6) Training of Department Responders to a Haz Mat	Command Leaders and Incident Commanders Incident Command and Standard Operating Procedures - HazMat 1910.120(q)(6)(v)	Infectious Disease Control 29 CFR 1910.1030	Confined space 1910.146
<ol style="list-style-type: none"> 1. Training and Education commensurate with duties 2. Prior to work as firefighter 3. Officers have more comprehensive training than members. 	<ol style="list-style-type: none"> 1. (i) Awareness (no set hours). Department takes no action and remains in the cold zone. 2. (ii) Operational (8 hrs). When the Department acts in a defensive mode and does not mitigate. (Damming, diking and decontamination is operational level) 3. (iii) Technician (24 hrs). This level mitigates (plug & patch) and uses chemical protective clothing. Note: Must meet specific competencies. List in 1910.120(q)(6) for each type of responder. 	<ol style="list-style-type: none"> 1. Requires 24 hours training equal to operations plus - competencies listed in 120(q)(6)(v)(A-F) <p>ICS courses are a means of meeting this requirement as long as employer specific conditions and plans are also addressed.</p> <p>Note: The standard allows for command to be passed on as higher ranking officers arrive. 120(q)(6)(v) applies to employees who are expected to assume command.</p>	<ol style="list-style-type: none"> I. Communicable Disease Risk Exposure and Prevention of the Transmission of Bloodborne Pathogens for Emergency Responders <p>TB</p> <ol style="list-style-type: none"> 1. Have a program, training, skin test and respirators if: exposed to active or possible active TB and <ol style="list-style-type: none"> A. Transport them B. Prolonged indoor contact with patient C. High Risk Procedures <p>Note: State EMT, MRT, EMT-P Training covers some elements. Training must be site specific and annual for 1030.</p>	<ol style="list-style-type: none"> 1. Only required for rescue activity. 2. Based on hazards, monitoring and rescue equipment to be used. 3. Annual Training 4. The "employer" must ensure timely, effective rescue where outside service is used. (see appendix "F") <p>The 1910.146 is intended for employers entering spaces to supply their own rescue capability.</p>
<p>1910.156(c)(2) - Training (Frequency)</p> <ol style="list-style-type: none"> 1. At least quarterly for interior 2. Annual for others <p>The following subjects: (Examples or Key Elements)</p> <ol style="list-style-type: none"> 1. Safety and Protective Equipment 2. Chemistry of Fire and Fire Behavior 3. Self Contained Breathing Apparatus 4. Fire Streams 5. Hose 6. Pumping Fire Apparatus 7. Ladders 8. Rescue 9. Forcible Entry 10. Ventilation 				

Examples of Training Standards
I.F.S.T.A. ESSENTIALS meet 1910.156(c)

F.F.1 exceeds or meets this requirement.
Training can be classroom and hands on.

EMERGENCY VEHICLE OPERATIONS

Not required but suggested there be a program in place.

It is strongly recommended that a fire department have personnel on the scene of an incident that have at least First Responder certification to provide emergency medical care to any firefighter injured on the scene.

1. The local authority having jurisdiction may require additional training and education: **EXAMPLE:** A fire department may require Responder Certification or Emergency Medical Technician Licensure.
2. Curriculum for firefighting practices will be based upon interior or exterior fire attack principles, practices and procedures. The equipment in the department and the instructor will make this determination. (Training on any special hazards (an industrial location, location with particular hazards); have to be included in training.
3. The Department of Labor and the supporting agencies and organizations encourage each fire department to exceed this minimum training. High standards for training and education; and health and safety are key factors to quality job performance and service to the community. State of Connecticut, Commission on Fire Prevention and Control courses often exceed OSHA requirements.
4. All training must have an evaluation component and participants must pass the evaluation to receive credit for the training. A pass/fail system is adequate. Evaluation instruments and/or activities are to be determined by the instructor based upon the instructional objectives of the class. Training activity must be documented.
5. All training and education must be delivered by an instructor who is capable of delivering subject and trained in the area being taught. (See Appendix A to 1910.156).
6. All training components require annual refresher training of sufficient content and duration needed to maintain competency. Competency can be demonstrated annually in place of refresher training. Means of demonstrating competency must be documented by the Department. Employer could use drills, tests as means of demonstrating competency.
7. Attendance at "state" Fire School could be included as meeting training as long as employer specific conditions are addressed as well.
8. OSHA standards allow flexibility and do not specify that recipients have a certificate. Employer must certify training is done.
9. OSHA does not regulate level of EMS response (i.e., BLS, MRT, EMT, Paramedic, etc.).

Firefighting Practices

29 CFR 1910.156(c) Fire Brigades

1. Training and education commensurate with those duties and functions members are expected to perform, provided before they perform fire emergency activities.
2. Training and education frequently enough to assure each member is able to perform assigned duties and functions satisfactorily and in a safe manner.

All members shall be provided training at least annually. Members who are expected to perform interior structural firefighting shall be provided training at least quarterly.

Hazardous Materials

29 CFR 1910.120(a)(6) and (8) Hazardous Waste Operations and Emergency Response

General Requirements

1. Training shall be based on the duties and function to be performed by each emergency responder. Hazardous Material First Responder Awareness - Individuals who are likely to witness or discover a hazardous substance release and have been trained to initiate an emergency response plan. You can tailor to your operation.
2. Annual refresher training of sufficient content and duration to maintain competencies, or shall demonstrate competencies yearly.
3. 1910.120(q)(1) Emergency response plan. Must cover all elements. Town plan may meet these requirements.
4. 1910.120(q)(3) Requires provision for having a safety officer, air monitoring prior to SCBA removal, back up personnel, first aid support at site, PPE, implementation of decontamination.

EPA 40 CFR Part 311

EPA Regulations are identical to OSHA.

Breathing Apparatus

Must comply with 1910.134

- 1910.134(c) Written respirator program
- 1910.134(e) Medical evaluation
- 1910.134(f)(2) Annual fit test
- 1910.134(g)(1) Facial hair policy - not allowed in face seal area
- 1910.134(g)(3) Written procedures for dangerous atmospheres planning for communications, standby persons equipped for rescue of entrants.
- 1910.134(h) Monthly SCBA inspections
 - Records of inspections
 - Low air alarms
 - 30 minute bottles
 - Cylinders fully charged
 - Current hydrostatic test on cylinders
 - Flow test apparatus as recommended by manufacturer

Incident Command System (ICS)

CFR 1910.120(q)(3)(ii) Hazardous Waste Operations and Emergency Response

Requires the implementation of an Incident Command System. Training in ICS is inherent in this requirement. For officers who are expected to be I.C. [see 1910.120(q)(6)(v)]

Infectious Disease Control

29 CFR 1910.1030 Bloodborne Pathogens

All employees with occupational exposure shall participate in a training program at least annually. Occupation exposure means reasonably anticipated skin, eye, mucous membrane, or parenteral contact with blood or other potentially infectious materials that may result from performance of duties. This covers most, if not all, fire departments in the State of Connecticut.

1910.1030 Requires the following:

1. Written exposure control plan
2. Training
3. PPE
4. HBV vaccinations
5. Post exposure follow up
6. Maintain records of training (3 years)
7. Maintain medical records 30 years

Other Requirements General

1. 1910.156(d)(1) - Equipment annual inspection and maintenance
 - a. Hose (To NFPA 1962 or equivalent)
 - b. Ground and aerial ladders (To NFPA 1932 and 1914 or equivalent)
2. 1910.156(b)(1) - Organizational statement
3. 1910.156(e)(1) - PPE provided at no cost
4. 1910.156(e)(1-5) - PPE meets .156 or NFPA
5. 1910.147 - Lockout/Tagout. Employee exposure most likely will apply to large department with repair facility
6. 1910.1200 - Employee exposure (site chemicals such as cleaners, fuels)
 - a. (e) Program must be in writing
 - b. (g) Material safety data sheets available to employees
 - c. (h) Training (firefighters may have equivalent through 1910.120 awareness level)
7. 31-371 - OSHA notice posted
8. 31-374 - Form 300 must be maintained back 5 years. 300A has to be posted every February 1 through April 30.

Maintaining a safe workplace in accordance with all laws is your responsibility. This informational guide is intended to provide a generic non exhaustive overview of CONN-OSHA firefighting standards. This document does not itself alter or determine compliance with any particular CONN-OSHA standard.

Colchester Hayward Fire Dept

Training Program Detail

All Applicable Records

ALLM01 All Members

Duration: 12 months

All Colchester Members

T/A/E*	Category		Goal Hrs	Skill
T	BACINPRE	Back Injury Prevention	0.01	
T	BBP	Blood/Airborne Pathogens	0.01	
T	COLCOTHR	Other CHFD Training	0.01	
T	DT01	General Driver Training	2.00	
T	EXTIN	Fire Extinguisher Training	0.01	
T	FFS-002	Accountability	0.01	
T	HZCO	Hazardous Communications/MSDS	0.01	
T	MARK1	Mark 1 and Smart Tag Training	0.01	
Total Program Requirements:			2.07	0

APP-QUALS Apparatus Qualifications

Duration: 999 months

T/A/E*	Category		Goal Hrs	Skill
T	ET128	Engine Tank 1-28 HME		Y
T	ET228	Engine Tank 2-28 1982 ALF		Y
T	ET328	Engine Tank 3-28, 1988 Young/Simon Duplex		Y
T	FOR128	Forestry 1-28 19xx Ford F250 Pickup		Y
T	GTR128	Gator 1-28 John Deere Tractor		Y
T	HT128	HT 1-28 19 XX IH Hose Tender		Y
T	L128	Ladder 1-28 1996 Simon Duplex LTI		Y
T	R128	Rescue 1-28 Simon Duplex		Y
T	R5/628	Rescue 5/6-28 19xx IH Ambulance		Y
T	SQ128	Squad 1-28 Suburban		Y
T	SV228	Service 2-28 2003 Ford MiniPumper		Y
T	SV328	Service 3-28 1986 Ford F350 Fire Police Qual		Y
T	T128	Tanker 1-28 19xx Kenworth Tanker		Y
T	UT128	Utility 1-28 1999 Freightliner		Y
Total Program Requirements:			0.00	14

CERT-NONEXP Certification - No Expiration

Duration: 999 months

T/A/E*	Category		Goal Hrs	Skill
T	AD-100	Orientation Of New Members	1.00	
T	AO	Aerial Operator	1.00	
T	FF1	Fire Fighter I	1.00	
T	FF2	Fire Fighter II	1.00	
T	FF3	Fire Fighter III	1.00	

* T=Training A=Activity E=Elective

Colchester Hayward Fire Dept

Training Program Detail

All Applicable Records

CERT-NONEXP Certification - No Expiration

Duration: 999 months

T/A/E*	Category		Goal Hrs	Skill
T	FSI1	Fire Service Instructor I	1.00	
T	FSI2	Fire Service Instructor II	1.00	
T	FSO1	Fire Service Officer I	1.00	
T	FSO2	Fire Service Officer II	1.00	
T	ISO	Incident Safety Officer	1.00	
T	PO	Pump Operator	1.00	
T	SO	Safety Officer	1.00	
Total Program Requirements:			12.00	0

EMS-ALL EMS-ALL Members

Duration: 12 months

All Colchester EMS Members

T/A/E*	Category		Goal Hrs	Skill
T	COLCEMS	ALL CHFD EMS Members	15.00	
T	EMS-HAZMAT	Hazmat for EMS	4.00	
T	LCALMED1	Local Med Control 1	0.10	
T	LCALMED2	Local Med Control 2	0.10	
Total Program Requirements:			19.20	0

FF-INT FF INTERIOR

Duration: 12 months

All Colchester Interior Fire Fighters

T/A/E*	Category		Goal Hrs	Skill
T	LVFIRE	Live Fire Training Annual	8.00	
Total Program Requirements:			8.00	0

FIREA FIRE ALL

Duration: 12 months

All Colchester Fire Division Members

T/A/E*	Category		Goal Hrs	Skill
T	FFIGHTER	Fire Fighter Colc	16.00	
T	HZ-FI	Hazmat for FireFighters	8.00	
Total Program Requirements:			24.00	0

* T=Training A=Activity E=Elective

Colchester Hayward Fire Dept

Training Program Detail

All Applicable Records

FPANL Fire Police Annual

Duration: 0 months

All Colchester Fire Police Members

T/A/E*	Category		Goal Hrs	Skill
T	FP-09	Fire Police Additional Trng	2.00	
T	FP-COMMS	Fire Police Communications	1.00	
T	FP-HAZMAT	Hazmat for Fire Police	4.00	
T	FP-PR	Public Relations	1.00	
T	FP-RNDTBL	Mtg & Discussions with Area Depts	1.00	
T	PRE-PLANNIN	Road Closing Preplanning	1.00	
T	S3-28	Apparatus & Equipment	1.00	
Total Program Requirements:			11.00	0

FPBI Fire Police Bi-Annual

Duration: 0 months

All Colchester Fire Police Members Bi-Annuals

T/A/E*	Category		Goal Hrs	Skill
T	SIG-54	Fire Police Signal 54 Bi_Annual		Y
Total Program Requirements:			0.00	1

N-STRU Non-Structural

Duration: 12 months

T/A/E*	Category		Goal Hrs	Skill
T	N-STRU-01		8.00	
T	N-STRU-02		8.00	
Total Program Requirements:			16.00	0

OFFICER-ANNUAL Officer-Training -Annual

Duration: 12 months

All Colchester Officers and Wannabe.

T/A/E*	Category		Goal Hrs	Skill
T	OFF-RE	Officer Training Annual	16.00	
Total Program Requirements:			16.00	0

* T=Training A=Activity E=Elective

**Town of Colchester
FY 2012-2013 Adopted Budget**

Department: Fire Department

Mission

To protect and preserve lives and property of the people in the Town through medical, fire, and rescue intervention.

Description

The Colchester Fire Department protects lives and property from fire and hazardous incident damage and provides timely emergency medical services in the Town of Colchester and other neighboring municipalities. The fire department incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation and emergency medical technologies into its procedures, equipment and methods.

Company One is located at 52 Old Hartford Road
Company Two (sub-station) is located at 424 Westchester Road, Rt. 149

This department's budget also reflects the Town of Colchester's participation in the KX Regional Dispatch service.

Staffing

Fire/EMS Chief (full time)
Administrative Assistant to the Fire Department (full time)
Deputy Chief (volunteer)
Assistant Chief (2 - volunteer)
Health and Safety Officer Captain (full time)
Lieutenant/Supervisor (full time)
Firefighter/Emergency Medical Technicians (full time/day shift - 2)
 * Firefighter/Emergency Medical Technicians (FT/nightshift - 2)
 * Firefighter/Emergency Medical Technicians (PT/nightshift - 2)
 *SAFER federal grant

2011 – 2012 Accomplishments

- Responded to 1,967 calls for fire/EMS services
- 217 scheduled training sessions for a total of 1,156 classroom hours.
- Successful CAFS fire suppression at Mill Street burn demonstration
- Full and operational staffing and community service during three major weather events
- Worked with UCONN Public Administration program to develop and complete Capstone report outlining volunteerism and incentives
- Worked with Town Administration to develop and promote three fire service ordinances - Hydrants, Alarm Systems, and Knox Boxes
- Activated operating training facility at Schuster Park
- Submitted federal grant for safety and operational equipment
- Implemented volunteer officer performance evaluations
- Improved volunteer recruitment and retention efforts

2011 Measures (January 1 – December 31)

• Total Man Hours:	15,424
• Fire Calls:	76
• Medical Calls:	1,341
• Other Calls (HAZMAT, Rescue, Service, etc.):	550
• Mutual Aid Calls:	230
• Hours of Training:	597.5

2012 – 2013 Objectives

- Continue expansion of training facility at Schuster Park, including:
 - Concrete work for vehicle extrication and technical rescue training area
 - Installation of propane piping for training
 - Installation of concrete pad for vehicle fire training
 - Installation of water main and two hydrants
- Development of and follow-through of Fire Department Strategic Planning process
- Enhance volunteer recruitment and retention efforts through efforts with Board of Education concerning tech prep program and EMT class instruction and Task Force recommendations
- Complete Strategic Plan for Colchester Fire Department
- Improve fire department's ISO rating to Class 3 (currently Class 4)

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRE

<u>ACCOUNT</u>	<u>FY 2009-2010 ACTUAL EXPENDITURES</u>	<u>FY 2010-2011 ACTUAL EXPENDITURES</u>	<u>FY 2011-2012 ADOPTED BUDGET</u>	<u>FY 2011-2012 PROJECTED ACTUALS</u>	<u>FY 2012-2013 ADOPTED BUDGET</u>
Regular Payroll	337,355	360,716	400,295	399,221	432,755
Overtime	26,239	27,161	24,720	24,720	25,462
Contractual, Temporary, Occasional Payroll	28,128	32,988	39,066	36,215	39,066
Employee Related Insurances	2,494	1,641	1,779	1,666	1,900
FICA & Retirement	47,421	50,464	61,016	60,318	65,079
Copier	3,311	3,189	3,654	3,162	2,658
Office Supplies	2,079	2,246	2,550	2,525	3,550
Safety Equipment	34,101	31,399	37,338	35,470	38,975
Custodial/Maintenance Supplies	3,287	2,925	5,070	5,025	5,070
Operating Supplies	450	433	750	675	750
Technical Reference Materials	595	179	600	600	600
Emergency Medical Supplies	17,061	17,955	19,900	23,530	23,530
Fire Equipment Supplies	30,745	34,606	36,780	36,705	38,080
Firefighting Foam	2,185	1,960	2,200	2,200	2,200
Mileage, Training & Meetings	19,350	21,348	23,350	22,185	23,900
Professional Memberships	699	697	700	699	750
Professional Services	39,445	35,673	35,625	35,625	35,625
Postage	260	110	400	280	400
Service Contracts	101,441	105,768	123,902	119,044	121,162
Advertising	0	426	500	500	500
Fuel Compensation	49,999	49,834	50,000	50,000	52,500
Physicals & Testing	16,105	3,800	12,000	6,000	12,000
Telephone	4,927	4,756	5,300	5,300	9,432
Fuel & Heating	9,706	11,964	16,098	14,885	19,292
Water	850	1,180	1,500	1,500	1,500
Electricity	26,018	28,867	27,400	27,400	27,800
Equipment Repairs	6,226	4,054	6,000	4,900	6,200
Building Repairs	5,839	2,771	8,100	8,040	9,600
Other Equipment Repairs	5,856	6,166	7,600	7,600	8,560
Vehicle Maintenance & Fuel	75,104	64,786	74,490	85,000	75,564
Machinery & Equipment	10,470	1,888	2,000	3,885	1,500
Building & Grounds Improvements	5,000	2,581	5,000	5,000	4,000
TOTAL	912,746	914,531	1,035,683	1,029,875	1,089,960

**TOWN OF COLCHESTER
FY 2012 - 2013 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	ADOPTED BUDGET
12202 - FIRE				
40101 - REGULAR PAYROLL				432,755
Fire Chief	1.00	71,124.00	71,124	
Safety Officer (8 hours per day)	1.00	64,917.00	64,917	
Lieutenant/Shift Supervisor (8 hours per day)	1.00	62,338.00	62,338	
EMT/Firefighter (8 hours per day)	1.00	54,434.00	54,434	
EMT/Firefighter (8 hours per day)	1.00	54,434.00	54,434	
EMT/Firefighter (8 hours per day)	1.00	27,550.00	27,550	
Partially funded by Safer grant				
EMT/Firefighter (8 hours per day)	1.00	27,550.00	27,550	
Partially funded by Safer grant				
EMT/Firefighter (4 hours per day)	1.00	13,775.00	13,775	
Partially funded by Safer grant				
EMT/Firefighter (4 hours per day)	1.00	13,775.00	13,775	
Partially funded by Safer grant				
Administrative Assistant (8 hours per day)	1.00	39,708.00	39,708	
Longevity	1.00	3,150.00	3,150	
40103 - OVERTIME				25,462
OT for F/T employees - mandatory payment for all work performed prior to and after normal hours	1.00	25,462.00	25,462	
40105 - CONTR TEMP OCCAS				39,066
3 Chief Officers	1.00	15,240.00	15,240	
6 Captains	1.00	5,145.00	5,145	
18 Lieutenants/Engineers	1.00	3,810.00	3,810	
EMS Administrator	1.00	636.00	636	
Fire Police	1.00	1,183.00	1,183	
Per Diem	1.00	10,138.00	10,138	
On-Call differential	1.00	2,651.00	2,651	
Vacation coverage additional pay per union contract	1.00	263.00	263	
41210 - EMPLOYEE RELATED INS.				1,900
Life/AD&D Insurance.	1.00	963.00	963	
Long Term Disability Insurance.	1.00	937.00	937	
41230 - FICA & RETIREMENT				65,079
FICA & Medicare @ 7.65% of gross wages	1.00	38,044.00	38,044	
Defined Contribution 401(a) Plan @ 6% - Fire Chief & Administrative Asst.	1.00	6,649.00	6,649	
Defined Contribution 401(a) Plan @ 7% - Fire Captain/Safety Officer, Lt./Shift Supervisor, Firefighter/EMTs	1.00	20,386.00	20,386	

**TOWN OF COLCHESTER
FY 2012 - 2013 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	ADOPTED BUDGET
42233 - COPIER				2,658
Monthly lease payments	12.00	121.50	1,458	
Per Copy charges @ \$.007 per copy	1.00	600.00	600	
Copy Paper	1.00	600.00	600	
42301 - OFFICE SUPPLIES				3,550
Office Supplies as needed	1.00	2,300.00	2,300	
Computer supplies	1.00	1,000.00	1,000	
Office supplies - Company 2	1.00	250.00	250	
42323 - PROT CLOTHING& SAFETY EQUIP				38,975
Turnout gear, helmets, bunker coats, pants, boots continuing replacement required by NFPA/OSHA/NIOSH expected 10% on state contract	1.00	21,500.00	21,500	
Protective clothing repair - used & worn gear	1.00	1,000.00	1,000	
Flame-resistant work uniforms for paid staff and Chief annual replacement	1.00	5,625.00	5,625	
NFPA/EMS Winter response clothing	1.00	900.00	900	
career staff annual replacement - uniform component price increase				
Cadet turnout gear updates.	1.00	1,700.00	1,700	
Reallocation of \$100 to offset paid staff winter clothing				
EMS Division Gear	1.00	6,000.00	6,000	
continue to outfit EMS personnel with appropriate gear. Cost to replenish dated Goods, and maintain satellite first aid kits				
Miscellaneous supplies continuing replacement required by NFPA/OSHA/NIOSH	1.00	2,250.00	2,250	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				5,070
Cleaning & maintenance supplies for station and grounds - Company 1	1.00	4,620.00	4,620	
Mops, brooms, floor & hand cleaners, paper products, etc. - Company 2	1.00	450.00	450	
42340 - OPERATING SUPPLIES				750
cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc. - Company 2	1.00	750.00	750	
42343 - TECHNICAL REFERENCE MATERIALS				600
Annual periodicals & subscriptions for various Fire Rescue & EMS topics 12 month subscriptions	1.00	600.00	600	

**TOWN OF COLCHESTER
FY 2012 - 2013 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	ADOPTED BUDGET
42345 - EMERGENCY MEDICAL SUPPLIES				23,530
Emergency food for extended calls	1.00	900.00	900	
EMS Supplies - replenishment of all Town dept. first aid kits	1.00	13,800.00	13,800	
Dated Medical Supplies - Sterile waterglucose, epi-pens, d-fib pads	1.00	1,100.00	1,100	
Head beds, disposable supplies	1.00	1,000.00	1,000	
Medical Oxygen - refills, rental, testing, to include per delivery fee	1.00	3,800.00	3,800	
EMS Cleaning Supplies	1.00	1,930.00	1,930	
Mass Casualty - large incident materials	1.00	500.00	500	
Backboards - replacement of old unsafe boards	1.00	500.00	500	
42346 - FIRE EQUIP SUPPLIES				38,080
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air, radio parts	1.00	8,000.00	8,000	
Level B Hazmat suits-1 time use - OSHA required	1.00	700.00	700	
Hydro test 10 pressurized water extinguishers - required testing	1.00	200.00	200	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Hazmat meters, module replacement cal materials - required testing	1.00	1,500.00	1,500	
Replacement of portable radios - 6	1.00	5,000.00	5,000	
Replacement of portable radio chargers - 6	1.00	1,700.00	1,700	
Replacement of pagers Motorola Minitor V (Fire/EMS/Cadet) - 6	1.00	4,000.00	4,000	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment	1.00	3,880.00	3,880	
personnel gear and equipment updates				
Replacement of portable radio batteries - 10	1.00	2,200.00	2,200	
Replacement of fire hose	1.00	6,000.00	6,000	
Firefighting supplies, hand tools, ropes - Company 2	1.00	1,500.00	1,500	
42347 - FIRE FIGHTING FOAM				2,200
Firefighting foam	1.00	2,200.00	2,200	
43213 - MILEAGE, TRAINING & MEETINGS				23,900
Meeting & conference travel @ 55.5 cents per mile	1.00	500.00	500	
Training programs & reference materials.	1.00	2,400.00	2,400	
Public Fire prevention materials.	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	17,500.00	17,500	
ongoing training for Career staff/volunteers				
43258 - PROFESSIONAL MEMBERSHIPS				750
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer, etc.	1.00	750.00	750	

**TOWN OF COLCHESTER
FY 2012 - 2013 ADOPTED BUDGET - DETAIL**

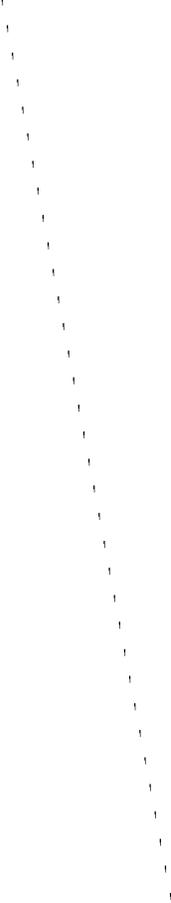
	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				35,625
Shared Response payments - 7.5% of revenue from ambulance billings Estimated revenue of \$475,000	1.00	35,625.00	35,625	
44217 - POSTAGE				400
Postage fees to send out for repair/return postage of repaired items	1.00	400.00	400	
44223 - SERVICE CONTRACTS				121,162
Breathing air testing - required, cost increase	1.00	875.00	875	
Annual furnace/hot water maintenance - required, semi-annual	1.00	2,100.00	2,100	
EMS Biohazard waste removal - required	1.00	1,700.00	1,700	
Annual contract for hazardous waste removal - required	1.00	865.00	865	
Annual pager radio service contract - maintenance & service of pagers	1.00	2,900.00	2,900	
Annual fire pump testing/certifications - required	1.00	1,150.00	1,150	
Annual ground ladder testing & certification - required	1.00	1,087.00	1,087	
Annual aerial ladder testing & certification - required	1.00	1,087.00	1,087	
Annual defibrillator calibration/certification - required	1.00	3,768.00	3,768	
Annual hydraulic rescue tool service - required	1.00	1,025.00	1,025	
Overhead door maintenance/service - old doors maintenance & service	1.00	1,250.00	1,250	
Stretcher service inspection STRYKER required, including 10% off parts	1.00	1,600.00	1,600	
Annual posi-chek 3 calibration/certification, including calibration/USB port	1.00	1,250.00	1,250	
Fire Extinguisher inspections - required	1.00	1,600.00	1,600	
Emergency generator services at Headquarters - required	1.00	850.00	850	
Annual firehouse - NFIRS reporting system - software contract	1.00	625.00	625	
Annual carpet cleaning - upkeep	1.00	865.00	865	
Fire Alarm testing and monitoring service contract	1.00	400.00	400	
Building Alarm system testing and monitoring - required	1.00	380.00	380	
Kitchen hood - required	1.00	800.00	800	
Sprinkler system - required	1.00	600.00	600	
Mask-fit tester certification/calibration - required	1.00	700.00	700	
Training Calendar Contract	1.00	80.00	80	
EMS Charts - OEMS Run Forms	1.00	764.00	764	
Air-fill station - breathing air compressor service contract	1.00	800.00	800	
Fire hose testing @ \$.21/ft - required annually	1.00	5,107.00	5,107	
IAMRESPONDING system	1.00	800.00	800	
911 KX - Dues for Central Alarm	1.00	83,504.00	83,504	
Exterminating Services. (\$22.00/mth) - Company 2	12.00	22.00	264	
Furnace service - maintenance and service - Company 2	1.00	450.00	450	
Water Testing - Company 2	1.00	500.00	500	
ER Generator - maintenance and service - Company 2	1.00	550.00	550	
Alarm System - maintenance and service - Company 2	1.00	300.00	300	
Overhead Doors - maintenance and service - Company 2	1.00	350.00	350	
Alarm System Monitoring and service - Company 2	1.00	216.00	216	

**TOWN OF COLCHESTER
FY 2012 - 2013 ADOPTED BUDGET - DETAIL**

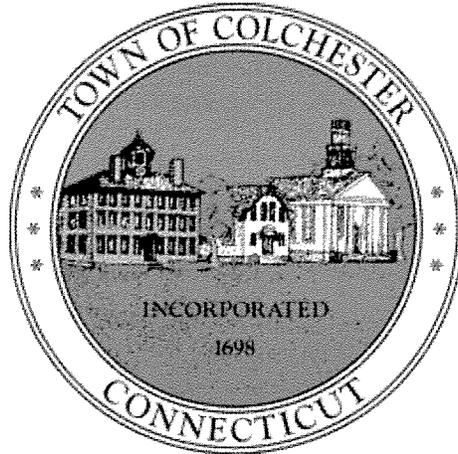
	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	ADOPTED BUDGET
44231 - ADVERTISING				500
Bid advertising	1.00	500.00	500	
44243 - COMPENSATION				52,500
Fuel remuneration for firefighters (increase in fuel costs)	1.00	52,500.00	52,500	
44286 - PHYSICALS & TESTING				12,000
Physicals & Testing - required physicals	1.00	8,500.00	8,500	
Annual OSHA Pulmonary Function Tests - required	1.00	1,500.00	1,500	
TB screening, random drug screens - required	1.00	2,000.00	2,000	
45216 - TELEPHONE				9,432
Headquarters telephones, fax	1.00	2,800.00	2,800	
Cell phones (6), air card for laptops on ER vehicles	1.00	2,160.00	2,160	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for ambulance 528 for electronic patient care reporting	1.00	2,500.00	2,500	
Internet contract (VOIP)	1.00	600.00	600	
Telephone & alarms circuits - Company 2	1.00	972.00	972	
45221 - FUEL/HEATING				19,292
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	4,200.00	3.35	14,070	
Propane - stove - Company 1	240.00	1.90	456	
Heating oil - Company 2	1,400.00	3.35	4,690	
Propane - Company 2	40.00	1.90	76	
45350 - WATER				1,500
Static & dry hydrants.	1.00	1,500.00	1,500	
45622 - ELECTRIC				27,800
Electricity - Company 1	1.00	24,400.00	24,400	
Electricity - Company 2	1.00	3,400.00	3,400	
46224 - EQUIPMENT REPAIRS				6,200
Office equipment repairs.	1.00	1,000.00	1,000	
Radio & alarm repairs.	1.00	4,900.00	4,900	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	

**TOWN OF COLCHESTER
FY 2012 - 2013 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	ADOPTED BUDGET
46226 - BUILDING REPAIRS				9,600
Overhead doors, plumbing, electrical - increase due to age & needed repairs	1.00	6,000.00	6,000	
Ground maintenance & supplies	1.00	600.00	600	
Training facility	1.00	1,500.00	1,500	
Building repairs - Company 2	1.00	1,000.00	1,000	
Overhead door repairs - Company 2 32 yr old doors	1.00	500.00	500	
46327 - OTHER EQUIPMENT REPAIR				8,560
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	4,000.00	4,000	
ISI - SCBA repair parts for new breathing apparatus plus existing units	1.00	3,600.00	3,600	
Small equipment repairs (fire pumps, ground & aerial ladders, overhead doors)	10.00	960.00	960	
46390 - VEHICLE MAINTENANCE & FUEL				75,564
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline - Fire	1,840.00	2.70	4,968	
Diesel gasoline - Fire	4,320.00	3.25	14,040	
Truck repairs & parts.	1.00	30,000.00	30,000	
Unleaded gas - Medical	580.00	2.70	1,566	
Diesel gasoline - estimated for Medical	4,520.00	3.25	14,690	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
Emergency account for fuel when Town pumps are unavailable - Company 2	1.00	100.00	100	
48404 - MACHINERY & EQUIPMENT				1,500
Security system continuations - entry identification	1.00	1,500.00	1,500	
48417 - BLDG & GROUNDS IMPROVEMENTS				4,000
50% of fees for installing fire hydrants. Remaining 50% paid by Water Dept. Joint infrastructure program for water distribution system	1.00	4,000.00	4,000	
TOTAL FIRE				1,089,960



Town Of Colchester Fire Department



Capital Improvement Plan Overview

To BOS & BOF

*Chief Walter Cox
Assistant Chief Ken McKenna*

*Deputy Chief Donald Lee
Assistant Chief Royce Knowles*

March 13, 2012

Over the past several months the Colchester Fire Department (CHFD) has been investing considerable time into the development of a short / long-range capital improvement plan. The need for the plan emerged from several factors; aging of our apparatus, dramatic increases in apparatus repair costs associated with the aging equipment, growth factors within the community, the increased training needs, building infrastructure needs, and recruitment and retention issues.

Currently the department provides fire, rescue, emergency medical service and hazardous material response. It operates out of two stations, protects a primary response area of 48 square miles, and serves 16,857 residents. Only ten percent of the community is protected by a domestic water system, (fire hydrants). Water for fire protection in the rest of the community is accomplished with the use of static water sources and the utilization of tanker/tenders to move water to the emergency scene. This emergency response is provided by a combination fire department of volunteer, career, and part-time personnel comprised of 103 members of which 98% belong to the Colchester Hayward Volunteer Fire Company.

Colchester has been one of the region's highest growth communities. Censuses data from 1990 to 2000 showed that the town had a growth rate of 33% and then saw an additional 5.3% increase from 2000 to 2008. Between 1991 and 2011 the Colchester Fire Department has seen a 112% increase in call volume.

During 2011, the department responded to 1967 calls for assistance. In keeping with the traditions of the department, in addition to emergency responses, its members responded to and supported the Town's efforts of the restoration of services and the continuity of government during Tropical Storm Irene within excess of 660 support man-hours. During the historic snowfall and wide spread power outages in October the department was called upon again to support these efforts resulting in an additional 260 support man-hours.

The Town of Colchester Fire Department is committed to improving our performance in all aspects of fire suppression, prevention and the delivery of emergency medical and rescue services to the citizens of, and visitors to the Town of Colchester. To assist the Fire Department in improving our already outstanding programs, the Fire Department's Capital Improvement Plan has several elements and strategies that will help advance the Fire Department. This CIP report projects what personnel, equipment and apparatus, and number of stations the department will need to continue to protect and serve citizens in the Town of Colchester.

The goals of the Fire Department's Capital Improvement Plan includes the addition of a fire station, replacement of apparatus and equipment, repairs to infrastructure /facilities and the recruitment and retention of emergency service personnel. Two other main goals for the plan include the lowering of response times and obtaining a lower Insurance Service Office (ISO) rating. The ultimate purpose of the plan is to save lives, protect property, and educate citizens about fire safety and prevention.

Colchester Fire Department Infrastructure Improvement Plan

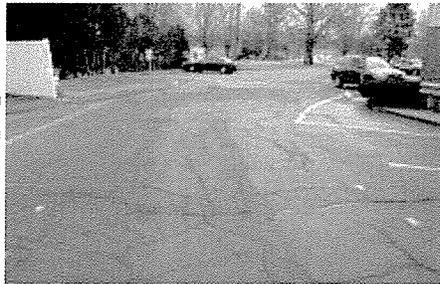
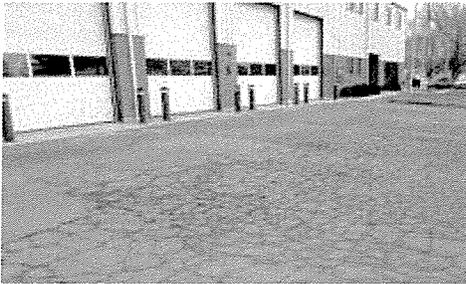
The headquarters station located at 52 Old Hartford Road is now over twenty-five years old. Volunteers built the station over a period of five years on property that had been donated to the Colchester Hayward Volunteer Fire Company. The location of this station was dictated by this donation of property and not by any strategic planning process. This decision was further driven by a lack of support by the town for its construction.

During construction, because of budget constraints caused by under funding a great amount of the materials used were salvaged materials from several demolition projects. This along with the fact that the steel structure itself had a twenty-five year life span when it was purchased is now affecting both repair and maintenance costs.

Routine repair and replacement of building services and interior furnishings historically over time have been the first to be cut from the operating budgets. This has resulted in the buildings current condition of disrepair.

Items that are in need of attention are:

- Repair of or replacement of parking and driveway surfaces at 52 Old Hartford Road.



- Replacement of the overhead doors at the Headquarters station. (Honeywell energy audit).
- The removal of and replacement the underground 4,000 gallon bulk storage oil tank. This was a used tank when it was put into the ground in 1987. There are both environmental and liability issues should the tank leak.

Several test have have been done since 2004 to check for possible underground fuel oil leaks. Last test: October 2010-the under underground tank past criteria and did not contain any detectable leaks. This service was provided by Northeast Tank Services Inc from Milford Connecticut, however this is still a twenty five year old steel tank.

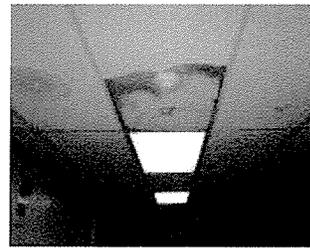
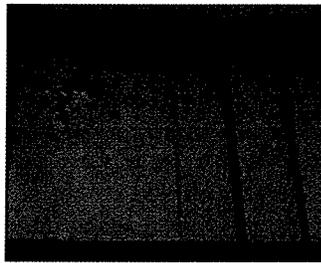


- Replacement of the carpet and linoleum floor coverings.
- Repair and resurface apparatus bay floor and drains.

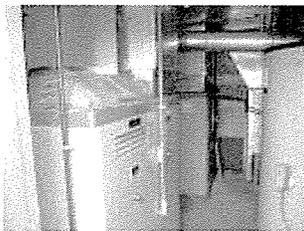


- Replacement of the counter tops and work stations.

- Much of the buildings insulation has been exposed to repeated water saturation as a result of the many leaks in the roof system. This has raised the question of mold growth in these areas. During 2011 the roof was repaired by Dzens of South Windsor, Connecticut.



- The replacement of the 25 year old HVAC units.
 - Two air conditioner cooling units.
 - Two air conditioner air handling units.
 - Two oil fired furnaces.
 - Three modine oil fired bay heating units.
 - Two old oil fired hot water heaters.
- There are five units in the bay area; two have been replaced due to failure over the past two years.



Administrative Spaces at Fire Headquarters.

When the current headquarters station was built, its design and square footage was clearly dictated by the availability of funds. Strategic planning and a look to the future of the department were overshadowed by the need to leave the station at 100 South Main Street due to structural and environmental concerns. Since this time, the mission of the department has changed as has the ever increasing demand to provide additional services.



These factors have resulted in the lack of proper administrative spaces. The Chiefs Office (X 4) along with the CHVFC president is currently located on the second floor, down a hallway in what was the bunk room. This provides many challenges for anyone who needs to have access to the Chiefs of the Department or the Company President to conduct day-to-day operations. A storage closet on the second floor now serves as both a bunk room and an administrative work area for report writing. On the first floor

the radio / watch room has been cut in half to allow space for the Administrative Assistant and for a secure area for ambulance billing and storage of files. The lounge area for the members has also been reduced by half to allow for additional file storage cabinets. This has had a direct impact on volunteer moral and speaks to the challenges of recruitment and retention. A make shift counter had to be added in the apparatus bay to allow access to the



computer system for post incident report writing. This is an area that can be very cold during the winter months with apparatus leaving or returning to the building and is not air conditioned during the summer months.



The addition of more administrative offices and the restoration of both bunk rooms and volunteer spaces could be accomplished with the expansion of second floor

out over the bay area. This approach would be the most cost effective and could yield an additional nine hundred square feet for these purposes.



Information Technology

The costs associated with infrastructure installation, expansion and networking equipment has largely fallen upon the Volunteer Fire Company. Over the years it was the company that purchased, applied for grants or looked for donations of equipment, hardware and software that has allowed the department to meet its increasing obligations of record keeping and reporting to local, state and federal agencies (FireHouse™) National Fire Incident Reporting System (NFIRS).

The Information Technology systems include eight networked desktops and three laptops on a wireless and hardwired Ethernet network. Desktop and laptop PCs are utilized by paid staff and volunteer members to input fire department response data, create training presentations and company committee reports (MS Office 2000). Six ruggedized computers located on apparatus that allows access to Pre-incident plans, Mutual aid resources and Reference materials related to potential hazardous incidents. Two ruggedized tablet PCs are utilized on the ambulances for Emergency Patient Care Reporting (EPCR) and billing information capture (emscharts).

The average age of all computer hardware being used within the CHFD is six years. The operating systems and application software are eight to ten years old; lack of funding for upgrades has resulted in aging versions of both hardware and software.

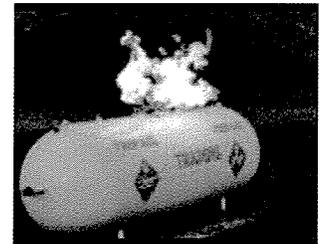
The ongoing installation of a “datacenter” upgrade to support the town wide Voice Over Internet Protocol (VOIP) system is continuing through the efforts of the volunteer members.

Training Facility

During 2011 the members of the volunteer fire company undertook the construction of a comprehensive burn building and training facility on property owned by the fire company. The volunteer fire company provided \$38,000 in funding and in excess of 2,100 volunteer man hours in its construction. This facility allows the members to train in all aspects of fire suppression, rescue and hazardous materials training. This facility is a critical component in providing both the required and mandated training necessary to ensure compliance but also for the safety of our members and that of the residents of the Town of Colchester. Some of the regulatory requirements and training standards that this facility allows us to conduct locally are;



- | | |
|------------------------------------|------------------|
| • OSHA General Compliance | CFR 1910.156 |
| • Forcible Entry | NFPA 1001 |
| • Fire Attack/Hose Line Operations | NFPA 1001 |
| • Firefighter Survival | NFPA 1001 & 1500 |
| • Search and Rescue Techniques | NFPA 1001 |
| • Handling Propane Emergencies | CFR 1910.120 |
| • Engine Pumping Operations | NFPA 1002 |
| • Ladder Company Operations | NFPA 1002 |
| • Rescue of Trapped Firefighters | NFPA 1001 & 1500 |
| • Water Supply Operations | NFPA 1142 |



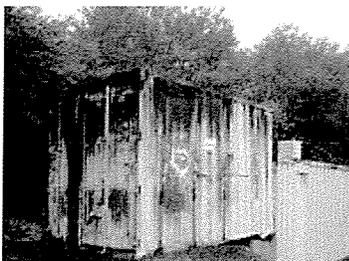
The facility was completed and a grand opening and dedication of was held on May 14th 2011.



Having these, training capabilities locally will result in training that is more frequent and provide greater skill levels of emergency response personnel. This will result in increased emergency preparedness and risk management through increased training, skill building and the department's ability to conduct skill level

assessments of our members for future focused training opportunities. Additional benefits of having a local training facility include:

- Greater company level training opportunities for members.
- Less time required for mandatory training (no travel time)
(Recruitment and Retention Issues)
- The ability to conduct joint training exercises with our mutual aid partners.
- The ability to conduct daytime training for career staff.
- Community educational and teaching opportunities.
Fire Prevention and citizens fire academy programs
- ISO Fire Protection Classification credits



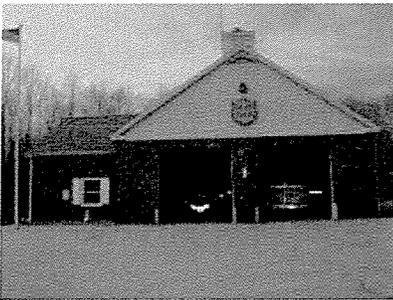
Prior to the construction of the new training facility, in 1997 the members constructed a state of the art fire behavior and flashover training module at the training grounds. This has provided us with the ability to train our members in fire behavior and flashover recognition and survival. This is a critical training component for any interior structural fire fighter. This training prop has exceeded its service life and is in need of replacement.

The construction of this training facility is ongoing. There are several training components and props that are currently under construction and need to be completed or that will need to be added if the department is going to meet both the current and future training requirements of our ever expanding mission as the primary first responder for the Town of Colchester.

- Complete the vehicle extrication technical rescue training pad.
- Develop and construct a *vehicle fire training prop*.
- Construction of a *tower platform for multi story operations*.
- Add *Rope rescue / high angle operations training capabilities*.
- Add *Confined Space Rescue capabilities*.
- Construct a *Trench Rescue Training prop*.
- Develop and construct additional Emergency Medical Services training aids for patient packaging and movement and mass casualty, mass care training.
- The addition of a Self-Contained Breathing Apparatus Maze (2011 A.F.G. grant application)

Westchester Sub-Station

The Westchester Station is a three bay station located at 424 Westchester Road (Route 149). In 1974 the members of the Fire Company felt strongly that emergency services in the Westchester area of our community needed to be improved. When the construction of a fire station in Westchester was rejected several times by both the Town and Borough governments, the “company” obtained a pass book loan to fund its construction on land was donated to the fire company for this purpose. Construction of the Westchester Station was started in the summer of 1974 by the members of the Colchester Hayward Volunteer Fire Company. Over the next year the company members worked to finish its construction. The building was dedicated on October 25, 1975 and emergency services with reduced response times were available to the residences in the Westchester District.



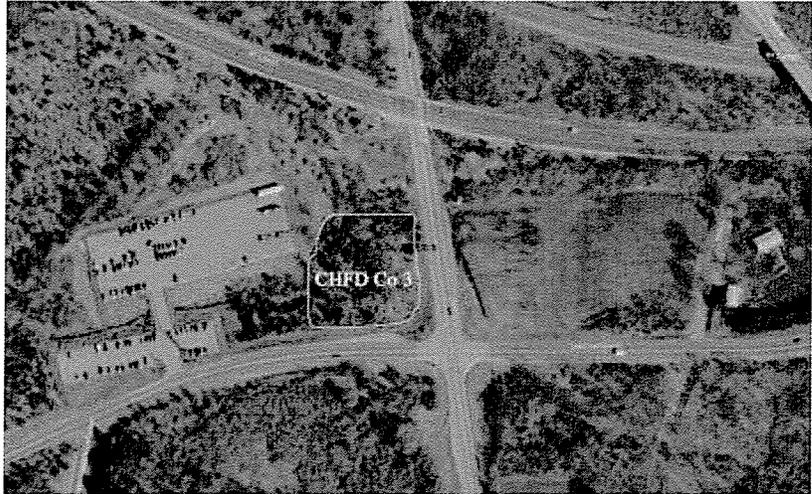
The station has three bay doors and when it was constructed its design reflected the smaller apparatus that was prevalent at the time. With the ever changing and expanding mission of fire / emergency services this station has become overcrowded and space has become an issue.

A possible solution would be an addition of two apparatus bays on the North side of the building would be the most cost effective way to greatly improve these conditions and allow for future expansion of services over the next twenty five years.

Addition of a Substation, (Lake Hayward Road Station) (Proposed)

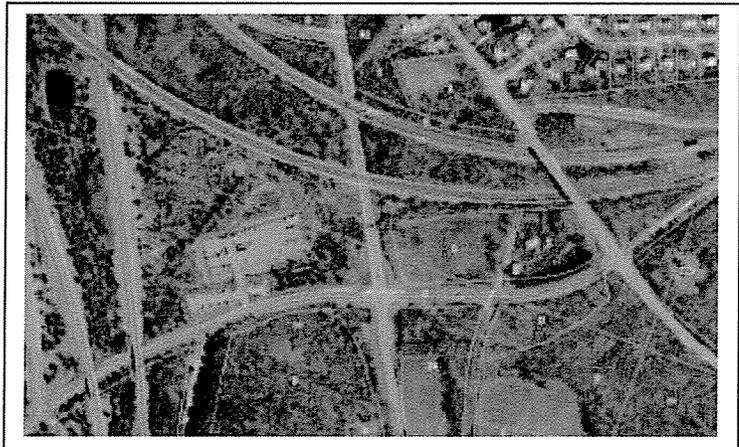
Currently there is one HQ fire station and substation in Westchester that service the forty-eight square miles of Colchester. The population in Colchester has been rapidly growing. The Fire Department must be able to protect property and provide the essential emergency services to the ever-expanding number of households and businesses. With the increase in the number of residential properties and potential commercial growth in the south-end of our community, the addition of a fire substation at the intersection of Lake Hayward Road and Parum Road is needed and has been forecasted for many years.

In 2006, the Town of Colchester acquired from the State of Connecticut through legislative action a parcel of land adjacent to the proposed Connecticut Department of Transportation Facility at 150 New London Road. This parcel of land is approximately two miles south of the current headquarters fire station was obtained for the purpose of constructing a substation to better serve the areas south and east of the town's center.



The location of this station will provide several strategic benefits.

The addition of this fire substation in this area will yield faster reaction and response times to the service areas in the southern part of the community. The response by apparatus to the scene of a fire, accident or medical emergency would be reduced by at least four minutes. Currently during times of high traffic or when events are taking place in and around the town center the reaction time (members getting to the station to man apparatus) and the response time (travel time for apparatus and equipment to get to the scene of the emergency) to these service areas from the headquarters can be much greater.



Reduced reaction and response times:

- Access to the state roads Route 85 (New London Road) and Route 354 (Parum Road)
- Access to limited access highway Route 2 both East and West.
- Access to the limited access highway Route 11 South.

The access to these major routes from this location will also provide benefits in the department's ability to readily respond to other areas of the community utilizing the limited access highway system. This will directly impact the response of additional apparatus during greater emergencies when additional apparatus or manpower is required.

NIOSH-	National Institute on Occupational Health and Safety
OSHA -	Occupational Safety and Health Administration
NFPA -	National Fire Protection Association
emscharts	A State of CT DPH approved (NEMESIS) web based software program

Recruitment and Retention of Volunteer Personnel

Every year we struggle to ensure that we properly train our personnel to deal with potential life threatening situations. Our training requirements are designed to meet all the applicable NFPA, OSHA and NIOSH guiding principles. This has become an ever increasing burden for volunteers who have to demonstrate their proficiency on a yearly basis in order for the department to stay compliant with State and Federal Guidelines. According to NFPA 1720, we take great effort to meet the minimum criteria addressing volunteer fire suppression operations, emergency medical services, and special operations delivery in protecting the residents of our 48 square mile community. We take this responsibility very seriously in order to protect our community and membership from harm and liability. However, this along with the increase in emergency responses and the increased commitments to fund raising and company activities has taken a toll on volunteerism. We are increasingly asking that more time be dedicated to training and emergency responses while the incentives to do this have been quite stagnate. We are also mandated to train in broader areas, offering services in both Hazardous Materials and Terrorist Response. While everyone recognizes the need for the fire service to step up to these roles, they are not centered on the reasons why volunteers come in the first place to help and give back to their community. Motivating volunteers to obtain and maintain their firefighting and medical skills has been difficult because many of our members have families and are faced with the choice between taking time off from work, not working a second job to earn income, and volunteering. It is a tough choice!

We have a core of dedicated and responsible members who have given their time to put us where we are today. Rewarding these men and women is often recognized with only a certificate of appreciation or plaque. Currently, the Town of Colchester provides modest but fixed fuel compensation for volunteer response. Given the recent increase in fuel cost this compensation barely covers the cost per gallon to the volunteer and is not an adequate incentive tool alone. A tax abatement program was introduced in 2003. This program gives property tax relief on assessment of their property based on emergency response calls during a year. This figure may be \$500 or \$1000 based on response criteria. This money has been taxed by the IRS and its amount is not adjusted over time. During this time property taxes have risen 25% further reducing the benefit of this incentive. We see more and more of our members needing to work more than one job to make ends meet. Good people who have the volunteer spirit and add value to our organization are forced to leave due to increasing demands of their family and/or work. It has become increasingly hard for them to justify their volunteer time and effort to their families.

EMT - Emergency Medical Technician
EMR - Emergency Medical Responder

The recruitment and retention of volunteers is a critical component in the department's ability to provide services and meet the overall mission of the department.

1. Stipend and pay-per-call program for members to staff and respond for ambulance calls.

a. This is a program that has been very successful in many of our surrounding communities and most all communities in the Lower Middlesex County Municipalities.

This program would provide a monetary reward for filling a duty shift and stipend for each call answered. The stipend would be commensurate with the qualification level for the each member filling the crew. Examples are EMT, EMT Driver, EMR, EMR Driver, or Qualified Driver.

The duty shift coverage would be a flat fee of (X) dollars (other current programs are on the average of \$50) for an ambulance crewmember to be available and staying in town to answer emergency ambulance calls for a given shift period.

2. A pay-per-call program for members to staff the station and respond to emergency calls.

3. An hourly compensation program to pay members for attending training and drills.

4. The cost for the following programs are borne by the volunteers, either by direct out of pocket dollars or subsidized by funds from the Colchester Hayward Volunteer Fire Company. In each instance it is the members that are ask to give more, either by a direct contribution or by giving more of their time to raise the funds necessary to support or offset the cost for each of these programs or functions.

Currently the Colchester Hayward Volunteer Fire Company provides the following functions or programs as rewards and incentives to enhance and promote volunteerism. These are just a few examples of various programs that although the intent is to reward or encourage volunteerism, each one has distracters because it is the "volunteer" who has to give more of themselves in time to raise the funds or money out of there pocket to participate in each of these.

a. The Annual Awards and Recognition Program banquet. Cost: \$7,500.00

This program is currently funded with, approximately \$2,800.00 to \$3,200.00 from the Fire Company treasury and supplemented with out of pocket dollars from each member and their guest who attend at a cost of \$25.00 plus per person.

b. The annual fire company picnic and pig roast Cost \$1,200.00

The program is currently funded through monies from the Fire Company treasury.

c. Annual Holiday Dinner (December) Cost \$1,500.00

The programs is currently funded through monies from the Fire Company treasury and donations

d. Funding for the kitchen Committee. Cost \$3,600.00

To cover the cost for meals during meetings and for food and beverages during training programs, drills and planning exercises.

Equipment and Apparatus

The replacement of apparatus, and upgrades to equipment including the adoption of new technologies that will be necessary if we are to provide effective and efficient fire suppression, rescue and emergency medical services.

Heavy Rescue, re-chassis and refurbish (bonding question 2012)

This Heavy Rescue was purchased in 1990 and is scheduled to be replaced. The proposals is to re-chassis and refurbish the rescue body.

Engine Replacement Duplex / Young (bonding question 2012)

This engine was purchased in 1988 and in 2008 its twenty year life cycle as a front line apparatus was met. This vehicle would continue to serve as a reserve engine for another five years.

Tanker 2,500 gallon high volume (bonding question 2012)

The purchase of a 2,500 gallon water tanker with high volume dump capabilities. This vehicle will be located at fire headquarters and replace the current 1,800 gallon tanker which will be relocated to the Westchester district to enhance the fire protection capabilities in that area of the community.

Engine Replacement HME / Central States - 2021

This engine was purchased in 2001 and in 2021 will have met its twenty year life cycle as a front line apparatus. This vehicle would continue to serve as a reserve engine for another five years.

Ladder Truck – Duplex LTI Replacement 2017

The current ladder truck is a 1997 75' aerial with a 1,500 gallon per minute pump and 500 gallon water tank and was purchased in 1997 after frame and torque box failure on the 1974 Pierce Telesquirt took it out of service. When it was purchased the department compromised on the aerial ladder length with the understanding at the time that a longer aerial, a "Tower ladder" would be purchased within five years to protect the larger commercial buildings and complexes and provided a safer and more secure platform from which to perform fire suppression and rescue duties.

The Insurance Services Offices (ISO) in section 560 (the distribution of fire companies) states that the built-upon area of the community should have a first due engine company within 1-1/2 miles and a ladder company within 2-1/2 miles.

Ambulance Replacements

The current ambulances with the heavy duty chassis have a service life of ten years. These will be scheduled for replacement as indicated below.

- Ambulance 6-28 – 2017
- Ambulance 5-28 - 2020

Service Vehicles

- Traffic control safety vehicle – 2015 (Service 3-28)

The current traffic control safety vehicle is a 1997 international 16 passenger bus that was handed down to the fire department after serving as a senior bus and will have served well past its service life.

- Brush /medical truck – 2016 (Service 1-28)

The current vehicle will be ten years of age and in keeping with replacement guidelines for smaller vehicle the vehicle will have reached its service life.

- Chief Vehicle – 2017

The current vehicle will be ten years of age and in keeping with replacement guidelines for smaller vehicle the vehicle will have reached its service life.

- Service mini attack truck (Service 2-28)

The current vehicle will be ten years of age and in keeping with replacement guidelines for smaller vehicle the vehicle will have reached its service life.

- Medical Command vehicle – 2014 (**new request**)

With the ever increasing volume of medical calls, the addition of a small SUV type vehicle to serve as a medical command vehicle and as a medical first responder with basic life support equipment and automatic defibrillator.

- Utility pickup truck – 2015 (**new request**)

The purchase of a utility pick-up truck to assist with the transportation and movement of equipment and hose. Currently volunteer members are asked to utilize their vehicles whenever equipment has to be moved or returned to the station following an incident.

Improved ISO Rating

The ISO, or Insurance Services Office, evaluates local fire departments using a Fire Suppression Rating Schedule (FSRS). The ISO analyzes three aspects of a fire department to determine the overall rating. The three categories are a department's response to fire alarms, engine companies within the department, and the community's water supply. Fire departments are rated on a scale ranging from 1 to 10. 1 is the best ISO rating and 10 is the worst ISO rating.

In 1990 the department received an ISO split class rating of a 5/9. This reflected a class 5 for the borough and class 9 outside the borough boundaries. This was an improvement over the class 9 rating previously assigned to the community. Since then the Colchester Fire Department has worked aggressively to improve the fire suppression and lifesaving capabilities of the department. These efforts have included the development of static water supplies and dry hydrant systems. With the cooperation of the Colchester Water Department the water supply and fire hydrant improvement program has greatly improved these systems. The replacement and upgrades of apparatus has also impacted the towns rating.

This was reflected in 2003 when the town received an ISO rating of Class 4 town wide. The Colchester Fire Department is constantly seeking ways to improve life safety and reduce its' response times. The department is committed to lowering their ISO rating further and providing the best emergency service possible to the citizens of Colchester. The addition of a Fire / EMS substation, equipment and apparatus, and the recruitment and retention of firefighters. With the improvements proposed in this plan, the department hopes to lower its already excellent ISO rating. For more information about ISO ratings and the FSRS, please visit the following website: www.iso.com.

Works Cited:

¹ US Census 1990, US Census 2000

<http://www.census.gov/epcd/www/zipstats.html>

² CERC Town Profile 2008

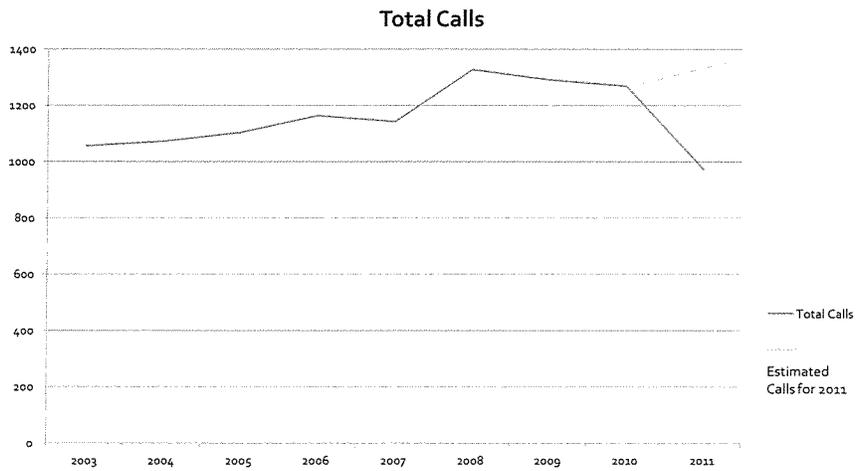
http://www.cerc.com/TownProfiles/county.asp?county=New_London#Colchester

³ NFPA 1720 National Fire Protection Association Standard for the Organization and Development of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.

Paid Per Call Proposal

Town of Colchester EMS

EMS Calls for service, a growing trend



EMS Calls for service, a growing trend

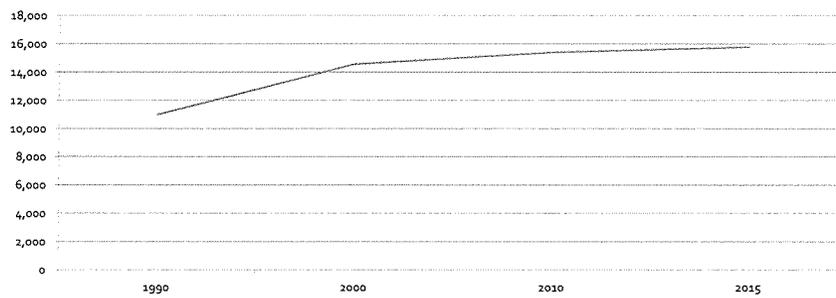
Years	Total EMS Calls
2003	1054
2004	1070
2005	1102
2006	1162
2007	1140
2008	1326
2009	1290
2010	1267
2011	1248 as of December, 1 (Estimated: 1360)

EMS Calls for service, a growing trend

If we continue this years trend, it is estimated that we will have approximately 1,360 EMS calls for service by the end of 2011. Making it our busiest year in EMS calls to date.

Colchester's Demographic Trends

Year	Population
1990	10,980
2000	14,551
2010	15,383
2015 (Projected)	15,783



Colchester's Demographic Trends

Age Group	Total Population	Percentage of Population
0-4	1,198	8 %
5-17	3,005	20 %
18-24	888	6 %
25-49	6,090	40 %
50-64	2,601	16 %
65+	1,601	10 %

Colchester's Demographic Trends Conclusion

- Colchester's population is continuing to grow and the "At Risk Age Groups" make up about 66 % of the towns population. These two sets of numbers alone would create an increase in medical emergencies, combined they create a much larger increase.

Colchester's EMT's Demographics

- Colchester currently has 65 active medical volunteer personnel. Of those members, 45 have a family, 36 have children, 57 have full time jobs outside the fire department, 4 are career firefighters with the CHFD, and 3 are full time students.

EMS, a billable income

- In 2010 the town of Colchester billed for \$837,000 based on 1267 ambulance transports.
- At this same rate, if Colchester were to have its estimated 1360 medical calls in 2011, then the estimated billable income for 2011 is \$898,429.

Understanding Tone Times

- When an emergency call is dispatched there is an allotted 4 minutes for an ambulance crew to contact dispatch. If there is not an ambulance crew after that 4 minutes than the call is toned for a 2nd time. There is than a 3 minute time frame for an ambulance crew to contact dispatch. If still there is no crew than the emergency is toned out a 3rd time. This tone includes a call back for the career staff. Another 3 minutes is given and if after that there is still not a complete crew the emergency goes to mutual aid (another town needs to respond into Colchester in order to provide an ambulance).

Trouble with crews

- In 2010 Colchester was unable to crew an ambulance 28 times, resulting in a mutual aid ambulance responding into town. Due to this patient care was delayed. So far this year 23 calls have gone to mutual aid.

A solution (Option 1)

- Every week there are 18 volunteer ambulance shifts. These are broken into 6 hour shifts. So, every week volunteers are responsible for 108 hours of coverage.
- If we paid these people a maximum of \$50 per shift, than we can guarantee complete coverage. This would be considered paid per shift.

Total Cost (Option 1)

- Since an ambulance crew consists of 2 people, the maximum that would be paid per shift would be \$100.
- 18 total shifts x \$100= \$1,800 per week. An average week consists of 25 ambulance calls or about \$16,500 of billable income.
- For 1 year, this program would cost \$93,600. To "employ" 65 active members.

A solution (Option 2)

- A second type of incentive would be paid per call. Meaning each person will be paid a base amount per shift and an additional amount per transport.
- The recommended amount would be \$30 per shift and \$15 per call during that shift.

Total Cost (Option 2)

- Since an Ambulance crew consists of 2 people, the maximum amount paid for shift coverage would be \$60.
- 18 shifts x \$60 = \$1,080 per week or \$56,160 per year.
- Last year, there were 773 calls during volunteer hours, at \$15 per call this would cost about \$23,190 per year. (Depending on how many calls for service)
- The total estimated cost for this program would be approximately \$79,350.

Recommendation

- After careful consideration the EMS Captain recommends option 2 (paid per call). The reason being; lower costs than option 1 and the program provides more of an incentive for ambulance crews to get back in service faster resulting in more efficient use of time during transports.

The Benefits

- From a budgetary perspective, our billable income will increase but the cost of this program will never change.
- Our ambulance will always have coverage and will be capable of responding in a timely manor.

Conclusion

- We have reached a point in time where a new incentive plan is needed in order to motivate department EMT's to provide ambulance coverage.
- Recommend a paid per call set up, resulting in a total program cost of \$79,350/
- This program will benefit any citizen of the town of Colchester that suffers a medical emergency.



PART ONE



PROPOSAL FOR PARAMEDIC INTEGRATION TOWN OF COLCHESTER

Prepared for:

Town of Colchester Board of Selectman
Town of Colchester Board of Finance
The William Backus Hospital
Eastern CT EMS Region
Colchester Hayward Fire Company

Prepared by
Seth DeAngelis-FF/EMT
Nick Fischer-FF/EMT

1

“Each department should look at EMS as the most important service it provides. This is especially true as the department looks at its future and where the members want to be and what services the citizens will need.”

Gordon M. Sachs
Marion County (FL) Fire-Rescue
Fire Engineering Magazine 01/1997

2

Abstract

This is an analysis of the need for a paramedic level ambulance service in the Town of Colchester. Current EMS Service is provided by the Colchester Fire Department at the EMT-Basic level. The Department has recognized an increased demand for paramedic level service in recent years. Evaluative research was performed on Colchester Fire Department call data for 2009 and 2010 in an attempt to identify calls worthy of paramedic level intervention.

The report reveals conclusive evidence of the demand for a paramedic ambulance service in the Town of Colchester and recommends proceeding further with an EMS upgrade.

3

Introduction

Picture yourself as a Firefighter/EMT responding to the report of an asthma attack. As you enter the front door of the residence, you find a six-year old child experiencing an asthma attack. His is breathing so hard that it can be heard from across the room. His skin is turning blue as he fights to breathe. The only relief you are able to provide at your level of training is oxygen, which will only give slight relief to this little boy. The medications needed to reverse this life threatening condition are carried only by a paramedic, who is still on average 8-10 minutes away. As you carry the boy out to the ambulance, you watch the seconds go by as his airway continues to tighten. You can only hope that the paramedic arrives soon enough to intervene before the child stops breathing entirely.

4

Background & Significance

The Town of Colchester receives fire protection and EMS service from the Colchester Fire Department through a combination service of volunteer and career staffing.

A fulltime Fire Chief oversees both career and volunteer personnel.

5

The volunteers are augmented by the Career staff which is composed of :

- 1 Captain (M-F 0730-4PM)
- 1 Lieutenant (M-F 0730-4PM)
- 4 Full-Time FF/EMTs (Weekdays Midnight-4PM)
- 2 Part-Time FF/EMTs (Sat/Sun 2PM-Midnight)

6



What is a Paramedic?



Paramedics provide advanced pre-hospital care to the sick and injured. Many of the life saving interventions they are able to perform are the same as the interventions performed at the emergency department of the hospital. These interventions include advanced assessment techniques, airway management procedures and numerous medications including those to alleviate pain.

7



What is our current level of licensing?



Colchester Fire Department is currently licensed to provide care at the *Emergency Medical Technician (EMT)-Basic level*. *EMT-B's* are able to manage airways with basic techniques, administer several medications for common life threatening emergencies, and perform cardiac defibrillation for patients in cardiac arrest.

8

EMT vs. Paramedic

- Non-Invasive Airway Interventions
 - Limited Medication Administration
 - AED Use
 - Basic Cardiac Life Support
- Cardiac Monitoring
 - Intravenous Cannulation (IV)
 - Intraosseous Access (IO)
 - Surgical Cricothyrotomy
 - Advanced Medication Administration
 - Advanced Cardiac Life Support
 - Pediatric Advanced Life Support
 - Tension Pneumothorax management

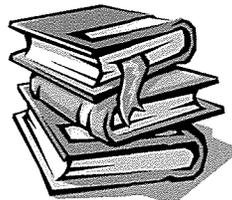
Training

EMT-Basic

180 Hrs
4-5 Months

Paramedic

1300 Hrs
18-24 Months



An increase in fire service participation in EMS is a growing trend across the country. In California, this trend has been manifested for several years. In the past five years, 22 departments in California have expanded their services in EMS by implementing first-responder ALS services.

Even though the name of the organization is the Colchester Fire Department, in reality, firefighters respond to very few fires. Overwhelmingly, the most common emergency response is medically related.

Many fire departments have had a similar increase in medical calls and have responded by upgrading their level of EMS response to include ALS capabilities.

11

The following is excerpts from a study done by the National Fire Academy on Fire Dept. based EMS going from the BLS to ALS first responder level

- Many experts believe that a significant number of trauma patients deteriorate or die en route to the hospital from physiologic abnormalities that could potentially be improved by pre-hospital ALS.
- They believe that by the addition of pre-hospital early ALS, the victims have an improved likelihood of pre-hospital survival.

12

(Study) Continued

- The sooner the pre-hospital provider arrives on scene and initiates ALS, the sooner the patient will arrive at the hospital for definitive treatment.
- One study linked survival of the victim of cardiac arrest to the response time of pre-hospital ALS providers (19% for BLS to 34% for ALS)

13

(Study) Continued

- A study of cardiac arrest concluded that the victim starts out with a 67% chance of survival, which is reduced respectively 2.3% per minute to CPR 1.1% per minute to defibrillation , and 2.1% per minute to ALS.
- When CPR and defibrillation are in place, the sooner ALS providers arrive on scene the better for the victim.

14

(Study) Continued

- In a study of 21 fire departments, 18 of those attributed their first responder ALS programs to saving lives and predicted that improved patient survival would be inevitable with the implementation of first responder ALS.

15

Don't we already have Paramedics?

Paramedic coverage for Colchester is currently provided on an intercept basis. Should a call warrant a paramedic, one is dispatched from one of the following agencies, based on the location of the call:

Middlesex Hospital (Marlborough Clinic)

(5 towns in primary coverage area, up to 10 depending on regional availability)

American Ambulance (Norwich)

(17 towns in primary coverage area)

16

Criteria for ALS

Why we call Paramedics

- Abdominal Pain
- Allergic Reaction
- Altered Mental Status
- Breathing Problems
- Burns
- CO Poisoning
- Cardiac Arrest
- Chest Pain
- Choking
- Convulsion/Seizure
- Heart Problems
- Diabetic Problems
- Drowning
- Electrocutation
- Heart Problems
- Head/Cold Exposure
- Hemmorage/Laceration
- Industrial Accident
- Ingestion/Poisoning
- Medical Alarm
- Pregnancy/Childbirth
- Stroke
- Traffic Accident
- Traumatic Injury
- Unconscious
- Unknown Problem
- Untimely Death

17

Call Data

- Total EMS Calls for 2009: 1436
Of these calls, 852 (59%) could have benefited from Advanced Life Support, based on the nature of the call dispatched, such as:
 - Child having an asthma attack
 - Paramedic gives an assortment of medications and breathing treatments early on, to relieve distress in child.

18

(Data from Colchester Emergency Communications)

Call Data (cont'd)

- Total EMS Calls for 2010: 1332
Of these calls, 814 (60%) could have benefited from Advanced Life Support, based on the nature of the call dispatched.

(Data from Colchester Emergency Communications)

19

Current Responses

Middlesex Medic #3 (First Due)
Marlborough Clinic
8.2 Miles, 12 Minutes

American Ambulance (Second Due)
Norwich Area
18.9 Miles, 31 Minutes

Although limited data exists, paramedics from Mohegan Tribe and Windham Hospital have also been used

Response info based on medics being at base location at time of call. Destination Colchester Fire HQ

(Source: Google Maps)

20

Raw Data (Volume)

Using a sampling of 57 calls in May 2011 for which a medic was dispatched, 37 (67%) required ALS transport.

Using same data:

- Middlesex Medics handled 80.70%
- American medics handled 19.30%

Data taken from 1 month sampling of EMS Data (May 2011). Source: KX 911

21

Raw Data (Response times)

The average response time for a medic to a true ALS call was 14.32 minutes.

Consider that brain injury is likely if cardiac arrest goes untreated for more than five minutes. For the best chance of survival and recovery, immediate and decisive treatment is imperative.

Data taken from 1 month sampling of EMS Data (May 2011). Source: KX 911

22

Raw Data (Time of on scene arrival)

May 2011

Middlesex Medic #3

American

Total Responses	27	10
Minimum response time (mins)	6	11
Maximum response time (mins)	24	22
Average response time (mins)	12.89	18.20

23

Raw Data (Cont'd)

	December 2011	January 2012	February 2012	March 2012
Unavailable	4	0	1	3
Missed / Cancelled	8	9	14	12

Data from Colchester Emergency Communications.

24

QUESTIONS???

25



PART TWO



PROPOSAL FOR PARAMEDIC INTEGRATION TOWN OF COLCHESTER

Cost Analysis

Prepared by
Seth DeAngelis-FF/EMT
Nick Fischer-FF/EMT

26

Part Two: Cost Analysis: Background

In order to gain an inside perspective and general idea of the cost associated with this program, interviews were conducted with area Fire/EMS agencies, who successfully upgraded to ALS within the last 5 years. The following departments were interviewed:

- East Windsor, CT. EMS (Paid EMS service)
- Windsor, CT. EMS (Combination EMS service)
- Southbridge, MA. Fire/EMS (Paid fire based EMS service)
- Dudley, MA. Fire/EMS (Combination fire based EMS service)

27

Financial Impact

- Other than patient care and survival, the biggest issue discussed in regard to first responder ALS is the financial impact.
- The National Fire Academy study recommended hiring new personnel with ALS certification as a way to offset the startup cost.

28

Study (Continued)

- Another on-going cost that may be realized is that of incentive pay. Throughout the country, firefighters receive extra pay to perform as a Paramedic (avg. 5-15% nationwide).
- Remember most fires are not life and death, but cardiac arrest is!!!

29

Cost Analysis: Startup

- 2 full sets of ALS gear; cardiac monitors, IV catheters, climate control units, medications. = \$ 60,000
- *All frontline Dept units would be ALS R1 (First Responder) to enable any unit to operate at the paramedic level.*

30

Cost Analysis: Annual Projected

The inception of an ALS program would require the town to hire 4 additional full time Firefighter/Paramedics, and 6 per diem FF/Paramedics, to help reduce overtime expenses; (vacation, sick leave, etc.). ALS coverage must be provided 24/7/365, in accordance with CT DPH Regulations

The addition of 24 hour staffing would be result in an expected reduction in callbacks & overtime costs.

31

Cost Analysis: Annual (Cont'd)

- 4 Firefighter/Paramedics @ +/- \$23/hr.
- 4 Per Diem FF/Medics @ +/- \$21/hr.
\$60,000/medic/yr= \$240,000 projected total per year
This includes payroll and average benefits
- Annual Operating Cost=\$50,000
– Used for equipment & medication replacement

Projected Annual Cost to Town = **\$290,000** +/-

32

How do we pay for this?

- In 2010, the Town of Colchester billed \$837,000 for EMS transports.
- ALS through CHFD projects a 50% rise in ALS transports based on increased availability of Paramedic services.
- Estimated billing revenue for year of implementation = \$1,000,000
- Increased billing = increased revenue

33

Staffing Benefits

- Program will benefit EMS & Fire Division
- Enhances daytime & overnight staffing, to ensure that if you call 911 someone will respond quickly.
- Provides in-house Educational and advancement opportunities
- Provides for additional interior firefighters
- Provides for additional apparatus operators
(Added staff will be certified in both)

34

Staff Scheduling

- (4) Groups –Work 24hr rotating shifts
-(24 on, 48 off, 24 on, 4 days off)
- Each group is 1 FF/Medic & 1 FF/EMT
- This will not increase staff per shift, but will *expand* coverage to 24/7/365

35

!

- The final change in the departments culture lies in defining its overall mission. It is difficult for a department to devote itself to a primary mission of fire suppression when the largest percentage of its activity is devoted to EMS. The fire department providing ALS is truly an emergency services department and must recognize this in its priority development and resource allocations.

36

- An increased commitment to EMS may require cultural changes within a department.
- The study concluded that to survive well over the coming years, fire departments will have to provide full EMS service. A fire department can make the best fire stop in the world and no one will notice but save a life and the whole town will support you

37

The real goal?

With the addition of Paramedics the taxpayers and users of the service would receive the highest available pre-hospital care possible from their own Fire Dept., with shorter response times and an in town paramedic.

38

- We invest millions of dollars in the latest technology for fighting fires and dealing with other emergencies. The question is when are we going to realize its EMS that affects peoples lives every day.

39

References

- Kirk D. Waters
- National Fire Academy

40

QUESTIONS?????

Thank you for your time!

41



TOWN OF COLCHESTER FIRE and EMS					Oct-12			
#	make/model	year	in years age	designation	engine	replace year	COMMENTS	
1	Marion/Spartan/Gladiator	2010	2	engine tank 228	diesel	2030	Put into service 10/30/10	
2	Simon Duplex/Young open cab	1988	24	engine tank 328	diesel	2008	pump/transfer case rebuild bodysubframe/leaf springs	
3	HME/Central States	2001	11	engine tank 128	diesel	2021	leaf springs	
4	IH/Middlesex	1987	25	hose tender 128	diesel	2007	pump rebuild engine HP issues	
5	LT/Simon Duplex	1997	15	ladder 128	diesel	2017	leaf springs	waterway
6	Four Guys/ Kenworth	1992	20	tanker 128	diesel	2012	leaf springs	
7	Supervac/Simon Duplex <i>italic</i> FRONT LINE 7 AV. Chevy sub.	1991	21 16.8	heavy rescue 128	diesel	2011	engine rebuild/transmission leaf springs	brakes/electrical
8	Freightliner step van	1999	O.O.S. 13	squad 128 utility 128	diesel diesel	2012 2019	medical consolidated with F-128 BOUGHT USED engine rebuild	
9	F-550/Gowans Knight	2003	9	service 228	diesel	2018	leaf springs	
10	F-350	2005	7	service 128	unl. V10	2020		
11	IH/Horton ambulance	2007	5	medical transport	diesel	2017		
12	IH/Horton	2010	2	medical transport	diesel	2020	Put into service April 2010	
13	F-250 Chiefs vehicle	2008	4	command car 28	unl. V8	2023		
14	IH/traffic safety Fire Police	1997	15	service 328	diesel	2015	Retrofitted	
			55					
		Fleet TOTAL	173 years	lifespan of each ambulance=10 years		lifespan of each service truck=15 years		
		Fleet AVERAGE	12.4 years	lifespan of each fire truck [frontline]=20 years				



To: Gregg Schuster
1st Selectman
Town of Colchester CT

December 13, 2010

From: Walt Cox
Fire Chief CHFD

Subject: Retaining Engine Tanker as a Reserve Pumper

It is my opinion, and I strongly urge the Town of Colchester to retain an Engine Tanker as a Reserve Pumper to properly maintain the fire protection services that we provide to protect the community.

I have come to this conclusion due to the increased frequency of front-line fire suppression apparatus failures and the extended periods of time that this apparatus has been out of service. Much of this is caused by the ever increasing problem with repair / replacement parts.

The CHFD Class 4 ISO rating is up for review. Our goal is to improve that rating to a Class 3. One of the components that we were lacking at the time of the last review is that we had no reserve pumper.

Based on the proposed CHFD Vehicle CIP replacement schedule, ET-328 the 1988 Young Pumper is the next engine to be replaced. Upon its replacement, the current vehicle would become the Reserve Pumper.

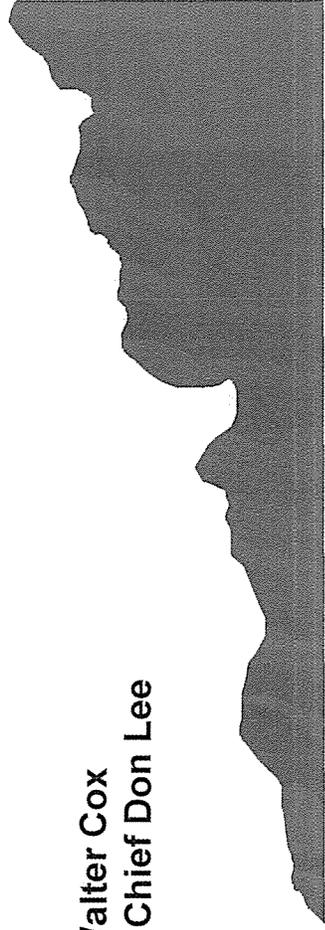
I am suggesting that no replacement cost be placed on the current Reserve Pumper "Engine Tank-428". This vehicle will be replaced by ET-328. ET-328 would then become the Reserve Pumper.

This vehicle replacement time schedule would keep a Reserve Pumper "ET-428" as such for approximately five years.

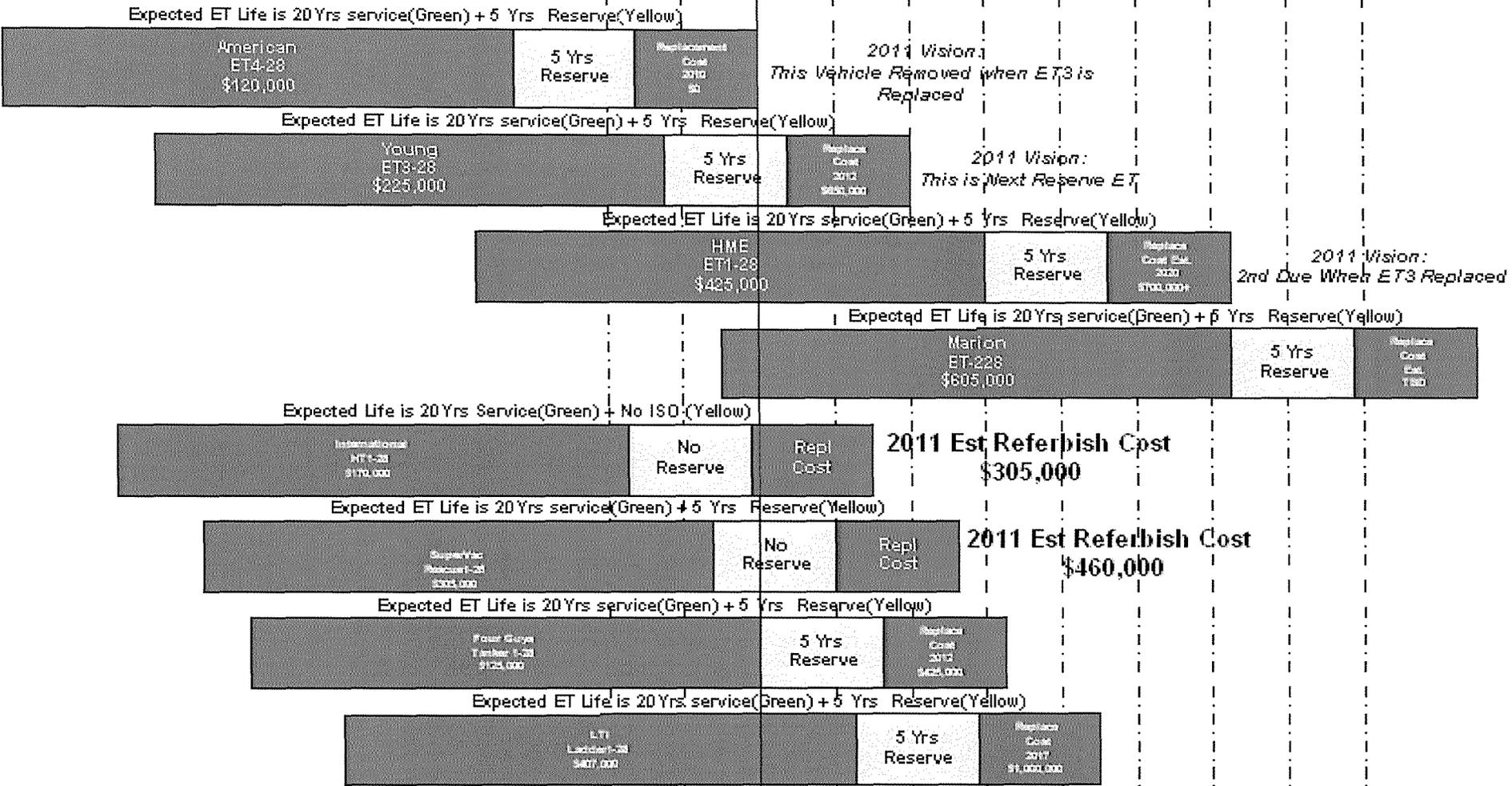
Proposed Fire Apparatus Bonding

- **New Engine Tank**
- **Rescue Re-chassis & Re-furbish**
- **New Tanker**

**Chief Walter Cox
Deputy Chief Don Lee**



1982 1985 1988 1991 1994 1997 2000 2003 2006 2009 2012 2015 2018 2021 2024 2027 2030 2033 2036



Today - 2012

Average Apparatus Age
16.9 Years

1982

1988

1991

1994

1997

2000

2003

2006

2009

2012

2015

2018

2021

2024

2027

2030

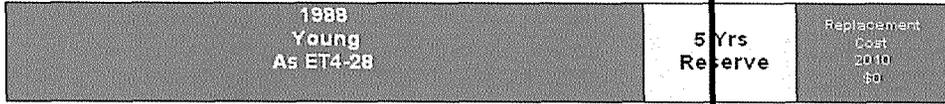
2030

2033

2036

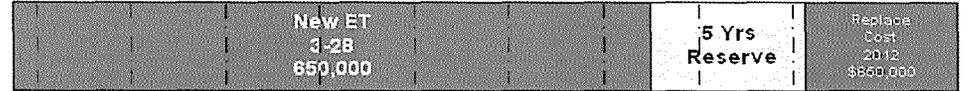
2039

Expected ET Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)

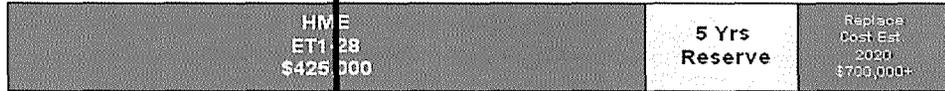


Expected ET Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)

2012 Est Cost
\$650,000

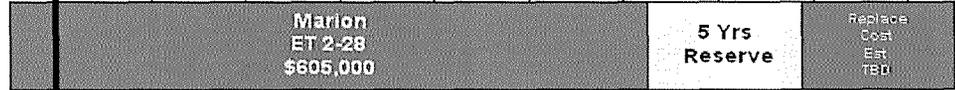


Expected ET Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)



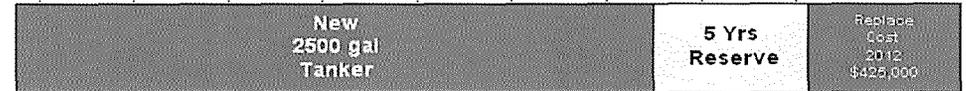
2011 Vision:
2nd Due When ET3 Replaced

Expected ET Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)



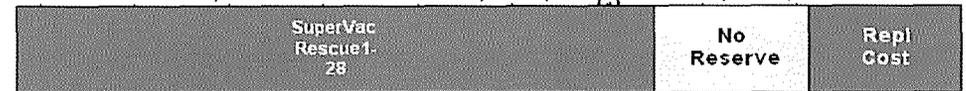
Expected Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)

2012 Est Cost
\$400,000



Expected Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)

2012 Est Referbish
Cost \$475,000



Expected Tanker Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)



Expected Life is 20Yrs service(Green) + 5 Yrs Reserve(Yellow)



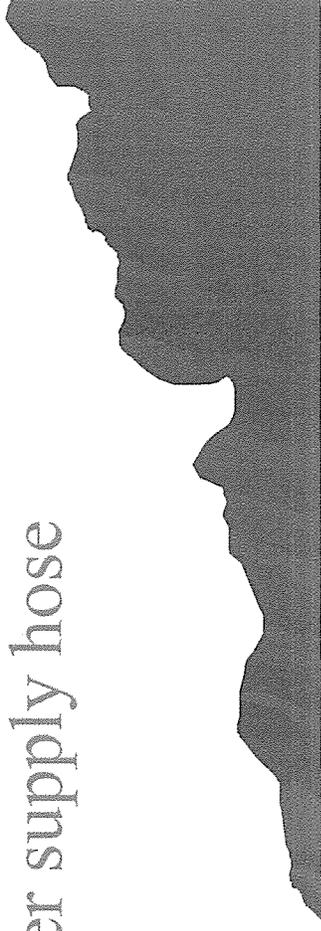
Today -

Avg Vehicle Age in
2013 would be
7.5Yrs

General Specifications

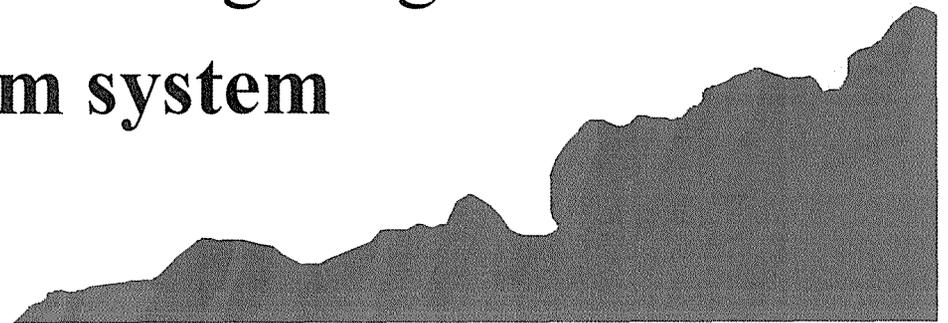
Engine Tank

- ◆ Seating for six (driver and five fire fighters)
- ◆ 1,000 gallon water Tank
- ◆ 2,000 Gallons per minute pump
- ◆ 30 Gallon Tank of Class A Foam
- ◆ 30 Gallon Tank of Class B Foam
- ◆ 20,000 lb front axle (suspension and braking)
- ◆ 27,000 lb rear axle (suspension and braking)
- ◆ 475 Hp diesel engine
- ◆ Automatic Transmission
- ◆ 1,500 feet of Large diameter supply hose



Safety Equipment

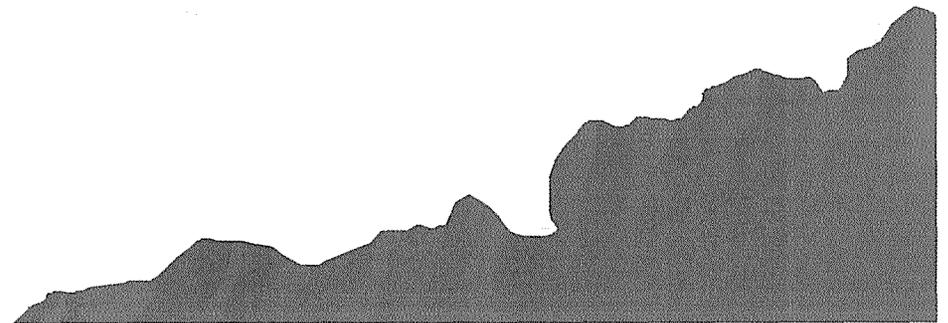
- ◆ Supplemental Restraint system (air Bags)
- ◆ Traction control with roll over protection
- ◆ Cab crash / crush protection
- ◆ 7.5 Kw. hydraulic –generator
- ◆ Light tower
- ◆ 12 volt / 120volt perimeter lighting
- ◆ **Compressed Air Foam system**





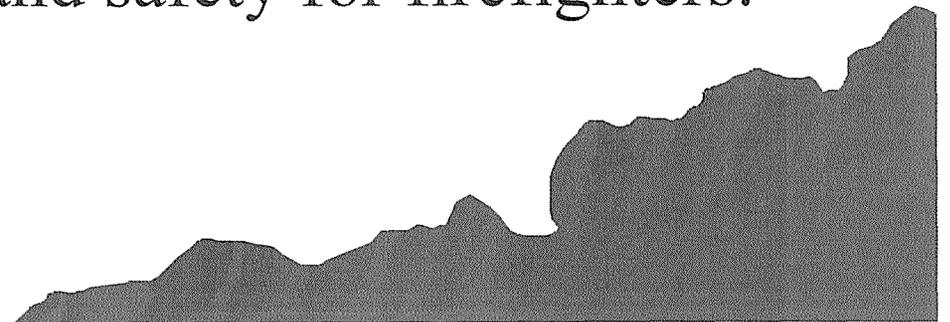
CAFS is not a new technology

- ◆ Compressed air foam technology has been around since 1938
- ◆ 1988 National Wildland Fire Service used CAFS to save structures in Yellow Stone National Park.
- ◆ August 1992 structural fire tests were conducted in Salem Ct. by the International Society of Fire Service Instructors.
 - Results showed the foam solution was 110% more effective than water
 - That Compressed Air Foam was 480% more effective then water.
- ◆ 1992 Hale Fire Pump Company developed CAFS system for suburban and urban fire applications.



Why invest in compressed Air Foam?

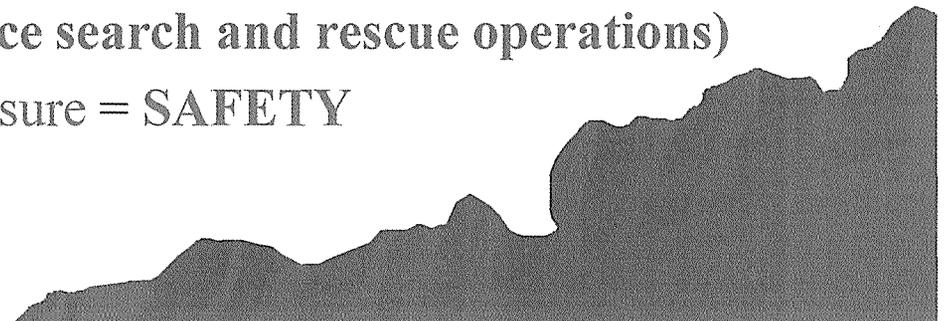
- ◆ We must continually seek opportunities that can improve the public safety capabilities of the fire department.
- ◆ We (the Town and the department) have an obligation to use new technologies to improve the level of customer service.
- ◆ We can reduce the exposure to, and better manage the risks associated with fire suppression activities.
- ◆ Continue with our programs to improve our ISO rating and reduce insurance premiums.
- ◆ Provide a sense of security and safety for firefighters.



Operationally

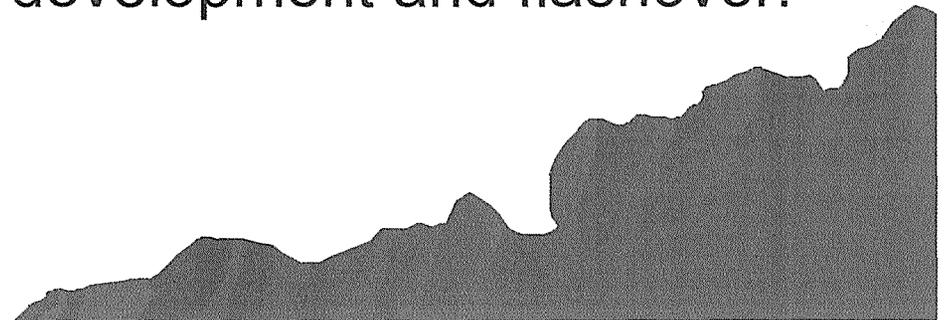
Why compressed Air Foam

- ◆ Increased initial attack capabilities.
- ◆ Reduced fire attack cycle times.
 - (reduction in interior firefighters exposure to heat and toxins)
- ◆ Reduced water usage.
- ◆ More effective exposure protection.
- ◆ Increased stream reach. (increased firefighter safety)
- ◆ Superior moisture penetration. (less overhaul)
- ◆ Lighter hose lines. (reduced firefighter stress and fatigue)
- ◆ Reduced chance of flashover and or rapid fire development.
- ◆ Reduced chance of rekindle behind fire crews.
- ◆ Smoke and steam reduction. (enhance search and rescue operations)
- ◆ Reduced scene times = reduced exposure = SAFETY



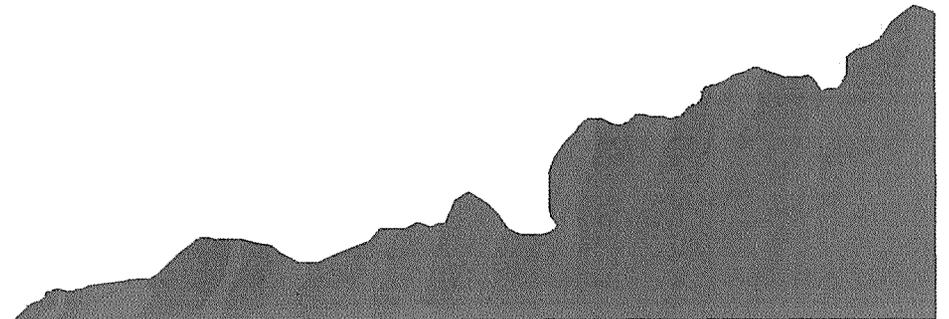
Threats to firefighter safety

- ◆ Increased Structural Collapse hazards
 - Light weight truss construction
 - Engineered structural components
- ◆ Volatile interior furnishing and finishes
- ◆ SYNTHETIC MATERIALS:
 - ◆ POLYSTYRENE, POLYPROPYLENE, NYLONS, POLYVINYLCHLORIDE
 - ◆ These generate 17,000 TO 20,000 B.T.U.s per lb of material
- ◆ Increased interior temperatures 1,100 to 1,800 degrees
- ◆ Increased by-products of smoke and toxic gases.
- ◆ For every 20 degree increase in interior temp. smoke production doubles
- ◆ Increased threat of rapid fire development and flashover.

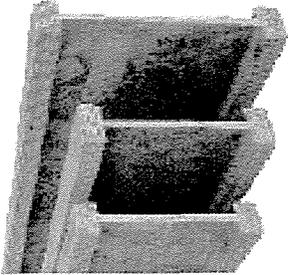


Additional threats to firefighter safety

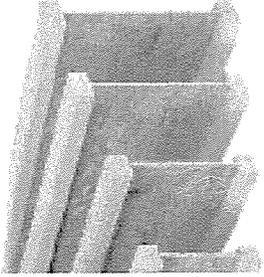
- ◆ Blended fuels
 - Polar solvents and Hydrocarbon based fuel blends
- ◆ Hazardous Materials releases requiring
 - Vapor suppression
 - Fire suppression
- ◆ Exotic carbon fiber composite materials
- ◆ Hybrid vehicles with alternate fuels and stored energy



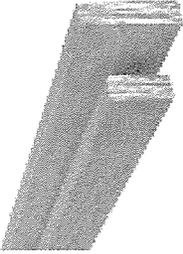
BCI® Joist series



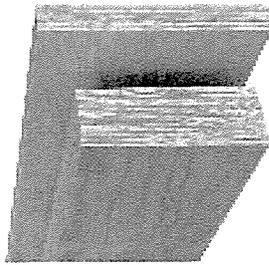
ALLJOIST® series



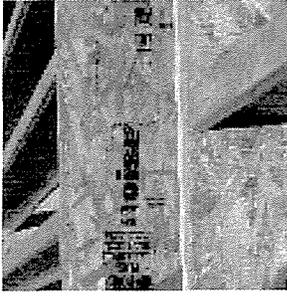
VERSA-STUD® wall framing



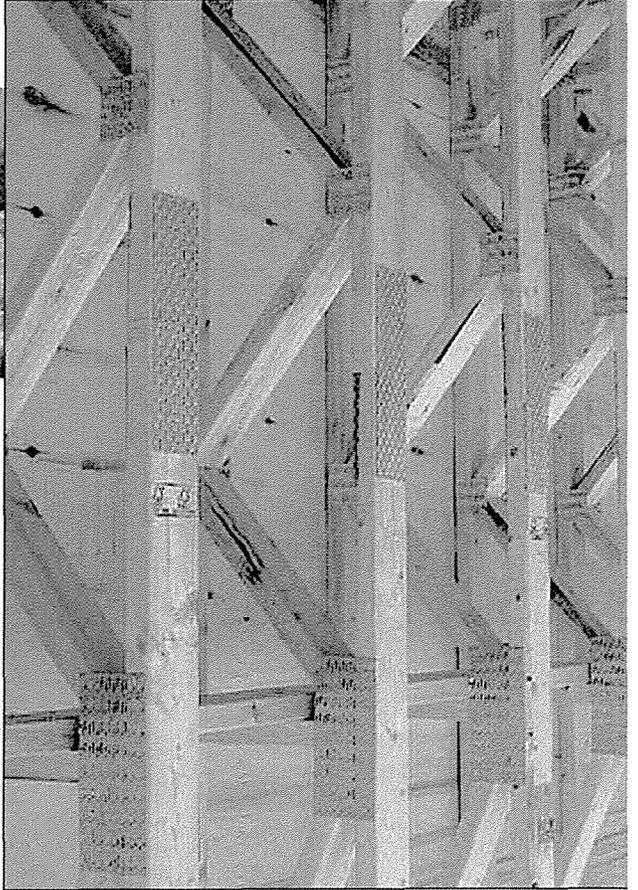
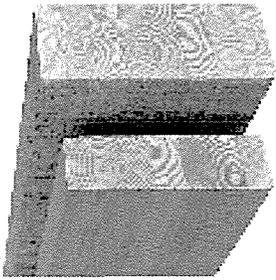
VERSA-LAM® laminated veneer beams and headers



VERSA-RIM®, VERSA-STRAND® and Boise OSB Rimboard



BOISE GLULAM®



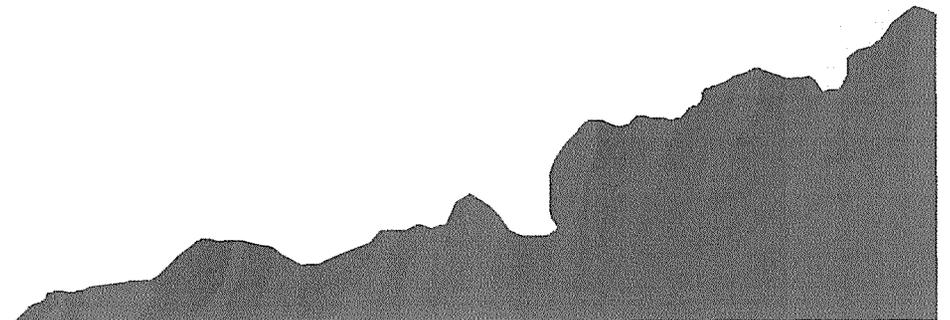


Interior TIC View



Supporting Documents

- ◆ Understanding NFPA 1901 & ISO Requirements
- ◆ National Fire Academy CAFS research project
 - Executive Officer Program
- ◆ Neil Brook's report as printed in Fire Apparatus Magazine.
- ◆ FEMA Report U.S. Fire Administration USFA-TA-074
- ◆ National Fire Academy CAFS research project.
- ◆ Compressed Air Foam by Dominic Colletti
- ◆ 2004 Report Fire Chief Magazine



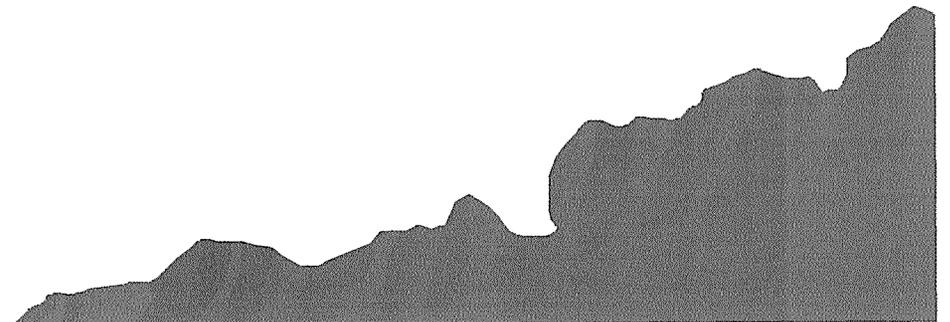
1991 Duplex / Super Vac



General Specifications

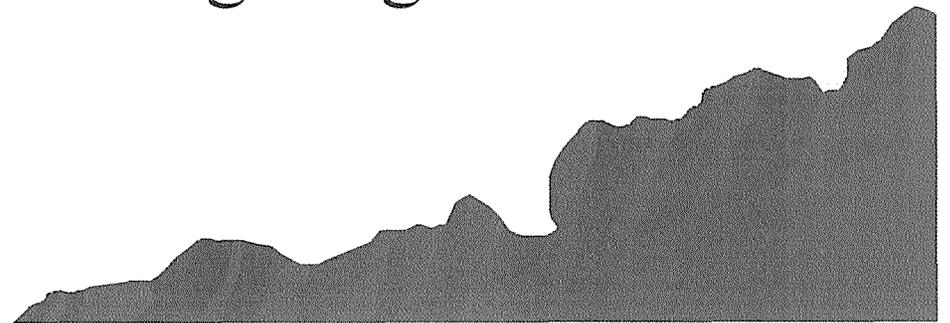
Rescue Chassis

- ◆ Seating for six (driver and five fire fighters)
- ◆ 20,000 lb front axle (suspension and braking)
- ◆ 27,000 lb rear axle (suspension and braking)
- ◆ 425 Hp diesel engine
- ◆ Automatic Transmission
- ◆ 12 bolt Hot Shift PTO (generator / rescue tools)



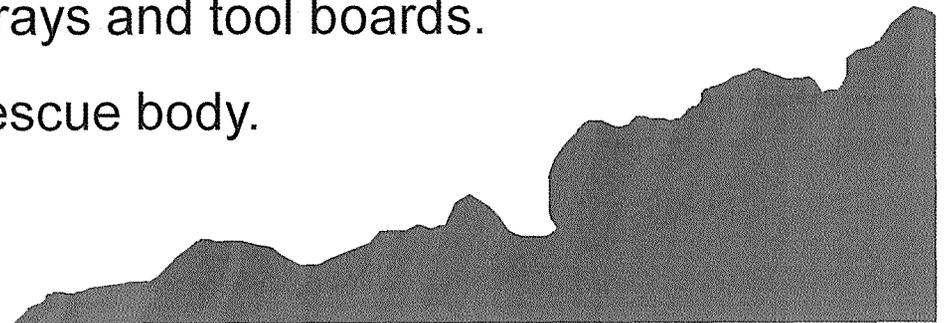
Safety Equipment

- ◆ Supplemental Restraint system (air Bags)
- ◆ Traction control with roll over protection
- ◆ Cab crash / crush protection
- ◆ 10 K.w. Hydraulic –generator
- ◆ 2 Light towers
- ◆ 12 volt / 120volt perimeter lighting



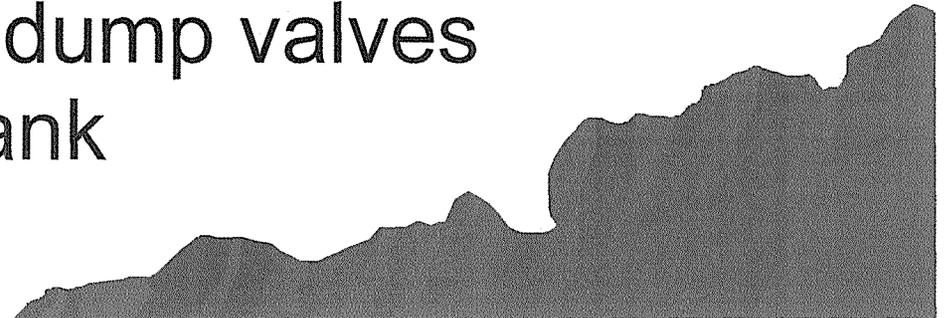
Re-furbish Rescue Body

- Remove old hydraulic light tower and associated components. Add high efficiency new light towers.
- Replace exterior roll up doors and interior compartment doors.
- Relocate hydraulic generator and add new hydraulic pump for rescue tool operation..
- Replace all 12 volt lighting equipment and exterior compartment lighting.
- Replace all 120 volt wiring and outlets and interior lighting.
- Reconfigure compartments with an additional compartment added to rear of rescue body.
- Add new high load capacity roll out trays and tool boards.
- Media blast, repair and repaint the rescue body.
- Add traffic advisor board to rear.



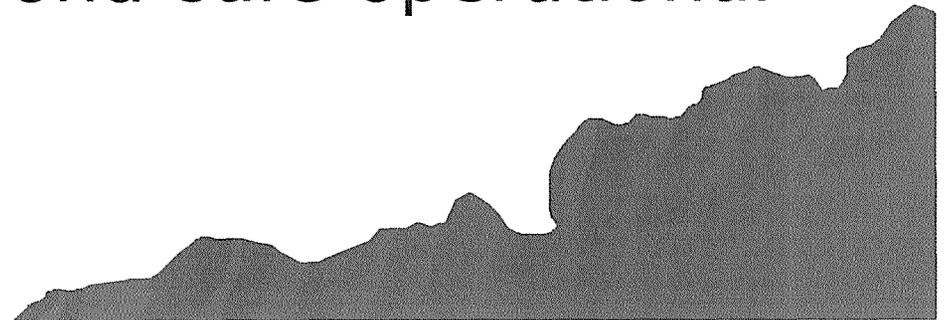
Large Capacity Tanker

- ◆ Commercial Chassis
- ◆ Seating for two (driver and one fire fighter)
- ◆ 2,500 gallon water Tank
- ◆ 1,000 Gallons per minute pump
- ◆ 20,000 lb front axle (suspension and braking)
- ◆ Tandem rear axles (suspension and braking)
- ◆ 425 Hp diesel engine
- ◆ Automatic Transmission
- ◆ 3 way large capacity dump valves
- ◆ 3,000 Gallon Porta-tank



Tanker Needs

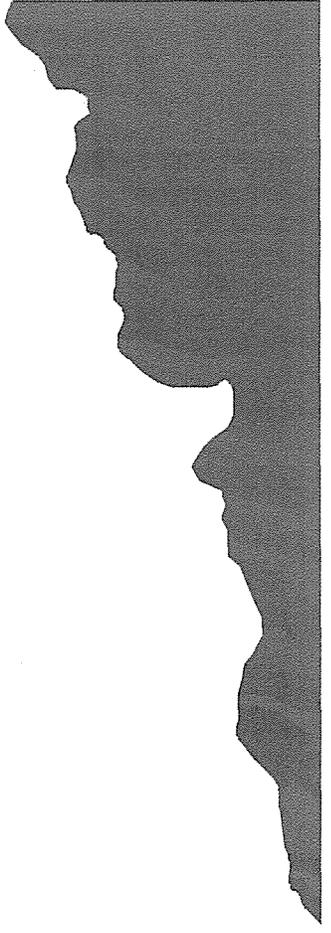
- ◆ 48 square miles.
- ◆ Only 10 percent is covered by hydrants.
- ◆ Water supply is an issue during critical offensive and defensive operations.
- ◆ Travel distance and time is an issue in many areas of town.
- ◆ Travel and set up times for mutual aid can be extensive and beyond safe operational limits.



Company Two Response area

Westchester District

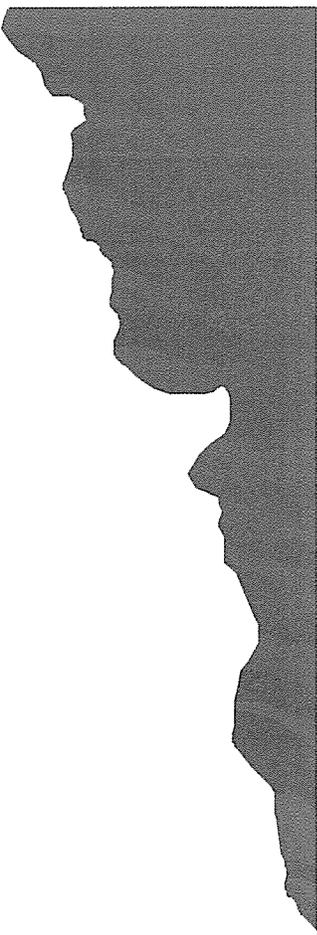
◆ Apple Lane	5.1	11 minutes
◆ HQ Response	7.6	16 minutes
◆ Auto Mutual Aid	5.4 miles	11 minutes
◆ Water Hole Road	3.5	7 minutes
◆ HQ Response	8.2	17 minutes
◆ Standish Road	2.6	5 minutes
◆ HQ Response	3.8	7 minutes



Company Two Response area

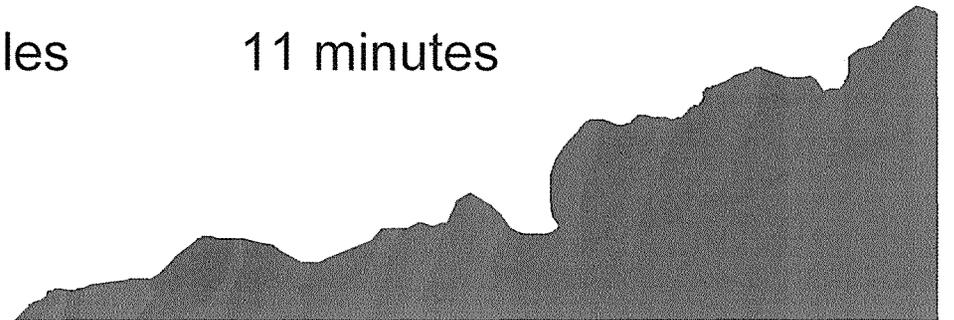
Westchester District

- ◆ Pinebrook Rd 2.3 5 minutes
- ◆ **HQ Response 4.8 9 minutes**
- ◆ Fox Ridge Drive 3.5 7 minutes
- ◆ **HQ Response 8.1 13 minutes**
- ◆ Jeremy Rive Dr 2.7 6 minutes
- ◆ **HQ Response 4.6 9 minutes**



Response distances and times from Headquarters

◆ Scott Hill Road	7.5 miles	14 minutes
◆ Auto Mutual Aid	3.7 miles	9 minutes
◆ Buckley Road	7.9 miles	15 minutes
Auto Mutual Aid	2.6 miles	6 minutes
◆ Colchester Commons	3.6 miles	8 minutes
◆ Diane Lane	4.2	10 minutes
◆ Route 2 E/B town line	8.5 miles	11 minutes



Fleet reduction and reassignments

Remove from service

1987 International Middlesex Hose Tender.

1982 American LaFrance (Reserve Engine Tank.)

Reassign

1988 Duplex Young Engine Tank to reserve
Status Engine Tank 4-28

1991 1,800 gallon Kenworth 4 Guys tanker to
Company Two

