



Colchester Fire & EMS

52 Old Hartford Road Colchester, CT 06415

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Department Vision

Sustainability of a combination all-hazards fire department comprised of highly trained and skilled emergency service personnel providing quality essential services to the Town of Colchester and surrounding communities.

Goals & Strategies

1. Sustainability of a combination fire department with focus on recruitment & retention measures to provide for adequate staffing and continued accommodation of an excelled level of services
 - a. Recruitment of new interested members through active involvement at community events, recruitment drives and publication via media outlets
 - b. Development of a mentorship program that cultivates continued motivation and drive within the organization while providing guidance on a path to success
 - c. Establishment and/or continued support of retention programs to entice current members to continue providing essential services to the community and department involvement
 - d. Development of a tracking system to maintain data to evaluate and illustrate the recruitment, retention and separation of department membership
 - e. Establishment of deliverables for continued achievement, such as annual recruitment of 10% of the current membership and retention of at least 50% of new recruits over 2 years for volunteer staffing
 - f. Development of a five year strategic plan to create a path for the department to maintain a progressive movement forward within the fire service and community
2. Maintain a fiscally responsible and supportive budget that ensures the continued maintenance of personnel, apparatus, equipment and facilities
 - a. Creation of a seven year capital plan that illustrates and establishes the improvement of department facilities, apparatus and equipment with re-evaluation annually to ensure that a progressive path is maintained
 - b. Research and applications for grants to support additional fiscal needs to to accommodate the growth of the community and the growth of the department



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- c. Continual and consistent review of the budget to identify financial needs and projects that require attention
3. Provide quality training to enhance our firefighters, EMTs and Fire Police skills and competencies to ensure quality levels of service are provided to the community
 - a. Creation of a yearly training calendar that focuses on quality in place of quantity while identifying the topics needed for emergency service personnel to complete the job tasks expected
 - b. Utilization of outside training resources to ensure a world view of current training trends is maintained and eliminate the potential for complacency and stagnate mindsets
 - c. Identification of an instructor cadre within the department who will assist with the training needs of the department and are committed to provided quality and well planned drills to ensure personnel obtain full advantage of the time committed
4. Provide leadership development and succession planning to cultivate and enhance communication, personnel management and other soft skills to support a positive and attractive organizational culture
 - a. Creation of a succession plan and strategy that provides for the officer above to instruct and provide guidance to the officer below on how their job is completed
 - b. Communication and evaluations of department job descriptions with review with the personnel filling those positions.
 - c. Evaluations of officer positions to provide feedback on job completions, job expectations and providing accountability.
 - d. Establishment of an officer development schedule that includes both internal and external resources to cultivate the needed soft skills to enhance communication and cohesion throughout the department
 - e. Providing a facet to department personnel to provide input and bring up issues to the command staff so all levels are able to communicate on the day to day of the department
5. Ensure standard operating guidelines are consistent and uniform in providing direction to the department and its personnel to ensure continuity of operations
 - a. Review and evaluation of the current Standard Operating Guidelines to ensure all are up to date with current operations and incorporating industrial standards
 - b. Communication of changes to department so personnel are made aware of the changes so adherence to these policies can be achieved
 - c. Development of a Continuity of Operations (COOP) to identify essential functions and build a plan to maintain those core functions following a disruption of service and enhance emergency preparedness



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6. Evaluation and enhancement at regular intervals of services provided to the community with focus on current core services for continued quality improvement
 - a. Development of quarterly and annual evaluations of services provided to the community to include both internal and external functions
 - b. Evaluation of reports to identify trends and areas where improvement may be achieved to enhance the organization and the services provided
 - c. Evaluate the elimination of calls for service that will reduce staffing burn-out while not incurring a negative impact on the community services delivered
 - d. Identify the core services to be provided and evaluating the services for the future that are currently not achievable due to organizational restrictions

7. Refine the organizational culture to enhance and ensure accountability through all levels of the department in order to preserve our positive presence in our community
 - a. Create and foster an organizational environment that promotes healthy accountability and continuity throughout the organization
 - b. Empower the department leadership to make decisions to build on confidence and experience in the operational progression of the department.
 - c. Promote a positive culture and environment while working to eliminate the negative influences that currently hold the department back