Agenda

Council Charge
Committee Overview
Phase 1 Deliverables
  SWOT Analysis
  Mission & Vision Statements
  Organizational Structure
  Future Role of Associations
  Financial Implications
Selection Process for Officers
Volunteer Recruitment & Retention
Recommendation & Next Steps
Council Charge

Two Phases

Phase 1 – Strategic Plan
“Study the pros and cons of a merged state, organizational options and process to successfully proceed...
Conducting a SWOT analysis of current conditions
Develop a mission statement and vision for the future
Develop possible organizational structure including positions, chain of command, and outline of job responsibilities
Discussing future role of the current Fire Associations
Financial implications and possible reallocation of existing resources
Recommended selection process for proposed positions and term lengths
Volunteer recruitment and retention program
Make presentation of findings to Town Council and respective Fire Boards”

Phase 2 – Implementation Planning
“Development of final job descriptions
Development of a policy manual
Determine dispatch protocols for Fire and EMS calls
Development of a scheduling system to ensure coverage
Fine-tune recommendations from Phase 1 as appropriate”
Committee Overview

Committee members
Steve Pacholski, CVFA (Chair)
Craig Malan, ToC (Vice-Chair)
Josh Ziel, NCFD (Secretary)
Chuck Beecher, NCFD
Ken Boutin, CVFA
Ray Eldridge, ToC
Jim McLoughlin, Fire/EMS Admin

Committee established January, 2019
1-2 committee meetings/month, plus subcommittee meetings
Last review with Council: August, 2019
Monthly Council updates provided via LECC meeting
## SWOT Analysis

<table>
<thead>
<tr>
<th>Internal</th>
<th>Helpful</th>
<th>Harmful</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Energetic young members</td>
<td>Public Perception</td>
</tr>
<tr>
<td></td>
<td>NCFD Officers</td>
<td>Personal egos</td>
</tr>
<tr>
<td></td>
<td>CVFA EMS personnel</td>
<td>Communication between Town BOFO &amp; members</td>
</tr>
<tr>
<td></td>
<td>Apparatus fleet</td>
<td>Training program/curriculum</td>
</tr>
<tr>
<td></td>
<td>Main stations</td>
<td>CVFA Officers</td>
</tr>
<tr>
<td></td>
<td>Points &amp; Pension programs</td>
<td>Lack of succession planning</td>
</tr>
<tr>
<td></td>
<td>NCFD SOG’s</td>
<td>Operational consistency between departments</td>
</tr>
<tr>
<td></td>
<td>Movement towards town-wide operations</td>
<td>Gossip</td>
</tr>
<tr>
<td></td>
<td>Dialog between NCFD and Town</td>
<td>Morale</td>
</tr>
<tr>
<td></td>
<td>Professionalism on scene</td>
<td>Associations impact on operations (inactive members)</td>
</tr>
<tr>
<td></td>
<td>NCFD Mutual Aid &amp; R5 agreements</td>
<td>Burnout</td>
</tr>
<tr>
<td></td>
<td>Small group of dedicated volunteers</td>
<td>Lack of strong leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Substations</td>
<td>Lack of dedicated volunteers</td>
</tr>
<tr>
<td></td>
<td>Operational consistency between departments</td>
<td>Gossip</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>Morale</td>
</tr>
<tr>
<td></td>
<td>Combination of departments</td>
<td>24/7 ambulance coverage (EMS-only members)</td>
</tr>
<tr>
<td></td>
<td>Engagement with Scout groups</td>
<td>Dropped calls</td>
</tr>
<tr>
<td></td>
<td>Public education</td>
<td>Resistance to change</td>
</tr>
<tr>
<td></td>
<td>Recruitment and Retention</td>
<td>“Us vs. Them” mentality</td>
</tr>
<tr>
<td></td>
<td>Marketing &amp; rebranding</td>
<td>Funding/Budget constraints</td>
</tr>
<tr>
<td></td>
<td>Auxiliary</td>
<td>Lack of affordable housing in town</td>
</tr>
<tr>
<td></td>
<td>Single mission, vision, &amp; uniform standards</td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Freelancing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of vision</td>
</tr>
</tbody>
</table>

**S** - Strengths  
**W** - Weaknesses  
**O** - Opportunities  
**T** - Threats
Mission & Vision Statements

Mission Statement
The Town of Coventry Fire-EMS Department is committed to providing fire suppression, emergency medical services, and training to protect the residents, businesses, and visitors of Coventry. The department promotes accountability, public safety, education, and customer care in a fiscally responsible manner.

Vision Statement
In the next 2 years, the Town of Coventry Fire-EMS Department will operate as one organization. We will increase our public education program, continue to participate in community events, and provide top quality customer service to the residents and visitors in our town.

Core Values
Dedication – Teamwork – Respect
Organizational Structure

Committee Approved
January 9, 2020

Staff Positions (non-operational roles)
Future Role of the Associations

Individual associations are free to determine their own future

- Social events (banquets, children’s parties, R&R)
- Fundraising
  - Potential way for people to get involved in non-operational roles

Merger of existing Associations unlikely

Dissolution possible, especially in the long term, as new members may join only the Town of Coventry Fire-EMS Department

Merger will require modification of each Association’s By-Laws, Articles of Incorporation, Tax exempt status, etc (legal/recording costs involved)

New contracts between the Town and each Association will be needed to cover the Associations’ continued usage of town facilities
Financial Implications - Savings

No short or long term cost savings expected
Purchasing already executed jointly via Fire Administrator
Service Contracts already combined with Town
No reduction in apparatus
### Financial Implications – Potential Increases

<table>
<thead>
<tr>
<th>Item</th>
<th>One Time Cost (expected over multiple years)</th>
<th>Annual Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-letter apparatus</td>
<td>$25,000</td>
<td>$0</td>
</tr>
<tr>
<td>Class A uniforms</td>
<td>$25,000 to $50,000 *</td>
<td>$0</td>
</tr>
<tr>
<td>Badges</td>
<td>$12,000 *</td>
<td>$0</td>
</tr>
<tr>
<td>Class B uniforms</td>
<td>$18,000</td>
<td>$0</td>
</tr>
<tr>
<td>Re-letter turnout gear &amp; helmet shields</td>
<td>$9,000 *</td>
<td>$0</td>
</tr>
<tr>
<td>Job shirts &amp; t-shirts</td>
<td>$5,500 *</td>
<td>$0 (unless used for recruitment &amp; retention)</td>
</tr>
<tr>
<td>Car plates &amp; decals</td>
<td>$2,000 *</td>
<td>$0</td>
</tr>
<tr>
<td>Recruitment &amp; Retention</td>
<td>$0</td>
<td>$0 to significant (LOSAP, tax abatement, per call incentive, training, etc)</td>
</tr>
<tr>
<td>Officer stipends</td>
<td>$0</td>
<td>$30,000 (multiple options possible)</td>
</tr>
<tr>
<td>Fire station signage</td>
<td>$20,000</td>
<td>$0</td>
</tr>
<tr>
<td>Replace building access systems</td>
<td>$13,000 (included in 2020 CIP request)</td>
<td>$0</td>
</tr>
<tr>
<td>Annual banquet &amp; awards program</td>
<td>$0</td>
<td>$7,500</td>
</tr>
<tr>
<td>Misc (asset tags, letterhead, etc)</td>
<td>$10,000 (placeholder)</td>
<td>$0</td>
</tr>
<tr>
<td>Preliminary Total</td>
<td>$139,500 - $164,500</td>
<td>$37,500 - $100,000 or more</td>
</tr>
</tbody>
</table>

* Assumes 60 total members
Selection Process for Officers

Initial (Interim) Positions
- Allows merger to be operationally functional more quickly
- May avoid the need for MOU’s or additional operational contracts
- Allows members time to gain required training
- Allows job descriptions to be fine tuned
- One year term limit (all positions co-terminus)

Permanent Positions
- Must meet all job requirements (some have grace period)
- Points-based system used to determine qualified applicants
  To be developed...
Selection Process for Officers

Terms for Permanent Officers

- Chief: 4 years
- Deputy Chiefs (3): 3 years
- Captains (4): 2 years
- Lieutenants (6): 2 years (1 year initial term to offset from Captains)
- Staff/Chief Engineer (9): 2 years
Selection Process for Officers

Interim Chief
Recommendation by Transition Committee & Town of Coventry Fire Board
Approval by Town Manager

Permanent Chief
Use of points-based system to determine qualified applicant pool
Down-selection by outside panel of fire chiefs
Selection by Town Manager
Ratification by Town Council

Deputy Chiefs (3)
Use of points-based system to determine qualified applicant pool
Selection by Fire Chief
Ratification by Town Manager

Captains (4) & Lieutenants (6)
Use of points-based system to determine qualified applicant pool
Selection by Deputy Chief
Ratification by Fire Chief

Staff Positions (8) & Chief Engineer
Selection by immediate supervisor
Recruitment & Retention

Many recruitment actions taken recently through Board of Fire Officers
- Open houses
- UCONN liaison
- Community events (CoventryFest, road races, Christmas in the Village)
- Potential LOSAP increase
- Potential tax abatements

Investigate possibility of increasing call response incentives
Increase visibility of Junior Firefighter program
Additional training opportunities
Continue to increase use of social media
Increase public education opportunities
Recommendation & Next Steps

The Committee recommends that the Council approve the completion of Phase 1 and authorize the start of Phase 2.

Some Phase 2 work has been completed:
- Job descriptions
- Training policies

Many additional policies already approved and operational.

The Committee believes that an “interim merged state” could become effective no later than July 1, 2020, and a final merged state with permanent roles on July 1, 2021.