

**Town of Farmington Fire Department
Strategic Plan
2018 – 2023**



**1 Monteith Drive
Farmington, CT 06032**

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Message from the Director of Fire & Rescue Services

The following document was compiled with input from all levels of the Town of Farmington Fire Department. Both volunteer and career firefighters utilized their experience and knowledge allowing the department to continue in a unified, progressive and professional combination department. The history of the three fire departments within the town runs deep in tradition and pride. While demographics across the country illustrate the continual decline in volunteer firefighters, The Town of Farmington Fire Department continues to maintain its ranks with the assistance of a career firefighting staff. As the community grows, the department reviews and assesses the best interests of the Town and makes the changes necessary to provide the best services possible.

The important basis of this strategic plan is to provide a guide to continue to bring the Town of Farmington Fire Department into the future. This plan encompasses all the aspects of the department to include staffing, facilities, training and administration. It is important that as the community grows we continually review this document and make the required changes in the best interest of the Town and the Town of Farmington Fire Department.

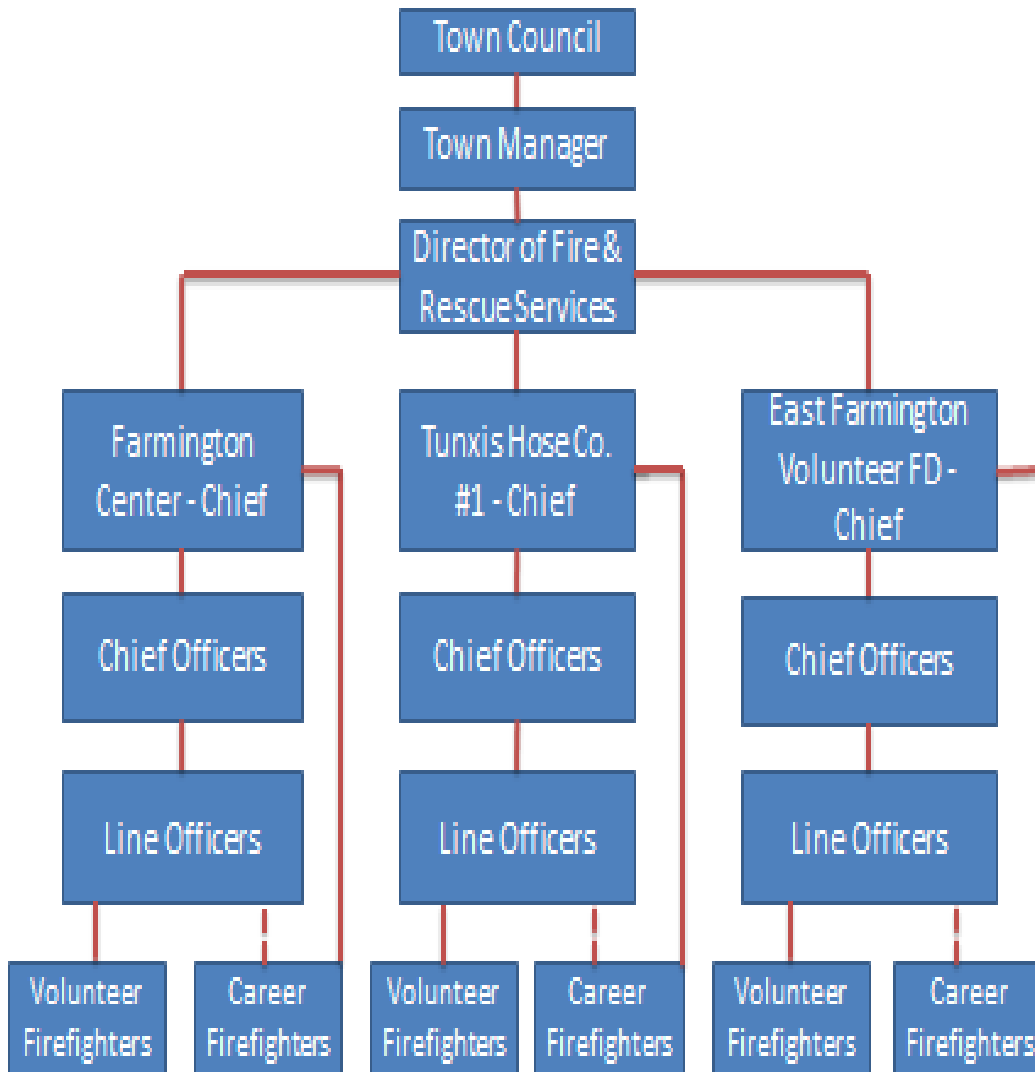
I would like to thank all those who assisted and provided the information needed to compile this document. Without their input this would not have been possible.

Steve Hoffmann

Director of Fire & Rescue Services

Organizational Structure

Town of Farmington Fire Department Organizational Chart



12/18/2017

Town of Farmington

The Town of Farmington is located 10 miles west of Hartford. It is bordered by West Hartford, New Britain and Newington to the East, Plainville to the South, Bristol and Burlington to the West and Avon to the North. The Town encompasses 28.7 square miles, spanning 12 road miles North to South and 11 road miles East to West. Farmington is divided by two rivers and bridged five times.

According to the 2011 Census, the Town's population was, up from 23,641 in 2000 and 20,608 in 1990. More than 90% of the community is white with slight increases in Pacific Asian, Black and Hispanic residents in recent years.

Farmington is unique as a suburb to Hartford in that it has an increased daytime population as a result of more than 32,000 jobs within its borders.

The Town of Farmington operates seven public schools, including four public elementary schools (Kindergarten through 4th grade), one upper elementary school (Grades 5 & 6), one public middle school (Grades 7 & 8) and one public high school (Grades 9 through 12). The Town is also home of a number of other educational institutions, including Miss Porter's School (a private girl's school), Tunxis Community College, the University of Connecticut Healthcare Center, Carrier Academy of Learning and the Farmington Montessori School.

The Town boasts many other features within its boards that make it unique

- 2 post offices
- 148,000 volume public library
- 7 parks and public squares
- 8 churches and synagogues
- 4 museums
- Several private country and field clubs
- 2 public golf courses
- Interstate 84
- U.S. Highway 6

- State Routes 4, 9, 10, 167, 177
- 116 miles of Town roads
- 29 miles of state roads
- Financial and insurance companies including Orion Capital, Bank of America, Hartford Fire Insurance Company and Connecticutare, Farmington Bank
- Manufacturing companies including New England Airfoil Products, Mallory Industries, Fletcher Terry Company, Connecticut Spring and Stamping Company, Trumpf America Incorporated, Stanley Access Technologies, Otis Elevator, EBM-Pabst Industries and Carrier Corporation
- Shopping malls including West Farms Mall and Southeast Plaza
- University of Connecticut Health Center
- UCONN TIP Program
- The Landing Assisted Living

The Town Charter is Farmington's primary organizational document. The Charter was first adopted in 1947 and was last revised on December 4, 2003.

The Town is administered under the Council-Manager form of government. A seven-member council is elected biannually for a term of two years and services without compensation. The Town Manager serves as the full-time Chief Executive.

The vision for the Town of Farmington, as determined by the Town Council, states "Farmington will be recognized as a historic and progressive town with an engaged citizenry committed to the betterment of the entire community. To that end, high quality services will be provided to a diverse population living and working in a balanced blend of open space, residential housing and commercial properties supported by stable and equitable revenues."

History of the Fire Departments

The Town of Farmington was incorporated in 1645. The Farmington Fire Department was established in 1803, followed by Tunxis Hose Company #1 in 1893, the Oakland Gardens Fire Department in 1943 and the East Farmington Volunteer Fire Department in 1944. The four fire departments were all funded separately by the Town and operated independently of each other for many years.

In 1992, a committee consisting of fire fighters and members of the community established and charged with creating a rational, cost-effective plan for the FD. The committee ultimately recommended that a consultant be hired to complete this task and then disbanded.

In 1993, the Oakland Gardens Fire Department merged with Farmington Fire Department, putting the two stations under the direction of the same Volunteer Fire Chief.

The Town of Farmington now had three separate fire departments instead of four.

In June of 1993, MMA Consulting, Inc of Boston, Mass, issued their final report titled, "A study of the Fire, Rescue and Emergency Medical Services in the Town of Farmington." The study included more than 30 recommendations. When presented to the Town on June 24, 1993, Dr. Granito indicated that the most important matter, in his opinion, was to resolve the organization and command structure of the Fire Department. Once that was instituted, it was Dr. Granito's belief that the Town could effectively standardize procedures, reporting systems and specifications for the equipment and apparatus, all of which, at that time was different station to station.

The MMA report read, in part, "Rather intense competition appears to have existed for some years among the volunteer fire departments regarding territory and special service delivery...That competition has moved beyond ordinary or desirable...We judge that this situation has reached crisis level."

The fire departments in Farmington experience many changes in the years following the MMA report.

In 1994, the Town's three fire departments were unified under one full-time, paid Fire Chief/Fire Marshal.

In 1997, the position of Fire Chief/Fire Marshal was returned to being a Fire Marshal only. The Fire Service Board, a nine-member board comprised of three volunteer Fire Chiefs, three Volunteer Assistant Chiefs and three volunteer members of the community took over the responsibilities of the Fire Chief. The Board hired a part time Fire Administrator in December, 1997. The position was upgraded to full time in July, 1998.

In 2000, the Southwest Fire Station, on Westwoods Drive in the Southwest corner of Farmington, was built. As Oakland Gardens was a substation to the Farmington Fire Department, Southwest became a substation to Tunxis Hose Co. #1., operating under their respective Fire Chiefs.

The Town of Farmington now had three Volunteer Fire Chiefs overseeing five fire stations under the direction of a nine-member Fire Service board.

In 2002, the Fire Service Board voted to disband itself.

On May 1, 2003, the position of Fire Administrator was upgraded to the Director of Fire and Rescue Services and became the department head of the TFFD. Authority for the position of Director of Fire & Rescue Services is derived from Chapter 29 of the Farmington Code.

The TFFD today is a combination fire department comprised of approximately 143 firefighters: 135 volunteer fire fighters who answer calls 24 hours a day, seven days a week and eight full time career firefighters who are on duty between the hours of 6AM and 5PM, Monday through Friday.

The TFFD operates 18 apparatus out of five stations. The annual operating budget is \$1,528,164.00

During fiscal year 2017, the department answered 4,168 calls for service, an increase of 320 calls from the previous year.

The TFFD is designated by the State of Connecticut as the Primary First Responder to medical calls for the Town of Farmington. The Farmington Police Department is the supplemental First Responder, American Medical Response is the transport agency for the Town providing both BLS and ALS service through an agreed upon contract.

Vision Statement

Our goal is to provide exceptional service to the community through dedication, professionalism and continued training. The department is dedicated in continuing to develop and improve current strategies for the deployment of fire services to the Town of Farmington.

Mission Statement

The Town of Farmington Fire Department is dedicated to providing for the safety and welfare of the community through the preservation of life, property, and the environment by maintaining a constant state of readiness through fire fighter training and public education.

Core Values

Professionalism – Maintaining an attitude and appearance that represents the quality of service provided

Dedication – Striving for continued improvement to better service the community and department

Integrity – Ensuring the highest standards of ethical conduct through mutual respect and trust

Respect- Acknowledging other's qualities and achievements toward continued commitment to reaching our goals

Teamwork – We recognize the unique skills and experiences of every Individual and understand the importance of working together in meeting our goals and providing quality service.

Code of Conduct

Awareness of Activities – inform themselves about all new directives, policies, regulations, memoranda and all other important matters governing their assignment upon returning to duty from any absence.

Submitting Reports - promptly and accurately complete and submit all reports and forms as required.

Giving Identification - give identification by name if requested, in a civil manner, to any person who may inquire, except where the physical safety of a member of the department is threatened, or when authorized not to do so by proper authority.

Address and Telephone - have a telephone number at which the member can be reached; report any changes of phone number or address to their Fire Chief in writing.

Truthfulness - speak the truth at all times and under all circumstances. In cases in which he/she is not allowed by the regulations of the department to divulge facts within his or her knowledge, he or she will decline to speak on the subject.

Communication - Transmit communications to other members of the department when required. All communications whether by radio, telephone, written or verbal, shall be free of profanity.

Respect - extend the proper courtesy and respect toward all citizens and members of the department.

Inquiries from Citizens - answer questions from citizens or others in a courteous manner and if unable to supply an answer, make every effort to obtain the answer for the citizen.

General Knowledge and Performance - be familiar with all the laws, statutes, ordinances, regulations, and important streets and places in the Town, necessary for the efficient execution of one's duty as a fire fighter. Any violations of Town Ordinances or regulations shall be recorded and brought to the attention of the proper Town Department.

Duty to Report Information - report to the proper person or their Fire Chief any information given in good faith by any citizen regarding matters that indicate the need for action by any Town Department.

Attention to Duty - regardless of rank or assignment, act promptly to protect life and property, handle complaints, calls for assistance, and other duties in a firm and calm manner without any unnecessary loss of time; render assistance to all persons who request it, including fellow fire fighters, so far as such assistance is consistent with fire fighter duties. Any member who fails to efficiently perform his or her assigned duty may be charged with neglect of duty.

Programs & Services

<i>Fire Suppression</i>	<i>Hazardous Materials Response</i>
<i>Rescue</i>	<i>Disaster Preparedness</i>
<i>Emergency Medical Services</i>	<i>Fire Prevention</i>
<i>Public Fire/EMS Safety Education</i>	

Department Personnel Survey

The survey of the Town of Farmington Fire Department was conducted from December 20, 2017 to January 22, 2018. A total of 57 firefighter/EMTs participated equaling approximately 35% of the department personnel. Below are the responses with regards to various areas of operation in the department. This is an increase from the 34 firefighters, or 23% of the fire department, that participated in the 2006 survey.

1. The quality of our Department and its service is very high.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
21	34	0	1	1

2. BLS medical services to the community are exceptional.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
18	32	0	7	0

3. ALS medical services to the community are exceptional.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
5	29	7	13	3

4. Our Department exceeds the Industry standards

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
6	36	4	10	2

5. Our Department has a clear vision/direction for the future.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
4	34	3	13	1

6. Our separate stations and the organization as a whole communicate and cooperate well with each other.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
6	32	5	10	4

7. Our community views our services favorably.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
29	28	0	0	0

8. Our department is progressive and innovative.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
10	34	1	10	2

9. Our leadership has clear cut goals/objectives.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
5	35	2	13	2

10. Our leadership communicates important information effectively.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
11	35	1	9	1

11. When issues arise, they are resolved quickly.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
8	32	4	13	0

12. Our Chiefs and Company Officers receive extra training to be good leaders and mentors.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
7	21	5	20	4

13. Our budget is sufficient to satisfy our needs.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
3	24	7	18	5

14. Our firefighters and EMTs are effective in the field.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
26	29	0	2	0

15. We are effective in promoting good-will between and among our members.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
6	38	3	8	2

16. We do a good job educating the public about fire safety.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
25	24	5	3	0

17. We have sufficient resources and protocols in place to respond to a variety of emergencies including specialized emergencies.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
11	33	3	8	2

18. We work well with mutual aid departments.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
23	29	3	2	0

19. Our department is quickly able to adapt, through its leadership, to new demands and requirements imposed upon it.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
11	37	2	6	1

20. Our technology and equipment is well maintained.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
9	39	1	8	0

21. Our Department provides a safe environment in which to work.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
24	32	0	1	0

22. Apparatus are inspected and maintained properly.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
14	32	4	5	2

23. Fire Stations are in good physical condition.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
6	28	2	18	3

24. Locations of the Fire Stations are adequate for meeting the community needs.

Agree Strongly	Agree	No Response	Disagree	Disagree Strongly
14	26	4	11	2

COWS Analysis Summary

Challenges

- Better Communications
- Decline in volunteers
- Age of current volunteers with not enough replacements
- Department wide training and drills
- Too many Chiefs
- Increase in call volume of low priority calls due to assisted living facilities coming into Town
- Officers elected on popularity as opposed to training/certification
- Not enough career staff during decreased volunteer response times
- Paying for certification courses with no commitment causing personnel to leave increasing the burden of expense on the Town
- Current fire station building conditions

Opportunities

- Department Leadership Program for new and existing officers
- Paramedic program to start responding to ALS calls
- Change in apparatus placement to reflect target hazards around Town
- Physical fitness & Wellness Program for firefighters
- Researching and taking advantage of available grants
- Department training with response to mass casualty incidents
- Involvement in community activities to attract new volunteers
- Research a regional EMS system with area towns
- Dual response to high hazard targets to ensure adequate apparatus and personnel respond
- Availability of Narcan for administration in the field

Weaknesses

- Amount of available volunteer firefighters
- Popular vote of department officers
- Lack of Town-wide department training
- Lack of Town-wide SOPs
- Firehouses are outdated and do not support the growth of the TFFD
- Too many different leadership styles
- Low officer requirement standards
- Low priority EMS calls taxing the volunteer system
- Not using in town assets prior to requesting mutual aid
- Lack of representation on input when new facilities come into Town
- Not able to respond to any department to respond to calls
- Some aged equipment slow to be replaced
- Lack of available gear for responders to Oakland Gardens Station

Strengths

- Passion and dedication of volunteer membership
- Quality in-house training conducted by each department
- Support of fellow firefighters in time of need
- Positive public image
- Career Staff during the day to respond when volunteer responses are decreased
- Two ALS ambulances posted in Town 24/7
- Everyone works well together on the fire ground
- Good fire prevention program supported by low fire rate
- Training producing skilled and knowledgeable professional firefighters
- Availability of a Live Fire Training Facility in Town
- Strong community support
- Quality EMS care by all department personnel
- The transition of a new Fire Director with a new outlook

TFFD Capital Improvement Plan

Year	FD Request	Cost
Year 1: 2018-2019		
2018	SCBA Part 11 of 11	\$160,000
2018	Turnout Gear – 8 sets at \$3,000 each Annual Replacement Program	\$25,000
2018	Replace Medic 11 (2008 GMC)	\$90,000
2018	Replace Engine 2 (1991 Boardman)	\$650,000
2018	Hose Replacement	\$25,000
Year 2: 2019-2020		
2019	Turnout Gear – 15 sets at \$3,000 each Annual Replacement Program	\$45,000
2019	Replace Ladder 1(2001 Pierce)	\$1,500,000
2019	Fire Station #1 Rebuild	\$3,500,000
Year 3: 2020-2021		
200	Turnout Gear – 15 sets at \$3,000 each Annual Replacement Program	\$45,000
2020	Replace Engine 8 (1997 Pierce) <i>Can be removed if OG and EF are merged</i>	\$700,000
2020	Hose Replacement	\$25,000
2020	Replace Medic 7(2004 Ford) <i>Can be removed if OG and EF are merged</i>	\$95,000
2020	Fire Station #2 Rebuild	\$3,500,000
Year 4: 2021-2022		
2021	Turnout Gear – 15 sets at \$3,000 each Annual Replacement Program	\$45,000

Year	FD Request	Cost
2021	Replace Engine 5 (2005 Pierce)	\$750,000
2021	Replace Engine 9 (2005 Pierce)	\$750,000
2021	Replace Medic 16 (2010 Ford)	\$110,000
2021	Farmington Fire Station Addition/Renovations	\$2,132,000
Year 5: 2022-2023		
2022	Turnout Gear – 15 sets at \$3,000 each Annual Replacement Program	\$45,000
2022	Replace Rescue 15 (2001 Emergency One)	\$700,000
2022	Fire Safety Trailer Improvements/Repairs	\$70,000
2022	ATV/UTV Vehicle w/ Trailer	\$40,000

Strategic Goals & Initiatives

The Town of Farmington Fire Department Strategic Goals & Initiatives were created based on the input from the Department Personnel Survey that was conducted as well as additional input from the Volunteer Fire Chiefs.

<u>Strategic Goals & Initiatives</u>	<u>Duration</u>
1. To Continue to Recruit and Sustain a Primarily Volunteer Workforce to Provide Fire & Rescue Services to the Town of Farmington While Ensuring Exceptional Services Through a Combination/Volunteer Fire Department Model	
1.A. Provide signage outside TFFD Fire Stations soliciting Volunteer Opportunities	1 year
1.B. Conduct Town wide Recruitment Events at Various Public Events and Venues Utilizing all Three TFFD Departments	5 year/On-Going
1.C. Utilizing E-license via the State OEMS Website, Compile a List of ACTIVE Emergency Medical Technicians within the Town of Farmington and Mail Out a Letter of Interest for Their Service as a Volunteer for the TFFD	6 Months
1.D. Begin Recruitment for additional Part Time Firefighters the Town of Farmington to Provide a Larger Pool of Resources for the TFFD to Utilize	5 Year/On -Going
1.F. Perform Exit Interview of Leaving Volunteers to Compile Information as to the Reasons for Leaving and Investigate Ways to Combat Those Issues	5 year/On-Going
1.G. Investigate SAFER Grant Opportunities to allow for the additional hire of Career Staff to Offset the Increase in Call Volume allowing for a Continued, Sustainable Volunteer TFFD	2 years
1.E. Continue to evaluate TFFD operations utilizing NFPA 1720 as a guide in order to ensure services to the Town of Farmington are following industrial standards and best practices	5 year/On-Going
1.F. Continue to monitor retention of current volunteers by maintaining at least 60% of the new recruits for 3 years.	5 year/On Going

1.G. Continue to recruit volunteer firefighter applicants with a successful appointment of 10%, or 16, firefighters to the TFFD personnel roster	2 year
2. Continued Establishment and Review of TFFD Directives to Ensure Compliance with Industrial Standards, OSHA and NFPA Which will provide standardized Procedures Town wide	
2.A. Establish a Directive that is compliant with NFPA 1500 Chapter 16 that provide protections for Firefighters with regards to Cancer Prevention	6 months
2.B. Establish a Directive that is Compliant with NFPA 1911 that Provides Criteria for an Apparatus Inspection and Prevention Program and Ensures Vehicle In Service/Vehicle Out Of Service Criteria are Delineated for Apparatus Longevity and Safety	1 year
2.C. To Establish a TFFD Health & Safety Committee to review Directives for Health & Safety ensuring all are current with Industrial Standards, OSHA and NFPA as well as be tasked with the investigation of injuries sustained in the TFFD, along with preventative measures as outcomes	5 year/On-going
2.D. Review of current directives to ensure Town of Farmington Fire Department is maintaining with current industrial standards and practices	5 year/On-going
3. To continue to ensure current equipment is maintained as well as new equipment and technologies are researched in order to stay current with industrial practices providing additional resources for the TFFD	
3.A. Research and implement standardizing of equipment throughout TFFD in order to minimize costs, provide ease in training and provide interoperability throughout the TFFD	5 year/On-Going
3.B. Establish an equipment maintenance program to ensure that current equipment is well maintained maintaining continued performance and life expectancy	1 year
3.C. Research local and regional needs with regards to specialized teams in order to provide service to Farmington and regional partners (Confined Space, High Angle Rescue, Trench Rescue, etc)	3 year

3.D. Review the Apparatus Replacement Plan to ensure apparatus is being replaced in accordance to industrial standards utilizing NFPA as a guiding model. 5 year/On-Going

4. To establish a plan for the replacement/renovation of fire stations throughout Farmington to ensure building code and best practice standards are maintained

4.A. Establish a committee comprised of the 3 fire departments to review statement of needs and review architectural and deployment study's 1 year

4.B. Review the current Statement of Needs Assessment on current fire station facilities 6 Months

4.C. Complete a Location and Deployment Study to research locations for new firehouse taking into consideration hazards, community needs, future development, volunteer response, available land, etc. 1 year

4.D. Review fire station architectural study completed in 2015 by DRA to decide to go through with recommendations or conduct another study 6 months

5. Provide Training to continue to ensure executive level officers, line officers and firefighters of the TFFD maintain skills and competencies to provide the best service to the Town of Farmington while following national standards and best practices maintaining continual, fluid succession.

5.A. Continue to ensure new applicants attain their Firefighter 1 Certification by 1 years of appointment On-going

5.B. Bring 100% of the firefighters in the TFFD up to the Firefighter 2 National Standard Level 3 years

5.C. Establish an Officer Development Program to ensure new appointed officers received additional leadership & Management skills on an annual basis to ensure lines of succession for longevity of the TFFD 2 year

5.D. Continue to research and secure outside instructors for various types of training to ensure new techniques and best practices are brought to the TFFD 5 years

5.E. Establish a Town wide Drill schedule to ensure interdepartmental training is conducted on an annual basis to promote good working relationship throughout the TFFD

1 year

5.F. Appoint a Training Coordinator for the TFFD that will assist the Director of Fire & Rescue Services and the Fire Chiefs with annual training requirements, instruction, and record keeping

2 years

5.G. Continue to improve/maintain the Live Fire Training Facility to ensure that is continues to promote and support the training for the TFFD.

5 years

6. Promote community outreach programs to continue to interact with community organizations and citizens to propagate public relations and strong community ties.

6.A. Continue to provide AHA CPR/AED Heart saver, Basic Life Support and Friends & Family Courses for the community and emergency responders

5 year/On-going

6.B. Establish a B-Con program in the community to work with community organizations and business to prepare for active shooter events or mass casualty incidents.

3 year

6.C. Continue to work on procuring the Paramedic PSA to allow for more competitive contractual agreements to provide the best Advanced Life Support options for the Town of Farmington

1 year

6.D. Research community programs that assist in promoting fire safety and community risk reduction (Smoke alarm programs, fall prevention programs, Home Safety Inspection Programs, etc)

4 years