



# East Granby Fire Department

Connecticut

## Community Based Fire and Emergency Services Strategic Plan

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2022-2024





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# Executive Summary

## Background

On January 14, 2022, the Town of East Granby, Connecticut contracted Dynamix Consulting Group to produce a Community Based Fire and Emergency Services Strategic Plan. Specifically, the project requested evaluations of the following:

1. The current and future capability of East Granby Fire & Rescue Services to respond to emergency incidents.
2. The impact and demands upon the East Granby Fire & Rescue Services for the proposed “Village Center” development plan for the center of the Town of East Granby.
3. Opportunities for improvement of the Insurance Services Office (ISO) Public Protection Classification rating.
4. The potential for shared services with neighboring towns.
5. Current and future manpower needs.
6. Recommendations for the recruitment and retention of volunteer firefighters.
7. The future role of the volunteer fire department in Emergency Medical Services.
8. The location and condition of fire department facilities.
9. The current and future role of the Fire Marshal’s Office.
10. The current and future role of Emergency Management
11. The current and future equipment and apparatus needs.
12. An analysis of the impact of C.G.A. Special Act 21-12 (An Act requiring a study of the obstacles to merging or consolidating municipal fire districts and fire departments) and the potential for Regionalization.

## Summary Findings

The East Granby Volunteer Fire Department was chartered in 1929 to protect the citizens and properties within the Town of East Granby. Today, the fire service in East Granby is made up of dedicated people - both volunteer firefighters and paid members of the Fire Marshal’s Office - who provide critical services to the community.

During the 93 years since the East Granby Volunteer Fire Department was chartered, the Town of East Granby’s population and the community’s demand for service have both increased significantly. At the same time, there has been a nationwide decline in volunteerism that has very directly impacted the volunteer fire service.

While the members of the East Granby Volunteer Fire Department have made admirable efforts to answer these increasing demands, the time has come for the Town of East Granby to begin planning for a “combination” system for the delivery of fire and rescue services. The addition of paid firefighters into this system is not meant to replace the East Granby Volunteer Fire Department, but instead to create a “safety net” that allows the volunteer fire department to continue to provide service to the Town of East Granby but

also puts in place a level of protection to guarantee a fire department response even when volunteer firefighters may not be available. Effectively managing these changes will require a new level of commitment, planning, and consideration that intentionally and systematically augments and coordinates the services provided by the East Granby Volunteer Fire Department with paid firefighters.

During the fieldwork for this project, Dynamix Consulting Group met or facilitated telephone interviews with the leaders of 11 fire departments that border or are proximal to the Town of East Granby. There is an immediate need not only in East Granby, but also in its surrounding towns, to implement measures to help sustain the viability of all volunteer and combination fire departments in the region.

If the leadership of the Town of East Granby and the East Granby Volunteer Fire Department agree that the preservation of the volunteer fire department is their shared primary focus, the Town of East Granby should take the lead in engaging potential partners who also share this goal in discussions about future cooperative services. A failure to act in a timely manner to preserve and sustain the volunteer fire department could result in the volunteer fire department becoming unable to consistently provide the high level of service expected by the East Granby community.

## Recommended Next Steps

The members of the East Granby Volunteer Fire Department very consistently voiced a need for more support from the Town of East Granby both during the on-site interviews with Dynamix Consulting Group in March and again during Strategic Planning Workshop in May. In the short term, scheduled this summer is the Volunteer Fire Chief position election. The Chief and the Assistant Chief have both voiced concerns that the increasing demands of managing the East Granby Volunteer Fire Department make it difficult to balance leading the fire department with the demands of their jobs and their personal lives. Interviews with members of the East Granby Volunteer Fire Department revealed that there does not appear to be anyone in the department willing to assume the position of Fire Chief should the current Fire Chief and Assistant Fire Chief chose not to continue in their positions.

### Short Term

Dynamix Consulting Group recommends that both the East Granby Board of Selectmen and the East Granby Board of Finance immediately commence joint discussions with the Fire Chief and Assistant Fire Chief to determine potential solutions to make the functions of managing the East Granby Volunteer Department more sustainable. Obstacles to overcome include the time requirements associated with firefighting training, department administrative tasks, around the clock emergency responses, and meeting requirements for multiple Board to obtain approval for funding and resources. To alleviate some of these obstacles, the Board of Selectmen and the Board of Finance should consider additional compensation, administrative support, and cooperative efforts to assist in administering the fire department. Ideally, these short term temporary actions will entice the current Fire Chief and Assistant Fire Chief to continue in their positions for another

term or would encourage other members of the fire department to consider assuming those roles should the current Fire Chief and / or Assistant Fire Chief chose not to run for re-election.

## Long Term

The Strategic Plan section of this report provides a detailed roadmap for the Town of East Granby and the East Granby Volunteer Fire Department into the future. If the Board of Selectmen and Board of Finance take immediate steps to ensure there are members of the East Granby Volunteer Fire Department willing to serve as Chief Officers during the upcoming term, there should be adequate time to pursue the rest of the goals and objectives in this plan and for the Town to make long-term arrangements, potentially including collaborative efforts with neighboring towns, to best serve the East Granby community.

East Granby Fire Department should share this Community Based Fire and Emergency Services Strategic Plan with all members of the community and regularly update the plan as the department completes goals or modifies the plan. These actions provide complete transparency regarding the future provision of fire and emergency services to the Members of the Community, Elected Officials, Appointed Officials, and the Members of the East Granby Volunteer Fire Department.

# Acknowledgements

Dynamix Consulting Group would like to thank the elected and appointed officials of the Town of East Granby, the members of the East Granby Volunteer Fire Department, and specifically, First Selectwoman Eden Wimpfheimer, Fire Chief Kerry Flaherty, and Assistant Fire Chief Troy Wolf for their assistance with this project. The East Granby Community Based Fire and Emergency Services Strategic Plan would not have been possible without their cooperation and support.

## Dynamix Consulting Group Project Team



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# Project Methodology

Using organizational, operational, staffing, and geographic information system (GIS) models, this evaluation provides a comprehensive appraisal of the East Granby Volunteer Fire Department's operations as found upon Dynamix Consulting Group's completion of fieldwork and data collection in March 2022. Dynamix Consulting Group based this evaluation on data provided by the town and the fire department as well as data collected during fieldwork.



Dynamix Consulting Group then evaluated against a combination of Connecticut state laws and regulations, National Fire Protection Association (NFPA) standards, Commission on Fire Accreditation International (CFAI) self-assessment criteria, health and safety requirements, federal and state mandates relative to emergency services, generally accepted best practices within the emergency services community, as well as the experience of Dynamix Consulting Group.<sup>1,2</sup> Each section in the following report provides the reader with general information about that element, as well as observations and analyses of any significant issues or conditions.

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<sup>1</sup> NFPA, National Fire Protection Association is a standard developing organization. Standards developed by NFPA are "voluntary consensus standards," created through procedures accredited for their consensus decision-making, openness, balance of interests represented, and fairness by the American National Standards Institute (ANSI).

<sup>2</sup> The CFAI organization is now a subsection of the Center for Public Safety Excellence (CPSE) but maintains its prime function of accrediting fire agencies.

## Stakeholder Input

Dynamix Consulting Group conducted more than 30 virtual and in person interviews, meetings, and facility tours including meeting with volunteer firefighters, volunteer fire officers, town elected and appointed officials and representatives of all the fire departments that border East Granby as well as those who are part of Task



Force 52 to gather information from key stakeholders to provide context for the recommendations identified within this study. The purpose of these interviews was to gain an understanding of the current issues, concerns, and opinions related to the East Granby Volunteer Fire Department service delivery system. General topics discussed during each interview included:

- Perceived strengths and weaknesses of the current system
- Identified strengths and weaknesses of the current system
- Opportunities for enhancement to the current system
- Future challenges that may warrant attention

Following Stakeholder interviews, Dynamix Consulting Group conducted an anonymous electronic survey, allowing all members of East Granby Volunteer Fire Department a chance to provide input. Summarized in the *Internal Stakeholder Survey Results* section of this report are the Quantitative data from the survey.



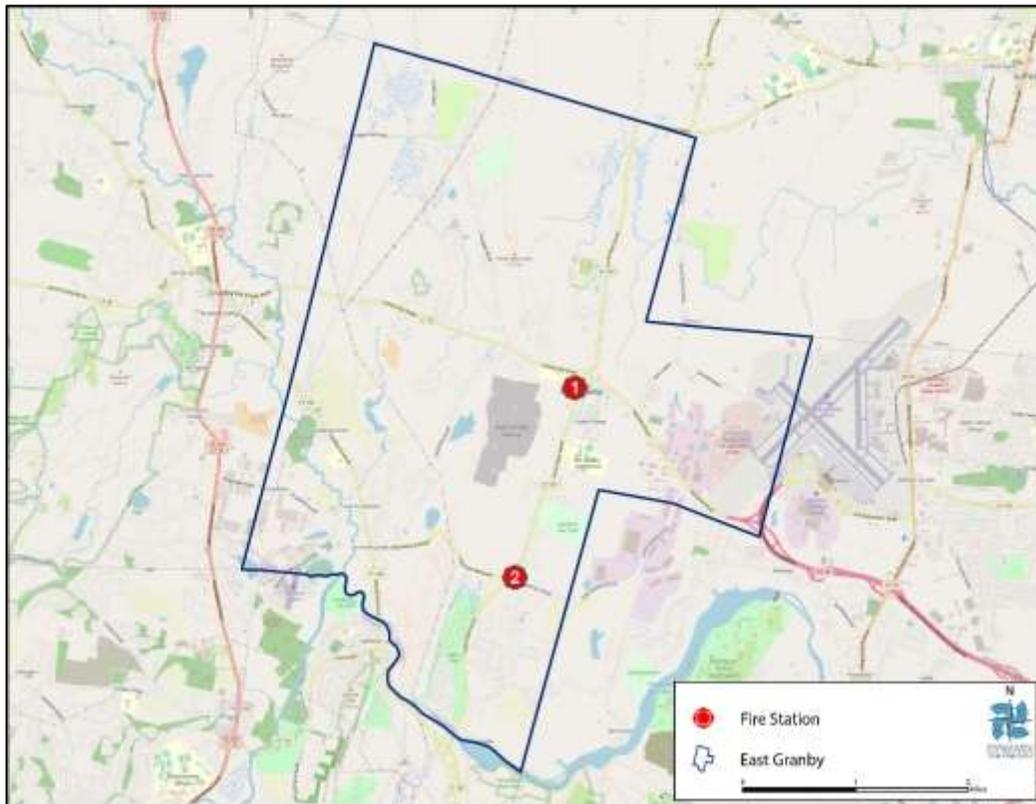
# Organizational Overview

## The Town of East Granby

The 17.5 square mile area that is now the Town of East Granby, Connecticut first settled in 1664 as part of one of four Congregational Parishes of Simsbury. The Turkey Hills Ecclesiastical Society in 1786 became a section of Granby, and in 1858 incorporated as the Town of East Granby.

East Granby is located 12 miles north of Hartford. It is situated in the Farmington Valley, with the Farmington River passing along the southern border of the town. The Metacomet Ridge, which is a mountainous trap rock ridgeline that stretches from Long Island Sound to the Vermont border, runs through the center of the town. High points on the Metacomet Ridge in East Granby include Hatchet Hill and Peak Mountain.

East Granby, Connecticut



East Granby is the home of the Old New-Gate Prison which is an 18th-century copper mine that became America's first prison. During the Revolutionary War, its inmates included British loyalists. The prison closed before the town's incorporation in 1858; its ruins are now a historical attraction for tourists.

East Granby's history is strongly rooted in agriculture. The early twentieth century saw local farmers specializing in both dairy products and tobacco. The number of operating farms within the community has decreased in recent years, but the rural character of East Granby remains. Approximately 30% of the Town is open space or agricultural. The Connecticut Air National Guard has a base in East Granby. Bradley International Airport, while primarily located in Windsor Locks to the east, has 600 acres in East Granby.

## Governance

A three-member Board of Selectmen govern the Town of East Granby. This Board is responsible for setting the policies under which the town operates and has authority for all town issues other than land use and education. Specific responsibilities of the Board of Selectmen include oversight of building projects, labor negotiations, recreational facilities, public safety, and preparation of the general government portion of the budget. The Board of Selectmen also appoint members to the boards and commissions not designated as elected positions.

The First Selectwoman chairs the Board of Selectmen, in addition to serving as Town of East Granby's Chief Executive and Chief Administrative Officer. The First Selectwoman's job is a full time, paid position. The second and third Selectmen serve as unpaid volunteers. All three Selectmen serve a two-year term elected at each municipal election.

The First Selectman is responsible for the supervision of the following:



According to the 2017 National Incident Management System, “The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or Emergency Operations Center activation.”

While the Office of the First Selectman is outside the scope of work for this project, Dynamix Consulting Group notes that this span is unwieldy and creating one or more tiers of supervisors would assist in creating an effective span of control.

## Community Profile

Unless otherwise stated, the source of all population information is the Environmental Systems Research Institute (ESRI), the global market leader in Geographic Information Systems (GIS) Mapping, since 1969.

### Population



The population in the Town of East Granby is 5,089 living in 2,061 households. The average household in Town includes 2.5 people. The Town’s population is educated, with 94% of the population having graduated from high school (compared 90.9% statewide and 88.5%

nationally) and 48% of the population has a bachelor’s degree or higher (compared to 40% statewide and 32.9% nationally).

The median household income in East Granby is \$102,084. This is significantly higher than the median income in both Connecticut (\$79,855) and the United States (\$64,994). The per capita income in the Town is \$47,328 and the median net worth is \$416,692.



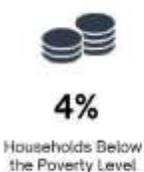
### At-Risk Individuals

At-risk individuals are people with access and functional needs that may interfere with their ability to access or receive assistance before, during or after an emergency. The Town should consider the following when planning to provide community risk reduction education and emergency response for its population.

## Poverty

Persons living in poverty experience increased risk from fire and medical emergencies due to the age and condition of their housing, inability to pay for routine medical care, lack of medical insurance, and general health conditions. Sometimes a lack of access to transportation leads to increased use of emergency medical care and transport. Those living below the poverty line are the most at-risk. The low-income category often combines with other factors such as education, disability, and work status. In addition, facing poverty or near poverty is more likely to occur if a person is Black or African American, Hispanic, or in a family (of any race) headed by a single woman.

In the October 2018 edition of *Health Briefs*, a peer-reviewed publication supported by the Robert Wood Johnson Foundation, published “Culture of Health.” The article highlighted a strong link between health and income. The key findings were that there are significant morbidity disparities between the lower- and upper-income brackets in the United States, leading to gaps in life expectancy of as much as 15 years for men and 10 years for women. The publication stated that “Poor health also contributes to reduced income, creating a negative feedback loop sometimes referred to as the health-poverty trap.”



There is poverty within the Town of East Granby. There are 89 households that are below the poverty level. This is 4% of all households in the Town. Additionally, there are 104 households within the Town without a vehicle. These 104 households should be



a consideration when planning for evacuations due to storms or other emergencies.

Poor health can lead to elevated levels of strain on the healthcare system and emergency services system within a community as those agencies are often the first contact for those without a primary care provider. Determinants of Health include:

- Access to Quality Health Care Coverage
- Policies and Interventions
- An Individual’s Behavior and Biology
- Physical Environment
- Social Environment<sup>3</sup>



Within the Town, estimates indicate 5.1% of the residents do not to have health insurance.

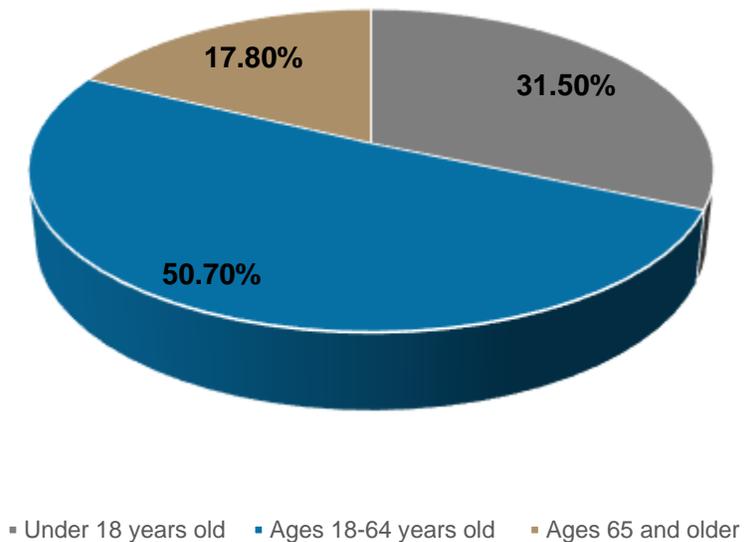
<sup>3</sup> Health promotion and community health nursing. Retrieved from: <https://nursekey.com/4-health-promotion-and-risk-reduction/>

### Persons by Age-Risk

The median age in the Town of East Granby is 45.2 years old. Children ages 18 and under account for 31.5% of the population in East Granby, while adults ages 18 to 65 comprise 50.70% and those aged 65 and older account for 17.8% of the Town’s population.

The U.S. Fire Administration reported in the October 2018 edition of *Fire Safety for Older Adults* that, in comparison to the population at large, starting at age 65, people are twice as likely to die or suffer injuries by fires.<sup>4</sup> There are 906 people who are age 65 and older living in the Town. This presents an opportunity for the Town to provide targeted fire prevention information.

Population Distribution by Age



### Persons with Disabilities



Fires in the home can be potentially dangerous and deadly for everyone, but individuals with disabilities and impairments face additional challenges. Persons with disabilities often have difficulty identifying or escaping a fire. There are 384 households in East Granby that report having one more member with a disability. This comprises 18.63% of the households, thus presenting an opportunity for education and community risk reduction within the Town.

<sup>4</sup> [https://www.usfa.fema.gov/downloads/pdf/publications/fa\\_221.pdf](https://www.usfa.fema.gov/downloads/pdf/publications/fa_221.pdf)

## Persons with Language Barriers

According to NFPA, “Language barriers, cultural differences, and inexperience with unfamiliar home technologies are factors that mark the challenges of helping newcomers live safely from the threat of fire in the home.” By itself, speaking a language other than English at home does not directly contribute to a higher risk of emergencies; however, if a person has difficulty speaking English, it may contribute to negative outcomes during an emergency. At the time of this report, there was no one in East Granby who reported not speaking any English at all, but this is something the Town should continue to monitor as population demographics change within the community.

Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
<b>English Only</b>	<b>947</b>	<b>2,737</b>	<b>855</b>	<b>4,539</b>
<b>Spanish</b>	<b>38</b>	<b>226</b>	<b>13</b>	<b>277</b>
Spanish & English Well	17	226	13	256
Spanish & English Not Well	21	0	0	21
Spanish & No English	0	0	0	0
<b>Indo-European</b>	<b>85</b>	<b>99</b>	<b>15</b>	<b>199</b>
Indo-European & English Well	85	99	15	199
Indo-European & English Not Well	0	0	0	0
Indo-European & No English	0	0	0	0
<b>Asian-Pacific Island</b>	<b>0</b>	<b>132</b>	<b>0</b>	<b>132</b>
Asian-Pacific Island & English Well	0	69	0	69
Asian-Pacific Island & English Not Well	0	63	0	63
Asian-Pacific Island & No English	0	0	0	0
<b>Other Language</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Language & English Well	0	0	0	0
Other Language & English Not Well	0	0	0	0
Other Language & No English	0	0	0	0

## The East Granby Volunteer Fire Department

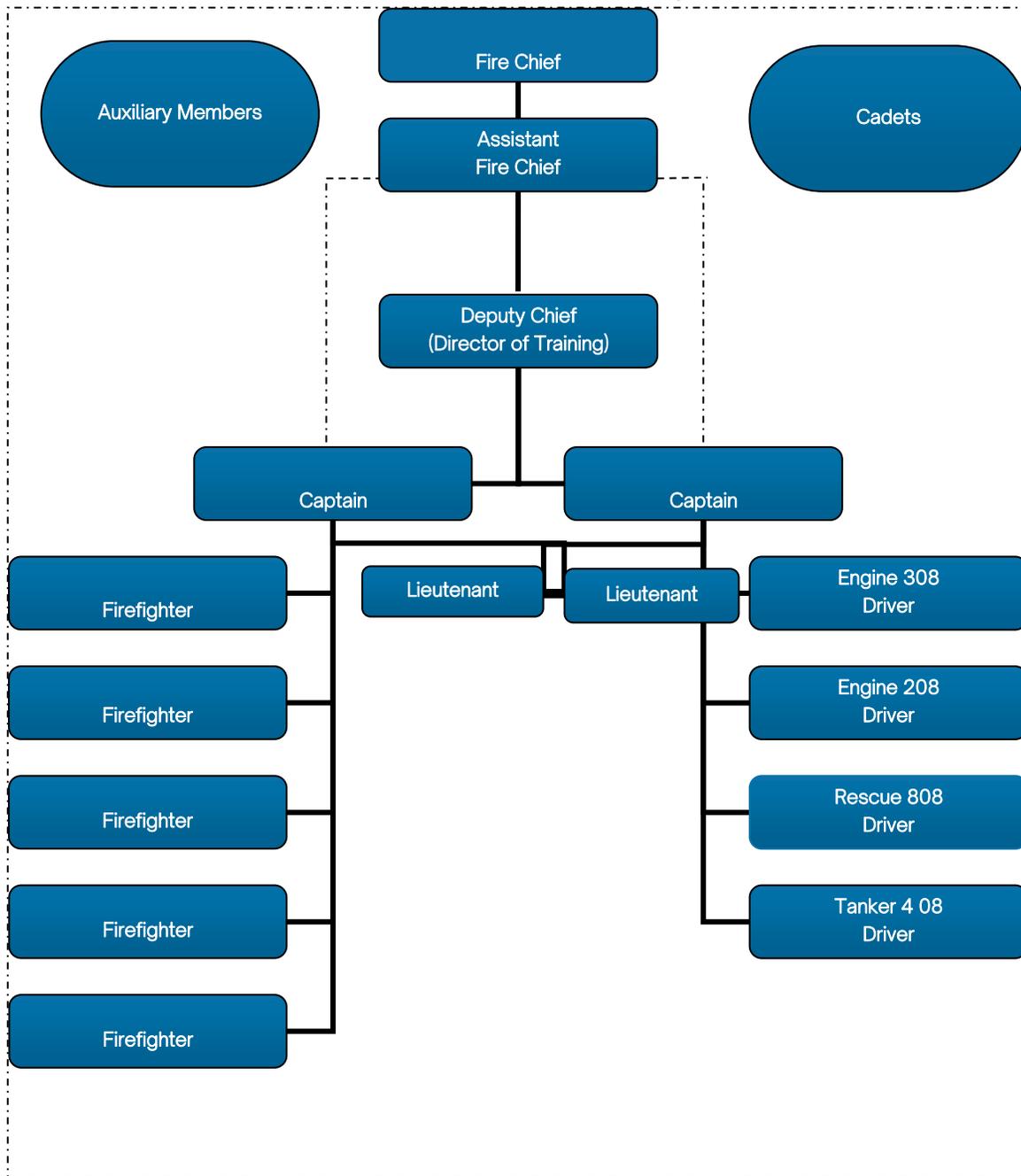
The East Granby Volunteer Fire Department was established in 1929. The department provides fire and rescue response from two fire stations - the "Center Station" which is located at 7 Memorial Drive and the "South End Station" which is located at 1 Seymour Road.

A Fire Chief leads the Fire Department, and oversees an Assistant Fire Chief, Deputy Fire Chief, two Captains, four lieutenants and approximately 24 firefighters and a junior cadet corps of 10 teenagers between the ages of 14 and 17 years old.



The East Granby Volunteer Fire Department also has a cadre of Auxiliary Members. Auxiliary Members include citizens who do not wish to serve as firefighters but wish to contribute their time for the good of the fire department.

### East Granby Volunteer Fire Department Organizational Chart



# Capital Assets

Regardless of an emergency service agency's financial condition, if appropriate capital equipment is not available for the use by responders, it is impossible for a fire department to deliver services effectively. The two primary capital assets essential to the provision of emergency response are facilities and apparatus.

## Facilities

Two fire stations, both owned by the Town of East Granby, make up the fixed facility capabilities of the East Granby Volunteer Fire Department. Appropriately designed facilities provide safe living amenities for personnel and house appropriate assets for deployment to provide timely service. Dynamix Consulting Group visited each of the fire department facilities in March 2022. In general, the stations were in fair to good condition and categorized according to the following criteria:

**Fire Station Condition Classifications**

<b>Excellent</b>	Like new condition. No visible structural defects. The facility is clean and well maintained. Interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than 10 years.
<b>Good</b>	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear of the building interior. Roof and apparatus apron are in good working order, absent any significant full-thickness cracks or crumbling of apron surface or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.
<b>Fair</b>	The building appears structurally sound with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance, but with no critical defects. Age is typically 30 years or more.
<b>Poor</b>	The building appears cosmetically weathered and worn with potentially structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling of concrete on the apron may exist. The roof has evidence of leaking and/or multiple repairs. The interior suffers from poor maintenance effort or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and/or major defects are evident. May not be well suited to its intended purpose. Age is typically greater than 40 years.

The Town of East Granby and the members of the East Granby Volunteer Fire Department have both done a commendable job providing and maintaining facilities for the firefighters. Dynamix Consulting Group found all the district's facilities to be clean and well organized, which is an indicator of the pride that the members take in their fire department.

Facilities

East Granby Facilities	Picture	Address	Date of Construction	Notes	Condition
Center Station		7 Veteran's Memorial Drive	1989	Install Sprinklers Update Access Control Improve Cancer Prevention Engineering Back in Bays	Fair
South End Station		1 Seymour Road	1964 Renovated 2004	Install Sprinklers Update Access Control Improve Cancer Prevention Engineering Back in Bays Water and Drain Issues	Fair

### Automatic Sprinkler Protection

Neither of East Granby's fire stations possess automatic fire suppression sprinkler systems. NFPA 1: *Fire Code* requires that "New buildings housing emergency fire, rescue, or ambulance services shall be protected throughout by approved supervised automatic sprinkler systems." The requirement for sprinkler protection not only protects the emergency services personnel occupying the facility but also reduces the risk of disrupting the provision of emergency services to the community because of a fire. While not required by the code for existing buildings, Dynamix Consulting Group recommends that the Town install fire sprinkler systems in all existing fire stations for the safety of the firefighters who work in the stations as well as to demonstrate to the community the importance of automatic fire sprinkler systems.

## Access Control

Fire departments were historically places where residents and visitors from the community accessed any part of a fire station with very few limitations. Unfortunately, the current social environment requires emergency services providers to implement specific security measures limiting and controlling access to fire rescue facilities. The need to protect firefighters drives the control of limited access, installation of expensive equipment, and protection of sensitive data inadvertent access by individuals desiring to harm the community.

Members access both East Granby Fire Stations by punching in a three-digit code. All members use the same code. Interviews with fire department leadership revealed that this code only changed once within the last decade, which means that many former members of the fire department still have access the fire stations. The Town should install electronic access control systems to monitor who enters and leaves the buildings and allows fire department leadership to turn off access to individuals as needed in all facilities.

## Cancer Prevention Engineering

Firefighting is an occupation with higher rates and varieties of cancer than many other occupations. Regrettably, exposure to cancer-causing agents (carcinogens) does not end with fire extinguishment. Exposure for firefighters continues when returning to the fire station, and up until gear, equipment, and the firefighters themselves become “clean” of the carcinogens from the smoke and other products of the fire through decontamination efforts. Until this time, the risk of continued cross-contamination remains for the employees.

Within the East Granby Volunteer Fire Department, there are cancer prevention policies in place. Firefighters receive training and protocols for both cancer prevention and decontamination. Firefighters are not issued a second set of turnout gear, but the fire department does offer the use of a temporary set of turnout gear if the appropriate size is available. To limit or reduce firefighter exposure to toxic products of combustion which occur after the fire, firefighters must store turnout gear in well ventilated rooms to prevent additional firefighter exposure to off-gassing of chemicals absorbed into turnout gear during a fire. To that end, the Town should take additional steps to protect firefighters from cancer including pressurizing corridors to keep contaminants out of designated clean areas, and private showers.

Dynamix Consulting Group noted that the Center Station does not have a vehicle exhaust system. Diesel engine exhaust emissions in fire stations expose firefighters to health risks, including certain types of cancers as well as pulmonary and cardiac diseases. NFPA 1500: *Standard on Fire Department Occupational Safety, Health, and Wellness Programs* recommends fire departments contain all vehicle exhaust emissions to a level of no less than 100 percent effective capture. The Town should install a vehicle exhaust system in the Center Station.

## Back-In Bays

Both of East Granby's fire stations contain "back-in bays." The lack of a drive through bays constitutes a safety concern as many firefighter injuries and accidents occur when backing emergency vehicles into the bays. Dynamix Consulting Group notes that both stations use "back in" procedures; however, drive through bays are a safer configuration. For all future buildings that house apparatus, the Town should consider a design that allows for drive through bays that are large enough to accommodate all frontline and reserve apparatus.

## Water and Drain Issues

The South End Station has a variety of water and drain issues. The building's water supply contains heavy sediment ineffectively filtered. This sediment is damaging to fire apparatus and equipment and is deteriorating the paint on apparatus, corroding and staining metal surfaces, and destroying valve seats and stems needed to control fire flows. The Town should make it a priority to install an effective water filtration and treatment system at the South End Station.

There are also no drains in the apparatus bays at the South End Fire Station, which means that firefighters are not able to wash apparatus inside of the building. Firefighters cannot wash fire apparatus outside the bays during the winter because the front apron of the building pitches down to Seymour Road. Water used to wash fire apparatus will freeze on the road and create a traffic hazard. The Town should investigate potential solutions to allow firefighters to safely wash fire apparatus inside of the fire station. Firefighters should wash fire apparatus after every response during winter to remove chemicals used to treat the roads during inclement weather, as they are extremely corrosive to fire apparatus.

## Future Facility Needs

The Town and Fire Department should work together to establish building maintenance plans to ensure the regular maintenance and scheduled replacement of building systems and components such as Heating, Ventilation, and Air Conditioning (HVAC), generators, roofs, driveways, parking lots, painting, and carpet replacement, to keep the stations in good general repair.

Dynamix Consulting Group suggests the Town should start planning to renovate one or more of the fire stations to include sleeping quarters. Some neighboring towns successfully built apartments in or adjacent to their fire stations, where volunteer firefighters live in return for responding to emergency calls and paying a nominal monthly rent. These sleeping quarters would also be necessary if fire department were to eventually staff with paid firefighters as well.

Future renovation plans should also include a larger training room, to accommodate fire fighters, as well as a gym. In addition to providing an opportunity for firefighters to improve their health and fitness, a gym within the fire station provides a reason for volunteer firefighters to be at the fire station which improves fire department's response to emergencies.

## Apparatus

Dynamix Consulting Group observed well-maintained fire apparatus in good overall condition serving East Granby. Dynamix Consulting Group found the appearance and general condition of the department's apparatus impressive, which is indicative of a culture of pride and ownership.

The Town of East Granby commissioned a Fire Department Assessment by an independent consultant in 2018. The purpose of that assessment, as stated in the final report, was to assess the apparatus and to provide recommendations to "right size" the fleet. The following table lists the apparatus included in the 2018 Assessment as well as their status in 2022.

**List of Apparatus from 2018 Assessment**

Apparatus in Service during 2018 Assessment	Description	Manufacturer	Year	2022 Status
Engine 2	Engine	KME	1996	Re-named ET-208; In service
Engine 3	Engine	KME	2005	Re-named ET-308; In service
Tanker 4	Tanker	Kenworth / 4-Guys	2013	Re-named Tanker 408; In Service
Engine 5	Engine	E-One	1984	No longer in fleet
Rescue 8	Rescue	Ford	1983	Replaced by Rescue 808 which is a 2001 Pierce Quantum

The 2018 assessment does not include the following apparatus.

**Apparatus in Service in 2022 not listed in the 2018 assessment.**

Apparatus in Service - 2018 Assessment	Description	Manufacturer	Year
Car 8	Explorer	Ford	2006
UTV 108	Utility	Polaris Ranger	2019
Rescue 308	Rescue	Freightliner	2005
Service 608	Service	Ford F-250	2018
Decontamination Trailer	Trailer		

The following is the fleet of apparatus as of May 2022.

2022 East Granby Apparatus Fleet

Apparatus	Description	Manufacturer	Year
Car 8	Explorer	Ford	2006
UTV 108	Utility	Polaris Ranger	2019
ET-208	Engine Tank	KME	1996
ET-308	Engine Tank	KME	2005
Rescue 308	Rescue	Freightliner M2/Pierce	2005
Tanker 408	Tanker	Kenworth / 4-Guys	2013
Service 608	Quad Cab Pickup	Ford F-250	2018
Rescue 808	Rescue	Pierce Quantum	2001
Decon Trailer	Trailer		
Tower 108*	Tower Ladder	LTI Simon / Duplex	1998
ET 508*	Engine Tank	Pierce	2003

\*Purchased in April 2022, anticipated to go in service in the fall of 2022.

## The East Granby Fleet



The size and type of apparatus that make up a community’s fleet of fire apparatus should take into account current and expected staffing of the fire department as well as the current and anticipated demand for service within the

community. Dynamix Consulting Group detailed East Granby’s future population and service demand projections in the Future Projections section of this report. Based on the information provided, a fleet of two front line engines, one reserve engine, one aerial device, one tanker, and one heavy rescue vehicle is a reasonable fleet to protect the East Granby community looking ahead into the next decade.

## Apparatus Replacement Plan

Dynamix Consulting Group evaluated the age of the fleet of apparatus, finding that the units range from a high of 26 years of age, to a low of 3 years old. Seven of the vehicles are more than 15 years old. By averaging the total apparatus list, Dynamix Consulting Group calculates an overall combined average of 15.6 years. Illustrated below is East Granby's plan for replacing apparatus.

East Granby Apparatus Replacement Plan

Apparatus	Description	Manufacturer	Year	Replacement Year in Capital Plan	Age at Planned Replacement
Rescue 808	Rescue	Pierce Quantum	2001	2037	36
ET-208	Engine Tank	KME	1996	2030	34
ET-308	Engine Tank	KME	2005	2034	29
Rescue 308	Rescue	Freightliner M2/Pierce	2005	2032	27
Tanker 408	Tanker	Kenworth / 4-Guys	2013	2039	26
Car 8	Explorer	Ford	2006	2024	18
UTV 108	Utility	Polaris Ranger	2019	Not Scheduled	NA
Service 608	Quad Cab Pickup	Ford F-250	2018	2024	NA
Decon Trailer	Trailer		NA	Not Scheduled	NA
Tower 108*	Tower Ladder	LTI Simon / Duplex	1998	Not Scheduled	NA
ET 508*	Engine Tank	Pierce	2003	Not Scheduled	NA

In evaluating any fleet, leadership must consider a variety of factors in determining the department's operational capabilities. These considerations include, age, cost of operation (i.e., repair costs), and out-of-service time. As with any mechanical device, a fire apparatus possesses a finite life. Fire departments typically classify emergency response as either being frontline or reserve. At a point when a frontline apparatus reaches a certain threshold regarding age or wear, or begins to require increasing maintenance costs, it is either moved to reserve status or decommissioned. The decision to move an apparatus to reserve status or decommission is a local decision, and no definitive industry standards or fixed rules exist. However, Annex D of NFPA 1901: *Standard for Automotive Apparatus* (2016) suggests the following:

*It is recommended that apparatus more than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status; be upgraded in accordance with NFPA 1912<sup>5</sup>; and incorporate as many features as possible of the current fire apparatus Standard (see Section D.3). This will ensure that, while the apparatus might not totally comply with the current editions of the automotive fire apparatus standards, many of the improvements and upgrades required by the current editions of the standards are available to the firefighters who use their apparatus.*

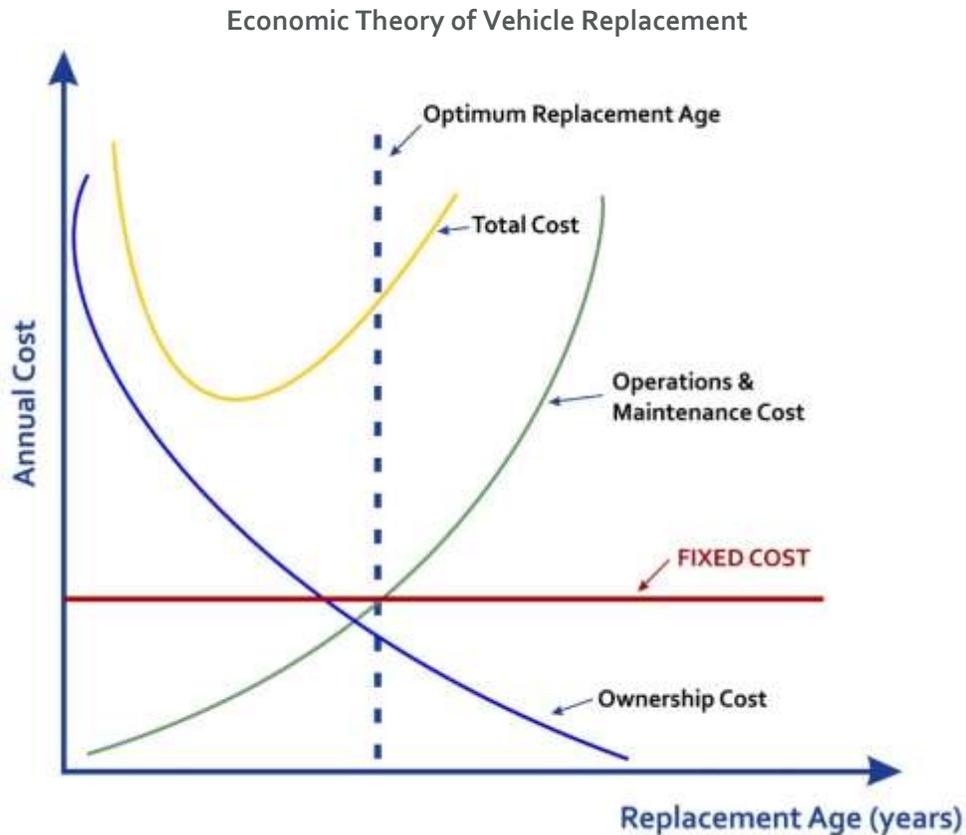
*Apparatus not manufactured to the applicable NFPA fire apparatus standards or that are over 25 years old should be replaced.*



Dynamix Consulting Group suggests it may be advantageous for the Town of East Granby to consider modifying its Fire Apparatus Plan to replace its vehicles earlier than currently planned. A conceptual model used to consider a replacement cycle is the Economic Theory of Vehicle Replacement. The theory states that as vehicles age, the cost of capital diminishes and its operating cost increases. The combination of these two costs produces a total cost curve. The model suggests the optimal time to replace any piece of apparatus is when the operating cost begins to exceed the capital costs. This optimal time may not be a fixed point but rather a range over time. The flat spot at the bottom of the Total Cost curve in the following figure represents the ideal time to replace an apparatus.

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<sup>5</sup> Standard for Apparatus Refurbishment



Shortening the replacement cycle to within this window allows for apparatus replacement at optimal savings to the department. If the department does not routinely replace equipment in a timely manner, the overall reduction in replacement spending can result in a quick increase in maintenance and repair expenditures. Officials who assume that deferring replacement purchases is a good tactic for balancing the budget must understand that two events may occur:

1. Costs transfer from the capital budget to the operating budget.
2. Such deferral may increase overall fleet costs.

Regardless of its net effect on current apparatus costs, the deferral of replacement purchases unquestionably increases future replacement spending needs.

Dynamix Consulting Group advises clients to begin to set aside replacement funds immediately after delivery of a new fire apparatus. Each piece of fire apparatus and the related support equipment has an expected useful service life, based on a practical balance of use and maintenance cost. By analyzing age, projected service life, and replacement costs with an inflation factor, a replacement schedule can be established that looks farther into the future than simply the annual budget process, enabling the agency to effectively forecast future financial demands and plan for them.



Various factors can have either a positive or negative impact on the life expectancy of an emergency response apparatus. Fire trucks and aerial devices located in “busy” portions of a jurisdiction often have a shorter life cycle as these units are exposed to more harsh operations. Units who are busy or must travel great distances often experience increased breakdowns due to wear and tear, which reduces apparatus availability and increased maintenance costs.

The following figure provides an alternate evaluation process used as a guide to assist the Town of East Granby with fleet replacement decisions.

### Evaluation Components and Points for Apparatus Replacement

Evaluation Components	Points Assignment Criteria	
Age	One point for every year of chronological age, based on in-service date	
Miles/Hours	One point for each 10,000 miles or 1,000 hours	
Service	1 point for Light Duty use 3 points for Normal Duty use 5 points for Severe Duty use Example: Fire Pumpers classify as severe duty service.	
Condition	1 point: Excellent      2 points: Good 3 points: Fair          4 points: Poor 5 points: Severe accident or major component replacement This category takes into consideration body condition, interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the points assignment.	
Reliability	1 point: In the repair shop once every three months or less 3 points: In the repair shop once every month 5 points: In the repair shop two or more times per month	
Point Ranges	Condition Rating	Condition Description
Under 18 points	Condition I	Excellent
18 to 22 points	Condition II	Good
23–27 points	Condition III	Consider Replacement
28 points or higher	Condition IV	Immediate Replacement

## Equipment

Support Equipment includes self-contained breathing apparatus (SCBA), turnout gear, hose, radios, cardiac monitors, and other assorted high-value equipment. Dynamix Consulting Group observed support equipment that was in service at both fire stations. The equipment was well-maintained and in good condition.

The Town of East Granby should work with the East Granby Volunteer Fire Department to update their Equipment Replacement Plans annually to provide an inventory of equipment that is in good general repair and scheduled for replacement, including SCBA, radios, and other high-value equipment. Similar to the apparatus replacement plan, SCBAs possess a defined service life of 10 years and budgeting for their replacement can begin as soon as the department receives new SCBAs. Unlike apparatus, SCBAs over 10 years old are typically not interchangeable or compatible with newer air packs and the Department of Transportation prohibits recertification of the air cylinders (bottles) carried on these packs after 12 years. Because the newer bottles often will not fit into the older packs, without the foresight to budget monies ahead of time, the Town will encounter an unbudgeted large capital purchase or lose the ability for its fire department to approach most types of fires or technical rescues requiring SCBAs.

A best practice approach is to set aside funding to purchase a few SCBAs each year, removing the same number of expired SCBAs from the inventory. Since most of the SCBAs are at or near the end of their service life, the initial purchase of the minimum number of required SCBAs for each seat on each apparatus will need to be purchased at once along with reserve packs.

Mobile radios can also represent a large capital purchase requirement. In systems where all agencies in the region use the same radio type, planning for replacement as described for SCBAs where the department purchases a few radios each year to offset a large one-time capital purchase. However, in Task Force 52 many different dispatch centers and radio types exist, necessitating the purchase of more expensive multiband radios. Additionally, because no plan exists to unify all agencies to one communication center or system, it is difficult to predict future radio needs. This creates a potentially more expensive method of operating and replacing radio system components. To obtain until collaboration across the region, East Granby should plan and save funds to replace the fire department's radios as they cannot operate without them.



# Volunteer Firefighters

## Volunteer Firefighter Trends

### National Trends



In December 2021, NFPA published the *U.S. Fire Department Profile 2019*<sup>6</sup>. The report found that there were approximately 1,080,800 career and volunteer firefighters in the United States in 2019; 358,000 (33 percent) were career, while 722,800 (67 percent) were volunteers. The majority of the career firefighters (69 percent) work in communities that protect 25,000 or more people. Almost all the volunteer firefighters (95 percent) serve in departments that protect fewer than 25,000 people. Approximately half (49 percent) of the volunteer firefighters are with small, rural departments that protect fewer than 2,500 people.

According to NFPA, when examining the rates of volunteer firefighters per 1,000 people protected for mostly volunteer or all-volunteer departments, the rates show a downward trend and range from a high of 8.05 in 1987 to a low of 5.8 in 2017 per 1,000 population protected.

The International Association of Fire Chiefs (IAFC), Volunteer Combination Officers Section, released the report *A Call for Action: The Blue Ribbon Report; Preserving and Improving the Future of the Volunteer Fire Service* in 2004. The report suggests recruiting and retaining volunteer firefighters to be a national concern, not limited to East Granby or even the State of Connecticut. “While volunteer firefighters and emergency workers provide a tremendous contribution to our country, they are often underfunded and ill-equipped. Lacking cohesive national leadership, efforts to correct these problems are often fragmented and ineffective.” The IAFC report puts forth recommendations for preserving and improving the future of the volunteer service at the federal, state, and local levels of government.



<sup>6</sup> <https://www.nfpa.org/-/media/files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osfdprofile.pdf>

**IAFC Recommendations for Improving the Volunteer Fire Service**

Level of Government	IAFC Recommendations For Improving the Volunteer Fire Service
<b>Federal</b>	<ul style="list-style-type: none"> <li>▪ Work to produce a national climate, encouraging individuals to volunteer within their local communities.</li> </ul>
<b>State</b>	<ul style="list-style-type: none"> <li>▪ Emphasize the importance of the state government in developing and promoting disaster planning.</li> <li>▪ Certify fire and emergency medical services (EMS) personnel to comply with basic training standards.</li> <li>▪ Promote regional service delivery where local capabilities and technical expertise are weak.</li> <li>▪ Provide statewide volunteer benefit programs to protect both the firefighter and employer from the risks associated with volunteer fire service.</li> </ul>
<b>Local</b>	<ul style="list-style-type: none"> <li>▪ Emphasize the importance of local support for this basic community service.</li> <li>▪ Provide appropriate levels of funding for necessary safety gear and training.</li> <li>▪ Engage in strategic planning that emphasizes volunteer retention.</li> <li>▪ Use mutual aid to offset service and technical deficiencies.</li> <li>▪ Use uniform incident management systems.</li> <li>▪ Use performance measurement to measure and analyze response times, firefighting effectiveness, training, and retention rates of volunteer fire departments.</li> </ul>

Dynamix Consulting Group suggests that while the IAFC recommendations for federal and state levels could benefit the Town of East Granby, that local efforts will have most significant and immediate impact on the East Granby Volunteer Fire Department. Federal and even state level governments are not always able to produce immediate results, for this reason, the Town of East Granby must continue to formalize its fire protection system with a plan to increase paid staffing if volunteer firefighter activity declines.



## East Granby Trends

In evaluating the potential of the East Granby Volunteer Fire Department to recruit and retain volunteer firefighters, Dynamix Consulting Group applied five of the “Indicators for Change” identified by the Volunteer and Combination Officers Section of the International Association of Fire Chiefs in its 2005 *Red Ribbon Report: Leading the Transition in Volunteer and Combination Fire Departments*.

While there is no established rule about when a community should consider hiring paid firefighters, these Indicators do provide guidance for when a community should expect to hire paid staffing. Dynamix Consulting Group recommends that the Town of East Granby and the East Granby Volunteer Fire Department begin automatically tracking the metrics listed below and monitoring them monthly to identify trends that may lead to the need for paid staffing.

### Indicators For Change

IAFC Indicators for Change	Description	East Granby
1. Community Growth	A history of community growth and projected increases in demand can help forecast and plan for changes in the delivery of emergency services.	The Town’s population remained unchanged during the last 50 years; however, the fire department’s service demand increased during this same period.  Projections suggest service demand to grow gradually over time but remain stable.
2. Community Aging	A fire department’s ability to recruit new members is dependent on the supply of new, younger people who can be tapped for service. A community’s age profile can indicate potential volunteer firefighter recruitment problems ahead.	The typical volunteer firefighter is between the ages of 18 and 64. The U.S. Census reported that 50.7% of the population in East Granby was within this age range in 2021 (2,580 people). The Town’s website reports that in 1998, 64.33% of the population was within this age range (2,845).  This trend indicates that while the overall population of East Granby has grown, the demographic changes within the community have created a decline in the potential number of volunteer firefighter candidates.
3. Reduced Staffing	Units responding with fewer than the required number of people needed to perform that unit’s functions pose serious problems for the safety of citizens and the responders.	Data was not available to evaluate this indicator. Dynamix Consulting Group recommends East Granby Fire Department begin tracking this metric and monitoring performance.

IAFC Indicators for Change	Description	East Granby
4. <b>Extended Response Times</b>	When units regularly fail to get out of the fire station in a timely manner because of inadequate staffing resources, the community is endangered, and fire department managers have a reliability problem.	Data was not available to evaluate this indicator. Dynamix Consulting Group recommends East Granby Fire Department begin tracking this metric and monitoring performance.
5. <b>Missed Calls</b>	When an emergency call goes unanswered, the fire department has a severe problem, not just because life and property are at stake, but also because it is a failure highly visible to the public.	Data was not available to evaluate this indicator. Dynamix Consulting Group recommends East Granby Fire Department begin tracking this metric and monitoring performance.

Two of the five IAFC Indicators for Change – Community Growth and Community Aging - definitively indicate that the Town of East Granby should begin considering making changes to the current staffing of its fire services. There was not sufficient data available to definitively determine whether the other three indicators - Reduced Staffing, Extended Response Times, and Missed Calls – are current concerns within the Town of East Granby. Dynamix Consulting Group recommends that the Town of East Granby begin tracking these metrics immediately as they will indicate just how soon it will be necessary to make changes to the staffing of the East Granby Volunteer Fire Department.

## The East Granby Volunteer Fire Department

Volunteers staff East Granby Volunteer Fire Department. As such, the volunteer firefighters perform a vital role within the community because the Town would not be able to deliver its current level of service without the dedicated cadre of volunteer firefighters, many of whom have volunteered for decades.

The Bylaws of the East Granby Volunteer Fire Department establish the following classes of membership:

1. **Active Membership:** Active members shall include Regular, Exterior, Probationary, and Technical.
  - **A Regular Firefighter** is one who served as a Probationary Firefighter for a minimum of twelve months, satisfactorily met the requirements established within the Department Program as posted by the Chief and received confirmation by the

association at a regular meeting. The Department Program minimum prerequisite to obtain Regular Firefighter membership shall be the successful completion and certification of Fire Fighter 1.

- **An Exterior Firefighter** is one who served as a Probationary Firefighter for a minimum of twelve months, satisfactorily met the requirements established within the Department Program as posted by the Chief and received confirmation by the association at a regular meeting. The Department Program minimum prerequisite to obtain Exterior Firefighter membership shall be the successful completion of department training as outlined in the Department Program. Exterior Firefighter membership will not exceed 10 members.
  - **A Probationary Firefighter** is an approved applicant. During the twelve months of probationary membership, Probationary Firefighters must attend 75% of the scheduled drills and meetings and 25% of all alarms. A Probationary firefighter may also be a Regular Firefighter who (a) dropped back by order of the Chief for not maintaining the requirements of a Regular Firefighter or (b) has returned from a leave of absence in excess of three months as defined in Section 9(c).
  - **Technical Membership:** The Chief assigns Technical Members to nonemergency tasks or services requiring 50 hours or more of volunteer work per quarter in accordance with the job description approved by the members. Technical Members shall attend 65% of all regular meetings. They do not attend to take part in drills except when such attendance is incidental to the performance of their assigned task or service as outlined in their job description.
2. **Honorary Membership:** The department may elect any active or technical member to Honorary Membership for 10 or more years of active service. A nominee may include any member in good standing as a candidate for honorary membership in the Company.
  3. **Associate Membership:** A person who has not been a member of the East Granby Volunteer Fire Department, but has assisted the Department in its Mission, such as training, fund raising, or community relations.
  4. **Cadet Firefighter:** Any member of the fire department who resides in East Granby, is at least 14 years of age, and has not yet reached their 18th birthday.
  5. **East Granby Auxiliary:** The Purpose of the auxiliary membership will be to allow citizens who do not wish to be firefighters to contribute their time for the good of the fire department.





Dynamix Consulting Group's interviews with the leadership of the East Granby Volunteer Fire Department revealed that in recent years, the department has experienced challenges in recruiting and retaining members. In 2017, there were 24 members on the roster. Following some challenging times in 2018, there were 18 members on the roster.

According to the East Granby Fire Department Bylaws, the full complement of the Active Fire Department is 40 members and 10 Cadet Firefighters. At the time of this report, the East Granby Volunteer Fire Department had 28 members (70% capacity) and eight Cadet Firefighters (80% capacity). Within the Active Member category, 24 firefighters classified as Regular Firefighters and four classified as Exterior Firefighters. The East Granby Volunteer Fire Department recently met with some success with recruiting and retaining volunteer firefighters, but there were concerns throughout the organization about the long-term sustainability of the department. This is entirely consistent with trends within the volunteer fire service in both Connecticut and across the nation.

## Incentive Program Tax Exemption

Chapter 255, Article VII of the Code of the Town of East Granby, Connecticut establishes an "Exemption for Volunteer Fire and Ambulance Personnel." The stated purpose of this program is to recognize the "benefits provided to the Town and its residents and businesses by the dedicated service of the Town's volunteer fire and ambulance personnel, the Town hereby establishes a tax exemption program pursuant to C.G.S. § 12-81w, as amended, for unpaid volunteer fire and ambulance personnel"



To receive a tax exemption, volunteer firefighters must:

1. Reside in the Town of East Granby.
2. Not receive any remuneration, other than incidental payments for special duty (e.g., fire department fire watch, officer stipends, mileage reimbursement) or reimbursement of lost wages if called to court.
3. Have completed one year of continuous service with on or before October 1 of a given year to be eligible for a tax exemption on July 1 of the next following year.
4. Be certified by the chief.

As of July 1, 2021, the maximum tax exemption is \$2,000 for all members of East Granby Volunteer Fire Department who possess Firefighter 1 Certification, and \$1,000 for all eligible persons not having attained Firefighter 1 certification. Members who have served a minimum of 20 years on active duty and have left the organization in good standing are eligible to continue to receive the maximum benefit for as long as they own property subject to property tax in East Granby.



## Fuel Reimbursement

The Town of East Granby reimburses volunteer firefighters for fuel at a rate of \$10 per call. The Town pays the fuel reimbursement out quarterly.

## Officer Stipends



The department elects the fire chief and assistant chief biannually at the department's July business meeting, by majority vote and secret ballot. The Chief appoints the deputy chief, captains, and lieutenants annually or as needed. The Town of East Granby provides the following annual officer stipends, paid out quarterly.

### Officer Stipends

Rank	Annual Stipend
Fire Chief	\$5,500
Assistant Chief	\$2,000
Deputy Chief	\$1,500
Captain	\$1,000
Lieutenant	\$750

## Considerations for Firefighter Incentives

### The Volunteer Fire Chief

A strong leader is critical to the short- and long-term success of a volunteer fire department. East Granby has only to review its own recent history to see that there is a direct correlation between the strength of the leadership of the volunteer department and the number of active volunteer firefighters. Membership in the volunteer fire department typically increases with strong leadership; the inverse occurs as well.

The East Granby Volunteer Fire Chief is responsible for ensuring the members of the fire department have the ability and means to respond and mitigate emergencies safely and efficiently. Typical responsibilities of the fire chief include planning, organizing, directing, coordinating, and evaluating the various programs within the fire department. This list of functions is not all inclusive. Additionally, it is important to understand that these functions do not occur linearly and can more often occur simultaneously. This requires the fire chief to focus on many different areas concurrently.



The Town of East Granby pays a stipend of \$5,500 per year to the volunteer fire chief. The stipend is for both the emergency response and administrative activities performed by the fire chief. As the Town of East Granby has a paid part time Fire Marshal, there is a natural inclination to consider combining the functions of Fire Marshal and fire chief into a single position because both positions include the word “fire”. Dynamix Consulting Group cautions that this may not be an ideal arrangement for the Town of East Granby for several reasons.

The position of fire chief is one that requires a dynamic leader. Fire chiefs who manage volunteers must ensure that the culture within the fire department is positive and welcoming. Ongoing praise and compliments are critical to the success of volunteer fire departments. It is incumbent on the volunteer fire chief to be enthusiastic and motivating to the volunteer firefighters who look to the chief for direction.

The duties of the Fire Marshal are set forth by the Connecticut General Statutes. While this position is responsible for the supervision of paid Deputy Fire Marshals, the focus of this position is technical in nature. The skills required to be an effective Fire Marshal do not directly translate to those skills that are necessary to be a successful fire chief, and vice versa.

While it is possible to find a candidate that has both the dynamic leadership skills and the technical skills required to be both an effective chief and Fire Marshal, Dynamix Consulting Group cautions that the combined workload could be more than that of a single position. If the Town of East Granby pursues this option, additional hours would need to be allocated the Fire Marshal's office to satisfy the duties set forth



by the Connecticut General Statutes. A detailed accounting of the staffing needs of the Fire Marshal's office occurs in the *Fire Marshal* section of this report.

Dynamix Consulting Group suggests that there is a significant value in keeping the volunteer fire chief as a position that volunteer firefighters aspire to attain for as long as there are volunteer firefighters who are willing to do the job. This creates an incentive for volunteer firefighters to actively train and respond to calls. Current volunteer firefighters who have risen through the ranks of East Granby Fire Department, are members of the community, and received training and mentorship in leading a volunteer fire company are often the best-positioned individuals to move the organization forward while preserving the proud traditions of the volunteer fire service. When organizations fail to develop such individuals, it becomes necessary to look outside of the organization to fill this role. To that end, there are two initiatives that the Town of East Granby should consider making the position of volunteer fire chief more attractive to its current volunteer firefighters: administrative support and an increased stipend.

## Administrative Support

A shared part time administrative assistant provides administrative support for the fire chief. The part time administrative assistant works a total of 33 hour of week. The administrative assistant shares hours with the Department of Public Works. The fire department receives 13 hours of administrative assistance per week divided among four days for an average of 3.25 hours per day.

Dynamix Consulting Group suggests that this current arrangement is not the best use of resources for either East Granby Volunteer Fire Department or the Department of Public Works. The absence of the administrative assistant from Public Works for 13 hours each week causes a backlog of work in that department. The fire department has a significant need for administrative support; however, the work within the fire department requires formal training in fire service management, public policy, and a strong background in both oral and written communications.

Dynamix Consulting Group will make recommendations to address the sustainability of the volunteer fire chief position, as well as needed administrative support for the fire chief in the *Cooperative Services* section of this report.



## Volunteer Firefighter Incentives

While there are costs associated with providing incentives for volunteer firefighters, an active volunteer firefighter will always cost less than a paid employee, so these incentives are usually economical for municipalities.

Dynamix Consulting Group heard a variety of opinions from the East Granby volunteer firefighters about the current incentive program. Feedback included that:

- Tax abatements are only beneficial if the volunteer firefighter pays property tax; those younger individuals may not own municipally taxable property and therefore receive no benefit.
- Another concern involved the rising cost of fuel as compared to the amount of the Fuel Reimbursement.
- The increasing amount of time required to effectively serve as an officer compared to the amount of the Officer Stipend was a third comment frequently heard.



The Town and the East Granby Volunteer Fire Department should collaboratively review the current incentive program to ensure the money spent on incentives is effectively incentivizing the volunteer firefighters. Dynamix Consulting Group further recommends the Town include its labor attorney in this review to ensure all incentives paid to volunteer firefighters align in accordance with the Fair Labor Standards Act (FLSA).

## Health and Safety Programs

### Counseling Services

Our nation's firefighters face emotional needs that are quite different and unique to the occupation. The percentage of firefighters struggling with career related stress is extremely high, with suicide rates climbing each year. These issues manifest themselves through higher divorce rates and addictions such as alcohol, drugs, or gambling. Frequently identified in recent studies, another major concern is Post Traumatic Stress Disorder (PTSD). As these symptoms occur, personnel need a readily accessible support system in place from qualified professionals who understand their circumstances.

The East Granby Volunteer Fire Department offers grief support and PTSD counseling through the fire department's chaplain. Additionally, the Farmington Valley Health District and the Town of East Granby Social Service have, at times, assisted members of the East Granby Volunteer Fire Department as well. Dynamix Consulting Group noted during the site visit varying levels of understanding about how or where to access mental health services among the members of the fire department. The Town should work with the fire department to create a one-page summary of the services available to volunteer firefighters as well as contact information. All firefighters should receive a copy of the information in addition to placing the flier in a location where it is readily available for reference.

Dynamix Consulting Group further recommends the Town and fire department conduct periodic reviews of its mental health program to ensure firefighters have the resources they need when they need them. A collaborative review by the Town and the fire department of the current programs and other available options would ensure the offered programs best serve the needs of East Granby's volunteer firefighters.

## Safety Committee

NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program*, is the industry standard for the development and administration of a fire department safety program. Dynamix Consulting Group strongly encourages the East Granby Volunteer Fire Department to establish a Safety Committee. All safety committee activities should be in alignment with Chapter 4 of NFPA 1500. To be effective, safety committees must be diverse in their representation from across the department, ensuring representation by shift, rank, function, and interest, and including representation from non-uniformed and staff members as well.

The safety committee should meet monthly, raise awareness, and modify behaviors that will result in a safe work environment. Additionally, the committee should review all accidents, injuries, near miss incidents, and workplace safety suggestions. The committee should analyze the information received and report its findings to the Fire Chief. In contrast to being reactionary through the development of additional rules, Dynamix Consulting



Group recommends that the committee should work to implement member safety education programs and encourage members' safety self-awareness. The committee should maintain regular and open meeting times and locations, and record minutes of the meetings for posting for all members of the Association to review.



## Medical Examinations

According to the NFPA, overexertion and stress cause 43 percent of firefighter deaths. In 2020, the Firefighter Cancer Support Network revealed that 61% of career firefighter line of duty deaths occurred as a result of cancer from 2002 to 2017. Dynamix Consulting Group's interviews with members of the East Granby Volunteer Fire Department revealed that members believe there is an annual medical evaluation program in place within the department; however, many of them had not participated in the evaluation in several years. Town and the East Granby Volunteer Fire Department should provide annual medical exams based on NFPA 1582: *Standard on Comprehensive Occupational Medical Program for Fire Departments*.

The Town and the fire department should consider emphasizing health and wellness programs for volunteer fire fighters because of an increased risk for cardiovascular disease and certain types of cancer in the fire service. Prevention programs and health monitoring provide cost savings to fire organizations, reducing workers' compensation costs, sick leave/overtime hiring costs, and improves the overall mental and physical health and wellness of first responders.

Design medical programs to be inclusive rather than exclusive for volunteer firefighters. Instead of removing volunteer firefighters from the department for medical reasons, design medical programs to clear volunteer firefighters to perform only those tasks for which a medical provider has cleared them.



## Cancer Prevention

In recent years, the fire service has become increasingly concerned with the issue of firefighter cancer, and cancer prevention practices. While East Granby volunteer firefighters have access to a gear washer, they do not have access to a gear dryer and have only limited access to a second set of gear to wear. This creates a situation where firefighters face the decision to borrow gear or wait to wash gear until such time that they are not responding to calls. Dynamix Consulting Group recommends that the East Granby



Volunteer Fire Department develop a plan to issue, or provide access to, two sets of gear to all firefighters.

An additional preventative measure is to limit/reduce firefighter exposure to toxic products of combustion which occur *after the fire* (aka, off-gassing). Take steps to store turnout gear in a well-ventilated room to prevent additional firefighter exposure to off-gassing of chemicals absorbed into turnout gear during a fire.

## Training

### Director of Training

At the time of this report, East Granby Volunteer Fire Department assigned the function of Director of Training to the volunteer deputy fire chief. This position was vacant, so various volunteer fire officers and volunteer firefighters within the department currently share the training responsibility. The lack of anyone willing to serve in this position is indicative of a greater problem. Dynamix Consulting Group will make recommendations to address the sustainability of the director of training position in the *Cooperative Services* section of this report.



## Connecticut Department of Labor's Division of Occupational Safety and Health Training Requirements

The Connecticut Department of Labor's Division of Occupational Safety and Health (CONN-OSHA) administers Connecticut's Public Employer Only State Plan and enforces occupational safety and health standards as they apply to all municipal and state personnel. As a State Plan state, CONN-OSHA adopts and enforces standards that are at least as effective as the federal requirements. Included within this report in Appendix C is a complete listing of the "Required Minimum Training for Connecticut Fire Services to Meet State Regulations".



OSHA CFR 1910.156 requires "Training and education commensurate with duties and functions members are expected to perform, provided before they perform fire emergency activities." It further requires "Training and education frequently enough to assure each member is able to perform assigned duties and functions satisfactorily and in a safe manner."

### The East Granby Firefighter Training Program

East Granby Volunteer Fire Department typically drills on two or three Monday nights every month. Large scale drills and exercises usually occur on Saturdays two or three times a year. This totals about 100 hours of training for the average East Granby volunteer firefighter each year.

Divided into quarters, the 2022 Training Program focuses on different training needs in each quarter of the year. Dynamix Consulting Group's review of the 2022 Training Program found that the planned training satisfies the training requirements set forth by Conn-OSHA.

**East Granby Volunteer Fire Department 2022 Training Program**

<b>Quarter 1: Safety Focus</b>
AED, CPR, Blood borne Pathogens, Infectious Disease Refresher
Department Physicals due by 3/31
Fit Testing
Bunker Gear inspection
Responding to Electrical / Gas Emergencies
<b>Quarter 2: Traffic Emergency Focus</b>
Vehicle Extrication
Vehicle Firefighting Operations
Roadside Emergency & Traffic Control
Hazmat Awareness/Ops Refresher
Other
Hybrid and Electric Vehicles
Patient Care Extrication
<b>Structural Firefighting Focus Q3 (July-October)</b>
Search and Rescue
Ropes and Knots
Tools and Equipment
Ventilation
Firefighter Survival (Including RIT & Mayday)
Fire Behavior
Fire Attack
Extinguishers
Forcible Entry
Ground Ladders
<b>ICS and Special Focus Q4 (November-December)</b>
Incident Command Center
Chimney Fire Review
Inclement Weather Driving & Emergency Response
Other as needed or make-up annual/missed training
<b>Ongoing Driver Training Program</b>
Members practice and maintain driver skills as part of scheduled drills
The department will provide EVOG (Emergency Vehicle Operator Course) training and certification testing as needed to ensure all members receive training at least every four years.

## Insurance Services Office Training Requirements

Another factor to consider in relation to firefighter training is Insurance Services Office (ISO). The following is a summary of the items ISO considers when reviewing a community's firefighter training program.

ISO Annual Training Requirements

ISO Annual Training Component	Description
Training Facilities / Use of Facilities	Drill tower, Live fire training structure (including smoke room) 2-acre training area 18 hours per year per firefighter (for maximum credit)
Company Training	Company training at fire stations, 16 hours per member per month (for maximum credit)
Classes for Officers	Certification of all officers 12 hours per year of continuing education for all officers (for maximum credit)
New Driver and Operator Training	Classes for new drivers and operators, 60 hours (for maximum credit)
Existing Driver and Operator Training	Classes for existing drivers and operators, 12 hours per year (for maximum credit)
Training on Hazardous Materials	6-hour session per member per year (for maximum credit)
Recruit Training	240 hours per recruit in the first year (for maximum credit)
Building Familiarization for Pre-fire Planning Programs	The community should conduct a pre-fire planning inspection of each commercial, industrial, institutional, and other similar structure once a year for maximum credit in the Fire Suppression Rating Schedule (FSRS). Records of the inspections should include complete and up-to-date notes and sketches.

Although the Insurance Services Office (ISO) requires specific detailed required training for department personnel, training programs must go beyond simply fulfilling mandatory hours. Training administrators and instructors must ensure firefighters and officers not only are competent, but also self-confident in the variety of skills necessary to perform effectively in high-stress situations. Dynamix Consulting Group will offer a series of recommendations related to maximizing the number of points awarded for training during the next ISO Evaluation in the *Insurance Services Office* section of this report.

## Training Commensurate with Duties

The East Granby Volunteer Department bylaws recognize Regular Firefighters and Exterior Firefighters. Each of these two categories of firefighters has its own established training requirements. To further encourage volunteer firefighting in East Granby, the fire department should consider establishing more specific classifications of volunteer firefighter positions along with the commensurate minimum initial and ongoing training requirements based on the duties each position is authorized to perform. Industry standards suggest firefighter training should be commensurate with duties performed. As such, the more specific a job function is, the simpler it is to establish specific training requirements and ongoing training requirements for that position. As the East Granby Volunteer Fire Department witnessed a decline in the number of volunteer firefighters in recent years, it would be beneficial to create specific job functions with associated initial and ongoing training requirements that volunteers can satisfy.



The following is a sample list of job positions, and the associated training and ongoing training requirements appropriate for each position based on industry best practices, NFPA standards, and ISO requirements.

**Sample Fire Department Job Positions and Proposed Required Training**

Position	Proposed Required Training	Ongoing Training Requirements Per Firefighter
Support Member (Non-IDLH)	<ul style="list-style-type: none"> <li>NFPA 1072 Haz-Mat Awareness</li> </ul>	<ul style="list-style-type: none"> <li>All fire brigade members shall receive training at least annually</li> <li>6-hours of haz-mat training per year</li> </ul>
Firefighter	<ul style="list-style-type: none"> <li>NFPA 1001 Firefighter I</li> <li>NFPA 1072 Haz-Mat Operations</li> <li>240 hours per recruit in the first year</li> </ul>	<ul style="list-style-type: none"> <li>Fire brigade members who perform interior structural firefighting shall receive an education session or training at least quarterly</li> <li>18 hours per year at a training facility</li> <li>16 hours per month company training at fire stations</li> <li>6-hours of hazmat training per year</li> </ul>
Engineer/ Driver Operator	<ul style="list-style-type: none"> <li>NFPA 1072 Haz-Mat Awareness</li> <li>Emergency Vehicle Driver Training</li> <li>Classes for new drivers and operators, 60 hours</li> </ul>	<ul style="list-style-type: none"> <li>All fire brigade members shall receive training at least annually</li> <li>Classes for existing drivers and operators, 12 hours per year</li> <li>6-hours of hazmat training per year</li> </ul>

## Officer Training

Conn-OSHA Requires fire brigade leaders and training instructors receive training and education, which is more comprehensive than that provided to the general membership of the fire brigade. There are increasingly complex demands placed upon the leaders of today’s fire service. The following levels of Fire Officers that exist within NFPA 1021, *Standard for Fire Officer Professional Qualifications* for midlevel and department chief officers. Consider this information when stipends for fire officers as well as the required skillset for potential future administrative support for the fire department.

**NFPA 1021 Fire Officer Levels**

Level	Description
Fire Officer I	First-line supervisory officer who has met all the job performance and certification requirements of Firefighter II as defined in NFPA 1001: <i>Standard for Firefighter Professional Qualifications</i> , and Fire Instructor I as defined in NFPA 1041: <i>Standard for Fire Service Instructor Professional Qualifications</i> .
Fire Officer II	Mid-level supervisor who performs both supervisory and first-line managerial functions who has met all the job performance and certification requirement of Fire Officer I as defined in NFPA 1021.
Fire Officer III	Midlevel supervisor who performs both supervisory and first-line managerial functions who has met all the job performance and certification requirements of Fire Officer II as defined in NFPA 1021: <i>Standard for Fire Officer Professional Qualifications</i> .
Fire Officer IV	Upper-level supervisor who performs both supervisory and first-line managerial functions who has met all the job performance and certification requirements of Fire Officer III as defined in NFPA 1021.

## Contract for the Provision of Fire Services

Currently, there is no formal agreement in place between the Town of East Granby and East Granby Volunteer Fire Department about exactly how they will partner to provide fire protection within the Town. An agreement between a municipality and the fire company providing services is a typical instrument that should be in place and regularly updated. Such a document clearly defines the relationship and obligations of each party, including financial commitments.



The Town of East Granby and the East Granby Volunteer Fire Department should strongly consider creating a service agreement and review compliance with this document annually. Included in this report in Appendix D is a sample contract between a municipality and volunteer fire companies.

# Fire Marshal's Office and Emergency Management

The East Granby Fire Marshal's Office is responsible for the Life Safety, Open Burn Official, and Emergency Management functions within the Town of East Granby.

## Fire Marshal

The East Granby Fire Marshal's Office is comprised of the part time Fire Marshal and three part time Deputy Fire Marshals.

Local Fire Marshals in Connecticut are responsible for the enforcement of many of the sections found in Chapter 541 of the Connecticut General Statutes, as well as numerous codes promulgated under the provision of these statutes. State Statutes require the East Granby Fire Marshal's Office to:

- Inspect all existing buildings and residential occupancies, 3 family and larger.
- Conduct a review of plans and specifications for various occupancies and facilities that proposed within the town for compliance with the Connecticut Fire Safety Regulations
- Inspect buildings under construction occur during the course of construction.
- Investigate the cause, origin, and circumstances of all fires within the town and report the same to the State Fire Marshal.

## Fire Marshal Certification Requirements

The Department of Administrative Services manages the Fire Marshal Certification in the State of Connecticut. The Office of Education and Data Management (OEDM) administers all aspects of the credentialing exams for the Office of State Fire Marshal, including the tests for the pre-certification fire training program and challenge exams. Once certified by the State Fire Marshal; East Granby's Fire Marshal and Deputy Fire Marshals are each required to obtain 90 hours of continuing education over 3 years to maintain certification.

## Life Safety Inspections

Inspections completed by the East Granby Fire Marshal's Office include:

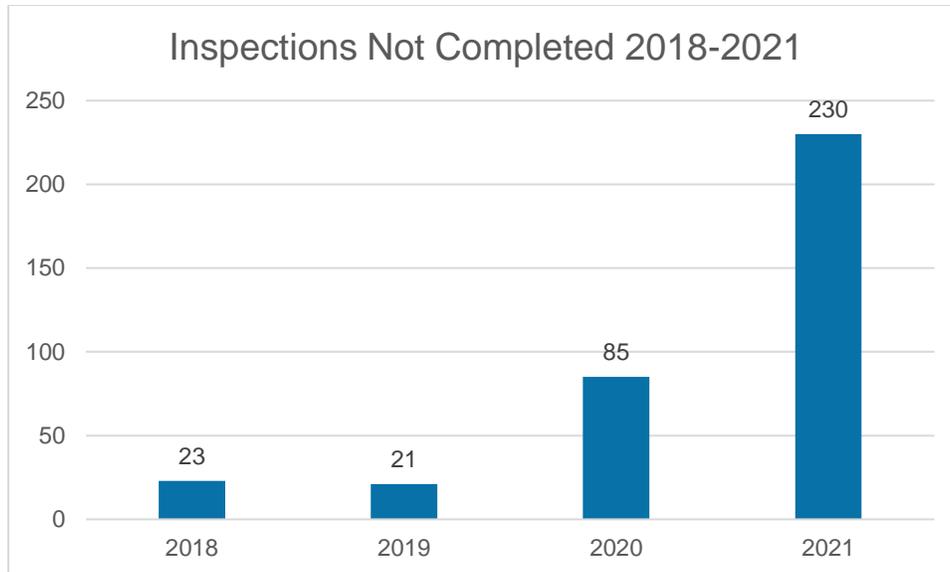
- New construction
- Regular inspections
- Re-inspections
- Event inspections
- Tent inspections
- Smoke / Carbon Monoxide Detector inspections.

During 2018, the East Granby Fire Marshal's Office completed a combined 550 inspections. This number dropped by 23.82% in 2019 when the Office completed 419 inspections, and by an additional 53.94% in 2020 when the office completed 193 inspections. Dynamix Consulting Group notes the exclusion of the year 2020 in relation to normal trending due to the global COVID-19 pandemic. Worldwide lockdowns significantly impacted many of the fire department's operations, including the ability of inspectors to physically inspect occupancies within their jurisdiction.

The East Granby Fire Marshal's Office saw a 64.77% increase in inspections between 2020 and 2021 when the office completed 318 inspections, however this is still a decrease from the number of inspections completed in both 2018 and 2019.

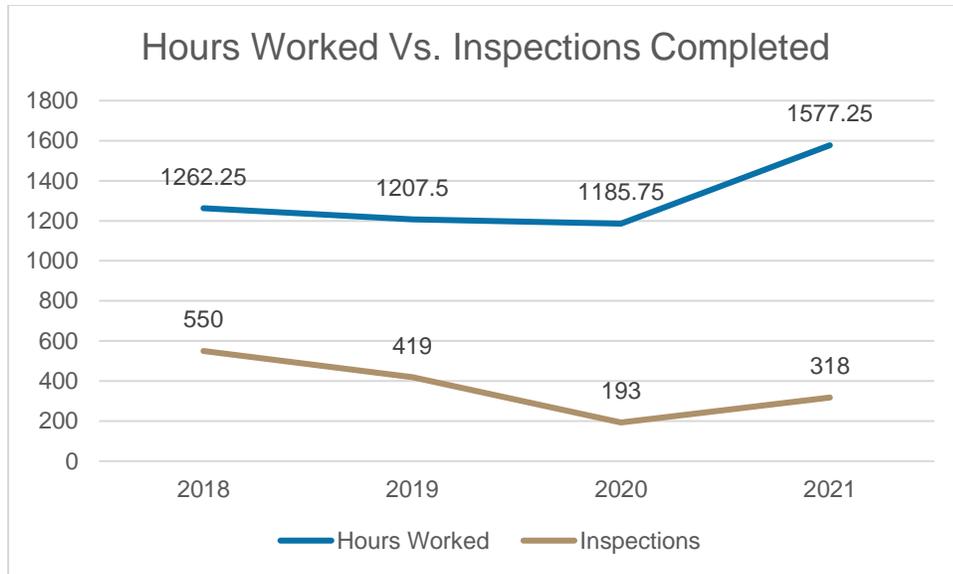


During the years 2018 and 2019, the East Granby Fire Marshal's Office did not complete 23 and 21 inspections respectively. This number rose to 85 inspections not completed in 2020 during the COVID-19 Pandemic.

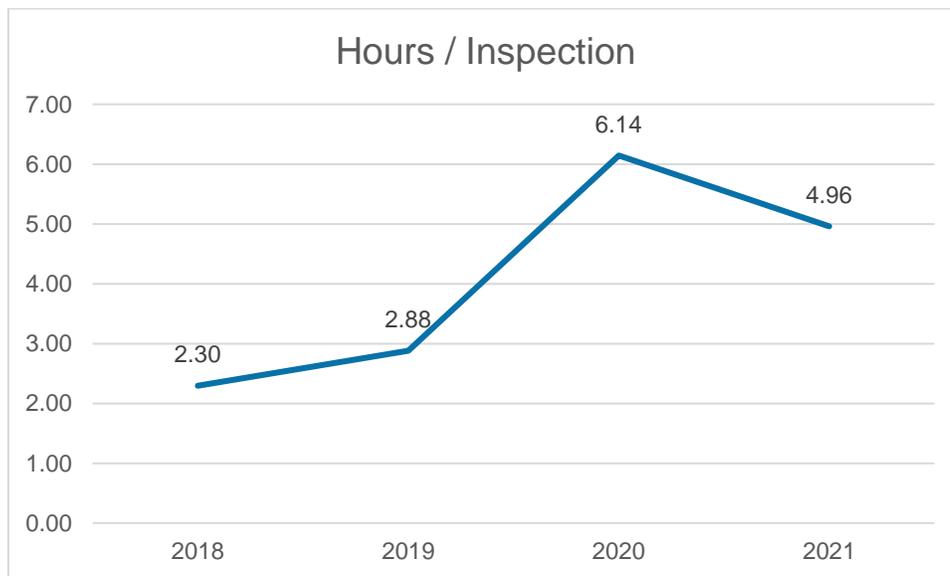


This spike in inspections that were not completed in 2021 is the combined result of carrying 85 inspections that were not completed during 2020 into 2021 and then having an increased workload in 2021. The Fire Marshal's Office has all their inspections on a four-year cycle, with each property being on a schedule to be inspected annually, every two years, every three years, or every four years based on the type of occupancy. Despite the best efforts of the Fire Marshal's Office to equally distribute the required workload across all four years, the number of inspections that were required to be completed in 2021 was significantly higher than the previous three years. Dynamix Consulting Group recommends that the Town of East Granby work with the Fire Marshal's Office to assist in developing a plan that more evenly distributes the inspection workload over all four years.

Dynamix Consulting Group reviewed the number of hours that were cumulatively worked by all members of the East Granby Fire Marshal's Office during the last four years. There is a direct correlation between the number of hours that were worked and the number of inspections that were completed. Again, 2020 is an anomaly because the lockdown resulting from the worldwide pandemic created a short-term cessation of fire inspections.



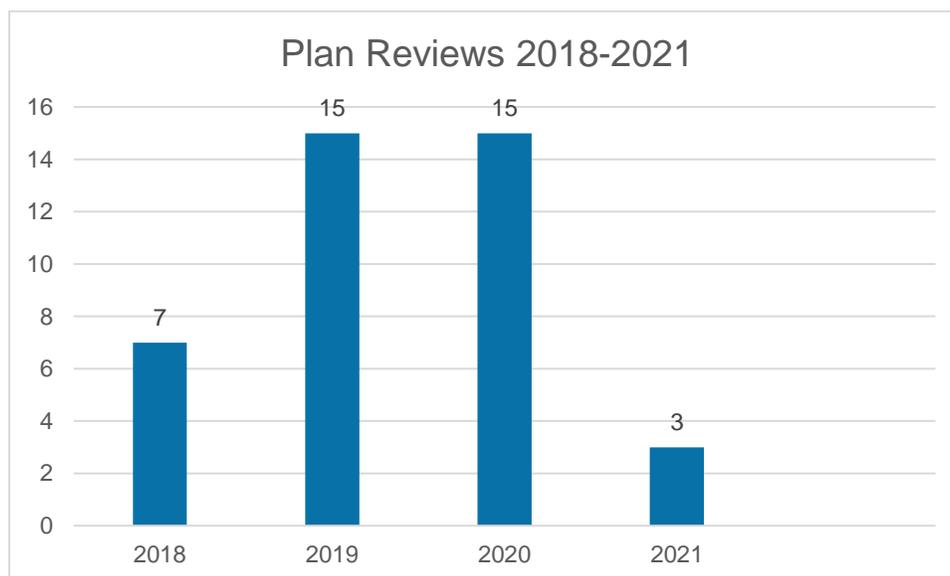
While it is understood that the staff of the Fire Marshal’s Office are tasked with the variety of duties beyond life safety inspection that are described within the Fire Marshal section of this report, Dynamix Consulting Group noted that when the total number of hours worked each year was divided by the number of inspections that were completed, there has been a significant increase in the amount of time allocated to each inspection in recent years. Due to the many and varied duties of the members of the Fire Marshal’s Office, evaluating performance by dividing the number of inspections completed by the number of hours worked does not translate to the exact amount of time spent on each inspection; however, the calculation does provide a baseline for year-to year trending of the overall performance within the Fire Marshal’s Office.



Dynamix Consulting Group’s interviews with the Fire Marshal suggested that during 2020 when inspections were not being conducted, the staff was in the office performing administrative duties that were not directly related to inspections. This likely contributed to the increased duration of inspections in 2020. While the amount of time that it took to complete inspections in 2021 decreased from 2020, it is still more than double the amount of time that it took to complete inspections in 2018 and 2019. The Town of East Granby should monitor the year-to-year trends in the number of hours worked compared to the number of inspections that are completed each year and should also conduct an evaluation to determine if there are any process or technology changes that should occur to improve the productivity and efficiency of the East Granby Fire Marshal’s Office.

## Plan Reviews

The East Granby Fire Marshal’s Office is also responsible for conducting plan reviews of new occupancies. The Office completed fifteen plan reviews in both 2019 and 2020. This number dropped to three in 2021. As the Town plans for and encourages development within the community, the number of required plan reviews will increase. East Granby should make plans to increase staffing or reconfigure the current staffing model in the office to complete these plan reviews so that the anticipated future increase in plan reviews does not further increase the number of inspections required to be completed each year that are not being done in East Granby.



## Fees

The Town of East Granby does not charge a fee to conduct plan reviews. Fees are charge for Blasting Permits (\$60.00), Tent Permits (\$15.00), and Burning Permits (\$25.00). The East Granby Building Department charges \$15.00 per \$1,000 for the following permits:

- Building Permit
- Electrical Permit

- Mechanical Permit
- Plumbing Permit
- Swimming Pools
- Health District Form
- Excavation Permit Form
- Woodstoves/Propane Heaters
- Roofing Permit
- Solar Permit Application
- Zoning Permit

Dynamix Consulting Group found that it is common for smaller towns in Connecticut such as East Granby not to charge a fee for Fire Marshal Plan Reviews. Simsbury and Suffield also do not charge fees. There are, however, several larger communities local to East Granby that do charge a fee for this service. Examples include:

**Fire Marshal Plan Review Fees**

Municipality	Plans Reviews Fees
East Hartford	\$40.00 for up to \$1,000 \$20.00 for each additional \$1,000
Hartford	\$50.26 for up to \$1,000 \$30.26 for each additional \$1,000
Manchester	\$20.00 for up to \$4,000 \$20.00 plus \$7.00 per \$1,000 in excess of \$4,000
Meriden	65% of the Building Permit Fee or 100% for 'fast track' Code Consulting: \$150.00 per hour
New Britain	\$0 through \$1,000: \$0.00 per \$1,000 \$1,001 through \$50,000: \$2.50 per \$1,000 In excess of \$50,000: \$5.00 per \$1,000
South Windsor	\$60.00 for up to \$2,000 \$18.00 for each additional \$1,000
Windsor Locks	25% of the building permit fee, collected by the Building Department at the time of permit application.
West Hartford	65% off the permit fee collected by the Fire Marshal's Office.

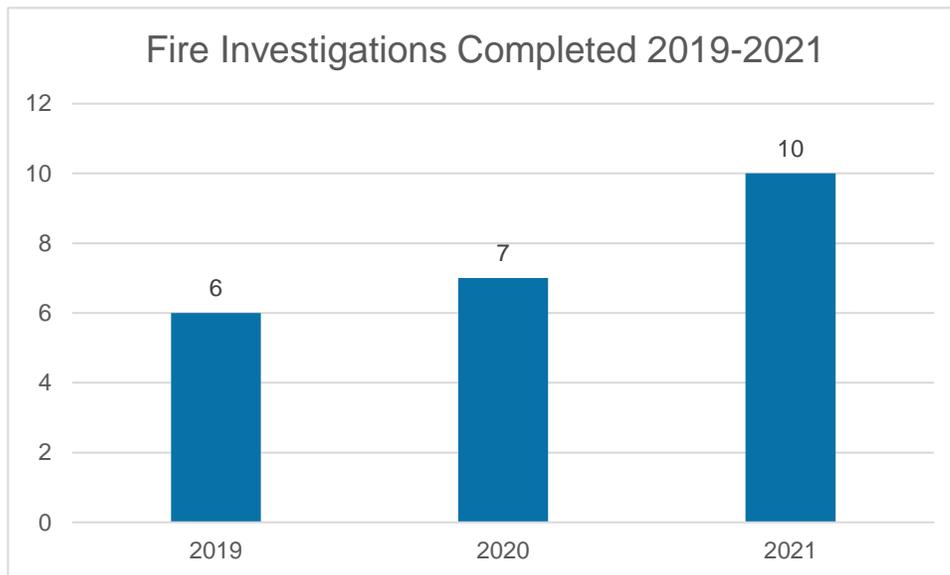
It is Dynamix Consulting Group's experience that charging for plans reviews based on the cost of the project is very much an industry accepted practice. The Town of East Granby should consider adopting a plan review fee schedule as a potential source of revenue to fund additional staff hours for the Fire Marshal's Office. This increased staffing would better position the Fire Marshal's Office to complete the inspections within the Town of East Granby required by the Connecticut General Statutes.

## Fire Investigations

Fire investigations occur when the origin and cause of a fire cannot be determined by the responding crews, a death or serious injury occurs, or when the crews suspect a criminal act, such as arson. For large or serious incidents, the State Fire Marshal’s Office and the Fire and Explosion Investigations Unit (FEIU) of the Connecticut State Police are also available to assist.



The East Granby Fire Marshal’s Office has seen an increase in the number of Fire Investigations conducted during each of the last three years.



The Town of East Granby should monitor the number of fire investigations completed by the Fire Marshal’s Office each year. If the number continues to rise, the Town should make plans to increase staffing in the office accordingly to complete these investigations so that the increase in fire investigations does not further increase the number of inspections required each year that are not being done in East Granby.

## Public Education

The East Granby Fire Marshal's Office attempts to provide fire prevention education at all three nursery schools in town each year.

The Fire Marshal's Office also coordinates East Granby's participation in the annual statewide Fire Prevention Poster Contest. This annual statewide competition for fourth and fifth graders runs in conjunction with the East Granby elementary school teachers. The Connecticut Fire Marshal's Association, Office of State Fire Marshal, Connecticut Fire Chief's Association, the State Board of Education, and the Connecticut Fair Plan sponsor the program.



Another program run by the East Granby Fire Marshal's Office is the Smoke Detector and Carbon Monoxide Detector Replacement Program. A representative of the Fire Marshal's Office will, by request, inspect the smoke detectors and carbon monoxide detectors in a home and replace any that are more than 10 years old. The Office will replace batteries in any detectors less than 10 years old.

## Community Risk Reduction



Dynamix Consulting Group notes the safest emergency – for both the Town's firefighters and the members of the community – is the one that does not happen. For this reason, it is advantageous for the Town of East Granby to specifically allocate resources toward risk reduction to prevent emergencies before they happen. Dynamix Consulting Group recommends the Town of East Granby conduct a full Community Risk Assessment. The purpose of a Community Risk Assessment is to determine exactly what risks exist in the community, the necessary resources (personnel and equipment) required to respond to these risks, and what educational or enforcement efforts will reduce the number of emergency calls for service.

Following the completion of the Community Risk Assessment, the Town of East Granby will be prepared to implement a comprehensive Community Risk Reduction Program.

Dynamix Consulting Group also recommends the Fire Marshal's Office take a more active role in reducing the number of false alarms that occur in the Town of East Granby. "False Alarms" accounted for more than one quarter (29%) of all emergency responses in East Granby between 2016 and 2021. Response to emergency calls requires a significant investment personnel and equipment resources. It would be in the best interest of the Town of East Granby to evaluate these calls in detail and determine if education or



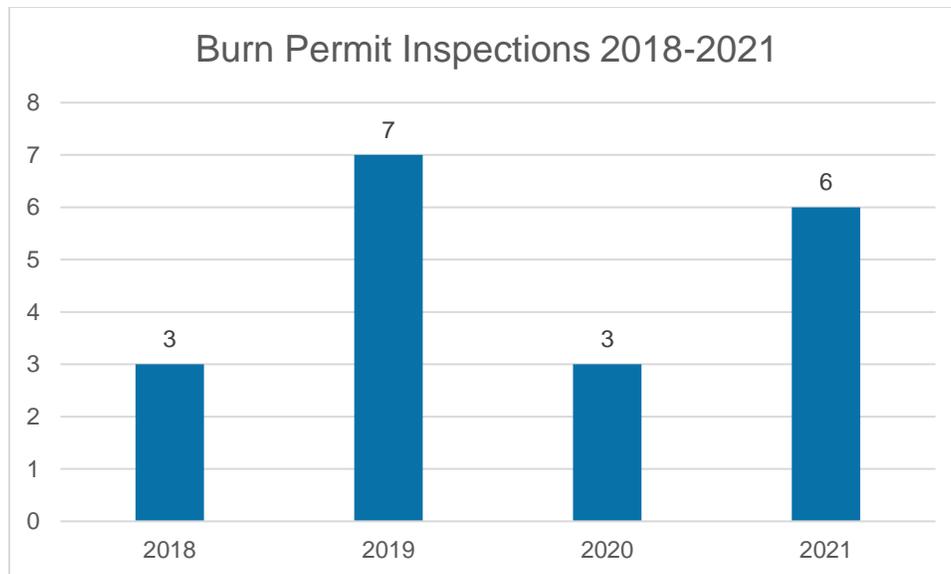
code enforcement efforts could reduce the number of False Alarms, thereby decreasing the burden on volunteer firefighter to respond to nonemergency calls.



The combined efforts of a communitywide Community Risk Assessment and Community Risk Reduction Program to prevent emergencies from happening, combined with an aggressive effort on the part of the Fire Marshal's Office to reduce the number of false alarms in town, has the potential to significantly reduce the number of calls for service East Granby Volunteer Fire Department responds to each year. A reduction in calls directly correlates to a reduction in the demand for time placed on volunteer firefighters. This decreased demand has the potential to make the burden of being a volunteer firefighter lighter, thereby keeping the volunteer fire department sustainable for a longer period.

## Burn Official

The East Granby Fire Marshal's Office is also the Burning Official for the Town of East Granby. While the demand for burn permits has risen and fallen in recent years, the total number of permits issued has not contributed significantly to the overall workload in the Fire Marshal's Office. The Town of East Granby should continue to monitor the demand for Burn Permits and be prepared to increase staffing if this demand increases.



## Emergency Management

The East Granby Fire Marshal also serves as the Emergency Manager for the Town. The part-time Fire Marshal receives a nominal stipend of \$215 every two weeks and the Deputy Fire Marshal's receive between \$70 and \$80 a week for managing the Town's Emergency Management Functions which include:

- Keeping the Local Emergency Operations Plan up to date for the Town of East Granby.
- Assuming the position of the planning coordinator for the Emergency Operations Center.
- Coordinating the operation of the shelter located at the East Granby Community Center.
- Maintaining a list of the assets the town may need in a major emergency.
- Coordinating the operations for participation in the Governors Statewide Disaster Drill.
- Developing the annual All-Hazards School Security and Safety Plan for the East Granby School System.

The recent COVID-19 Pandemic has put a renewed focus on the humanitarian aspects of emergencies as a priority going into the future. As such, it would behoove the Town of East Granby to add additional resources to ensure the Town is appropriately prepared to both proactively and reactively assist its citizens during times of disaster.

Dynamix Consulting Group further recommends the Town of East Granby re-evaluate the arrangement of paying a weekly or bi-weekly stipend for the performance of Emergency Management functions as the amount of work an employee puts forth has no bearing on the amount of money paid. If the Town chooses to keep this function with the Fire Marshal's Office, both the Town and the employees performing Emergency Management functions should consider changing this arrangement to an hourly rate of pay to ensure the

compensation paid for these functions is appropriate to the number of hours that are actually worked.

## Future Considerations for the Fire Marshal's Office

At the time of this report, the East Granby Fire Marshal's Office included a part-time Fire Marshal and three part-time Deputy Fire Marshals budgeted to work a combined 33 hours a week. The budget includes 15 hours of work per week for the Fire Marshal, and the three Deputy Fire Marshals work eight, six, and four hours per week, respectively. The staff do the best they can to complete their work within the allocated hours, but the limited hours alone create a haphazard scheduling system.

East Granby Town Hall's normal business hours are Monday through Thursday, 8am-12pm and 1pm-4pm, and Friday 8am-1pm; however, the Fire Marshal's Office is not staffed during all of these hours. The staffing schedule for the Fire Marshal's Office changes monthly and appears on the Town Website. Additionally, even when the office is staffed, because of the need to leave the office to conduct inspections, the Fire Marshal's Office are often not available during these regular office hours. When the staff work, they are available to take questions and report back to Town Hall as needed to assist citizens as needed.

The following table illustrates the staffed hours of the East Granby Fire Marshal's Office during the Month of May 2022. Each of the four part time employees received a different color. The hours where staff from the Fire Marshal's Office do not work during the Town Hall's normal business hours are grey in color.

During the Month of May, the following occurred:

- The Marshal's Office closed more than one third of the month. The Town Hall opened 21 days and the Fire Marshal's Office closed for 8 of these days (38.09%).
- While East Granby Town Hall is open on Mondays, the Fire Marshal's Office did not open on this day at all during the month.
- There were two weeks in May when the Fire Marshal's Office did not open at all on consecutive Mondays or Tuesdays.
- There were two Fridays in May when the Fire Marshal's Office did not open.
- Except for one employee budgeted to work four hours a week, none of the other employees in the Fire Marshal's Office worked their allocated hours during the month of May. While the Office is budgeted for 33 hours each week, it was only staffed between 20 and 28 hours during the full weeks in May. This means that staff only worked between 60.6% and 84.84% of the allocated hours each week in May. This fluctuation is because employees who worked extra hours in previous months are required to reduce their hours in subsequent months to comply with the budgeted weekly average for each employee. This arrangement causes the hours that the Fire Marshal's Office is staffed vary greatly from month to month.

Week of:	Monday	Tuesday	Wednesday	Thursday	Friday	Hours Worked for the Week
May 2 <sup>nd</sup>	8am-12pm 1pm-4pm	8am-12pm 1pm-4pm	8am-9am 9am-3pm 9am-1pm 1pm-4pm	8am-9am 9am-3pm 3pm-4pm	8am-12pm 9am-2pm	12 4 4 5 Total: 25
May 9 <sup>th</sup>	8am-12pm 1pm-4pm	8am-9am 9am-3pm 3pm-4pm	8am-12pm 1pm-4pm	8am-12pm 9am-1pm 1pm-4pm	8am-9am 9am-3pm	12 4 4 Total: 20
May 16 <sup>th</sup>	8am-12pm 1pm-4pm	8am-12pm 1pm-4pm	8am-12pm 9am-3pm 3pm-4pm	8am-9am 9am-1pm 9am-3pm 3pm-4pm	8am-1pm	12 4 4 Total: 20
May 23 <sup>rd</sup>	8am-12pm 1pm-4pm	8am-4pm 9am-1pm	8am-9am 9am-3pm 3pm-4pm	8am-12pm 9am-3pm 3pm-4pm	8am-1pm	12 4 4 8 28
May 30 <sup>th</sup>	Holiday	8am-12pm	June			4

Dynamix Consulting Group notes that the East Granby Town Hall is open to the public for a total of 33 hours each week. This is exactly the number of hours budgeted to staff the Fire Marshal’s Office each week. The Town of East Granby could immediately realize more consistent staffing in the Fire Marshal’s Office by combining the four positions with limited hours into one or two positions with more hours that have set work schedules. The Town could then cross-appoint Fire Marshals from neighboring communities to ensure that on-call Fire Marshals are available to back up the members of the East Granby Fire Marshal’s Office as needed for unscheduled call-backs. There would be no cost to appoint Fire Marshals from neighboring communities, thus allowing them the authority to work in East Granby. East Granby could in return provide this same coverage for their neighboring communities. As the Town of East Granby investigates options for administrative support for the fire department, there should be consideration given to locating this position in the Town Hall to staff the Fire Marshal’s Office during some hours of the week. While this position likely won’t be a sworn fire marshal, the employee can still provide assistance to members of the public who seek the services of the Fire Marshal.

Considering even more cooperative options, the Town of East Granby could realize a series of benefits by sharing Fire Marshal and / or Emergency Management services with one or more other towns. Many of the towns that surround East Granby have either part-time employees tasked with Emergency Management, or the function has been assigned to an employee who also has another primary work function. Dynamix Consulting Group will make recommendations related to potential future options for Emergency Management in the *Cooperative Services* section of this report.

# Emergency Medical Services

The Granby Ambulance Association provides Emergency Medical Services within the Town of East Granby since 2013 when the East Granby Ambulance Association merged with the Granby Ambulance Association.

Dynamix Consulting Group evaluated the Emergency Medical Services System within the Town of East Granby. This is not an evaluation of the Granby Ambulance Associations' performance. As such, Dynamix Consulting Group did not conduct any evaluations of the Granby Ambulance Association's call volume, response times, reliance of mutual aid, or the quality of service rendered.

## Local Emergency Medical Services Plan

The required components of the Local Emergency Medical Services Plan (LEMSP) are set forth by Connecticut General Statutes 19a-181b. This statute updated in 2014 by Public Act 14-217, giving municipalities more control over who provides Emergency Medical Services in their Town. The public act also reinforced development of LEMSP. These plans are an important component of overall Town planning and promote healthy business relationships between a municipality and the EMS organizations, at all levels, which provide emergency care to the residents and visitors of the Town.

Granby Ambulance Association submitted the most recent LEMS Plan to OEMS in June of 2021. The State of Connecticut requires LEMS Plan updates on a rolling five-year cycle. East Granby's next LEMSP will be due in January 2026.

## Primary Service Area and Primary Service Area Responders

The State of Connecticut designated Granby Ambulance Association as the Primary Service Area Responder (PSAR) to medical emergencies within the Town of East Granby, as well as in the Towns of Granby and East Hartland. Introduced in 1974 was the concept of Primary Service Areas (PSA). A PSA is a specific geographic area served exclusively by an emergency medical services (EMS) provider. The State of Connecticut Department of Public Health (DPH) designates this provider. Only the PSAR designated by the State may answer emergency calls in the specified geographic area. These geographic areas may include or be within the boundaries of a municipality, tax district, tribal entity or other specifically identified areas.

There are five PSAR levels of EMS recognized and regulated by the State of Connecticut. They are:

1. Supplemental First Responder
2. First Responder
3. Basic Ambulance
4. Intermediate
5. Paramedic

The DPH must assign a PSAR for each level of service for every municipality in the state. Public Health regulations establish the factors to consider when designating an EMS provider as a PSAR. A single PSAR may receive licenses to provide one or more of these levels of service. In the Town of East Granby, the PSARs are as follows:

#### Primary Service Area Responders

Service Name	Service ID Number	Service Level	Service City/Town
Granby Ambulance Association	CO56P1	Basic Ambulance Paramedic	Town of East Granby
Not Assigned		First Responder	Town of East Granby
Not Assigned		Supplemental First Responder	Town of East Granby

The Town of East Granby should be aware that the PSA Holder for the Town of East Granby (Granby Ambulance Association) could surrender a PSA at will if they no longer chose to provide the service. Should this happen within the Town of East Granby at any point in the future, the Town would need to identify an alternate method for the delivery of emergency medical services.

## Granby Ambulance Association Contract

The original agreement between the East Granby Ambulance Association, the Town of East Granby, and the Granby Ambulance Association, dated October 22, 2013, requires Granby Ambulance Association provide to the Town of East Granby the following Advanced Life Support Coverage:

1. Advanced Life Support Coverage 24 hours per day, seven days a week from the Granby Ambulance Association Facility located at One Pegville Road in Granby.
2. Advanced Life Support Coverage 12 hours a day, seven days a week from the Business Premises.

The agreement further stipulates that East Granby will provide to the Granby Ambulance Association:

1. A facility for Granby Ambulance Association's use at the Business Premises for an annual lease payment of \$1.00. Granby Ambulance's East Granby Business Premise is presently located at 6 Veteran's Memorial Drive in East Granby.
2. East Granby shall make fuel available for Granby Ambulance Association vehicles at its fuel depots within the Town of East Granby on a fully reimbursable basis billed quarterly. Granby Ambulance Association is to maintain a log for the fuel including the dates and gallons of fuel dispensed.
3. East Granby shall pay the Granby Ambulance Association an annual stipend in the amount of \$40,000 payable in quarterly installments of \$10,000 each. Granby Ambulance Association is to bill East Granby on the first day of each fiscal quarter to be payable within 30 days. After the second year of this agreement, and for each year thereafter, the Granby Ambulance Association may, if circumstances dictate in its sole discretion, but after consultation with East Granby, require East Granby to pay an increase of not more than 5% over the annual stipend of the prior year.

The Fiscal Year 2022 East Granby Operating Budget allocates \$47,500 to Granby Ambulance for the provision of Emergency Medical Services. Additionally, in north central Connecticut, North Central Connecticut Emergency Medical Services Council (NCCEMS) owns Coordinated Medical Emergency Direction (CMED). Participating cities and towns fund CMED entirely. East Granby's Fiscal Year 2022 Operating Budget allocates \$15,368 for CMED for emergency medical calls for service within the Town of East Granby.



# Granby Ambulance Association Performance Measures

The agreement between the Granby Ambulance Association for the Town of East Granby establishes the following reporting requirements.

## Local EMS Plan Performance Measures

### Basic and Advanced level of Service PSAR

The following performance measure agreement, required pursuant to Section 19a-181b of the Connecticut General Statute is being entered into between the Granby Ambulance Association (the basic and advanced service PSAR) and the Town of East Granby.

#### **Minimum response data reporting**

The basic and advanced PSAR shall report activation and response times in the following format and schedule. Each fractile response category may vary +/- 5% for any given reporting period.

Activation Time means the measure of time from notification to the PSAR and an emergency exists, to the beginning of the response of PSAR personnel.

Percentage of responses where activation time was:

Zero to twenty nine seconds	16.5%
Thirty seconds to fifty nine seconds	0.0%
One minute to one minute twenty nine seconds	21.7%
One minute thirty seconds to one minute fifty nine seconds	0.2%
Two minutes to two minutes fifty nine seconds	28.8%
Three minutes to four minutes fifty nine seconds	30.5%
Five minutes to nine minutes fifty nine seconds	2.2%

Average chute time 1:56

*Data collected from ESO Solutions for the calendar year January 1, 2019-October 31, 2020, for all responses in the Town of East Granby, by the 56-Alpha-6 (East Granby dedicated) crew during their 0700-1900 hours shift.*

Response Time means the total measure of time from notification to the PSAR that an emergency exists, to arrival at the patient's side, *including the activation time.*

Percentage of responses where the response time was:

Zero seconds to four minutes fifty nine seconds	26.8%
Five minutes to seven minutes fifty nine seconds	37.4%
Eight minutes to eight minutes fifty nine seconds	13.9%
Nine minutes to nine minutes fifty nine seconds	7.5%
Ten minutes to eleven minutes fifty nine seconds	10.3%
12 minutes to 30 minutes	4.2%

Average response time: 6:32

*Data collected from ESO Solutions for the calendar year January 1, 2019-October 31, 2020, for all responses in the Town of East Granby, by the 56-Alpha-6 (East Granby dedicated) crew during their 0700-1900 hours shift.*

*Responses could initiate from within or outside of East Granby borders (i.e. returning from the hospital and took a call for service.)*

Response time standards

GAA’s 56-Alpha-6 crew will respond to 80% of calls in the Town of East Granby within 8 minutes or less.

January 1, 2019-October 31, 2020:

64.2% in less than 8 minutes, increases to 78.1% in less than 9 minutes

First call responses:

PSAR must respond to at least fifty percent or more first call responses in any rolling *three-month* period.

Rolling average – Mo 1: 100%    Mo. 2: 100%    Mo. 3: 100%    Standard: 50%+

PSAR must respond to at least eighty percent or more first call responses, excluding those responses excused by the municipality in any rolling *twelve-month* review period.

Rolling average – Mo. 1: 100%    Mo. 2: 100%    Mo. 3: 100%    Standard: 80%+

The agreement further requires the PSAR to submit written reports based on the total EMS responses quarterly to the Office of the First Selectman. These reports are due:

- First Quarter: April 30
- Second Quarter: July 30
- Third Quarter: October 31
- Fourth Quarter: January 31

Dynamix noted during the March 2022 site visit that the First Selectman's Office was not in receipt of the required Quarterly Reports from the Granby Ambulance Association. The Granby Ambulance Association reported that the previous East Granby First Selectman had not requested these reports.

Dynamix Consulting Group recommends that the First Selectman's Office request that Granby Ambulance begin submitting quarterly reports as required by the LEMSP. The second quarter 2022 report is due to the First Selectman's office on or before July 30, 2022.

Dynamix Consulting Group further recommends sharing these reports with the appropriate East Granby Stakeholders each quarter and that the Town monitor the performance of the Granby Ambulance Association to ensure compliance with the contract.

## Opportunities to Improve the East Granby Emergency Medical Services System

The Connecticut General Statutes defines a "First Responder" as

- Any peace officer, as defined in section 53a-3 of the general statutes;
- Any firefighter, as defined in section 7-313g of the general statutes;
- Any person employed as a firefighter by a private employer,
- Any ambulance driver, emergency medical responder, emergency medical technician, advanced emergency medical technician or paramedic, as defined in section 19a-175 of the general statutes;
- Any telecommunicator, as defined in section 28-30 of the general statutes.

East Granby's 2021 LEMSP stated that while there were no designated first responders in the Town of East Granby at the report submittal time, the "Connecticut State Police Resident State Trooper Program and / or the East Granby Police Department Officers provide first responder duties with basic medical equipment and training." The LEMSP further clarifies the response of these agencies to medical emergencies is "as staffing allows." Staffing consists of the Resident State Trooper weekdays from 7am-3pm and one East Granby Police Officer on shift at a time. While East Granby endeavors to staff a police officer on every shift, this is not always possible.



The LEMSP further stated “The Town of East Granby supports the East Granby Police Department becoming the designated first responder and PSA holder in light the Connecticut State Police no longer being the State’s supplemental first responder. The application process started in late 2020. All East Granby Police Department sworn officers are emergency medical responders (EMRs).”

During the March 2022 site visit, Dynamix Consulting Group determined East Granby Police Department did not receive designation as a First Responder.

Cardiac arrest, also known as sudden cardiac arrest, occurs when the heart stops beating suddenly. The lack of blood flow to the brain and other organs can cause a person to lose consciousness, become disabled, or die if not treated immediately. This is a true life-threatening emergency where every second counts. The American Heart Association has identified the following six links in the adult in the adult out-of-hospital Chain of Survival. These six links can improve chances of survival and recovery for victims of cardiac arrest.

1. Recognition of cardiac arrest and activation of the emergency response system.
2. Early cardiopulmonary resuscitation (CPR) with an emphasis on chest compressions.
3. Rapid defibrillation.
4. Advanced resuscitation by Emergency Medical Services and other healthcare providers.
5. Post-cardiac arrest care.
6. Recovery (including additional treatment, observation, rehabilitation, and psychological support)

**American Heart Association Chain of Survival**



Dynamix Consulting Group notes that in addition to cardiac arrest, first responders can provide immediate interventions to assist patients suffering from wide variety of life-threatening emergencies.

In East Granby, a potential exists for prolonged response times to medical emergencies, especially during the evening, overnight and early morning hours for the following reasons:

1. The Granby Ambulance Association does not staff an ambulance in the Town of East Granby between the hours of 7pm and 7am. Medical Emergencies during these overnight hours receive an ambulance responding from the Town of Granby.
2. Between the hours of 7pm and 7am, the ambulance staffed by Granby Ambulance and deployed out of the Town of Granby is responsible for responding to medical calls in Granby, East Granby, and East Hartland. In the event the ambulance is committed to a medical call when another medical call occurs, the Granby Ambulance Association entered into written mutual aid agreements with neighboring towns to provide ambulance service. In the case of a mutual aid ambulance responding to East Granby, the ambulance would be coming from Simsbury, Windsor Locks, Suffield, or East Windsor.
3. There is no Resident State Trooper on duty between the hours of 3pm and 7am on weekdays. The Resident State Trooper is also not on duty on weekends.
4. While East Granby endeavors to staff a police officer on every shift, this is not always possible. Further, if the police officer is on shift and actively engaged in police activity, this officer is not available for medical response. When an officer is involved in processing an arrest limits the officer's availability for medical response for multiple hours.

Dynamix Consulting Group suggests there are opportunities for the Town of East Granby to improve its Emergency Medical Response System. These opportunities include:

- 1. Designate First Responders / Supplemental First Responders:** The Town of East Granby should evaluate the feasibility of designating First Responders / Supplemental First Responders within its Emergency Medical Services System. This evaluation should take into consideration the requirements set forth by the State of Connecticut, the financial commitment required of the Town to ensure that these First Responders have the appropriate training and equipment, and the current workload of the potential First Responders.

Dynamix suggests the East Granby Police Department, the East Granby Volunteer Fire Department, or perhaps the designation of one department as the First Responder and the other as the Supplemental First Responder could benefit the community. Take care with regards to the Volunteer Fire Department not to place too much of a training or response burden on a volunteer system already challenged to recruit and retain members. The Medical Control Physician who provides oversight for these first responders can establish protocols to dispatch the first responders to the specific types of medical calls where the patient could benefit from the care of a first responder.



- 2. Recruit Volunteers for the Granby Ambulance Association:** An alternative to designating the East Granby Volunteer Fire Department as a First Responder or Supplemental First Responder could be to assist the Granby Ambulance Association with the recruitment of volunteers from within the Town of East Granby.

In addition to recruiting new volunteers from within the community, the Town of East Granby should consider encouraging members of the East Granby Volunteer Fire Department who wish to provide emergency medical care to join the Granby Ambulance Association. As the Granby Ambulance Association requires that volunteers to certify as Emergency Medical Technicians, the Town should further consider paying for this training for any volunteer firefighters willing to join the Granby Ambulance Association. By establishing an active cadre of volunteer Emergency Medical Technicians within the Town of East Granby, volunteers could staff an ambulance in Town during overnight hours when a crew of two or more volunteers are available. Additionally, the Town of East Granby could work with the Granby Ambulance Association to potentially establish a “jump crew” that could report to the Ambulance Station in East Granby when there is a call for service, “jump” in the ambulance and respond to the call. Encouraging those volunteer fire fighters who are interested in providing emergency medical care to join the Granby Ambulance Association could help avoid placing an additional training and response burden on the Granby Volunteer Fire Department.

Dynamix Consulting Group further suggests there should be regularly scheduled joint training sessions, perhaps quarterly, between the East Granby Volunteer Fire Department and the Granby Ambulance Association. In addition to improving the collaborative operational efficiency of the two organizations at emergency scenes, these training sessions could serve to familiarize members of the East Granby Volunteer Fire Department with the Granby Ambulance Association which could lead to firefighters volunteering for the ambulance association.

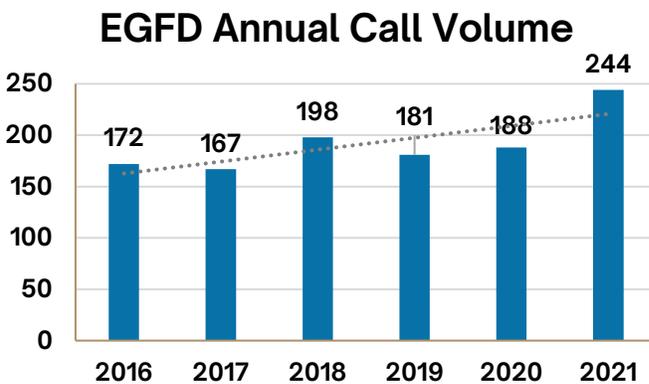


# Service Delivery

When an emergency occurs, the speed with which the fire department arrives is one of the most visible elements viewed by the public. In addition to the first arriving unit, how quickly other units arrive on scene and the efficiency with which they resolve emergency situations may be the only interaction many residents ever have with the organization. East Granby Volunteer Fire Department provides the Town fire suppression and rescue services by an all-volunteer department from two fire stations.

## Service Demand Study

The public’s demand for services is what drives the need for public safety organizations like East Granby Volunteer Fire Department. As service demands and demographics of the community change over time, so too should the local fire and rescue companies. This section provides an overview of total demand for service within East Granby, as well as call volume for individual units providing services.

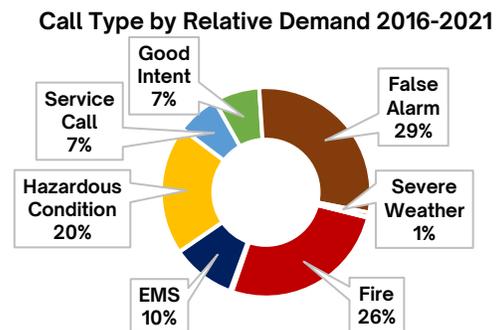


Service demand for the East Granby Volunteer Fire Department increased 41.9% from 2016 to 2021 with fluctuations in demand year over year. The general trend observed is an increase in service demand, that if left unchecked, could impact a reliable volunteer response in the future.

Tolland County 911 for its emergency dispatching. Based on the number of incidents to date at the time of this report, East Granby Volunteer Fire Department is on track to exceed 200 responses in 2022. Additionally, because of the change of dispatch centers, administrators should anticipate dispatch call types to vary slightly as Tolland County 911 likely uses a different dispatch matrix than the Granby Police Department.

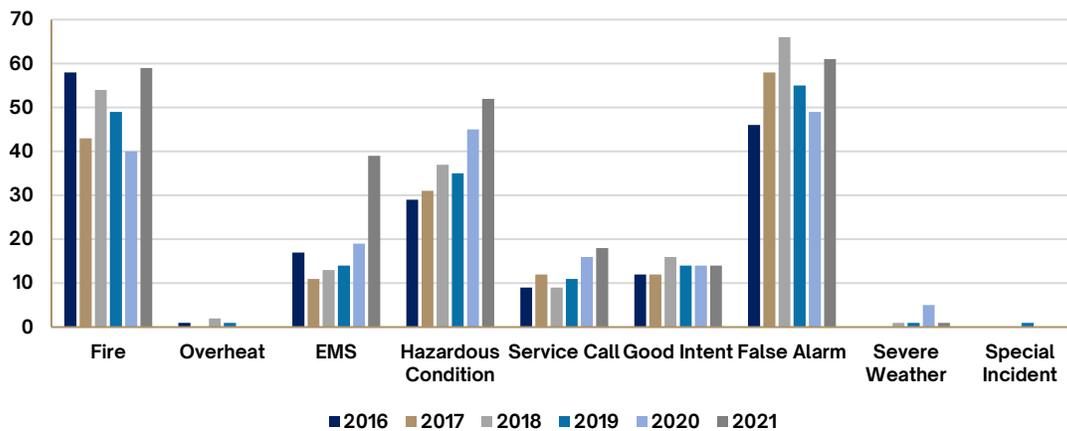
On July 1, 2021, the department changed its dispatch center from the Granby Police Department to the

The types of incidents the department responds to should shape the training priorities and types of equipment used by the department. Using categories provided by the National Fire Incident Reporting System (NFIRS), most responses are false alarms (29%), fires (26%), and hazardous conditions (20%). Nonemergency call types, service calls, good intent, and severe weather incidents represented approximately 14% of



demand, and finally EMS responses were 10% of demand. Although false alarms are not true emergency calls, once responders deem that the alarm is false, it can be categorized as such along with service calls (providing assistance to people or other agencies) and good intent (when someone believes that there is an emergency when there is not). Together, these nonemergent call types represent 42.7% of demand for East Granby Volunteer Fire Department. While it is not possible to eliminate these call types from occurring, the fire department should work with the East Granby Fire Marshal’s Office to reduce the number of false alarms occurring or reoccurring within the Town. Volunteer firefighters are susceptible to burn out, particularly when nearly half of the time the response is deemed nonemergent in nature. This trend has the potential to negatively affect volunteer firefighters desire to leave work or families and could potentially result in a decrease in participation. Without an active volunteer base, the costs associated with supplementing volunteer response with paid employees should make the reduction of nonemergent call types, such as false alarms, a high priority for the Town of East Granby.

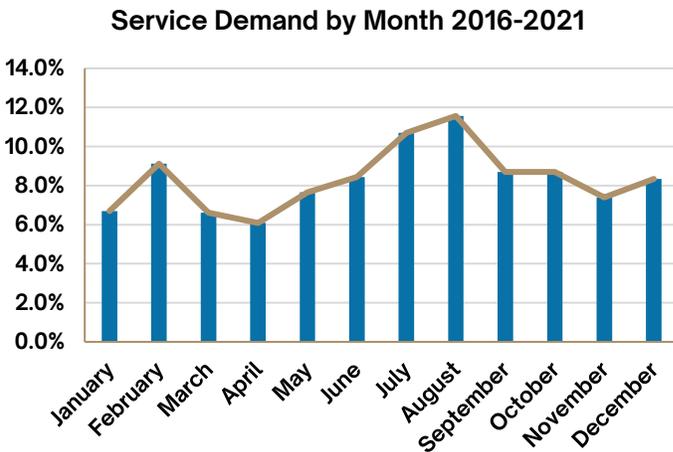
**Service Demand by Incident Type 2016-2021**



The year over year trend from 2016 through 2021 is an increase in EMS and hazardous condition type incidents with other call types fluctuating or remaining constant. East Granby Volunteer Fire Department should examine the root causes for why these two call types are on the rise.

### Temporal Variation

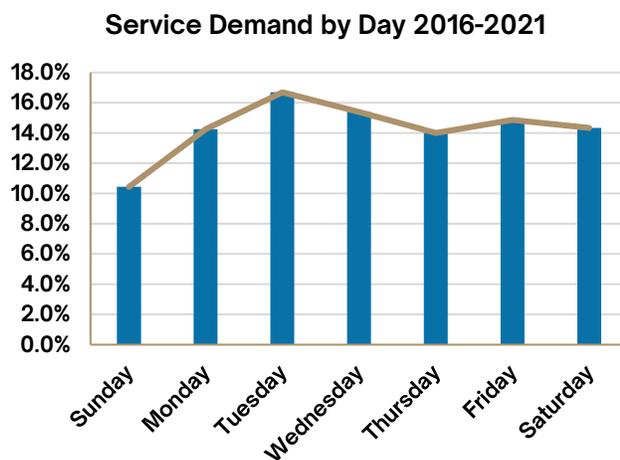
Temporal variation describes the patterns that occur over time. When analyzed and tracked over time, these patterns provide valuable insight as to when demands for services are greatest and when they are lowest. This is particularly important because the East Granby Volunteer Fire Department is comprised of rural and suburban areas with a reduced response capacity during the workday or on holiday weekends.



When examining demands for services by month of the year, demand tends to increase during the summer months and decrease during the winter. This is a common trend seen in New England fire department's; however, in East Granby there is a spike in February, the shortest month of the year. When call types in February are reviewed, nearly one third (32.4%) were false alarms with 21.9% attributed to fires and 19% hazardous conditions with half of those (50%)

being Motor Vehicle Collisions (MVC)s. This may indicate that a greater community outreach effort by the Fire Marshal's Office to engage with businesses about their alarm systems may be beneficial as well as strengthening the outreach to citizens on fire safety.

When reviewing demand for services by the day of the week, Tuesdays (16.7%) are the day of greatest demand, while Sundays are the lowest (10.4%). Demand increases during the workweek and decreases on weekends, which is a typical pattern seen for fire departments. However, this can be problematic for volunteer fire departments as most people are at work during these times and are unavailable for response. The Town of East Granby and the fire department should establish thresholds or trigger points to determine potential needs or other means of service delivery to ensure a response occurs.



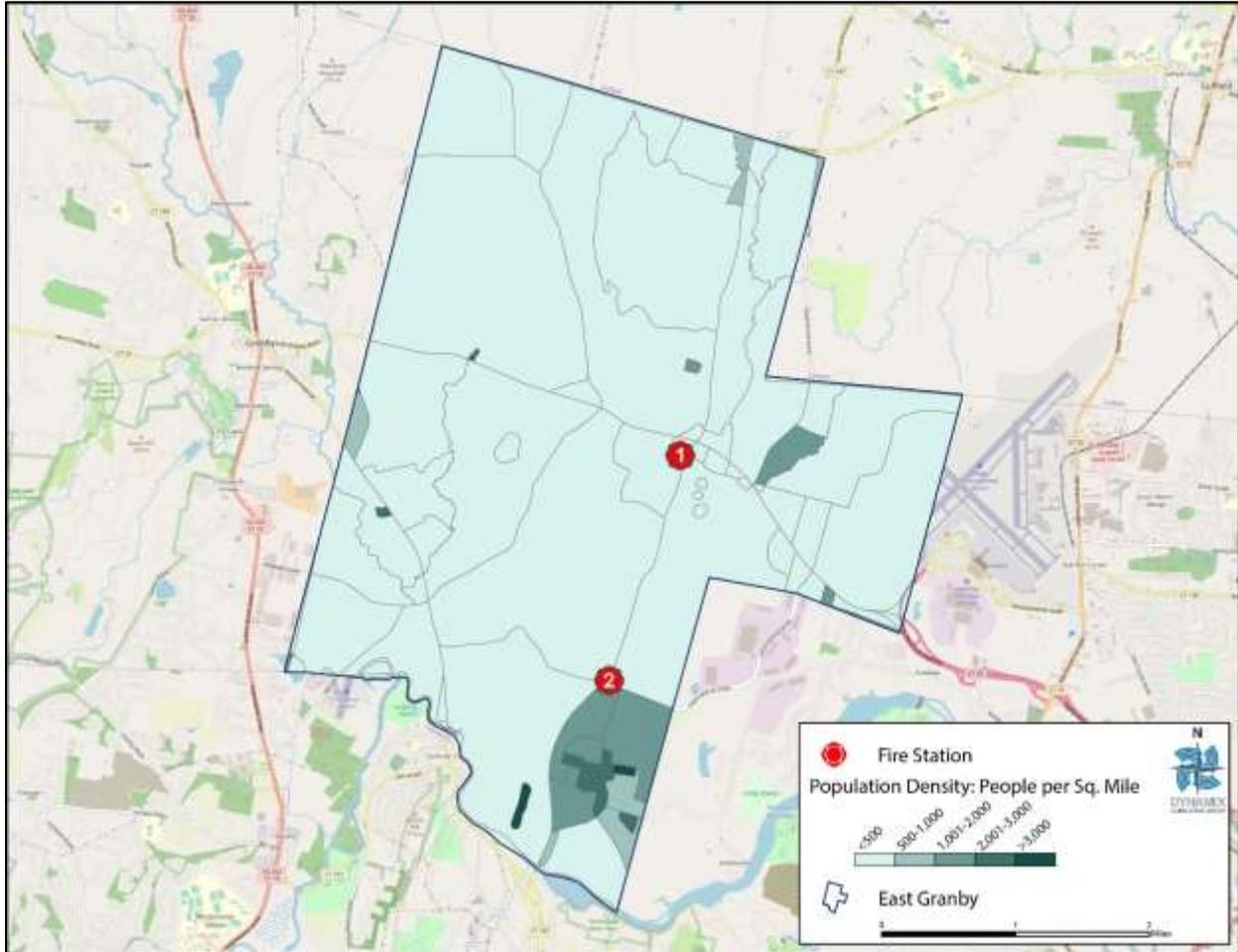
Currently, the Connecticut Air National Guard supplements East Granby's response through an automatic aid agreement. However, this could potentially end abruptly, and therefore initiate planning processes to ensure a critical failure does not occur in the future.

## Population Density and Geographical Demand

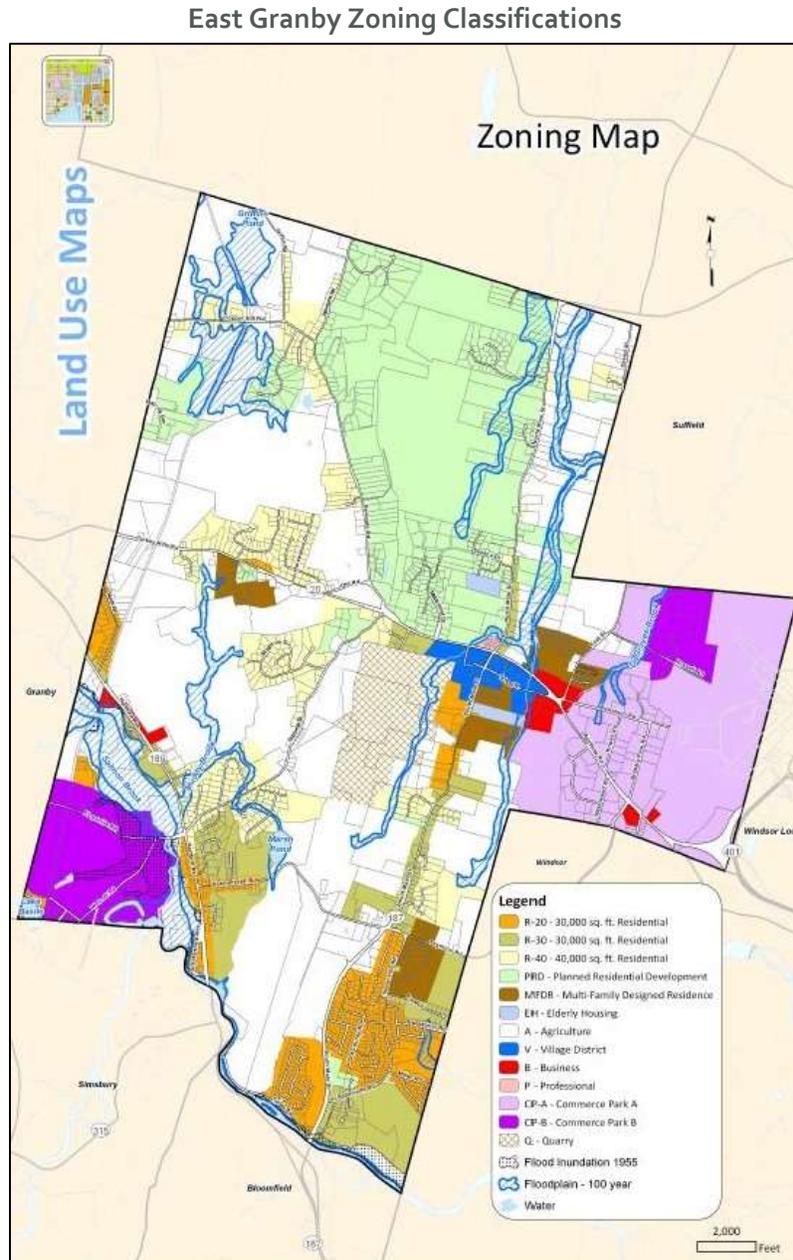
One of the best predictors for service demand is population density. It stands to reason that more people located in a concentrated area will result in higher demand in that area. While the specific demographics of a population can also affect the frequency of service requests, an understanding of the distribution of population densities is a fundamental element of developing an optimized deployment strategy. For incidents such as fires or major medical events such as cardiac arrest or severe traumatic injuries, the speed in which first due resources can reach the incident scene will have a dramatic effect on the responder's ability to resolve the event with a positive outcome. First depicted is the

population density of the Town by US Census Blocks using 2021 American Community Survey (ACS) estimates.

Population Density by Census Block 2022



Although the Town of East Granby contains pockets of suburban and urban densities, overall, according to NFPA 1720: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments* definitions, the Town is rural. Commercial and high traffic areas often possess increased levels of demand despite having low resident populations. Depending upon the way that urban and suburban areas develop and their corresponding demographics, commercial areas can possess the highest levels of service demand, despite having relatively few residents in the area.

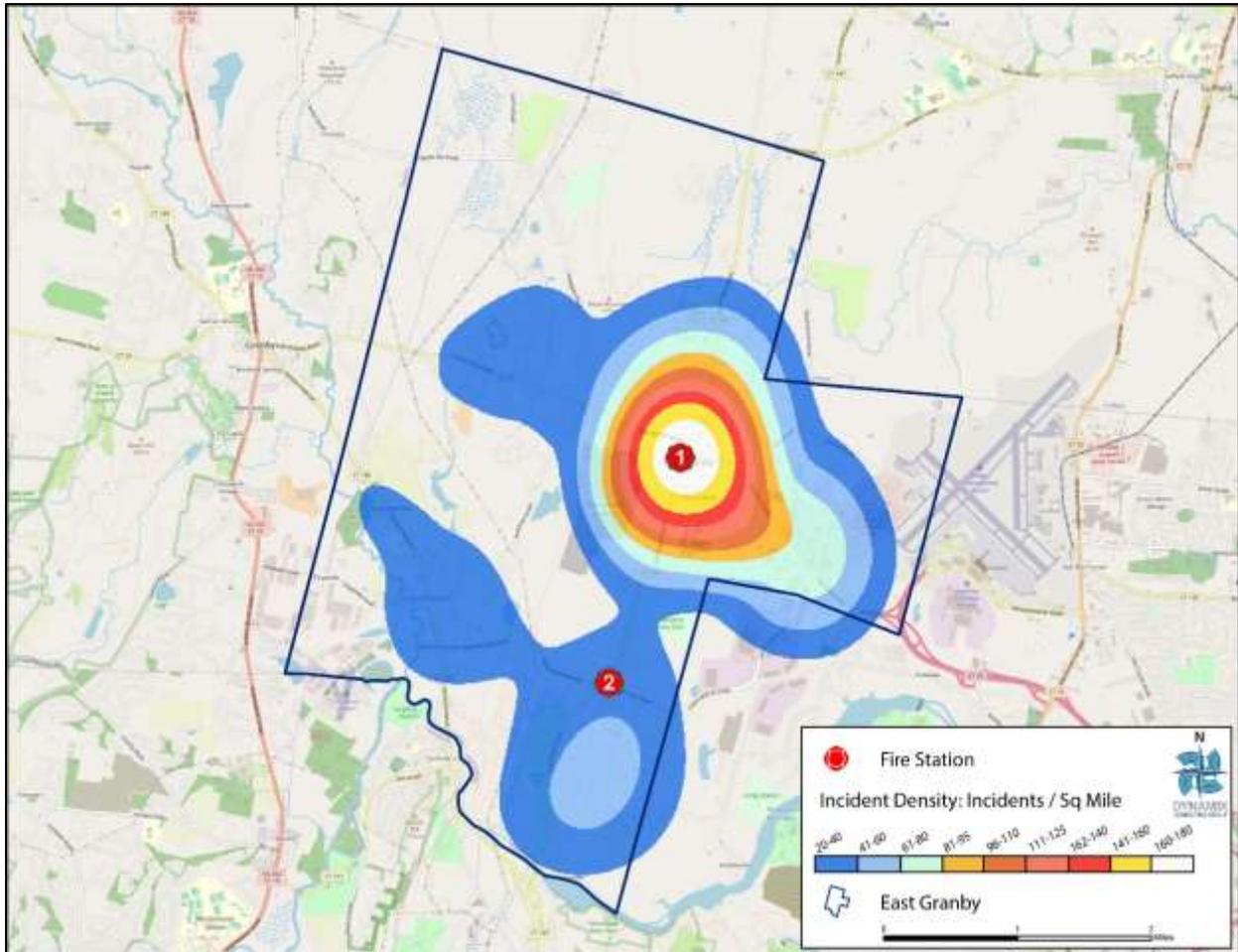


The center of the Town, known as the Village District, is bordered at the north by State Road 20 with a commerce park to the east and residential development to the south. West of the Village District lies mostly rural agricultural and residential areas.

In the following figure, Dynamix Consulting Group performed a Hot Spot analysis using 2016 through 2021 response data. A Hot Spot analysis determines how commercial and residential areas impact service demand within the Town. Law enforcement uses this type of analysis to identify areas of densest activity relative to other areas. While other areas may have a greater overall call volume, hot spots appear when multiple incidents occur near each other. This analysis does not suggest that a certain number of calls occurred in

each area, but instead provides a way to compare incident density in different areas across the jurisdiction.

### Incident Density Analysis 2016-2021



In East Granby, the densest area of activity center in the Village District, with additional activity in the more densely populated residential area to the south and west of Station 2. Based on the Hot Spot mapping, both fire stations are well located, although activity is more densely located around Station 1. When compared with the population density map, commercial buildings, and commuter traffic drive demand for Station 1, while Station 2 demand derives from residents.

## Resource Distribution Study

The distribution of available resources is one of the key methods to providing higher levels of service to the greatest number of residents possible. In this section is an evaluation of East Granby Volunteer Fire Department using industry standards with a gap analysis performed. There are two main industry standards for evaluating and benchmarking fire department performance, the NFPA 1720 and the Insurance Services Office (ISO) which uses proprietary evaluation criteria based on NFPA 1710.

### NFPA 1720 Criteria

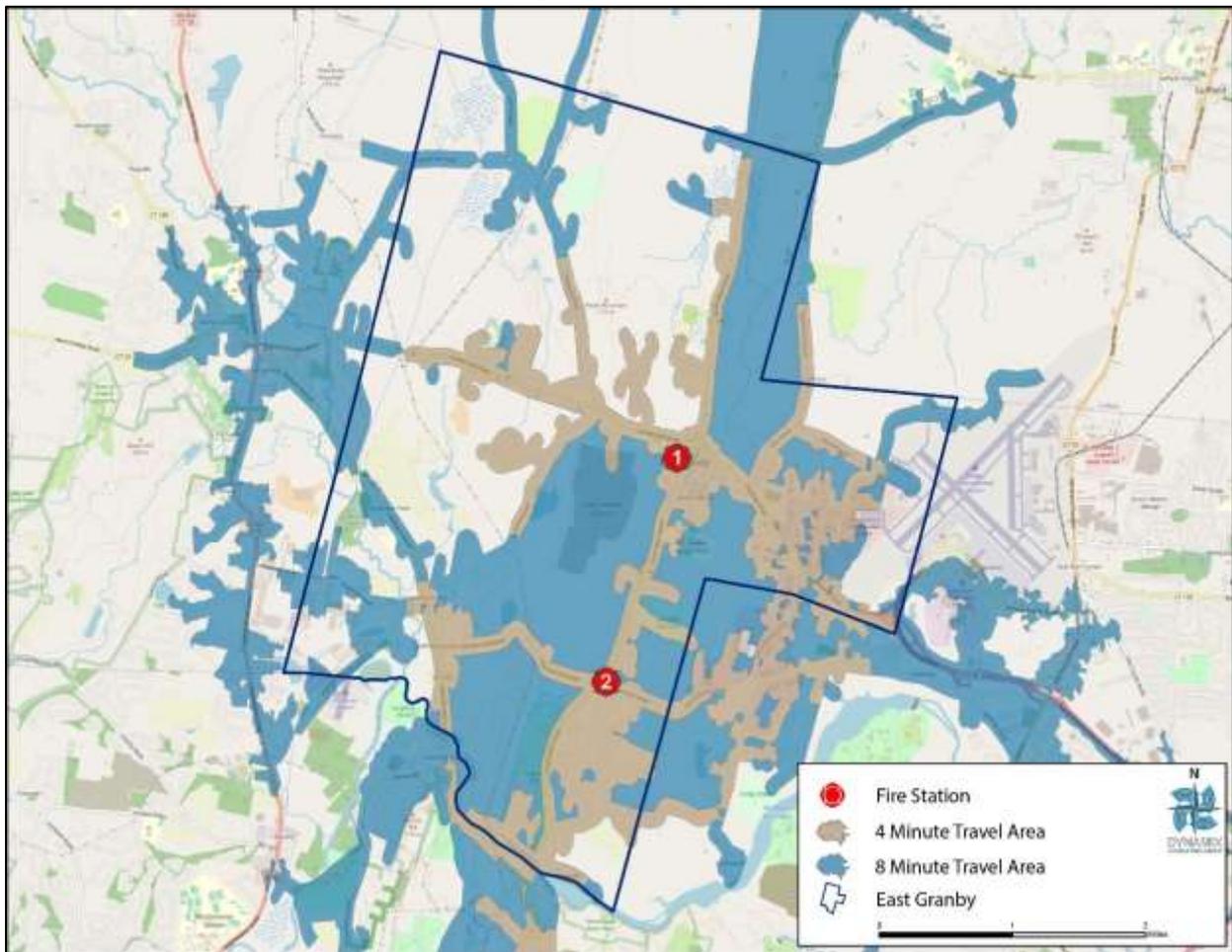
The National Fire Protection Association (NFPA) is an industry trade association that develops and provides standards and codes for fire departments and emergency medical services for local governments. One of these standards, NFPA 1720, serves as a national consensus standard for volunteer and combination fire department performance, operations, and safety. The standard identifies a response time (initial notification to arrival on scene) of 14 minutes 80% of the time or better, as the benchmark for volunteer fire departments to reach emergency calls within their jurisdiction with a minimum of six firefighters for rural areas.

NFPA 1720 Table 4.3.2 Staffing and Response Time

Demand Zone	Demographics	Minimum Staff to Respond	Response Time (minutes)	Meets Objective
Urban Area	> 1,000 people/mi <sup>2</sup>	15	9	90%
Suburban Area	500–1,000 people/mi <sup>2</sup>	10	10	80%
Rural Area	< 500 people/mi <sup>2</sup>	6	14	80%
Remote Area	Travel distance $\geq$ 8 mi	4	Directly dependent on travel distance	90%
Special Risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

Given that the amount of time required for a volunteer firefighter to respond from their location to the fire station can vary dramatically, travel time (time from the fire station to the scene) serves as an indicator as to how quickly a unit may be able to arrive on scene. The following map provides a synopsis of the fire department's ability to meet these standards based upon NFPA 1710 four and eight minute travel times, allowing for a six minute turnout time, and the predicted travel times using historical traffic data from ESRI for traffic patterns at 8 a.m. on Monday mornings. Unshaded pockets indicate that the area falls outside of the model's maximum extension from the road network.

### Four and Eight Minute Travel Times



In East Granby, a large area of the road network within the Town lies within a four minute travel time, and all the Town within an eight minute travel time from a fire station. Based on this information, anticipate that, so long as sufficient numbers of active volunteers exist, the department will exceed NFPA standards for response performance.

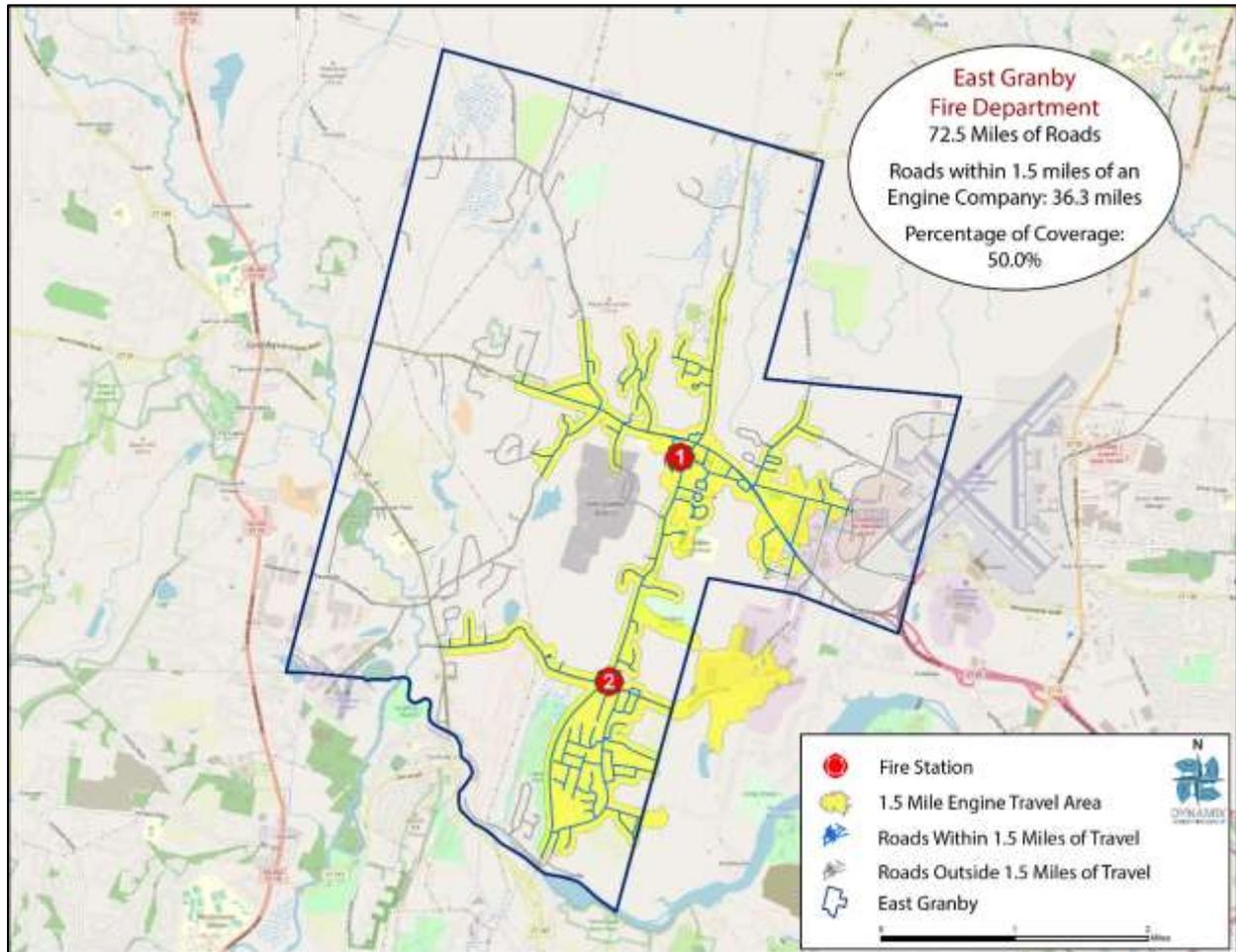
## ISO Response Performance

The Insurance Services Office (ISO) is a data analytics organization that provides insurance carriers with a classification rating of a local community's fire protection. The Property Protection Class (PPC®) score or rating classifies communities based upon an overall scale of 1 (best protection) to 10 (no protection) and assesses all areas related to fire protection. These areas divide into four major categories, which include: emergency dispatch and communications (10% of the rating), water supply system and distribution capabilities (40%), the fire department (50%), and Community Risk Reduction efforts (an additional 5.5% credit is available above 100%).

## Engine Company Performance

A key area of credit towards a jurisdiction's PPC® score is the degree to which structures protected by the fire department fall within a 1.5 road-mile service area of a fire station. ISO uses this 1.5 road-mile standard as an estimate to a 4-minute travel time for first responding units as required by NFPA 1710. Below, is an analysis for current fire stations with areas in yellow indicating those structures within a 1.5-mile drive. Based on the ISO engine company travel criteria, 50% of the Town falls within the 1.5-mile travel distance.

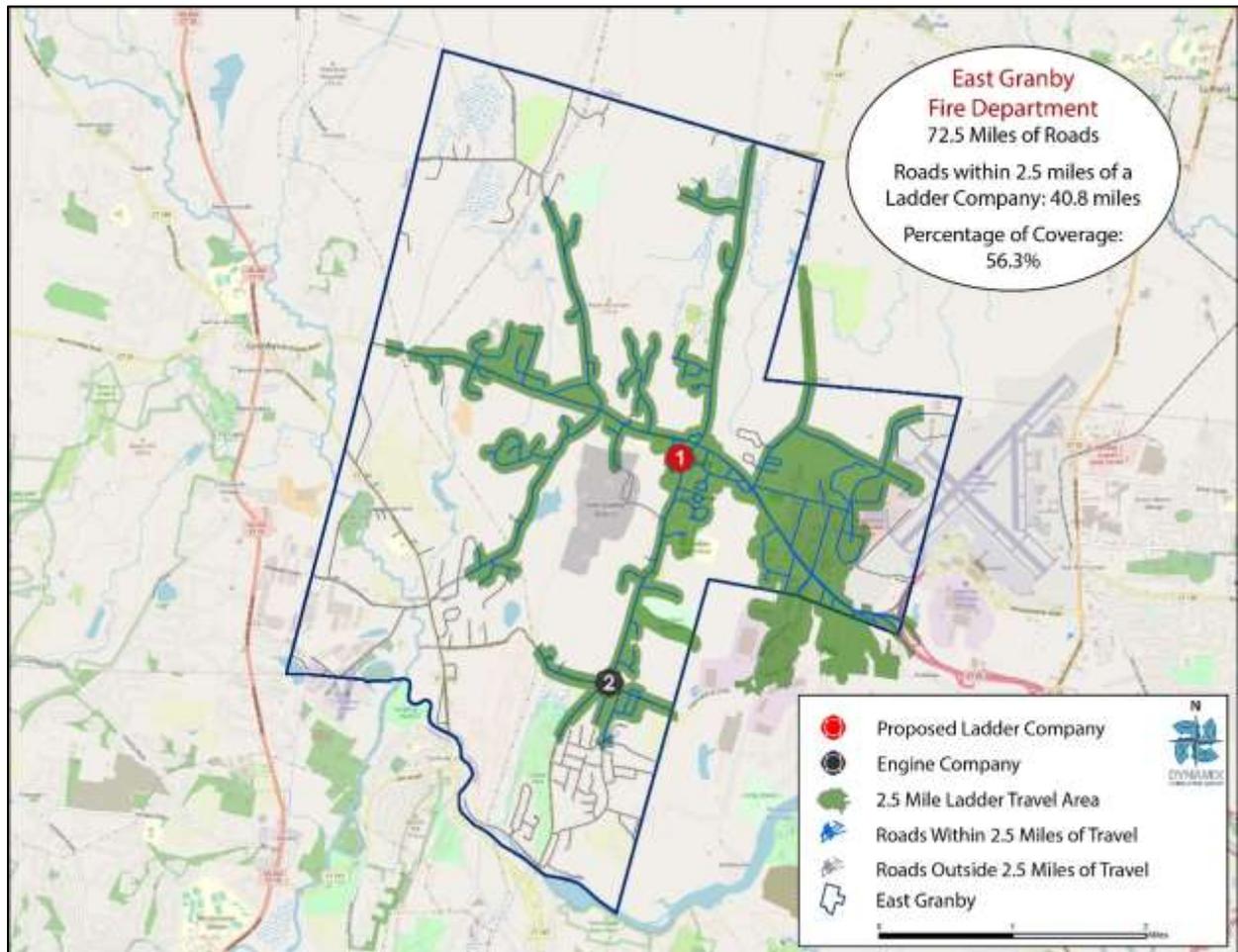
ISO 1.5 Mile Engine Company Criteria



### Ladder Company Performance (Proposed)

In many jurisdictions across the country, ladder companies deploy to only certain types of incidents thus limiting the time they are the first due unit for all other incident types. Because of this, ISO uses a 2.5 road-mile travel distance for ladder companies to estimate an 8-minute travel time in urban and suburban areas by ladder companies to provide the balance of personnel and equipment needed for incidents such as working fires. At the time of this report, the Board of Selectmen had approved the purchase of a ladder truck. The truck is expected to go into service in the Fall of 2022. The next figure displays the fire department’s proposed ladder company performance in East Granby from Station 1.

**Proposed ISO 2.5 Mile Ladder Company Criteria**

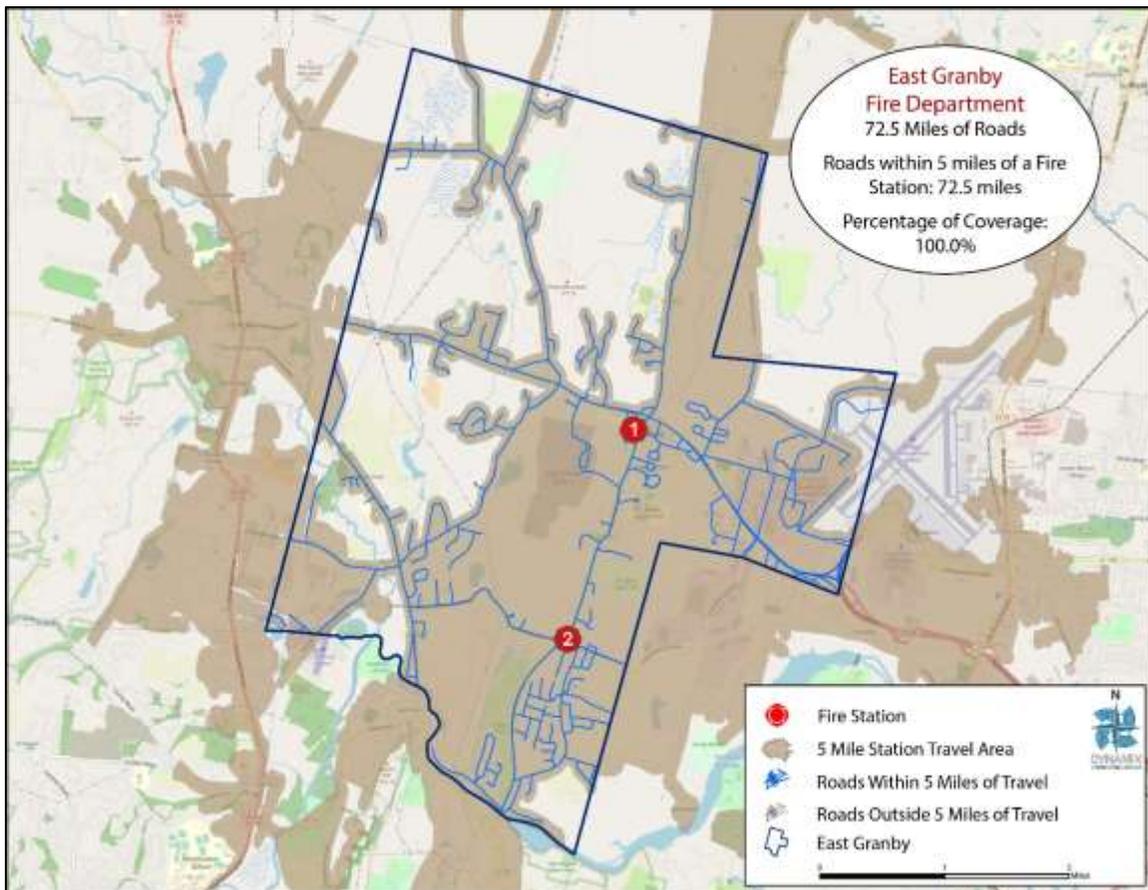


When the new ladder truck goes into service, it will provide coverage to 56.3% of East Granby, including the majority of commercial and industrial occupancies.

### ISO Fire Station Coverage

In order to receive a PPC® rating that indicates fire coverage is available from ISO, structures must fall within 5 miles of a fire station. Areas outside of 5 miles are subject to receiving a PPC® rating of 10, meaning no fire department coverage is available. Using this criterion, all areas (100%) lie within 5-miles of a fire station and are eligible to receive a rating based upon the performance of the fire department.

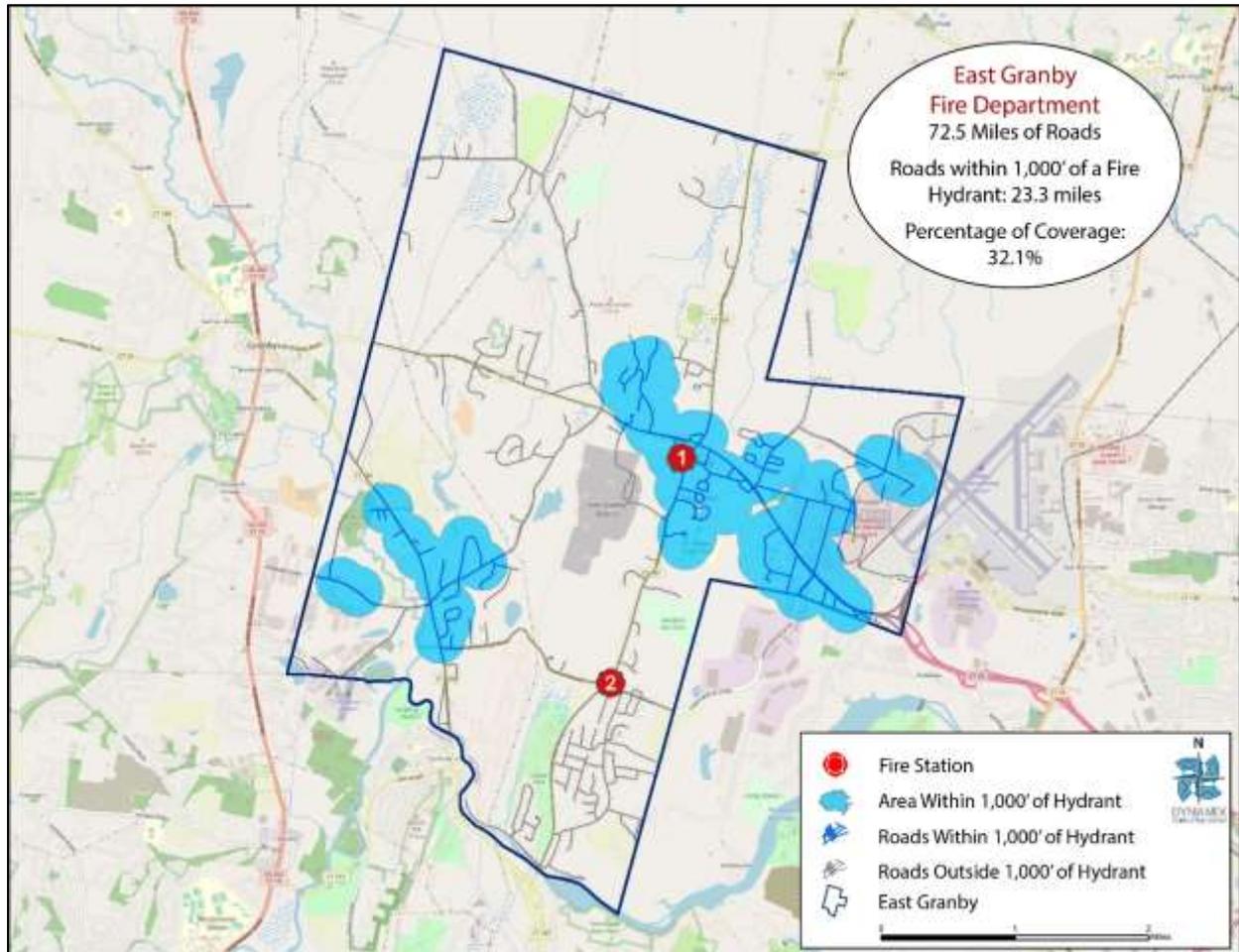
ISO 5 Mile 5-Mile Fire Station Criteria



## Water Supply and Hydrant Locations

Access to water is a fundamental requirement for fire suppression. Without an adequate supply of water, fire suppression operations are challenging. Additionally, the access point for this water supply must be located close enough to the structure to allow for rapid access by the fire department.

ISO Fire Hydrant Coverage



Access to hydrant water outside of the Village District and along the Hartford Avenue corridor is limited. Due to the limited water supplies, East Granby Volunteer Fire Department must use water tenders (apparatus design to carry a mobile water supply from one area to another) and establish relay operations in many areas of the Town for fire suppression operations. A relay operation involves one or more tenders rapidly release the contents of their tanks (typically 2,500 to 4,000 gallons) into a mobile drop tank, driving back to a water source to refill, and returning to refill the drop tank until the incident concludes. Engines on scene draft from the mobile tank to supply water to hose lines; however, this operation requires a continuous water flow to maintain a draft and if tenders must travel long distances or if there are not enough tenders operating to support operations, suppression actions must cease, and interior crews removed from the building

while awaiting the next tender. While more personnel intensive than using hydrants, relay operations can be effective when practiced and sufficient personnel and apparatus are available to support operations. Additionally, extreme cold temperatures during certain times of the year can also impede successful operations.

Properties within 1,000 feet of a creditable water source and within five road miles of a fire station are eligible for an ISO rating better than a Class 9. When the fire department uses large diameter hose and can demonstrate they have Standard Operating Procedures (SOP)s for conducting relay operations, properties outside of 1,000 feet from a water source are also eligible for improved ratings. When this is the case, an improved rating of 8B applies to those areas; however, ISO has since changed these designations to X (formerly 9) and Y (formerly 8B). As there are many properties in East Granby situated farther than 1,000 feet from a credible water source, relay operations are critical for the fire department to receive credit and upgrade the ISO rating in these areas.

The importance of relay operations reflects in the 2014 PPC rating of 5/5Y East Granby received meaning part of the Town is within five miles of a fire station and within 1,000 feet of a water source and part is within five miles of a fire station, outside of 1,000 feet from a water source, but an alternative water source in the form of relay operations is available. East Granby should ensure that the fire department is adequately funded to operate a relay operation with water tenders.

## Resource Concentration Study

Most responses within East Granby are nonemergent in nature, typically handled by one to two units. Some incidents, however, require large numbers of resources and personnel to mitigate the emergency condition and reduce loss safely and effectively. The ability of East Granby Volunteer Fire Department to effectively deploy multiple units to an incident scene within a timely manner will often make the difference between minor damage and a total loss.

NFPA 1720 requires that for moderate or greater risk incidents, such as a fire in a 2,000 square foot residential dwelling, that at least six firefighters and the balance of needed apparatus and equipment arrive at the scene within 14-minute response time. An effective response force is “the minimum amount of staffing and equipment that must reach a specific emergency zone location within a maximum prescribed total response time and is capable of initial fire suppression, EMS, and/or mitigation. The ERF is the result of the critical tasking analysis conducted as part of a community risk assessment.” To determine the Fire department’s ability to assemble an effective response force, staffing, and apparatus records from working structure fires require review and evaluation.

### Number of Firefighters and Apparatus at Working Fires in 2021

Date	Location	East Granby Apparatus	East Granby FFs	Mutual Aid Apparatus	Mutual Aid FFs
1/30/2021	6 Chatsworth Court	7	24	5	30
2/8/2021	10 Hartford Avenue	3	15	-	-
3/12/2021	20 Bradley Park Road	4	12	-	-
5/15/2021	45 North Road	6	23	4	22
7/14/2021	3 Randall Avenue	6	22	6	45
8/14/2021	16 Wyncairne	11	18	9	39

Although the timeframe required for these apparatus and firefighters to arrive on scene was not available at the time of the report, sufficient resources are available to meet NFPA 1720 requirements. However, realize a distinction as to why NFPA 1720 requires fewer firefighters for rural, suburban, and urban areas, even though the tasks on scene are the same. Many rural fire departments across the country lack the resources and funding to meet personnel, apparatus, and travel time requirements found in NFPA 1710 for career departments or for urban volunteer fire departments. Career and urban volunteer staffing and travel time requirements are similar for moderate risk structure fires at 16 firefighters with a nine minute response time for career versus 15 firefighters within a nine minute response time for volunteer. NFPA bases staffing requirements on critical tasking to determine the number of firefighters to safely and effectively provide fire suppression. Although information for all responding units was not available, first arriving performance exceeded NFPA 1720 standards as discussed in the Response Performance section. East Granby Volunteer Fire Department should collect dispatch, enroute, and travel times of all responding units to evaluate their performance.

## Response Reliability Review

No matter how many fire stations or apparatus protect a community, if crews are committed to other tasks, incidents, or otherwise unavailable to respond to emergency incidents, delays occur during a time-sensitive issue. Determining resource reliability involves using several metrics to establish a global perspective on East Granby Volunteer Fire Department's ability to provide sufficient responding resources to meet service demand within the Town. When all units are available and in quarters, supplying sufficient resources is typically not a problem; however, when multiple calls occur simultaneously, units are committed to incidents for extended periods, or when insufficient resources exist to mitigate an emergency, commanders must ensure further preparation and planning to safely and effectively mitigate all incidents.

## Call Concurrency

The first evaluation is call concurrency. Call concurrency is a comparison of how often multiple calls occur and place additional demand on resources. A concurrent call occurs upon dispatch of a second unit to a separate incident prior to the first unit clearing the scene and becoming available. When two incidents are occurring simultaneously and a third separate incident emerges, three concurrent calls are present, and so on. Data required to conduct a Call Concurrency analysis was not available at the time of the study.

## Unit Hour Utilization

Another component considered when evaluating resource reliability is Unit Hour Utilization (UHU). UHU provides an expression of the workload placed on the crew assigned to that unit and describes the amount of time that a unit is not available for response because it is already committed to another incident. The larger the percentage, the greater its utilization, and the less available it is for assignment to subsequent calls for service, training, and ancillary duties. Expressed as a percentage, UHU rates represent the percentage of the total hours of use in a year.

An important factor regarding UHU and response performance is the relationship between how often a unit is available to respond to calls versus the performance metric used to evaluate performance. The next section assesses the department's performance using NFPA 1720 criteria at the 80th percentile for rural volunteer and combination fire departments. If a unit is unavailable greater than 20% of the time, some portion of the 80th percentile fractile performance will be negatively affected as units from other stations must leave their respective response district and travel into that zone where the unit is unavailable. This degrades response performance, increases wait times on scene, and results in another zone where the first due unit is available and out of position.

Data required to conduct a Unit Hour Utilization analysis was not available at the time of the study. At the time of the report, East Granby Volunteer Fire Department was in the process of transitioning to a new Records Management System (RMS), ESO. To assist the department in best practice data metrics for collection, below is a listing of data points for future collection and monitoring. Each Unit should possess its own line of data for each incident:

- CAD Incident Number
- RMS Incident Number
- Date/Time Received by Dispatch (mm/dd/yy hh:mm:ss)
- Date/Time Transferred to Call Taker (mm/dd/yy hh:mm:ss)
- Date/Time Transferred to Dispatcher (mm/dd/yy hh:mm:ss)
- Date/Time Initial Dispatch (mm/dd/yy hh:mm:ss)
- Date/Time Secondary Dispatch (if applicable) (mm/dd/yy hh:mm:ss)
- Date/Time Enroute for all Units (when apparatus leaves station, unique time for each) (mm/dd/yy hh:mm:ss)
- Date/Time On scene for all Units (mm/dd/yy hh:mm:ss)
- Date/Time Under Control (mm/dd/yy hh:mm:ss)
- Date/Time Clear for all Units (mm/dd/yy hh:mm:ss)
- Date/Time Available and Inservice all Units (mm/dd/yy hh:mm:ss)
- Unit Number
- First Due Zone
- Emergency or Nonemergency
- Mutual or Automatic Aid Given/Received
- Street Address
- City
- State
- Zip Code

- Latitude
- Longitude
- Initial Dispatch Classification (CAD)
- Final Determinant (NFIRS)
- Number of Personnel on each Unit

## Response Performance Study

The most visible element of a fire department is its response performance. How quickly units arrive on scene and the efficiency with which they resolve an emergency are typically the only interaction most residents will have with the fire department. To evaluate the system performance, NFPA 1720 is the applicable standards for volunteer and combination fire departments.

NFPA 1720 Table 4.3.2 Staffing and Response Time

Demand Zone	Demographics	Minimum Staff to Respond	Response Time (minutes)	Meets Objective
Urban Area	> 1,000 people/mi <sup>2</sup>	15	9	90%
Suburban Area	500–1,000 people/mi <sup>2</sup>	10	10	80%
Rural Area	< 500 people/mi <sup>2</sup>	6	14	80%
Remote Area	Travel distance $\geq$ 8 mi	4	Directly dependent on travel distance	90%
Special Risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

Response time performance is comprised of the following components:

- **Call-Processing Time:** The amount of time between answering a call by the 911 Primary Public Safety Answering Point, or dispatch center, and dispatching of resources.
- **Turnout Time:** The time interval between response unit notification of the incident and apparatus response.
- **Travel Time:** The amount of time the responding unit spends on the road traveling to the incident until arrival at the scene. This is a function of speed and distance.
- **Response Time:** This time calculation is from the time of dispatching the fire department to the arrival of the first apparatus. Response Time equals the sum of “Turnout Time” and “Travel Time.”
- **Total Response Time:** This is the most apparent time to the caller requesting emergency services. Total response time is the amount of time that occurs from the time they place the emergency call until units arrive. This time often includes factors both within and outside the control of the fire department, particularly when another agency provides dispatch services.

At the time of the report, East Granby Volunteer Fire Department had recently transitioned to Tolland County 911 for its emergency dispatch. Due to multiple factors including a short window of data (approximately three months, low call volume, a CAD system incapable of

producing data exports outside of hand typing each metric from a screen to a spreadsheet, and poor data capture all served to limit performance analysis. As East Granby Volunteer Fire Department moves forward, data collection and performance monitoring should become a top priority for the department.

Tracking the individual components of response time will enable the fire department to identify deficiencies and areas for improvement. Once understood, the current performance for Call Processing, Turnout Time, and Travel Time, develop response goals and standards that are both relevant and achievable. Fire service best practices recommend that fire service organizations monitor and report the components of Total Response Time.

The Time Continuum is comprised of the three elements described above: Call Processing, Turnout Time, and Travel Time. Response Time is a combination of Turnout and Travel Time, and Total Response Time is the sum of all the times starting with the Call Processing Time, Turnout Time, and Travel Time. The next section includes a more detailed discussion of the components of the Response Time Continuum, including results of analyses where possible.

Historically, fire rescue service providers have used average response time to describe the levels of performance. The average is a commonly used descriptive statistic, also called the mean of a data set. Averages may not accurately reflect the performance for the entire data set because data outliers can significantly skew averages, especially in small data sets. One extremely good or bad value can skew the “average” for the entire data set. Percentile measurements are a better measure of performance since they show that most of the data set has achieved a particular level of performance. The 80th percentile means that 80% of responses were equal to or better than the performance identified, and that the other 20% are data outliers, inaccurate data, or situations outside of normal operations that delayed performance. This compares to the desired performance objective to determine the degree of success in achieving the goal.

An important consideration when evaluating fractile performance is that the results of each category are not additive, meaning that the sum of two or more constituent metrics cannot combine to find the sum. This is because each dataset is discrete and as such requires individual evaluation, particularly when data quality is an issue. If a metric, such as response time possesses most of its data points, while turnout time is not accurately documented, a significant difference can exist between the response time calculated using the fractile descriptive and the sum of turn out time and travel.

Evaluating the various response time components using the fractile analysis method requires that each component requires individual evaluation separately, as the available data, and the quality of the data may vary significantly.

## Call Processing Time

The industry standard for call processing (or alarm handling) is NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems. This

standard provides for communication centers to have processing times of not more than 60 seconds, 90% of the time. For special operations, calls requiring translation, or other factors described in the standard, times should not exceed 90 seconds at the 90th percentile. East Granby Volunteer Fire Department contracts with Tolland County 911 and does not have direct supervision over the initial processing and transferring of emergency calls, so these performance measures are not within its control. Additionally, at the time of this report, that information was unavailable. Dynamix Consulting Group recommends the department actively work with the communications center to ensure compliance with NFPA 1221 and regularly monitor performance.

## Turnout Time Performance

The second component of the response continuum, and one directly affected by response personnel, is turnout performance. Turnout is the time it takes personnel to receive the dispatch information, move to the appropriate apparatus, and begin responding to the incident. NFPA 1720 does not provide specific performance criteria for unstaffed volunteer stations; however, staffed volunteer or combination fire station should turnout for calls within 90 seconds at the 90th percentile. At the time of this report, too few incidents were available that possessed enroute times that were not identical to the dispatch time to calculate this metric. In the future, East Granby Volunteer Fire Department should track enroute times for all units and for all incidents and develop a Quality Assurance (QA) process to validate data.

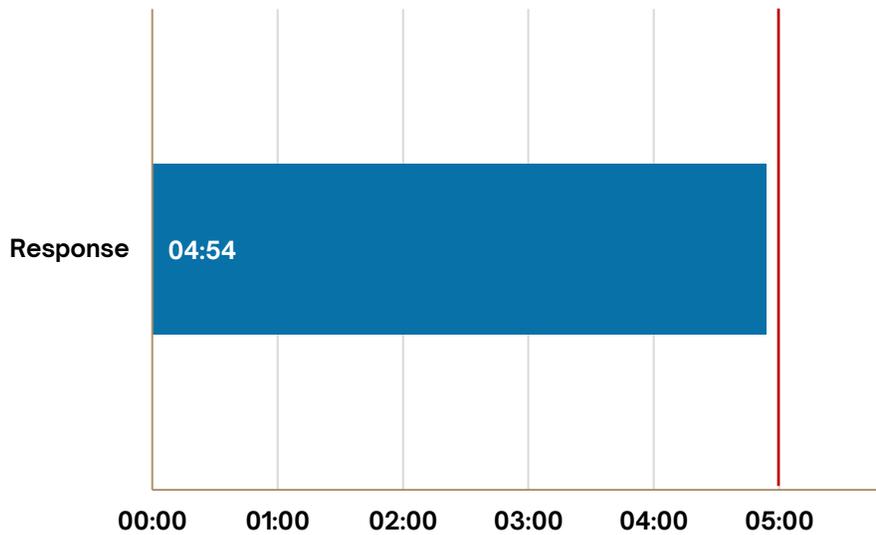
## Travel Time Performance

The third component of the response continuum is travel time. It is important to understand that travel time is not specifically a factor of speed as much as it is the result of proper placement of fire stations from which emergency responses begin. Travel time is the amount of time between when the apparatus departs for the call and when it arrives on scene. While not specifically addressed by NFPA 1720 for rural volunteer departments, to provide a comparison of performance, NFPA 1710 requires the first arriving unit do so within a four minute travel time and the balance of the response arrive within an eight minute travel time. Traffic congestion, construction, and the condition of the road network are all potential factors in delaying a response. Due to the lack of enroute times available at the time of the report, calculating travel times was not possible.

## Response Time Performance

Response time is the amount of time from initial notification to the fire department until the first unit arrives on-scene. Response time performance is the calculation of the difference between the initial notification time and the arrival time for the first arriving unit. While not specifically addressed in NFPA 1720, the balance of all required resources should arrive on scene within a 14 minute response time for rural areas with population densities less than 500 people per square mile. Below is the response time performance of the first arriving unit at the 80<sup>th</sup> percentile. To provide a correlation of performance between NFPA 1720 and NFPA 1710, NFPA 1710 requires that the first responding unit arrive on scene within five minutes 20 seconds for fires and special operations responses, and five minutes for most other types of emergency incidents.

**Response Time Performance, First Arriving Unit Dec 9, 2021-March 7, 2022**



Although data was limited, initial observations appear to indicate that for 80% of incidents, primarily in the first quarter of 2022, East Granby Volunteer Fire Department possessed a strong performance; however, it should be noted that this is measured at the 80<sup>th</sup> percentile as opposed to NFPA 1710 or urban volunteer departments measured at the 90<sup>th</sup> percentile.

### Total Response Time Performance

The culmination of the Response Time Continuum is total response time. When citizens call for emergency assistance, this metric represents what they experience as they place the call and wait for help to arrive. Total response time is the amount of time that elapsed from when the call initiated at the communications center until the first emergency unit arrived on scene. Due to limited data, low call volume, and missing data fields, Total Response Time calculations were not possible.

Although at the time of the report data calculations regarding performance were limited, East Granby Volunteer Fire Department now possesses a foundation for which to collect and monitor performance data in the future. Work should continue with the communications center and with the new RMS platform ESO to improve upon current data collection and the availability of performance data to allow the department to enhance its performance reporting and deployment strategies in the future.

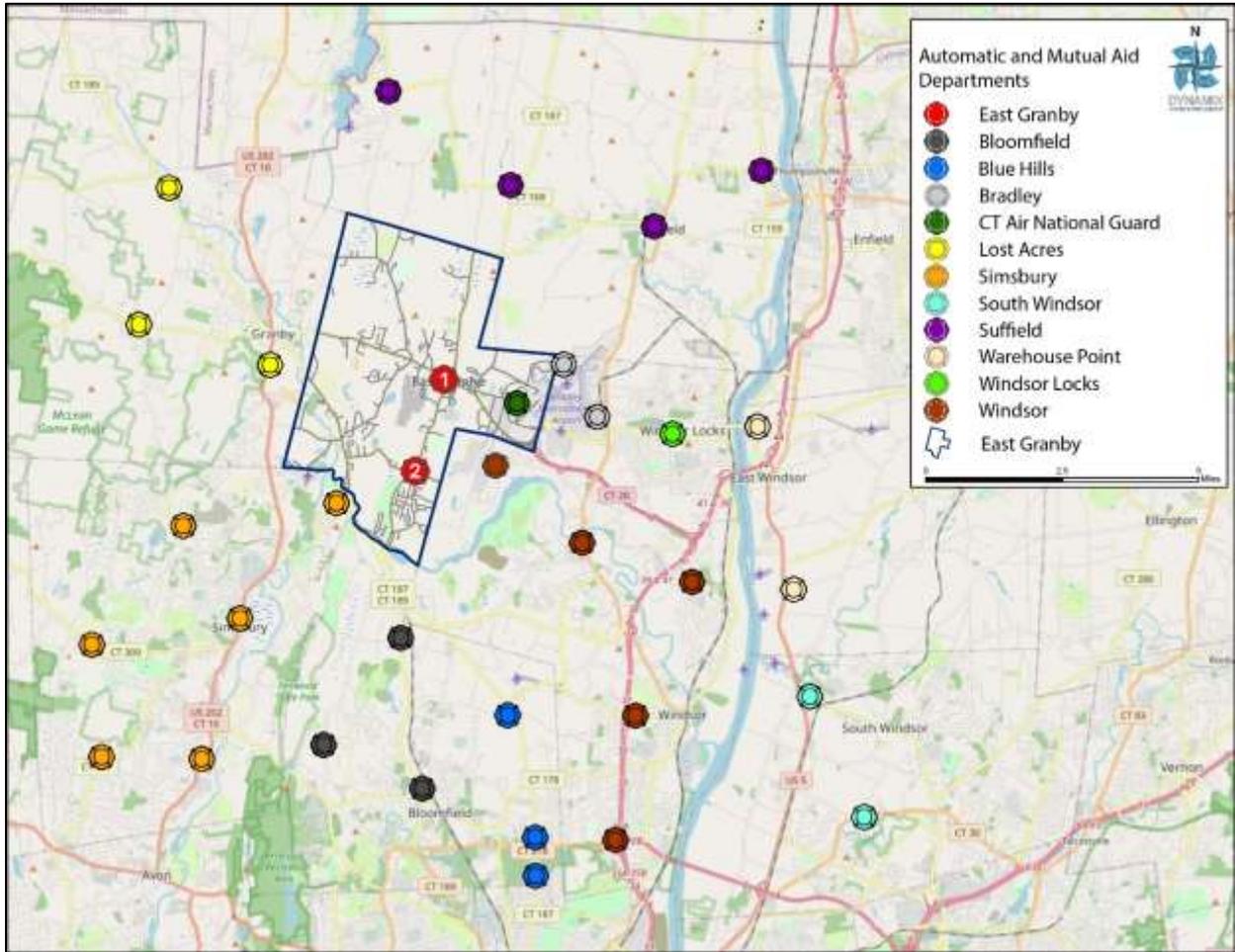
## Mutual and Automatic Aid Systems

Few if any organizations possess all the resources needed to mitigate all types of incidents. Additionally, when mutually beneficial agreements are possible, particularly when they occur at little cost to the organizations, good governance suggests that these opportunities provide higher service levels to the communities involved. Two types of agreements in this section include mutual and automatic aid agreements. In mutual aid agreements, two or more organizations agree that, when requested, they will supply the other agency with the requested resources if available. For emergency services, this typically occurs at the request of responding or on scene personnel. The other type of agreement, automatic aid, occurs, as the name implies, automatically. When dispatch centers receive an emergency call, all available resources are examined based on the appropriate unit type and their proximity to the call, typically with the closest unit responding regardless of the jurisdiction in which the incident occurred.

In East Granby, the Connecticut National Guard Fire Department (CTANGFD) provides automatic aid to the Town, particularly during workweek hours. All others are mutual aid partners and if available, will respond when requested. As part of Task Force 52, East Granby Volunteer Fire Department and its immediate neighbors have invested time and energy into collaboration, closest unit response, and other mutually beneficial arrangements; however, the Town of East Granby should strongly consider the impact to its citizens if CTANGFD were suddenly unable to continue responses off base. Although an immediate problem does not exist today, it is advisable for the Town and its neighbors to create a secondary strategy to ensure that units will be available for response, particularly during workweek hours or holidays.

The following figure presents the locations of the District's fire stations, as well as the locations of automatic and mutual aid fire stations surrounding the boundaries of the District.

### Mutual And Automatic Aid Departments



With many similar sized fire departments in proximity surrounding East Granby, a jointly agreed upon or pay by call arrangement may satisfy multiple communities response needs through collaborative efforts and cost sharing measures.

# Insurance Services Office

In October 2014, Insurance Service Office (ISO) evaluated the Town of East Granby for the purposes of developing a rating for the Town based upon its fire department's ability to receive emergency dispatches for fires, respond to these incidents, and mitigate them with an adequate water supply.

This section provides the user with an overview of how the Public Protection Classification (PPC) score developed for East Granby along with recommendations for key areas of improvement. The PPC system is a national system developed by the New Jersey-based advisory organization ISO to provide insurance carriers with a classification rating of a local community's fire protection. The PPC score classifies communities based upon a rating scale of 1 (best protection) to 10 (no protection) and assesses all areas related to fire protection, broken into four major categories: emergency dispatch and communications (10 points); water system supply and distribution capabilities (40 points); the fire department itself (50 points); and community risk reduction (5.5 bonus points). ISO Develops the PPC score using the Fire Suppression Rating Schedule (FSRS), which outlines subcategories and the detailed requirements for each area of the evaluation. This section does not replace the PPC survey, rather it provides insight into how a community was evaluated and offer suggestions for improvement in an easily understandable format. Additionally, it provides elected officials and administrators with comparative results from peer communities so that they can develop and explain to the public, realistic and cost-effective policies with respect to their community's fire suppression efforts.

The data and recommendations contained within this section are based on the revised FSRS survey conducted for East Granby, Connecticut in 2014. If the community made significant changes in any of the major categories of the FSRS since that time, recommendations addressing deficiencies pointed out within this section may not be accurate. A summary, provided below, outlines the major findings within each area and where credit deducted in the latest evaluation.

Summary Table of 2014 Key Findings

Section	ISO Assessment	Key Findings
Emergency Communications	 Trending Negative	A lack of wireless Phase II and Nomadic VoIP using Dynamic ALI functionality, CAD interoperability, and GIS and AVL capabilities resulted in half credit for Emergency Reporting. Telecommunicators performed similarly with half credit achieved due to a lack of alarm processing in accordance with NFPA 1221, emergency dispatch protocols, and continuing education for communicators. Dispatch Circuits lost credit due to a lack of a testing for dispatch circuits, integrity monitoring, ability to automatically detect system faults, and emergency power supply and testing that meets NFPA 1221. Overall, the Emergency Communications section received 54.5% of available credit.
Fire Apparatus, Equipment and Operational Considerations	 Strong Performance	13.47 out of 16 points. Maximum credit for Pump Capacity and Incident Command of SOPs. All deductions were related to frontline and reserve engine and ladder companies for missing equipment and no credit allotted for reserve engine or service company apparatus.
Deployment	 Room for Improvement	5.40 out of 10 points. Current coverage capability for engine companies is 50% of protected road base within 1.5 miles and 56.3% of protected road base within 2.5 miles for ladder companies if a ladder or service company is sited at Central Station. An NFPA 1710 study is not possible at this time as insufficient data exist.
Staffing	 Trending Negative	1.43 out of 15 points. Credit for an average of 6 on-call firefighters was awarded. No evidence of automatic aid was available at the time of evaluation.
Training	 Trending Negative	2.20 out of 9 points. Category totals: 6% credit for facility training; 20.6% credit for company training; 21.4% credit for officer training; 0% credit for officer CEUs; 66.7% credit for new driver training; 100% credit for driver training; 33% credit for HazMat training; 33.4% credit for recruit training; 10.5% credit for pre-fire planning.
Water	 Room for Improvement	26.59 out of 40 points, 66.5% credit. Supply system received 71% credit for system capacity and available water flow. Hydrants received 99.7% credit. Flow tests and inspections were also scored at 32.9% credit.
Community Risk Reduction	 Trending Negative	0 out of 5.5 points. This area represents one of the greatest opportunities for a fire department to earn low cost/high value credits toward their final ISO rating. These points are unaffected by divergence.
Divergence	 Room for Improvement	The divergence score was (-4.30) points subtracted from the overall score. Divergence represents the difference between the fire department and water system total scores.
Public Protection Classification	 Room for Improvement	50.24 out 105.5 points, representing a final Class 5/5Y score.

# Public Protection Classification Improvement Opportunities

To provide East Granby and the fire department with opportunities for improvements, Dynamix Consulting Group evaluated and derived recommendations to improve the PPC rating. At the end of this section, presented are the top five improvements resulting in the greatest amount of credit for the lowest cost.

## Fire Department

This section examines the fire department with a maximum credit of 50 points. Subsections within the section include the availability of engines, reserve engines, pump capacity of engines, ladder/service companies' availability, reserve ladder/service companies, fire department deployment analysis, number and availability of company personnel responding to emergencies, training of personnel and standard operating procedures or guidelines. In 2014, East Granby Volunteer Fire Department received 22.50 of 50 potential points or 45% credit. The Basic Fire Flow (BFF) and Needed Fire Flow (NFF) were determined to be 3,000 gallons per minute (gpm).

## Fire Apparatus, Equipment and Operational Considerations

This section examines the department's engine companies against the number of engines required based on basic fire flow and the equipment carried, pump capacity and frequency of pump and hose testing, ladder or service companies, and operational considerations. The maximum number of points available for this section is 16.

### Engine Companies

In 2014, ISO determined that the fire department needed three engine companies to support a BFF of 3,000 gpm and that three engine companies were in service. At that time, engine companies possessed a pump capacity of less than 1,500 gpm, requiring three engines to meet the minimum. Today, East Granby Volunteer Fire Department staffs two frontline engines with pump capacities of 1,500 gpm, reducing the need for frontline engine companies from three to two. This will have an immediate impact on the Company Personnel section by requiring approximately one-third fewer firefighters to meet this component. If the average number of staffing remains constant, credit in that area should improve by one-third.

Additionally, an automatic aid agreement exists between the CTANGFD and Granby. This will also likely improve credit for engine companies, personnel, and deployment; however, ISO does not award full credit for automatic aid units.

East Granby Volunteer Fire Department should ensure engines possess pump capacities of 1,500 or more to meet the BFF requirements, maintain the required amount of tested hose on the apparatus, and that all equipment is in service and maintained on frontline and reserve apparatus. In Appendix C is a copy of the equipment checklist. East Granby Volunteer Fire Department received 5.25 of 6 available points due to missing hose or equipment on the pre-survey checklist or during a spot check.

## Reserve Pumpers

East Granby recently purchased a reserve pumper. Credit for a reserve pumper is 0.5 points when properly equipped and it is likely ISO would also provide credit as a reserve service company, also worth up to 0.5 points of credit.

## Pump Capacity

This section examines and credits the pump capacity all pumpers/ladders received in previous sections as contributing to the basic fire flow requirement of 3,000 gpm. In this section, automatic aid engines receive credit, but only those within 5 road miles that contributed to the automatic aid plan. The maximum number of points available for this section is 3. East Granby pumpers will receive maximum credit as their current pumpers have capacities of 1,500 gpm.

## Ladder / Service Companies

This section evaluates the number of necessary ladder companies in response areas with at least 5 buildings that are 3 stories or 35 feet or more in height, or that contain at least 5 buildings that have a Needed Fire Flow (NFF) greater than 3,500 gpm. ISO considers the height of all buildings in the Town, including those protected by automatic sprinklers, when determining the number of needed ladder companies. When no individual response district alone needs a ladder company, a community needs at least one ladder company if buildings in the Town meet the above criteria. Response areas not needing a ladder company should have a service company with the appropriate equipment and which carries at least one ground ladder of sufficient length to reach the roof of any building or a 40-foot extension ladder, whichever is less. Additional requirements for service companies apply. The maximum number of points available for this section is 4.

In the 2014 evaluation, ISO did not require a ladder company, and partial credit was awarded for one service company, 3.22 points. East Granby recently purchased a ladder truck, which should enter service soon. Like the engines, maintain all equipment and hose on this apparatus and conduct testing annually.

## Reserve Ladder / Service Companies

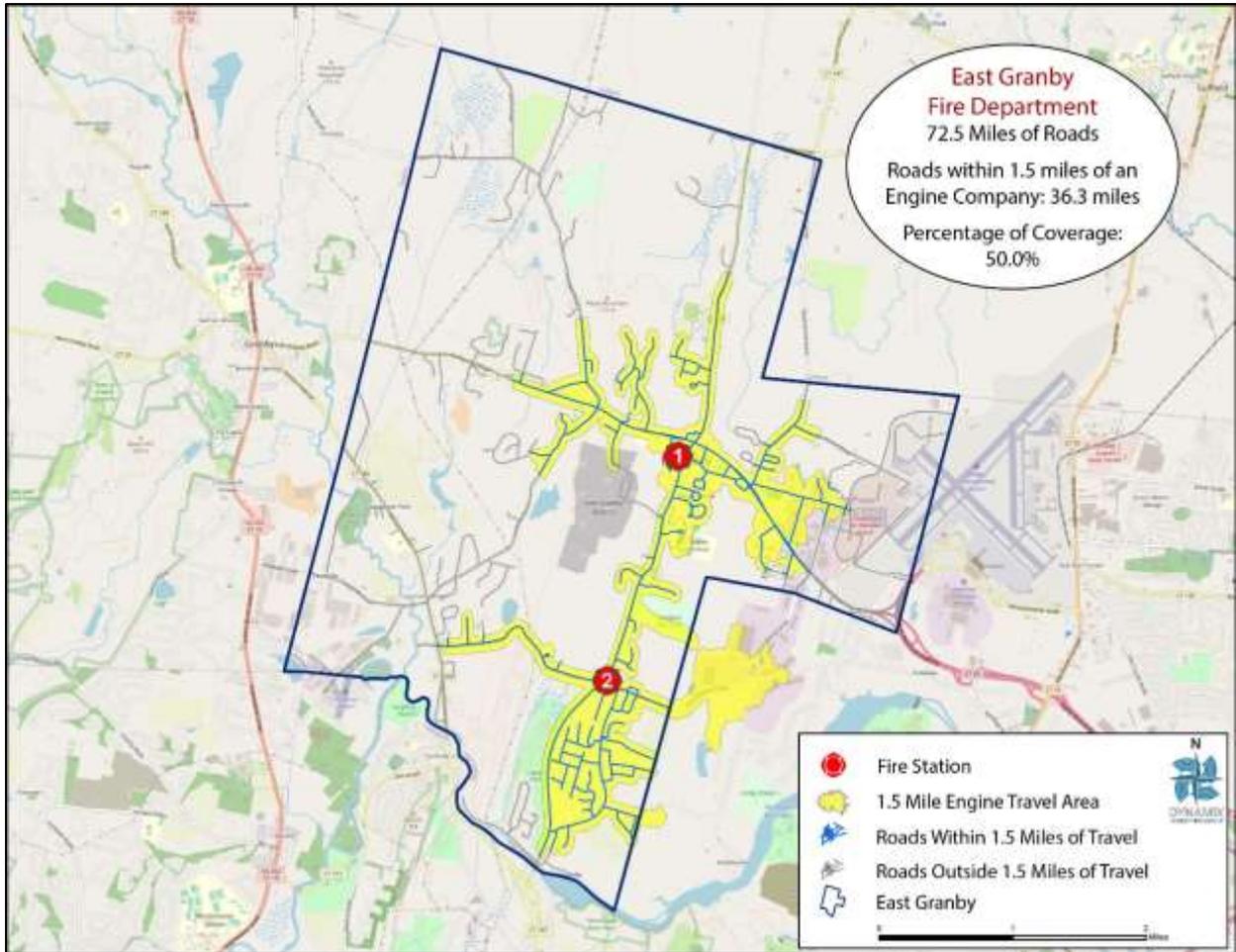
With the purchase of a frontline ladder company, East Granby Volunteer Fire Department should ensure that their reserve service company meets the equipment inventory requirements for ISO. With credit being awarded in 2014 for a service company, this credit should still be available for application to the reserve service company category.

## Deployment

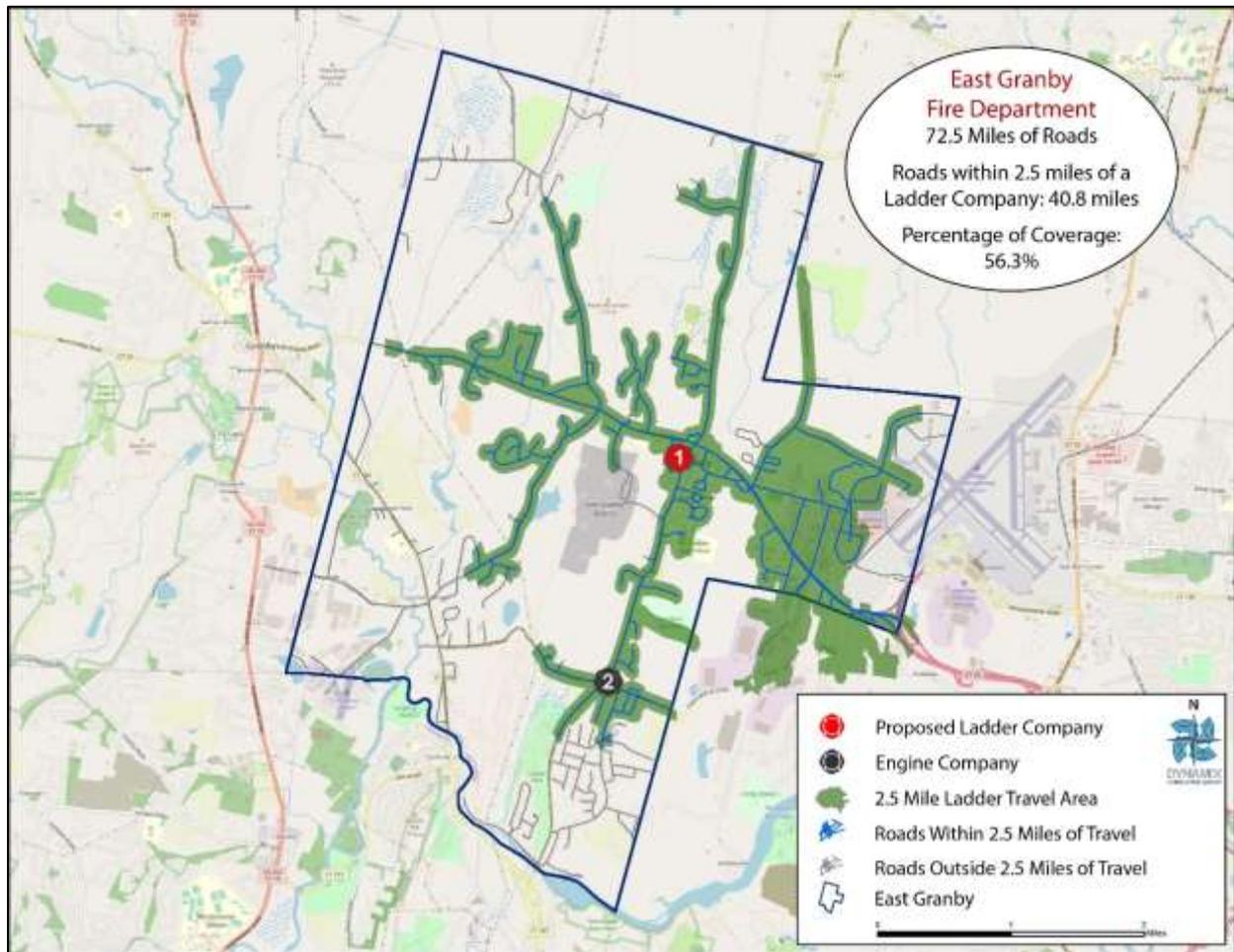
This section examines the distribution of engine and ladder or service companies within a certain travel distance, by road, from fire stations within the jurisdiction. The standard of coverage for protected properties is within 1.5 miles for engine companies and 2.5 miles for ladder or service companies from a fire station. The maps below recap ISO distribution performance for East Granby Volunteer Fire Department. The distribution of protected properties within 1.5 miles of travel for engine companies and 2.5 miles travel for ladder/service companies based on the type of apparatus at each station; the maximum

travel distance from a fire station for which properties can receive credit for the community's PPC® rating is 5 miles.

### ISO 1.5 Mile Engine Company Criteria



## Proposed ISO 2.5 Mile Ladder Company Criteria



Additionally, this analysis can be performance-based using criteria adapted from the industry standard NFPA 1710; using 320 seconds for the arrival of the first engine company and 560 seconds for the arrival of a full complement of apparatus and personnel. ISO will assign credit for deployment based upon the road mile service area or the actual performance demonstrated using the NFPA 1710 deployment analysis, whichever is greater. The maximum number of points available for this section is 10. In 2014, East Granby received 5.40 points for the deployment category.

### Staffing

This section examines the number of personnel available and qualified to respond and engage in firefighting operations. The maximum number of points available for this section is 15. To determine the staffing levels of East Granby Volunteer Fire Department, ISO reviews the staffing levels at structure or building fires occurring within the last year. ISO then averages the figures, and for volunteer or on-call firefighters, uses one-third of that average in the evaluation. Fulltime automatic aid staffing will also receive partial credit, although counted as a whole firefighter. ISO determines the staffing required by the number of frontline apparatuses used by the department. For engine and ladder companies, ISO

requires 12 firefighters for each. Service companies require 6 firefighters. In 2014, East Granby Volunteer Fire Department operated two frontline engine companies and one service company for a total of 30 firefighters required. Because ISO assigns only one-third credit for volunteer or on-call firefighters, ISO requires an average of 90 firefighters to receive full credit. Since this is unrealistic, many all-volunteer fire departments have difficulty in earning full credit in this category. In 2014, East Granby received 1.43 of 15 available points, with an average of 6 firefighters, meaning the average number of firefighters arriving to structure fires at that time was near 18.

## Training

This section examines the training conducted by the departments on an annual basis. It includes training for: recruits, officers, driver-operators, new driver-operators, company, facility, hazardous materials training, and pre-fire planning. The maximum number of points available for this section is 9.

Training existing personnel is the quickest and most cost-effective area for improvement. The costs associated with meeting minimum training requirements are minor when compared with other expenses, such as additional staffing and capital improvements. The ability of the department to properly document and store this information is equally important. Proper documentation of all training classes and hours for each staff member cannot be overemphasized. The use of web based software platforms to conduct and document training can significantly improve the tracking and documentation of training.

In 2014, East Granby Volunteer Fire Department received 2.20 of 9 available points, with facilities, company, and officer training and pre-fire inspections representing the greatest opportunities for additional credit.

## Water Supply

This section examines the water delivery system which includes supply system; hydrant size, type, and installation; hydrant inspections and fire flow. The maximum number of points available for this section is 40. The water supply system for East Granby could use improvement as it received only two-thirds credit at 26.59 points. General information regarding the points for the water system include:

- If any built-on area of the City is not within 1,000 feet of a recognized water system, the unprotected area may receive Class 9.
- A water system's available fire flow is measured with a minimum residual water pressure of 20 psi.
- The fire flow duration should be 2 hours for Needed Fire Flows (NFF) up to 2,500 gpm and 3 hours for Needed Fire Flows of 3,000 and 3,500 gpm.
- The normal sustained flow of water supplies should be used as the normal capacity of the source.

## Supply System

This section examines the water supply system which includes: the adequacy of the supply system, ability to deliver needed fire flow, maximum daily consumption, storage, capacity, and pumps. The maximum number of points available for this section is 30 and in 2014, East Granby received 21.30 points.

The following factors contribute to the total score of this section:

- Supply Works: Minimum Storage, Pumps, Filters, Emergency Supply, Suction, Supply and Fire Department Supply
- Supply Works Capacity
- Main Capacity
- Hydrant Distribution
- Capability of Water System at Test Location

Within the water system, deductions in credit were attributed to a lack of NFF for a duration of three hours for 3,000 gpm or errors in reporting information. East Granby Volunteer Fire Department should validate findings with the water provider to determine if information from the past evaluation was correct.

## Hydrants, Inspection, and Flow Testing

### Hydrants

This section examines the hydrants available for firefighting which include size, type, and installation of hydrants. The maximum number of points available for this section is 3. In 2014, East Granby received 2.99 points for its hydrant system.

### Hydrant Inspection and Flow Testing

This section examines the hydrants available for firefighting including, inspection and the condition of hydrants. The maximum number of points available for this section is 7. In 2014, East Granby received 2.30 points.

## Community Risk Reduction

This section examines the total number of points credited for Community Risk Reduction (CRR) and includes fire prevention, public safety education, and fire investigation programs. The maximum number of points available for this section is 5.5. These points add to the original total of 100 as an incentive to those who are currently employing these practices while not penalizing those yet to adopt community risk reduction practices. In 2014, East Granby received no credit in any category for CRR. This category represents one of the most cost-effective methods to improve upon the overall ISO rating. The East Granby Fire Marshal's Office should review the requirements within this section and provide the information to ISO during the next evaluation. The following provides a description of each section.

## Fire Prevention

Includes code adoption and enforcement; staffing, personnel training, certification, and continuing education; plans review, occupancy inspections, quality assurance programs; private fire protection equipment inspections; and fire prevention ordinances. The Maximum number of points available for this section is 2.2.

For full credit in this section, a jurisdiction must adopt and enforce the latest edition of one of the nationally recognized fire prevention codes. If a jurisdiction adopts and enforces state or local amendments that modify or delete provisions for fire hazard mitigation within a nationally recognized fire prevention code, the points available in this section are subject to proration. If a jurisdiction adopts and enforces a local code or regulations not developed by a nationally recognized code organization, the points available in this section are subject to proration.

1. If the published date of the adopted codes is within 5 years of the date of the grading, fire prevention code(s) addressing commercial and/or residential properties, 10 points
2. If the published date of the adopted codes is within 6 years of the date of the grading, fire prevention code (s) addressing commercial and/or residential construction, 8.6 points
3. If the published date of the adopted codes is within 10 years of the date of the grading, fire prevention code (s) addressing commercial and/or residential construction, 2.76 points
4. If an earlier edition of the adopted codes is enforced, fire prevention code(s) addressing commercial and/or residential construction, 1.06 points

## Public Safety Education

This section examines public safety education and includes educator qualifications, training and continuing education, programs developed and delivered, the percentage of the population reached annually, school programs, at risk population served and large loss and hazardous condition programs. The maximum number of points available for this section is 2.2.

## Fire Investigation

This section examines fire investigation programs and includes personnel, training, and certification, how standards are followed, staffing, continuing education, and the use of the National Fire Incident Reporting System (NFIRS). The maximum number of points available for this section is 1.1.

## Divergence

This section examined the divergence score which is the difference in performance of the fire department and the water system credit. This score is a deduction and is based on discrepancies found in either system. The score will demonstrate which section is having a negative impact on the overall score. The smaller the divergence, the closer the two sections are to functioning together in a seamless manner to provide effective community fire protection. A perfect score for the fire department and the water system would produce a divergence score of zero (0). In 2014, East Granby received a divergence score of -4.30 points, nearly half of an ISO class.

## Summary

During East Granby's last ISO review conducted in 2014, the community received a total score of 50.24 points along with a split classification rating of 5/5Y meaning that non hydrated areas had an alternative water supply available. East Granby achieved this rating with only 0.24 points to spare, with 49.9 points representing a Class 6 department. East Granby should ensure that information is available for ISO upon their arrival and that someone who understands the process and its importance accompanies the ISO representative and assists them with receiving all required information.

# Cooperative Services

The Scope of Work for this project included an analysis of the impact of Special Act 21-12: *An Act Requiring a Study of the Obstacles to Merging or Consolidating Municipal Fire Districts and Fire Departments*, as well as the potential for regional cooperative efforts in and around the Town of East Granby.

## The Connecticut Fire Service

The state of Connecticut has 169 municipalities, all of which must provide fire protection pursuant to Chapter 104 of the General Statutes of Connecticut. At the time of this report, there were 310 fire departments in the State of Connecticut, 74 of which were independent taxing districts.



## Special Act 21-12

On June 28, 2021, Special Act 21-12, *An Act Requiring a Study of the Obstacles to Merging or Consolidating Municipal Fire Districts and Fire Departments* was approved by the Connecticut General Assembly. This special act required the Office of Policy and Management, in consultation with municipal officials selected by the Secretary, and a representative of the Uniformed Professional Firefighters Association of Connecticut to conduct a study of the obstacles to merger or consolidation fire districts or fire departments from two or more municipalities.

The Office of Policy Management and the Uniformed Professional Firefighters Association of Connecticut reached out to the Connecticut Council of Small Towns and the Connecticut Conference of Municipalities for representation from municipal leaders. At the time, the Connecticut General Assembly approved Special Act 21-12, the Commission on Fire Prevention and Control and the Joint Fire Service Council (Summit Committee) were in the process of developing a strategic vision for the Connecticut Fire Service. The Study Committee and the Summit Committee chose to work jointly to satisfy both Special Act 21-12 and the need for a strategic vision for the Connecticut Fire Service; the collaborative work group became known as “SA-12 Study Committee”.

The SA-12 Study Committee established four workgroups. A summary of the findings of each of the workgroups follows below, all of which should be specific considerations for

East Granby if the Town choses to pursue any cooperative services efforts recommended within this report.

**SA-12 Study Committee Workgroups and Summary Findings**

Workgroup	Summary Findings
<p>1. Obstacles to Merging and Consolidating</p>	<ul style="list-style-type: none"> <li>▪ Administration</li> <li>▪ Contracts / Policies</li> <li>▪ Culture / History</li> <li>▪ Data</li> <li>▪ Financial</li> <li>▪ Leadership</li> <li>▪ Legislative</li> <li>▪ Logistics / Facilities</li> <li>▪ Political</li> <li>▪ Staffing / Volunteers</li> <li>▪ Support to Merge or Consolidate</li> <li>▪ Worker Compensation Costs</li> </ul>
<p>2. Paths to Improve Service</p>	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Data</li> <li>▪ Mandates versus voluntary</li> <li>▪ Merger and Consolidation Models</li> <li>▪ Regionalization / Shared Services</li> <li>▪ Roles / Staffing</li> <li>▪ Support</li> <li>▪ Volunteer Incentives</li> </ul>
<p>3. Statutes, Regulations and Policies</p>	<ul style="list-style-type: none"> <li>▪ Authority</li> <li>▪ Connecticut General Statutes Chapter 105 – Fire, Sewer, and Other Districts</li> <li>▪ Connecticut General Statutes Chapter 368f – District Departments of Health</li> <li>▪ Data</li> <li>▪ Finance</li> <li>▪ Voting</li> </ul>
<p>4. Success Stories in and Out of Connecticut</p>	<ul style="list-style-type: none"> <li>▪ Connecticut                             <ul style="list-style-type: none"> <li>○ Coventry</li> <li>○ Enfield: Hazardville and Shaker Pines</li> <li>○ Farmington</li> <li>○ New Hartford: Pine Meadow and Village</li> <li>○ West Haven: Tri-District Commission</li> <li>○ Windsor</li> </ul> </li> <li>▪ Outside of Connecticut                             <ul style="list-style-type: none"> <li>○ New York: “How To” Consolidate Fire Protection in Fire Districts, Fire Protection Districts and Villages</li> <li>○ Pennsylvania: Fire and EMA Systems Report</li> </ul> </li> </ul>

## Resource Sharing in Connecticut

All emergencies start and end at the local level. This means that local resources will usually be the first to arrive at an emergency and the last to leave. When the magnitude of an event expands beyond the capabilities of the local municipality in Connecticut, the local municipality has several options for requesting assistance from surrounding towns and the state. These options include Local, Regional, Intrastate, and State Mutual Aid.<sup>7</sup>



### Local Mutual Aid

Mutual aid is the sharing of resources between organizations. Local mutual aid is the sharing of resources between geographically proximal organizations. The Connecticut Statewide Response Framework<sup>8</sup> specifies that local governments are to utilize available resources and access town-town mutual aid before requesting state assistance.

The Town of East Granby entered into a mutual aid agreement with the National Guard Bureau and the State of Connecticut Military Department on December 15, 2005. Both organizations agreed, upon request of the other organization, that they will dispatch personnel and firefighting equipment to any point within the designated response area for which the other organization normally provides fire protection or hazardous materials incident. The Connecticut Air National Guard further agreed to provide hazardous materials incident response to East Granby as requested. Contained in Appendix B of this report is the full Mutual Aid Agreement.

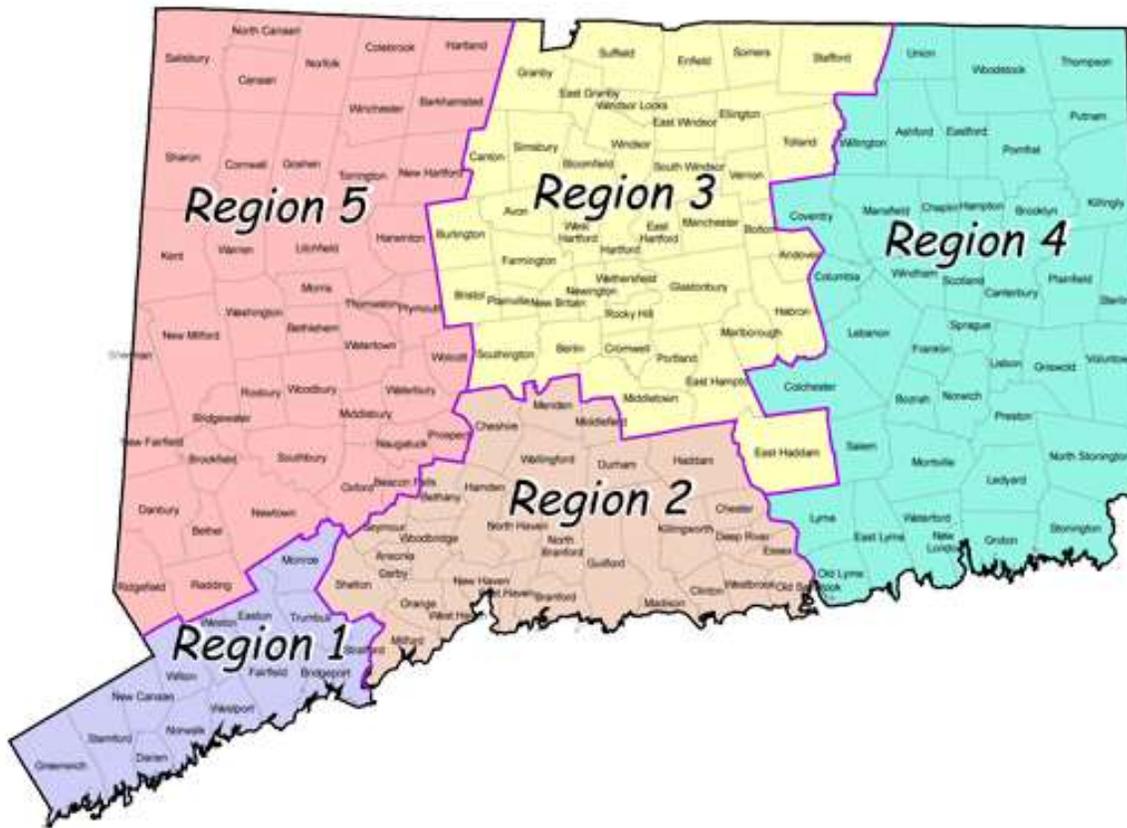
### Regional, Intrastate and State Mutual Aid

There is no county government structure in Connecticut. In 2007, the Connecticut Department of Emergency Management and Homeland Security (DEMHS) partnered with local governments to create five emergency preparedness regions to facilitate planning and regional collaboration. The Town of East Granby is in Region 3.

<sup>7</sup> <https://portal.ct.gov/DEMHS/Legal-Resources/Mutual-Aid-and-EMAC>

<sup>8</sup> [https://portal.ct.gov/-/media/CFPC/\\_old\\_files/StateResponseFrameworkFinalVersion4091914pdf.pdf](https://portal.ct.gov/-/media/CFPC/_old_files/StateResponseFrameworkFinalVersion4091914pdf.pdf)

## Connecticut Emergency Preparedness Planning Regions



The Regional Emergency Planning Team (REPT) in each region operates under regional bylaws which address their mission, membership, and procedures. Regional Emergency Support Functions (RESF) support these REPTs. The RESFs are discipline oriented working groups that provide collaborative planning and resource support within each discipline. Each REPT is comprised of members from each municipality and tribal government in the DEMHS Region as well as each Emergency Management discipline.

When local resources become exhausted during emergencies, the local agencies then coordinate through the five REPTs and the five DEMHS Regional Offices for additional resources.

To request mutual aid resources from other regions of the state, municipalities can use the Connecticut Intrastate Mutual Aid system, as authorized by the Connecticut Intrastate Mutual Aid Compact, Connecticut General Statutes Section 28-22a.

## Interstate, Federal and International Mutual Aid

When state resources and capabilities become exhausted, additional resources are available from other states, nationally, or internationally, through the Emergency Management Assistance Compact (EMAC), the International Emergency Management Compact (IEMC), and the federal government.

## East Granby as a Cooperative Services Partner

With slightly more than 5,000 residents, a nimble three-member Board of Selectmen, and a conservative approach to town government that has kept the municipal employee workforce as lean as possible, East Granby is an ideal potential partner for Cooperative Services with its neighboring fire departments and municipalities. The Town of East Granby has a history of demonstrated success with cooperative service arrangements within the following partnerships:

- Town of Suffield: Shared Animal Control Officer
- Town of Granby: Shared Youth Services Counselor
- Tobacco Valley Probate Court District 03: Serving the Towns of East Granby, Suffield, Windsor Locks and Bloomfield
- Granby Ambulance Association: Serving the Towns of East Granby, Granby, and East Hartland
- Farmington Valley Health District: Serving the Towns of Avon, Barkhamstead, Canton, Colebrook, East Granby, Farmington, Granby, Hartland, New Hartford, and Simsbury)
- Tolland County Mutual Aid Fire Service: Serving sixteen towns encompassing twenty four emergency service organizations within Tolland, Windham, and Hartford Counties

## Potential Cooperative Services Partners

### Capitol Region Council of Governments

The Capitol Region Council of Governments (CRCOG) is a voluntary Council of Governments formed to initiate and implement regional programs of benefit to the towns and to the region. CRCOG is comprised of 38 Metro Hartford municipalities.

CRCOG's stated benefits to its member municipalities are:

- Helping members improve governmental efficiency and save tax dollars through cooperative services and other direct services initiatives.
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources and effective economic development.
- Strengthening the Capitol City of Hartford as the core of a strong region, and as our economic, social, and cultural center.
- Advocating for the region and its towns with the State and Federal governments.

- Strengthening our regional community by helping coordinate regional agencies and programs.
- Assisting local governments and citizens in articulating, advocating, and implementing the vision, needs and values of their regional community.

Dynamix Consulting Group recognizes that with a Volunteer Fire Chief and a Part Time Fire Marshal / Emergency Management Coordinator, the schedules of the individuals serving in these positions must be carefully balanced to do the most good within the time their schedules permit. As the Town of East Granby evaluates the workload and time requirements to perform each of these positions, Dynamix Consulting Group recommends the Town consider allocating time for a representative of the Town of East Granby to become active within CROCG. Specifically, there would be value to the Town of East Granby in having a representative active within the Capital Region Emergency Planning Committee (CREPC). Active participation would make East Granby aware of real-time opportunities related to emergency planning, response, and potential funding opportunities, all of which could benefit the Town of East Granby.



## Task Force 52 and Bordering Fire Departments

For the purposes of this evaluation, Dynamix Consulting Group either personally met with or conducted a phone interview with representatives of all the fire departments that are part of Task Force 52.

The following fire departments considered in this evaluation are part of Task Force 52:

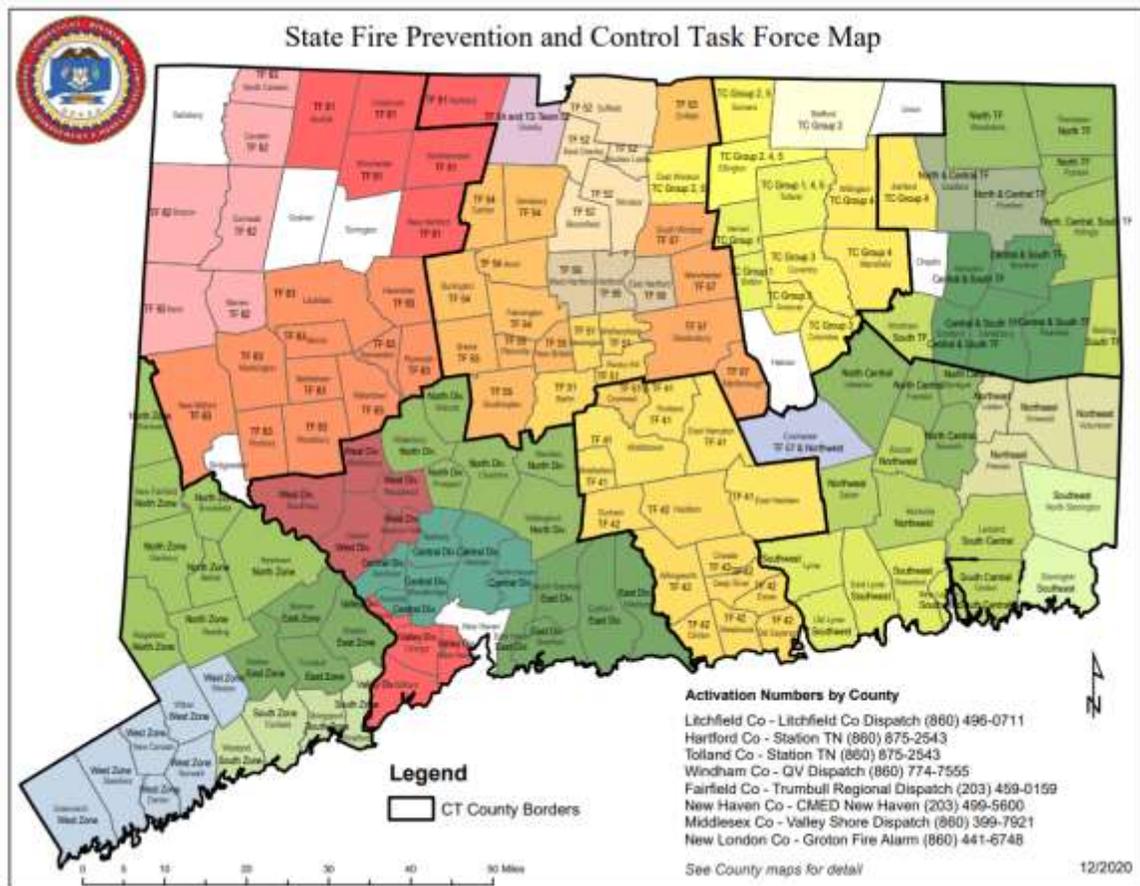
1. Bloomfield Fire District
2. Blue Hills Fire District
3. Bradley Airport Fire Department
4. Collins Aerospace Fire Department
5. Connecticut Air National Guard
6. East Granby Fire Department
7. Suffield Fire Department
8. Windsor Fire Department
9. Windsor Locks Fire District

Dynamix Consulting Group also personally met with or conducted a phone interview with the following fire departments which border the Town of East Granby but are not part of Task Force 52:

1. Simsbury Fire District (Task Force 54)
2. Lost Acres Fire Department in Granby (Task Force 54 as well as Strike Team 52)

The following State Fire Prevention and Control Task Force map illustrates the geographical proximity of each of these fire departments to the Town of East Granby.

State Fire Prevention and Control Task Force Map



## Task Force 52

It is the opinion of Dynamix Consulting Group that there are many reasons that it makes good sense to initially consider those fire departments that comprise Task Force 52 as potential partners in future cooperative services. These reasons include existing positive relationships between the leaders and their organizations, a willingness to work together for the greater good of the region, a desire to preserve the role of volunteer firefighters within their communities, shared future organizational challenges, and geographical proximity.

The fire chiefs from all the fire departments that comprise Task Force 52 were already proactively meeting weekly prior to East Granby commissioning this study of their fire department. They reported that they were in the process of developing a coordinated training calendar so all the fire departments were doing



the same training as this will allow a firefighter who missed a training class in their own fire department to make up the class at a neighboring fire department. Each of the fire departments has contributed toward common firefighter accountability system to allow all fire departments in the Task Force to be able to account for each other's firefighters. All the fire chiefs were open to conversations about future collaborative opportunities.

## Non-Municipal Fire Departments Within Task Force 52

Within Task Force 52, there are three fire departments that serve non-municipal jurisdictions:

1. Bradley Airport Fire Department
2. Collins Aerospace Fire Department
3. Connecticut Air National Guard

These three fire departments currently fill a vital role in emergency automatic and mutual aid response within the Task Force because they staff with full-time firefighters. Dynamix Consulting Group notes that the primary reason for the existence of these three fire departments differs slightly from that of a municipal fire department. Bradley Airport Fire Department exists to protect the airport as required by the Federal Aviation Administration, Collins Aerospace Fire Department is responsible for the protection of a private manufacturing facility, and the Connecticut Air National Guard Fire Department protects an Air Force Base. These three fire departments place extreme value in shared training programs as well as mutual and automatic aid responses but note that their ability to give and receive additional services beyond those functions is limited because of their own necessity to focus on the primary reason for their existence.

Dynamix Consulting Group further notes that while all the predominately volunteer fire departments in and around the Town of East Granby benefit from the willingness of the Bradley Airport, Collins Aerospace, and Connecticut Air National Guard Fire Departments to respond to local emergencies, that these fire departments are all short term solutions to a long term problem. The Bradley Airport Fire Department is permitted to respond off the airport property when the Connecticut Air National Guard Fire Department is available to cover for them, likewise the Connecticut Air National Guard is permitted to respond off the property when the Bradley Airport Fire Department is available to cover for them; and Collins Aerospace has limited availability to provide assistance outside of weekday business hours. Changes to the staffing or operations of any of these fire departments could create an immediate change in any or all these fire departments being able to provide mutual aid assistance at any time.

While it makes sense to include the non-municipal fire departments in these discussions because of their critical role in providing emergency response staffing, expect that these three fire non-municipal fire departments may not have the same needs for cooperative services as their municipal, predominately volunteer, counterparts.

## Neighboring Fire Departments

Outside of Task Force 52, the Towns of Simsbury and Granby border the Town of East Granby. The Simsbury Fire District is an independent fire district that is part of Task Force 54; the Lost Acres Fire Department in Granby is part of Task Force 54 and Tanker Strike Team 52. It would make sense for the Town of East Granby to consider both the Simsbury Fire District and the Lost Acres Fire Department as potential future partners for shared services because of their anticipated future shared needs, their ability to potentially share services with East Granby, and / or their proximity to East Granby.

## Task Force 52 and Neighboring Fire Departments Resources

The following table summarizes the existing resources of each of the fire departments that comprise Task Force 52 and / or border the Town of East Granby. The fire chiefs of each fire department provided the information summarized below for their respective fire departments.

**Fire Departments that Comprise Task Force 52 And / Or Border East Granby**

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
<b>Bloomfield Fire District</b>	521	Administrative Assistant - 20 hours per week  Business Office Clerk - 20 hours per week  3 Full Time Dispatchers  8 Part Time Dispatchers for weekends, holidays & vacations	30 Volunteer FFs	1 Engine or 1 Tower Ladder with 4 FFs or 1 Tanker with 2 FFs	Lack of manpower to cover our District.	Full Time Fire Marshal and Deputy Fire Marshal	William Riley, Fire Chief 860.242.1779 x109 <a href="mailto:wiley@bloomfieldctfd.com">wiley@bloomfieldctfd.com</a>
<b>Blue Hills Fire District</b>	513	Office Manager – 9:00am – 5:00pm  Finance Director	1 Captain and 2 FFs 7:30am - 3:30pm  2 FFs 3:30 pm - 11:30 pm	1 engine with 3-6 FFs or 1 Ladder with 3-6 FFs	Less than 3 Firefighters would exclude Blue Hills Free from Responding to Mutual Aid.	Fire Marshall - 20 hours / week  Deputy Fire Marshall -	Willie Jones, Fire Chief 860.243.8949 <a href="mailto:wjones@bluehillsfire.org">wjones@bluehillsfire.org</a>

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
		9:00am – 5:00pm  These positions do not respond to calls	20 Volunteer FFs			20 hours / week  Deputy Fire Marshal - 4 hours / week Deputy Fire Marshal - On Call  2 of the Deputy Fire Marshals are available to respond to calls while working	
<b>Bradley Airport Fire Department</b>	649	Fire Chief and Deputy Chief - M-F 7:00 am- 4:00 pm – available to	1 Captain, 1 Lieutenant and 6 FFs per shift.	1 Engine with a minimum of 3 FFs	Committed to an incident at the airport, or off the airport on Mutual Aid, or if	No Fire Marshal position at the airport - covered by State	John Duffy, Fire Chief 860.292.2167 <a href="mailto:jduffy@bradleyairport.com">jduffy@bradleyairport.com</a>

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
		respond to calls			covering the Air Guard property when they are off airport or not staffed.	Fire Marshal	
<b>Collins Aerospace Fire Department</b>	Not Reported	Not Reported	Monday – Friday 1 <sup>st</sup> shift: 7-9 firefighters including dispatchers  2 <sup>nd</sup> and 3 <sup>rd</sup> Shift: 3 firefighters including the dispatcher	In most cases, mutual aid can only be provided Monday – Friday during first shift.  Response would be an Engine <u>or</u> Ambulance <u>or</u> HazMat Unit.	Not Reported	Not Applicable	Andrew Kulas, Fire Chief 860.654.2878 <a href="mailto:andrew.kulas@collins.com">andrew.kulas@collins.com</a>
<b>Connecticut Air National Guard</b>	669	Fire Chief only	18 total 2-5 people/shift	Limited during aircraft operations,	Safety concerns depending on EG Fire certifications	Not Applicable	Robert Cross, Fire Chief 860.983.9137 <a href="mailto:robert.cross.4@us.af.mil">robert.cross.4@us.af.mil</a>

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
				CTANG standby posture  Other incident responses on the airfield	Program change with the CTANG  Reduced funding environments		
East Granby Fire Department	244	Volunteer Fire Chief  Part Time Administrative Assistant	24 Volunteer FFs	1 Engine with 4 FFs	Active call in town; sometimes difficulty providing mutual aid on weekdays	Part Time Fire Marshal and 3 Part Time Deputy Fire Marshals; sometimes respond to fire calls	Kerry Flaherty, Fire Chief 203.509.3246 <a href="mailto:kerryf@egtownhall.com">kerryf@egtownhall.com</a>  Eden Wimpfheimer, First Selectwoman 860.413.3302 <a href="mailto:edenw@egtownhall.com">edenw@egtownhall.com</a>
Lost Acres Fire Department (Granby)	220	Volunteer Chiefs	25 Volunteer	Engine/Crew, tanker/crew, rescue/crew, brush truck/crew	Timing (day's are tougher than evenings)	Part time, managed through the Town of Granby	John Horr, Fire Chief 860.805.0935 <a href="mailto:jhorr@lostacresfd.com">jhorr@lostacresfd.com</a> Erica Robertson, Town Manager <a href="mailto:erobertson@granby-ct.gov">erobertson@granby-ct.gov</a> 860.844.5300

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
<b>Simsbury Fire District</b>	758	<p>Director of Administration and Facilities: M-F 8am-4pm</p> <p>Fire Marshal: – M-F 8am to 4pm</p> <p>Deputy Fire Marshal: M-F 8am- 4p,</p> <p>Apparatus Mechanic: M-F 8am to 4pm</p> <p>Maintenance Supervisor: M-F 8am-4pm</p> <p>Maintenance Engineer: M-F 8am-4pm</p> <p>Dispatcher/ District Administrator</p>	75 Volunteer Firefighters	Engine, Aerial, Heavy Rescue, or Tanker; up to any 2 units at a time; 3-4 FFs, 2 with the Tanker	Operating at our own call in town or other mutual aid request. Lack of available manpower which is unusual.	<p>Fire Marshal: M-F 8am-4pm</p> <p>Deputy Fire Marshal: M-F 8am-4pm</p> <p>While the staff of the Fire Marshal's Office are permitted to be members of the volunteer fire company, they are not responsible to perform any</p>	<p>James Baldis, Director of Administration and Facilities 860.658.1971 <a href="mailto:jbaldis@simsburyfd.org">jbaldis@simsburyfd.org</a></p>

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
		<p>- M-F 8am-4pm</p> <p>Dispatcher / Admin Assistant: M-F 4pm-Midnight</p> <p>Dispatcher / Light Housekeeper: M-F Midnight-to 8am</p> <p>8 Part Time Dispatchers Weekends &amp; Holidays 8 hour shifts.</p> <p>Some are members of the volunteer fire company. No job requirements to perform</p>				<p>firefighting functions as part of their paid positions.</p>	

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
		firefighting functions.					
<b>Suffield Fire Department</b>	797	Fire Chief - M-F 8am-4:30pm – available to respond to calls	1 Captain, 1 Lieutenant and 4 FFs working as follows:  M-F 7am-3pm: 2 personnel  MTF 3pm-7 am: 2 personnel  All other times including weekends: 1 person  36 Volunteer FFs	1 Engine <u>or</u> Ladder <u>or</u> Rescue with a minimum of 4 FFs <u>or</u> 1 Tanker with a minimum of 2 FFs	Committed to Suffield incident, requested apparatus out of service. Higher percentage of availability to provide mutual aid than not.	Fire Marshal M-F 800-430 – available to respond to calls	Charles Flynn, Fire Chief 860.668.3888 <a href="mailto:cflynn@suffieldct.gov">cflynn@suffieldct.gov</a>
<b>Windsor Fire Department</b>	630	Full-Time Fire Administrator; may respond	62 Volunteer FFs	1 Engine with 4 FFs	Active call in town; sometimes difficulty	Full Time Fire Marshal, Full Time	William Lewis, Fire Chief 860.285.1826 <a href="mailto:blewis@townofwindsorct.com">blewis@townofwindsorct.com</a>

Fire Department or District	2021 Call Volume	Administrative Staff	# of Active & Structurally Qualified Volunteer or Paid Firefighters	Typical Mutual Aid Response Capability	Potential Challenges To Providing Mutual Aid	Fire Marshal's Office Staffing	Contact
		to calls weekdays  Volunteer Fire Chief			providing mutual aid on weekdays	Inspector and 2 Part Time Deputy Fire Marshal; all part of the Building Department and do not respond as firefighters	Peter Souza, Town Manager 860.285.1800 <a href="mailto:souza@townofwindsorct.com">souza@townofwindsorct.com</a>
<b>Windsor Locks Fire District</b>	417	Administrative Assistant (19.5 hours per week)  Secretary (stipend position, variable hours)	47 Volunteer FFs	Manpower dependent	Manpower dependent	Fire Marshal Staffing – (1) Fire Marshal, (2) Deputy Fire Marshals	Gary Ruggiero, Fire Chief 860.627.1468 <a href="mailto:gruggiero@wlocks.com">gruggiero@wlocks.com</a>

## Cooperative Services Models

In person and telephone interviews conducted with the fire chiefs of each of the fire departments in Task Force 52 as well as the departments that border East Granby revealed that most of the municipal fire departments in this geographical region had many of the same needs and / or concerns for the future. All these fire departments were actively providing fire and rescue response within their communities, but most of them had concerns about the future sustainability of their current systems.

Dynamix Consulting Group noted a very strong desire among all the volunteer and combination fire departments within Task Force 52 as well as the fire departments that border the Town of East Granby to sustain their existing volunteer fire fighting forces for as long as possible. For this reason, the focus of the Cooperative Services Models presented by Dynamix Consulting Group support, rather than replace, the volunteer fire departments in the region.

The Town of East Granby has historically had a very conservative approach to town government that has kept the employee workforce as lean as possible. While there always exists the option for the Town of East Granby to hire additional part-time or full time employees, Dynamix Consulting Group suggests that partnering with one or more towns to share services including, but not limited to, Administration, Training, Fire Marshal Services, Emergency Management, and Emergency Response Deployment, are all more economical options that will create shared full-time positions that could attract high-caliber employees with the desired skillsets who can benefit multiple fire departments while helping to preserve the volunteer system in and around the Town of East Granby.

### Administration

As noted in the *Volunteer Firefighters* section of this report, the volunteer firefighters in the department elect the East Granby Volunteer Fire Chief who receives a nominal stipend from the Town of East Granby. Both the interviews and anonymous electronic survey that Dynamix Consulting Group conducted with East Granby Volunteer Fire Fighters indicated that there is considerable concern among the fire department membership about who will replace the current East Granby Volunteer Fire Chief when he retires or otherwise steps down from his current position.

As is often the case, status quo is an option. The Town of East Granby can continue with the current arrangement of paying a nominal stipend to the volunteer fire chief. This arrangement has served the Town very well for many years. The unknown is whether this model will serve the Town well into the future.

Dynamix Consulting Group notes that a lack of a strong and visionary leader always results in volunteer firefighters choosing to stop volunteering for their community. A decline in the number of active volunteer firefighters will make it more challenging for the volunteer fire chief to lead the organization. This cycle, if not addressed and avoided, will contribute to the eventual demise of East Granby Volunteer Fire Department. If the Town chooses not to make any changes to the existing arrangement with regards to the Volunteer Fire Chief

position, at a minimum, Dynamix Consulting Group recommends that the Town enter discussions with the current volunteer fire chief as to how long he is willing to serve in his position. The Town should further engage in discussions about the succession plan for the officers of the fire department. While these discussions may not change the leadership trajectory of the volunteer fire department, they may provide the Town with adequate time to develop a short-term solution if the fire chief announces the end of his term in office and there is no identified successor.

## Shared Fire Administrator

As noted in the *Volunteer Firefighter*, *Fire Marshal*, and *Emergency Management* sections of this report, Dynamix Consulting Group does not recommend combining the fire chief and Fire Marshal / Emergency Management functions into one position in East Granby because the required skillsets are very different, and the combined workload could be more than that of a single position.

Dynamix Consulting Group suggests there is significant value in keeping the volunteer fire chief position as a position that volunteer firefighters can aspire to attain for as long as there are volunteer firefighters who are willing to do the job. This creates an incentive for volunteer firefighters to actively train and respond to calls. Current volunteer firefighters who have risen through the ranks of the East Granby Volunteer Fire Department are members of the community, have received training and mentorship in leading a volunteer fire company and are often the best-positioned individuals to move the organization forward while preserving the proud traditions of the volunteer fire service. When organizations fail to develop such individuals, it becomes necessary to look outside of the organization to fill this role. To that end, there are two initiatives the Town of East Granby should consider making the position of volunteer fire chief more attractive to its current volunteer firefighters: administrative support and an increased stipend.

Today's fire chiefs are responsible for a variety of administrative tasks including but not limited to planning, budgeting, purchasing equipment, writing policies, applying for grants, and researching new technology. These nonemergency responsibilities require significant investment of time beyond responding to emergencies. While a full-time paid fire chief would be expected to manage all these responsibilities, this is often not feasible or reasonable for volunteer fire chiefs. These individuals likely have full-time jobs and will want to focus their limited time on leading their firefighters, attending training, and responding to emergency calls. By providing the support of a fire administrator who can assist the volunteer fire chief, the Town of East Granby can decrease the administrative workload that is placed on the volunteer fire chief. This decreased workload may entice more volunteer firefighters to be willing to serve as the volunteer fire chief. Dynamix Consulting Group defines the position of fire administrator as a skilled professional with formal training in fire service management, public policy, and a strong background in both oral and written communications.

Discussions with the volunteer fire and combination fire departments that comprise Task Force 52 and those who border the Town of East Granby revealed that most of these departments had at least some interest in a paid fire administrator to support the volunteer

fire chief. Within Task Force 52, the Town of Windsor already employs a full-time Fire Administrator for this exact purpose, and bordering East Granby, the Simsbury Fire District employs a full-time Director of Administration and Facilities. Elsewhere in Connecticut, similar positions can be found in Coventry, Farmington, and Waterford, among others.

The creation of a fire administrator position shared by multiple towns in this region could provide a level of support for the current volunteer fire chiefs that may encourage them to continue to serve in their current positions and further encourage other volunteer firefighters to consider serving as the volunteer fire chief in the future. This model is supportive of the volunteer systems because it keeps the volunteer fire chief position within the volunteer fire company and does not require any changes to the existing volunteer fire company bylaws. The option of sharing a fire administrator will allow towns to “buy in” to the position for the number of hours each week that best suits their needs. Additionally, a single fire administrator serving multiple fire departments will further the cooperative unified efforts already underway within Task Force 52 by increasing the flow of information between departments and identifying future potential cooperative service opportunities.

Beyond offering administrative support to the volunteer fire chief, Dynamix Consulting Group suggests increasing the stipend provided to the volunteer fire chief would increase the number of people willing to serve in this position. Considering the amount of time required to serve as volunteer fire chief, an increased stipend is much more economical and likely to sustain the volunteer system than hiring a paid chief at this juncture. Dynamix Consulting Group will offer specific recommendations for the distribution of this stipend from the Town of East Granby to the volunteer fire chief in the *Future Opportunities* Section of this report.

## Shared Training Officer

Good training does not happen by accident. Quality training requires an investment of time to develop lesson plans, procure the location and equipment for the training, to present the actual training, and then to appropriately document the training. While some of the fire departments acknowledged that they had programs in place that were resulting in quality training at the present time, others had an immediate need for assistance in this area. Additionally, those departments with adequate training programs were interested in talking about opportunities related to training in the future, as they had concerns about the sustainability of their own training programs.

East Granby could continue the status quo and leave the responsibility for training entirely with the members of the Volunteer Fire Department; however, Dynamix Consulting Group recommends against this. As noted in the *Administration* section of this report, strong leadership is one of the foundational elements of a viable volunteer fire department. A strong training and mentoring program are both critical to the future sustainability of East Granby Volunteer Fire Department. At the time of this report, the East Granby Fire Department assigned the function of Director of Training to the volunteer deputy fire chief. This position was vacant, so various volunteer fire officers and volunteer firefighters within the department shared the responsibility for training. The lack of anyone willing to serve in this position is indicative of a problem.

Consistent with the rationale for the shared Fire Administrator, an administrative burden exists for the position of volunteer training officer as this person is likely to also has a full-time job. These volunteers are more likely to want to focus their limited time on attending training and responding to emergency calls than developing lesson plans, arranging the logistics of successful weekly training classes, and properly documenting each of the course deliveries. By providing the support of a shared training officer who can assist the volunteer training officer, the Town of East Granby can decrease the administrative workload placed on that position. This decreased workload may entice more volunteers to be willing to serve as the East Granby Director of Training / Deputy Chief who oversees the volunteer fire department training program. A single shared training officer serving multiple fire departments will result in increased cooperative efficiencies of the various fire departments working together on emergency scenes.

### Shared Fire Marshal Services

Most of the municipal fire departments within Task Force 52 need additional personnel and / or budgeted hours for their personnel to complete the required inspections, plan reviews, permits, and fire investigations within their jurisdiction. The *Fire Marshal* section of this report outlines the exact deficiencies that currently exist within the staffing model of the East Granby Fire Marshal's Office.

Dynamix Consulting Group recommends against maintaining the existing status quo as it relates to the staffing of the East Granby Fire Marshal's Office because the data provided by the Fire Marshal's Office clearly illustrates that the current staffing is inadequate to comply with the requirements of the Connecticut General Statutes.

At the time of this report, the East Granby Fire Marshal's Office consisted of a part-time Fire Marshal and three part-time Deputy Fire Marshals budgeted to work a combined 33 hours per week. The budget provides for 15 hours of work a week for the Fire Marshal, and eight, six, and four hours of work per week respectively for the three Deputy Fire Marshals. The staff do the best they can to complete their work within the allocated hours, but the limited hours alone create a haphazard scheduling system, the deficiencies of which were detailed in the *Fire Marshal* section of this report.

Dynamix Consulting Group suggests the Town of East Granby could realize a series of benefits by sharing Fire Marshal services with one or more neighboring towns. Multiple part-time positions could be combined into full-time positions that will allow regular scheduling while still sharing costs between the towns. A shared Fire Marshal's office could put multiple full-time personnel under the direction of a single supervisor, thereby creating a system of redundancy that provides coverage for Fire Marshal staff who are off from work. As an added benefit, this model would also relieve the elected East Granby First Selectman position of the day-to-day supervisory responsibility of the Fire Marshals' Office. This is a needed relief for three reasons. First, the First Selectman has the potential of a short tenure because it is an elected two-year term. Second, the person elected as First Selectman may or may not have a working knowledge the requirements of the Connecticut General Statutes as they relate to Fire Marshals. Third, the current supervisory span of control for

the East Granby First Selectman position is an unwieldy 20 direct reports to one First Selectman and should be reduced.

## Shared Emergency Management Services

The Town of East Granby has assigned the function of Emergency Management to the East Granby Fire Marshal's Office. The recent COVID-19 Pandemic has put a renewed focus on the humanitarian aspects of emergencies as a priority going into the future. As such, it would behoove the Town of East Granby to add additional resources to ensure that the Town is appropriately prepared to both proactively and reactively assist its citizens during times of disaster.

The Town of East Granby could realize a series of benefits by sharing Emergency Management services with one or more other towns. Many of the towns that surround East Granby have either part-time employees who are tasked with Emergency Management, or the function has been assigned to an employee who also has another primary work function.

The functions of the Fire Marshal and Emergency Management have similar required skill sets. As such, depending on the number of towns that are interested in sharing Emergency Management services, there exist options to assign the task of Emergency Management to a shared Fire Marshal's office or to establish a regional office of Emergency Management. An added benefit is that the shared arrangement would likely qualify the participating towns for additional grant opportunities because shared services are often scored highly during grant application review processes.

## Emergency Response Deployment

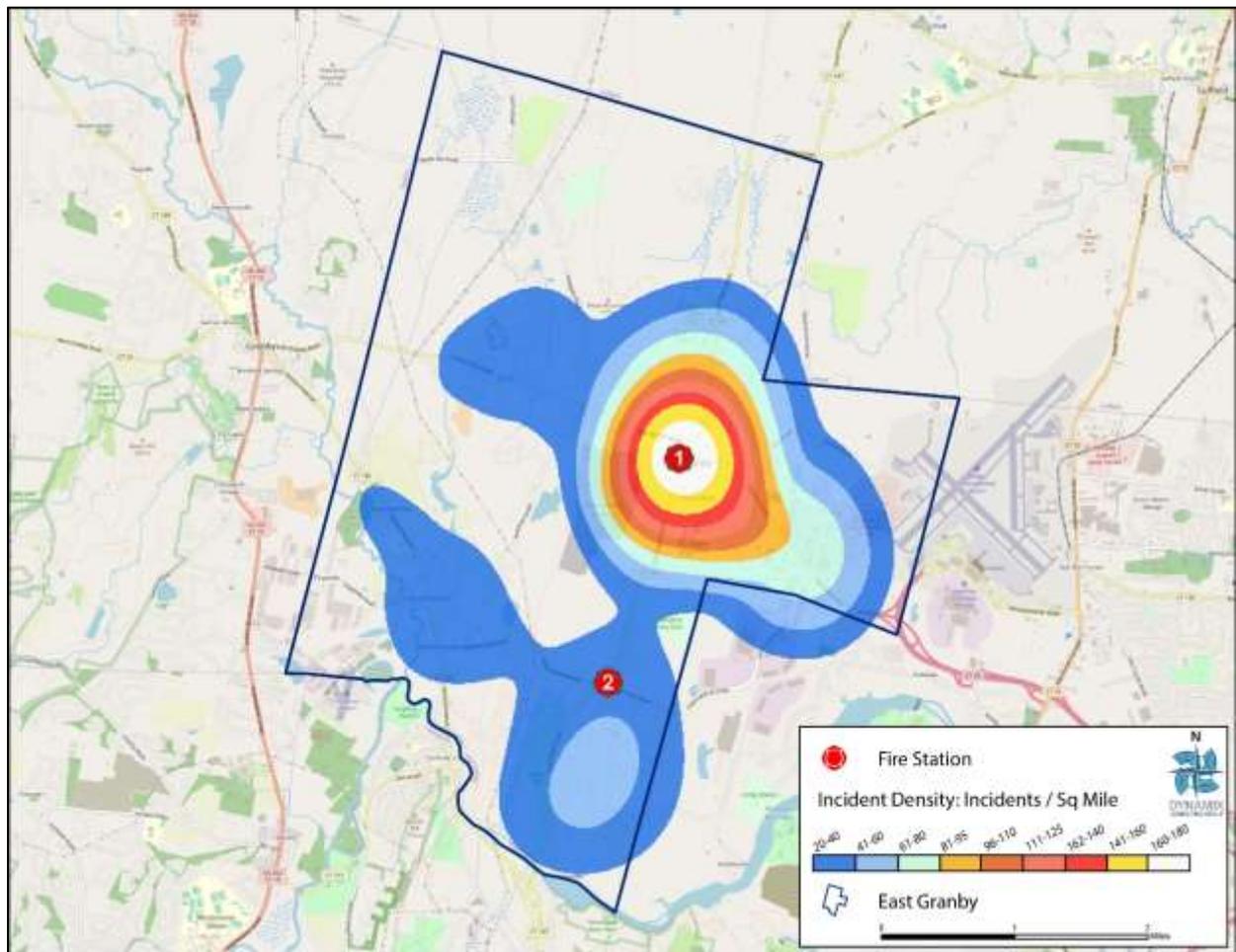
The emergency response deployment models presented in this section are designed to support, rather than replace, the volunteer fire departments in the region. It is the experience of Dynamix Consulting Group that when fire departments begin to staff fire stations with paid personnel, volunteer firefighters tend to become less active at those stations because they know that there is someone available to respond. By staffing selected fire



stations in the region, there is still a need for volunteer firefighters to respond to the unstaffed stations; firefighters responding to calls near those unstaffed stations will likely be the first to arrive and render assistance to those in need. This arrangement will provide support for the volunteer firefighters while also preserving the need for them to respond.

The location of fixed facilities can be critical in the efficient delivery of services. The proximity of the fire station to an incident location has the potential to impact the outcome positively or negatively. For fire and EMS services, the two factors to consider are whether demand occurs too far from a station to provide adequate service, or if the demand within a given area greater than what can be serviced by current units. Using incident data from Tolland County 911 from December 2021 through March 2022, East Granby Volunteer Fire Department’s two fire stations appear to be adequately located by upon an incident density analysis.

**Incident Density Analysis December 2021-March 2022**



The Central Fire Station (Station 1) is located in the center of incident concentration while the South Station (Station 2) is situated within the lower levels of activity and to the north of slightly greater densities of demand. In addition to station location relative to incident locations, another important consideration for volunteer departments is the location of the fire station relative to where firefighters live or respond. Although the prime locations of where volunteer firefighters work and live change over time, existing fire stations located outside of the areas where current or potential volunteer firefighters live and work can also result in response delays.

Based on the data available at the time of the study, insufficient data existed to conduct a station optimization analysis due to the short time frame of available data from Tolland County 911 and the relatively low call volume that occurred during this time. However, based on the information that was available, the East Granby fire stations do appear to be well situated to serve East Granby. Moving forward, East Granby may consider coverage options outside of the Town's borders including identifying opportunities for shared services agreements with its neighboring municipalities.

## Cooperative Delivery of Services

Recognizing there may come a time volunteer fire companies require some level of supplemental daytime response, several combinations of coverage capabilities may assist in staffing in the meantime, providing a foundation for future collaboration.

As a starting point to begin evaluating alternative response schemes, consider areas within Task Force 52 and the area immediately adjacent Town of Granby as an opportunity to provide a multitude of baseline options, should two or more communities consider collaborating to improve response capabilities.

The driving forces behind collaboration in providing staffed fire services are the declining abilities of volunteer fire companies to provide daytime responses, the costs of supporting paid services given the relatively low call volumes, limited growth potential within the geographic region, and difficulty in obtaining new or increasing existing revenue streams.

Task Force 52 includes the towns of Bloomfield, East Granby, Suffield, Windsor, and Winsor Locks, along with private, state, and federal fire departments. The Connecticut Air National Guard Fire Department currently provides automatic aid to East Granby and has provided relief to volunteer responders, particularly during the workweek; however, while this arrangement meets current needs for the Town, a change of personnel within the Air National Guard leadership structure could potentially result in automatic aid abruptly ending. Because of the nature and specificity of the Bradley Airport and private sector missions, only municipal resources are considered in these analyses; however, it is also recognized that they do provide a valuable service to the surrounding communities and should continue to be included in regional discussions. Administrative teams of each of these communities should begin identifying potential options and mutually beneficial regionalization efforts today to ensure that a response will occur that meets the needs and expectations of the community in the future.

Within Task Force 52, the Town of Suffield and the Blue Hills Fire Department possess staffed engine companies. To provide a framework of how the region could potentially

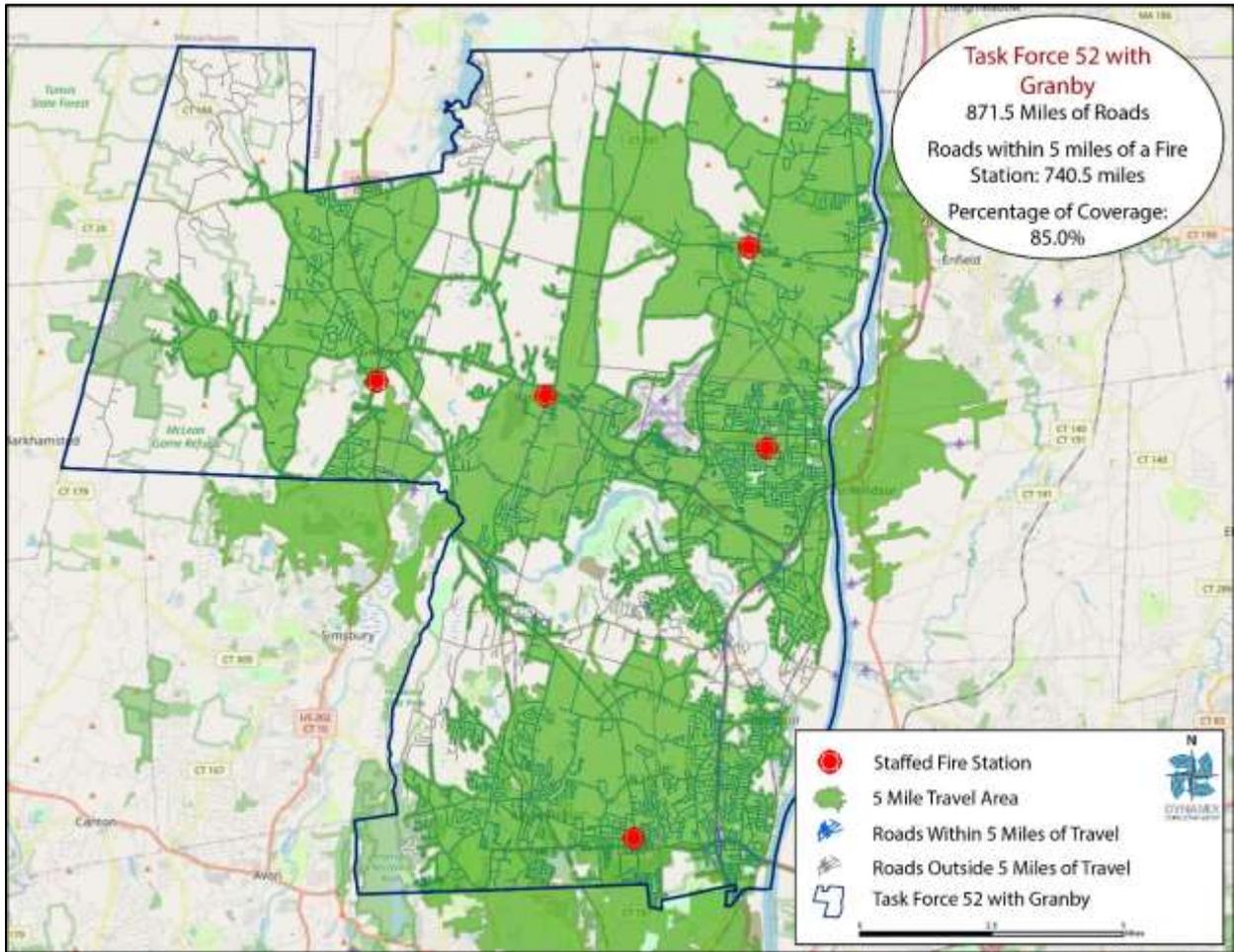
structure staffed units for daytime or holiday response, the following series of maps were developed. As data for East Granby was limited and an analysis of other communities' data was outside of the scope of this project, five mile travel areas were selected as this is the maximum distance allowed by ISO for hydranted areas. For each map, the total road miles for each potential service area are shown, along with the percentage of road base covered from the selected fire stations, and the percentage of coverage for each.

Several combinations of service areas and stations selected for potential staffing are illustrated to provide the region with as much baseline information as possible to assist in future discussions. Additionally, because East Granby is centric to this report, all models are centric to providing service options to East Granby; however, this is not to say that other options are not available to the surrounding communities.

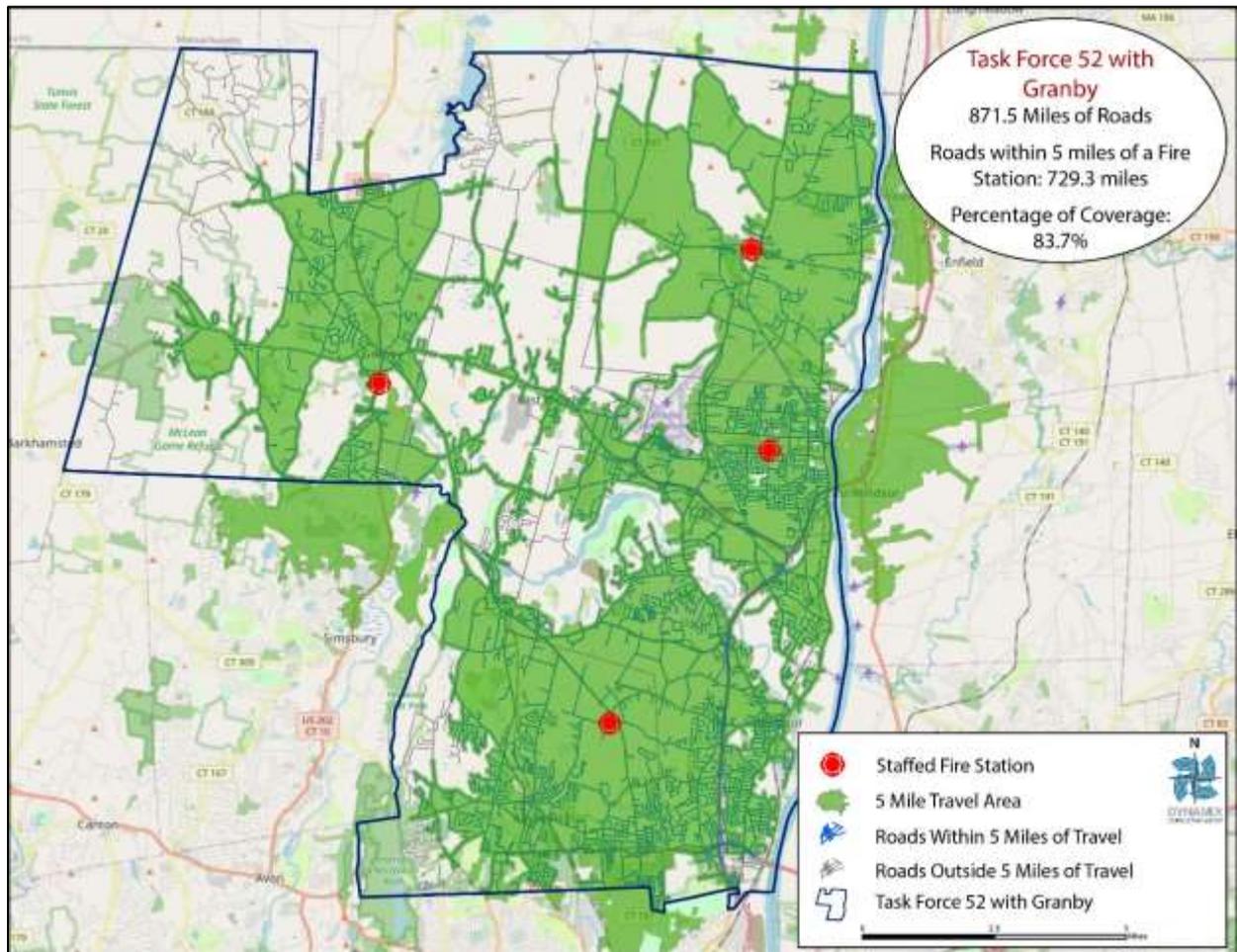


First, a service area that encompasses Task Force 52 and the Town of Granby is shown along with the comparison of staffing five then four of these stations. In these scenarios, the locations of Blue Hills and Suffield's currently staffed stations are used with three then two additional staffed locations across the center of the proposed service area. Because these models were developed with the intent to supplement current volunteer response during the day, overlapping station coverage required to reach an effective response force were not considered.

### Potential Coverage Capabilities for Task Force 52 and Granby, 5 Staffed Fire Stations



Potential Coverage Capabilities for Task Force 52 and Granby, 4 Staffed Fire Stations

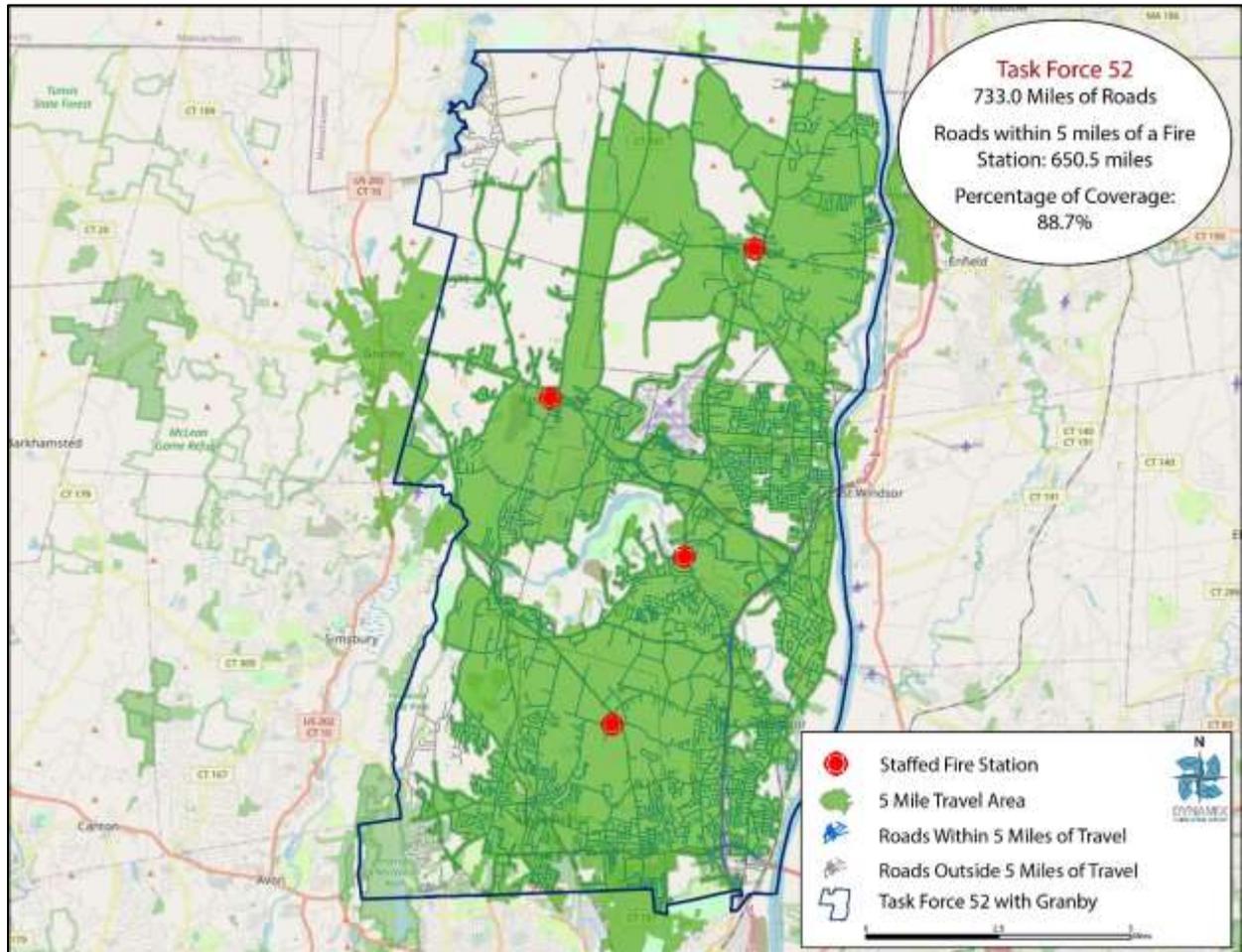


A comparison of these two proposed models illustrates that four staffed fire stations could provide coverage nearly as efficiently as five stations.

In the next series of maps, Task Force 52 becomes the focused service area, and models illustrating a four and then a three station possibility present for comparison. Since this optimization modeling is academic in that it was designed for discussion only, locations of currently staffed stations are shifted in some instances to display the potential impact of regionalization of staffed fire services. It is recognized that such a change may require impact bargaining or could potentially affect current working conditions.

First, a four station model for the proposed Task Force 52 service area is displayed with a location in East Granby, Suffield’s current location, staffing at Windsor’s Poquonock Station, and Blue Hills staffing relocated to their Station 4.

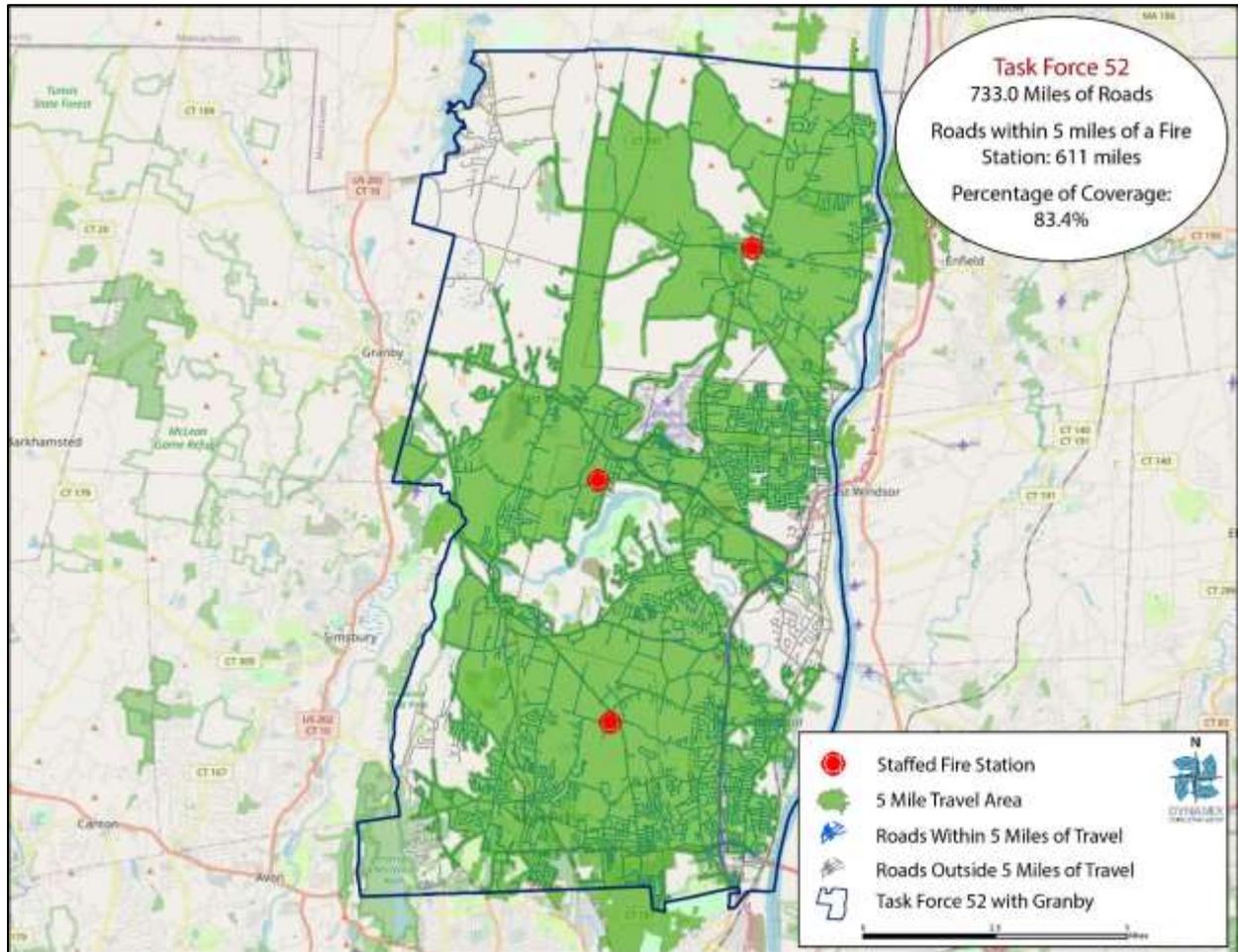
**Potential Coverage Capabilities for Task Force 52, 4 Staffed Fire Stations**



In this proposed regionalization model, 88.7% of the service falls within five miles of a fire station across the Task Force 52 region.

Next, a three staffed station model is presented for comparison. Coverage is displayed using Suffield’s current location, Windsor’s Station 5, and Blue Hills Station 4.

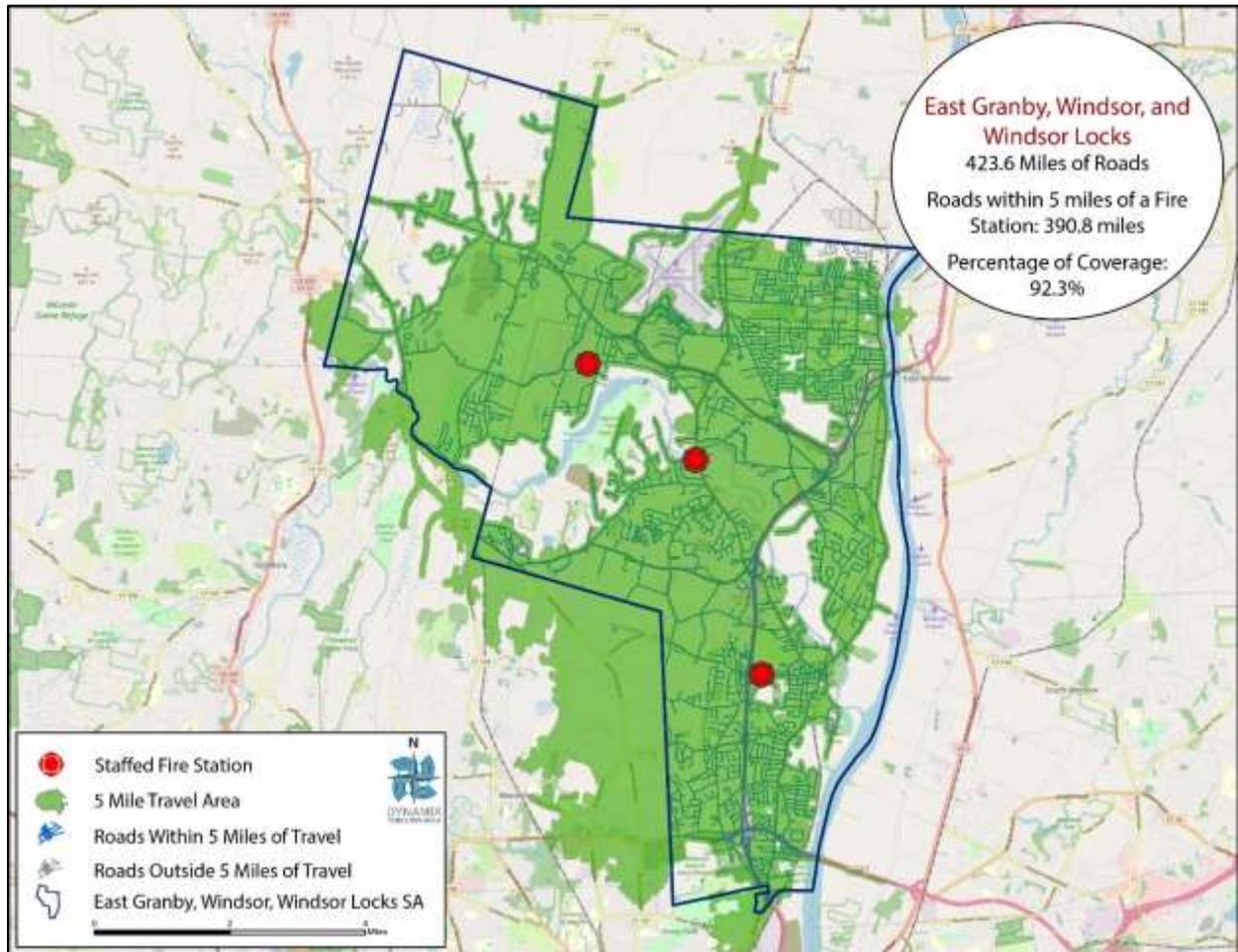
**Potential Coverage Capabilities for Task Force 52, 3 Staffed Fire Stations**



At 83.4% coverage, this model provides similar potential as the four station model encompassing Task Force 52 and the Town of Grandy and would require fewer staffed locations. Although not readily apparent in this illustration, coverage to East Granby from the Suffield station is limited to the northeast border of East Granby and reaches nearly to the center of Windsor Locks. Additionally, even if Blue Hills relocated staffing farther north, they are still located too far from East Granby to provide coverage in a timely manner and proving East Granby with its best potential solutions is the purpose of this report.

Recognizing that collaborative efforts with five participants is more challenging than between three, the next map displays potential a collaboration between East Granby, Windsor, and Winsor Locks.

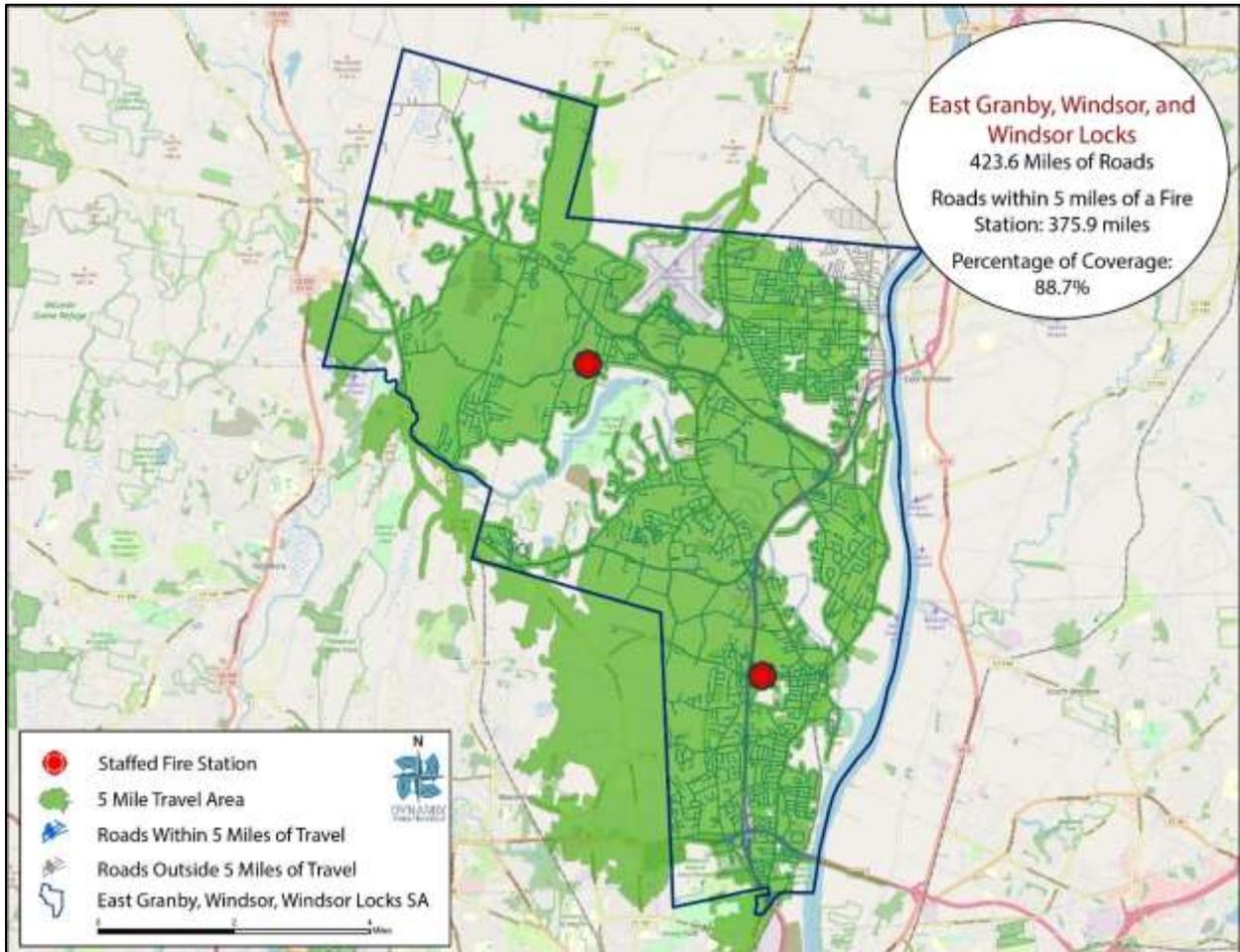
**Potential Coverage Capabilities for East Granby, Windsor, and Windsor Locks, 3 Staffed Fire Stations**



In this model, 92.3% of the road base falls within five miles of a fire station. Stations used are Windsor’s Central Station, Poquonock Station, and Station 5.

Recognizing that initial costs and identifying sufficient revenue streams could be an issue, the next model illustrates coverage with two Windsor Stations - Central and Station 5.

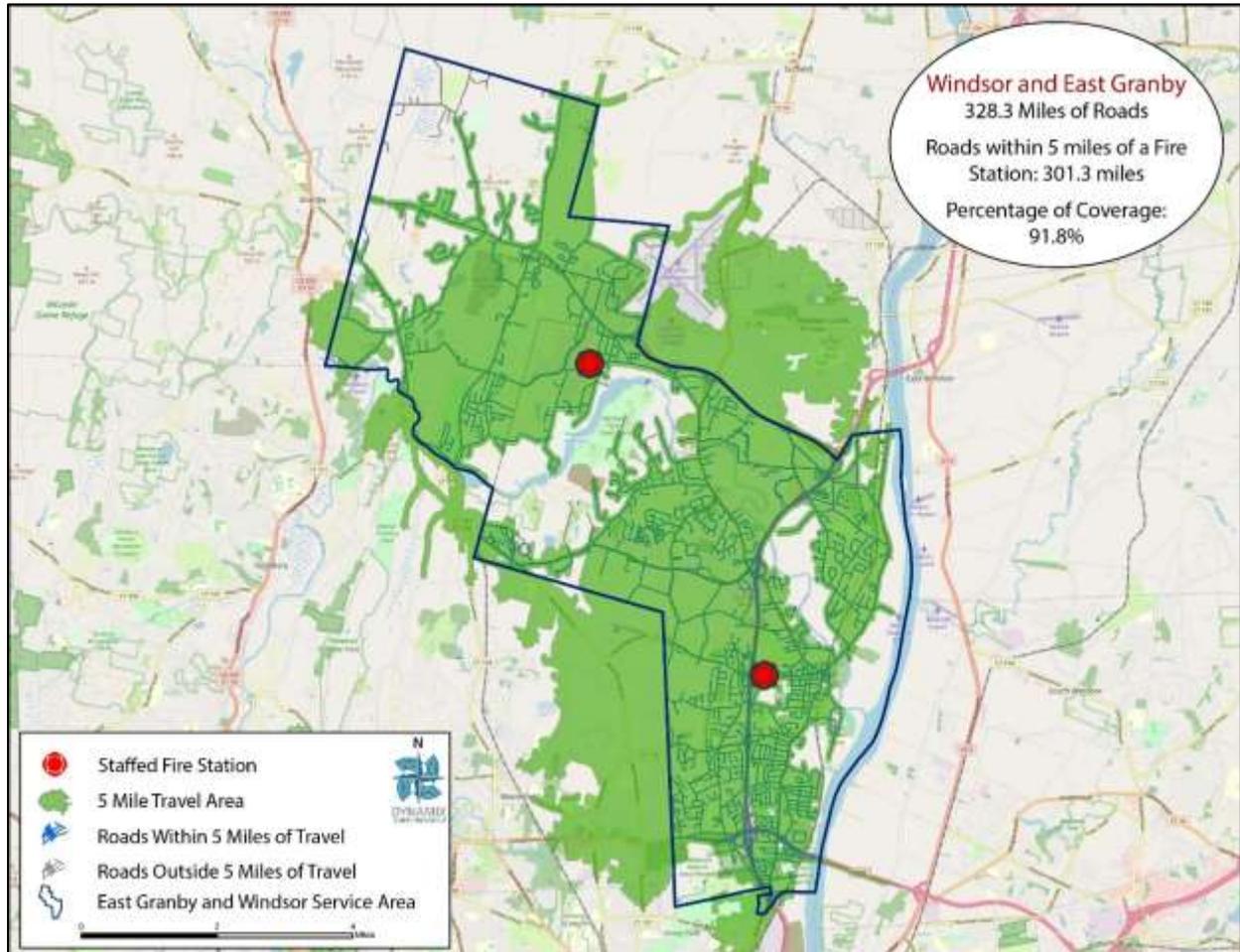
### Potential Coverage Capabilities for East Granby, Windsor, and Windsor Locks, 2 Staffed Fire Stations



Although coverage declines approximately 3%, this model may provide a starting point for conversation.

The final model displayed includes collaboration between East Granby and Windsor.

#### Potential Coverage Capabilities for East Granby and Windsor, 2 Staffed Fire Stations



At 91.8% coverage within five miles of a fire station, this model also represents a potential starting point for East Granby. While there exist a multitude of options for collaborative efforts, many considerations must be weighed. Although located in Task Force 54, Simsbury Fire Department could also be a potential partner.

This section provided multiple options for collaborative services focused on East Granby. While these models are not comprehensive of every conceivable iteration, it should provide East Granby with a foundation for further discussion with its neighboring communities.

## Future Considerations for Cooperative Services

The design of the Cooperative Services Administrative and Emergency Response Deployment Models presented within this report illustrates areas where East Granby and its surrounding towns could benefit by working together. Dynamix Consulting Group reiterates that all fire chiefs and town managers who were interviewed for this project were very willing to discuss Cooperative Services Opportunities.

There is an immediate need in East Granby and its surrounding towns to implement measures to help sustain the viability of all volunteer and combination fire departments in the region. If the leadership of the Town of East Granby and the East Granby Volunteer Fire Department agree that the preservation of the volunteer fire department is their shared primary focus, East Granby should lead in engaging potential partners who also share this goal in discussions about future cooperative services.

Dynamix Consulting Group suggests that prior to entering into any agreements, potential cooperative services partners agree to a Mission, Vision, and Core Values for their shared organization. If the agreed-upon priority is the preservation and support of the volunteer fire companies, this should be reflected in the Mission, Vision, and Values of the shared organization. Once established, it is imperative that elected officials, appointed officials, and members of all involved fire departments understand the agreed upon Mission, Vision, and Core Values and that they are the basis for decisions that are made at all levels within this shared organization.

As the Town of East Granby commissioned this report, all models presented include data provided by the Town of East Granby. Should one or more towns choose to enter a formal partnership with each other, Dynamix Consulting Group recommends those towns either internally conduct a detailed Feasibility Study of the potential shared service arrangement or engage the services of an outside consultant for this purpose. This would include completing a comprehensive detailed service delivery analysis based on historical and projected demand for emergency services within any of the communities that wish to collaborate on emergency response deployment.

Dynamix Consulting Group notes the Fair Labor Standards Act (FLSA) prohibits individuals from working and volunteering to do the same job for the same employer. If one or more of the volunteer fire departments collaborate to fund paid firefighting positions within the region, it would be prudent for those towns to have their labor attorneys review the staffing plan to ensure compliance with the Fair Labor Standards Act (FLSA).

# Future Projections

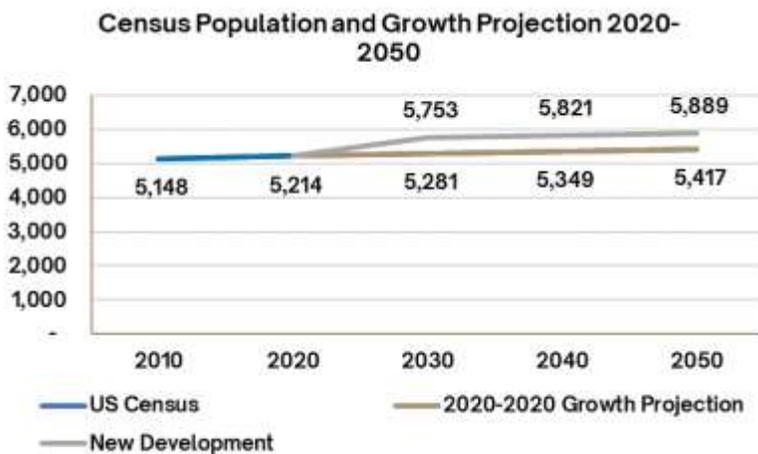
An understanding of current and future demand is essential to ensure resources are sufficient to meet the needs of the community. In this section, considerations include predicted growth in East Granby and population and service demand projections assist in estimating the impact of growth over time.

## Anticipated Future Development

East Granby, like most of Connecticut, experienced little growth in population over the last 10 years. Although East Granby fared better than the state, population growth occurred at a slight increase year over year. However, new development is on the horizon for East Granby. The Village Center development proposes two distribution warehouses with a residential development of 36 apartment units. Additionally, developers propose two apartment buildings, three to five stories in height along with two additional apartment buildings. Although U.S. Census projections and historical change in population do not suggest any meaningful increase in population for East Granby, this section considers the impact of these future developments.

## Population Projections

The population of East Granby remained consistent for many years. With 1.3% growth since 2010, historical trends project the population to remain stable in the years to come.



However, should the proposed developments occur, East Granby could experience an increase in population and demands for services. Taking these into account, a population growth projection model illustrates the potential impact to East Granby if these developments occur.

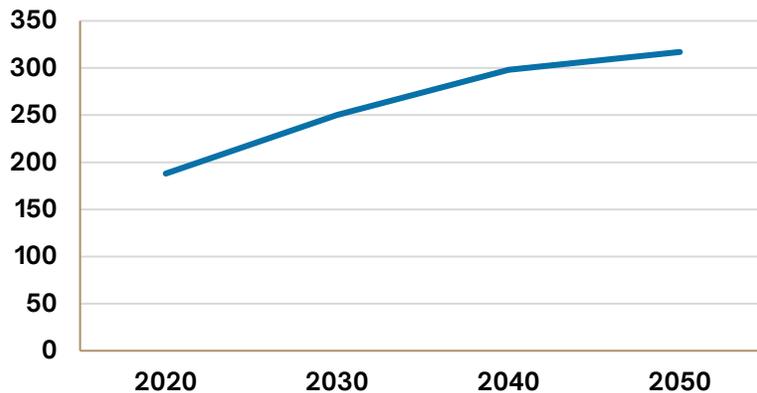
Assuming that even if new development is approved in the near future, it will take several years to construct and occupy residential units. While the new development trendline suggests 8.7% increase by 2050, this increase will likely not severely impact emergency services. Additionally, apartment buildings may attract younger tenants who could potentially become future volunteer firefighters.

## Service Demand Projections

The demand for services is central to the existence of a fire department. Often as the population rises or falls, so too does the demand for services. Using the population projections from the previous section, service demand projections illustrate if increases in population would impact emergency services in the future based on historical call volume.

Although the model suggests a 68.6% increase in demand by 2050, the overall annual total of 317 calls per year should still fall within an acceptable workload, provided volunteer firefighters are still participating at that time. This issue is common amongst many of the surrounding communities and further supports regionalization of resources, particularly if administrators choose to supplement daytime staffing with paid firefighters some point in the future.

**Projected Service Demand 2020-2050**



# Future Opportunities

Dynamix Consulting Group identified eight *Opportunities* for the Town of East Granby and East Granby Volunteer Fire Department to improve the delivery of fire and emergency services within the community. Within each of the eight identified *Opportunities*, *Dynamix Consulting Group* further identified multiple specific recommendations administrators could implement to capitalize on the *Opportunity*.

## Opportunity 1. Community

**1.1 While the Office of the First Selectman is outside of the scope of work for this project, the Supervisory Span of Control of 20 subordinates to one supervisor is unwieldy and creating one or more tiers of supervisors would assist in creating an effective span of control.**

According to the 2017 National Incident Management System, “The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or Emergency Operations Center activation.”.

**1.2 Develop a Community Risk Assessment and Community Risk Reduction Plan that considers all demographics within the community.**

The purpose of a Community Risk Assessment is to determine exactly what risks exist in the community, required resources (personnel and equipment) to respond to these risks, and what educational or enforcement efforts will reduce the number of emergency calls for service. Following the completion of the Community Risk Assessment, the Town of East Granby will be prepared to implement a comprehensive Community Risk Reduction Program. Specific demographics that exist within East Granby include poverty, older adults, and individuals with disabilities.

## Opportunity 2. Capital Assets

### 2.1 Install fire sprinkler systems in all existing fire stations.

Neither of East Granby's fire stations include installed automatic fire suppression sprinkler systems. NFPA 1: *Fire Code* requires that "New buildings housing emergency fire, rescue, or ambulance services shall be protected throughout by approved supervised automatic sprinkler systems." The requirement for sprinkler protection not only protects the emergency services personnel occupying the facility but also reduces the risk of disrupting the provision of emergency services to the community because of a fire. While not required by the code for existing buildings, Dynamix Consulting Group recommends the Town install fire sprinkler systems in all existing fire stations for the safety of the firefighters who work in the stations as well as to demonstrate to the community the importance of automatic fire sprinkler systems.

### 2.2 Install electronic access control systems in both fire stations.

The current social environment requires emergency services providers to implement specific security measures limiting and controlling access to fire rescue facilities. The need to protect firefighters drives the control of limited access, installation of expensive equipment, and protection of sensitive data inadvertent access by individuals desiring to harm the community. Members access both East Granby Fire Stations by punching in a three digit code. All members use the same code. Interviews with fire department leadership revealed that this code only changed once within the last decade, which means that many former members of the fire department still have access the fire stations. The Town should install electronic access control systems to monitor who enters and leaves the buildings and allows fire department leadership to turn off access to individuals as needed in all facilities.

### 2.3 Store Turnout Gear in well ventilated rooms.

To limit or reduce firefighter exposure to toxic products of combustion which occur after the fire, firefighters must store turnout gear in well ventilated rooms to prevent additional firefighter exposure to off-gassing of chemicals absorbed into turnout gear during a fire. To that end, the Town should take additional steps to protect firefighters from cancer including pressurizing corridors to keep contaminants out of designated clean areas, and private showers.

## **2.4 Install a Vehicle Exhaust System in the Center Fire Station.**

Diesel engine exhaust emissions in fire stations expose firefighters to health risks, including certain types of cancers as well as pulmonary and cardiac diseases. NFPA 1500: *Standard on Fire Department Occupational Safety, Health, and Wellness Programs* recommends fire departments contain all vehicle exhaust emissions to a level of no less than 100 percent effective capture. The Town should install a vehicle exhaust system in the Center Station.

## **2.5 Design all future fire stations to include drive-through bays.**

Both of East Granby's fire stations contain "back-in bays." The lack of a drive through bays constitutes a safety concern as many firefighter injuries and accidents occur when backing emergency vehicles into the bays. Dynamix Consulting Group notes that both stations use "back in" procedures; however, drive through bays are the recommended configuration. For all future buildings that will house apparatus, the Town should consider a design that allows for drive through bays that are large enough to accommodate all frontline and reserve apparatus.

## **2.6 Install an effective water filtration and treatment system at the South End Station.**

The South End Station has a variety of water and drain issues. The building's water supply contains heavy sediment ineffectively filtered. This sediment is damaging to fire apparatus and equipment and is deteriorating the paint on apparatus, corroding and staining metal surfaces, and destroying valve seats and stems needed to control fire flows.

## **2.7 Investigate potential solutions to allow firefighters to safely wash fire apparatus inside of the South End Station.**

During winter months, firefighters should wash fire apparatus after every response because the chemicals used to treat the roads during inclement weather are extremely corrosive to fire apparatus. There are also no drains in the apparatus bays at the South End Fire Station, which means that firefighters are not able to wash apparatus inside of the building. Firefighters cannot wash apparatus outside the bays during the winter because the front apron of the building pitches down to Seymour Road. Water used to wash fire apparatus will freeze on the road and create a traffic hazard.

## **2.8 Develop a Facilities Building Maintenance and Replacement Plan.**

The Town and Fire Department should work together to establish building maintenance plans to ensure the regular maintenance and scheduled replacement of building systems and components such as Heating, Ventilation, and Air Conditioning (HVAC), generators, roofs, driveways, parking lots, painting, and carpet replacement, to keep the stations in good general repair.

## **2.9 Develop a plan to add sleeping quarters to at least one fire station.**

The Town should start planning to renovate one or more of the fire stations to include sleeping quarters. Some neighboring towns have had success by building apartments in or adjacent to their fire stations, where volunteer firefighters live in return for responding to emergency calls and paying a nominal monthly rent. These sleeping quarters would also be necessary if fire department were to eventually staff with paid firefighters as well.

## **2.10 Include more training space and a gym in future fire station renovation plans.**

Future renovation plans should also include a larger training room, to more accommodate fire fighters, as well as a gym. In addition to providing an opportunity for firefighters to improve their health and fitness, a gym within the fire station provides a reason for volunteer firefighters to be at the fire station which improves fire department's response to emergencies.

## **2.11 Modify the Fire Apparatus Plan to replace vehicles earlier than currently planned.**

The Economic Theory of Vehicle Replacement states that as a vehicle ages, the cost of capital diminishes and its operating cost increases. The combination of these two costs produces a total cost curve. The optimal time to replace any piece of apparatus is when the operating cost begins to exceed the capital costs. Shortening the replacement cycle to within this window allows for an apparatus replacement at optimal savings to the department.

## **2.12 Update the equipment replacement plan annually.**

Update the Equipment Replacement Plan annually to provide an inventory of equipment that is in good general repair and scheduled for replacement, including SCBA, radios, and other high-value equipment.

## Opportunity 3. Volunteer Firefighters

### **3.1 Begin to track and monitor the IAFC’s “Indicators for Change” to identify trends that may lead to the need for paid staffing.**

Two of the five IAFC Indicators for Change – Community Growth and Community Aging - definitively indicate that the Town of East Granby should begin considering making changes to the current staffing of its fire services. There was not sufficient data available to definitively determine whether the other three indicators - Reduced Staffing, Extended Response Times, and Missed Calls – are current concerns within the Town of East Granby. Dynamix Consulting Group recommends that the Town of East Granby begin tracking these metrics immediately as they will indicate just how soon it will be necessary to make changes to the staffing of the East Granby Volunteer Fire Department.

### **3.2 Provide administrative support and an increased stipend to the Volunteer Fire Chief.**

Dynamix Consulting Group suggests there is a significant value in keeping the volunteer fire chief position as a position that volunteer firefighters can aspire to attain for as long as there are volunteer firefighters who are willing to do the job. This creates an incentive for volunteer firefighters to actively train and respond to calls. Current volunteer firefighters who have risen through the ranks of East Granby Fire Department, are members of the community, and have received training and mentorship in leading a volunteer fire company are often the best-positioned individuals to move the organization forward while preserving the proud traditions of the volunteer fire service. When organizations fail to develop such individuals, it becomes necessary to look outside of the organization to fill this role. To that end, there are two initiatives that the Town of East Granby should consider making the position of volunteer fire chief more attractive to its current volunteer firefighters: administrative support and an increased stipend.

### **3.3 Create specific job functions associated with initial and annual training requirements that volunteer firefighters can easily satisfy.**

The East Granby Volunteer Department bylaws recognize Regular Firefighters and Exterior Firefighters. Each of these two categories of firefighters has its own established training requirements. To further encourage volunteer firefighting in East Granby, the fire department should consider establishing more specific classifications of volunteer firefighter positions along with the commensurate minimum initial and ongoing training requirements based on the duties that each position is authorized to perform. Industry standards suggest that firefighter training should be commensurate with duties performed. As such, the more specific a job function is, the simpler it is to establish specific training requirements and ongoing training requirements for that position. As the East Granby Volunteer Fire Department has seen a decline in the number of volunteer firefighters in recent years, it would be beneficial to create specific job functions with associated initial and ongoing training requirements that volunteers can satisfy.

### **3.4 Return the shared administrative assistant to the Department of Public Works and provide administrative support that is skilled in fire administration.**

Dynamix Consulting Group suggests this current arrangement is not the best use of resources for either East Granby Volunteer Fire Department or the Department of Public Works. The absence of the administrative assistant from Public Works for 13 hours each week causes a backlog of work in that department. The fire department has a significant need for administrative support; however, the work that needs completed requires formal training in fire service management, public policy, and a strong background in both oral and written communications.

### **3.5 Review and update the Volunteer Firefighter Incentive Program.**

The Town and East Granby Volunteer Fire Department should collaboratively review the current incentive program to ensure the money spent on incentives is effectively incentivizing the volunteer firefighters. Dynamix Consulting Group further recommends that the Town include its labor attorney in this review to ensure that all incentives paid to volunteer firefighters align in accordance with the Fair Labor Standards Act (FLSA).

### **3.6 Create a one-page summary of the mental health services that are available to firefighters and make it available for reference.**

East Granby Volunteer Fire Department offers grief support and PTSD counseling through the fire department's chaplain. Additionally, the Farmington Valley Health District and the Town of East Granby Social Service have, at times, assisted members of the East Granby Volunteer Fire Department as well. Dynamix Consulting Group noted during the site visit varying levels of understanding about how or where to access mental health services among the members of the fire department. The Town should work with the fire department to create a one-page summary of the services that are available to volunteer firefighters as well as contact information. Share the flier with all firefighters and placed in a location where it is readily available for reference.

### **3.7 Review the mental health program to ensure that firefighters have the resources they need when they need them.**

A collaborative review by the Town and the fire department of the current programs and other available options would ensure that the offered programs best serve the needs of East Granby's volunteer firefighters.

### **3.8 Establish a fire department safety committee.**

NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program*, is the industry standard for the development and administration of a fire department safety program. The safety committee should meet monthly, raise awareness, and modify behaviors that will result in a safe work environment. Additionally, the committee should review all accidents, injuries, near miss incidents, and workplace safety suggestions. The committee should analyze the information received and report its findings to the Fire Chief.

### **3.9 Provide annual medical evaluations to all firefighters.**

The Town and East Granby Volunteer Fire Department should provide annual medical exams based on NFPA 1582: *Standard on Comprehensive Occupational Medical Program for Fire Departments*. The Town and the fire department should consider emphasizing health and wellness programs for volunteer fire fighters because of an increased risk for cardiovascular disease and certain types of cancer in the fire service. Prevention programs and health monitoring provide cost savings to fire organizations, reducing workers' compensation costs, sick leave/overtime hiring costs, and improves the overall mental and physical health and wellness of first responders.

### **3.10 Provide a turnout gear dryer and either a second set of turnout gear or access to a second set of turnout gear to all firefighters.**

While East Granby volunteer firefighters have access to a gear washer, they do not have access to a gear dryer and have only limited access to a second set of gear to wear. This creates a situation where firefighters face the decision to borrow gear or wait to wash gear until such time that they are not responding to calls.

### **3.11 Store all turnout gear in a well-ventilated room.**

An additional preventative measure is to limit/reduce firefighter exposure to toxic products of combustion which occur *after the fire* (aka, off-gassing). Take steps to store turnout gear in a well-ventilated room to prevent additional firefighter exposure to off gassing of chemicals absorbed into turnout gear during a fire.

### **3.12 Establish minimum training requirements for each level of fire officer within the East Granby Volunteer Fire Department.**

Conn-OSHA Requires fire brigade leaders and training instructors receive training and education, which is more comprehensive than that provided to the general membership of the fire brigade. There are increasingly complex demands placed upon the leaders of today's fire service. The following levels of Fire Officers that exist within NFPA 1021, *Standard for Fire Officer Professional Qualifications* for midlevel and department chief officers. This information should be considered when stipends for fire officers as well as the required skillset for potential future administrative support for the fire department.

### **3.13 Create a contract for the provision of fire services between the Town of East Granby and the East Granby Volunteer Fire Department.**

Currently, there is no formal agreement in place between the Town of East Granby and the East Granby Volunteer Fire Department about exactly how they will partner to provide fire protection within the Town. An agreement between a municipality and the fire company providing services is a typical instrument that should be in place and regularly updated. Such a document clearly defines the relationship and obligations of each party, including financial commitments.

## Opportunity 4. Fire Marshal's Office and Emergency Management

### 4.1 Develop a plan to more evenly distributes the inspection workload over all four years.

The Fire Marshal's Office has all of their inspections on a four-year cycle, with each occupancy being on a schedule to be inspected annually, every two years, every three years, or every four years. Despite the best efforts of the Fire Marshal's Office to equally distribute the required workload over all of the years, the number of inspections that were required to be completed in 2021 were significantly higher than the previous three years, creating a spike in the number of inspections that were not completed that year.

### 4.2 Conduct an evaluation to determine if there are any process or technology changes that should occur to improve the productivity within the East Granby Fire Marshal's Office.

Dynamix Consulting Group's interviews with the Fire Marshal suggested that during 2020 when inspections were not being conducted, the staff was in the office performing administrative duties that were not directly related to inspections. This likely contributed to the increased duration of inspections in 2020. While the amount of time that it took to complete inspections in 2021 decreased from 2020, its still more than double the amount of time that it took to complete inspections in 2018 and 2019. The Town of East Granby should conduct an evaluation to determine if there are any process or technology changes that should occur to improve the productivity within the East Granby Fire Marshal's Office.

### 4.3 Monitor the number of plan reviews that are completed annually and increase staffing, as necessary.

As the Town plans for and encourages development within the community, the number of required plan reviews will increase. East Granby should make plans to increase staffing or reconfigure the current staffing model in the office to complete these plan reviews so that the anticipated future increase in plan reviews does not further increase the number of inspections that are required to be completed each year that are not being done in East Granby.

#### **4.4 Monitor the number of fire investigations that are completed annually and increase staffing, as necessary.**

The East Granby Fire Marshal's Office has seen an increase in the number of Fire Investigations it has conducted during each of the last three years. The Town of East Granby should monitor the number of fire investigations completed by the Fire Marshal's Office each year. If the number continues to rise, the Town should make plans to increase staffing in the office accordingly to complete these investigations so that the increase in fire investigations does not further increase the number of inspections that are required to be completed each year that are not being done in East Granby.

#### **4.5 Adopt a plan review fee to fund additional staff hours for the Fire Marshal's Office.**

The Town of East Granby does not charge a fee to conduct plan reviews. The Town charges fees for Blasting Permits (\$60.00), Tent Permits (\$15.00), and Burning Permits (\$25.00). The East Granby Building Department charges \$15.00 per \$1,000 for the following permits: Electrical Permit, Mechanical Permit, Plumbing Permit, Swimming Pools, Health District Form, Excavation Permit Form, Woodstoves/Propane Heaters, Roofing Permit, Solar Permit Application, and Zoning Permit. Charging for plans reviews based on the cost of the project is very much an industry accepted practice. The Town of East Granby should consider adopting a plan review fee schedule as a potential source of revenue to fund additional staff hours for the Fire Marshal's Office. This increased staffing would better position the Fire Marshal's Office to complete the inspections within the Town of East Granby required by the Connecticut General Statutes.

#### **4.6 The Fire Marshal's Office should take a more active role in reducing false alarms.**

"False Alarms" accounted for more than one quarter (29%) of all emergency responses in East Granby between 2016 and 2021. Response to emergency calls requires a significant investment personnel and equipment resources. It would be in the best interest of the Town of East Granby to evaluate these calls in detail and to determine if education or code enforcement efforts could reduce the number of False Alarms, thereby decreasing the burden on volunteer firefighter to respond to nonemergency calls.

#### **4.7 Monitor the demand for burn permits and be prepared to increase staffing if demand increases.**

The East Granby Fire Marshal's Office is also the Burning Official for the Town of East Granby. While the demand for burn permits has risen and fallen in recent years, the total number of permits issued has not contributed significantly to the overall workload in the Fire Marshal's Office.

## **4.8 Evaluate the staffing allocated to Emergency Management Functions.**

The recent COVID-19 Pandemic put a renewed focus on the humanitarian aspects of emergencies as a priority going into the future. As such, it would behoove the Town of East Granby to add additional resources to ensure that the Town is appropriately prepared to both proactively and reactively assist its citizens during times of disaster.

## **4.9 Re-Evaluate the arrangement of paying stipends for the performance of Emergency Management functions.**

With the stipend arrangement, the amount of work an employee puts forth has no bearing on the amount of money paid. If the Town chooses to keep this function with the Fire Marshal's Office, both the Town and the employees performing Emergency Management functions would both be better served by changing this arrangement to an hourly rate of pay to ensure the compensation paid for these functions is appropriate to the number of hours that are actually worked.

## **4.10 Re-Evaluate the staffing of the Fire Marshal's Office.**

The fact that the Fire Marshal's Office does not remain open during all of Town Hall's normal business hours is not customer friendly. The staffing schedule for the Fire Marshal's Office changes monthly and the hours post on the Town Website. This is also not ideal.

The East Granby Town Hall is open to the public for a total of 33 hours each week. This is exactly the number of hours budgeted to staff the Fire Marshal's Office each week. The Town of East Granby could immediately realize more consistent staffing in the Fire Marshal's Office by combining the four positions with limited hours into one or two positions with more hours that work set schedules. The Town could then cross-appoint Fire Marshals from neighboring communities to ensure that on-call Fire Marshals are available to back up the members of the East Granby Fire Marshal's Office as needed for unscheduled call-backs. There would be no cost to appoint Fire Marshals from neighboring communities, thus allowing them the authority to work in East Granby. East Granby could in return provide this same coverage for their neighboring communities.

Considering even more cooperative options, the Town of East Granby could realize a series of benefits by sharing Fire Marshal and / or Emergency Management services with one or more other towns. Many of the towns that surround East Granby have either part-time employees who are tasked with Emergency Management, or the function has been assigned to an employee who also has another primary work function.

## Opportunity 5. Emergency Medical Services

### **5.1 Develop a plan for the provision of Emergency Medical Services in the event the Granby Ambulance Association chooses to discontinue this service to East Granby.**

The Town of East Granby should be aware that the PSA Holder for the Town of East Granby (Granby Ambulance Association) could surrender a PSA at will if they no longer chose to provide the service. Should this happen within the Town of East Granby at any point in the future, the Town would need to identify an alternate method for the delivery of emergency medical services.

### **5.2 Request the Granby Ambulance Association begin submitting quarterly reports as required by the LEMSP.**

The LEMSP requires the Granby Ambulance Association to submit written reports based on the total EMS responses quarterly to the Office of the First Selectman. These reports are due:

- First Quarter: April 30
- Second Quarter: July 30
- Third Quarter: October 31
- Fourth Quarter: January 31

Dynamix noted during the March 2022 site visit the First Selectman's Office did not receive the required Quarterly Reports from the Granby Ambulance Association. The Granby Ambulance Association reported the previous Granby First Selectman had not requested these reports.

Dynamix Consulting Group recommends that the First Selectman's Office request that Granby Ambulance begin submitting quarterly reports as required by the LEMSP. Granby Ambulance should submit the second quarter 2022 report to the First Selectman's office on or before July 30, 2022.

### **5.3 Share the Granby Ambulance Association quarterly reports with the appropriate East Granby Stakeholders.**

Upon receipt of quarterly reports from the Granby Ambulance Association, the East Granby First Selectman's Office should share these reports with the appropriate East Granby Stakeholders. The Town should monitor the performance of the Granby Ambulance Association to ensure compliance with the contract.

## **5.4 Designate First Responders / Supplemental First Responders.**

The Town of East Granby should evaluate the feasibility of designating First Responders / Supplemental First Responders within its Emergency Medical Services System. This evaluation should take into consideration the requirements set forth by the State of Connecticut, the financial commitment required of the Town to ensure that these First Responders have the appropriate training and equipment, and the current workload of the potential First Responders.

Dynamix suggests that the East Granby Police Department, the East Granby Volunteer Fire Department, or the designation of one department as the First Responder and the other as the Supplemental First Responder could benefit the community. Take care with regards to the Volunteer Fire Department not to place too much of a training or response burden on a volunteer system that is already challenged to recruit and retain members. The Medical Control Physician who provides oversight for these first responders can establish protocols to dispatch the first responders to the specific types of medical calls where the patient could benefit from the care of a first responder.

## **5.5 Recruit Volunteers for the Granby Ambulance Association.**

An alternative to designating the East Granby Volunteer Fire Department as a First Responder or Supplemental First Responder could be to assist the Granby Ambulance Association with the recruitment of volunteers from within the Town of East Granby.

In addition to recruiting new volunteers from within the community, the Town of East Granby should consider encouraging members of the East Granby Volunteer Fire Department who wish to provide emergency medical care to join the Granby Ambulance Association. As the Granby Ambulance Association requires that volunteers certify as Emergency Medical Technicians, the Town should further consider paying for this training for any volunteer firefighters who are willing to join the Granby Ambulance Association. By establishing an active cadre of volunteer Emergency Medical Technicians within the Town of East Granby, the ambulance in Town could staff during overnight hours when a crew of two or more volunteers are available. Additionally, the Town of East Granby could work with the Granby Ambulance Association to potentially establish a “jump crew” that could report to the Ambulance Station in East Granby when there is a call for service, “jump” in the ambulance and respond to the call. Encouraging those volunteer fire fighters who are interested in providing emergency medical care to join the Granby Ambulance Association could help avoid placing an additional training and response burden on the Granby Volunteer Fire Department.

## **5.6 Schedule regular joint training sessions between the Granby Ambulance Association and the East Granby Volunteer Fire Department.**

There should be regularly scheduled joint training sessions, perhaps quarterly, between the East Granby Volunteer Fire Department and the Granby Ambulance Association. In addition to improving the collaborative operational efficiency of the two organizations at emergency scenes, these training sessions could serve to familiarize members of the East Granby Volunteer Fire Department with the Granby Ambulance Association which could lead to firefighters volunteering for the ambulance association.

## Opportunity 6. Service Delivery

### 6.1 Examine the root cause for the recent increase in EMS and Hazardous Incidents.

The year over year trend from 2016 through 2021 is an increase in EMS and hazardous condition type incidents with other call types fluctuating or remaining constant. East Granby Volunteer Fire Department should examine the root causes for why these two call types are on the rise.

### 6.2 The officer in charge of the incident should enter all fire reports.

Data was a very limiting factor in the East Granby Fire Department Community Based Fire and Emergency Services Strategic Plan. The quality of the recorded data will improve drastically if the officer in charge of each incident enters the report rather than being written and submitted to the Fire Marshal for entry into the database. Dynamix Consulting Group further recommends all fire officers receive training on the National Fire Incident Reporting System (NFIRS) to understand why they are entering fire reports and why it is important. The United States Fire Administration offers free on-line and in-person NFIRS Training.

### 6.3 Collect data and monitor Call Concurrency.

The first evaluation is call concurrency. Call concurrency is a comparison of how often multiple calls occur and place additional demand on resources. A concurrent call is when a second unit responds to a separate incident prior to the first unit clearing the scene and becoming available. When two incidents are occurring simultaneously and a third separate incident emerges, three concurrent calls are present, and so on.

### 6.4 Collect data and monitor Unit Hour Utilization.

Another component considered when evaluating resource reliability is Unit Hour Utilization (UHU). UHU provides an expression of the workload placed on the crew assigned to that unit and describes the amount of time that a unit is not available for response because it is already committed to another incident. The larger the percentage, the greater its utilization, and the less available it is for assignment to subsequent calls for service, training, and ancillary duties. Expressed as a percentage, UHU rates represent the percentage of the total hours of use in a year.

As East Granby Volunteer Fire Department moves forward, data collection and performance monitoring should become a top priority for the department.

## **6.5 Work with Tolland County 911 to ensure compliance with NFPA 1221 for Call Processing Times.**

East Granby Volunteer Fire Department contracts with Tolland County 911 and does not have direct supervision over the initial processing and transferring of emergency calls, so these performance measures are not within its control. Additionally, at the time of this report, that information was unavailable. Dynamix Consulting Group recommends the department actively work with the communications center to ensure compliance with NFPA 1221 and regularly monitor performance.

## **6.6 Track enroute times for all units and for all incidents and develop a QA process to validate data.**

Turnout is the time it takes personnel to receive the dispatch information, move to the appropriate apparatus, and begin responding to the incident. At the time of this report, too few incidents were available that possessed enroute times that were not identical to the dispatch time to calculate this metric. In the future, East Granby Volunteer Fire Department should track enroute times for all units and for all incidents and develop a QA process to validate data.

## **6.7 Collect data and monitor Travel Time Performance.**

Travel time is the amount of time between when the apparatus departs for the call and when it arrives on scene. Due to the lack of enroute times available at the time of the report, calculating travel times was not possible.

## **6.8 Continue to collect data and monitor Response Time Performance.**

Response time is the amount of time from initial notification to the fire department until the first unit arrives on-scene. Although data was limited, initial observations appear to indicate that for 80% of incidents, primarily in the first quarter of 2022, East Granby Volunteer Fire Department possessed a strong performance; however, it should be noted that this is measured at the 80<sup>th</sup> percentile as opposed to NFPA 1710 or urban volunteer departments measured at the 90<sup>th</sup> percentile.

## **6.9 Collect data and monitor Total Response Time Performance.**

Total response time is the amount of time that elapsed from when the call initiated at the communications center until the first emergency unit arrived on scene. Due to limited data, low call volume, and missing data fields, Total Response Time calculations were not possible.

## Opportunity 7. Insurance Services Office

### **7.1 Ensure that all engines and reserve engines contain pump capacities of 1,500 gpm or more and has the appropriate amount of tested hose and required equipment.**

East Granby Volunteer Fire Department should ensure that engines contain pump capacities of 1,500 or more to meet the BFF requirements, that the required amount of hose is on the apparatus and tested, and that all equipment is in service and maintained on frontline and reserve apparatus.

### **7.2 Ensure that the ladder truck and reserve service truck contain the appropriate amount of tested hose and required equipment.**

East Granby has recently purchased a ladder truck, which should enter service soon. Like the engines, all equipment and hose should be maintained on this apparatus and testing should be completed annually. With the purchase of a frontline ladder company, East Granby Volunteer Fire Department should ensure that their reserve service company meets the equipment inventory requirements for ISO.

### **7.3 Properly document training classes and hours.**

Training existing personnel is the quickest and most cost-effective area for improvement. The costs associated with meeting minimum training requirements are minor when compared with other expenses, such as additional staffing and capital improvements. The ability of the department to properly document and store this information is equally important. Proper documentation of all training classes and hours for each staff member cannot be overemphasized. The use of web based software platforms to conduct and document training can significantly improve the tracking and documentation of training. In 2014, East Granby Volunteer Fire Department received 2.20 of 9 available points, with facilities, company, and officer training and pre-fire inspections representing the greatest opportunities for credit improvement.

## **7.4 Validate ISO's finding with the water provider to determine if the information in the past evaluation was correct.**

Within the water system, deductions in credit were attributed to a lack of NFF for a duration of three hours for 3,000 gpm or errors in reporting information.

## **7.5 Review Community Risk Reduction requirements and provide this information to ISO during the next evaluation.**

This section examines the total number of points credited for Community Risk Reduction (CRR) and includes fire prevention, public safety education, and fire investigation programs. The maximum number of points available for this section is 5.5. These points add to the original total of 100 as an incentive to those who are currently employing these practices while not penalizing those yet to adopt community risk reduction practices. In 2014, East Granby received no credit in any category for CRR. This category represents one of the most cost effective methods to improve upon the overall ISO rating. The East Granby Fire Marshal's Office should review the requirements within this section and provide the information to ISO during the next evaluation.

## Opportunity 8. Cooperative Services

### **8.1 Allocate time for a representative of East Granby to become active with CRCOG.**

There would be value to the Town of East Granby in having a representative active within CREPC. Active participation would make East Granby aware of real-time opportunities related to emergency planning, response, and potential funding opportunities, all of which could benefit the Town of East Granby.

These three fire departments place extreme value in shared training programs as well as mutual and automatic aid responses, but it must be noted that their ability to give and receive additional services beyond those functions is limited because of their own necessity to focus on the primary reason for their existence.

### **8.2 Develop a plan for staffing in the event Bradley Airport, Collins Aerospace and the Connecticut Air National Guard are no longer able to provide automatic and mutual aid.**

While all the predominately volunteer fire departments in and around the Town of East Granby benefit from the willingness of the Bradley Airport, Collins Aerospace, and Connecticut Air National Guard Fire Departments to respond to local emergencies, that these fire departments are all short term solutions to a long term problem. The Bradley Airport Fire Department is permitted to respond off the airport property when the Connecticut Air National Guard Fire Department is available to cover for them, likewise the Connecticut Air National Guard is permitted to respond off the property when the Bradley Airport Fire Department is available to cover for them; and Collins Aerospace has limited availability to provide assistance outside of weekday business hours. Changes to the staffing or operations of any of these fire departments could create an immediate change in any or all these fire departments being able to provide mutual aid assistance at any time.

### **8.3 Investigate the feasibility of a shared Fire Administrator.**

Today's fire chiefs are responsible for a variety of administrative tasks including but not limited to planning, budgeting, purchasing equipment, writing policies, applying for grants, and researching modern technology. These nonemergency responsibilities require a significant investment of time beyond the fire chief's response to emergencies. While a full-time paid fire chief would manage all these responsibilities, this is often not feasible or reasonable for volunteer fire chiefs. These individuals likely have full-time jobs and will want to focus their limited time on leading their firefighters, attending training, and responding to emergency calls. By providing the support of a fire administrator who can assist the volunteer fire chief, the Town of East Granby can decrease the administrative workload placed on the volunteer fire chief. This decreased workload may entice more volunteer firefighters to be willing to serve as the volunteer fire chief. Dynamix Consulting Group defines the position of fire administrator as a skilled professional with formal training in fire service management, public policy, and a strong background in both oral and written communications.

### **8.4 Increase the Volunteer Fire Chief stipend to be commensurate with the duties of the position.**

Beyond offering administrative support to the volunteer fire chief, Dynamix Consulting Group suggests that increasing the stipend provided to the volunteer fire chief would increase the number of people willing to serve in this position. Considering the amount of time required to serve as volunteer fire chief, an increased stipend is much more economical and likely to sustain the volunteer system over hiring a paid chief at this juncture.

### **8.5 Investigate the feasibility of a shared Training Officer.**

Consistent with the rationale for the shared Fire Administrator, an administrative burden exists for the position of volunteer training officer as this person is likely to also have a full-time job. These volunteers are more likely to want to focus their limited time on attending training and responding to emergency calls than developing lesson plans, arranging the logistics of successful weekly training classes, and properly documenting each of the course deliveries. By providing the support of a shared training officer who can assist the volunteer training officer, the Town of East Granby can decrease the administrative workload placed on that position. This decreased workload may entice more volunteers to be willing to serve as the East Granby Director of Training / Deputy Chief who oversees the volunteer fire department training program. A single shared training officer serving multiple fire departments will result in increased cooperative efficiencies of the various fire departments working together on emergency scenes.

## 8.6 Investigate the feasibility of a shared Fire Marshal's Office.

Most of the municipal fire departments within Task Force 52 have a need for additional personnel and / or budgeted hours for their personnel to complete the required inspections, plan reviews, permits, and fire investigations within their jurisdiction. The *Fire Marshal* section of this report outlines the exact deficiencies that currently exist within the staffing model of the East Granby Fire Marshal's Office.

Dynamix Consulting Group recommends against maintaining the existing status quo as it relates to the staffing of the East Granby Fire Marshal's Office because the data provided by the Fire Marshal's Office clearly illustrates that the current staffing is inadequate to comply with the requirements of the Connecticut General Statutes. The Town of East Granby could realize a series of benefits by sharing Fire Marshal services with one or more other towns. Multiple part-time positions could combine into full-time positions that will allow regular scheduling while still sharing the costs between the towns. A shared Fire Marshal's office could put multiple full-time personnel under the direction of a single supervisor, thereby creating a system of redundancy that provides coverage for Fire Marshal staff who are off from work. As an added benefit, this model would also relieve the elected East Granby First Selectman position of the day-to-day supervisory responsibility of the Fire Marshals' Office. This is a needed relief for three reasons. First, the First Selectman has the potential of a short tenure because it is an elected two-year term. Second, the person elected as First Selectman may or may not have a working knowledge the requirements of the Connecticut General Statutes as they relate to Fire Marshals. Third, seek to reduce the current supervisory span of control for the East Granby First Selectman position as it is unwieldy with 20 direct reports to one First Selectman.

## 8.7 Investigate the feasibility of an Emergency Management Office.

The Town of East Granby could realize a series of benefits by sharing Emergency Management services with one or more other towns. Many of the towns that surround East Granby have either part-time employees tasked with Emergency Management, or the function has been assigned to an employee who also has another primary work function.

The functions of the Fire Marshal and Emergency Management have similar required skill sets. As such, depending on the number of towns that are interested in sharing Emergency Management services, there exist options to assign the task of Emergency Management to a shared Fire Marshal's office or to establish a regional office of Emergency Management. An added benefit is that the shared arrangement would qualify the participating towns for additional grant opportunities because shared services are often scored highly during grant application review processes.

## **8.8 Investigate the feasibility of shared paid firefighters to support the existing volunteer fire departments.**

There is an immediate need in East Granby and its surrounding towns to implement measures to help sustain the viability of all volunteer and combination fire departments in the region. If the leadership of the Town of East Granby and the East Granby Volunteer Fire Department agree that the preservation of the volunteer fire department is their shared primary focus, East Granby should take the lead in engaging potential partners who also share this goal in discussions about future cooperative services.

Dynamix Consulting Group suggests that prior to entering into any agreements, that potential cooperative services partners agree to a Mission, Vision, and Core Values for their shared organization. If the agreed-upon priority is the preservation and support of the volunteer fire companies, this should reflect in the Mission, Vision, and Values of the shared organization. Once established, it is imperative that elected officials, appointed officials, and members of all fire departments involved understand the agreed upon Mission, Vision, and Core Values and that they are the basis for decisions made at all levels within this shared organization.

As the Town of East Granby commissioned this report, all models presented in this report represent data provided by the Town of East Granby. Should one or more towns chose to enter a formal partnership with each other, Dynamix Consulting Group recommends that those towns either internally conduct a detailed Feasibility Study of the potential shared service arrangement or engage the services of an outside consultant for this purpose. This would include completing a comprehensive detailed service delivery analysis based on historical and projected demand for emergency services within any of the communities that wish to collaborate on emergency response deployment.

Dynamix Consulting Group notes that the Fair Labor Standards Act (FLSA) prohibits individuals from working and volunteering to do the same job for the same employer. If one or more of the volunteer fire departments collaborate to fund paid firefighting positions within the region, it would be prudent for those towns to have their labor attorneys review the staffing plan to ensure compliance with the Fair Labor Standards Act (FLSA).

# Strategic Plan

The May 15, 2022 East Granby Volunteer Fire Department Strategic Planning Workshop accomplished more than just the development of a document. This process challenged the elected officials, appointed officials, members of the community, and members of the fire department to work together to critically evaluate the needs of the Town of East Granby and the East Granby Volunteer Fire Department, and to plan to allocate resources to position the fire department to best serve the community in the future.

## The Strategic Planning Team

Dynamix Consulting Group would like to thank the East Granby Volunteer Fire Department Strategic Planning Team. This project would not have been possible without their cooperation and support.

### The Town of East Granby

Eden Wimpfheimer, First Selectman

Joe Doering, Selectman

Kenneth Beliveau, Fire Marshal

Kim Chatey, Administrative Assistant

Art Reardon, Resident

### The East Granby Volunteer Fire Department

Kerry Flaherty, Fire Chief

Troy Wolf, Assistant Fire Chief

Marshall Benware, President

Gail Domin, Treasurer

Stephen Santy, Captain

Glenn VanNeil, Captain

Ryan Gothers, Lieutenant

Chris Fortier, Firefighter

Chris Collins, Firefighter

## Strategic Planning

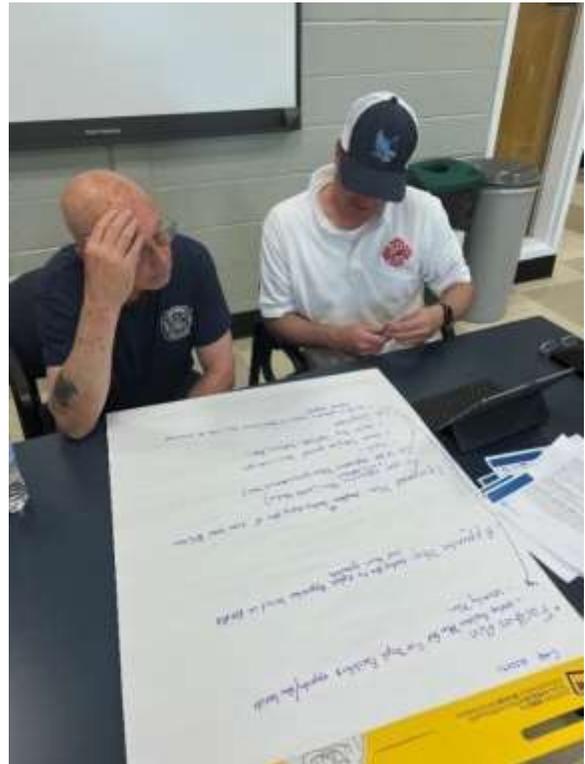
“I can give you a six-word formula for success: Think things through - then follow through.”

— Eddie Rickenbacker, Race Car Driver

Having a plan is only half of the formula necessary to achieve success. It is absolutely necessary to think things through – to establish goals, objectives, timelines, and assignments— but this in and of itself accomplishes nothing. Developing a plan represents the intention to achieve something. The follow through to the plan effects actual change.

The Fire Department Strategic Planning Team committed time, effort, and energy to develop this Strategic Plan. While the plan is now complete, its success depends entirely on the follow through by all members of the organization to achieve the stated outcomes.

An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get where it is going, has the best chance to meet the needs of its community and to achieve its own vision. This Strategic Planning process provided the opportunity for the members of the Planning Team to “think things through.” It is now time for the members of the East Granby Volunteer Fire Department and the representatives of the Town of East Granby to put into motion the second part of Eddie Rickenbacker’s formula for success: “Then follow through”.



## Background

In May of 2022, the East Granby Volunteer Fire Department and the Town of East Granby received the preliminary draft of the 2022 Community Based Fire and Emergency Services Strategic Plan. This preliminary draft included the full evaluation of the East Granby Volunteer Fire Department answered two questions:

1. Where is our organization today?
2. Where will we need to be in the future?

The purpose of the May 15, 2022, East Granby Volunteer Fire Department Strategic Planning Workshop was to answer the final question of “How do we get there?”. With the help of Dynamix Consulting Group, the East Granby Volunteer Fire Department assembled a Strategic Planning Team to review the findings, identify and prioritize work, and establish the major initiatives to address in the Strategic Plan.



This strategic planning effort resulted in a three-year work plan, intended to guide the effort of the East Granby Volunteer Fire Department and the Town of East Granby by establishing a common set of goals, objectives, and timelines. Strategic planning helps organizations focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

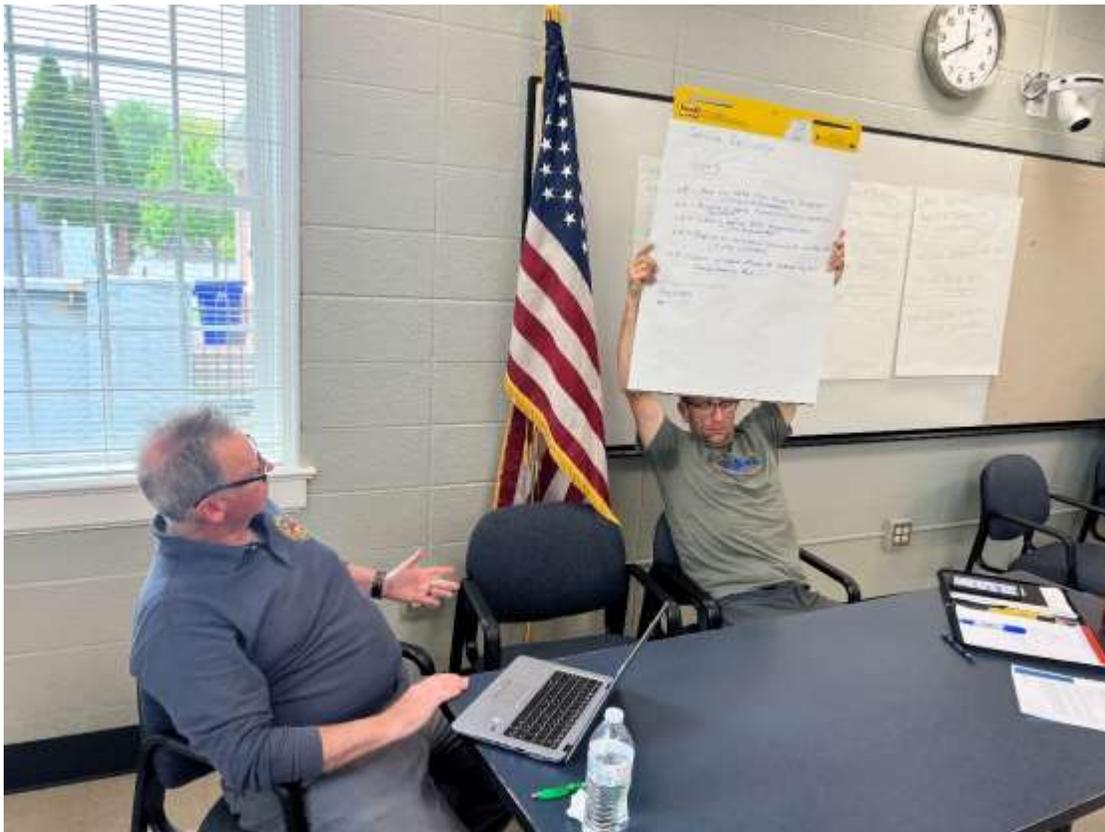
The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once created and adopted, administrators divided the strategic plan’s elements among smaller task teams created from members of the organization, which results in additional buy-in. This strategic plan should become a “living” document that changes with East Granby Volunteer Fire Department and provides the organization with a road map for the future.

## The Strategic Planning Workshop

The East Granby Volunteer Fire Department Strategic Planning Workshop was a historic event. Members of the East Granby Volunteer Fire Department invited elected officials,

appointed officials, members of the community, and representatives from the fire department to come together to participate in the Strategic Planning Workshop. Never before had the town and the fire department participated in such an all-inclusive and transparent planning process.

Dynamix Consulting Group noted that the members who participated in the planning process were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire service and the safety of their community.



## Implementation Methodology

“The three major keys to successful strategic planning and implementation are commitment, credibility, and communication.”

- Chris Ahoy, Associate Vice President of Facilities Planning & Management, Iowa State University

The critical elements of commitment, credibility, and communication are best addressed by:

- Appropriate prioritization and completion of objectives.
- Consistently seeking and utilizing input from members of the East Granby Volunteer Fire Department.
- Continuously keeping the strategic plan and its status front and center of the organization.
- Measuring compliance for established timelines.
- Where circumstances jeopardize timelines, clear articulation of the reasons for the delay is key to credibility for the plan’s long-term success.

To the extent possible, the East Granby budget should align with strategic plan elements. The East Granby Board of Selectmen and Board of Finance must allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.





Dynamix Consulting Group notes that the Strategic Plan should be a “living” document, continuously updated to reflect the changing needs of the East Granby Volunteer Fire Department. Goals and objectives can and should change over time. The effective management of the Strategic Plan will communicate the changes – as well as the reasons for the changes – in a timely fashion.

Ideally, the East Granby Volunteer Fire Department, the Board of Selectmen and the Board of Finance should formally adopt the completed strategic plan to provide clear consensus and direction for fire services for the next three years.

Dynamix Consulting Group recommends that the East Granby Volunteer Fire Department and Town of East Granby convene an annual Strategic Planning Workshop to review the progress made each year and to re-evaluate and reprioritize goals and objectives for the upcoming year based on the current needs of the community and the fire department.

## Definition of Terms

There are four main components to this strategic plan: Initiatives, Goals, Objectives, and Outcomes. For purposes of this strategic plan, they are defined as follows:

**Initiative**—The largest overarching element of a strategic plan, an initiative is a broad enterprise where there may be multiple areas of focus.

**Goal**—A smaller component of and subordinate to an initiative, a goal focuses on one area but is still general in nature. Strategic planners consider initiatives accomplished upon completion of all goals under each initiative.

**Objective**—A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic planners consider goals accomplished with completion of each corresponding objective.

**Outcome Statement**—The description of a desired result of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, and outcomes are an important part of the East Granby Volunteer Fire Department’s future work effort. By following these components carefully, the fire service will be accomplishing their objectives, and in turn their goals, and should benefit from reduced obstacles and distractions.

## Initiative Workgroups

The East Granby Volunteer Fire Department and Town of East Granby each appointed members to the Initiative Workgroups. Workgroup selections considered those having a desire to achieve the objective or who have expertise or job assignments which align with the objective.

There is a designated “Person Responsible” for each objective in this Strategic Plan. The “Person Responsible” should coordinate with all members of their Initiative Workgroup to complete the specified work by the established due date.



## Role of Initiative Managers

For the purposes of accountability, one representative from each workgroup will serve as the Initiative Manager for each of the four initiatives. Following the completion of the Strategic Plan, each Initiative Manager should coordinate the meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.).

The Initiative Managers are responsible for tracking their initiative's progress and reporting it to the Strategic Plan Manager each month.

## Role of the Strategic Plan Manager

The Strategic Plan Manager should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communication reaches the four corners of the organization, so it is critical to use multiple methods of communication to keep the plan in the front of every member's mind.

The Strategic Plan Manager should share the overall Strategic Plan progress with the entire organization each month. The Strategic Plan Manager is the Fire Chief.



## Role of East Granby Volunteer Fire Department Members

As charter members of this strategic plan, the Strategic Planning Team is the natural champion of it. However, for the strategic plan to be successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Every member of the East Granby Volunteer Fire Department is responsible for understanding the strategic plan, internalizing its goals and objectives, and helping the organization achieve it whether a part of the various teams or not. By being aware of the various efforts to make the East Granby Volunteer Fire Department more successful, members can look out for opportunities among the various initiative workgroups for opportunities to assist in achieving its objectives. Members must also help by holding the organization accountable to stated timelines and outcomes. While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, these corrections should not be a routine excuse for not achieving what was committed to in the beginning.

It is also important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken years for some of the challenges the East Granby Volunteer Fire Department faces to manifest themselves in their current form. These challenges do not reverse overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolution of some significant issues require more effort and more expenditure than is available to the East Granby Volunteer Fire Department in the near term. Therefore, it is imperative that project leaders make every effort to manage this process with focus on efficiency and effectiveness.



## Communication Strategies and Mechanisms

Leadership must communicate the Strategic Plan often and through many mechanisms. The Strategic Planning Team must discuss numerous communication strategies including:

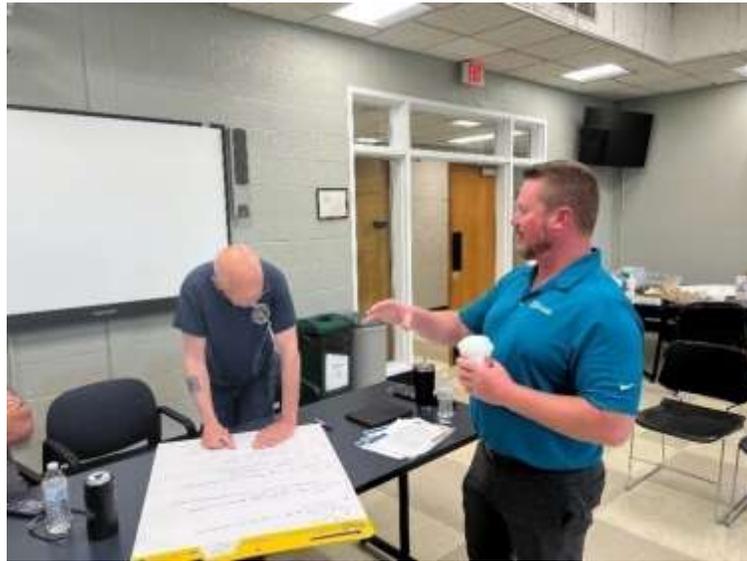
- Officers meeting with all crews over the course of time to review the strategic plan.
- Highlight a single element of the plan during fire department training sessions (e.g., during training, identify at least one component from the strategic plan and spend 5-10 minutes discussing it).
- Upload the strategic plan electronically to make it accessible to all personnel and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes, and identifying struggles transparently.
- Strategic Planning Team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the Strategic Planning Team annually to update the plan and ensure accountability.

These strategies and mechanisms each have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for accomplishments in the other elements.



## SWOT Analysis

Dynamix Consulting Group used two separate electronic surveys to solicit input from both the East Granby Community and the members of the East Granby Volunteer Fire Department. The surveys sought candid responses regarding strengths and weaknesses and to identify opportunities and threats facing the East Granby Volunteer Fire Department.



The anonymous surveys were available for participation from March 22, 2022, through April 12, 2022. A total of 103 members of the community and 28 members of the fire service participated in the two surveys. While the level of participation in the community survey was not large enough to constitute a representative sampling of the community stakeholders, the participation in the internal fire department study did constitute a majority of the members of the East Granby Volunteer Fire Department.

Dynamix Consulting Group noted through its site visits and survey results that in some cases, stakeholders have opposing views about the operations and activities within the Town. These differing views can be a direct result of a lack of information or receipt of misinformation. It is for this reason that Dynamix Consulting Group suggests that the perception of a problem by the members of the fire department is just as important as actually having a problem. As such, leaders must pay attention to both solving problems and addressing perceptions.

Included in Appendix E of this report are the complete results of the Community Survey.

Included in Appendix F of this report are the complete results of the Fire Department Survey

## Strengths

It is important for any organization to identify strengths as they provide assurances of the organization's ability to deliver the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward



primary community needs that match those strengths. Organizations should consider a careful review of programs that do not match organizational strengths or the primary function of the organization, to evaluate the rate of return on precious staff time.

## Weaknesses

Performance, or lack of performance, within an organization depends greatly on identifying weaknesses and determining how the organization confronts these weaknesses. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or even or at all. These areas of needed enhancements differ from threats identified later in this document. Weaknesses include those day-to-day issues and concerns that may slow or inhibit progress.

## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how the organization uses the strengths and overcomes the weaknesses. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the East Granby Volunteer Fire Department.

## Threats

It is paramount to recognize potential threats to draw strength and gain full benefit of any opportunity, notwithstanding the risk and challenges associated with new opportunities. By recognizing possible threats, an organization can greatly reduce the potential for loss.



## Cumulative SWOT Analysis

	Community	Fire Department Members	Cumulative SWOT Results
Strengths	Volunteer Firefighters	Fire Department Members	Fire Department Members
		Fire Department Leadership	
Weaknesses	Lack of Volunteer Firefighters	Lack of Support	Lack of Volunteer Firefighters
	Lack of Support	Lack of Volunteer Firefighters	Lack of Support
Opportunities	Provide Better Support	Provide Better Support	Provide Better Support
	More Firefighters	New Apparatus	
Threats	Lack of Support	Lack of Volunteer Firefighters	Lack of Support Lack of Volunteer Firefighters
	Lack of Volunteer Firefighters	Lack of Support	

## Development of Strategic Initiatives



Following a review of the SWOT Analysis, the following Strategic Initiatives were established for the May 15, 2022, Strategic Planning Workshop:

1. Capital Assets
2. Volunteer Firefighters
3. Service Delivery
4. Town Initiatives

## Mission, Vision, and Organizational Values

### Mission

A Mission Statement is an explanation of the organization's reason for existence. The Mission Statement supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions "What is our organization's purpose?" and "Why does our organization exist?"

During the Strategic Planning Workshop, the members of the East Granby Volunteer Fire Department, in partnership with the East Granby Elected Officials, Appointed Officials, and Members of the Community collaborated to craft the following proposed Mission Statement:

### Proposed Mission Statement

*East Granby Fire and Rescue is committed to saving lives and protecting property through community engagement and emergency response.*

## Vision

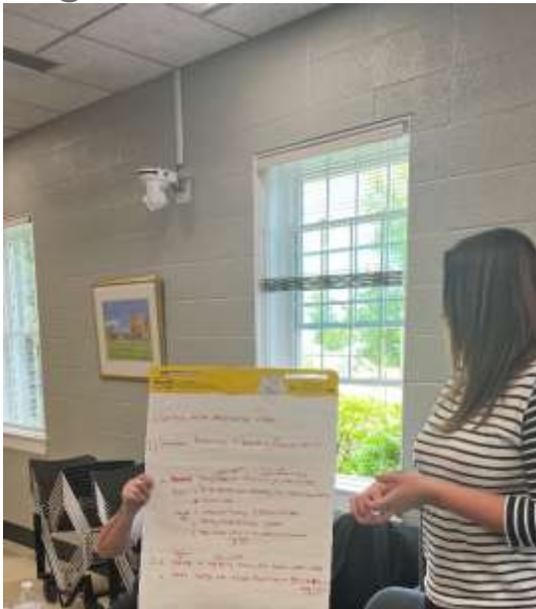
A Vision Statement establishes the ideal image that the organization wishes to achieve. The Vision Statement should answer the questions “Where are we headed?” and “If we achieved all strategic goals, what would we look like 10 years from now?”

During the Strategic Planning Workshop, the members of the East Granby Volunteer Fire Department, in partnership with the East Granby Elected Officials, Appointed Officials, and Members of the Community collaborated to craft the following proposed Vision Statement:

### Proposed Vision Statement

*East Granby Fire and Rescue shall adapt to the changing needs of our community by delivering a high standard of service while showing compassion at all times.*

## Organizational Values



An Organizational Values statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard to gauge and assess all actions.

The Organizational Values Statement should answer the questions “What values should guide the operations of our organization?” and “What conduct should our employees and volunteers uphold?”.

During the Strategic Planning Workshop, the members of the East Granby Volunteer Fire Department, in partnership with the East Granby Elected Officials, Appointed Officials, and Members of the Community collaborated to craft the following proposed Organizational Values:

### Proposed Organizational Values

*We are committed to **Excellence**.*

*We are **Prepared** to serve.*

*We will serve with **Integrity**.*

*We will treat everyone with **Compassion**.*

# Initiative 1. Capital Assets

## Workgroup Members:

1. Troy Wolf
2. Marshall Benware
3. Stephen Santy
4. Chris Collins



<p>Goal 1.1</p>	<p>Develop a Fire Department Facilities Plan</p>	
<p>Objectives</p>	<p>1.1.1 Develop a Fire Department Facilities Plan to include scheduled maintenance, renovations, and potential new construction.</p>	
	<p>Responsible: Troy Wolf</p>	<p>Timeline: October 1, 2022</p>
	<p>1.1.2 Develop a Fire Department Security Plan.</p>	
	<p>Responsible: Troy Wolf</p>	<p>Timeline: November 1, 2022</p>
	<p>Outcome: By developing a Fire Department Facilities Plan, the Town can plan to fund the scheduled maintenance, renovations, and potential new construction required to keep the Fire Department Facilities in good repair.</p>	

<p>Goal 1.2</p>	<p>Develop a Fire Apparatus Plan</p>	
<p>Objectives</p>	<p>1.2.1 Develop a Fire Apparatus Replacement Plan for all vehicles in the East Granby Fire Department fleet based on NFPA Standards.</p>	
	<p>Responsible: Stephen Santy</p>	<p>Timeline: October 1, 2022</p>
	<p>Outcome: By developing a Fire Department Apparatus Plan, the Town can plan to systematically fund the scheduled replacement of fire apparatus to ensure a safe and dependable fleet of fire department vehicles.</p>	

<b>Goal 1.3</b>	<b>Develop a Fire Department Equipment Plan.</b>	
<b>Objectives</b>	1.3.1 Develop an annual replacement schedule for Turnout Gear that complies with NFPA Standards.	
	Responsible: Chris Collins	Timeline: August 1, 2022
	1.3.2 Develop an annual Self Contained Breathing Apparatus Replacement Plan that complies with NFPA Standards.	
	Responsible: Chris Collins	Timeline: September 1, 2022
	1.3.3 Develop a Power Tool Replacement Plan for all battery, gas, and hydraulic tools based on NFPA Standards and the anticipated life span of each power tool.	
	Responsible: Chris Collins	Timeline: October 1, 2022
	1.3.4 Develop a Hose Replacement Plan based on NFPA Standards.	
	Responsible: Chris Collins	Timeline: November 1, 2022
	1.3.5 Develop a Radio Replacement Program based on NFPA Standards.	
	Responsible: Chris Collins	Timeline: December 1, 2022
	1.3.6 Develop a Small Tool Replacement Plan for all small tools including batteries, ropes, flashlights	
	Responsible: Chris Collins	Timeline: January 1, 2023
	Outcome: By developing a Fire Department Equipment Plan, the Town can plan to systematically fund the scheduled replacement of fire department equipment ensure that fire firefighters have safe and dependable tools to respond to emergencies.	

<p><b>Goal 1.4</b></p>	<p><b>Work with East Granby Elected Officials to implement a long-term plan to fund the fire department.</b></p>	
<p><b>Objectives</b></p>	<p>1.4.1 Schedule a joint meet with the Board of Selectmen and Board of Finance to present the proposed East Granby Volunteer Fire Department Facilities, Apparatus and Equipment Plans.</p>	
	<p>Responsible: Troy Wolf</p>	<p>Timeline: February 1, 2023</p>
	<p>1.4.2 Reach consensus on the Fire Department Facilities, Apparatus and Equipment Plans between the East Granby Volunteer Fire Department, the Board of Selectmen, and the Board of Finance.</p>	
	<p>Responsible: Troy Wolf</p>	<p>Timeline: April 1, 2023</p>
	<p><b>Outcome: By reaching consensus on the Fire Department Facilities, Apparatus and Equipment Plans, the Volunteer Fire Department, Board of Selectmen and Board of Finance will all be working in concert to ensure East Granby’s firefighters have the needed equipment and facilities to serve the Town and that the Town has a plan for funding in place.</b></p>	

## Initiative 2. Volunteer Firefighters

### Workgroup Members:

1. Gail Domin
2. Ryan Gothers
3. Chris Fortier



<b>Goal 2.1</b>	<b>Update the Volunteer Firefighter Incentive Program.</b>	
<b>Objectives</b>	2.1.1 Establish the current Firefighter Incentive Program to include incentives for both emergency response and training.	
	Responsible: Gail Domin	Timeline: August 1, 2022
	2.1.2. Solicit member input on the current Firefighter Incentive Program.	
	Responsible: Gail Domin	Timeline: October 1, 2022
	2.1.3 Update the current Firefighter Incentive Program.	
	Responsible: Gail Domin	Timeline: January 1, 2023
	2.1.4 Obtain endorsement for the updated Firefighter Incentive Program from the East Granby Volunteer Fire Department.	
	Responsible: Kerry Flaherty	Timeline: February 1, 2023
	2.1.5 Obtain Town approval of the updated Firefighter Incentive Program.	
	Responsible: Troy Wolf	Timeline: March 1, 2023
	2.1.6 Monitor the Volunteer Firefighter Incentive Program annually and update, as necessary.	
	Responsible: Troy Wolf	Timeline: January 1, 2024
	Outcome: By collaboratively updating the Volunteer Firefighter Incentive Program, the Town and the East Granby Volunteer Fire Department can ensure the money spent on incentives is effectively incentivizing the volunteer firefighters.	

<b>Goal 2.2</b>	<b>Investigate the feasibility of a Fire Administrator Position.</b>	
<b>Objectives</b>	2.2.1 Define the roles of a Fire Administrator Position by soliciting input from the members of the East Granby Volunteer Fire Department.	
	Responsible: Ryan Gothers	Timeline: September 1, 2022
	2.2.2. Quantify the workload of the Fire Administrator Position and make a recommendation for a part time, full time, or a shared position.	
	Responsible: Ryan Gothers	Timeline: November 1, 2022
	2.2.3 Work with the Town to establish a Fire Administrator Position to share the workload of the Fire Chief.	
	Responsible: Kerry Flaherty	Timeline: December 1, 2022
<b>Outcome: By establishing a Fire Administrator position to share the workload of the Volunteer Fire Chief, the Town of East Granby can make the Volunteer Fire Chief position more appealing to its volunteer firefighters, thereby increasing the potential for volunteer fire fighters to be willing to serve in this position.</b>		

<p><b>Goal 2.3</b></p>	<p><b>Make training more desirable.</b></p>	
<p><b>Objectives</b></p>	<p>2.3.1 Establish a Training Division.</p>	
	<p>Responsible: Glenn VanNeil</p>	<p>Timeline: November 1, 2022</p>
	<p>2.3.2 Develop an annual Training Calendar.</p>	
	<p>Responsible: Glen VanNeil</p>	<p>Timeline: December 1, 2022</p>
	<p>2.3.3 Communicate the training requirements to all members – specifically what training is important and what is mandatory.</p>	
	<p>Responsible: Glen VanNeil</p>	<p>Timeline: January 1, 2023</p>
	<p>2.3.4 Schedule training opportunities with neighboring towns to develop relationships and create efficiency.</p>	
	<p>Responsible: Mike Arnold</p>	<p>Timeline: September 1, 2022</p>
	<p><b>Outcome: By establishing a Training Division and developing an annual training calendar, the East Granby Volunteer Fire Department can make it easier for volunteer firefighters to plan their schedules to attend important and mandatory training to maintain compliance with OSHA requirements.</b></p>	

## Initiative 3. Service Delivery

### Workgroup Members:

1. Kerry Flaherty
2. Glenn VanNeil



<p><b>Goal 3.1</b></p>	<p><b>Meet the OSHA and NFPA requirements for Firefighter and Fire Officer Training.</b></p>	
<p><b>Objectives</b></p>	<p>3.1.1 Identify the relevant OSHA and NFPA Training Requirements.</p>	
	<p>Responsible: Mike Arnold</p>	<p>Timeline: January 1, 2023</p>
	<p>3.1.2 Establish a list of the current certifications of the members of the East Granby Volunteer Fire Department.</p>	
	<p>Responsible: Kim Chatey</p>	<p>Timeline: September 1, 2022</p>
	<p>3.1.3 Establish a list of all recognized positions within the East Granby Volunteer Fire Department.</p>	
	<p>Responsible: Glenn VanNeil</p>	<p>Timeline: November 1, 2022</p>
	<p>3.1.4 Establish a list of training requirements for all recognized positions within the East Granby Volunteer Fire Department.</p>	
	<p>Responsible: Glenn VanNeil</p>	<p>Timeline: February 1, 2023</p>
<p><b>Outcome: By reviewing and updating the list of recognized positions within the East Granby Volunteer Fire Department and establishing associated training requirements for each position, the East Granby Volunteer Fire Department can ensure that its members meet the required OSHA and NFPA Training Requirements.</b></p>		

<p><b>Goal 3.2</b></p>	<p><b>Improve Technical Rescue Capabilities.</b></p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Objectives</b></p>	<p>3.2.1 Review call data relevant to Technical Rescue.</p>	
	<p>Responsible: Mike Arnold</p>	<p>Timeline: January 1, 2023</p>
	<p>3.2.2 Identify any deficiencies that may exist in relation to the provision of Technical Rescue Services by the East Granby Volunteer Fire Department.</p>	
	<p>Responsible: Mike Arnold</p>	<p>Timeline: February 1, 2023</p>
	<p>3.2.3 Make recommendations to bridge any gaps that exist in relation to the provision of Technical Rescue Services by the East Granby Volunteer Fire Department.</p>	
	<p>Responsible: Mike Arnold</p>	<p>Timeline: March 1, 2023</p>
<p><b>Outcome: By reviewing call data and fire department performance related to Technical Rescue Calls, the East Granby Volunteer Fire Department can ensure that its allocation of resources to its Technical Rescue Program is appropriate to the demand for Technical Rescue Services from the community.</b></p>		

<p><b>Goal 3.3</b></p>	<p><b>Define the role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby.</b></p>	
<p><b>Objectives</b></p>	<p>3.3.1 Establish a quarterly meeting with the Town to review the Granby Ambulance Association Quarterly Reports.</p>	
	<p>Responsible: Kerry Flaherty</p>	<p>Timeline: September 1, 2022</p>
	<p>3.3.2 Investigate the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby</p>	
	<p>Responsible: Kerry Flaherty</p>	<p>Timeline: January 1, 2023</p>
	<p>3.3.3 Make recommendations to the town regarding the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby.</p>	
	<p>Responsible: Kerry Flaherty</p>	<p>Timeline: March 1, 2024</p>
	<p><b>Outcome: By monitoring the performance of the Granby Ambulance Association on a quarterly basis and investigating the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby, the Town and the Fire Department will be well-positioned to ensure East Granby’s Emergency Medical System is designed to best serve the needs of the community.</b></p>	

<p><b>Goal 3.4</b></p>	<p><b>Improve the technology and processes used for data collection.</b></p>	
<p><b>Objectives</b></p>	<p>3.4.1 Finalize the implementation of the ESO Program.</p>	
	<p>Responsible: Glenn VanNeil</p>	<p>Timeline: August 1, 2022</p>
	<p>3.4.2 Establish East Granby Volunteer Fire Department performance objectives.</p>	
	<p>Responsible: Chief Flaherty with assistance from the Fire Officers</p>	<p>Timeline: September 1, 2022</p>
	<p>3.4.3 Establish trigger points for making changes to the delivery of fire and rescue services.</p>	
	<p>Responsible: Chief Flaherty with assistance from the Fire Officers</p>	<p>Timeline: December 1, 2022</p>
	<p>3.4.4 Monitor the East Granby Volunteer Fire Department performance objectives monthly and share with all appropriate stakeholders.</p>	
	<p>Responsible: Glenn VanNeil</p>	<p>Timeline: January 1, 2023</p>
<p><b>Outcome: By improving the data collection process, establishing performance objectives for the East Granby Volunteer Fire Department, and establishing trigger points for delivery, the Town and the East Granby Fire Department will be able to make data-driving decision about when it is necessary to make changes to the delivery of fire and rescue services.</b></p>		

## Initiative 4. Town Initiatives

### Workgroup Members:

1. Eden Wimpfheimer
2. Joe Doering
3. Kenneth Beliveau
4. Kim Chatey
5. Art Reardon



<p><b>Goal 4.1</b></p>	<p><b>Develop future cooperative efforts and strengthen relations with neighboring communities.</b></p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Objectives</p>	<p>4.1.1 Identify internal specific needs of the Town of East Granby for all major areas of service.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: July 1, 2022</p>
	<p>4.1.2 Schedule meetings with representatives of neighboring towns to identify common needs.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: August 1, 2022</p>
	<p>4.1.3 Communicate the results of the meetings with the neighboring towns to the East Granby elected officials.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: January 1, 2023</p>
	<p>4.1.4 Identify funding sources for potential shared services.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: October 1, 2023</p>
	<p>4.1.5 Act on realized collaborative opportunities.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: July 1, 2023</p>
<p><b>Outcome: East Granby could be the regional leader engaging potential partners who also share the goal in discussions about future cooperative services.</b></p>		

<b>Goal 4.2</b>	<b>Review the current staffing plan for the Fire Marshal’s Office and Emergency Management functions to ensure that it best meets the needs of the East Granby community.</b>	
<b>Objectives</b>	4.2.1 Develop a plan to more evenly distributes the inspection workload over all four years.	
	Responsible: Kenneth Beliveau	Timeline: September 1, 2022
	4.2.2 Conduct an evaluation to determine if there are any process or technology changes that should occur to improve the productivity within the East Granby Fire Marshal’s Office.	
	Responsible: Kenneth Beliveau	Timeline: November 1, 2022
	4.2.3 Investigate the feasibility of a plan review fee to fund additional staff hours for the Fire Marshal’s Office and provide a written recommendation to the First Selectwoman.	
	Responsible: Kenneth Beliveau	Timeline: January 1, 2023
	4.2.4 Develop a plan to take a more active role in reducing false alarms and provide a written recommendation to the First Selectwoman.	
	Responsible: Kenneth Beliveau	Timeline: February 1, 2023
	4.2.5 Re-evaluate the staffing allocated to Emergency Management Functions and the associated stipend pay and provide a written recommendation to the First Selectwoman.	
	Responsible: Kenneth Beliveau	Timeline: March 1, 2023
	4.2.6 Re-evaluate the staffing of the Fire Marshal’s Office including the number of employees and their established work hours and provide a written recommendation to the First Selectwoman.	
	Responsible: Kenneth Beliveau	Timeline: April 1, 2023
Outcome: By re-aligning the current needs of East Granby with the functions of the Fire Marshal and Emergency Management, the Town of East Granby can ensure that it is most effectively serving the community.		

<p><b>Goal 4.3</b></p>	<p><b>Monitor the ongoing performance of the Granby Ambulance Association.</b></p>	
<p><b>Objectives</b></p>	<p>4.3.1 Develop a plan for the provision of Emergency Medical Services in the event the Granby Ambulance Association chooses to discontinue this service to East Granby.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: January 1, 2023</p>
	<p>4.3.2 Request the Granby Ambulance Association begin submitting quarterly reports on July 30, 2022, as required by the LEMSP.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: July 1, 2022</p>
	<p><b>Outcome: By monitoring the ongoing performance of the Granby Ambulance Association, the Town of East Granby will be well-positioned to make data-driven decisions about whether there is a need to change the provision of emergency medical services or the emergency medical services provider in the Town of East Granby.</b></p>	

<p>Goal 4.4</p>	<p>Evaluate the relationship between the Town of East Granby and the East Granby Volunteer Fire Department to ensure that it best serves the Town and the Fire Department.</p>	
<p>Objectives</p>	<p>4.4.1 Commence discussions between the Town of East Granby and the East Granby Volunteer Fire Department to determine the organizational relationship that will best serve both entities.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: November 1, 2022</p>
	<p>4.4.2 The Town of East Granby and the East Granby Volunteer Fire Department should negotiate a written contract that clearly defines the relationship and obligations of each party, including financial commitments.</p>	
	<p>Responsible: Eden Wimpfheimer</p>	<p>Timeline: March 1, 2023</p>
<p>Outcome: By defining the relationship between the Town of East Granby and the East Granby Volunteer Fire Department and developing a written contract, there will be clarity regarding the relationship and obligations of both parties, including financial commitments.</p>		

## Objectives By Number

Goal	Person Responsible	Due Date
1.1.1 Develop a Fire Department Facilities Plan to include scheduled maintenance, renovations, and potential new construction.	Troy Wolf	October 1, 2022
1.1.2 Develop a Fire Department Security Plan.	Troy Wolf	November 1, 2022
1.2.1 Develop a Fire Apparatus Replacement Plan for all vehicles in the East Granby Fire Department fleet based on NFPA Standards.	Stephen Santy	October 1, 2022
1.3.1 Develop an annual replacement schedule for Turnout Gear that complies with NFPA Standards.	Chris Collins	August 1, 2022
1.3.2 Develop an annual Self Contained Breathing Apparatus Replacement Plan that complies with NFPA Standards.	Chris Collins	September 1, 2022
1.3.3 Develop a Power Tool Replacement Plan for all battery, gas, and hydraulic tools based on NFPA Standards and the anticipated life span of each power tool.	Chris Collins	October 1, 2022
1.3.4 Develop a Hose Replacement Plan based on NFPA Standards.	Chris Collins	November 1, 2022
1.3.5 Develop a Radio Replacement Program based on NFPA Standards.	Chris Collins	December 1, 2022
1.3.6 Develop a Small Tool Replacement Plan for all small tools including batteries, ropes, flashlights	Chris Collins	January 1, 2023
1.4.1 Schedule a joint meet with the Board of Selectmen and Board of Finance to present the proposed East Granby Volunteer Fire Department Facilities, Apparatus and Equipment Plans.	Troy Wolf	February 1, 2023
1.4.2 Reach consensus on the Fire Department Facilities, Apparatus and	Troy Wolf	April 1, 2023

Goal	Person Responsible	Due Date
Equipment Plans between the East Granby Volunteer Fire Department, the Board of Selectmen, and the Board of Finance.		
2.1.1 Establish the current Firefighter Incentive Program to include incentives for both emergency response and training.	Gail Domin	August 1, 2022
2.1.2. Solicit member input on the current Firefighter Incentive Program.	Gail Domin	October 1, 2022
2.1.3 Update the current Firefighter Incentive Program.	Gail Domin	January 1, 2023
2.1.4 Obtain endorsement for the updated Firefighter Incentive Program from the East Granby Volunteer Fire Department.	Kerry Flaherty	February 1, 2023
2.1.5 Obtain Town approval of the updated Firefighter Incentive Program.	Troy Wolf	March 1, 2023
2.1.6 Monitor the Volunteer Firefighter Incentive Program annually and update, as necessary.	Troy Wolf	January 1, 2024
2.2.1 Define the roles of a Fire Administrator Position by soliciting input from the members of the East Granby Volunteer Fire Department.	Ryan Gothers	September 1, 2022
2.2.2. Quantify the workload of the Fire Administrator Position and make a recommendation for a part time, full time, or a shared position.	Ryan Gothers	November 1, 2022
2.2.3 Work with the Town to establish a Fire Administrator Position to share the workload of the Fire Chief.	Kerry Flaherty	December 1, 2022
2.3.1 Establish a Training Division.	Glenn VanNeil	November 1, 2022
2.3.2 Develop an annual Training Calendar.	Glenn VanNeil	December 1, 2022

Goal	Person Responsible	Due Date
2.3.3 Communicate the training requirements to all members – specifically what training is important and what is mandatory.	Glenn VanNeil	January 1, 2023
2.3.4 Schedule training opportunities with neighboring towns to develop relationships and create efficiency.	Mike Arnold	September 1, 2022
3.1.1 Identify the relevant OSHA and NFPA Training Requirements.	Mike Arnold	January 1, 2023
3.1.2 Establish a list of the current certifications of the members of the East Granby Volunteer Fire Department.	Kim Chatey	January 1, 2023
3.1.3 Establish a list of all recognized positions within the East Granby Volunteer Fire Department.	Glenn VanNeil	November 1, 2022
3.1.4 Establish a list of training requirements for all recognized positions within the East Granby Volunteer Fire Department.	Glenn VanNeil	February 1, 2023
3.2.1 Review call data relevant to Technical Rescue.	Mike Arnold	January 1, 2023
3.2.2 Identify any deficiencies that may exist in relation to the provision of Technical Rescue Services by the East Granby Volunteer Fire Department.	Mike Arnold	February 1, 2023
3.2.3 Make recommendations to bridge any gaps that exist in relation to the provision of Technical Rescue Services by the East Granby Volunteer Fire Department.	Mike Arnold	March 1, 2023
3.3.1 Establish a quarterly meeting with the Town to review the Granby Ambulance Association Quarterly Reports.	Kerry Flaherty	September 1, 2022
3.3.2 Investigate the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby.	Kerry Flaherty	January 1, 2023

Goal	Person Responsible	Due Date
3.3.3 Make recommendations to the town regarding the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby.	Kerry Flaherty	March 1, 2024
3.4.1 Finalize the implementation of the ESO Program.	Glenn VanNeil	August 1, 2022
3.4.2 Establish East Granby Volunteer Fire Department performance objectives.	Responsible: Chief Flaherty with assistance from the Fire Officers	September 1, 2022
3.4.3 Establish trigger points for making changes to the delivery of fire and rescue services.	Responsible: Chief Flaherty with assistance from the Fire Officers	December 1, 2022
3.4.4 Monitor the East Granby Volunteer Fire Department performance objectives monthly and share with all appropriate stakeholders.	Glenn VanNeil	January 1, 2023
4.1.1 Identify internal specific needs of the Town of East Granby for all major areas of service.	Eden Wimpfheimer	July 1, 2022
4.1.2 Schedule meetings with representatives of neighboring towns to identify common needs.	Eden Wimpfheimer	August 1, 2022
4.1.3 Communicate the results of the meetings with the neighboring towns to the East Granby elected officials.	Eden Wimpfheimer	January 1, 2023
4.1.4 Identify funding sources for potential shared services.	Eden Wimpfheimer	October 1, 2023
4.1.5 Act on realized collaborative opportunities.	Eden Wimpfheimer	July 1, 2023

Goal	Person Responsible	Due Date
4.2.1 Develop a plan to more evenly distributes the inspection workload over all four years.	Kenneth Beliveau	September 1, 2022
4.2.2 Conduct an evaluation to determine if there are any process or technology changes that should occur to improve the productivity within the East Granby Fire Marshal's Office.	Kenneth Beliveau	November 1, 2022
4.2.3 Investigate the feasibility of a plan review fee to fund additional staff hours for the Fire Marshal's Office and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	January 1, 2023
4.2.4 Develop a plan to take a more active role in reducing false alarms and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	February 1, 2023
4.2.5 Re-evaluate the staffing allocated to Emergency Management Functions and the associated stipend pay and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	March 1, 2023
4.2.6 Re-evaluate the staffing of the Fire Marshal's Office including the number of employees and their established work hours and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	April 1, 2023
4.3.1 Develop a plan for the provision of Emergency Medical Services in the event the Granby Ambulance Association choses to discontinue this service to East Granby.	Eden Wimpfheimer	January 1, 2023
4.3.2 Request the Granby Ambulance Association begin submitting quarterly reports on July 30, 2022, as required by the LEMSP.	Eden Wimpfheimer	July 1, 2022

Goal	Person Responsible	Due Date
4.4.1 Commence discussions between the Town of East Granby and the East Granby Volunteer Fire Department to determine the organizational relationship that will best serve both entities.	Eden Wimpfheimer	November 1, 2022
4.4.2 The Town of East Granby and the East Granby Volunteer Fire Department should negotiate a written contract that clearly defines the relationship and obligations of each party, including financial commitments.	Eden Wimpfheimer	March 1, 2023

## Objectives By Date

Goal	Person Responsible	Due Date
<b>July 1, 2022</b>		
4.1.1 Identify internal specific needs of the Town of East Granby for all major areas of service.	Eden Wimpfheimer	July 1, 2022
4.3.2 Request the Granby Ambulance Association begin submitting quarterly reports on July 30, 2022, as required by the LEMSP.	Eden Wimpfheimer	July 1, 2022
<b>August 1, 2022</b>		
1.3.1 Develop an annual replacement schedule for Turnout Gear that complies with NFPA Standards.	Chris Collins	August 1, 2022
2.1.1 Establish the current Firefighter Incentive Program to include incentives for both emergency response and training.	Gail Domin	August 1, 2022
3.4.1 Finalize the implementation of the ESO Program.	Glenn VanNeil	August 1, 2022
4.1.2 Schedule meetings with representatives of neighboring towns to identify common needs.	Eden Wimpfheimer	August 1, 2022
<b>September 1, 2022</b>		
1.3.2 Develop an annual Self Contained Breathing Apparatus Replacement Plan that complies with NFPA Standards.	Chris Collins	September 1, 2022
2.2.1 Define the roles of a Fire Administrator Position by soliciting input from the members of the East Granby Volunteer Fire Department.	Ryan Gothers	September 1, 2022
2.3.4 Schedule training opportunities with neighboring towns to develop relationships and create efficiency.	Mike Arnold	September 1, 2022

Goal	Person Responsible	Due Date
3.3.1 Establish a quarterly meeting with the Town to review the Granby Ambulance Association Quarterly Reports.	Kerry Flaherty	September 1, 2022
3.4.2 Establish East Granby Volunteer Fire Department performance objectives.	Responsible: Chief Flaherty with assistance from the Fire Officers	September 1, 2022
4.2.1 Develop a plan to more evenly distributes the inspection workload over all four years.	Kenneth Beliveau	September 1, 2022
<b>October 1, 2022</b>		
1.1.1 Develop a Fire Department Facilities Plan to include scheduled maintenance, renovations, and potential new construction.	Troy Wolf	October 1, 2022
1.2.1 Develop a Fire Apparatus Replacement Plan for all vehicles in the East Granby Fire Department fleet based on NFPA Standards.	Stephen Santy	October 1, 2022
1.3.3 Develop a Power Tool Replacement Plan for all battery, gas, and hydraulic tools based on NFPA Standards and the anticipated life span of each power tool.	Chris Collins	October 1, 2022
2.1.2. Solicit member input on the current Firefighter Incentive Program.	Gail Domin	October 1, 2022
<b>November 1, 2022</b>		
1.1.2 Develop a Fire Department Security Plan.	Troy Wolf	November 1, 2022
1.3.4 Develop a Hose Replacement Plan based on NFPA Standards.	Chris Collins	November 1, 2022
2.2.2. Quantify the workload of the Fire Administrator Position and make a	Ryan Gothers	November 1, 2022

Goal	Person Responsible	Due Date
recommendation for a part time, full time, or a shared position.		
2.3.1 Establish a Training Division.	Glenn VanNeil	November 1, 2022
3.1.3 Establish a list of all recognized positions within the East Granby Volunteer Fire Department.	Glenn VanNeil	November 1, 2022
4.2.2 Conduct an evaluation to determine if there are any process or technology changes that should occur to improve the productivity within the East Granby Fire Marshal's Office.	Kenneth Beliveau	November 1, 2022
4.3.1 Commence discussions between the Town of East Granby and the East Granby Volunteer Fire Department to determine the organizational relationship that will best serve both entities.	Eden Wimpfheimer	November 1, 2022
<b>December 1, 2022</b>		
1.3.5 Develop a Radio Replacement Program based on NFPA Standards.	Chris Collins	December 1, 2022
2.2.3 Work with the Town to establish a Fire Administrator Position to share the workload of the Fire Chief.	Kerry Flaherty	December 1, 2022
2.3.2 Develop an annual Training Calendar.	Glenn VanNeil	December 1, 2022
3.4.3 Establish trigger points for making changes to the delivery of fire and rescue services.	Responsible: Chief Flaherty with assistance from the Fire Officers	December 1, 2022

Goal	Person Responsible	Due Date
<b>January 1, 2023</b>		
1.3.6 Develop a Small Tool Replacement Plan for all small tools including batteries, ropes, flashlights	Chris Collins	January 1, 2023
2.1.3 Update the current Firefighter Incentive Program.	Gail Domin	January 1, 2023
2.3.3 Communicate the training requirements to all members – specifically what training is important and what is mandatory.	Glenn VanNeil	January 1, 2023
3.1.1 Identify the relevant OSHA and NFPA Training Requirements.	Mike Arnold	January 1, 2023
3.1.2 Establish a list of the current certifications of the members of the East Granby Volunteer Fire Department.	Kim Chatey	January 1, 2023
3.2.1 Review call data relevant to Technical Rescue.	Mike Arnold	January 1, 2023
3.3.2 Investigate the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby.	Kerry Flaherty	January 1, 2023
3.4.4 Monitor the East Granby Volunteer Fire Department performance objectives monthly and share with all appropriate stakeholders.	Glenn VanNeil	January 1, 2023
4.1.3 Communicate the results of the meetings with the neighboring towns to the East Granby elected officials.	Eden Wimpfheimer	January 1, 2023
4.2.3 Investigate the feasibility of a plan review fee to fund additional staff hours for the Fire Marshal’s Office and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	January 1, 2023

Goal	Person Responsible	Due Date
4.3.1 Develop a plan for the provision of Emergency Medical Services in the event the Granby Ambulance Association chooses to discontinue this service to East Granby.	Eden Wimpfheimer	January 1, 2023
<b>February 1, 2023</b>		
1.4.1 Schedule a joint meet with the Board of Selectmen and Board of Finance to present the proposed East Granby Volunteer Fire Department Facilities, Apparatus and Equipment Plans.	Troy Wolf	February 1, 2023
2.1.4 Obtain endorsement for the updated Firefighter Incentive Program from the East Granby Volunteer Fire Department.	Kerry Flaherty	February 1, 2023
3.1.4 Establish a list of training requirements for all recognized positions within the East Granby Volunteer Fire Department.	Glenn VanNeil	February 1, 2023
3.2.2 Identify any deficiencies that may exist in relation to the provision of Technical Rescue Services by the East Granby Volunteer Fire Department.	Mike Arnold	February 1, 2023
4.2.4 Develop a plan to take a more active role in reducing false alarms and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	February 1, 2023
<b>March 1, 2023</b>		
2.1.5 Obtain Town approval of the updated Firefighter Incentive Program.	Troy Wolf	March 1, 2023
3.2.3 Make recommendations to bridge any gaps that exist in relation to the provision of Technical Rescue Services by the East Granby Volunteer Fire Department.	Mike Arnold	March 1, 2023

Goal	Person Responsible	Due Date
4.2.5 Re-evaluate the staffing allocated to Emergency Management Functions and the associated stipend pay and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	March 1, 2023
4.4.2 The Town of East Granby and the East Granby Volunteer Fire Department should negotiate a written contract that clearly defines the relationship and obligations of each party, including financial commitments.	Eden Wimpfheimer	March 1, 2023
<b>April 1, 2023</b>		
1.4.2 Reach consensus on the Fire Department Facilities, Apparatus and Equipment Plans between the East Granby Volunteer Fire Department, the Board of Selectmen, and the Board of Finance.	Troy Wolf	April 1, 2023
4.2.6 Re-evaluate the staffing of the Fire Marshal’s Office including the number of employees and their established work hours and provide a written recommendation to the First Selectwoman.	Kenneth Beliveau	April 1, 2023
<b>July 1, 2023</b>		
4.1.5 Act on realized collaborative opportunities.	Eden Wimpfheimer	July 1, 2023
<b>October 1, 2023</b>		
4.1.4 Identify funding sources for potential shared services.	Eden Wimpfheimer	October 1, 2023
<b>January 1, 2024</b>		
2.1.6 Monitor the Volunteer Firefighter Incentive Program annually and update, as necessary.	Troy Wolf	January 1, 2024

Goal	Person Responsible	Due Date
March 1, 2024		
3.3.3 Make recommendations to the town regarding the future role of the East Granby Volunteer Fire Department in the provision of Emergency Medical Services in East Granby.	Kerry Flaherty	March 1, 2024

# Conclusion

Dynamix Consulting Group would like to thank the elected officials, the appointed officials, and the members of the East Granby Volunteer Fire Department for their commitment to this planning process as well as their continuing efforts to improve the provision of fire services throughout the Town of East Granby. Without the support of the Town of East Granby and East Granby Volunteer Fire Department leadership, this process could not have been possible. As the Town of East Granby and the East Granby Volunteer Fire Department move forward, all parties must continue to work towards the goals and objectives outlined in this plan to achieve the results desired.

# Appendix A: ISO Pre-Survey Checklist



**INDICATE ALL EQUIPMENT CARRIED ON THIS APPARATUS REGARDLESS OF APPARATUS TYPE**

Jurisdiction:			Fire Station Location:			Fire Station No.:						
In-Service or Reserve:	<input type="checkbox"/>	Type (Engine, Ladder, Service, or Other):	<input type="checkbox"/>			Apparatus No.:						
Make:			Year built:									
Pump Capacity:	GPM	Is Pump Tested:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>	Test Interval:	<input type="checkbox"/>	Records:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>			
Aerial Device Type:	Ladder: <input type="checkbox"/>	Platform: <input type="checkbox"/>	Height:	Ft.	Is the Ladder/Platform tested:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>	Test Interval:	<input type="checkbox"/>	Records:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>
Is there a Non-Destructive Test Interval:		Yes: <input type="checkbox"/>	No: <input type="checkbox"/>	Test Interval:	<input type="checkbox"/>	Records:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>				
Supply Hose Carried (ft.):	2"- 2.5": <input type="checkbox"/>	3"- 3.5": <input type="checkbox"/>	4": <input type="checkbox"/>	5": <input type="checkbox"/>	6": <input type="checkbox"/>	Is Hose tested:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>				
Hose testing pressure:	<input type="checkbox"/>	Test Interval:	<input type="checkbox"/>	Records:	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>						

FIRE EQUIPMENT	NEEDED	Quantity	FIRE EQUIPMENT	NEEDED	Quantity
Booster Tank (Gallons)	ENG 300 gallons or >:		Electric Handlights	ENG-2 SC/LC- 4:	
15' Soft Suction or 20' Hard Suction	ENG- 1:		EQ: 4 Volt Wet Handlight	Equivalency:	
1.5" , 1.75" , or 2" Attack Hose Carried	ENG: 400 ft.:		EQ: 6 Volt Dry Handlight	Equivalency:	
Elevated Stream Device	LC- 1:		EQ: Rechargeable 6 Volt Handlight	Equivalency:	
Heavy Stream Device (1,000 GPM)	ENG- : 1:		2.5" , 3" , or LDH Hose Clamp	ENG- 1:	
EQ: Portable Attack Monitor	Equivalency:		Hydrant Hose Gate 2.5"	ENG- 1:	
Large Spray Nozzle	LC- 1:		EQ: 4-Way Valve	Equivalency:	
2.5" Playpipe w/Shutoff & 1" , 1.125" , 1.25" Tips	ENG- 1:		EQ: LDH Manifold	Equivalency:	
EQ: Portable Attack Monitor ( Solid Bore Tips)	Equivalency:		EQ: Trimese	Equivalency:	
2.5" Combination Nozzle With Shutoff	ENG- 1:		Gated Wye (2.5" X 1.5" X 1.5")	ENG- 1:	
EQ: 1.75" Combo Nozzle With Shutoff W/2.5" Adapter	Equivalency:		EQ: Gated Wye With 1.5" Reducers	Equivalency:	
EQ: 200 GPM Combo Nozzle With Shutoff	Equivalency:		EQ: Water Thief	Equivalency:	
EQ: Portable Attack Monitor (Fog Tip)	Equivalency:		Pike Pole/Plaster Hook: 3' or 4"	SC/LC- 2:	
1.5" or 1.75" Combination Nozzle With Shutoff	ENG- 2:		Pike Pole/Plaster Hook: 6' or Longer	SC/LC- 4:	
SCBA (30 Minute Minimum)	ENG- 4 SC/LC- 4:		Radio Mounted	ENG- 1 SC/LC- 1:	
Extra Cylinders (Carried)	ENG- 4 SC/LC- 4:		Radio Portable	ENG- 1 SC/LC- 1:	
Salvage Covers (Minimum Size 12' X 14')	ENG- 2 SC/LC- 6:		10' or Longer Attic Ladder	SC/LC- 1:	
EQ: 12' X 14' Canvas	Equivalency:		EQ: 10' Folding Ladder	Equivalency:	
EQ: 12' X 14' Rip-Stop	Equivalency:		12' or Longer Roof Ladder	ENG- 1:	
EQ: 12' X 18' or Larger Canvas or Rip-Stop	Equivalency:		14' or Longer Combination	SC/LC- 1:	
Electric Generator (Kilowatts) (Not Quantity)	SC/LC: 3,000 watt:		16' or Longer Roof Ladder	SC- 1 LC- 2:	
EQ: Mini-Generator Floodlight (Kilowatts)	Equivalency:		24' or Longer Extension Ladder	Eng- 1 SC/LC- 1:	
EQ: Mini-Generator Ventilation Fan (Kilowatts)	Equivalency:		EQ: 28' Extension Ladder or Longer	Equivalency:	
EQ: PTO Driven Inverter (Kilowatts)	Equivalency:		35' or Longer Extension Ladder	LC- 1:	
Portable Floodlight (500-Watt) (Not Quantity)	SC/LC: 500 watt:		Aerial Ladder/Elevating Platform (feet)	LC- 1:	
EQ: Mini-Generator Floodlight	Equivalency:		<b>ADDITIONAL EQUIPMENT</b>		
EQ: Tripod Floodlight	Equivalency:		Pick Head Axes	ENG- 1:	
Smoke Ejector (5,000 Cubic Ft/Min) (Not Quantity)	SC/LC: 5,000 cfm:		Flat Head Axes	ENG- 1:	
EQ: Mini-Generator Ventilation Fan	Equivalency:		Forcible Entry Tool	ENG- 1:	
EQ: Positive Pressure Ventilation Fan	Equivalency:		H2O (2a) Fire Extinguisher	ENG- 1:	
EQ: Thermal Imager Device	Equivalency:		Dry Chemical (80 B:C)	ENG- 1:	
Portable Thermal Cutting Unit	SC/LC- 1:		Portable Folding Tanks (Gallons)	Not required	
EQ: Circular Saw With Composite Blade	Equivalency:		<b>FORM ABBREVIATIONS &amp; GUIDANCE</b>		
EQ: Hydraulic Or Pneumatic Cutting Tool	Equivalency:		ENG = Engine Co. SC= Service Co. LC= Ladder Co. SC/LC= Service & Ladder Co. EQ = Equivalencies: Equipment that ISO considers equivalent to items listed in the Fire Suppression Rating Schedule. Each equivalency item will only be counted once. Blue Field- Fill-In, Yellow Field- Check Box, Green Field- Drop Down Box		
EQ: Oxy-Gasoline Cutting Torch	Equivalency:				
EQ: Plasma Cutting Tool	Equivalency:				
Power Saw (Chain or Heavy Duty Rotary Type)	SC/LC- 1:				
EQ: Chainsaw With Carbide Tip Cutting Blade	Equivalency:				

# Appendix B: Mutual Aid Agreement

**MEMORANDUM OF AGREEMENT  
BY AND BETWEEN  
THE NATIONAL GUARD BUREAU  
AND  
THE STATE OF CONNECTICUT, MILITARY DEPARTMENT  
AND  
THE TOWN OF EAST GRANBY FIRE DEPARTMENT  
FOR  
MUTUAL AID IN FIRE PROTECTION  
AND  
HAZARDOUS MATERIALS INCIDENT RESPONSE**

This agreement, entered into the 15<sup>th</sup> day of December, 2005, between the Chief, National Guard Bureau, acting pursuant to the authority of 42 U.S.C. 1856(a), and the State of Connecticut, acting herein by the Adjutant General, Major General Thaddeus J. Martin, Military Department, duly authorized pursuant to the authority of 32 USC 314 and Connecticut General Statutes, Sections 4-58a and 27-20, and the Town of East Granby (Conn.) Fire Department (hereinafter called EAST GRANBY FD), as "Party" to this Agreement, secures to each the benefits of mutual aid in fire prevention and hazardous materials incident response, in the protection of life and property from fire, hazardous materials incidents and in fire fighting. It is agreed that:

1. On request to a representative of the Connecticut Air National Guard Fire Department (hereinafter CTANG FD) by a representative of the EAST GRANBY FD, firefighting equipment and personnel of the CTANG FD will be dispatched to any point within the area for which the EAST GRANBY FD normally provides fire protection or hazardous materials incident response as designated by the representatives of the EAST GRANBY FD.
2. On request to a representative of the EAST GRANBY FD by a representative of the CTANG FD, fire fighting equipment or hazardous materials incident response and personnel of the EAST GRANBY FD will be dispatched to any point within the fire fighting or hazardous materials incident response jurisdiction of the CTANG FD as designated by the representative of the CTANG FD.
3. Any dispatch of equipment and personnel pursuant to this agreement is subject to the following conditions:
  - a. Any request for aid hereunder shall include a statement of the amount and type of equipment and personnel requested and shall specify the location to which the equipment and personnel are to be dispatched, but the amount and type of equipment and the number of personnel to be furnished shall be determined by a representative of the responding organization.
  - b. The responding organization shall report to the officer in charge of the requesting organization at the location to which the equipment is dispatched, and shall be subject to the orders of that official.

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# Appendix C: Required Minimum Training for Connecticut Fire Services to Meet State Regulations

REQUIRED MINIMUM TRAINING FOR CONNECTICUT FIRE SERVICES TO MEET STATE REGULATIONS (rev. 7/04)

<p><b>Firefighting</b> 1910.156(c)</p> <p>1. Training and Education commensurate with duties 2. Prior to work as firefighter 3. Officers have more comprehensive training than members.</p> <p><b>1910.156(c)(2) - Training (Frequency)</b> 1. At least quarterly for interior 2. Annual for others</p> <p><b>The following subjects:</b> (Examples or Key Elements) 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</p> <p><b>Examples of Training Standards</b> I.F.S.T.A. ESSENTIALS meet 1910 156(c)</p> <p>F.F.I. exceeds or meets this requirement Training can be classroom</p>	<p><b>Hazardous Materials Operations</b> <u>Hazardous Materials Response 1910.120(q)(6) Training of Department Responders to a Haz Mat</u></p> <p>1. (i) Awareness (no set hours). Department takes No action and remains in the cold zone.</p> <p>2. (ii) Operational (8hrs). When the Department acts in a defensive mode and does not mitigate. (Damming, diking and decontamination is operational level)</p> <p>3. (iii) Technician (24hrs). This level mitigates (plug &amp; patch) and uses chemical protective clothing. <b>Note</b> - Must meet specific competencies. List in 1910.120(q)(6) for each type of responder.</p>	<p><b>Command Leaders and Incident</b> <b>Commanders</b> <u>Incident Command and Standard Operating Procedures - HazMat 1910.120(q)(6)(v)</u></p> <p>1. Requires 24 hours training equal to operations plus - competencies listed in 120(q)(6)(v) (A-F)</p> <p>ICS courses are a means of meeting this requirement as long as employer specific conditions and plans are also addressed.</p> <p><b>Note:</b> 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>	<p><b>Infectious Disease Control</b> <u>29 CFR 1910.1030</u></p> <p>1. Communicable Disease Risk Exposure and Prevention of the Transmission of Bloodborne Pathogens for Emergency Responders</p> <p><b>TB</b></p> <p>1. Have a program, training, skin test and respirators if: exposed to active or possible active TB and A. Transport them B. Prolonged indoor contact with patient C. High Risk Procedures</p> <p><b>Note:</b> State EMT, MRT, EMT-P Training covers some elements. Training must be site specific and annual for 1030.</p>	<p><b>Confined space</b> <u>1910.146</u></p> <p>1. Only required for rescue activity.</p> <p>2. Based on hazards, monitoring and rescue equipment to be used.</p> <p>3. Annual Training</p> <p>4. The "employer" must ensure timely, effective rescue where outside service is used. (see appendix "F")</p> <p>The 1910.146 is intended for employers entering spaces to supply their own rescue capability.</p>
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<p>and hands on.</p> <p><b>EMERGENCY VEHICLE OPERATIONS</b></p> <p>Not required but suggested there be a program in place.</p>	<p>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 fire fighter injured on the scene.</p>
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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 required by this document 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.).

<p><b>Firefighting Practices</b>  <u>29 CFR 1910.156(c) Fire Brigades</u></p> <p>1. Training and education commensurate with those duties and functions members are expected to perform, provided <u>before they perform fire emergency activities.</u></p> <p>2. Training and education frequently enough to assure each member is able to perform assigned duties and functions satisfactorily and in a safe manner.</p> <p>All members shall be provided <u>training at least annually.</u> Members who are expected to perform <u>interior structural firefighting shall be provided training at least quarterly.</u></p>	<p><b>Hazardous Materials</b>  <u>29 CFR 1910.120(q)(6) and (8) Hazardous Waste Operations and Emergency Response</u></p> <p><b>General Requirements</b></p> <p>1. <u>Training shall be based on the duties and function to be performed</u> 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.</p> <p>2. <u>Annual refresher training</u> of sufficient content and duration to maintain competencies, or shall demonstrate competencies yearly.</p> <p>3. 1910.120(q)(1) Emergency response plan. Must cover all elements. Town Plan may meet these requirements.</p> <p>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.</p> <p><b>EPA 40 CFR Part 311</b>                  EPA Regulations are identical to OSHA.</p>	<p><b>Incident Command System</b>  <u>CFR 1910.120(q)(3)(ii) Hazardous Waste Operations and Emergency Response</u></p> <p>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 .120(q)(6)(v)]</p> <p>OSHA does not require ICS use at structure fires. (It is suggested). N.F.P.A. does suggest use of ICS at fires.</p>	<p><b>Infectious Disease Control</b>  <u>29 CFR 1910.1030 Bloodborne Pathogens</u></p> <p>All employees with occupational exposure shall participate in a training program <u>at least annually.</u> 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.</p> <p>1910.1030 Requires following:</p> <ol style="list-style-type: none"> <li>1. Written exposure control plan</li> <li>2. Training</li> <li>3. PPE</li> <li>4. HBV vaccinations</li> <li>5. Post exposure follow up</li> <li>6. Maintain Records of Training (3 years)</li> <li>7. Maintain medical records 30 years</li> </ol>
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<p align="center"><b>Breathing Apparatus</b>                  Must comply with 1910.134</p> <p>1910.134(c) Written respirator program</p> <p>1910.134(g)(3) Written procedures for dangerous atmospheres planning for communications, standby persons equipped for rescue of entrants,</p> <p>1910.134(g)(1) Facial hair policy - not allowed in face seal area</p> <p>1910.134(h) Monthly SCBA inspections</p> <p>Records of inspections</p> <p>Low air alarms</p> <p>30 minute bottles</p> <p>Cylinders fully charged</p> <p>Current hydrostatic test on cylinders</p> <p>Flow test apparatus as recommended by manufacturer</p>
--

<p align="center"><b>Other Requirements General</b></p> <ol style="list-style-type: none"> <li>1. 1910.156(d)(1) - Equipment annual inspection and maintenance             <ol style="list-style-type: none"> <li>a. Hose (To NFPA 1962 or equivalent)</li> <li>b. Ground and aerial ladders (To NFPA 1932 and 1914 or equivalent)</li> </ol> </li> <li>2. 1910.156(b)(1) - Organizational statement</li> <li>3. 1910.156(e)(1) - PPE provided at no cost</li> <li>4. 1910.156(e)(1-5) - PPE meets .156 or NFPA</li> <li>5. 1910.147 - Lockout/Tagout. Employee exposure most likely will apply to large department with a repair facility</li> <li>6. 1910.1200 - Employee exposure (site chemicals such as cleaners, fuels)             <ol style="list-style-type: none"> <li>a. (e)Program must be in writing</li> <li>b. (g)Material safety data sheets available to employees</li> <li>c. (h)Training (firefighters may have equivalent through 1910.120 awareness level)</li> </ol> </li> <li>7. 31-371 - OSHA notice posted</li> <li>8. 31-374 - Form 300 must be maintained back 5 years. 300 has to be posted every February - April</li> </ol>
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# Appendix D: Sample Volunteer Firefighter Contract



## Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
 Number: 06-01  
 Date: July 1, 2019  
 Page: 1 of 8

### Purpose:

- To establish a contract with the Volunteer Fire Companies to provide fire protection within the Town of Farmington.

### Directive:

**Memorandum of Understanding Between  
 The Town of Farmington  
 And  
 The East Farmington Volunteer Fire Department, Inc;  
 The Farmington Volunteer Fire Department LLC; and  
 Tunxis Hose Co. No. 1, Inc.**

**THIS AGREEMENT**, dated the 1<sup>st</sup> day of January 1, 2018 by and between the Town of Farmington, a municipal corporation located within the County of Hartford in the State of Connecticut, hereinafter "Town", and the East Farmington Volunteer Fire Department, Inc; the Farmington Volunteer Fire Department, LLC; and the Tunxis Hose Co. No. 1, Inc.; hereinafter referred to collectively as the "Volunteer Fire Companies."

**WHEREAS**, The Town is responsible for the protection of life and property from fire and for the enforcement of all laws, ordinances and regulations relating to fire protection and fire safety within the Town of Farmington; and

**WHEREAS**, pursuant to Section 7-301 of the General Statutes of Connecticut, the Town may contract with volunteer fire companies to provide for all or part of fire protection services within the Town of Farmington; and

**WHEREAS**, § 29-2 of the Farmington Code provides that "A unified Town-wide Fire Department consisting of the Farmington Volunteer Fire Department, LLC, the Tunxis Hose Co. No. 1, Inc., and the East Farmington Volunteer Fire Department, Inc., is established for the purpose of providing fire-fighting, rescue and emergency medical services throughout the Town"; and

**WHEREAS**, § 29-3 of the Farmington Code provides that "The existing volunteer fire companies shall continue as operating entities and shall function as constituent units of the Department;"



## Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
Number: 06-01  
Date: July 1, 2019  
Page: 2 of 8

**WHERE AS** the Volunteer Fire Companies are willing to supply volunteer fire fighters to provide the labor to use the Town's equipment, stations and apparatus for the purpose of furnishing fire, rescue and emergency medical services within the Town of Farmington under the auspices of the Town of Farmington Fire Department, and

**WHEREAS**, the Volunteer Fire Companies and the Town wish to enter into a written agreement for the purposes herein enumerated;

**NOW THEREFORE**, in consideration of the promises contained herein, the parties agree as follows:

1. **Purpose and Term of Agreement.** During the term of this agreement and any extension of it, the Town of Farmington Fire Department, hereinafter referred to as the "Fire Department" shall continue to be the established fire department for the Town. The Fire Department will, throughout the term of this agreement or any extension of it, provide fire, rescue and emergency medical services to the Town. The term of this agreement shall commence on January 1, 2018 and shall terminate on June 30, 2020, intent to terminate this agreement not less than four (4) calendar months prior to each such three year anniversary date.
2. **Authority and Membership.** In accordance with § 29-3 of the Farmington Code, "The Director of Fire and Rescue Services is hereby charged with managing the Department and with directing and being responsible to the Town Manager for all fire, rescue and emergency medical services provided within the Town; however on-scene fire ground operations shall be commanded by the Fire Chiefs as well as their officers. Each volunteer fire company and its officers shall be responsible for operating in conformance with unified procedures established by the Director of Fire and Rescue Services". The Director of Fire and Rescue Services will consult with the Fire Chiefs before making any changes to the unified procedures which shall be defined as including and related but not limited to the Town Charter; Town Ordinances; Town Manager's Policies and Procedures, Department Policies, Procedures and Directives; and Federal, State and Local Laws. The Director shall retain ultimate decision-making authority with respect to any changes made to Fire Department procedures.

Pursuant to §29-5 of the Farmington Code, the Town Manager has the authority, upon recommendation of the Director of Fire and Rescue Services, to direct, discipline, suspend and relieve from active duty any member of the Fire Department.



## Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
Number: 06-01  
Date: July 1, 2019  
Page: 3 of 8

Public trust and confidence in the qualifications and integrity of persons performing fire and rescue services is essential. To that end, Volunteer Fire Fighters and Volunteer Fire Fighter Applicants shall be subject to the policies and procedures defined above in Paragraph 2, set by both the Volunteer Fire Company and the Town of Farmington. In order to serve as a Volunteer Fire Fighter, such members must be approved and remain in good standing with both entities. Rejection or termination of Volunteer Fire Fighter Status by either the Volunteer Fire Company or the Town shall render an individual ineligible to perform any fire or rescue duties for the Fire Department. Good Standing shall be defined by the Town of Farmington as being in compliance with all of the Town's policies and procedures as defined above in Paragraph 2 and upholding public trust and confidence. For the purposes of this agreement, suspending or relieving a member from active duty shall mean that the member may not provide fire, rescue or medical services on behalf of the Fire Department.

Each Volunteer Fire Company shall, in accordance with their own bylaws, have the authority to set the requirements for and elect their own slate of officers, including the Chief of their Company.

Each elected Chief, in accordance with § 29-4 of the Farmington Code, shall "...personally serve on the Board of Fire Chiefs."

3. Reimbursements: All reimbursements for Volunteer Fire Fighter Activity shall be paid from the Town to the Volunteer Fire Companies. The Volunteer Fire Companies shall be responsible for dispersing this money to their members and for all required tax reporting, documentation, etc.

Reimbursement shall include and is limited to the following:

- The Town shall reimburse the Volunteer Fire Companies at a rate listed in the below chart included in this section per firefighter. For each Volunteer Fire Fighter that is actually in attendance at each emergency call and / or actually responds to and arrives at an activated station before the Incident Commander dismisses the assignment. Emergency calls are calls that are initiated by Farmington Base and for which a Town of Farmington Incident Number is generated. An activated station is a station that has been toned and specifically dispatched to a particular call by Farmington Base.



### Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
 Number: 06-01  
 Date: July 1, 2019  
 Page: 4 of 8

Reimbursement for Volunteer Fire Fighter Response to emergency calls and drills shall be calculated through the National Fire Incident Reporting System (NFIRS) Software owned and operated by the Town of Farmington. Presently, the designated program is Firehouse Software. Invoices shall be printed from the NFIRS Software, approved by the respective Volunteer Fire Chief, and then submitted to the Director of Fire & Rescue Services by the 15<sup>th</sup> of each month. The Town shall issue checks to the Volunteer Fire Companies by the 30<sup>th</sup> of each month. The Town reserves the right to implement additional controls to assure the accuracy of the Volunteer Fire Company reimbursements, including but not limited to annual audits. Such controls will be discussed with the Fire Chiefs and their input will be considered, but final decisions regarding controls on the system shall remain with the Town. The Town shall bear financial responsibility for any controls or audits that it implements.

<u>Year</u>	<u>Certification Level</u>	<u>Rate per call</u>
	Firefighter	\$8.25
<b>Year 1:</b>	Firefighter/EMT or Driver	\$8.50
<b>January 1, 2018</b>	FF/EMT/Driver	\$8.75
	Firefighter	\$8.50
<b>Year 2:</b>	Firefighter/EMT or Driver	\$8.75
<b>July 1, 2018</b>	FF/EMT/Driver	\$9.00
	Firefighter	\$8.75
<b>Year 3:</b>	Firefighter/EMT or Driver	\$9.00
<b>July 1, 2019</b>	FF/EMT/Driver	\$9.25

- The Town shall reimburse the Volunteer Fire Companies at a rate listed in the below chart included in this section per fire fighter in attendance at each drill. Drills shall be approved for payment in advance by the Chief of the respective Volunteer Fire Company and the Director of Fire & Rescue Services.



### Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
 Number: 06-01  
 Date: July 1, 2019  
 Page: 5 of 8

<b>Year</b>	<b>Certification Level</b>	<b>Rate per call</b>
	Firefighter	\$8.25
<b>Year 1:</b>	Firefighter/EMT or Driver	\$8.50
<b>January 1, 2018</b>	FF/EMT/Driver	\$8.75
	Firefighter	\$8.50
<b>Year 2:</b>	Firefighter/EMT or Driver	\$8.75
<b>July 1, 2018</b>	FF/EMT/Driver	\$9.00
	Firefighter	\$8.75
<b>Year 3:</b>	Firefighter/EMT or Driver	\$9.00
<b>July 1, 2019</b>	FF/EMT/Driver	\$9.25

- The Town shall make an annual donation of \$25,000 to each of the three volunteer fire companies in July of each year. This donation is all inclusive of any and all other financial benefits that are or were previously extended to the Volunteer Fire Fighters, including but not limited to Fire Fighter I Stipends, EMT Stipends, Officer Stipends, Phone Stipends, etc. The Chiefs in receipt of such donation shall distribute the funds in accordance with the purpose of the funds at the Chief's discretion. The Town shall continue to provide eligible members of the Volunteer Fire Companies with annual Tax Abatements as provided for by §176 of the Farmington Code.
  - This donation shall remain at \$25,000 on January 1, 2018.
  - This donation shall increase to \$25,500 on July 1, 2018.
  - This donation shall increase to \$26,000 on July 1, 2019.
- The Town shall pay for basic cable television service for each of the five (5) fire stations.
- The Town shall make an annual donation of 825 of gallons of fuel to each of the three volunteer fire companies.



## Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
 Number: 06-01  
 Date: July 1, 2019  
 Page: 6 of 8

- o This donation shall increase to 825 gallons on January 1, 2018.
  - o This donation shall increase to 850 gallons on July 1, 2018.
  - o This donation shall increase to 875 gallons on July 1, 2019.
4. **Training:** The Town will pay for the tuition for Volunteer Fire Fighters to attend classes that are related to the duties they perform for the Town of Farmington, as approved in advance of the training session by the respective Volunteer Fire Chief and the Director of Fire & Rescue Services.
  5. **Insurance.** The Town shall carry and maintain insurance at all times with respect to its property and equipment, including, but not limited to, fire trucks and the fire stations against risk of fire, theft and other risks as the Town may require. The Town shall also carry and maintain liability insurance, medical malpractice, errors and omissions and supplemental insurance covering the Fire Department's activities in running the department and in furnishing fire, rescue and emergency medical services for the Town. The Town shall protect and hold harmless all members of the Volunteer Fire Companies when they are acting in their roles as fire, rescue or emergency personnel, in accordance with State law. The Town shall carry Workers' Compensation insurance, as required by statute, covering the members of the Volunteer Fire Companies while they are performing a Fire Department function and / or activity excluding social functions or activities. The Town agrees to maintain at least the existing levels of coverage for all other insurance policies presently in effect for the volunteer fire fighters. The Town further agrees to reimburse the volunteer fire companies for the cost of the insurance deductible for any of its Chief Officers (Fire Chief, Assistant Fire Chief and Deputy Fire Chief only) whose vehicle sustains damage during the course of fire department duties provided that the actions of said Chief Officer were not negligent.
  6. **Cessation of Operation.** In the event that any of the Volunteer Fire Companies ceases to exist, dissolves as a corporation, ceases to operate, commences any proceeding under any bankruptcy or insolvency laws or repeatedly fails to provide fire, rescue or medical emergency services to the Town, the Town reserves the right to make arrangements as it sees fit to provide fire, emergency medical and rescue services within the Town of Farmington.
  7. **Use of Town Assets.** The Volunteer Fire Companies agree that all assets purchased with Town funds, including but not limited to fire trucks, fire houses, and equipment, are property of the Town and agree not to place any adverse lien, levy, security interest,



## Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
Number: 06-01  
Date: July 1, 2019  
Page: 7 of 8

attachment or encumbrance upon such property. Additionally, the Volunteer Companies agree to keep such property in good order and repair and will not waste or destroy any asset or part thereof. The Volunteer Fire Companies will not use any asset in violation of any statute, ordinance, policy, or directive as defined above in Paragraph 2, and the Volunteer Fire Companies shall not sell, transfer or dispose of any real or personal property without the prior written consent of the Town Manager. The Town shall be financially responsible for all repairs and maintenance to its buildings, apparatus and equipment provided that such repairs and maintenance are approved in advance by the Director of Fire & Rescue Services. The Volunteer Fire Companies shall be given priority in the use and scheduling of the Town's Fire Stations.

8. Successors and Assigns. All rights and obligations of the parties to this agreement shall inure to the benefit of and be binding upon their respective successors and assigns.
9. Modification of Agreement. This agreement can be modified or changed at any time by agreement of the parties. Any change must be in writing and signed by the Town and each of the Volunteer Fire Chiefs. Any party wishing to effect a change must present the proposed change in writing to the other party.
10. Governing Law. This agreement is subject to, and shall operate within the framework of the Statutes of the State of Connecticut and the general ordinances and Charter of the Town of Farmington. In the event that any provision or portion of this agreement is deemed in conflict with the Town or State laws, only the provision in conflict shall be deemed invalid and be superseded by such other authority.



### Town of Farmington Fire Department Directive

Title: Volunteer Fire Fighter Contract  
Number: 06-01  
Date: July 1, 2019  
Page: 8 of 8

Signed:

For the Volunteer Fire Companies:

\_\_\_\_\_  
Russell Nelson, Chief  
East Farmington Volunteer Fire Department, Inc.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Donald Antigiovanni, Chief  
Farmington Volunteer Fire Department, LLC

\_\_\_\_\_  
Date

\_\_\_\_\_  
Richard Higley Sr., Chief  
Tunxis Hose Company No. 1

\_\_\_\_\_  
Date

For the Town of Farmington:

\_\_\_\_\_  
Kathleen Eagen, Town Manager  
Town of Farmington

\_\_\_\_\_  
Date

**Distribution:**

Fire Department: Fire Stations (5)  
Emergency Services: Public Safety Communications Supervisor

**Approval:**

*Steve Hoffmann*

\_\_\_\_\_  
Steven Hoffmann  
Director of Fire and Rescue Services

\_\_\_\_\_  
July 1, 2019

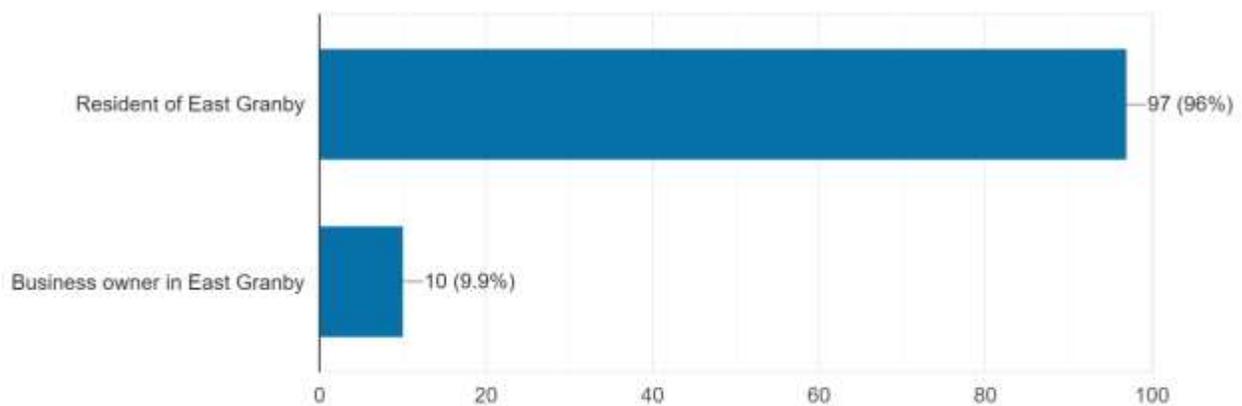
# Appendix E: Community Survey

Listed for each question is a summary of the most common responses. A total of 101 members of the community participated in this survey.

Survey percentages may not total exactly 100% because of rounded percentages or questions that allowed participants to choose more than one response.

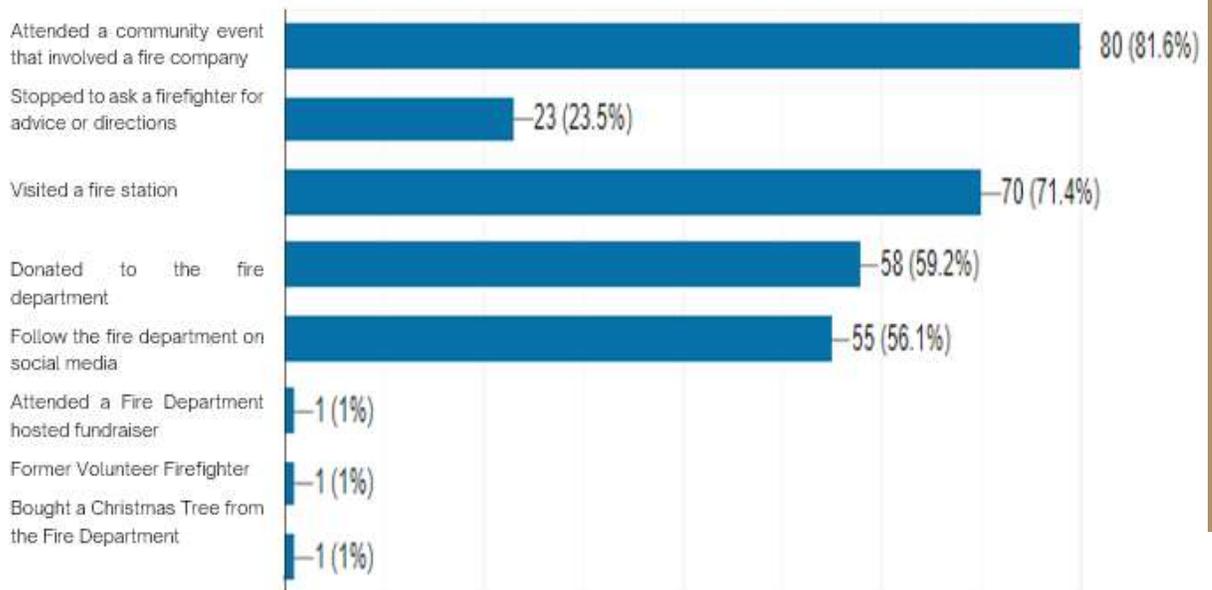
## 1. I am a: (Check all that apply)

101 responses



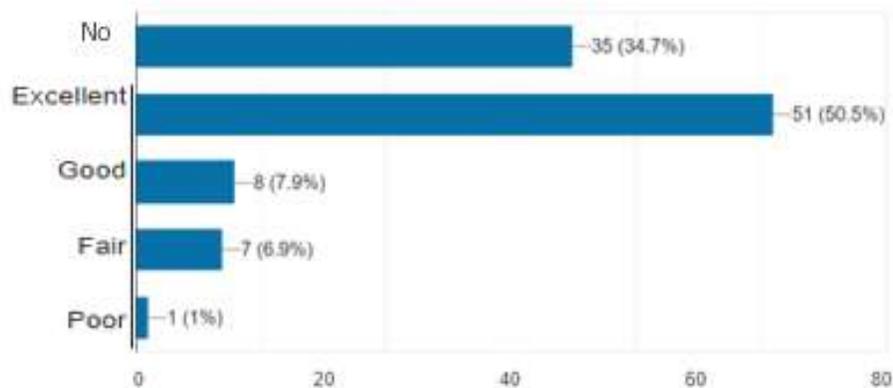
2. Have you ever: (Check all that apply)

98 responses



3. In the last five years, have you personally received or witnessed a response from the fire department? If so, how would you rate the quality of the service?

101 responses



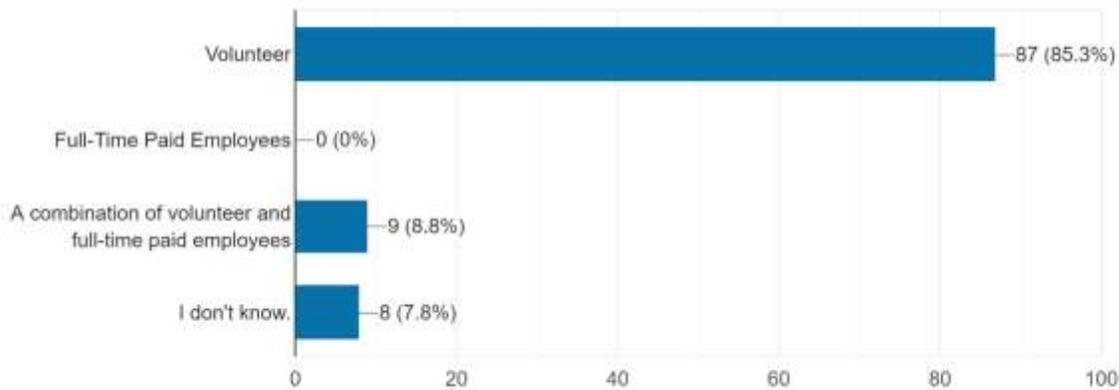
4. Why did you give the rating you gave?

63 responses

The two most common responses to this question were “Good Service” (29 - 46.03%) and “quick response” (21 – 33.33%).

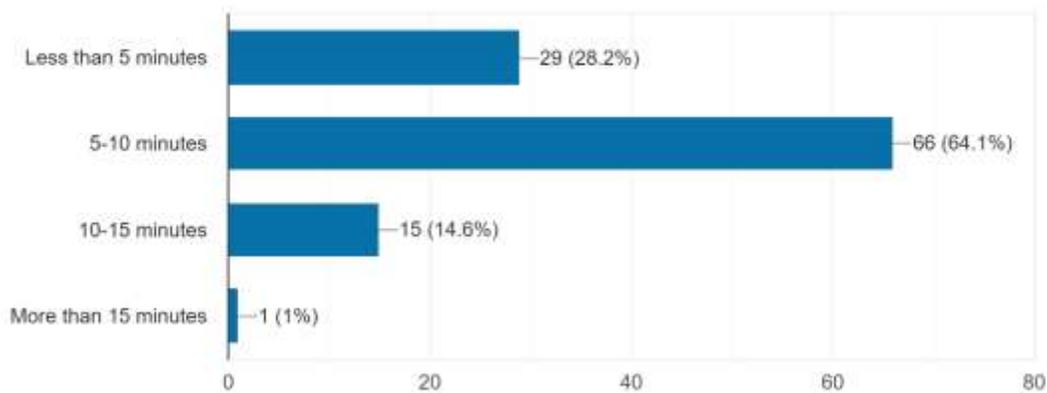
5. Firefighters in East Granby are:

102 responses



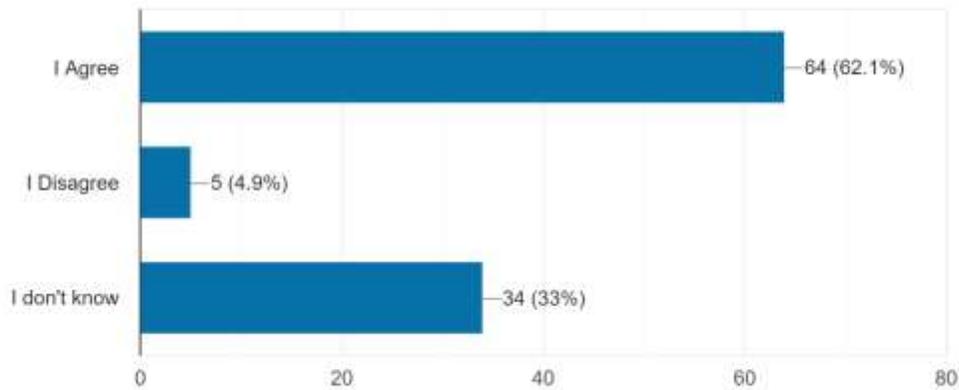
6. What do you feel is the appropriate amount of time from when a person calls 911 until the arrival of the fire department at an emergency?

103 responses



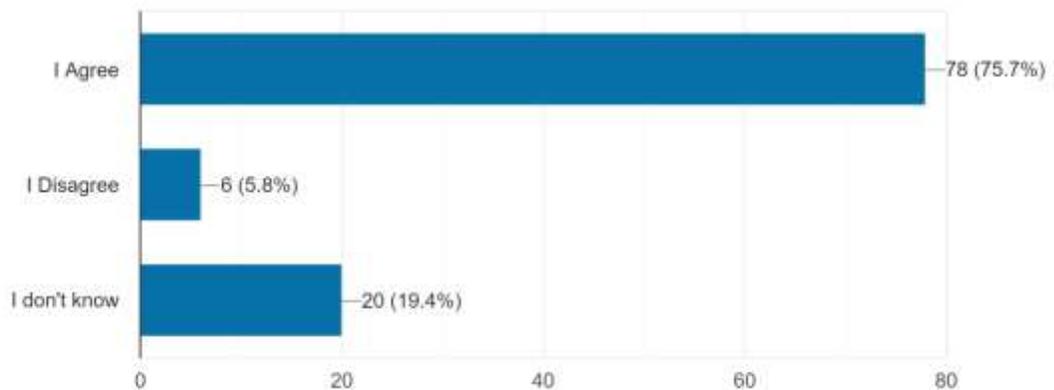
7. The fire department responds to emergency calls in a timely manner.

103 responses



8. I would be supportive of allocating additional funding for incentives for volunteer firefighters.

103 responses



9. The greatest strength of the fire department is:

80 responses

The vast majority (77 – 96.25%) of the survey participants identified the Volunteer Firefighters as the greatest strength of the fire department. Residents repeatedly described the Volunteer Firefighters as “dedicated” and “committed” and appreciated the fact that these men and women are part of the East Granby Community.

10. The greatest weakness of the fire department is:

68 responses

The two most common responses to this question were a “lack of Volunteer Firefighters) (19 – 27.94%) and a “lack of funding or support from the community (17 - .25%).

### 11. The greatest opportunity for the future of the fire department is:

67 responses

The two most common responses to this question were “support” (40 – 59.70%) and “more firefighters” (12 – 17.91%). Within the “support” category, there were repeated calls for more funding from the town for better equipment and training. Within the “more firefighters” category, 6 survey participants (8.95%) suggested more volunteer firefighters, 4 survey participants (5.97%) suggested adding paid staff, and an additional 2 survey participants (2.98%) simply suggested more firefighters.

### 12. The greatest threat to the future of the fire department is:

71 responses

The two most common response to this question were “lack of support” (28 – 39.43%) and “lack of volunteers) (24 – 33.80%). Within the “lack of support” category, most of the survey participants were concerned that the fire department would not be successful unless it had adequate funding to operate. Within the “lack of volunteers” category, respondents expressed concerns about the number of people willing to serve as volunteer firefighters in the future.

13. Would you be willing to volunteer for the East Granby Volunteer Fire Department? If so, please provide your name, address, phone number, and email address.

41 responses

Out of the 41 responses to this question the vast majority (25 – 60.97%) of the survey participants were not interested or able to volunteer as a firefighter. Two survey participants (4.87%) answered “yes” to this question; however, one did not provide any contact information and the other was willing to provide financial or administrative support. Dynamix Consulting Group provided the second survey participant’s contact information the East Granby Fire Chief.

14. If you are a business, would you be willing to either recruit volunteer firefighters or support the East Granby Volunteer Fire Department in another way? If so, please provide your name, your business name, address, phone number, and email address.

22 responses

There were 2 “yes” responses (9%) to this question; however, neither survey participant provided any contact information.

15. Other comments that you’d like to share:

24 responses

The two most common responses to this question were gratitude for the fire department (11 - 45.83%) and calls for additional funding and support for the fire department (4 – 16.66%).

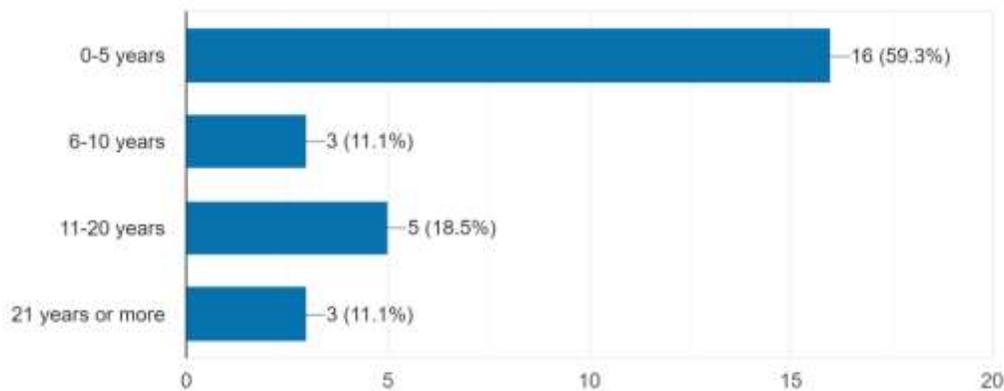
# Appendix F: Fire Department Survey

Listed for each question is a summary of the most common responses. A total of 28 members of the fire department participated in this survey.

Survey percentages may not total exactly 100% because of rounded percentages or questions that allowed participants to choose more than one response.

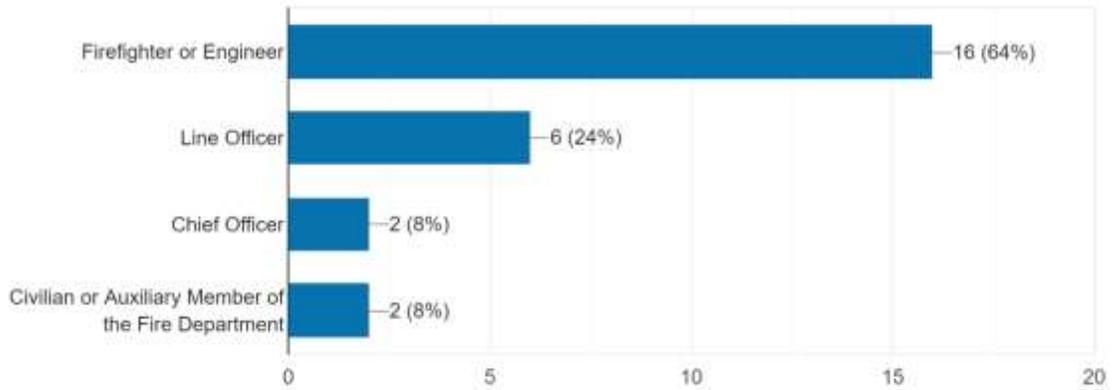
## 1. Please identify your number of years of service to the East Granby Volunteer Fire Department.

27 responses



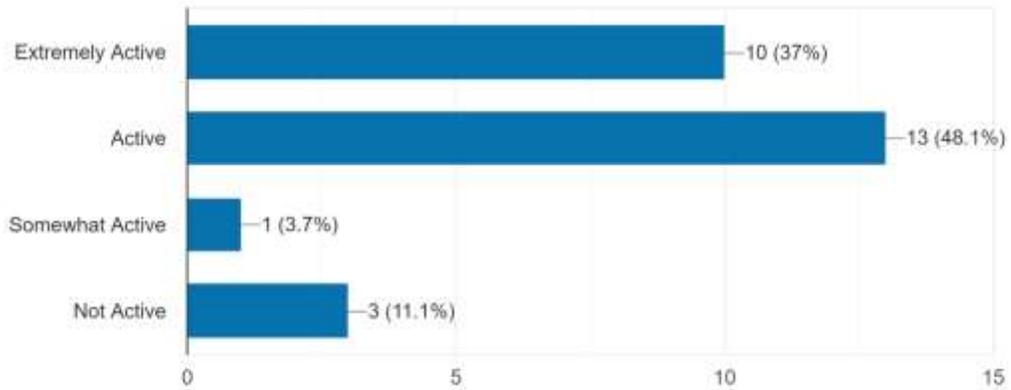
2. Which one of the following best describes your current position?

25 responses



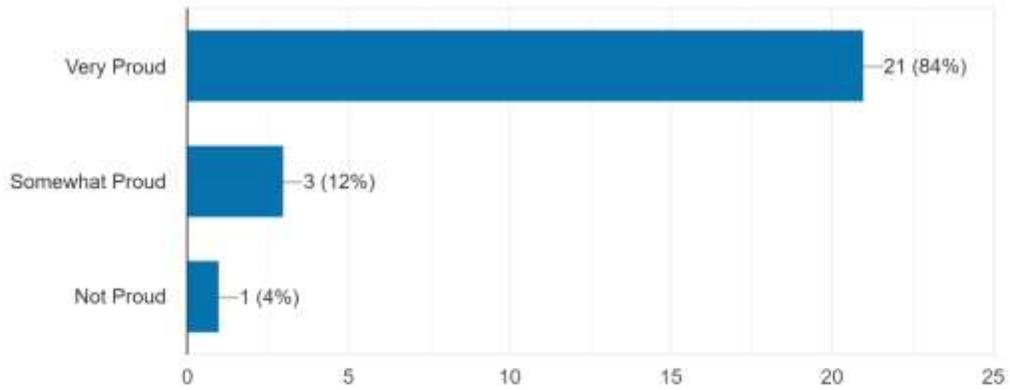
3. How would you describe your level of activity with the East Granby Volunteer Fire Department?

27 responses



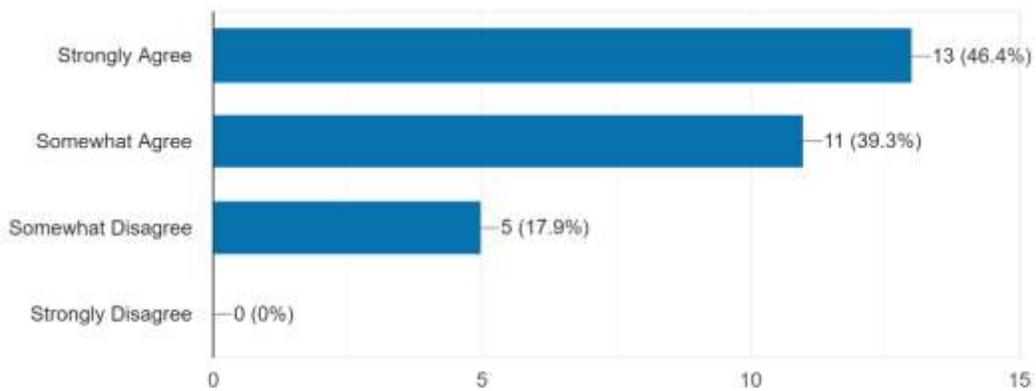
4. How proud are you to tell other people that you are a member of the East Granby Volunteer Fire Department?

25 responses



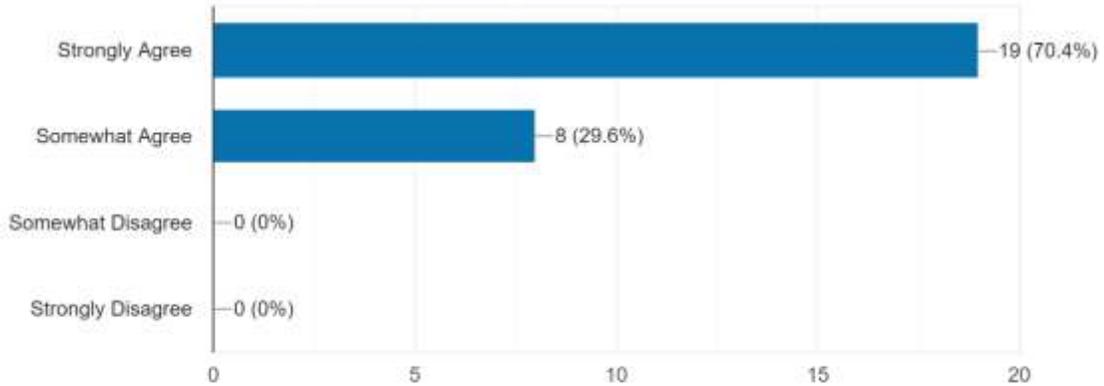
5. Please identify your level of agreement with the following statement: The East Granby Volunteer Fire Department is respected by the community that it serves.

28 responses



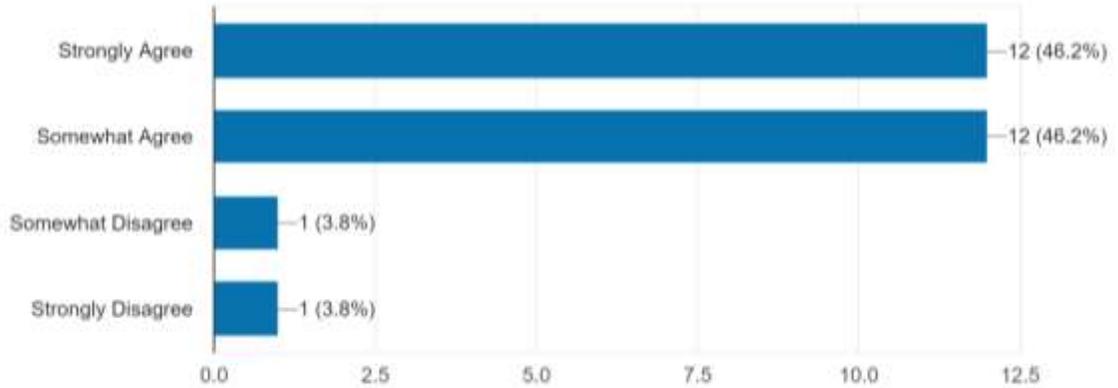
6. Please identify your level of agreement with the following statement: The East Granby Volunteer Fire Department is sufficiently engaged in the community it serves.

27 responses



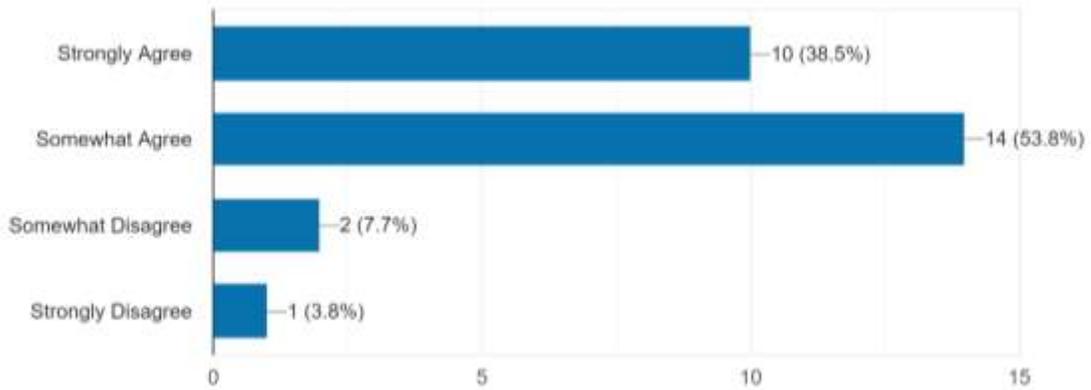
7. Please identify your level of agreement with the following statement: The East Granby Volunteer Fire Department provides me with the appropriate personal protective equipment, tools, and apparatus to safely and efficiently do my job.

26 responses



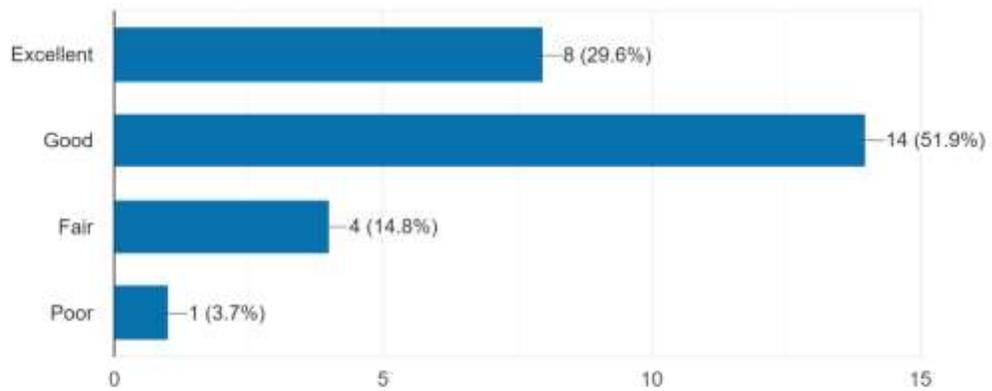
8. Please identify your level of agreement with the following statement: The East Granby Volunteer Fire Department provides me with the appropriate type and amount of training to safely and efficiently do my job.

26 responses



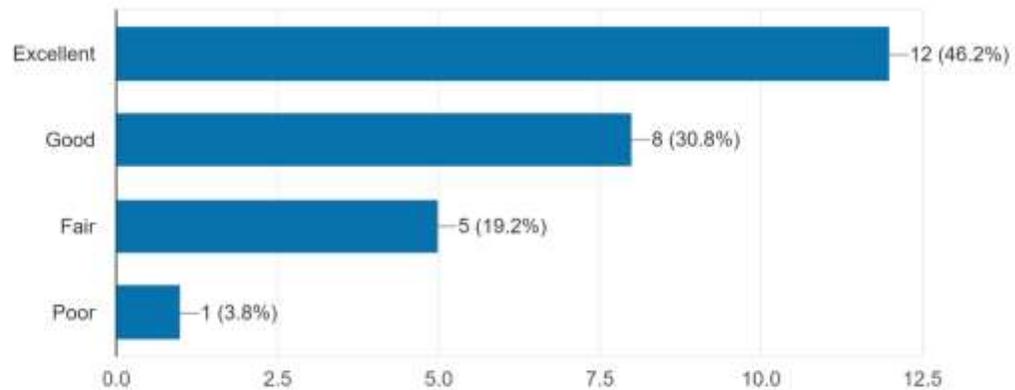
9. How would you rate department-wide morale within the East Granby Volunteer Fire Department?

27 responses



### 10. How would you rate communication within the East Granby Volunteer Fire Department?

26 responses



### 11. What are your thoughts about the current Volunteer Firefighter Incentive Program?

22 responses

The majority of the survey participants (14 – 63.63%) felt that the current incentive program was inadequate. Slightly more than one quarter (6 – 27.27%) felt that the current incentive program was adequate, and two survey participants (9%) did not know whether the program was adequate or not.

### 12. In your opinion, what is the greatest strength of the East Granby Volunteer Fire Department?

24 responses

The two most common responses to this question were “the membership” (15 – 68.18%) and “the leadership” (7 – 31.81%). As it relates to the “membership”, survey participants cited the comradery and dedication of volunteer firefighters. As it relates to the “leadership”, survey participants cited their communication, training, experience, and endless work on behalf of the volunteer fire department.

**13. In your opinion, what is the greatest weakness of the East Granby Volunteer Fire Department?**

25 responses

The two most common responses to this question were “a lack of support” (14 – 56%) and “a lack of volunteers” (4 – 16%). Comments related to the “lack of support” focused on the need for more funding from the town as well as a need for more awareness about the fire department and its needs from both the town and the community. Comments related to the “lack of volunteers” mentioned the difficulty in recruiting new members and concerns about whether there are volunteer firefighters willing to assume leadership positions in the future.

**14. In your opinion, what is the single greatest future opportunity for the East Granby Volunteer Fire Department?**

24 responses

The two most common responses to this question were “support” (7 -29.16%) and “new apparatus” (6 – 25%). Survey participants defined “support” as providing adequate funding to the fire department including funding a program to recruit and retain volunteer firefighters. The new apparatus was cited as great opportunity for the fire department because of the safety features, ability to better serve the community, and potential to leverage the apparatus as a volunteer firefighter recruitment tool.

**15. In your opinion, what is the single greatest threat to the future of the East Granby Volunteer Fire Department?**

25 responses

The two most common responses to this question were “a lack of volunteers” (12 – 48%) and “a lack of support” (9 – 36%). As it relates to the “lack of volunteers”, comments focused on concerns about the number of volunteer firefighters as well as whether there was anyone willing to assume leadership positions within the fire department in the future. Comments related to the “lack of support” cited the need for the town to appropriately fund the fire department and for the community to understand the fire department and its needs.

16. Please use the space below to tell us your suggestions or final thoughts for improving the East Granby Volunteer Fire Department.

19 responses

Most of the response to this question (14 – 73.68%) re-stated the need for the town and the community to appropriately support the fire department. An additional four survey participants (21.05%) cited the need for the Town to better compensate the chief and assistant chief and / or to hire an administrator or make other cross staffing arrangements that could include the Fire Marshal’s Office and Emergency Management.