

Ellington, CT
Fire / EMS Study



**JLN ASSOCIATES
FIRE PROTECTION SERVICES
43 HATCHETTS HILL ROAD
OLD LYME, CT 06371**

Executive Summary

JLN Associates (JLN) was asked by the Town of Ellington to conduct a general assessment of the Ellington Emergency Services. These services included the Ellington Volunteer Fire Department (EVFD), the Crystal Lake Volunteer Fire Department (CLVFD) and the Ellington Volunteer Ambulance Corps (EVAC). The assessment compared the form and function of the services relative to national standards and national accreditation best practices. The Fire Marshal's Office and Law Enforcement were not part of the study.

While each emergency agency had internally grown differences, each provides anticipated services in their respective districts. To that end, they are all comfortable how they conduct business and care for their constituents. As in many communities, each agency does have a specific culture. A concern is these differences have hindered the development of service delivery. For example, while there has been some joint purchases to pursue savings that is not always the case. There could be a greater achievement of economies of scale if short and long term purchases were planned out together. Additionally, the abilities or options offered should be considered. As an example, the Incident Reporting programs used by the fire departments are not the same. The version used by the EVFD has research and reporting capabilities not available in the CLVFD version.

To complicate matters, the topography has led to a condition where it is faster for mutual aid to arrive than home town resources. This has led to a thought process which is both interrelated and independent. The Chiefs have expressed an interest in conducting regular meetings to look at future issues and solutions.

A specific request was made to evaluate the appropriateness of an Administrator to assist the Fire and EMS services complete their mission. This issue was controversial to many of the participants at all levels in the community. The vision of the First Selectwoman is very simple. Provide administrative help to the emergency service leaders so they can focus on quality emergency service delivery. JLN believes this request was not a result of poor emergency service but rather non-emergency concerns, future development and a quest for best practices.

JLN believes an Administrator could assist the Fire and EMS services but is not critical at this time. The caveat for successful implementation, however, is the services and public must be involved in creating the position. We have included a recommended process to successfully achieve this goal. Our research in this area points out two critical issues. First, buy-in must take place at all levels. This position will fail without it. Second, Mission Creep or the continued addition of ancillary duties, will take place if a solid job description is not in place. It becomes very easy to start modifying the original intent and increase additional responsibilities. In addition to adding workload, conflicts will emerge involving those individuals involved in the change.

Fire and EMS Services - Ellington, Connecticut

In closing, while JLN found some practical issues during the study, no critical service delivery problems were found.

ABSTRACT

The Ellington Volunteer Fire Department, Crystal Lake Volunteer Fire Department and Ellington Volunteer Ambulance Corps provide Fire, EMS and Rescue services to the residents and guests of the Town of Ellington, CT. The Town of Ellington spans thirty-four (34) square miles and is a rural suburban community.

The purpose of this study is to review the services delivered by the Emergency Services. In addition, the Agencies' systems, support, risk contingencies, equipment, facilities and traditional activities shall be studied.

Research questions answered were:

- 1) Is the present emergency response system effective and efficient?
- 2) What changes, specific to additional facilities / enhancements / regionalization, could be made to improve the delivery of emergency services for the Town of Ellington?
- 3) What is the general health of the Ellington Emergency Services?
- 4) Are the Emergency Services prepared to successfully handle emergencies at their Target Hazards?
- 5) Would an Emergency Services Administrator improve the existing emergency services?

1.0 TABLE OF CONTENTS

Contents

ABSTRACT.....	4
1.0 TABLE OF CONTENTS	5
2.0 PROCESS.....	9
2.1 Data	9
2.2 Report	10
3.0 COMMUNITY HISTORY, GEOGRAPHY & DEMOGRAPHICS.....	11
3.1 History:.....	11
3.2 Geography.....	12
3.3 Demographics	12
3.4 Medical Services	14
3.5 Education	14
3.6 Government	14
3.7 Citizen Incomes and Community Expenditures	14
3.8 Housing	16
4.0 TOWN-WIDE RESEARCH.....	17
4.1 Community Risk	17
4.2 Concept of Risk	17
4.3 Community Risk Assessment	17
4.3.1 Examples	17
4.5 Strategic Planning	22
4.6 Community Risk Reduction.....	23
4.6.1 Public Education:	23
4.6.2 Engineering:	23
4.6.3 Code Enforcement	23
4.6.4 Investigations.....	23
4.6.5 Economic Incentives:	23
4.6.6 Emergency Response:.....	23
4.6.7 Emergency Response Reporting	24

Fire and EMS Services - Ellington, Connecticut

4.6.7 Public Health	24
4.7 Emergency / Disaster Management	24
5.0 FIRE STAFFING	26
6.0 FIRE DEPARTMENTS	31
6.1 Ellington Volunteer Fire Department	31
6.1.1 Organizational Statement / Mission Statement:.....	31
6.1.1.1 Organizational Statement:.....	31
6.1.1.2 Mission Statement:.....	31
6.1.2 Organizational History	31
6.1.3 Administration / Non-Combat Structure	32
6.1.4 Chain of Command	32
6.1.4.1 Policies and Guidelines	33
6.1.4.2 Responder Minimum Standards	33
6.1.5 Services Offered	33
6.1.6 Incident Reporting	34
6.1.6.1 Response Data	34
6.1.6.2	38
Responder Data	38
6.1.7 Training	39
6.1.8 EVFD Apparatus	40
6.1.9 Hazardous Materials and Special Operations.....	42
6.1.10 Facilities	42
6.1.10.1 Station 43	42
6.1.10.2 Station 243	43
6.2 Crystal Lake Volunteer Fire Department	44
6.2.1 Organizational Statement / Mission Statement:.....	44
6.2.1.1 Organizational Statement:.....	44
6.2.1.2 Mission Statement:.....	44
6.2.2 Organizational History	45
6.2.3 Administration / Non-Combat Structure	45
6.2.5 Policies and Guidelines	46

Fire and EMS Services - Ellington, Connecticut

6.2.5.1 Responder Minimum Standards	46
6.2.6 Services Offered	47
6.2.7 Incident Reporting	47
6.2.7.1 Response Data	47
6.2.7.2 Responder Data	50
6.2.9 Hazardous Materials and Special Operations	52
6.2.10 CLVFD Apparatus	53
6.2.11.1 Station 42	55
7.0 Emergency Medical Services – Ellington Volunteer Ambulance Corps	57
7.1 Organizational Statement / Mission Statement:	57
7.3 Administration	58
7.4 Policies and Guidelines	59
7.4.1 Responder Minimum Standards	59
7.5 Services Offered	60
7.6 Incident Reporting	60
7.7 Response Data	60
7.7.1 Call Volume	61
7.7.2 Ambulance Staffing, Financial Challenges and Billing	63
7.7.2.1 Ellington Rescue Post 512	64
7.8 Training	65
7.9 Vehicles	66
7.10 Facilities	67
7.10.1 Ambulance Building	67
8.0 Dispatch & Communications	69
A) Fire Incidents	69
9.0 CAPITAL IMPROVEMENT PLAN (CIP)	69
9.1 Rolling Stock	69
9.2 Vehicles with CIP replacement dates	70
9.2.1 Ellington Volunteer Fire Department	70
9.2.2 Crystal Lake Volunteer Fire Department	75
.....	78

Fire and EMS Services - Ellington, Connecticut

9.2.3 Ellington Volunteer Ambulance Corps	78
10.0 WATER SUPPLY	80
11.0 Key Research Question Answers	80
12.0 SPECIFIC CONCERNS FROM OUR RESEARCH	83
13.0 RECOMMENDATION CHECKLIST FOR THE TOWN OF ELLINGTON.....	84
REFERENCES.....	86
PHOTOS.....	88
FIGURES.....	90
ATTACHMENTS.....	92

2.0 PROCESS

2.1 Data

The information in this report was developed based on the guidance provided on the fire risk analysis for community fire departments as delineated in the 18th and 19th editions of the Fire Protection Handbook published by the National Fire Protection Association. It contains a review of the Ellington Fire Department utilizing NFPA 1201 (2015) Standard for Developing Fire Protection Services for the Public. The following standards were used as references to draw comparisons including:

NFPA 1141 (2012), Standard for Fire Protection in Planned Building Groups,

NFPA 1201 (2015), Standard for Developing Fire Protection Services for the Public,

NFPA 1500 (2013), Standard on Fire Department Occupational Safety and Health Program,

NFPA 1561 (2014), Standard on Emergency services Incident Management System and Command Safety,

NFPA 1581 (2015), Standard on Fire Department Infection Control Program,

NFPA 1720 (2016), Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments.

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

Application Standards for the Accreditation of Ambulance Services Ver.3, Commission on Accreditation of Ambulance Services

Documentation provided by the Department, State and Local EOP Planning Guidance was also referenced.

Travel times from Emergency Services to various commercial properties and businesses are calculated using the Apparatus Travel Time Formula provided by the ISO Commercial Risk Services, Inc. Apparatus driver response times to the Stations were calculated by the same means.

Information contained in this report on the potential fire hazards within the community has been based on discussions and research utilizing:

Discussions with EFVD Chief Jack Rich II

Discussions with Chief Charles Pippin (Outgoing CLVFD Chief)

Fire and EMS Services - Ellington, Connecticut

Discussions with Deputy Chief Timothy Seitz (Incoming CLVFD Chief)

Discussions with EVAC President Peter Hany Sr.

Discussions with EVFD Assistant Chief Brendan Burke

Discussions with EVFD Deputy Chief Karl Neubecker

Discussions with the Emergency Management Director Joseph Palombizio

Discussions with the Building / Planning Official Lisa Houlihan

Community tours and property visits by the staff of JLN Associates, LLC.

Research by JLN of the commercial and industrial properties within the response district.

2.2 Report

This report, when applied as a whole, will provide a reasonable, realistic, and consistent template as a guide for planning and development. This report addresses the following areas:

- The delivery of Emergency Medical Services.
- The required fire protection, rescue, emergency response and potential disaster needs for the Town of Ellington based on response trending data.
- * The adequacy of the Emergency Service Organizations based on their bylaws and Standard Operating Guidelines.
- * The Emergency Service Organizations' use of current technology for monitoring inventory, maintenance of equipment, and maintaining response data.
- * The Town of Ellington's Emergency Management Response Plan's ability to address appropriate guidance for the fire department during town emergencies including Homeland Security issues.
- * The Emergency Service Organizations current configuration and the anticipated facility needs.
- * The needs of the Emergency Service Organizations based on the potential growth of the town and department within the next 5, 10, and 20 years.
- * Water supply needs of the Fire Departments to adequately protect the Town of Ellington.
- * Condition, maintenance, and replacement schedule for fire apparatus and equipment.
- * The Fire Departments' Fire Prevention and Public Education Programs.
- * Review of Mutual Aid Agreements.
- * The available options to the Emergency Service Organizations' to enhance emergency response within the community.

3.0 COMMUNITY HISTORY, GEOGRAPHY & DEMOGRAPHICS

3.1 History:

"Ellington was originally a part of the township of East Windsor, called the Great Marsh. It was incorporated as a town in 1786. It is bounded on the North by Somers and Stafford, on the West by East Windsor, on the East by Tolland and Stafford, and the South by Vernon and Tolland. It is irregular in its form, its greatest length being nine miles, and its greatest breadth about six miles, comprising upwards of 21,760 acres. The township in the western part is generally level, a considerable portion of it being a plain, the soil of which is light and dry, but considerably fertile. The eastern part is broken, hilly and mountainous. It was not until seventy five years after the settlement began on the east side of Connecticut River, that any inhabitants located themselves in the part now called Ellington. Why this tract of land was thus neglected, cannot now be easily told. It might have been the opinion which early prevailed that the mountain land was better, the timber and water better, which influenced settlers to pass from Windsor to Tolland, Willington, and other mountainous tracts, rather than occupy these plains. The opinion was long prevalent, that the soil on the plain, near the present center of the town, and all the western section of it, was far inferior to the elevated tracts in the adjoining towns east. (from <http://www.rockvillemama.com/ellinghist.html>)(n.d.)

The Town of Ellington lies in the northern portion of the Connecticut River Valley, in north-western Tolland County. Once part of East Windsor, Ellington incorporated in 1786. Although known primarily as an agricultural community, Crystal Lake, located in the eastern section of town, was a popular summer resort destination from the late-1890s through the Great Depression. Although Ellington continues farming today, it is one of the fastest-growing towns

Fire and EMS Services - Ellington, Connecticut

in Connecticut, evolving from an agricultural center to a suburban bedroom community". (From <https://connecticuthistory.org/towns-page/ellington/>)(n.d.)

3.2 Geography

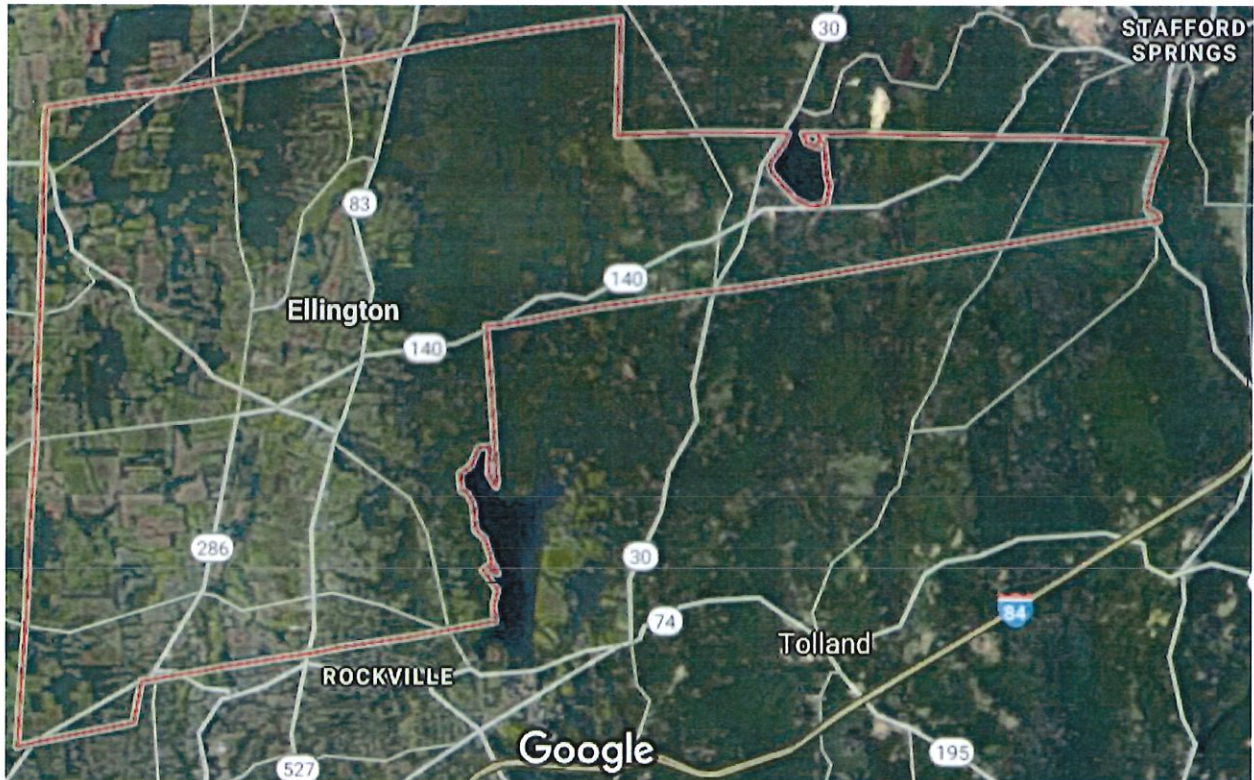


PHOTO 1: ELLINGTON BY GOOGLE EARTH

Ellington covers a land area of 34 square miles in Connecticut's Second Congressional District. Ellington is at an average elevation of 240 feet. It is traversed by CT 140 running east and west (Sadds Mill / Maple St./ Crystal Lake Rd./ Sandy Beach Rd.) and CT Routes 83 (West Rd / Sommers Rd.) running north and south. Its closest communities are; Somers, Stafford, Tolland and Vernon in Tolland County. In addition, it borders Enfield, East Windsor, and South Windsor in Hartford County. Relative to larger cities, it is located 18 miles from Hartford CT, 52 miles from Providence, 77 miles from Boston MA, 118 miles from the Bronx NY and 257 miles from Montreal (from profiles.ctdata.com)(n.d.) There are six bodies of water in Ellington: Thompson Pond, Bradley's Pond, Creamery Pond, Sadds Mill Pond, Charters Pond, and Crystal Lake. Crystal Lake is the largest body of water.

3.3 Demographics

The population was 15,880 Citizens in 2016 with a median age of 42 years old. (Retrieved December 10, 2018, from

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>).

Fire and EMS Services - Ellington, Connecticut

There were 8,071 males for 50.8 %. There were 7,809 women or 49.2 %.
(factfinder.census.gov). This relates to a population density of approximately 467 people per square mile. It is estimated the population is 93.5 % white. The second most common race is Asian - 5.7% followed by black - 1.2%, Other- 0.2% and followed by American Indian - .3%. The most common industries by number of positions are; Education, Health Care and Social Services at 1,190 or 17.6% percent Manufacturing at 1,334 or 15.6%, Finance and Insurance at 1,051 or 12.3% percent, Professional, Scientific, and Management at 896 or 11.5%, Retail trade at 933 or 10.9 % , Public Administration at 577 or 6.7 % , Arts, Entertainment and Recreation at 575 or 6.7%, Construction and Maintenance at 479 or 5.6 % , Wholesale trade at 349 or 4.1 % , Transportation, Warehousing and Utilities at 254 or 3%, Other service (Not Public) at 251 or 2.9 %, Information at 169 or 2 % and Agriculture at 84 or 1%. (factfinder.census.gov).

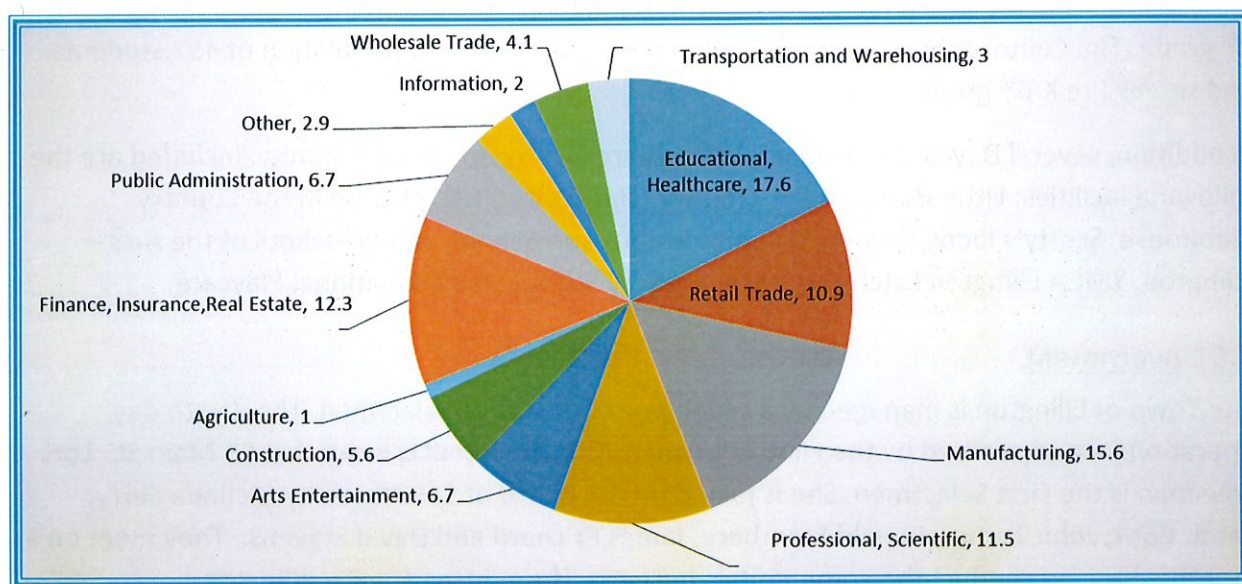


Figure 1: Community 2016 Employment by Percentage.

LARGEST Employers	PRODUCT/SERVICE
Ellington Public Schools	Education
Country Pure Foods Inc.	Agriculture
Rice Packaging	Commerce
Bestech Inc. of CT.	Environmental Services
Big Y	Commerce
Dymotek	Manufacturing

Table #1 Largest Businesses / Employers in Ellington, Connecticut

Fire and EMS Services - Ellington, Connecticut

3.4 Medical Services

There are no on-site Medical Care facilities in the Community.

The Closest Hospital is Rockville Hospital.

3.5 Education

The community is served by multiple schools. The Ellington High School, a public school, is located at 37 Maple St. It has a student population of 770 students and serves grades 9-12. The Ellington Middle School, located at 46 Middle Butcher Road has a student population of 449 students and serves grades 7-8. The Windermere School, located at 2 Abbott Road has a student population of 711 students and serves grades K- 6th grade. The Crystal Lake School, located at 284 Sandy Beach Rd. has a student population of 293 students and serves grades K- 6th grade. The Center School, located at 49 Main St. has a student population of 452 students and serves Pre K-6th grade.

In addition, several Daycare or Nursery Schools are located in the community. Included are the following facilities: Little House in the Country Care Center, Little House in the Country Clubhouse, Scotty's Kiddy Korner, Ellington Montessori School, and Preschool of the Arts – Ellington, YMCA Ellington Latch Key, Little Nursery School, and Educational Playcare.

3.6 Government

The Town of Ellington is managed by a seven person Board of Selectmen. The day to day operations are supervised by the First Selectman. The Town Hall is located at 55 Main St. Lori Spielman is the First Selectmen. She is joined on the Board of Selectmen by Melinda Ferry, Sarah Cook, John Turner, Ronald Stomberg, James Prichard and David Stavens. They meet on a monthly basis to conduct the community's business. (from <https://www.ellington-ct.gov/254/Board-of-Selectmen>)(n.d.)

3.7 Citizen Incomes and Community Expenditures

The US Census Bureau's American Fact Finder Website (<https://factfinder.census.gov>) reports the mean household income and benefits in the community is \$100,014 [in 2016 inflation dollars]. The median income and benefits was reported to be \$79,917 [in 2016 inflation dollars]. It is estimated that 7.5% percent of the population falls below the poverty line (Factfinder.com)

Fire and EMS Services - Ellington, Connecticut

<u>2014-2015 Budget</u>	<u>2013-2014 Est. Actual</u>	<u>Request</u>	<u>BOS</u>	<u>Approved</u>
EVFD	231,023	230,763		230,763
CLVFD	73,403	79,552		79,552
EVAC	326,050	302,175		302,175
<u>2015-2016 Budget</u>	<u>2014-2015 Est. Actual</u>	<u>Request</u>	<u>BOS</u>	<u>Approved</u>
EVFD	269,713	251,963		251,963
CLVFD	82,552	79,552		79,552
EVAC	335,955	295,100		295,100
<u>2016-2017 Budget</u>	<u>2015-2016 Est. Actual</u>	<u>Request</u>	<u>BOS</u>	<u>Approved</u>
EVFD	274,213	256,060		256,060
CLVFD	79,552	81,152		81,152
EVAC	295,100	293,199		293,199
<u>2017-2018 Budget</u>	<u>2016-2017 Est. Actual</u>	<u>Request</u>	<u>BOS</u>	<u>Approved</u>
EVFD	274,309	264,760	264,760	264,760
CLVFD	108,152	81,152	81,152	81,152
EVAC	298,397	266,199	266,199	266,199
<u>2018-2019 Budget</u>	<u>2017-2018 Est. Actual</u>	<u>Request</u>	<u>BOS</u>	<u>Approved</u>
EVFD	287,910	267,540	267,540	267,540
CLVFD	87,328	84,328	84,328	84,328
EVAC	345,577	300,600	300,600	300,600

Table #2 Budget Requests and Expenditures 2014-2019

Fire and EMS Services - Ellington, Connecticut

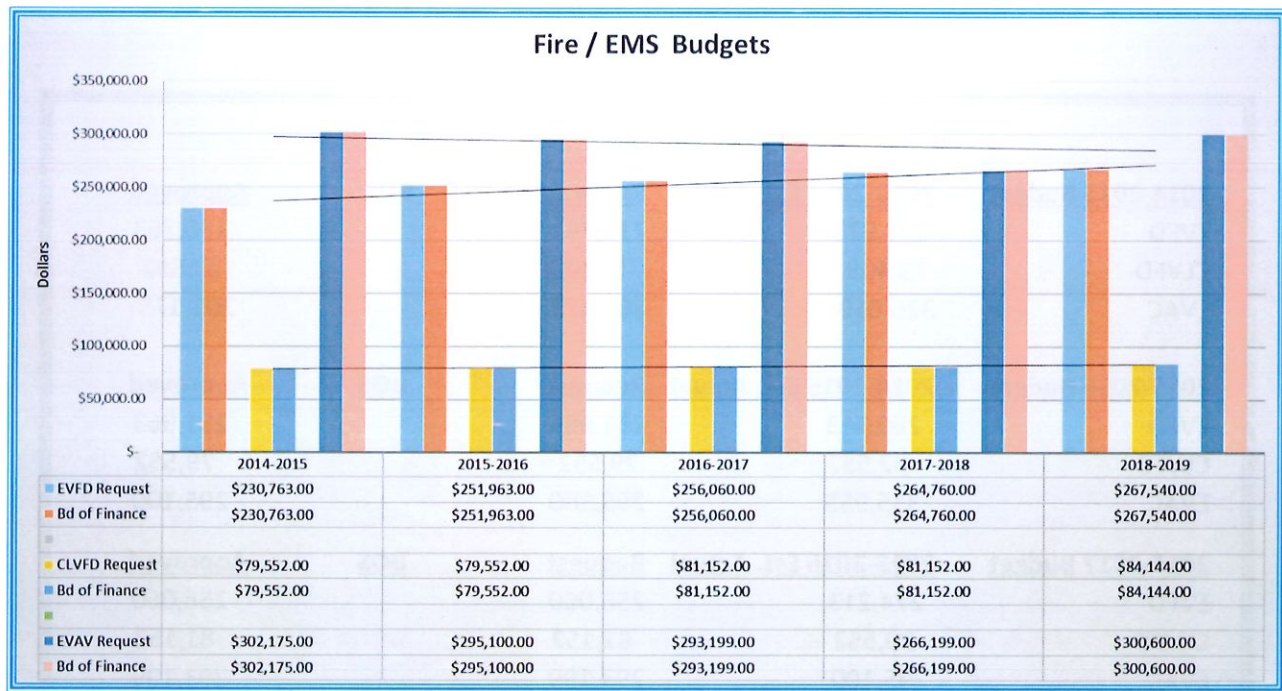


Figure: 2 Fire / EMS Budgets

3.8 Housing

It is estimated there are 6,717 occupied housing units in the community. In 2016, 65.6% were owner occupied. 34.4 % were rentals. The median value for owner-occupied homes in 2016 was approximately \$264,100. 2.8% of the homeowners lived in homes valued at less than \$50,000. 40 % of the homeowners lived in homes valued \$300,000 or more (Factfinder.com). Seniors and individuals who need assistance reside in the Ivy facility, Snipsic and Longview Villages, as well as, numerous private locations.

4.0 TOWN-WIDE RESEARCH

4.1 Community Risk

Community Risk is the baseline for all projects produced by JLN Associates. It is the core of all activities and investments a community should make to protect its citizens.

4.2 Concept of Risk

NFPA 1201: 7-4 states an Emergency Services Organization that provides fire suppression, emergency medical services, hazardous materials response, or special operations shall develop an implementation plan to comply with all federal, state or provincial, and local applicable laws, codes, regulations, or standards and NFPA 1500, Standard on Fire Department Occupational Safety and Health Program. This has been completed.

4.3 Community Risk Assessment

JLN Associates (JLN) has conducted a community fire risk analysis to identify the size and scope of the potential fire problem in order to determine the necessary number and deployment of fire companies. This has been done to evaluate and redefine fire protection needs for their jurisdiction to support the strategic (master) planning process. The Town of Ellington has several risks. A partial List from the Fire Marshal's Office of Fire/ Life Safety Target Hazards include: Country Pure Foods, Dymotek, Big Y, Ellington Ivy, Merrill Industries and Rice Packaging.

4.3.1 Examples

Schools:

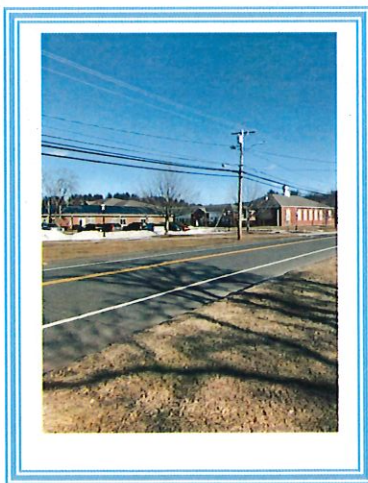


PHOTO 3: WINDERMERE SCHOOL



PHOTO 2: CENTER SCHOOL

Fire and EMS Services - Ellington, Connecticut

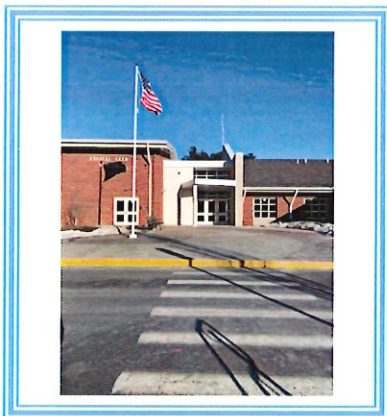


PHOTO 4: CRYSTAL LAKE SCHOOL



PHOTO 5: ELLINGTON MIDDLE SCHOOL

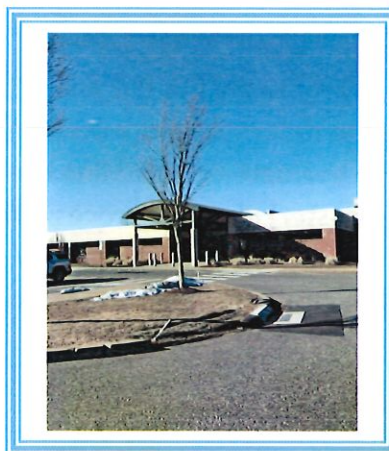
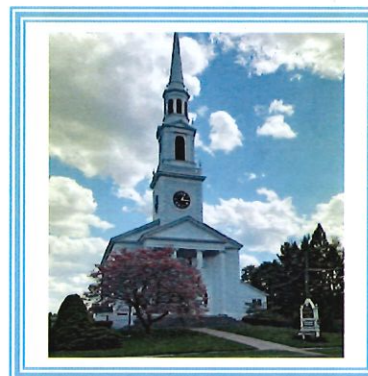


PHOTO 6: ELLINGTON HIGH SCHOOL

Places of Worship:



**PHOTO 7: CHURCH OF JESUS CHRIST OF
THE LATTER DAY SAINTS**



**PHOTO 8: ELLINGTON
CONGREGATIONAL CHURCH**

Fire and EMS Services - Ellington, Connecticut

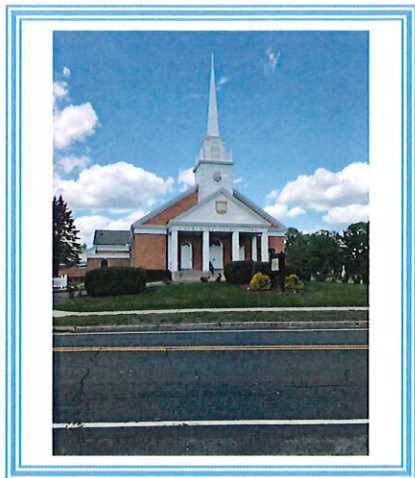


PHOTO 9: ST. LUKES CHURCH



PHOTO 10: FIRST LUTHERAN CHURCH



PHOTO 11: ELLINGTON BAPTIST CHURCH



PHOTO 12: APOSTOLIC CHRISTIAN CHURCH

Fire and EMS Services - Ellington, Connecticut

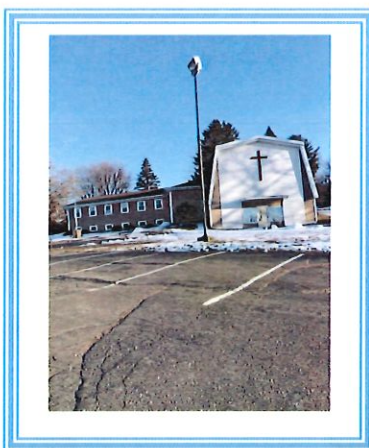


PHOTO 13: ELLINGTON WESLEYAN CHURCH



PHOTO 14: COMMUNITY UNITED METHODIST CHURCH



PHOTO 15: AL-NOOR ISLAMIC CENTER

Fixed Sites:



PHOTO 16: COUNTRY PURE FOODS

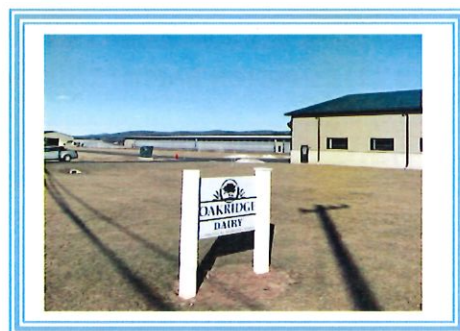


PHOTO 17: OAKRIDGE DAIRY

Fire and EMS Services - Ellington, Connecticut



PHOTO 18: PROPANE BULK STORAGE

Commercial Sites:

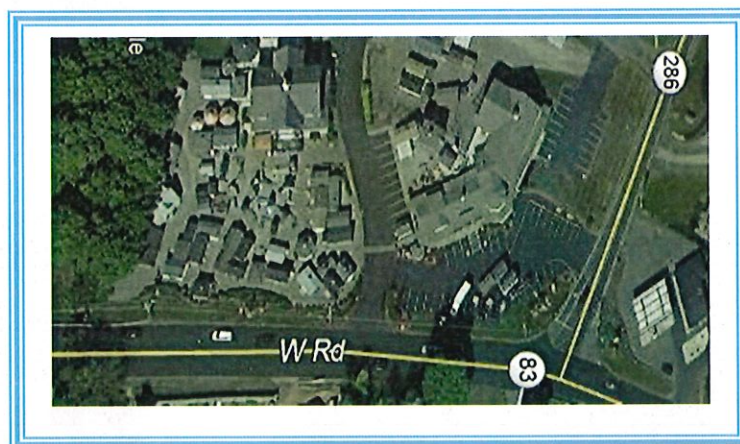


PHOTO 19: KLOTTER FARMS

Fire and EMS Services - Ellington, Connecticut



PHOTO 20: ELLINGTON AGWAY

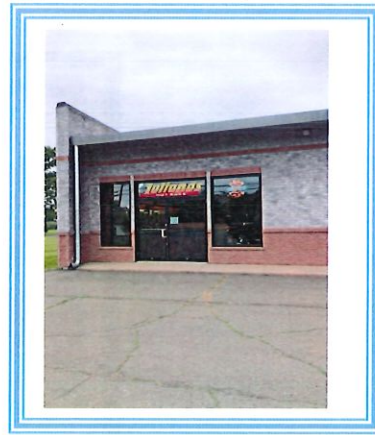


PHOTO 21: JULIANOS HOT RODS



PHOTO 22: STAR HARDWARE



PHOTO 23: KELLY FRADET

Life Safety:



PHOTO 24: ELLINGTON IVY



PHOTO 25: AUTUMN CHASE

4.5 Strategic Planning

4.5.1 Ellington Center is in the process of working on a Draft Plan.

4.5.2 Crystal Lake has a comprehensive and robust proposed 5 year plan.

Fire and EMS Services - Ellington, Connecticut

4.5.3 The Ellington Volunteer Ambulance does not have a written plan, with the exception of the Contract with the Community which requires replacing the Ambulances every 6 years and the Service Vehicle every 10 years. In conversation, the search for additional volunteers and the maintaining of the existing numbers is critical.

Our research found a common issue in communities where multiple agencies are present. Multiple goals and concepts, some conflicting, are being considered by the individual agencies. In addition, some ideas may be difficult to financially support without significant community support. Working with all involved agencies and the public is the best practice.

Recommendation 1: The three emergency response agencies and Fire Marshal's Office should enter into discussions with the Emergency Manager, Resident Trooper's Office and representatives of the community and community leadership to create a Strategic Plan for the future. Specific issues from the Capital Improvement Plan, facility and staffing projections, should be included in the Strategic Plan.

4.6 Community Risk Reduction

4.6.1 Public Education:

Public Education activities are coordinated by the individual Fire Departments. The Fire Marshal supports the Departments with school visits, special community events as requested. The EVAC provides classes in CPR, the use of Defibrillators, and First Aid.

4.6.2 Engineering: Life Safety systems are installed in the community as required by the approved State Codes. There are no local codes requiring additional installations.

4.6.3 Code Enforcement

The Fire Marshal is responsible for all Code Enforcement issues and actions. The Fire Marshal's Office is made up of both Fulltime and Part-time employees. There are local policies for open burning and Fire Lanes.

4.6.4 Investigations

The Fire Marshal is responsible for all Fire Investigations and calls for assistance from the State Fire and Explosion Investigation Unit as needed.

4.6.5 Economic Incentives: There are no Economic Incentives for additional Life Safety Installations or Features.

4.6.6 Emergency Response: A representative from the Fire Marshal Office will respond to all incidents which could fall under their regulatory purview. Response Run Cards are designed to provide an adequate number of responders based on emergency type and scope.

Fire and EMS Services - Ellington, Connecticut

4.6.7 Emergency Response Reporting

Fire Department Incident reports are created and entered into the computer system by each company for review and submittal by the Fire Marshal to the State of Connecticut. Normally, JLN would use the data from these reports to develop graphs and other information for the study. We found issues which impacted normal reporting and subsequently, our data collection.

The coding of data is critical to providing accurate details of the emergency and the supporting response of emergency personnel. We found issues with Crystal Lake's coding of various events. The Chief acknowledged the need for new member and refresher training.

While both departments used reporting products from the same vendor, they were different versions and, therefore, technologically dissimilar. It is our understanding Crystal Lake is upgrading the desk top based basic version and going to the newer cloud based version.

The extracting of data can be used to provide direction and answer strategic questions. Again, the two systems were set up differently. The Ellington Center department had several pre-made research tools made to provide further in-depth research. The Crystal Lake system appeared to be just the basic required for reporting. In both cases, a very limited number of people could pull data from the computer and both had difficulties creating new data queries. JLN contacted the vendor for additional assistance.

Data needs to be submitted to the Fire Marshal for review and submission in a timely manner. Some issues have occurred in the past where repeated attempts to acquire the info was unsuccessful.

Recommendation 2: The two departments should coordinate purchasing and or updating the reporting programs to facilitate consistent reporting. In addition, the two programs should be customize to enable matching and expanded data to be collected and reported.

4.6.7 Public Health

The North Central District Health Department provides public health services for eight (8) local communities including Enfield, Ellington, East Windsor, Windsor Locks, Suffield, Vernon, Windham and Stafford.

4.7 Emergency / Disaster Management

The Town of Ellington utilizes a part-time Emergency Management Director and two Deputy Directors. Mr. Joseph Palombizio is the Emergency Manager and receives a stipend for his services. He is assisted by Deputy Director John Streiber and Deputy Director Frederica Weeks. They utilize the various community services to assist him in their role. During significant emergencies, the Ambulance Station doubles as the Emergency Operations Center. The Center is wired to be able to not only talk with Ellington Units, but also, Statewide Communications.

Fire and EMS Services - Ellington, Connecticut

Multiple rooms can be used as needed to expand the operation if necessary. As is the standard since September 11, 2001, the Town of Ellington utilizes an All-Hazard approach to Emergency Management.

4.8 Ad-Hoc Emergency Services Committee

The Ad-Hoc Emergency Services Committee was created in 2008. It is composed of 2 members of the Board of Selectmen, 2 members of the Board of Finance, 2 representatives from each agency (EVFD, EVAC, CLFD), and the Emergency Management Director. It is an "advisory" committee with no real powers. The intent of the Committee is to support the emergency services, sharing information and improve working relationships. It is hoped the information provided in this report can assist in giving the Ad-Hoc Committee and Department Leaders areas where they can work together to reach an acceptable level of standardization.

It was reported to JLN the contracts which were created as a result of the last survey have all expired. Our research found this to be inaccurate. The agreements have automatic renewal provisions. The contracts need to be updated to help drive the future cooperation and community support. The request to re-open the agreements needs to be made by December 10, 2019. As stated previously, the present leaders of the agencies are looking forward to working together to enhance services.

5.0 FIRE STAFFING

5.1 Fire vs Suppression

Responding personnel have a myriad of tactical responsibilities to prepare for regarding residential fires. Commercial locations, high hazard occupancies and high life safety facilities can exacerbate the situation. These sites, in addition to typical residences, can tax the Ellington and Crystal Lake Fire Departments on arrival due to the number of resources required to conduct basic emergency operations and help evacuate and rescue individuals at the emergency scene. Fire dynamics are fuel, oxygen and time dependent.

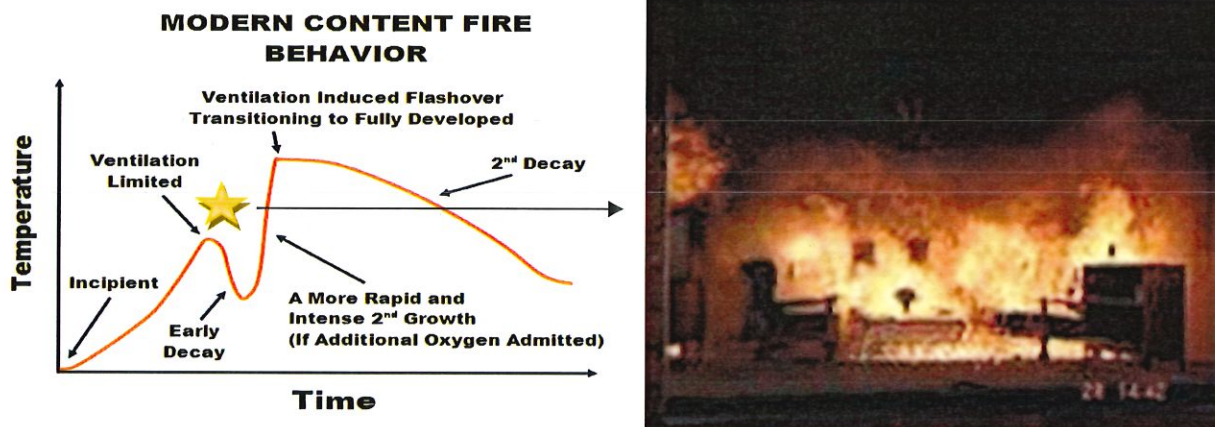


Figure 3: Modern Fire Timeline and Flashover

The example above shows a fire progression from start to finish. It should be noted the process displayed above reaches its critical point (Flashover) between three (3) and five (5) minutes. The Star ("Flashover") on the example is at the 3 minute : 08 second point. Fire research and the national experience has led to the importance of the tactical objectives and time requirements stated below.

As stated below, specific actions need to be taken to ensure a successful outcome. Several specific challenges were apparent to the JLN team. First, the percentage of fire-type emergencies in the community is low compared to the other services offered by the Department. Second, residential home fires continue to be the number one cause of civilian fatalities. Third, other than heart attacks, thermal assault and structural collapse continue to kill fire fighters annually. Fourth, the limited number of Fire Department personnel available for responses can reduce operational capability.

Fire and EMS Services - Ellington, Connecticut

The national experience for the minimum number of personnel for Fire Operations is 12-18 plus personnel within 8 minutes. These numbers are based on the individual/team jobs necessary to safely and successfully conduct fire suppression operations. These responsibilities include; Fire Attack (4), Water Supply/Shuttle (2-4+), Search and Rescue (4), Forcible Entry and Ventilation (2-4), Rapid Intervention Team and Command with an assistant (2). The numbers for personnel are for a 2,000 Sq. ft. home. It is our opinion, given the response and survey information we have reviewed, the present system is not capable of delivering the appropriate number of human resources to adequately control a fire within the first 8 minutes.

NFPA 1720 (2014) 4.3.4 Upon assembling the necessary resources at the emergency scene, the fire department shall have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.*

Structure Fires: There is significant Mutual Aid from numerous towns. Predesignated response procedures determine who will be the Rapid Intervention Team (RIT) etc.

5.2 NFPA 1720 Standard - Deployment

There are two National Fire Protection Association Standards dealing with fire ground staffing. NFPA 1720 (2014) - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (Fig.28) and NFPA 1710 (2010) - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (Fig.29).

The figures below show the principal differences regarding on scene staffing and response times. As is with many communities across the country utilizing Combination Departments, there is no clear delineation as to what standard to apply. The NFPA uses an 85% percent recommendation. If the Department is 85% percent Career, it should use NFPA 1710. If it is 85% percent Volunteer, it should use NFPA 1720. JLN prefers to apply a task/risk based approach. For all emergencies there are a set of tasks that need to be performed for the emergency to have the best outcome possible. As described in the Suppression Force Staffing section of the report, tasks need to be performed and personnel are needed to do those tasks. Using the NFPA 1720's staffing for Rural Volunteer Fire Departments (6 personnel in 14 minutes 80% of the time) could produce very low expectations for life safety and property conservation. The physics and chemistry of today's tactical environments create significant fires in a very short time.

Fire and EMS Services - Ellington, Connecticut

NFPA 1720 (2014) Table 4.3.2 Staffing and Response Time				
Area	Demographics	Responders	Response Time (Min.)	% of Time
Urban	> 1000 people / Mi ²	15	9	90
Suburban	500–1000 people/Mi ²	10	10	80
Rural	< 500 people / Mi.²	6	14	80
Remote	Travel > 8 Mi.	4	? Travel Distance	90

Figure 4: NFPA 1720 Staffing and Response Times

NFPA 1710 (2010) Staffing and Response Time, 5.2.4.1 -5.2.4.2.2. (The initial full alarm assignment to a structure fire in a typical 2000 ft ² (186 m ²), two-story single-family dwelling without basement and with no exposures)			
Apparatus	Responders	Response Time (Min.)	% of Time
First Due Apparatus	4	4	90
Remaining Apparatus Water Supply	2	8	90
Remaining Apparatus Attack Line #2	2	8	90
Remaining Apparatus Attack Back up	2	8	90
Remaining Apparatus Search & Rescue	2	8	90
Remaining Apparatus Ventilation & Aerial	3	8	90
Remaining Apparatus Rapid Intervention	2	8	90
Incident Commander	1	8	90
Totals	18	8	90

Figure 5: NFPA 1710 Staffing and Response Times

5.2.1 Designated Response Zones

In an effort to provide adequate personnel to handle structural fires, the EVFD and CLVFD have created designated response zones throughout the community. Specific Mutual Aid requests are made based on the location of the reported structural fire. There are 14 zones based on dissecting roads, topography and proximity to neighboring stations.

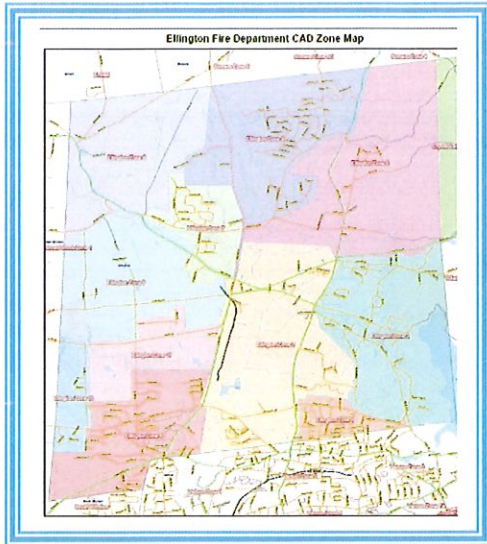


Figure 6: Ellington Response Planning Map

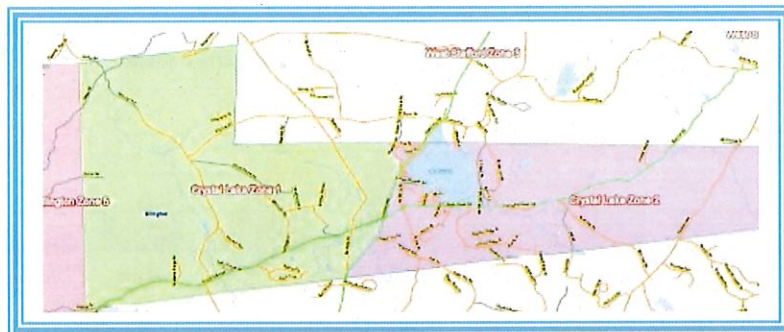


Figure 7: Crystal Lake Response Planning Map

5.3 Fire Mutual Aid

Mutual Aid is called based on the size and complexity of an incident. Traditionally, units are called based on two parameters. 1) Ability to respond quickly, i.e. neighboring Departments. 2) needed Resources - specialized apparatus, equipment or staffing, i.e. Ladders, specialized rescue equipment or number of responders coming. As stated above, Mutual Aid is called based on the situation being faced. Mutual Aid requests are documented as singular requests in the Incident Reporting Software. The requests, however, often involve multiple units from multiple Departments.

A review of the present response zones was conducted and they appeared to be appropriate. This information should be used in the mutual aid agreement process. The mutual aid

Fire and EMS Services - Ellington, Connecticut

agreement should be mutually beneficial to each department. The EVFD and CLVFD participate in an aggressive local Mutual Aid System, as well as, a Statewide Mobilization System.

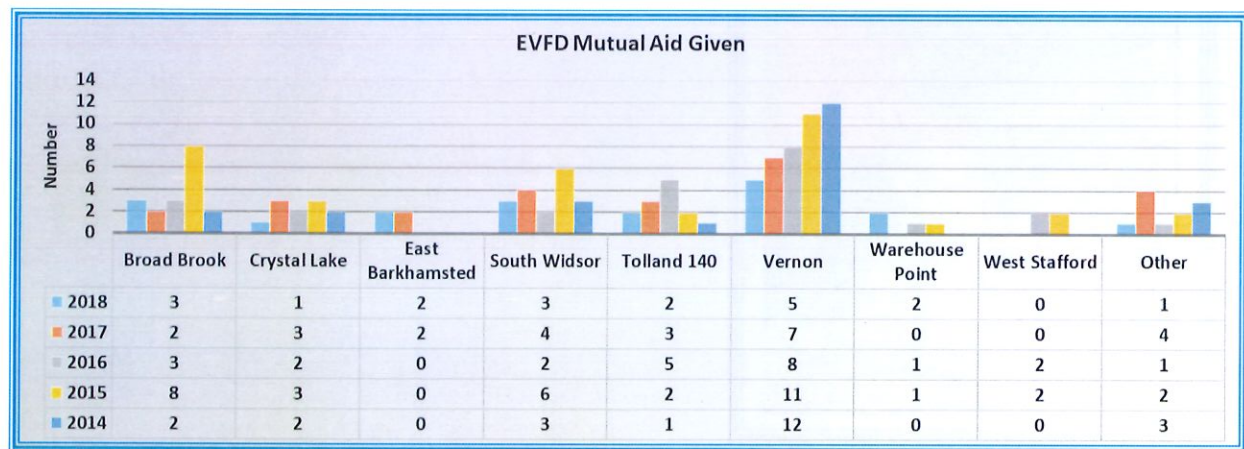


Figure 8: EVFD Mutual Aid Given 2014-2018

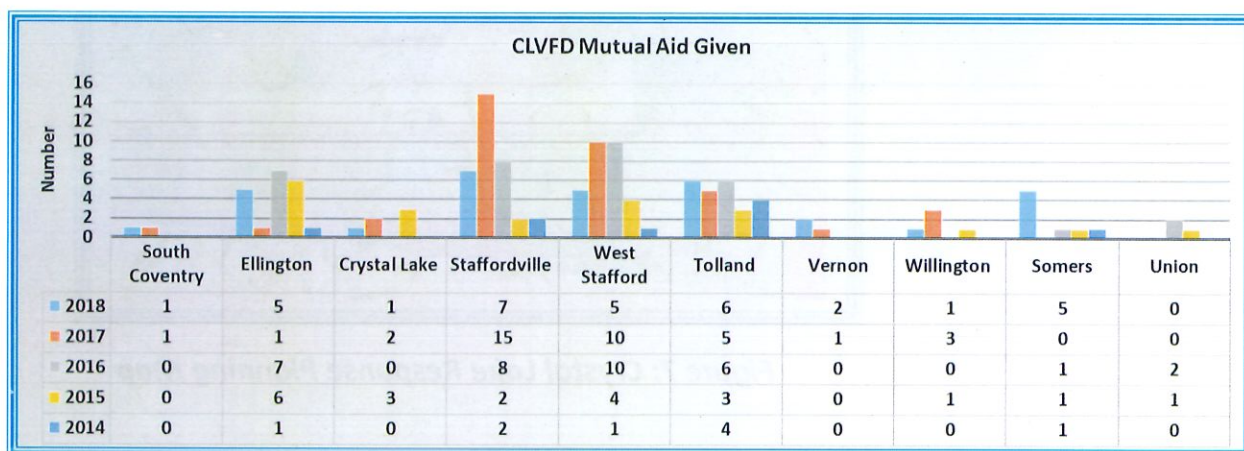


Figure 9: CLVFD Mutual Aid Given 2014-2018

Recommendation 3: A formal Mutual Aid Agreement should be created with each of the response partners.

6.0 FIRE DEPARTMENTS

6.1 Ellington Volunteer Fire Department

6.1.1 Organizational Statement / Mission Statement:

6.1.1.1 Organizational Statement: The Department presently does not have an organizational statement explaining their roles and responsibilities, the services offered and its organizational structure.

Recommendation 4: The EVFD and EVAC should create an Organizational Statement to provide a baseline for existing service and future development.

6.1.1.2 Mission Statement: Our mission: To protect and preserve life and property during fire and other emergency calls and to support fire prevention education activities.

6.1.2 Organizational History

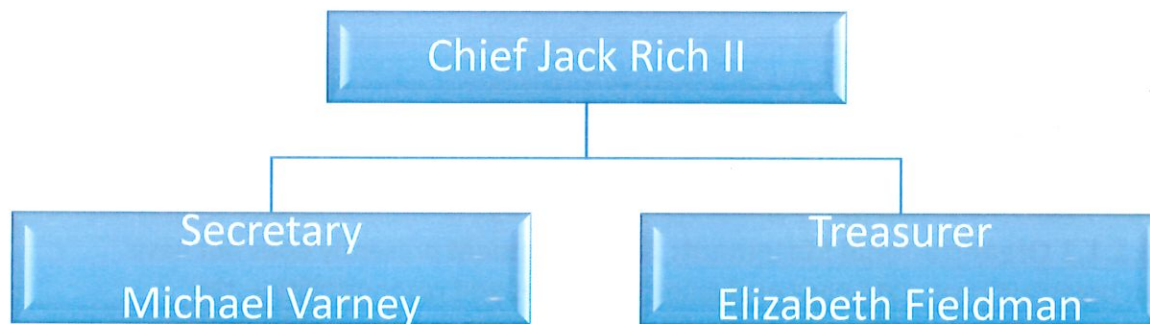
On May 7th, 1928, a group of forty men, concerned with the lack of adequate fire protection in town, banded together to organize a Fire Department. They hoped this would afford local fire protection to the community and bring an end to dependence on Rockville and Broad Brook Fire Departments. Prior to that time, when a fire was discovered in the community, the bell in the Congregational Church was used to spread the alarm. Residents would then take water buckets and run on foot to the scene to help put out the fire.

During the late teens and early twenties, Ellington experienced a number of serious fires, most of them in the center of town and many of them were deliberately set. A "firebug" was eventually apprehended after the Congregational Church, a large barn and a private residence (located where the present Center School now stands) were destroyed by fire.

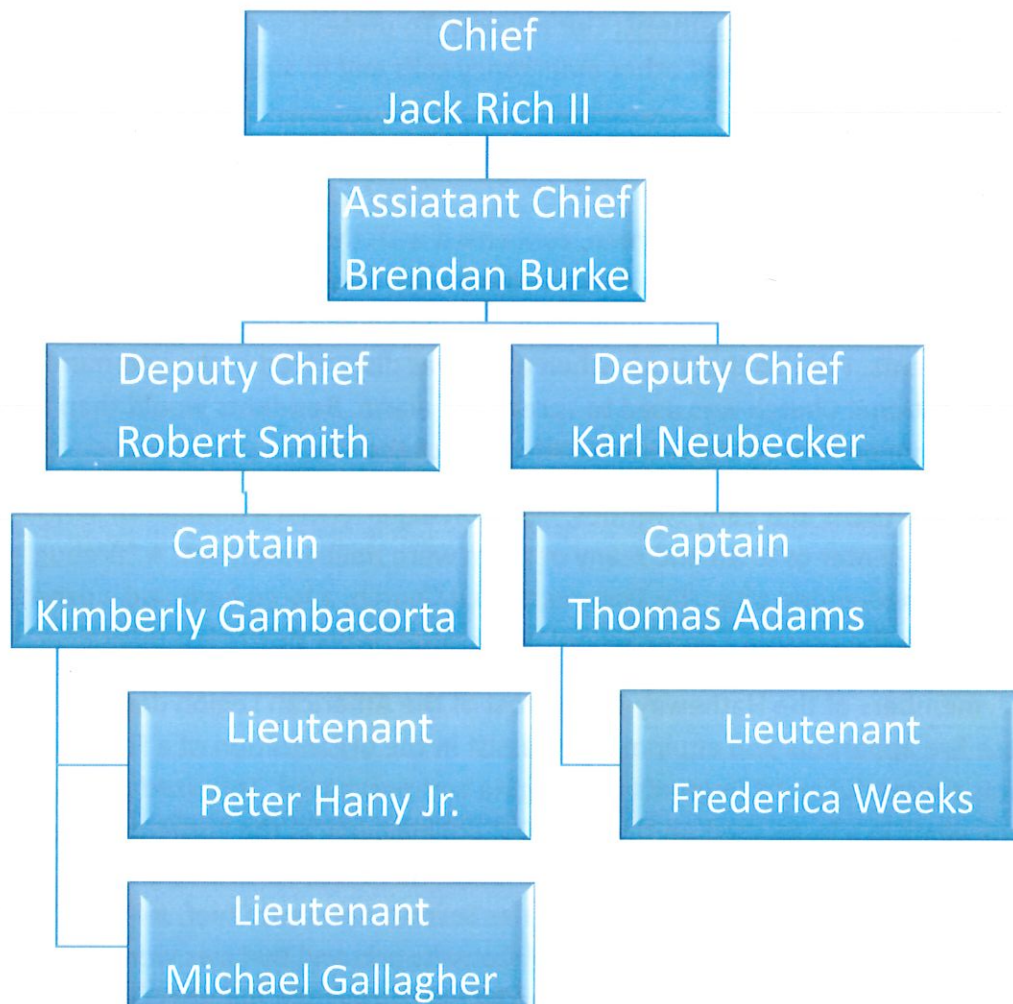
In 1927, members of the Hatheway-Miller Post of the American Legion decided to raise funds to purchase fire apparatus and equipment to assist in the organization of a Fire Department. The drive was successful and Ellington's first engine was purchased. This used pumper was housed for many years in a large shed on the John DeCarli property at the corners of Main Street and Tomoka Avenue. Theodore A. Palmer was elected the first Chief of Department with Linwood R. Campbell as First Assistant Chief, Paul Lavitt as Second Assistant Chief, John B. DeCarli as Captain and Harry Liebman as Lieutenant. A Constitution and By-Laws were drawn up and adopted at a later date. A siren was also purchased to alert the members of an emergency. (The Ellington Volunteer Fire Department 75th Anniversary 1928-2003 Commemorative Book)

Fire and EMS Services - Ellington, Connecticut

6.1.3 Administration / Non-Combat Structure



6.1.4 Chain of Command



Fire and EMS Services - Ellington, Connecticut

6.1.4.1 Policies and Guidelines

The EVFD operates under policies, procedures and guidelines specifically designed to address issues the Department has deemed important. They range from new member orientations to computer use and electronic communication. Included are risk reduction policies such as: New Member Orientation, Drug Free Workplace, Alcohol Policy and Sexual Harassment Policy ensuring an open and safe environment.

6.1.4.2 Responder Minimum Standards

The EVFD has a Service Awards Program for its members who actively participate in serving their community. Critical parameters are listed below. Programs like these are critical to the survival of the Volunteer Fire service.

All Regular, Probationary, Cadet and Associate members of the EVFD must attain at least 75 points per year, in order to earn one year of service in this program.

In each category a minimum number of points must be made within the one year.

Minimums are:

- * Emergency calls = 10 % (10 pts) of all calls for the year.
- * Drills / Education = 20 points for the year for participation in the EVFD activities.
- * Committees = 5 points per year.
- * Other = 12 points per year.

The minimum required points in each of the four categories totals to 47 points. The remaining 28 points for the year may be earned by additional participation in any of the four categories.

In addition, a Length of Service Awards Program (LOSAP) is in place to foster volunteer participation and continued service. This program provides a benefit for those members who have served the community for a specific time.

6.1.5 Services Offered

Public fire protection services include, but are not limited to, emergency medical services, fire suppression, fire prevention, public fire safety education, disaster management, rescue, hazardous materials response, and response to other emergencies as needed. To accomplish these missions, the Ellington Fire Department operates out of two stations. The main station located at 29 Main St. and Station 243 located at 6 Nutmeg Drive.

NFPA 1201 states: The fire department shall have programs, procedures, and organizations for preventing the outbreak of fires in the community and to minimize the danger to persons and damage to property caused by fires that do occur. The fire department also shall carry out other compatible emergency services as mandated. The Ellington Volunteer Fire Department

Fire and EMS Services - Ellington, Connecticut

(EVFD) has 44 members on its roster. A majority of the calls are handled by 20 - 25 Volunteer members. During the 2017-2018 fiscal year, 25 members responded in some manner to emergencies. The average participation was 8 members per call. They provide multiple types of service including EMS as a first responder.

The Ellington Fire Department operates under the basic premise that all operations should result in the following primary objectives. The preservation of Life and its Safety, the methods needed for effective Incident Stabilization and efforts for proactive Property Conservation.

NFPA 1201: 4.3.5* The Emergency Services Organization shall provide customer service-oriented programs and procedures to accomplish the following:

- (1) Save lives
- (2) Prevent or mitigate fires, injuries, and emergencies
- (3) Work through a system of emergency management
- (4) Extinguish fire
- (5) Minimize damage to property and the environment
- (6) Protect critical infrastructure
- (7) Perform emergency medical services
- (8) Protect the community from other hazardous situations
- (9) Perform response to and mitigation of events of terrorism
- (10) Perform rescue services
- (11) Perform other community-related services

6.1.6 Incident Reporting

The EVFD utilizes "Red Alert" incident reporting software from Alpine Software. The Ellington Department utilizes a cloud based product. While their system had some advanced capabilities, however, it had difficulty exporting data in an Excel format without additional skills. Our experience, relative to this project, suggests the Department will need assistance from the vendor if they wish to be able to use the analytical side of the program. In addition, they use "I Am Responding" to support members response.

6.1.6.1 Response Data

Reviewing response data and its understanding can have a dramatic impact on future planning. The following information has been used, in some part, to craft the study's recommendations.

Fire and EMS Services - Ellington, Connecticut

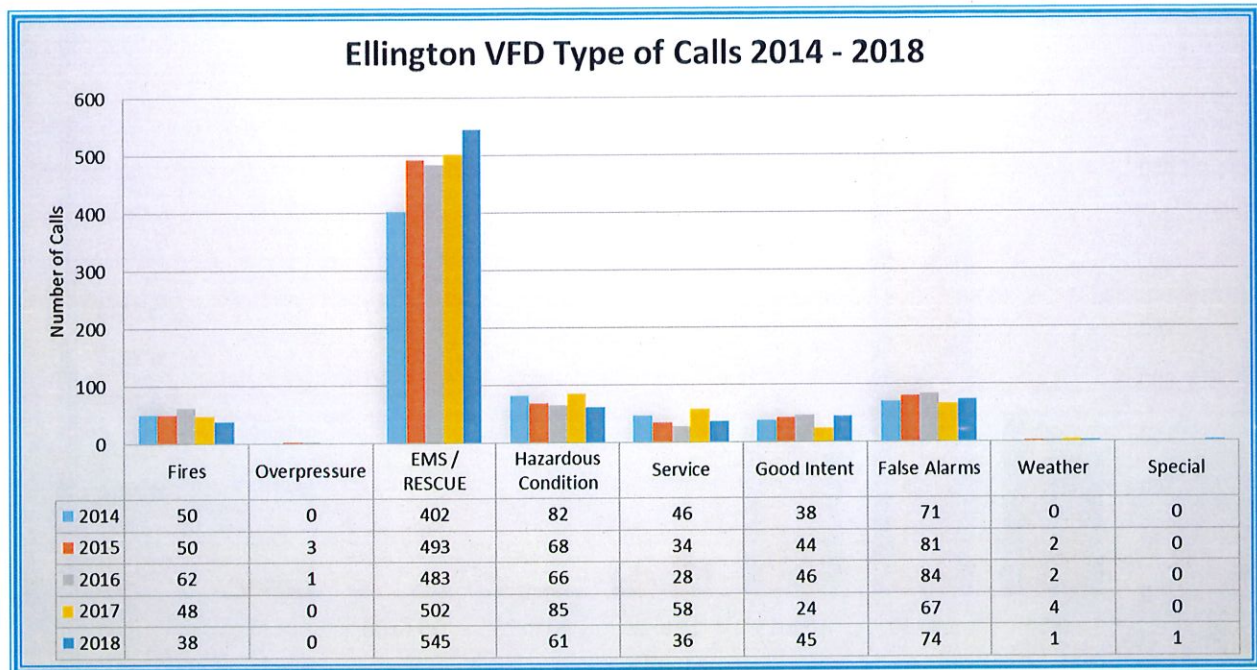


Figure 10: 2014-2018 EVFD Incidents by Type

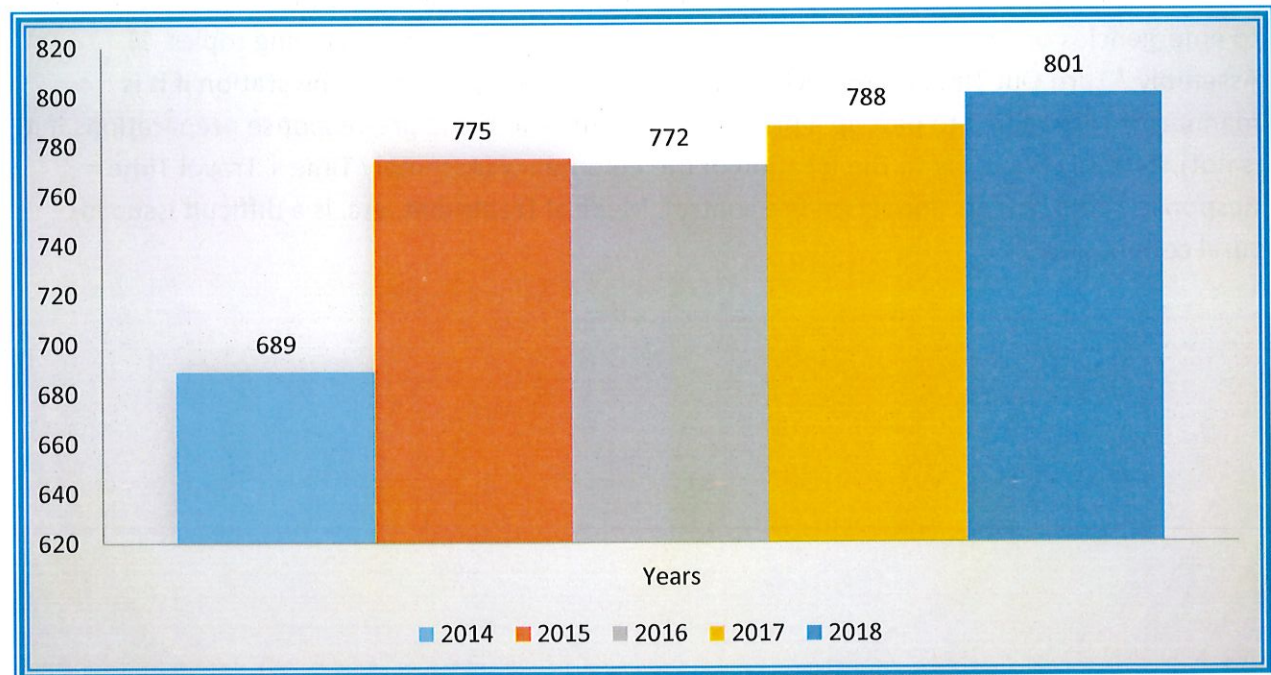


Figure 11: 2014-2018 EVFD Call Volumes

Fire and EMS Services - Ellington, Connecticut

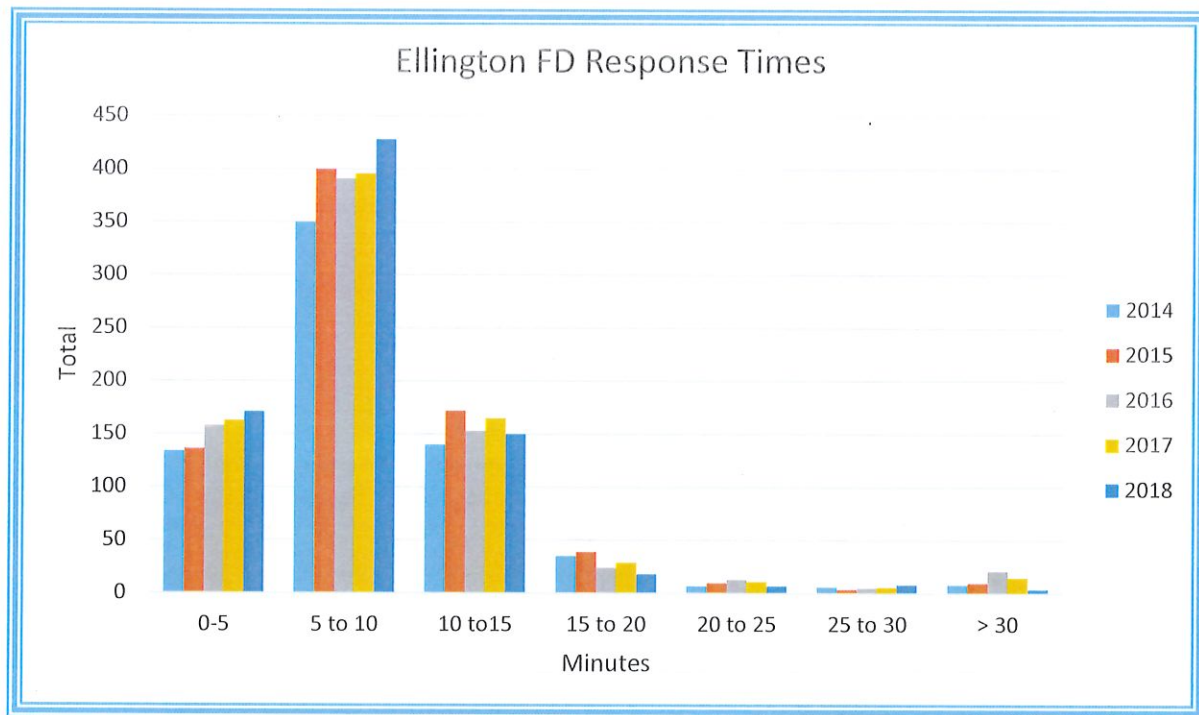


Figure 12: 2014-2018 EVFD Response Times in Minutes

Response and Arrival times are important for all types of emergencies. To be clear, Responding to emergencies or “Response Time” has multiple parts including the following topics. 1) Assembly / Turn Out Time (Those actions necessary to be able to leave the station if it is manned or responding to pick up a piece of apparatus and those pre-response preparations if it is not), PLUS, 2) Traveling to the location of the emergency [Assembly Time + Travel Time = Response Time], and its impact on fire control, Medical Treatment, etc. is a difficult issue in rural communities.

Fire and EMS Services - Ellington, Connecticut

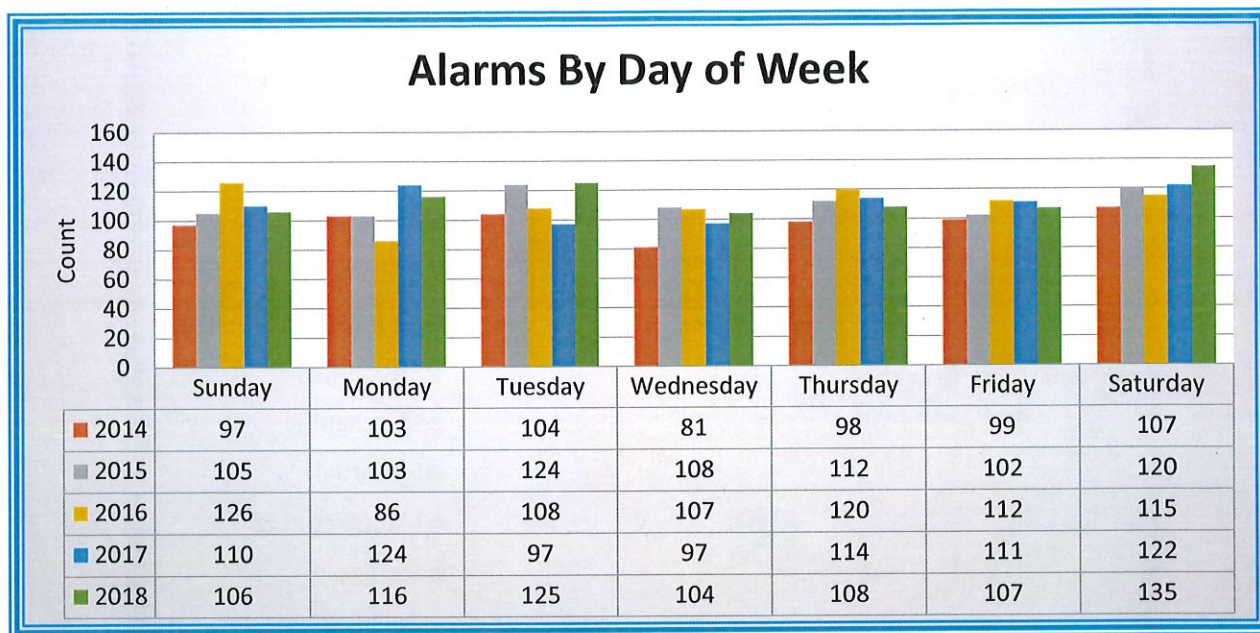


Figure 13: 2014-2018 EVFD Alarms by Day of Week

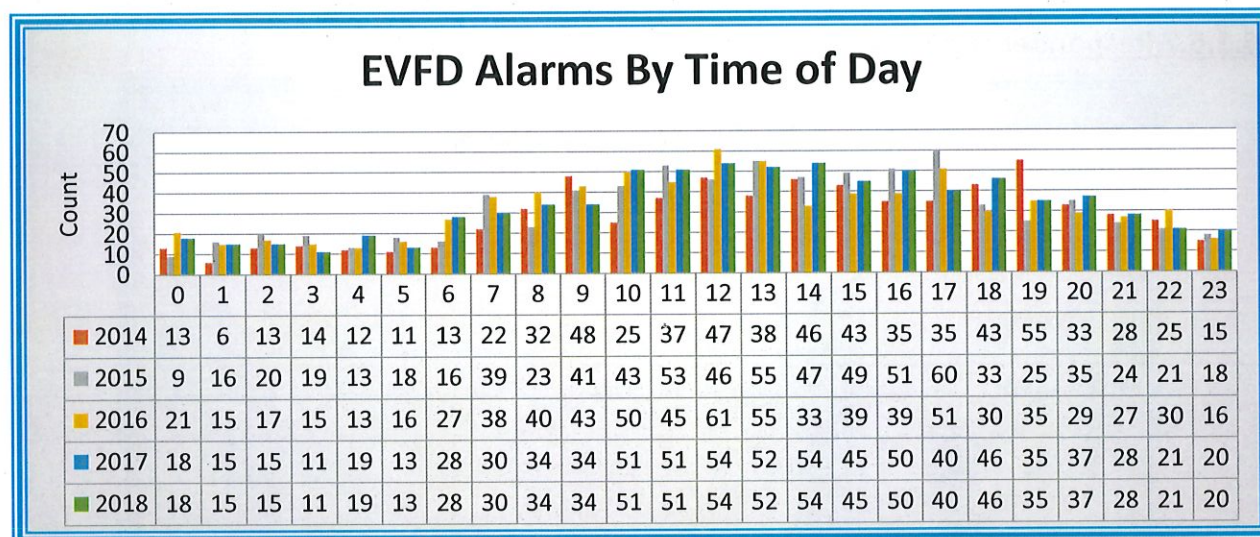


Figure 14: 2014-2018 EVFD Alarms by Time of Day

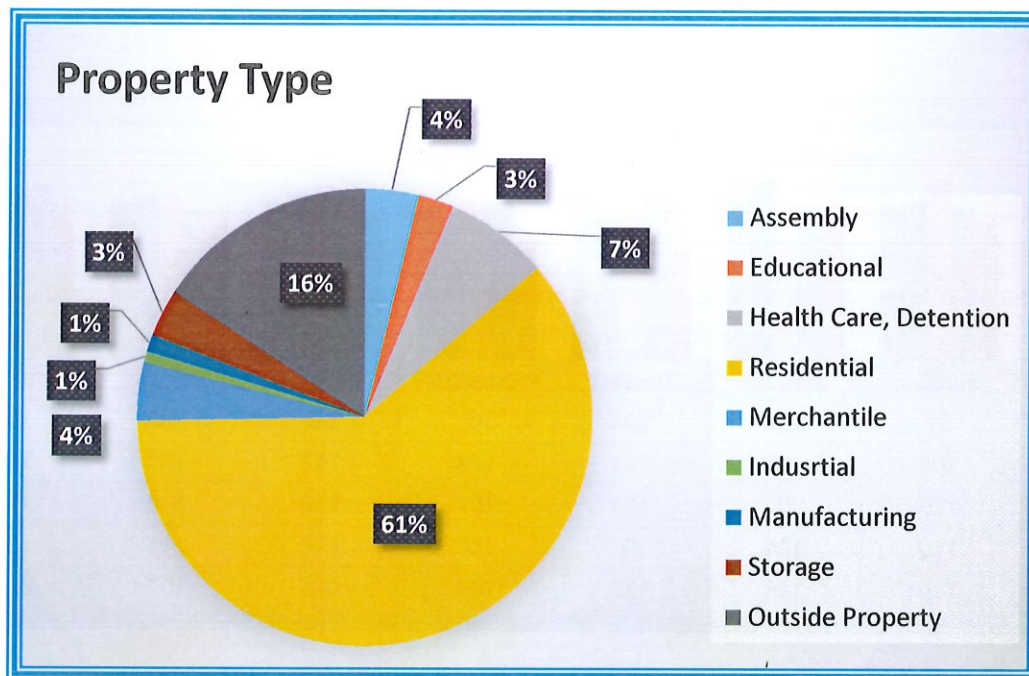


Figure 15: EVFD Response by Property Type 2018

6.1.6.2 Responder Data

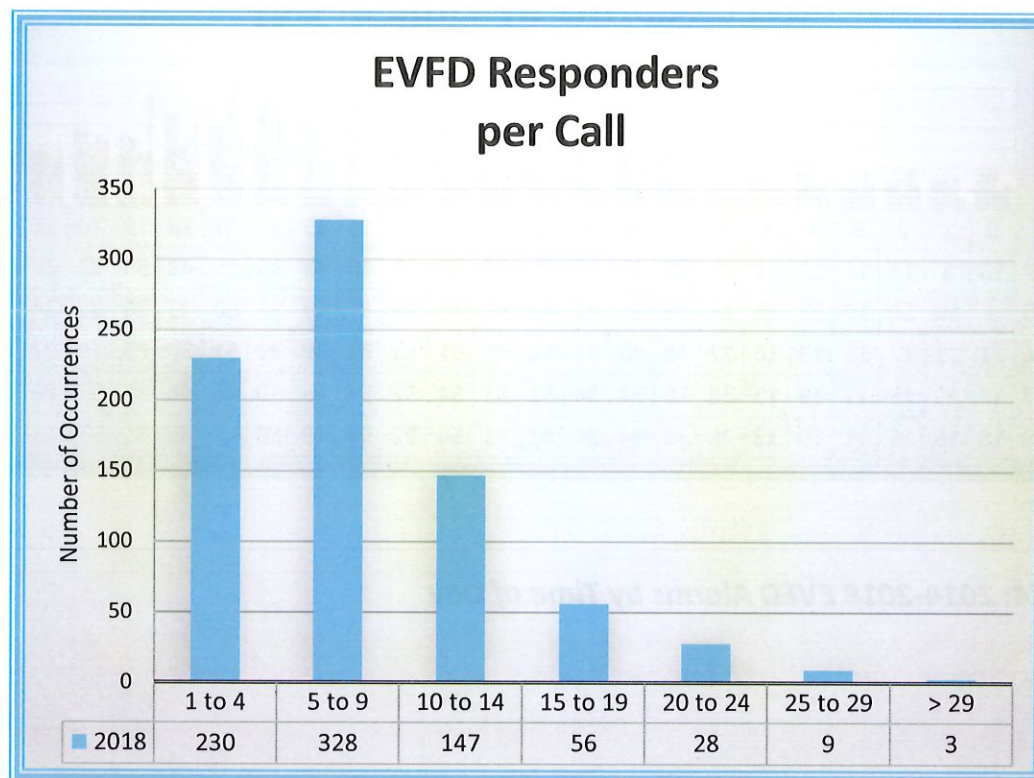


Figure 16: EVFD Responders per Call

Fire and EMS Services - Ellington, Connecticut

The response data above shows the number of responders per call. The levels are broken into increments of 5. The records show that Ellington turned out between 1 and 5 responders 28% of the time and between 1 to 10 responders 69% of the time. Overall, they had an average of 8 members per call.

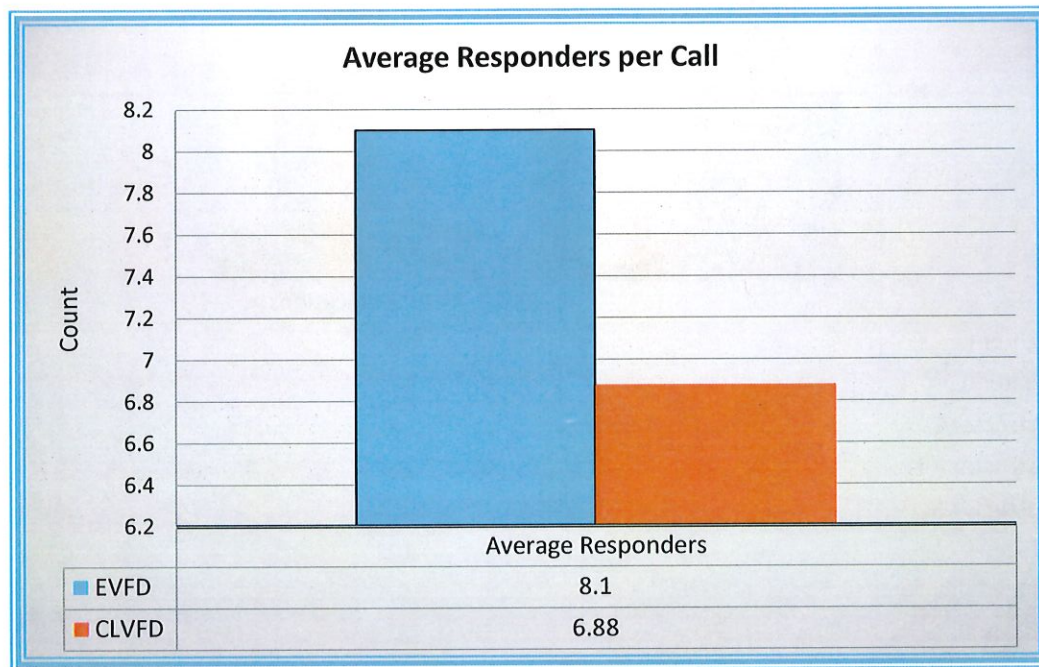


Figure 17: 2018 Average Responders EVFD & CLVFD

6.1.7 Training

A review of Department members training certifications revealed a high level of certified members. The Department offers a monthly training program for its personnel. The program is well rounded and attempts to keep the organization current with modern techniques and concepts. In addition, members are exposed to new skills, i.e. Driving Apparatus, to continue their development.

Fire and EMS Services - Ellington, Connecticut

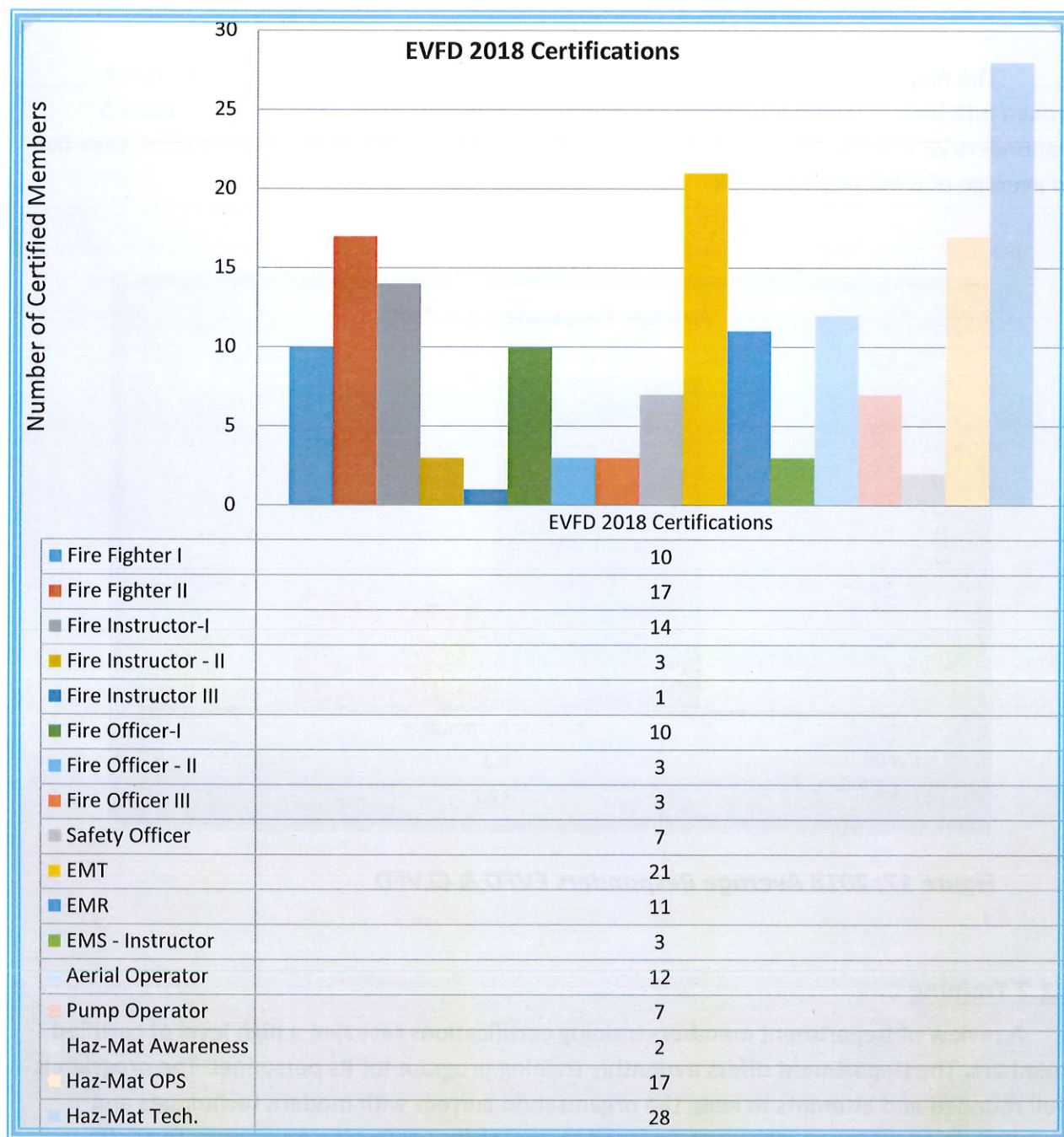


Figure 18: EVFD 2018 Membership Training Levels

6.1.8 EVFD Apparatus

TRUCK 143: 2010 Crimson 103' Heavy Duty Ladder [Station 243]

103' Heavy Duty Ladder with 1250 Gallon per Minute Waterway, 1500 Gallon per Minute Pump
1000' 5" Hose, 4 Attack Lines, 30 Kw Generator, Power Saws, Air Packs

RESCUE 143: 2001 Pierce Heavy Rescue [Station 43]

Fire and EMS Services - Ellington, Connecticut

Multiple pieces of Technical Rescue Equipment for all types of life saving emergencies, Mobile Breathing Air with a 6 Bottle Cascade Storage System, Mobile Power - 30 Kw. Generator, Multiple Hazardous Materials meters and associated control and containment response equipment, Mobile Command Post Area, Additional Support Equipment for Fire Operations.

ENGINE 143: 1991 Pierce Arrow Pumper [Station 243]

1500 Gallon per Minute Pump, 750 Gallon Water tank, 1500' of 5 inch Supply Hose, 6 Pre-connected Attack Hose lines, Combination Hydraulic Rescue Tool, 4.5 Kw. Generator, Assorted Fire Fighting Equipment.

TANKER 143: 2007 Kenworth / US Tanker [Station 43]

3000 Gallons of Water, 1500 Gallon per Minute Pump, 3000 Gallon Portable Tank, Supply and Attack Hose.

ENGINE TANK 143: 1997 Pierce Quantum Pumper [Station 43]

1500 Gallon per Minute Pump, 1500' 5" Supply Hose, 6 Pre-Connected Attack Hose Lines, 6 Kw. Generator, Assorted Fire Fighting Equipment.

FORESTRY 143: 1986 Humvee 4x4 Forestry Unit [Station 43]*

250 Gallon per Minute Pump, 600' of 1 ½ Hose, Assorted Forestry Fire Equipment.

* New Piece of Apparatus has been approved to replace this vehicle

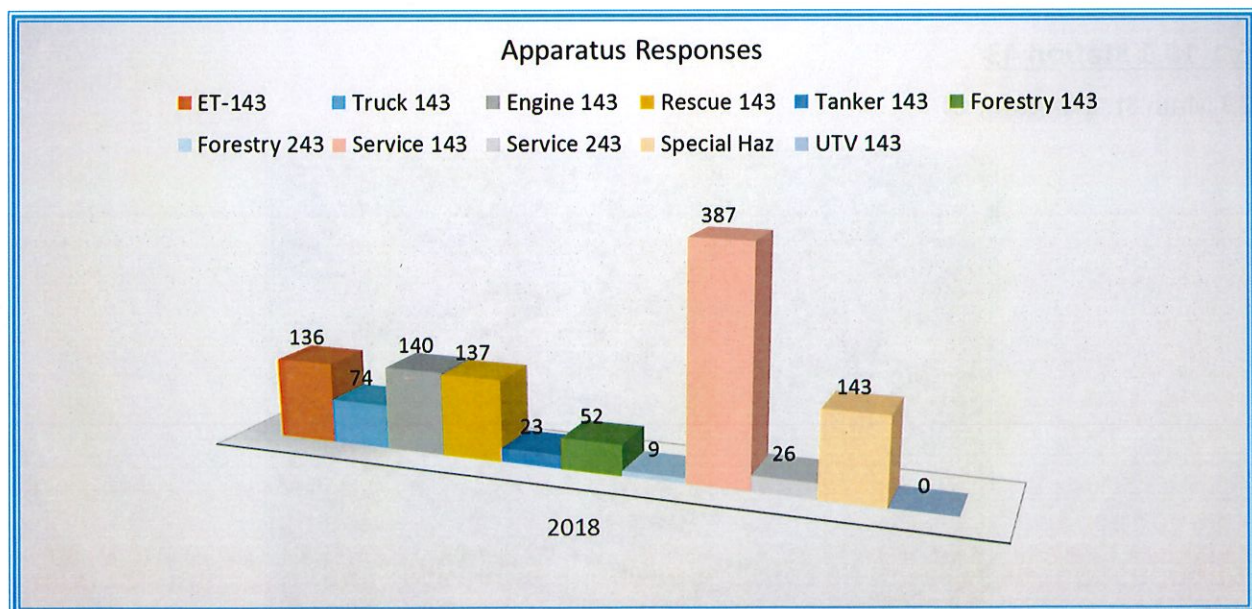


Figure 19: EVFD 2018 Apparatus Activity

Fire and EMS Services - Ellington, Connecticut

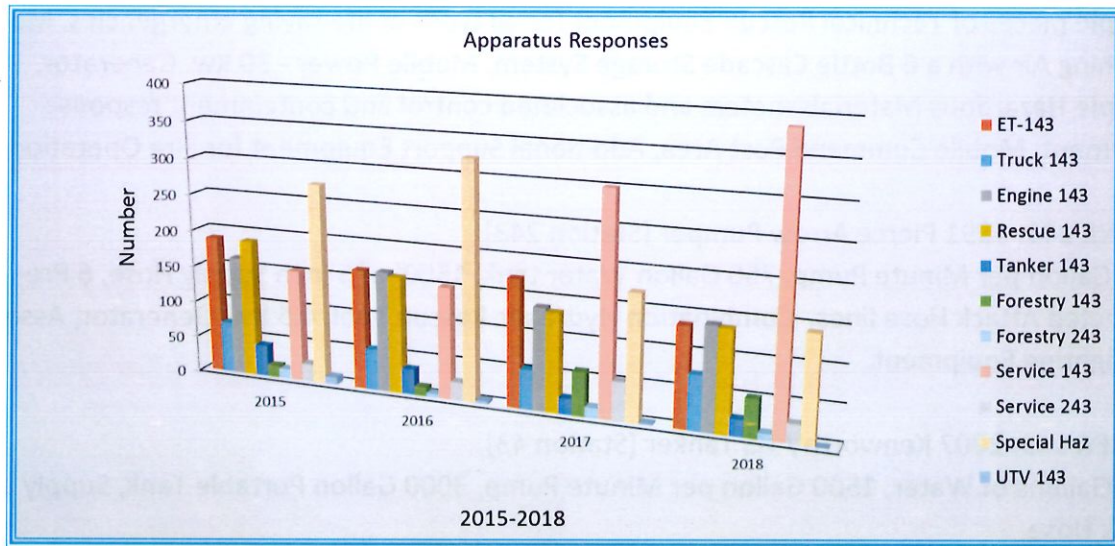


Figure 20: 2015-2018 Apparatus Activity

6.1.9 Hazardous Materials and Special Operations

The EVFD participates in the Capital Region Hazardous Materials Response Team. The department has both Operational and Technician trained personnel. Specialized equipment units are stored and maintained at the Stations.

6.1.10 Facilities

6.1.10.1 Station 43

29 Main St. Ellington, CT



PHOTO 26: STATION 43

Fire and EMS Services - Ellington, Connecticut

Location	Adequacy
Apparatus Floor	Yes
Training/ Meeting Room	Yes
Kitchen	Yes
Dispatch Radio room	Yes
Furnace Room	Yes
Storage Space	Yes
Office	Yes
Men's & Women's Bunkroom	No
Men's & Women's Bathrooms	No

Figure 20: Station 43 Size Matrix

6.1.10.2 Station 243

6 Nutmeg Dr. Ellington. CT



PHOTO 27: STATION 243 FRONT



PHOTO 28: STATION 243 REAR

Fire and EMS Services - Ellington, Connecticut

The land and building at 6 Nutmeg Dr. was purchased by the town during the 2014-2015 fiscal year. It was renovated, with significant time commitment and help from the Company, to facilitate a satellite station for the EVFD. Presently, the Department's Ladder and other units operate out of this space.

Location	Adequacy
Apparatus Floor	Yes
Training/ Meeting Room	Yes
Kitchen	Yes
Dispatch Radio room	Yes
Furnace Room	Yes
Storage Space	Yes
Office	Yes
Men's & Women's Bunkroom	No
Men's & Women's Bathrooms	No

Figure 22: Station 243 Size Matrix

6.2 Crystal Lake Volunteer Fire Department

6.2.1 Organizational Statement / Mission Statement:

6.2.1.1 Organizational Statement: The CLVFD has an Organizational Statement which defines its roles and responsibilities, the services offered and its organizational structure.

6.2.1.2 Mission Statement: Believing that protection should be provided in any community against the ever prevalent danger and loss concurred through the hazard of fire or any emergency, we the Crystal Lake Fire Department, having the necessary manpower and equipment, and wishing to be of service to our community, do hereby pledge ourselves to build a strong and active organization to protect life and property. (From <http://www.crystallakefire.org.html>)(n.d.)

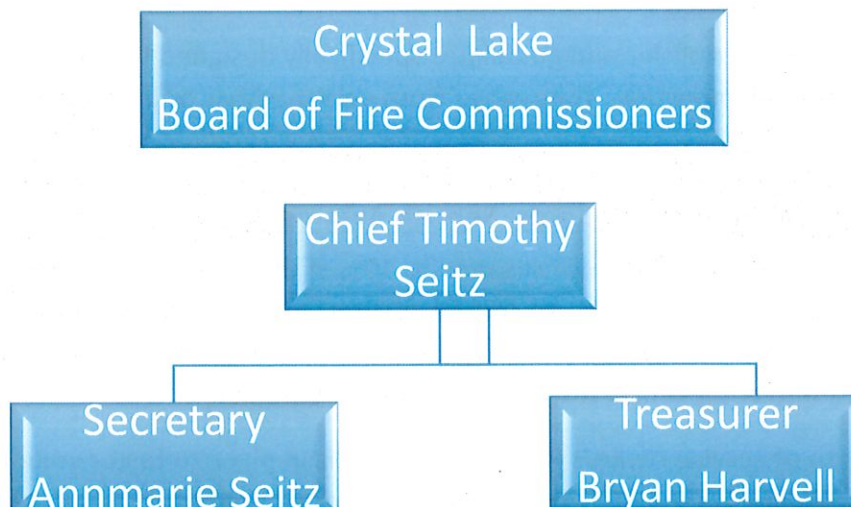
6.2.2 Organizational History

The Crystal Lake Fire Department was organized in the spring of 1934. Edward A. Ludwig served as Fire Chief for the first ten years. The first fire truck was a donated "REO", which was made into a fire vehicle by adding sprayers, shovels, brooms, and other firefighting equipment. Ed Ludwig bought an old dry cleaning van, which was cut down and remodeled into a small fire truck. The men, working in their barns and garages, mounted a 100 gallon water tank behind the cab. A power-take-off gear pump was mounted beneath the water tank. The rest of the truck bed was filled with 500 feet of 1 1/2 inch double jacket hose acquired from the Naval Department Surplus.

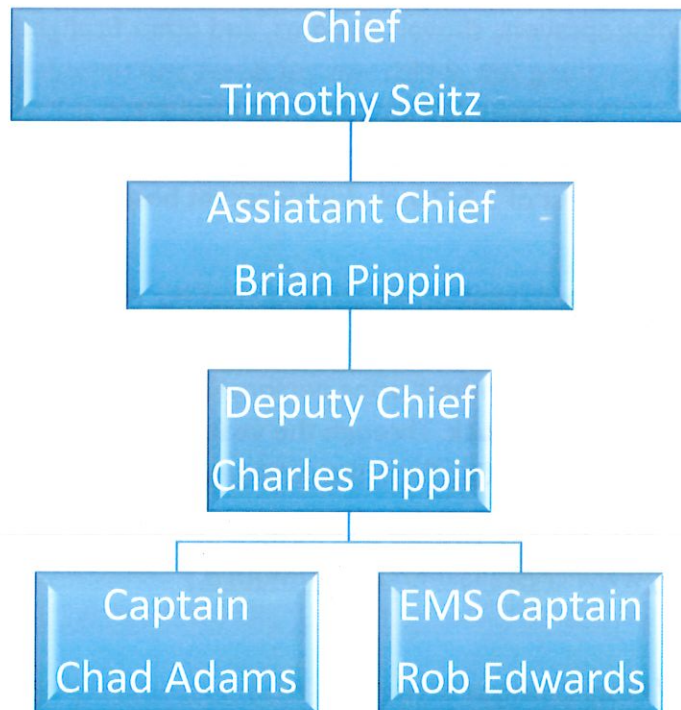
In 1936 land was acquired. In 1938 William Bowler donated the Crystal Lake Ice House which the men rebuilt, forming the original bay fire house where the present one now stands. After the completion of the Fire House members using personal assets as collateral, acquired a loan for the purchase of a new Ford fire truck. Through the years funding was obtained by running fairs, suppers, fund raisers, and soliciting from the cottage owners during summer months.

On July 26, 1947 the Crystal Lake Fire District was formed by a special act in the State Legislature. (From <http://www.crystallakefire.org.html>)(n.d.)

6.2.3 Administration / Non-Combat Structure



6.2.4 Chain of Command



6.2.5 Policies and Guidelines

The CLVFD operates under policies and guidelines specifically designed to address issues the Department has deemed important. They range from new member orientations to command and control.

6.2.5.1 Responder Minimum Standards, Service Awards Program

The general expectation is members will respond to 10% of the calls. The response percentage is reviewed quarterly. Leadership will take special circumstances and leaves into consideration throughout the year. Members who repeatedly fall below the requirements are counseled and if not brought back into compliance, terminated from the Company.

In addition, a Length of Service Awards Program (LOSAP) is in place to foster volunteer participation and continued service. This program provides a benefit for those members who have served the community for a specific time.

Fire and EMS Services - Ellington, Connecticut

6.2.6 Services Offered

Public fire protection services include, but are not limited to, emergency medical services, fire suppression, fire prevention, public fire safety education, disaster management, rescue, recreational water safety, hazardous materials response, and response to other emergencies as needed. To accomplish these missions, the Crystal Lake Volunteer Fire Department operates out of a station located at 316 Sandy Beach Rd.

6.2.7 Incident Reporting

The CLVFD utilizes "Red Alert" incident reporting software from Alpine Software. The Crystal Lake Department utilizes a desktop based product. While their system had some capabilities, it had difficulty exporting data in an Excel format. Our experience, relative to this project, suggests the Department will need assistance from the vendor if they wish to be able to use the analytical side of the program.

6.2.7.1 Response Data

Reviewing response data and its understanding can have a dramatic impact on future planning. The following information has been used, in some part, to craft the study's recommendations.

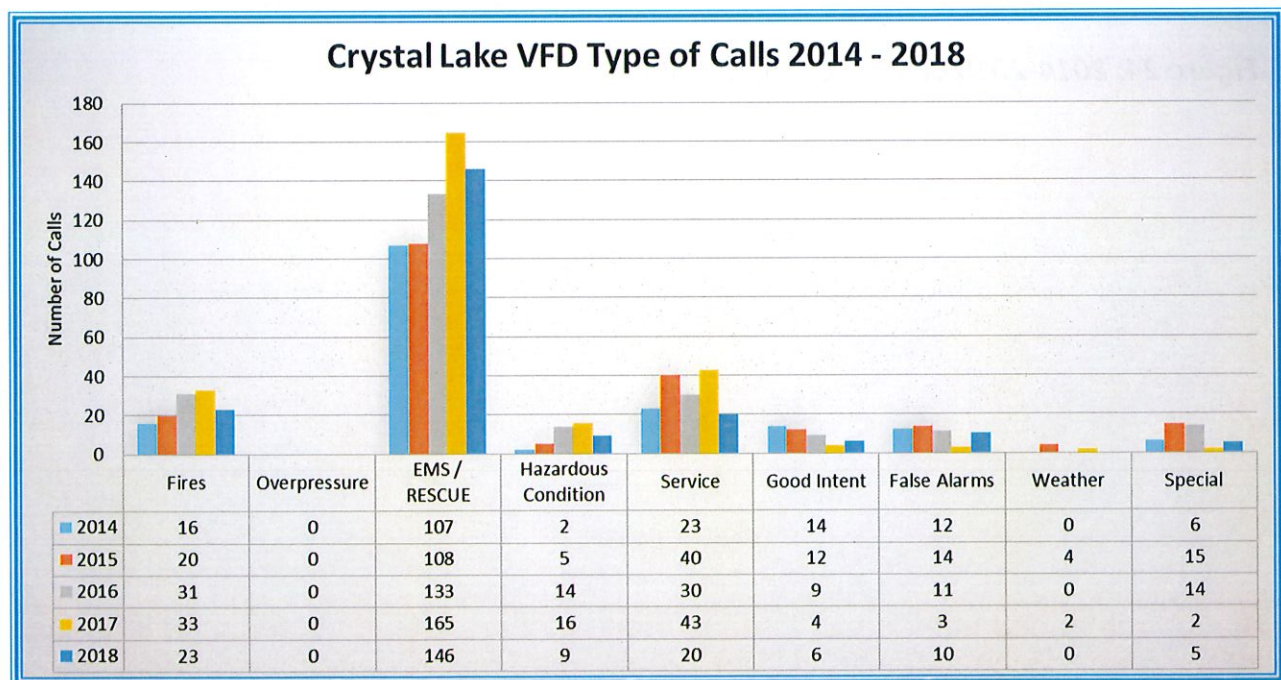


Figure 23: 2014-2018 CLVFD Incidents by Type

Fire and EMS Services - Ellington, Connecticut

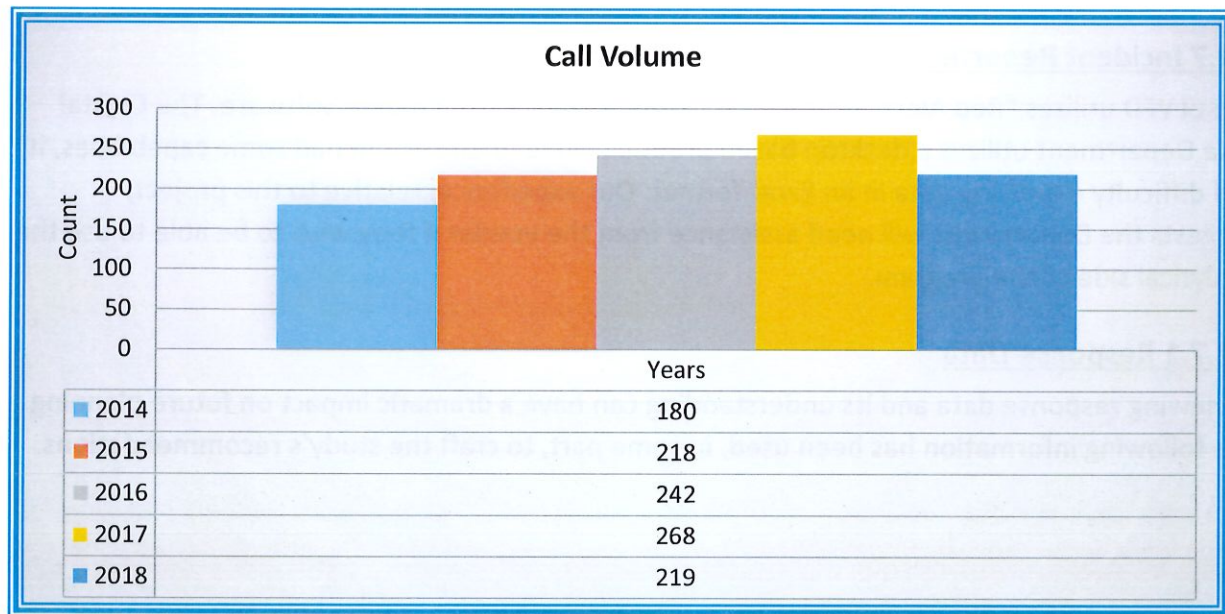


Figure 24: 2014-2018 CLVFD Total Call Volume

Fire and EMS Services - Ellington, Connecticut

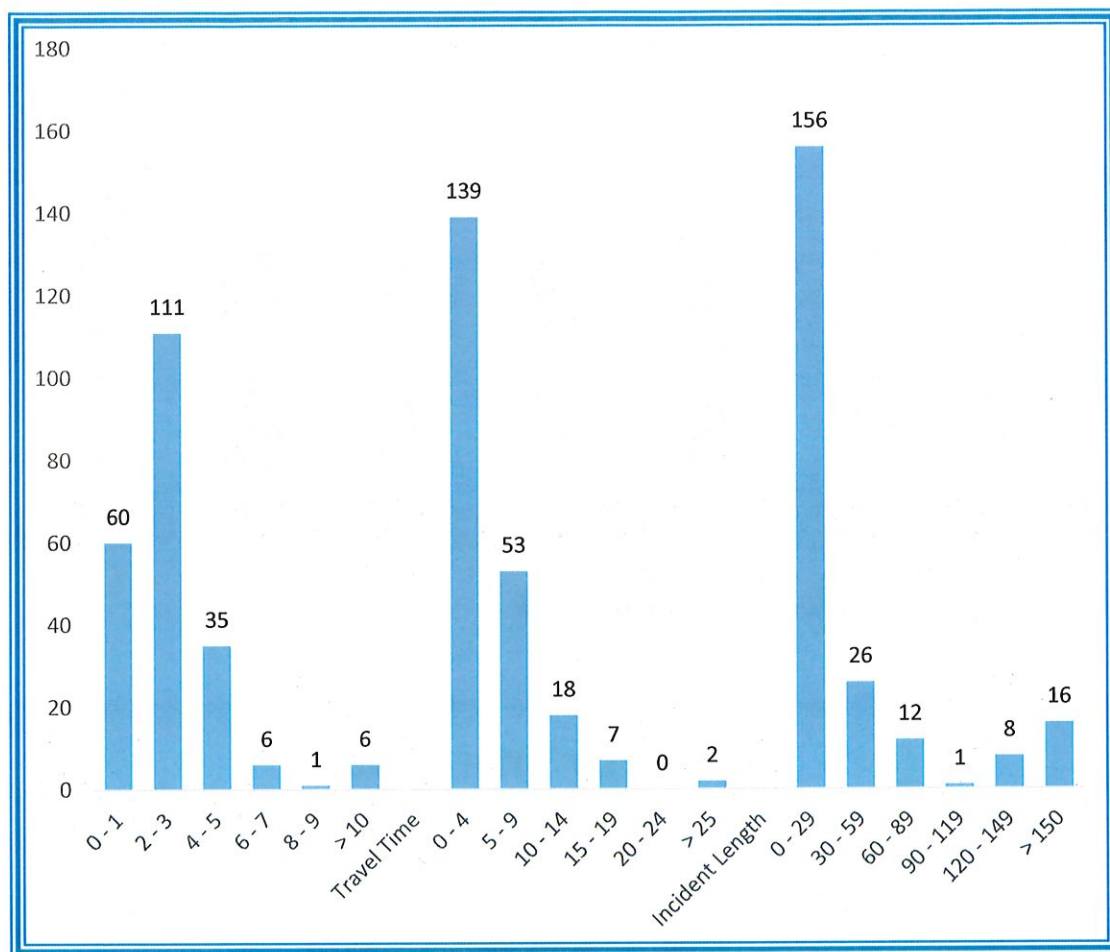


Figure 25: 2018 CLVFD Arrival Times in Minutes

As previously stated and depicted above, "Response Time" has multiple parts including the following topics. 1) Assembly / Turn Out Time (Those actions necessary to be able to leave the station if it is manned or responding to pick up a piece of apparatus and those pre-response preparations if it is not), PLUS, 2) Traveling to the location of the emergency [Assembly Time + Travel Time = Response Time], and its impact on fire control, Medical Treatment, etc. is a difficult issue in rural communities.

Fire and EMS Services - Ellington, Connecticut

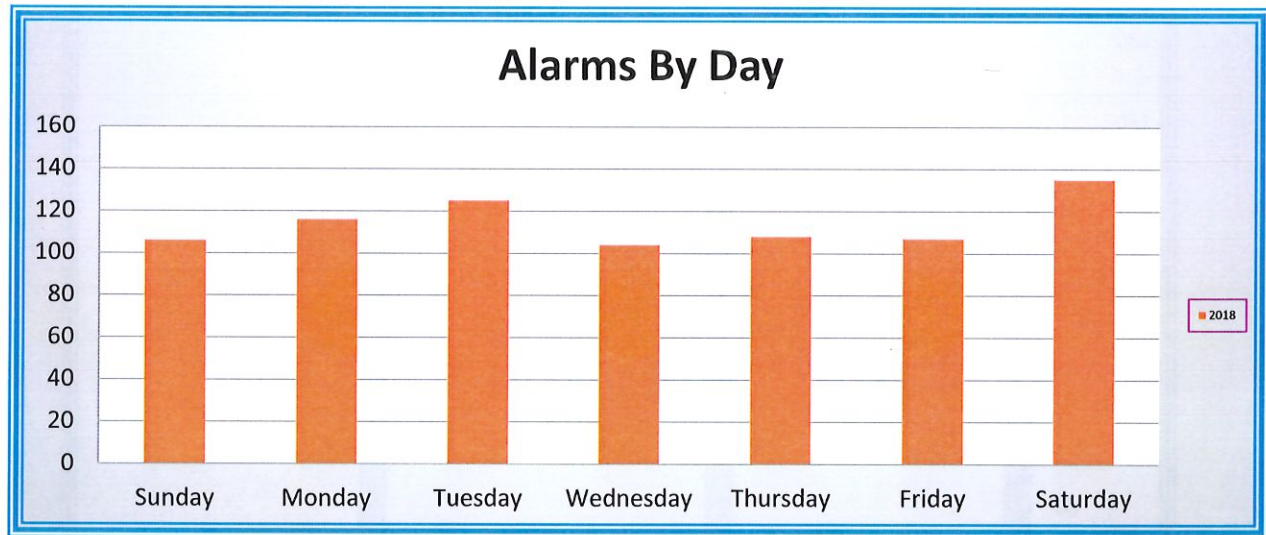


Figure 26: 2018 CLVFD Alarms by Day of Week

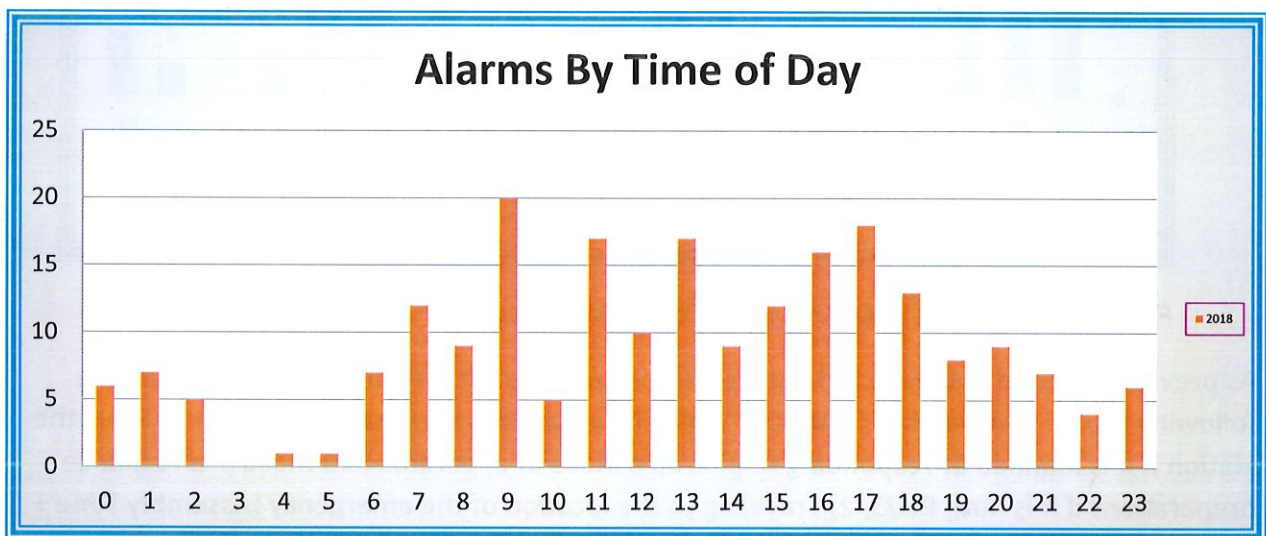


Figure 27: 2018 CLVFD Alarms by Time of Day

6.2.7.2 Responder Data

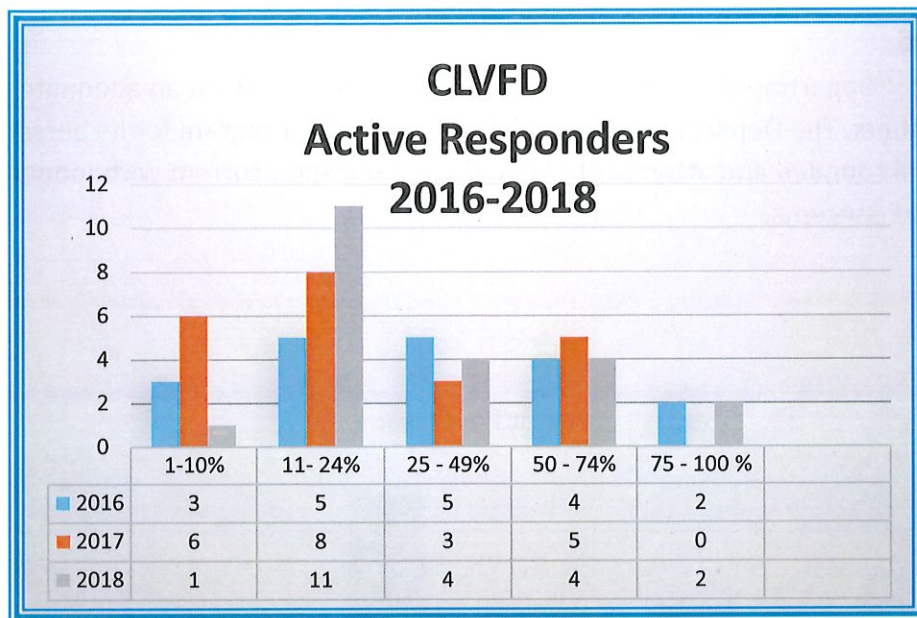


Figure 28: 2016-2018 CLVFD Active Responders

The response data above shows the number of responders by percent participation for the fiscal years 2016-2018. This figure explores the changes of response patterns relative to the numbers of calls responded to. The highest numbers of responders for all 3 years is in the 11% to 24% of calls columns. This is unusual. Normally the 1% to 10% column is the largest. The remaining columns are relatively stable. It is very unusual, however, to have responders in the 75% to 100% column.

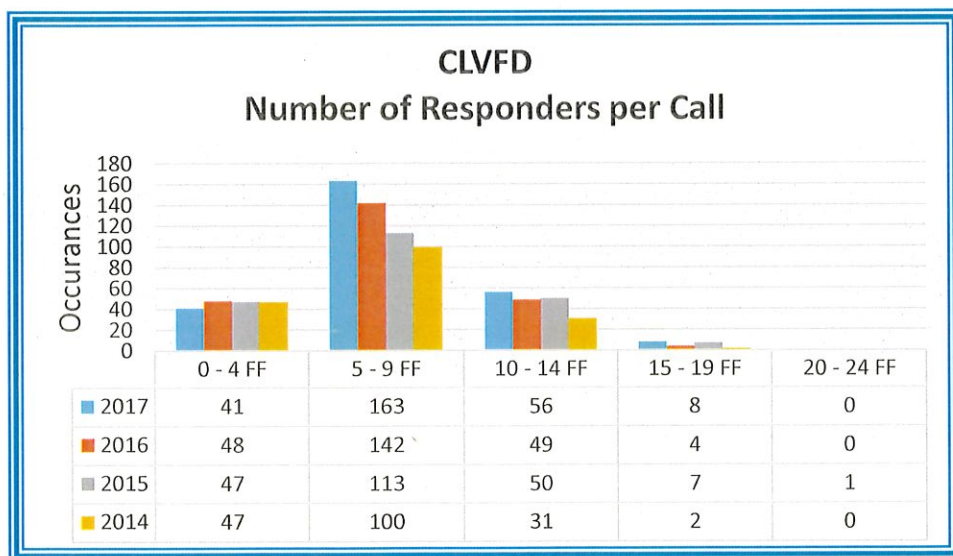


Figure 29: 2014-2017 CLVFD Number of Responders per Call

Fire and EMS Services - Ellington, Connecticut

6.2.8 Training

A review of Department members training certifications revealed an adequate level of certified members. The Department offers a monthly training program for its personnel. The program is well rounded and attempts to keep the organization current with modern techniques and concepts.

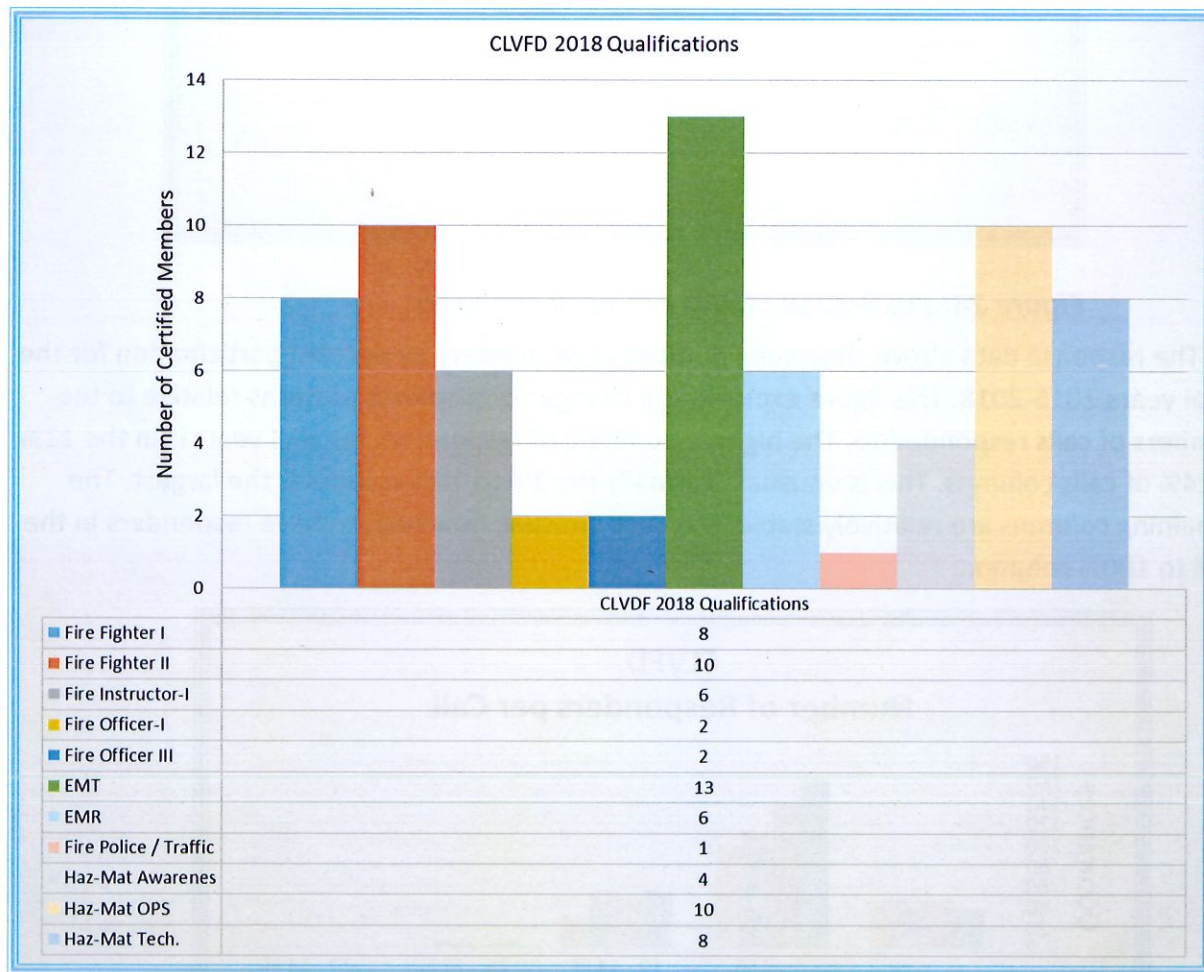


Figure 30: 2018 CLVFD Membership Training Levels

6.2.9 Hazardous Materials and Special Operations

The CLVFD has eight (8) members trained to the Hazardous Materials Technician level. The remaining members are Operational (10) or Awareness (4) level trained.

Fire and EMS Services - Ellington, Connecticut

6.2.10 CLVFD Apparatus

SQUAD 142: 2009 Crimson / Spartan Squad [Station 42]

1500 Gallon per Minute Pump, 1000 Gallon Water tank, 5 inch Supply Hose, Pre-connected Attack Hose lines, Hydraulic Rescue Tools, Assorted Fire Fighting Equipment.

TANKER 142: 2017 4 Guys Tanker [Station 42]

3000 Gallons of Water, 1000 Gallon per Minute Pump, 3500 Gallon Portable Tank, Supply and Attack Hose.

ENGINE TANK 242: 2005 4 Guys Engine - Tanker [Station 42]

1500 Gallon per Minute Pump, 2000 Gallon Tank, 5" Supply Hose, Pre-Connected Attack Hose Lines, Rescue Tools, Assorted Fire Fighting Equipment.

ENGINE 142: 2017 HME/Ford Mini-EVO Engine [Station 42]

1500 Gallon per Minute Pump, 300 Gallon Tank, Foam System, Pre-Connected Attack Hose Lines, Medical Equipment, Assorted Fire Fighting Equipment, Ability to pull Boat .

UTV 142: 2013 Polaris Ranger [Station 42]

Custom Skid Unit with Fire Pump
70 Gallons Water Tank

SERVICE 142: 2000 Sierra Pickup [Station 42]

Crew Cab
Ability to Pull Boat.

Service 242: 1999 Sierra Pick-up [Station 42]

Utility Body
Ability to pull Boat

Marine 142: 16' Carolina Skiff [Station 42]

50 Hp. Outboard Motor

Fire and EMS Services - Ellington, Connecticut

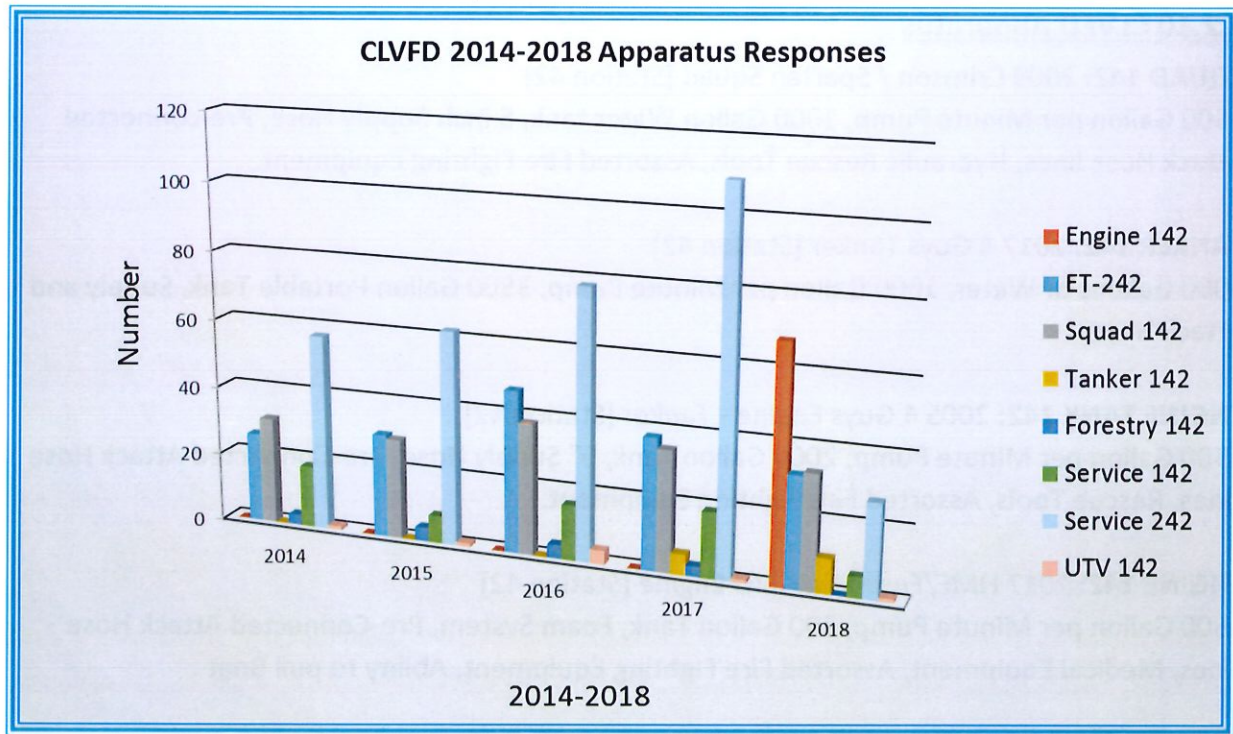


Figure 31: CLVFD 2014-2018 Apparatus Responses

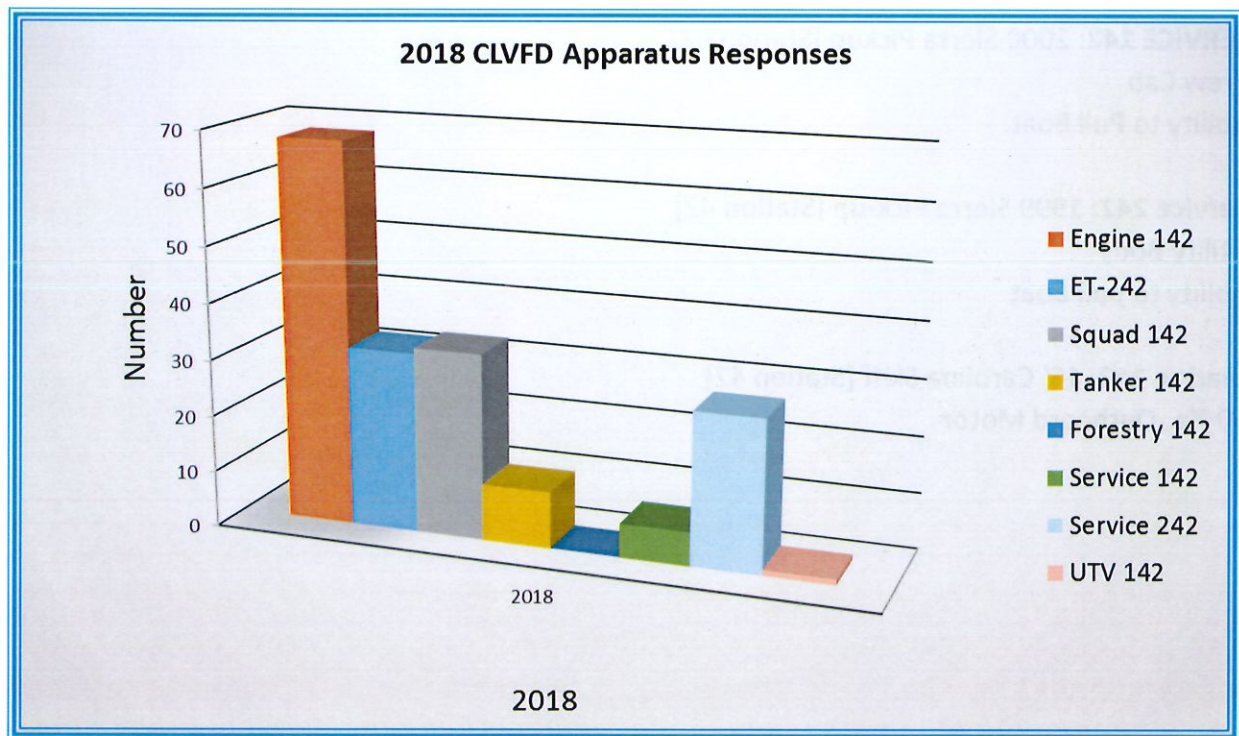


Figure 32: CLVFD 2018 Apparatus Responses

Fire and EMS Services - Ellington, Connecticut

6.2.11 Facilities

6.2.11.1 Station 42

316 Sandy Beach Rd. Ellington, CT



PHOTO 29: STATION 42

Location	Adequacy
Apparatus Floor	Yes*
Training/ Meeting Room	Yes
Kitchen	Yes
Dispatch Radio room	N/A
Furnace Room	Yes
Storage Space	Yes
Office	Yes
Men's & Women's Bunkroom	No**
Men's & Women's Bathrooms	No***

Figure 33: Crystal Lake Station Size Matrix

Fire and EMS Services - Ellington, Connecticut

* While the apparatus is adequate, it is tight in spots and the station does not have a vapor recovery system. Present day studies involving apparatus exhaust points to Carcinogenic effects to humans. As a result, the AFG process routinely awards funding for exhaust systems.

** While there is a bunkroom, there does not appear to be separate male and female facilities.

*** While there is a bathroom with a shower, there does not appear to be separate male and female facilities.

7.0 Emergency Medical Services – Ellington Volunteer Ambulance Corps

7.1 Organizational Statement / Mission Statement:

The mission of the Ellington Volunteer Ambulance Corps is to provide high quality, compassionate and cost effective emergency medical services to the town of Ellington, CT.

Recommendation 4: The EVFD and EVAC should create an Organizational Statement to provide a baseline for existing service and future development.

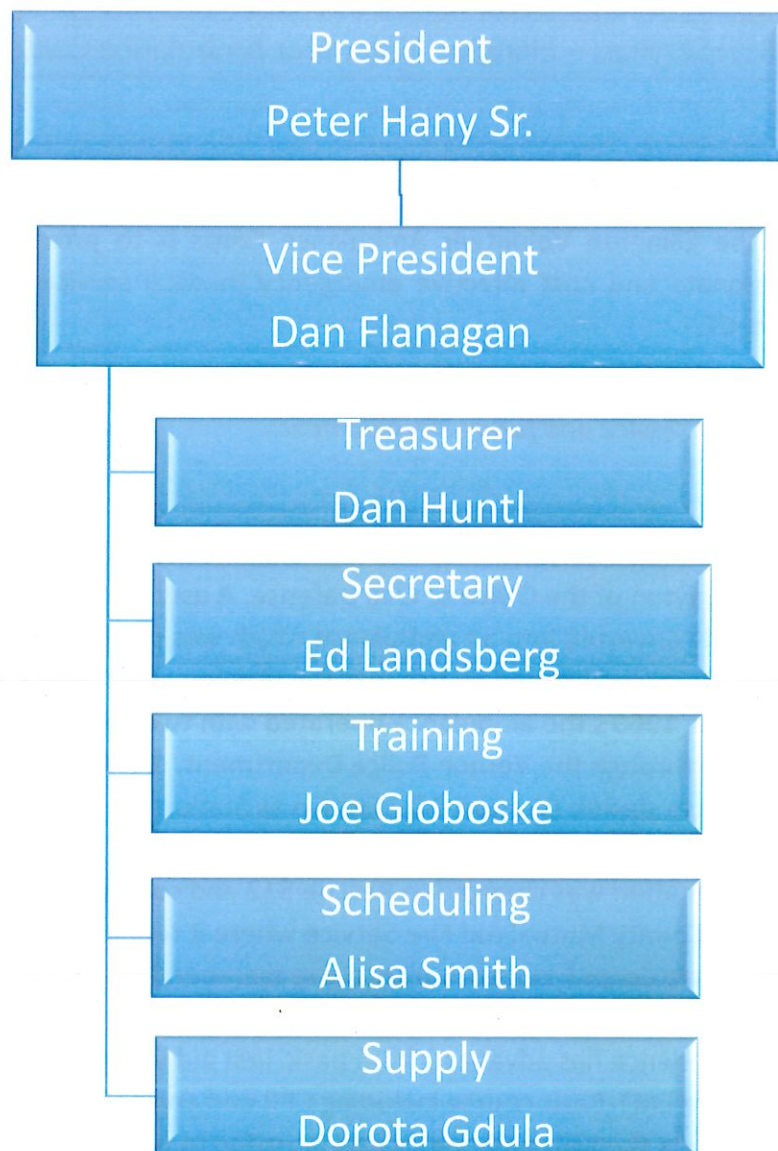
7.2 Organizational History

The Ellington Volunteer Ambulance Corps (EVAC) was founded in early 1962 by a group of five individuals headed by Ken Gayton of the Office of Civil Defense. A used 1952 Cadillac hearse was purchased for \$400 and converted into an ambulance which was placed in service in May of 1962. Completion of an advanced first aid course was the training requirement to become a member. During much of the 1960's the ambulance operated with two person teams with communication coordinated through the Vernon Police Department. EVAC's vehicle was known as Emergency 31 with the base station (Vernon P.D.) known as Station 3.

In 1969 the ambulance designation was changed to Rescue 512 and communications began to be dispatched from Tolland County Mutual Aid Fire Service where it remains to this day. The Ellington Volunteer Ambulance Corps has grown from a five member, loosely knit organization in 1962 to the current 40 plus membership, Basic Life Support, structured organization. The training EVAC members experience has advanced from basic first aid in the early 1960's to a comprehensive and extensive EMT-Basic course including CPR and constant training that enables its members to provide the best emergency care possible to our community. (From <https://ellingtonambulance.org/about-us.html>)(n.d.)

Fire and EMS Services - Ellington, Connecticut

7.3 Administration



Fire and EMS Services - Ellington, Connecticut

7.4 Policies and Guidelines

The EVAC operates under 41 policies, procedures and guidelines specifically designed to address issues the Department has deemed important. They range from new Membership and Crew Requirements / Responsibilities to Image of the EVAC. Included are risk reduction policies such as: Scene Security, Patient Care Documentation, Emergency Driving Protocols, Problem Resolution, Drinking and Drug Usage and Health a Wellness to name a few.

7.4.1 Responder Minimum Standards

EVAC By-Laws Oct. 2018

Section 4.02 - Active Membership:

- (a) Have met all probationary requirements or in the case on an ERP 512 member, the member may request their membership class be changed to Active upon graduation from High School or upon their 18th birthday whichever is later.
- (b) Be recommended by the EVAC Membership Committee for Active membership.
- (c) Must be certified in Connecticut as an Emergency Medical Technician (EMT) or Emergency Medical Responder (EMR) or currently enrolled in an EMT/EMR course and upon successful completion of the course, maintain current EMT/EMR and CPR certifications in Connecticut.
- (d) Maintain proficiency in the operation of an ambulance and related equipment and have such other training as may be prescribed by the Executive Board. In the event of an ERP member switching to active, the member must meet with the training officer to ensure the member meets all training requirements and standards for active membership.
- (e) Must commit to 30 hours of duty time per month; or 90 hours of duty time per quarter with executive board approval of such written request by the member explaining circumstances and EVAC/member benefit.
- (f) Any active member under the age of 25 attending a full-time college program must commit to 12 hours per month or 36 hours per quarter with prior written approval from the Executive Board. College member shall provide the membership committee proof of active and continued enrollment each semester.

Section 6.07: A member in good standing includes but is not limited to:
Attendance at a minimum of 75% of meetings and trainings per fiscal year; being current with duty time as required per membership class; being current with target solutions assignments; and being current and involved with the affairs of EVAC such as drills, parades, committees, work details, community standbys, etc.

- a) Life members are exempt from these requirements unless actively involved in an operational status.

Fire and EMS Services - Ellington, Connecticut

- b) For a member that is not in good standing: In order for this member to return to good standing the member must have 6 continuous months from the onset month where they began meeting the requirements as outlined in the opening paragraph of section 6.07

A Service Awards Program and LOSAP program is provided to volunteer in an effort to continue their activity.

7.5 Services Offered

The Ellington Volunteer Ambulance Corps (EVAC) operates two ambulances and a service vehicle out of its station located at 41 Maple St. adjacent to the High School. It provides 24 hour Volunteer / Career coverage to the community of Ellington and the local area. There is an assortment of Emergency Medical Technicians (EMTs), Emergency Medical Responders (EMRs) and Drivers in the unit. The staffing for the ambulance involves a combination of assigned full-time, per-dium and part-time paid duty shifts, volunteer duty shifts and general calls for emergencies. All EMS calls are dispatched via radio, alpha-numeric pagers and electronic media. This provides for both duty shift personnel and closest responder activations.

7.6 Incident Reporting

The EVAC utilizes Aladtec Reporting to keep statistics based on the type of services offered. The DATA provided below was taken from Aladtec and Dispatch Records.

7.7 Response Data

Reviewing response data and its understanding can have a dramatic impact on future planning. The following information has been used, in some part, to craft the study's recommendations.

Fire and EMS Services - Ellington, Connecticut

7.7.1 Call Volume

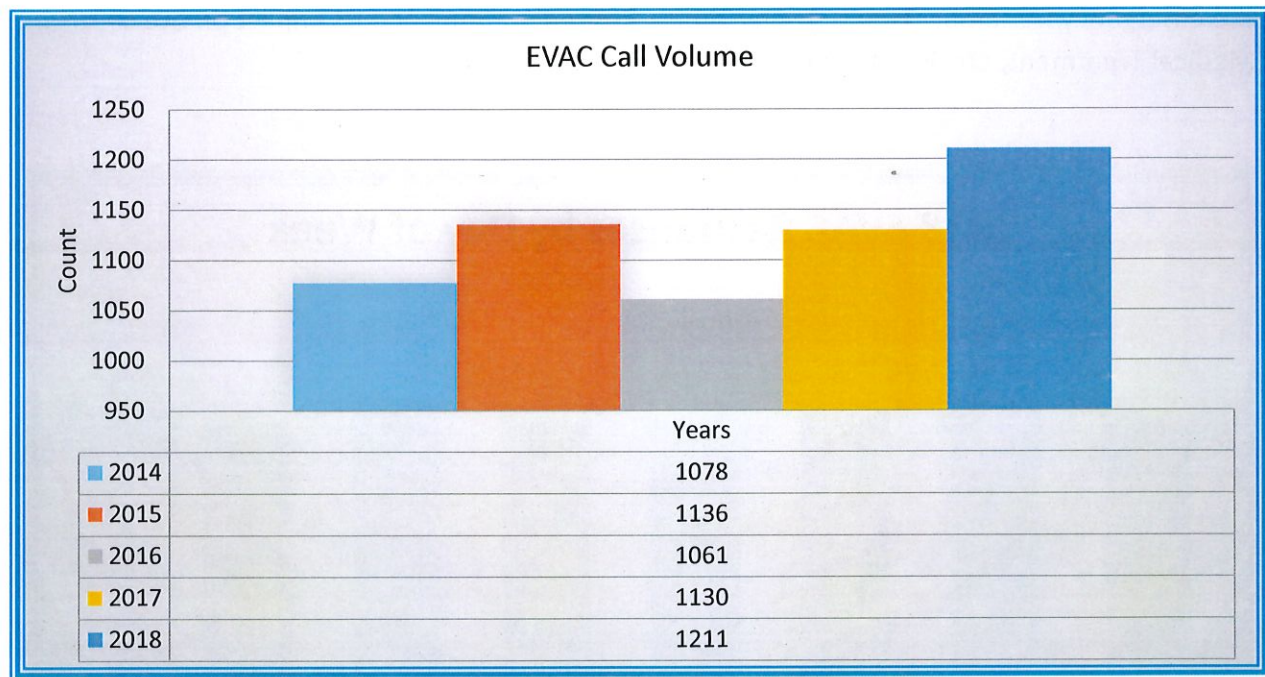


Figure 34: 2014-2018 EVAC Total Call Volume

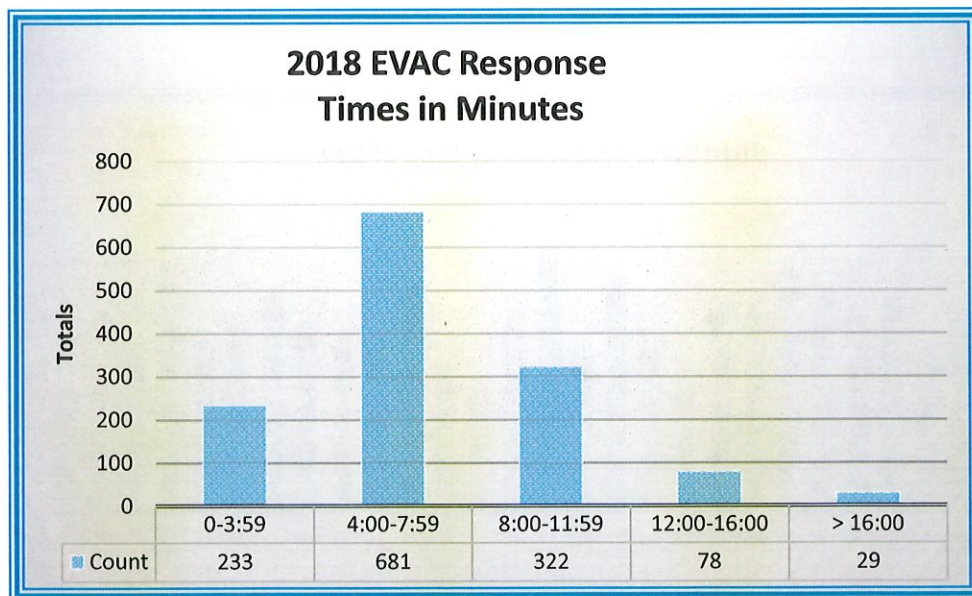


Figure 35: Arrival Times in Minutes

Response and Arrival times are important for all types of emergencies. They will be referenced later in the document. To be clear, Responding to emergencies or “Response Time” has multiple parts including the following topics. 1) Assembly / Turn Out Time (Those actions necessary to be able to leave the station if it is manned or responding to pick up a piece of

Fire and EMS Services - Ellington, Connecticut

apparatus and those pre-response preparations if it is not), PLUS, 2) Traveling to the location of the emergency [Assembly Time + Travel Time = Response Time], and its impact on fire control, Medical Treatment, etc. is a difficult issue in rural communities.

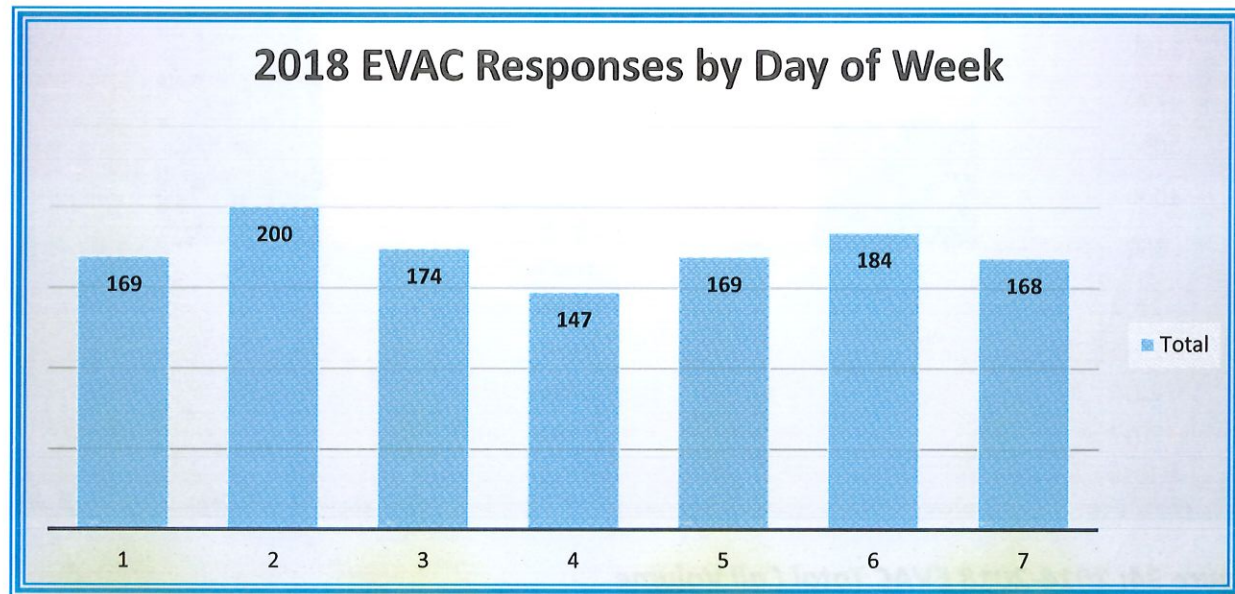


Figure 36: EVAC Responses by Day of Week

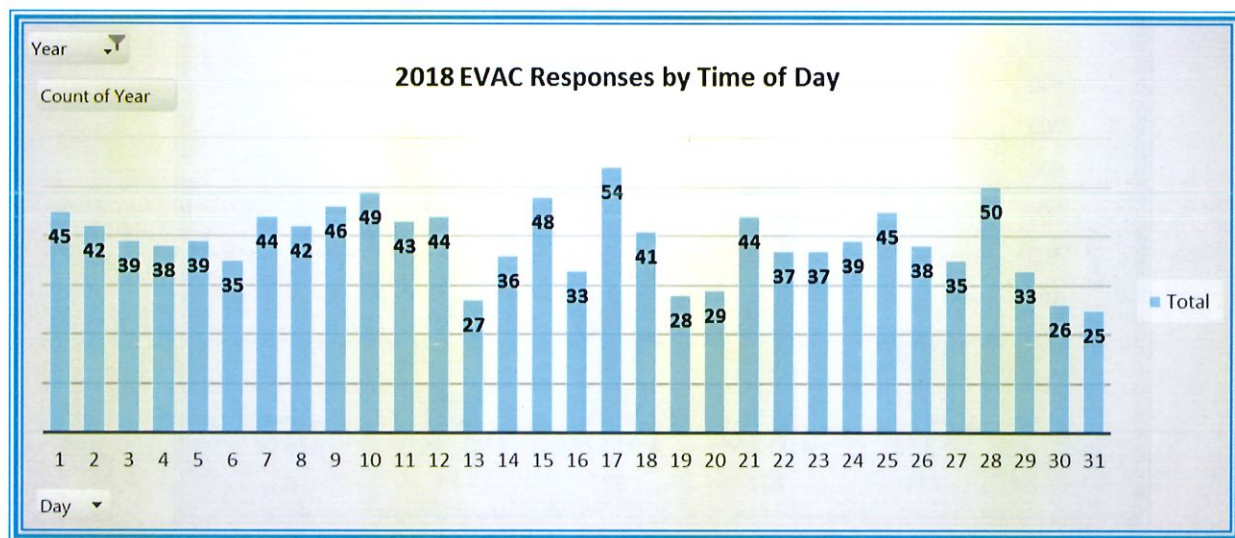


Figure 37: EVAC Responses by Time of Day

Fire and EMS Services - Ellington, Connecticut

7.7.2 Ambulance Staffing, Financial Challenges and Billing

The EVAC charges for its Ambulance services. The funds from the EMS collections are used to support the EMS service and general emergency response costs. An "EVAC Charging Fund" was created to support the replacement of vehicles, the replacement of specialized equipment and offset the costs of paid personnel. A portion of the proceeds from the ambulance is counted as income for budgeting purposes and is used in budgetary calculations. Each year the ambulance leadership submits a budget request to the Board of Selectmen for budget deliberations. As a general practice, a balance is maintained in the charging fund for contingencies. The most recent review of ambulance collected income was in the 70 percent range.

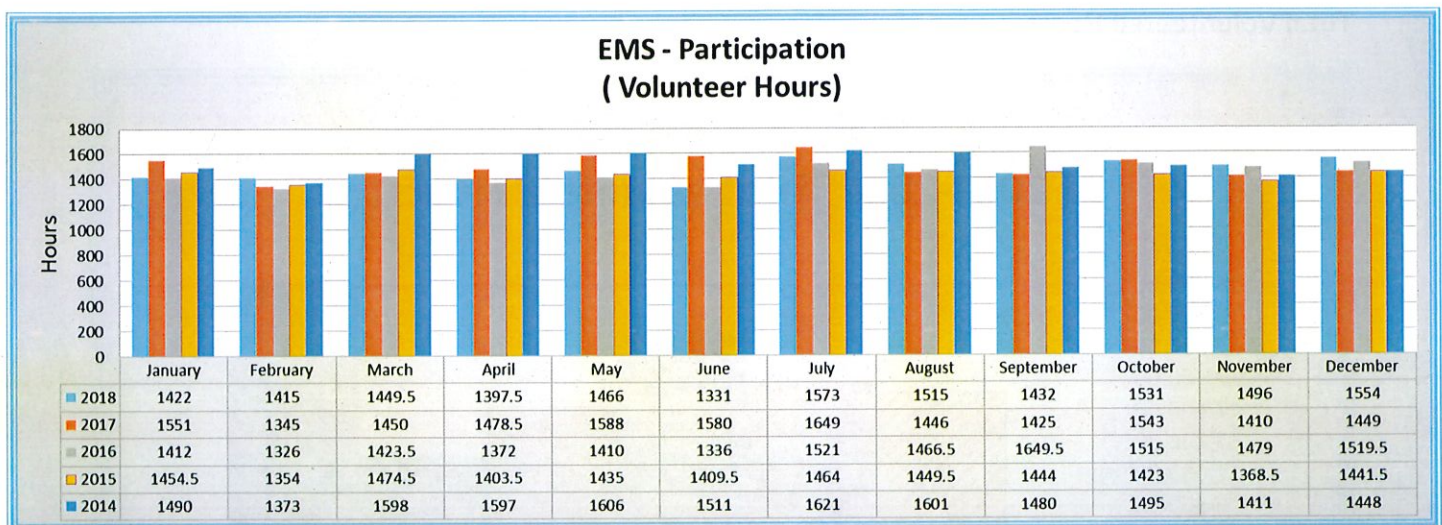


Figure 38: 2014-2018 EVAC Stand-by Hours

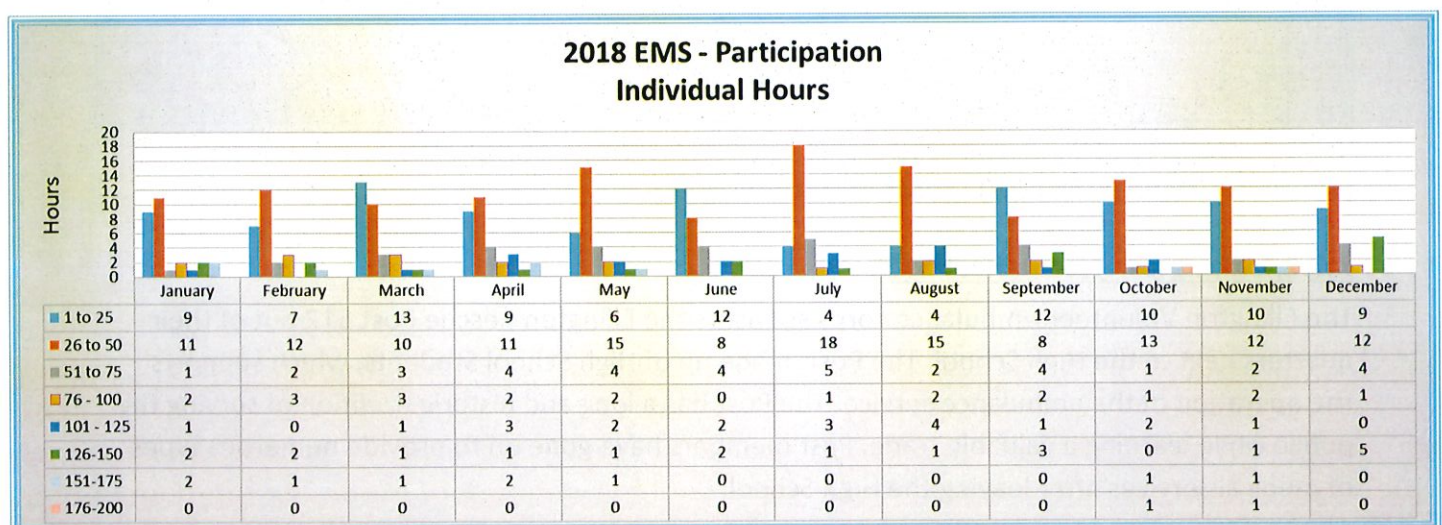


Figure 39: 2018 EVAC Individual Member Hours

Fire and EMS Services - Ellington, Connecticut

The response data above shows the number of responders by way of stand-by participation for the fiscal years 2014 thru 2018. This figure explores the number of hours personnel volunteered to cover shifts or come back for second crew calls. The largest majority of personnel volunteer between 26 and 50 hours per month. Some members volunteered more than 150 hours. These volunteer hours, combined with paid staffing, provided ambulance coverage.

Total Volunteered Hours

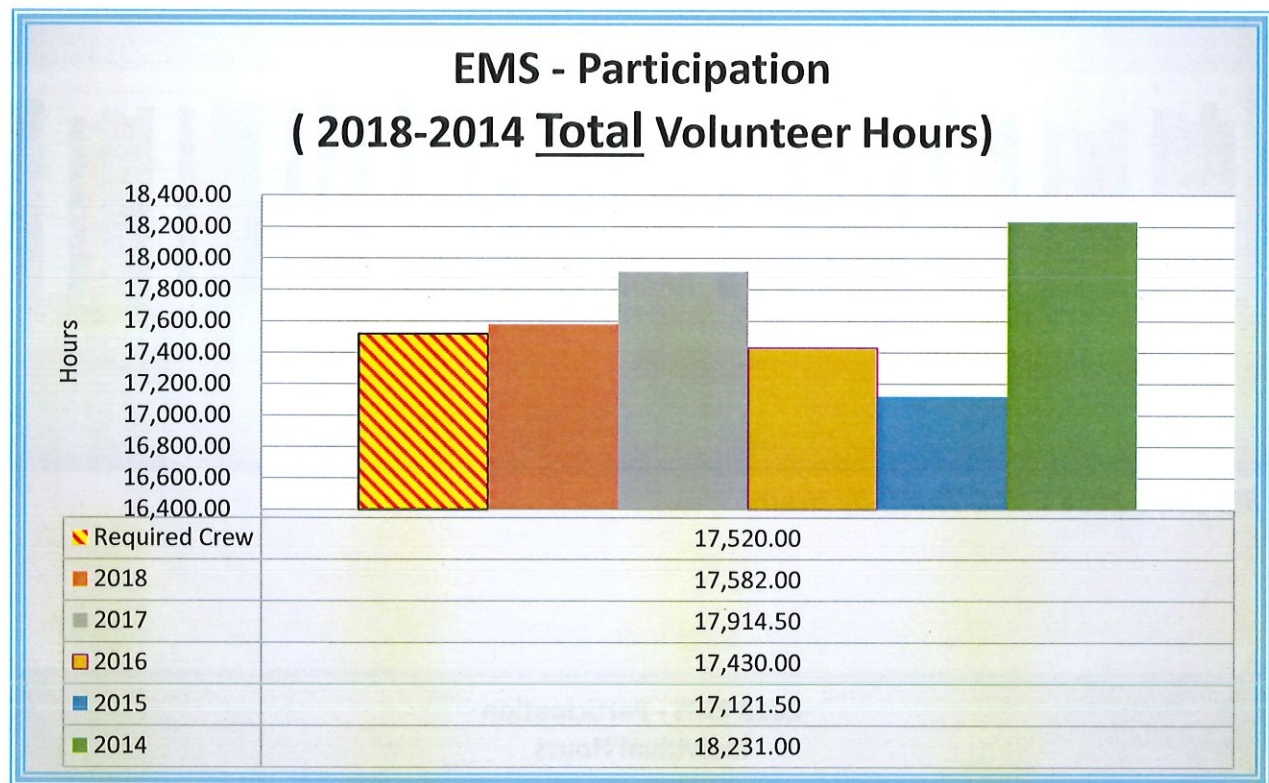


Figure 40: 2014-2018 EVAC Total Volunteer Hours

7.7.2.1 Ellington Rescue Post 512

The Ellington Volunteer Ambulance corps sponsors the Ellington Rescue Post 512 out of their quarters next to the High School. The Post, made up of High School Students, which supports the operation of the ambulance service. The Post has a long and historic tradition of serving the public while learning a valuable trade. Past members have gone on to provide numerous types of medical services after leaving the High School.

Fire and EMS Services - Ellington, Connecticut

7.8 Training

The EVAC has specific training requirements as part of their Standard Operating Guidelines.

EVAC Standard Operating Guidelines Section 27:

27. Mandatory Training

27.1. Target Solutions

27.1.1. Target Solutions is the primary and preferred source for mandatory training.

27.1.2. Target solutions are posted in November and due in May of the following year.

27.1.3. The training officer may assign other training as deemed necessary in May which will be due by October of the same year.

27.1.4. Members delinquent to the above standard may have their incentive checks held and their membership status reviewed.

27.2. Monthly Training Sessions

27.2.1. 75% of all monthly trainings must be attended, unless a documented reason is given for an excused absence.

27.2.2. Members delinquent to the above standard may be placed on probation, which could include being paired with an EVAC preceptor until the member's skills are evaluated.

27.3 Semi-annual Practical Skills Review

27.3.1 Major and minor skill evaluations will be determined, conducted and completed as recommended by the Training Committee/designee.

27.3. Continuing Education

27.3.1. In order to be considered for continuing education outside of EVAC's regularly scheduled training, the member must be in good standing.

27.3.2. A continuing education trip report must be submitted to the Training Officer within 2 weeks of return.

Fire and EMS Services - Ellington, Connecticut

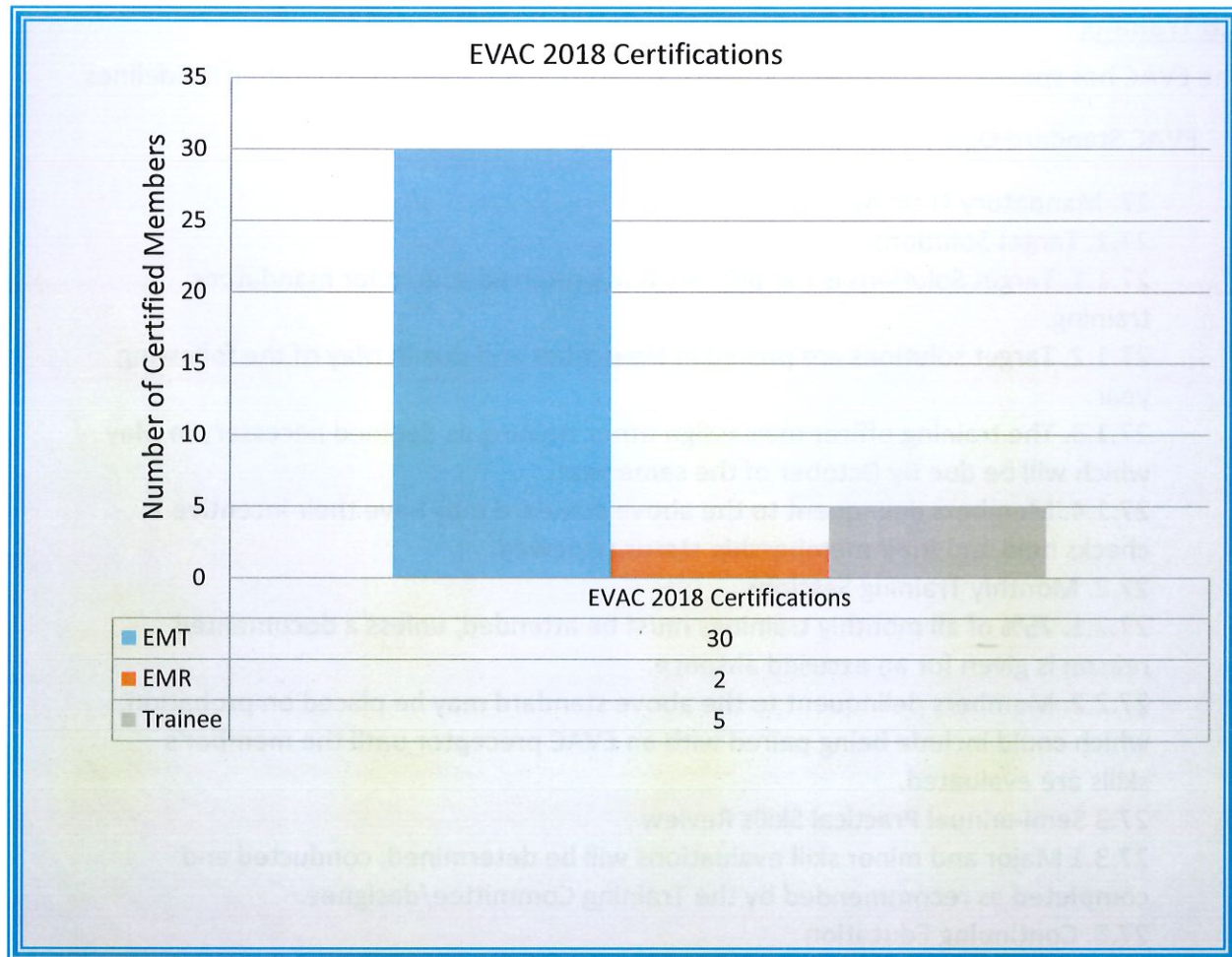


Figure 41: EVAC Membership Training Levels

7.9 Vehicles

Ambulance 543: 2013 GMC G4500 LifeLine Ambulance.

Ambulance 643: 2019 Ford AEV Type III

Service 543: 2016 Chevy Suburban

Fire and EMS Services - Ellington, Connecticut

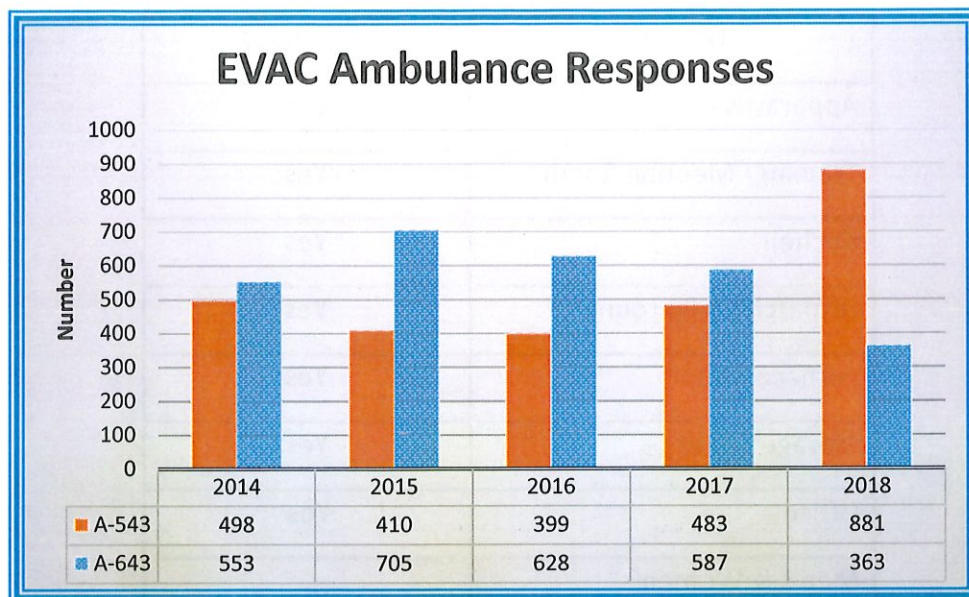


Figure 42: EVAC Ambulance Responses by Unit

7.10 Facilities

7.10.1 Ambulance Building

41 Maple St. Ellington, CT



PHOTO 30 : EVAC BUILDING

Fire and EMS Services - Ellington, Connecticut

Location	Adequacy
Apparatus Floor	Yes
Training/ Meeting Room	Yes
Kitchen	Yes
Dispatch Radio room	Yes
Furnace Room	Yes
Storage Space	Yes
Office	Yes
Men's & Women's Bunkroom	Yes
Men's & Women's Bathrooms	Yes

Figure 43: EVAC Building Size Matrix

8.0 Dispatch & Communications

Station TN (Tolland County Mutual Aid Fire Service Inc.) provides 911 services for 16 communities and dispatching for 23 agencies throughout Tolland, Hartford and Middlesex Counties. The center, located in the Town of Tolland, has used technology to cover a large geographical area. They dispatch fire and EMS for the Town of Ellington and their mutual aid neighbors. In addition, they dispatch the appropriate paramedic resources in the region. Their ability to provide data for this project was very helpful.

9.0 CAPITAL IMPROVEMENT PLAN (CIP)

9.1 Rolling Stock

A review of the apparatus within the fire stations identified;

- Typical wear and tear that one would expect given the age of the apparatus.
- The conditions typical of being exposed to the New England climate.
- Wear and tear based on the average calls for service.

During the review of available documents JLN found no comprehensive studies on apparatus life expectancy or clear-cut time frame for replacement. There were no definitive answers for how long a fire truck lasts. Regional differences are one factor cited for the absence of these studies. Variables such as weather, road conditions, run loads, and maintenance are listed as reasons for the inadequacy of any clear-cut information in this area (Peterson, 1994). Age, in itself, should not be the sole criteria for deciding to replace a fire apparatus. The vehicle's routine workload, its physical condition, and the degree of preventative maintenance it received are usually more accurate indications of whether the apparatus is still reliable for first-line duty (Peters, 1994).

JLN did identify the publication of 'on average' data for apparatus replacement. These estimates ranged from 5 to 10, 10 to 15 years, and 15 to 20 years. Life expectancy varied greatly from one location to another. Generally, a 10 to 15 year life expectancy is normal for engines used daily in heavy to moderate response areas (Peters, 1994). For fire apparatus approaching or exceeding 15 to 20 years of age, corrosion, metal fatigue and crystallization in concealed areas can result in serious consequences (Freitag, 1984). Perhaps the most reliable of these resources in reference to life service of fire apparatus is the National Fire Protection Association (NFPA) Handbook, 17th Edition which states, "in general, a 10 to 15 year life

Fire and EMS Services - Ellington, Connecticut

expectancy is considered normal for first line pumping engines. In some types of service, including areas of high fire frequency, a limit of only 10 years may be reasonable for first line service" (Peterson, 1994).

There is a general expectation of the life expectancy of fire apparatus to provide 15 years of front line service and 10 years of reserve or lighter duty service. Again, each locale is different but on average, these time frames are reasonable for all but the busiest municipal fire departments. It is a generally accepted fact that fire apparatus, like all types of mechanical devices, have a finite life. The length of that life depends on many factors, including vehicle mileage and engine hours, quality of the preventative maintenance program, quality of the driver training program, whether the fire apparatus was used within the design parameters, whether the apparatus was manufactured on a custom or commercial chassis, quality of workmanship by the original manufacturer, quality of the components used, and availability of replacement parts, to name a few. In the fire service, there are fire apparatus with 8 to 10 years of service that are simply worn out. There are also fire apparatus that were manufactured with quality components, that have had excellent maintenance, and that have responded to a minimum number of incidents that are still in serviceable condition after 20 years. Most would agree that the care of fire apparatus, while being used, and the quality and timeliness of maintenance are perhaps the most significant factors in determining how well a fire apparatus ages.

The leaders of the emergency services provided documentation of preventive maintenance plans and policies. The equipment appeared to be in good shape and cared for.

9.2 Vehicles with CIP replacement dates

9.2.1 Ellington Volunteer Fire Department

Engine 143

1991 Pierce Arrow

Moving to Reserve Status as E-143



PHOTO 31: ENGINE 143

Fire and EMS Services - Ellington, Connecticut

Squad 143

2018 Sutphen Squad Pumper

Recent Purchase

Estimated Replacement: \$800,000.00



PHOTO 32 : SQUAD 143

Engine Tank 143

1997 Pierce Engine / Tanker

Discussion in progress:

Refurbish or Replace within two (2) years.

Estimated Replacement: \$700,000.00

Estimated Refurbish: \$400,000.00



PHOTO 33: ENGINE / TANKER 143

Ladder 143

2010 Crimson Heavy Duty Ladder

2029 Replacement

Estimated Replacement: \$1,500,000.00



PHOTO 34: LADDER 143

Fire and EMS Services - Ellington, Connecticut

Rescue 143

2001 Pierce Heavy Rescue

Refurbish next three (3) to five (5) years

Estimated Refurbish: \$400,000.00



PHOTO 35 RESCUE 143

Tanker 143

2007 Kenworth / U.S. Tanker

Replacement 2027

Estimated Replacement: \$600,000.00



PHOTO 36 TANKER 143

Forestry 143

1986 Humvee

Approved to be replaced with wildland interface vehicle.



PHOTO 37: FORESTRY 143

Fire and EMS Services - Ellington, Connecticut

Service 143

2014 Ford Service Vehicle

Replacement 2030

Estimated Replacement \$70,000.00



PHOTO 38: SERVICE 143

Service 243

2018 Ford Service Vehicle

Replacement 2023

Estimated Replacement \$60,000.00



PHOTO 39: SERVICE 243

Utility 143

2013 Polaris Ranger

Combination Skid Insert

Fire and EMS

2023 or as needed

Estimated Replacement \$30,000.00



PHOTO 40: UTILITY 143

Fire and EMS Services - Ellington, Connecticut

Water Rescue Trailer

Estimated Replacement \$20,000.00

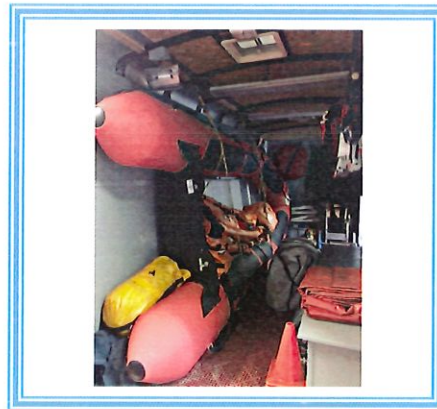


PHOTO 41: WATER RESCUE TRAILER

Regional Hazardous Materials Units



PHOTO 42: TOW VEHICLE



PHOTO 43: EQUIPMENT TRAILER

Proposed Replacement for Forestry 143 and Forestry 243

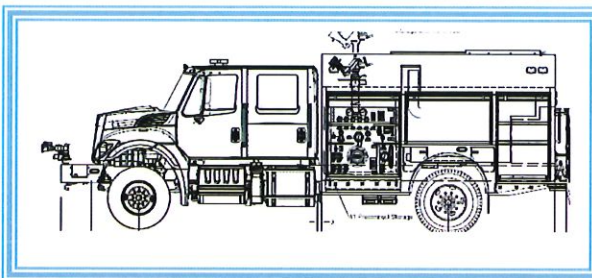


PHOTO 44: ENGINE 243

Fire and EMS Services - Ellington, Connecticut

9.2.2 Crystal Lake Volunteer Fire Department

Engine 142

2017 Ford HMH Mini-EVO

Replacement 2042

Estimated Replacement \$550,000.00



PHOTO 45: ENGINE 142

Squad 142

2009 Crimson / Spartan Rescue Pumper

Replacement 2033

(Possible Lease to Purchase)

Estimated Replacement \$750,000.00



PHOTO 46: SQUAD 142

Fire and EMS Services - Ellington, Connecticut

Engine Tank 242

2005 4 Guys Engine Tanker

Replacement 2029

(Possible Lease to Purchase)

Estimated Replacement \$700,000.00



PHOTO 47: ENGINE / TANKER 242

Tanker 142

2017 4 Guys Tanker

Replacement 2042

(Possible Lease to Purchase)

Estimated Replacement \$600,000.00



PHOTO 48 TANKER 142

UTV 142

2013 Polaris Ranger

Combination Skid Insert

Fire and EMS

Replacement 2031

Estimated Replacement \$30,000.00



PHOTO 49: UTV 142

Fire and EMS Services - Ellington, Connecticut

Service 142

2000 Seirra Pick-up

Replacement 2021

Estimated Replacement \$50,000.00



PHOTO 50: SERVICE 142

Service 242

GMC Utility

NOT IN REPLACEMENT PLAN



PHOTO 51: SERVICE 242

Marine 142

16' Carolina Skiff

50 Hp. Outboard Motor

Replacement in 2025

Estimated Replacement \$50,000.00



PHOTO 52: MARINE 142

Fire and EMS Services - Ellington, Connecticut

9.2.3 Ellington Volunteer Ambulance Corps

Ambulance 543

2013 GMC G4500 Lifeline Type III

Estimated Replacement \$300,000.00



PHOTO 53: AMBULANCE 543

Ambulance 643

2019 Ford AEV Type III

Estimated Replacement \$350,000.00



PHOTO 54: AMBULANCE 643

Fire and EMS Services - Ellington, Connecticut

Service 543

2016 Chevy Suburban

Estimated Replacement \$60,000.00



PHOTO 55: SERVICE 543

Presently, a written plan does not exist to give direction or guidance regarding future expenditures for emergency services capital needs.

Recommendation 5: The leaders of the emergency services organizations should meet with the appropriate Elected Officials, Finance and Selectman Subcommittee, to create a coordinated and agreed upon Capital Improvement Plan. The plan should include future vehicle, facility and staffing projections.

10.0 WATER SUPPLY

The community has both hydranted and unhydranted areas. As a result, the Community has multiple Insurance Services Office (ISO) ratings. The ISO rating are used as one piece of the insurance underwriting process. It is primarily used for commercial and industrial policies. The Crystal Lake District, which does not have hydrant services has a rating of 8b. They have proven to the ISO they can meet the water supply needs for an 8b rating. The Center of the community is hydranted. As a result, the Ellington center district has a split rating, 5 for the hydranted areas and 8b for the non-hydranted areas.

11.0 Key Research Question Answers

1) Is the present emergency response system effective and efficient?

The Emergency Agencies appear to have created a system which is as effective and efficient as possible given the rural topography and the economics provided. While the shape of the community and its road systems can be challenging, the agencies have developed a strong mutual aid system. Staffing, however, is always a concern for the future.

2) What changes, specific to additional facilities / enhancements / regionalization, could be made to improve the delivery of emergency services for the Town of Ellington.

Two of the stations do not have vapor recovery systems. The Crystal Lake and Ambulance building should be modified with exhaust recovery systems. Recovery systems have been a priority for the US Fire Administration's FIRE Act Grants. Vehicle Exhaust is suspected in Emergency Responder Cancer rates. A regional vision is already in place in both the community and emergency services.

3) What is the general health of the Ellington Emergency Services?

The three services that protect the Town of Ellington are in fair to good shape. While they each have challenges, they are all deeply committed to their community. All three put in significant volunteer hours for non-emergent, as well as, emergency operations. All three train on a regular basis and have some form of standard operating procedures. The future will challenge all three agency's ability to recruit and maintain volunteers. One or two significant organizational challenges could cripple the systems.

4) Are the Ellington Emergency Services prepared to successfully handle emergencies at its Target Hazards?

Fire and EMS Services - Ellington, Connecticut

Yes, the Ellington Emergency Services have built systems to ensure adequate and appropriate resources respond to emergencies as needed. They all participate in strong mutual aid and regional support systems. The agencies have adapted over time to stay current with changing challenges.

5) Would an Emergency Services Administrator provide administrative support to the existing service organizations?

The issue of creating an Emergency Services Administrator created a significant amount of discussion and concern. The general consensus among the involved parties, emergency responders and elected officials, is lack of participation in the process so far and concerns for what the position means for the future. Significant pushback was received, as a result of last budget cycles appearance of the position. Additionally, there was feedback the cost of the position could be used for other leadership initiatives. Our research found that some issues could be helped by the use of an Administrator. However, the need for an Administrator is not critical. In repeated interviews, the First Selectwoman has expressed a simple need to alleviate non-emergency stress from emergency officials. For the successful candidate to coordinate various non-emergency functions, support the three agencies' efforts and help with the Grant request process. In and outside the Chief Elected Official's office, multiple players in the community have expressed that they are optimistic about the present leadership but want to ensure their success.

In addition to interviews within the community, we reached out to existing Managers / Administrators for observations relative to their functioning capacity. They relayed a critical need for buy-in from the community, organizations and elected officials. This is clearly not the case at this time. If an Administrator is to be successful, the following steps would be recommended in the process.

- 1) The Board of Selectmen would need to create an Administrator Committee to design the position description and propose recommendations for the selection process.
 - a. In addition to a Chief Officer from each organization (3), two elected members – one from the Select Board and one from the Finance Board (2), a member of the Charter Revision Committee (1), a State Police representative (1) and two members of the community (2) would serve on the committee. The members from the public would apply to the Select Board and should be from two separate political parties if possible.
 - b. Significant effort would be needed relative to the job description. There are two significant issues which need to be clearly articulated. First, the Administrator's position in the Chain of Command. While this not only refers to situations during emergencies, it also involves day to day responsibilities and the communications path when conflicts occur. Second, these positions have a tendency to endure mission creep. A majority of these types of

Fire and EMS Services - Ellington, Connecticut

concerns expressed to JLN could be dealt with if a good Job Description was in place.

- c. The First Selectman should be the Direct Supervisor for the new Administrator for day to day operations.
- d. The Administrator Committee would elect their own Chairman, etc. and follow standard community policies.
- e. The Administrator Committee would report to the Board of Selectmen on a monthly basis until the position is filled.
- f. The Administrator Committee should reconvene six (6) and twelve (12) months later to assess if any changes to the position should be recommended.
- g. The Board of Selectmen would retain the rights to accept or disregard any post appointment recommendations.

12.0 SPECIFIC CONCERNS FROM OUR RESEARCH

12.1 Strategic Vision:

There appeared to be a lack of community vision regarding emergency response and public safety. While some work had been done independently by the agencies, we did not find a cohesive plan for the future protection of the Town of Ellington. In addition, emergency services delivery, while important, is only one financial facet of the community's future needs. The following topics will need to be discussed and negotiated out to plan for the future. As stated in the recommendation, this is a team process. It is important for all the players and the public to be involved in the process.

12.1.1 Strategic Topics

1) Rolling stock: Significant conflict exists relative to the replacement of emergency vehicles. The only standardized plan exists within the Ambulance Service Contract which requires the regular replacement of Ambulances every 6 years and the support vehicle every 10 years. Fortunately, EVAC has a stable response level and can predict the appropriate replacement needs. The other agencies, however, are not as easy to predict. The report provided the present anticipated or planned replacement recommendations from the Stakeholders. These requests should be added to the other Capital needs of the community and be put to paper for discussion and negotiation. Once this item is settled, it should be followed barring a critical failure or unforeseen crisis.

2) Personnel: As stated in the report and draft comments we received, volunteerism is having difficulties throughout the country. Presently, EVFD is averaging about 8 responders per call and CLVFD is averaging about 7. The EVAC members are volunteering enough hours to staff an ambulance 24/7 for an entire year. These are good numbers compared to those we normally see. They will be reduced, however, over time for numerous reasons. In addition to the continued support or expansion of existing volunteer initiatives, it would be prudent now to start planning for future part-time and fulltime employees over the next 2 to 4 years for the Fire Stations. The continued monitoring of volunteer patterns will assist with the number or personnel and timing of hiring. Presently, both stations get busy after 0800 hrs. and slow down after 2000 hrs. It should be remembered that EVFD's fire calls amounted to 5 % of the call volume. CLVFD's Fire calls amounted to 10% of all calls. Fire calls are defined as including the word Fire in the coding process, not necessarily actual fires. The ambulance, however, does not have a similar defined slow period. EVAC will continue to need support to fill slots and will need to get 24 hour funding when off duty hours become critical.

Fire and EMS Services - Ellington, Connecticut

4) Contracts: Presently, there is no written requirement relative to the number of ambulances required to be staffed or to have 24 hour coverage for two ambulances. These issues will need to be addressed if that is the community expectation. Further, the contracts with the Fire Departments do not have any response requirements or benchmarks. These benchmarks can drive the future staffing needs. As a reminder, the request to open the contracts occurs in December.

5) Non-reoccurring or Capital Purchases: There will be large expense items that will need to be replaced over time. Typically use or technology will drive replacement of these items. Again, economies of scale can occur, community wide, if these needs are shared ahead of time and jointly purchased. Comparing future plans can assist in this effort.

6) Structural Assets: The physical assets will need repairs, updates and long term investment. The EVFD Main St. station needs a new roof, the CLVFD station needs some interior renovations for vapor removal and gender equality, the EVAC will need vapor recovery. There will be other needs as time goes on. Again, other building in town will need similar, if not the same, work.

7) Emergency Administrator: The need for the Administrator is not clearly defined at this time. If the need presents itself in a stronger manner, the recommended process should be followed.

12.2 Trust and Relationships:

JLN found one specific concern during the research portion of the study. As in many communities, past conflicts and difficult relationships between the Ellington agencies themselves along with issues with community leaders have left an undertone of distrust and suspicion. While this has not risen to a dangerous point, significant work needs to be done by the new leaders of the agencies and the community leaders to bond and build trust. Not to be misunderstood the concern identified is not trust with the delivery of the emergency services but with non-emergency or business side of the relationships. This observation came from conversations throughout the process. This is one area where an administrator could help foster an open working relationship and build trust amongst all involved.

13.0 RECOMMENDATION CHECKLIST FOR THE TOWN OF ELLINGTON

- ☐ *Recommendation 1: The three emergency response agencies and Fire Marshal's Office should enter into discussions with the Emergency Manager, Resident Trooper's Office and representatives of the community and community leadership to create a Strategic Plan for the future.*

Fire and EMS Services - Ellington, Connecticut

- ☐ *Recommendation 2: The two departments should coordinate purchasing and or updating the reporting programs to facilitate consistent reporting. In addition, the two programs should be customize to enable matching and expanded data to be collected and reported.*
- ☐ *Recommendation 3: A formal Mutual Aid Agreement should be created with each of the community's response partners.*
- ☐ *Recommendation 4: The EVFD and EVAC should create an Organizational Statement to provide a baseline for existing service and future development.*
- ☐ *Recommendation 5: The leaders of the emergency services organizations should meet with the appropriate Elected Officials, Finance and Selectman Subcommittee, to create a coordinated and agreed upon Capital Improvement Plan. The plan should include future vehicle, facility and staffing projections.*

REFERENCES

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NFPA 1201 - 2000 Edition, Standard for Developing Fire Protection Services for the Public, National Fire Protection Association, Quincy, MA.

NFPA 1720 - 1999 Edition, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, National Fire Protection Association, Quincy, MA.\

NFPA 1500 – 2002 Edition, Standard on Fire Department Occupational Safety and Health Program National Fire Protection Association, Quincy, MA.

NFPA 1901 - 2003 Edition, Standard for Automotive Fire Apparatus National Fire Protection Association, Quincy, MA.

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29CFR1910.134, OSHA Respiratory Protection.

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Fire and EMS Services - Ellington, Connecticut

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The Department of Transportation 2015 Emergency Response Guidebook.

Emergency Operations Plan, Town of Ellington 2018

Fire and EMS Services - Ellington, Connecticut

PHOTOS

- 1) Town of Ellington from Google Earth
- 2) Center School
- 3) Windermere School
- 4) Crystal lake School
- 5) Ellington Middle School
- 6) Ellington High School
- 7) Church of Jesus Christ of Latter Day Saints
- 8) Ellington Congregational Church
- 9) St. Lukes Church
- 10) First Lutheran Church
- 11) Ellington Baptist Church
- 12) Apostolic Christian Church
- 13) Ellington Wesleyan Church
- 14) Community United Methodist Church
- 15) Al-noor Islamic Center
- 16) Country Pride Foods
- 17) Oak ridge Dairy
- 18) Propane Bulk Storage
- 19) Klotter Farms
- 20) Ellington Agway
- 21) Julianos Hot Rods
- 22) Star Hardware
- 23) Kelly Fradet
- 24) Ellington Ivy
- 25) Autumn Chase
- 26) Station 43
- 27) Station 243 Front
- 28) Station 243 Rear
- 29) Station 42
- 30) Ellington Volunteer Ambulance Corps Building
- 31) Engine 243
- 32) Squad 143
- 33) Engine/Tank 143
- 34) Ladder 143
- 35) Rescue 143
- 36) Tanker 143
- 37) Forestry 143

Fire and EMS Services - Ellington, Connecticut

- 38) Service 143
- 39) Service 243
- 40) Utility 143
- 41) Water Rescue Trailer
- 42) Regional Hazardous Materials Tow Vehicle
- 43) Regional Hazardous Materials Equipment Trailer
- 44) Engine 243
- 45) Engine 142
- 46) Squad 142
- 47) Engine/Tanker 142
- 48) Tanker 142
- 49) UTV 142
- 50) Service 142
- 51) Service 242
- 52) Marine 142
- 53) Ambulance 543
- 54) Ambulance 643
- 55) Service 543

FIGURES

- 1) 2016 Community Employment by Percentage
- 2) Fire / EMS Budgets
- 3) Modern Fire Timeline and Flashover
- 4) NFPA 1720 Staffing and Response Times
- 5) NFPA 1710 Staffing and Response Times
- 6) EVFD Response Zones Planning Map
- 7) CLVFD Response Zones Planning Map
- 8) EVFD Mutual Aid Given 2014-2018
- 9) CLVFD Mutual Aid Given 2014-2018
- 10) 2014-2018 EVFD Incidents by Type
- 11) 2014-2018 EVFD Call Volumes
- 12) 2014-2018 EVFD Response Times in Minutes
- 13) 2014-2018 EVFD Alarms by Day of Week
- 14) 2014-2018 EVFD Alarms by Time of Day
- 15) 2018 EVFD Responses by Occupancy Type
- 16) 2018 EVFD Average Responses by Call
- 17) 2018 Average Responders EVFD and CLVFD
- 18) EVFD 2018 Membership Training Levels
- 19) EVFD 2018 Apparatus Activity
- 20) EVFD 2015-2018 Apparatus Activity
- 21) Station 43 Size Matrix
- 22) Station 243 Size Matrix
- 23) 2014-2018 CLVFD Incidents by Type
- 24) 2014-2018 CLVFD Total Calls Volume
- 25) 2018 CLVFD Arrival Time in Minutes
- 26) 2018 CLVFD Alarms by Day of Week
- 27) 2018 CLVFD Alarms by Time of Day
- 28) 2016-2018 CLVFD Active Responders
- 29) 2014-2018 CLVFD Number of Responders per call.
- 30) 2018 CLVFD Membership Training Levels
- 31) 2018 CLVFD Apparatus Activity
- 32) 2014-2018 CLVFD Apparatus Activity
- 33) Station 42 Size Matrix
- 34) 2014-2018 EVAC Total Call Volume
- 35) 2014-2018 EVAC Arrival Times
- 36) EVAC Responses by Day of Week
- 37) EVAC Responses by Time of Day

Fire and EMS Services - Ellington, Connecticut

- 38) 2014-2018 EVAC Standby Hours
- 39) 2018 EVAC Individual Member Hours
- 40) 2014-2018 EVAC Total Volunteer Hours
- 41) EVAC Membership Training Levels
- 42) EVAC Ambulance Responses by Unit
- 43) EVAC Building Size Matrix

ATTACHMENTS

Attachment 1	EVFD Apparatus Operators Relative to Station Locations to Drive Apparatus.
Attachment 2	CLVFD Apparatus Operators Relative to Station Locations to Drive Apparatus.
Attachment 3	High Risk Locations
Attachment 4	Life Safety Concerns
Attachment 5	Applicable NFPA Standards
Attachment 6	Customer Feedback and Revisions

Fire and EMS Services - Ellington, Connecticut

Attachment 1 – Ellington Apparatus Operators relative to Station location to drive apparatus.

ID	Street	Sta. 43 Miles	Time	Sta. 243 Miles	Time
14	Fairview Ave	2.3 Mi.	5 Min	2.0 Mi.	6 Min.
18	Jobs Hill Rd.	2.7 Mi.	5 Min.	4.4 Mi.	8 Min.
24	Dogwood La.	3.7 Mi.	8 Min.	5.0 Mi.	10 Min.
28	Westland Rd.	3.7 Mi.	7 Min.	.9 Mi.	3 Min.
29	Ellington Ave.	1.7 Mi.	4 Min.	2.8 Mi.	7 Min.
34	Snipsic Lake Rd.	.9 Mi.	2 Min.	3.8 Mi.	7 Min.
35	Ridge Dr.	2.0 Mi.	5 Min.	4.5 Mi.	9 Min.
41	Settlers Way	3.5 Mi.	7 Min.	1.5 Mi.	4 Min.
52	Egypt Rd.	3.4 Mi.	7 Min.	5.1 Mi.	10 Min.
53	Punkin Dr.	2.6 Mi.	6 Min.	4.3 Mi.	9 Min.
63	Aborn Rd.	6.0 Mi.	11 Min.	8.6 Mi.	15 Min.
83	Ellington Ave	1.3 Mi.	4 Min.	3.3 Mi.	8 Min.
122	Main St.	.7 Mi.	1 Min.	2.3 Mi.	4 Min.
136	Muddy Brook Rd.	1.9 Mi.	5 Min.	3.5 Mi.	7 Min.
139	Pease Farm Rd.	.6 Mi.	2 Min.	3.6 Mi.	8 Min.
145	Abbott Rd.	3.6 Mi.	7 Min.	1.1 Mi.	3 Min.
152	Mountain Rd.	.9 Mi.	2 Min.	3.6 Mi.	8 Min.
204	Middle Butcher Rd.	2.2 Mi.	5 Min.	1.9 Mi.	5 Min.
234	West Rd.	1.6 Mi.	3 Min.	2.0 Mi.	5 Min.
249	Ellington Ave.	2.2 Mi.	5 Min.	2.3 Mi.	6 Min.

Fire and EMS Services - Ellington, Connecticut

Attachment 2 – Crystal Lake Apparatus Operators relative to Station location to drive apparatus.

ID	Street	Sta. 42 Miles	Time
A)	Egypt Rd	6.6 Miles	10 Minutes
B)	Union St.	7.0 Miles	13 Minutes
C)	Crystal Lake Rd.	1.0 Miles	1 Minute
D)	Conklin St.	2.2 Miles	4 Minutes
E)	Main St.	8.5 Miles	15 Minutes
F)	Burbank Rd.	2.0 Miles	2 Minutes
G)	Sadds Mill Rd.	5.9 Miles	10 Minutes
H)	Wheelock Rd.	1.5 Miles	3 Minutes
I)	Wheelock Rd.	1.5 Miles	3 Minutes
J)	Wheelock Rd.	1.5 Miles	3 Minutes
K)	Handel Rd.	2.4 Miles	4 Minutes
L)	Crystal Lake Rd.	.8 Miles	1 Minute
M)	Crystal Lake Rd.	1.9 Miles	3 Minutes
N)	Lakeview Terrace	1.8 Miles	4 Minutes
O)	Lakeview Terrace	1.8 Miles	4 Minutes
P)	Church St.	4.8 Miles	10 Minutes
Q)	Willie Circle	3.4 Miles	8 Minutes
R)	Burbank Rd.	1.0 Miles	2 Minutes
S)	Sandy Beach Rd.	.3 Miles	1 Minute
T)	Burbank Rd.	1.0 Miles	2 Minutes
U)	Hoffman Rd.	5.7 Miles	9 Minutes
V)	Cemetary Rd.	5.1 Miles	10 Minutes
W)	Hathaway Rd.	6.0 Miles	10 Minutes

Fire and EMS Services - Ellington, Connecticut

Attachment 3 - Potential High Risk Incident Properties

Name	Address	Hazard	Miles to Station	Minutes
Country Pure Foods	56 West St.	Ammonia, Process	2	4
Dymotek	3 Main St.	Industrial Process	.2	1
Merrill Industries	11 Village St.	Industrial Process	3.1	6
Rice Packaging	356 Somers Rd.	Industrial Process	2	4
Superior Energy Bulk Storage	9 Frog Hollow Rd.	Bulk Propane	.9	2

Fire and EMS Services - Ellington, Connecticut

Attachment 4 - Life Safety Concerns

Properties with Significant Life Safety Concerns

Name	Address	Hazard	Miles to Station	Minutes
Ellington High School	37 Maple St.	School Population	1.1	3
Ellington Middle School	46 Middle Butcher Rd.	School Population	2.1	4
Center School	49 Main St.	School Population	.2	1
Windermere School	2 Abbott RD	School Population	3.6	8
Crystal Lake School	284 Sandy Beach Rd.	School Population	.2	1
Ellington Ivy	123 West Rd.	Occupant Load	2	5
Big Y	137 West Rd.	Occupant Load	1.3	3
Ellington	72 Main St.	Occupant Load	.3	1
Congregational Church				
St. Luke's Church	141 Maple St.	Occupant Load	.5	1
Ellington Baptist Church	264 Pinney St.	Occupant Load	.8	2
Church of Jesus Christ of the Latter Day Saints	2 Maple St.	Occupant Load	1.2	2
First Lutheran Church	154 Orchard	Occupant Load	2.2	5
Apostolic Christian Church	34 Middle Butcher Rd.	Occupant Load	2.1	4
Ellington Wesleyan Church	276 Crystal Lake Rd.	Occupant Load	1.2	3
Community United Methodist Church	278 Sandy Beach Rd.	Occupant Load	.2	1
Al-noor Islamic Center	4 West Rd.	Occupant Load	2.4	5

Fire and EMS Services - Ellington, Connecticut

Attachment 5 – NFPA Standards

Complied with or used Yes / No	NFPA STANDARDS
EVFD / CLVFD	HIGH FREQUENCY
Yes / Yes	NFPA 471 Recommended practices for responding to hazardous materials incidents.
Yes / Yes	NFPA 472 Standard for competence of responders to hazardous materials and weapons of mass destruction incidents.
Yes / Yes	NFPA 473 Standard for competencies for EMS personnel responding to has materials and weapons of mass destruction incidents.
Yes / Yes	NFPA 101 Life safety code.
Yes / Yes	NFPA 1000 Standard for fire service professional qualifications accreditation and certification systems.
Yes / Yes	NFPA 1001 Standard for firefighter professional qualifications.
Yes / Yes	NFPA 1002 Standard for apparatus operator professional qualifications.
Yes / Yes	NFPA 1006 Standard for technical rescuer professional qualifications.
Yes / Yes	NFPA 1021 Standard for fire officer professional qualifications.
Yes / Yes	NFPA 1026 Standard for incident management personnel qualifications.
Yes / Yes	NFPA 1035 Standard for professional qualifications for fire and lay safety educator.
Yes / Yes	NFPA 1041 Standard for fire instructor professional qualification.
Yes / Yes	NFPA 1250 Recommended practices in fire and emergency service organization risk management,
Yes / Yes	NFPA 1401 Recommended practice for fire service training reports and records.
Yes / Yes	NFPA 1403 Standard on live fire training evolutions.
Yes / Yes	NFPA 1404 Standard for fire service respiratory protection training.
Yes / Yes	NFPA 1410 Standard on training for initial emergency scene operations.
Yes / Yes	NFPA 1500 Standard on fire Department occupational safety and health program.
Yes / Yes	NFPA 1521 Standard for fire Department safety officer.
Yes / Yes	NFPA 1561 Standard on emergency service incident management system.
Yes / Yes	NFPA 1581 Standard on fire Department infection control program.
Yes / Yes	NFPA 1582 Standard on comprehensive occupational medical program for fire departments,
Yes / Yes	NFPA 1670 Standard on operations and training on technical search and rescue incidents.
Yes / Yes	NFPA 1851 Standard on the selection care and maintenance of protective ensembles for structural firefighting.
Yes / Yes	NFPA 1852 Standard on selection care and maintenance of open circuit self-contained breathing apparatus.
Yes / Yes	NFPA 1901 Standard for automatic fire apparatus.
Yes / Yes	NFPA 1914 Standard for testing fire Department aerial devices.
Yes / Yes	NFPA 1915 Standard for fire apparatus preventive maintenance program.
Yes / Yes	NFPA 1932 Standard on use maintenance and service testing of in-service fire Department ground ladders.

Fire and EMS Services - Ellington, Connecticut

Yes / Yes	NFPA 1962 Standard for the care, use, inspection, service testing, and replacement of fire hose, couplings, nozzles, and fire hose appliances.
Yes / Yes	NFPA 1971 Standard on protective ensembles for structural firefighting and proximity firefighting,
Yes / Yes	NFPA 1981 Standard on open circuit self-contained breathing apparatus for emergency services,
Yes / Yes	NFPA 1982 Standard on personal alert safety systems,
	<u>MEDIUM FREQUENCY</u>
NA / NA	NFPA 1 Fire Code.
Yes / Yes	NFPA 10 Portable fire extinguishers
NA / NA	NFPA 13 Standard for fire sprinklers.
NA / NA	NFPA 14 Standard for installation of standpipe hose systems.
Yes / Yes	NFPA 450 Guide for emergency medical services and systems.
Preplans	NFPA 551 Guide for the evaluation of fire risk assessments.
NA / NA	NFPA 1031 Standard for professional qualifications for fire inspector or plan examiner.
NA / NA	NFPA 1033 Standard for professional qualifications for fire investigator.
NA / NA	NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs,
Yes / Yes	NFPA 1936 Standard on power rescue tools.
Yes / Yes	NFPA 1951 Standard on protective ensembles for technical rescue incidents,
	<u>LOW FREQUENCY</u>
NA / NA	NFPA 30 Flammable and combustible liquid code
NA / NA	NFPA 30 A code for motor fuel dispensing.
NA / NA	NFPA 31 Standard for the installation of oil burning equipment.
NA / NA	NFPA 54 National fuel gas code.
NA / NA	NFPA 55 Compressed gas in cryogenic fuel
NA / NA	NFPA 58 Liquid petroleum gas code.
NA / NA	NFPA 70 National electrical code
NA / NA	NFPA 72 National fire alarm and signaling code

Attachment 6 – Customer Feedback and Revisions

1	Chief Rich	Recommendation 1: Although a joint strategic plan makes sense, at this point asking 5 agencies to come up with a joint plan seems unrealistic, since many goals may or may not be the same. I agree that each agency should have their own, but clearly the study does not understand how CSP works and how we would have no buy in from them. (And it should be six agencies- FMO should be included in that statement.)	<p>Thank You for your feedback.</p> <p>Clarification: Given the recent changes in administrations, this is the best time to work towards a common goal. In addition, the level of interaction with the State Police precipitates the need for their input to prevent future conflicts. We have further explained potential topics for Strategic Planning in section <u>12.1 Strategic Vision</u> under the Specific Concerns Heading from our Research heading.</p> <p>Modified the text to include the Fire Marshal's Office</p>
2	Chief Rich	Recommendation 2: We already do this, CLFD needs to get on board with this.	<p>Thank You for your feedback.</p> <p>Clarification: While EVFD had the updated program, additional reporting capabilities would enhance the Department's ability to collect for their use and share critical data with the elected officials and public.</p>
3	Chief Rich	Page 27: I believe he is wrong- EVFD (and probably CLFD) do have the capability to meet NFPA 1720 standards for structure fire response within the first 8 minutes, but not during weekdays. He should have delineated the department's needs between weekday and night/weekend response. I am very surprised he did not. Also, this does	<p>Thank You for your feedback.</p> <p>Clarification: The Fire Departments can meet the NFPA 1720 standard for rural areas as defined by the document 24/7. To clarify that level being 6 personnel within 14 minutes. The document reflects this and further raises the issue of what 6 personnel can do arriving 14 minutes into an event. 1720 does have an urban set of requirements which</p>

Fire and EMS Services - Ellington, Connecticut

		not lead to a recommendation from him?	<p>reflect 15 personnel within 9 minutes. The comment is correct that this would not be achievable 24/7. However, EVFD is averaging 8 personnel per call. During the research it was apparent that the EVFD anticipated requesting some form of staffing to enhance their daytime capabilities in the near future. This appeared to be common knowledge.</p> <p>Modified Text: <i>Recommendation 1: The three emergency response agencies and Fire Marshal's Office should enter into discussions with the Emergency Manager, Resident Trooper's Office and representatives of the community and community leadership to create a Strategic Plan for the future. <u>Specific issues from the Capital Improvement Plan, facility and staffing projections, should be included in the Strategic Plan.</u></i></p>
4	Chief Rich	Page 27: He admits that he does not follow NFPA recommendations in his report regarding suppression support staffing in this paragraph, but he does in the paragraph above it. Which is it?	Thank You for your feedback.
5	Chief Rich	Recommendation 3: Do we not have formal agreements, based on how the CAD and our response zones are set up? Why do we have these "in writing" between different departments if they are in the CAD and agreed upon at TN?	<p>Thank You for your feedback.</p> <p>Clarification: The agreement with TN approved by the elected officials was to create "TN". While there are mutual aid by-laws within the TN structure, there are no specific agreements between communities.</p>

Fire and EMS Services - Ellington, Connecticut

			An individual agreement between the communities is recommended.
6	Chief Rich	Page 31: Recommendation 4: We have an organization statement and he was given it.	<p>Thank You for your feedback.</p> <p>Clarification: The document we received was a Mission Statement. An Organizational Statement is an OSHA requirement and is an in-depth document regarding the Department and the services they deliver.</p> <p>Modified Text : Added EVAC to Recommendation #4</p>
7	Chief Rich	Page 32: His flow chart is incomplete and inaccurate, for both the corporate and non-corporate side. Also, he should be using position titles in it, not actual names, as roles obviously change.	<p>Thank You for your feedback.</p> <p>Modified Chart: Brendan Burke, Added Lieutenants.</p>
8	Chief Rich	Page 39: We offer bimonthly training, not monthly training. In addition it failed to mention all of the additional training we offer our members.	<p>Thank You for your feedback.</p> <p>Modified Text to Bi-monthly.</p>
9	Chief Rich	Recommendation 5: (Page 78): We HAVE a comprehensive capital improvements plan, how did he miss it?	<p>Thank You for your feedback.</p> <p>Clarification: In the quest for data, a community wide and approved capital improvement plan was not available. An approved community capital improvement plan would assist with the financial planning and reduce conflicts regarding the timing of expenditures.</p>
10	Chief Rich	Page 80: The recommendations for a board should not include CSP involvement that makes no sense	<p>Thank You for your feedback.</p> <p>Clarification: Best practices suggest participation by all agencies impacted by or those with significant exposure to the position should participate in the creation. In addition, the Resident</p>

Fire and EMS Services - Ellington, Connecticut

			Sargent had several concerns regarding scope and responsibilities of the position.
11	Chief Rich	Page 82- I am very surprised that JLN found such concern regarding trust between the agencies. I think he missed the point- that there used to be issues with this, but not anymore. He didn't site any hard data to support his facts	<p>Thank You for your feedback.</p> <p>Clarification: While the future is optimistic, work will be needed to deal with past issues. The observation came from conversations throughout the process.</p> <p>Modified Text: to reflect observation.</p>
12	Chief Rich	Overall, I would estimate 2/3 of this document is simply data and facts. It seems that he was paid to create a guidebook as to how each agency responds. I was very surprised by how he did not back up his opinions with facts with much of the document. He also stated very obvious facts (staffing is an issue, for example) without making any recommendations as to how to deal with these concerns.	Thank You for your feedback.
13	Chief Rich	The report said this included a review of the FMO, but other than a brief paragraph mentioning who they are, there is no information as to what they do, how they do it, what their responses have been like, etc. They are almost completely excluded from this document.	<p>Thank You for your feedback.</p> <p>Clarification: The FMO was not part of the review per the Committee at the kick-off meeting. They were included as part of the Community Risk Reduction in support of the other agencies.</p>
14	Chief Rich	Of the 5 recommendations, I have doubts that enacting many of them would have any type of positive response to how we function on a	<p>Thank You for your feedback.</p> <p>Clarification: We have further explained potential topics for Strategic Planning in section <u>12.1</u></p>

Fire and EMS Services - Ellington, Connecticut

		day to day basis: 1. A strategic plan is a reasonable idea for the town.	<u>Strategic Vision</u> under the Specific Concerns Heading from our Research heading.
15	Chief Rich	Of the 5 recommendations,..... 2. The fact that he had a hard time extracting data for his study does not seem to justify the need to purchase more software.	Thank You for your feedback.
16	Chief Rich	Of the 5 recommendations,..... 3. I do not think that putting a MA agreement into writing will make things work any better. He admits himself in the document that our current system is very robust and works well. I think it is "formal" enough when it is on the run cards at TN.	Thank You for your feedback.
17	Chief Rich	Of the 5 recommendations,..... 4. We have a mission statement.	Thank You for your feedback.
18	Chief Rich	Of the 5 recommendations,.... 5. We have a capital improvements plan.	Thank You for your feedback.
19	Chief Rich	6. Very surprised that there was zero mention of a consolidation of resources.	Thank You for your feedback. Clarification: At the present time, consolidation is not appropriate. This issue, however, could be addressed in the Strategic Planning process. Again, multiple competing goals from the organizations need to be negotiated and agreed upon.
20	Chief Rich	7. There is no mention of estimated replacement cost for apparatus.	Thank You for your feedback. Modified Text: Added estimates from our Apparatus Sales Partners

Fire and EMS Services - Ellington, Connecticut

21	Chief Rich	How could he simply miss two of his 5 recommendations???	Unsure of feedback
22	Chief Seitz	Page 51 - Appears deceiving as they only list highest level of certification i.e. we have 5 Fire Service Instructors however because some when higher to Fire Officer they are no longer listed on the table as instructors. All of those 5 were also required and certified Firefighter 2 as that is a prerequisite to going higher. I'm not sure if Ellington Fire data is reported the same way as it looks like they counted each certification level instead of just highest level. Just want them to report the same information	Thank You for your feedback. Modified Graph.
23	Chief Seitz	Page 52 - Two of my apparatus are missing Service 242 is not listed on the report but is listed elsewhere and Marine 142 (our boat) is not listed either	Thank You for your feedback. Modified Text.
24	Chief Seitz	Page 53 - Not a big deal but they list the UTV in both graphs as UTV 143 which would be Ellington Centers not Crystal Lake ours is UTV 142...	Thank You for your feedback. Modified Graph.
25	Chief Seitz	Page 45 - Again not a big deal and doesn't change the report however they leave our Board of Fire Commissioners out of the administration side of the department structure and I'm still required to report to them and meet with them monthly	Thank You for your feedback. Modified Chart.
26	Jack Turner	Page 65 EVAC Need to recognize the delivery of the new ambulance and update list, Also, a new photo on	Thank You for your feedback. Modified text

Fire and EMS Services - Ellington, Connecticut

		page 77. Verify the year on the Chevy Suburban vehicle.	
27	Jack Turner	Page 52 CLFD Engine Tank 142, I believe it is a Crimson Spartan not a 4 Guys and should be listed as Squad 142. It appears to be labeled correctly on page 74 photo. CLFD There is no listing for the Staff vehicle(s). They should be included.	Thank You for your feedback. Modified text
28	Jack Turner	Page 26 Under Fire department staffing you recognize specific challenges and recognize it as a significant weakness but offer not potential resolutions. I expected more conversation concerning the movement of the EMS program into a fire-based program that provides a better service to the community at a reasonable financial investment.	<p>Thank You for your feedback.</p> <p>Clarification: The Fire Departments can meet the NFPA 1720 standard for rural areas as defined by the document 24/7. To clarify that level being 6 personnel within 14 minutes. The document reflects this and further raises the issue of what 6 personnel can do arriving 14 minutes into an event.</p> <p>Presently, EVAC is holding their own and there is not a compelling need to move the ambulance service into the Fire Department at this time.</p> <p>Modified Text: <i>Recommendation 1: The three emergency response agencies and Fire Marshal's Office should enter into discussions with the Emergency Manager, Resident Trooper's Office and representatives of the community and community leadership to create a Strategic Plan for the future. <u>Specific issues from the Capital Improvement Plan, facility and staffing projections, should be included in the Strategic Plan.</u></i></p>

Fire and EMS Services - Ellington, Connecticut

29	Jack Turner	<p>Page 33 6.1.4.2 You recognize the EVFD Service Awards Program and the importance of a program like this to support the volunteer character of the organization. The fact is that this is a program that EVAC & CLFD participate in as well. That is not acknowledged in the report. The Service Awards Program, aka Length of Service Awards Program (LOSAP), is a program that awards a long-term service, awarded at the age of 65 years old. Neither do you acknowledge the "Incentive Program" which compensates the volunteers, in all three organizations for specific activity such as training time, incident response and related support activities. This program compensates the volunteers quarterly, on the past quarterly participation. It is part of the town's annual budget as is the contribution to the LOSAP program</p>	<p>Thank You for your feedback.</p> <p>Modified text in Crystal Lake and EVAC Sections.</p>
30	Jack Turner	<p>Page 63 7.7.2 EVAC Staffing, generally speaking, you do not address the shortage of volunteers and the necessity of back filling with paid staff or per diem. Also, there is no mention of the inability of the staff to reliably man a second ambulance. EVAC - There is no mention of the collections rate of the billing process.</p>	<p>Thank You for your feedback.</p> <p>Please see sections, 4.8, 7.5 and 7.7.2. Modified 7.7.2.</p> <p>Clarification: Presently, the "Policy for Fee For Service <u>Ellington Ambulance Service</u>" has no minimum response time requirements. In addition, it has no requirements for providing a second crew. The Contract between the Town of Ellington and EVAC dated 23 March 2015 also does not have any performance criterion for first or second units. The Town of Ellington Local Emergency Medical Services</p>

Fire and EMS Services - Ellington, Connecticut

			<p>Plan (LEMSP) does say EVAC will respond a unit but states as a volunteer unit, they may need to re-tone or call for help elsewhere. The LEMSP does refer to responding a second ambulance if needed. Again, there are no response parameters for these requirements. A guideline for the future discussions would be to meet the Commission on Accreditation of Ambulance Services Section 201.05.02 standard of 8 minutes and 59 seconds 90 percent of the time for <u>life- threatening requests</u>. Presently, the EVAC responded less than 8 minutes and 59 seconds 77 percent of the time. Unfortunately, the data we received did not separate the initial vs. second crew calls or life-threatening vs. non-life threatening calls.</p>
31	Jack Turner	<p>There is a complete absence of the mention of the Ad-Hoc Emergency Services Committee. It is composed of 2 members of the BOS, 2 members of the BOF, 2 representatives from each agency (EVFD, EVAC, CLFD), and the Emergency Management Director. It is an "advisory" committee with no real powers. It has been around since 2008. Since the signing of the individual contracts with each agency there has been less willingness on the part of the agencies to "share information and working relationships". Basically, opting for "watching out for their own interests". That is not to say that when it comes to the Incentive</p>	<p>Thank You for your feedback.</p> <p>Modified Text: Added Section 4.8</p>

Fire and EMS Services - Ellington, Connecticut

		Program or LOSAP plan they are more than willing to work together for a common cause. The hope would be that with new the leadership in the two fire departments, that a cultural change could take place.	
32	Jack Turner	Page 69 9.1 Rolling Stock You state that the emergency service agencies provided documentation of preventative maintenance. Was this verified by checking in detail several vehicles? Are all the required apparatus and equipment annual tests being conducted and are they properly recorded in the apparatus/equipment maintenance records?	Thank You for your feedback. Clarification: A standard process of reviewing maintenance schedules and random selections of those reports was done. In addition, annual testing i.e. ladders, hose was reviewed. It appeared this level of review to be appropriate.
33	Jack Turner	During the Interview process, you were asked, "How do you plan to present the accumulative data, (from the three emergency service agencies)? Will it be presented in a format that shows the community as one?" Please explain how you have done this.	Thank You for your feedback. Data in the Report
34	Jack Turner	During the interview process, you were asked, "How do you plan to address the effort to sustain the volunteer character of the local emergency services?" Please explain how you have done this.	Thank You for your feedback. No changes in process required.
35	Jack Turner	During the interview process you were asked, Will you definitively point out existing excesses and weaknesses, current and future needs?" Please explain how you have done this.	Thank You for your feedback. Sections 11-13

Fire and EMS Services - Ellington, Connecticut

36	Jack Turner	During the interview process, you were asked, "How will you address the issues of standardized policies, training, administration, financial management and general supervision? Will your recommendations be tied to best government practices?" Please explain how you have done this.	Thank You for your feedback. Modified Text: Added Section 4.8
37	Peter Hany	As I read thru the consultant's findings nothing seems urgent nor lacking to the point that we need to do anything in an emergent situation. It's pointed out that EVAC does not have a strategic plan but has in place a vehicle replacement program. I have seen too many plans which look great on paper but are not implemented due to budget constraints, lack of support, etc.	Thank You for your feedback.
38	Peter Hany	There will be an urgent need for manpower coming for all three departments in the future. The volunteer memberships of departments nationwide is declining and each one of Ellington's Emergency Services agencies will be facing this more as time goes on. Currently EVAC has paid staffing to supplement the volunteers but we are finding it difficult to bring in more volunteers and retain them. We have advertised in many places and posted signs looking for membership. The report does not offer much for support to bring in new members.	Thank You for your feedback.

Fire and EMS Services - Ellington, Connecticut

39	Peter Hany	I will agree with the report in that we need to meet as a three-department committee with other Town agencies sitting on said committee. There does need to be a Town-wide strategic plan about how we are going to be carrying out our various functions together in the future.	Thank You for your feedback. Clarification: We have further explained potential topics for Strategic Planning in section <u>12.1 Strategic Vision</u> under the Specific Concerns Heading from our Research heading.
40	Peter Hany	As far as a formal mutual aid agreement we have had one in place for many years as a Tolland County plan. Mutual aid has been given and received for decades so this is nothing new to Ellington.	Thank You for your feedback. Further Clarification -The agreement with TN approved by the elected community officials was to create "TN". While there are mutual aid by-laws within the TN structure, there are no specific agreements between communities. An individual agreement between the communities is recommended. The EVAC has some agreements as part of the Local Emergency Medical Services Plan.
41	Peter Hany	Another recommendation is to have all three departments meet to put together a capital improvements plan. Once again, it sounds great but if budget presentations need to be cut then in reality it won't work. It will just putt off the best plans until the next budget year or longer. Will we be able to submit an air cleaning system for the ambulance bays as suggested or would it be cut due to cost?	Thank You for your feedback.
42	Peter Hany	I can see in the future that we will be working more together to carry out our duties, perhaps sharing people, equipment and other	Thank You for your feedback.

Fire and EMS Services - Ellington, Connecticut

		resources. Will an emergency manager be the solution to bring us closer? It may, but the duties of this person will have to be defined so as not to hamper our day to day operations. And once again, the position was proposed and due to budget constraints was eliminated from further consideration. There has to be buy in from the three emergency departments and the other decision-making Town agencies.	
43	Peter Hany	Also, for the record my name is incorrectly shown as Chief of the Ellington Ambulance. Proper spelling is Peter Hany Sr.	Thank You for your feedback. Modified Text
44	Peter Hany	In the end I'm not sure the report was all that we thought it would be. I do not see much to give us direction without the Town doing more on its own in the future. Now that we have had two consultants review the emergency services in Ellington it's time for us to take on the future together. We really should get a committee started to discuss our future planning to continue the fine service provided to the Town of Ellington.	Thank You for your feedback.

