

# Town of Coventry Fire-EMS Department

## 5 year Strategic Plan 2022 – 2027



Developed by:

The Officers and Administration of the Town of Coventry Fire-EMS Department

# Table of Contents

Section 1   Purpose.....	3
Section 2   Executive Communications.....	3
Section 3   Executive Summary .....	5
Section 4   Elevator Pitch.....	5
Section 5   Demographics.....	5
Section 6   Mission Statement .....	6
Section 7   Vision Statement.....	6
Section 8   History .....	6
Section 9   Specific Goals .....	11
Section 10   Marketing Plan.....	25
Section 11   Attachments .....	26

## Section 1 | Purpose

The purpose of strategic planning is to set overall goals for the Fire Department and to develop a plan to achieve them. It involves stepping back from the day-to-day operations and asking where the Department is headed and what its priorities should be.

## Section 2 | Executive Communications

### Fire Chief

Words cannot begin to express my appreciation of having the privilege to lead this great department. The progress that has been made since the merger of the three departments to one is astounding. This would not have been possible without the support we have received by the citizens, Town Council, Town Manager, and Department members. Since the merger, we have established our leadership team, substantiated our mission statement, created a new vision statement, and instituted core values. Now, it is time to implement a clearly defined strategic plan.



The Town of Coventry Fire & EMS Department have formed a strong foundation, and to build upon the foundation, we have chosen to adopt a strategic plan that will be the blueprint to guide our department for the next five years. During the process we were able to identify the community's and our member's expectations, concerns, and priorities. In addition, we had to consider implementing a constantly changing fire and emergency medical service profession into this plan, creating a path to avoid setbacks and obstacles.

This plan reinforces the goals of the Town Council by working with town committees, making smart purchases, supporting a culture to maintain high quality services, and representing a diverse set of voices to bring our shared vision together on this path of transformation. This plan will position us to become a stronger, healthier, and more effective organization, as we will continue to seek input from both our external and internal partners elevating our ability to enhance our emergency services to a high-level of efficiency.

I encourage you to read more about the strategic initiatives outlined in our plan, which will help to guide us there together. We all share the same desire to make Coventry a safer and better place to reside, and I am thrilled to be part of the team that will work diligently in accomplishing the goals that were created in this plan.

Respectfully,

*Bud Meyers*

Bud Meyers, Chief

## Fire Administrator

The Town of Coventry Fire-EMS Department is a fairly new joint collaboration of Emergency Services consisting of Fire-EMS-Rescue services responding to all hazards within the community having its official start date with permanently appointed officers effective July 1, 2021. We did have a trial year from 2020 to 2021, but our official beginnings are 7.1.21.



James McLoughlin was hired August 7, 2017 as the Fire-EMS Administrator and was presented with 3 independent studies that had been performed over the past 25 years. Each report recommended a merger of the 2 independent fire departments that were serving the Town. While some aspects of each report were implemented, a full integration of the 2 departments had not been accomplished. With the Town Councils involvement, a committee was stood up to address a merger. The Fire Transition Study Committee was established and went to work for close to two full years. The committee had 2 charges from the Council: The first phase was to develop a Strategic Plan consisting of a SWOT analysis, mission and vision statements, core values, new org structure, future role of the fire associations, financial implications, recruitment & retention plans and to then present these findings to the Council. The second phase was to develop the job descriptions, develop a policy manual, review & determine dispatch protocols for fire-ems responses, develop a scheduling system for coverage, and to fine tune the portions of phase one for execution. The committee was discharged after completing a full merger of the Towns two volunteer fire departments and the Ambulance service, also managed and operated by the Town.

During the past 5 years, the Town of Coventry has seen a major change in the administration, operations and execution of Fire-EMS Services. As such, we experience growing pains, make adjustments, and continue to provide the best services that we possibly can. The development of this strategic plan allows us to take stock of where we have been, where we are and where we should be going in the future. We have established some goals to achieve in the next 5 years and each one has sub parts or enabling objectives in order for us to achieve the identified goals. It is our hope to complete each of the goals within the next 5 years so that we can do this again and always keep an eye out on the future of the department.

Submitted,

*James McLoughlin*

James McLoughlin, Fire-EMS Administrator

## **Section 3 | Executive Summary**

The Town of Coventry Fire-EMS Department was formally established on July 1, 2021. The Department is a culmination of a series of consultation studies and a transition team that came from two separate independent fire associations and the Town of Coventry that provided fire, rescue and EMS services from 1936 until now. This strategic plan looks forward to the next 5 years and establishes goals and objectives by delegating certain tasks to members of the department so that we can continue to grow as a department and serve the residents of Coventry.

The Town of Coventry Fire-EMS Department has adopted an organizational statement and an organizational chart included in the attachments at the end of this document.

## **Section 4 | Elevator Pitch**

The Town of Coventry Fire-EMS Department has a long tradition of volunteerism and desires to maintain that sense of community commitment. We provide opportunities for individuals to be trained in a way that has meaningful life changing consequences. We will literally teach you how to save some one's life. Our comradery and dedication to the community, is by far, one of the most appreciated volunteer activities one could be a part of. Would you like to join us?

## **Section 5 | Demographics**

Coventry, CT is a rural community 20 miles east of the State Capital. A population of approximately 12,500 in 38 square miles protected by 4 fire stations. There are 4 schools, 10 group homes, elderly housing, strip malls, 4 large dairy farms and a growing residential population. The town is home to the Nathan Hale Forest, over 1500 acres of forest and Coventry Lake, the largest body of water in northeast Connecticut which are attractions for 1000's of visitors. We also have 2 Universities in our neighboring towns; UConn and Eastern Connecticut State University with a combined population of over 37,000 students annually. We rely upon each other for mutual aid and automatic aid through the Tolland County Mutual Aid Network. Coventry has state roadways totaling 140 miles that run through the town. These roadways consist of State Routes 6, 31, 44, 195 and 275. The Town has an appointed Fire Administrator to oversee a recently unified volunteer fire department including transport ambulance service. A joint fire budget has been adopted for managing funds. The fire department is part of a regional response network through mutual aid and automatic aid and participates in several regional teams.

Additional demographics are attached to the back of this document in Section 11.

## **Section 6 | 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.

DEPARTMENT CORE VALUES  
**Dedication – Teamwork – Respect**

## **Section 7 | Vision Statement**

By 2026 we aim to further develop and diversify our membership and staffing, and enhance our training, as we continue to provide high quality fire, rescue, and EMS services to our community.

## **Section 8 | History**

### Organizational History

On July 1, 2021, the Town of Coventry Fire/EMS Department answered the first of many calls for service as the single Fire & EMS agency serving the Town of Coventry, Connecticut. The transition to a single department had been planned, in several incremental phases, beginning many years prior. This new entity resulted from the combination of the Town of Coventry Fire/EMS Department (established 2015), Coventry Volunteer Fire Association (established 1936), and North Coventry Volunteer Fire Department (established 1947) to provide enhanced Fire and EMS service for the residents and guests of the Town of Coventry. The combined department represents a diverse group of public service-minded individuals and organizations who have spent the better part of 100 years serving the Town.

The Coventry Volunteer Fire Association (CVFA) was founded in 1936 as a private corporation by Louis A. Kingsbury, Eugene W. Latimer, Henry P. Frink, and Nathan C. W. Jacobson. Arthur L. Woodworth was the first Fire Chief. Almost immediately, the Department purchased a new 1936 Ford open-cab pumper with 100 gallon water tank, and 200 feet of booster hose. The truck cost \$4,000, was received on March 21, 1936, and remained in service until about 1967. The first fire station was located at 1216 Main Street, at the bottom of Manning Hill. In 1998, CVFA opened a sub-station (Station 208) on the other side of the lake at the corner of South Street and Judd Road. In 2000, the original station was sold by the Association when they moved into a new facility built by the Town at 1755 Main Street (Station 8).

Arthur Vinton is considered the founding member and first Fire Chief of Coventry Volunteer Fire Department #2, established in 1947 with eleven original members: Ronald E. Edmonson, Bryon W. Hall, Carl O. Hicking, Raymond C. Hicking, George Kingsbury, George J. Matthews, Richard Roehm, Cecil D. Robertson, John H. Schmidt, Arthur J. Vinton and Myrton E. Wright. The name of the association was later changed to the North Coventry Volunteer Fire Department (NCFD). The very first truck was a second-hand 1942 Chevrolet engine pumper housed in a carriage shed at Vinton's Estates, until they built a two bay firehouse in 1950 on land donated by Arthur J. Vinton at the corner of Main Street and Wrights Mill Road (Station 11). In 1983 a sub-station was built in the northern end of town near the corner of Merrow Road and Goose Lane (Station 211). In 2012, the Town replaced the original Station 11 with a new facility.

Each fire department had a primary district that generally aligned with the two voting districts in town. While each department provided fire suppression services to their respective districts', NCFD also provided rescue services to the entire town, and CVFA provided transporting ambulance services to the entire town. The departments also maintained other individual specialized services throughout the years.

After three separate independent studies of the Fire Service in Coventry throughout the 1990's and 2000's recommended some form of consolidation of the two existing fire departments, on June 15, 2015 the Town Council authorized the creation of the Town of Coventry Fire/EMS Department (TCFD) as a municipal agency with headquarters in the Town Hall. Shortly thereafter, on July 1, 2015, voters in the town adopted an ordinance creating the Town of Coventry Fire/EMS Department.

With the adoption of this ordinance, the Town appointed Noel Waite, (the existing Fire Marshal), to the newly created position of Fire Administrator, to oversee the financial and administrative responsibilities of the existing two volunteer fire departments. The ordinance combined the two separate fire department budgets into one joint fire budget to better track expenses and the cost of providing fire services for the town. The two departments would continue to provide emergency services independently of each other and the new Town department.

In September, 2015, CVFA, the transporting EMS provider for the town voted to start the process of turning over their Primary Service Area (PSA) responsibilities to the Town.

In February, 2016, with the support of CVFA the Town contracted with an external staffing agency to provide EMS personnel for daytime staffing of the ambulances Monday through Friday.

On February 21, 2017 the Town received authorization from the State to be the EMS provider for the Town of Coventry. At that time, CVFA turned over authority and responsibility for providing ambulance transport service in Coventry to the Town. CVFA also donated its three in-service ambulances, service trucks, boats, and other equipment to the Town, and turned over revenue recovery funds to continue to support

the Town's EMS services. Members of CVFA continued to provide ambulance staffing, in addition to the external staffing agency. On July 16, 2018, the Town Council authorized the development of the EMS Division of the Town of Coventry Fire/EMS Department. Department 18 was chosen as the identifier with Tolland County.

On October 1, 2018, the Coventry Town Council established the Fire Transition Study Committee to plan, socialize, and implement an organizational structure and policies to govern single Town of Coventry Fire/EMS Department to increase efficiency, accountability, responsibility and improve the quality of service offered to the residents of our town. The committee was made up of representatives from each of the now three Fire Departments in town, along with the Town's Fire Administrator. Members of the committee included:

- TCFD Jodi Mitchell (partial term)
- TCFD Ray Eldridge (partial term)
- TCFD Bud Meyers (partial term)
- TCFD Craig Malan
- NCFD Chuck Beecher
- NCFD Josh Ziel
- CVFA Ken Boutin
- CVFA Steve Pacholski
- Fire Administrator James McLoughlin

The committee worked with the membership of the existing Fire Departments to review current issues, and propose improvements to ultimately provide better service to the Town of Coventry. By spring, 2020, a transitional structure, including core values, a mission statement, an organizational chart, policies, training requirements, job descriptions, officer appointment processes and terms was created. Plans were put in place for an interim organization to take over all Fire and EMS services in the Town on July 1, 2020. As of that date, CVFA and NCFD would no longer provide emergency services. Interim Officers for the period of July 1, 2020 to June 30, 2021 were selected, with Bud Meyers as Interim Fire Chief.

Throughout the transitional year, the committee continued to refine role & responsibilities, policies, and assist with the selection of the first permanent officers on the Department; to take office on July 1, 2021.

The first permanent Chief Officers were:

- Chief Bud Meyers
- Deputy Chief, EMS DJ Figiela
- Deputy Chief, Fire Jared Dewey
- Deputy Chief, Training & Admin Ken Boutin

The Transition Committee disbanded after the selection of the permanent officers. The Town Fire Board assumed responsibility for continued management and improvement of the Department. The Fire Board consist of the Chief, 3 Deputy Chiefs listed above and the Town Fire-EMS Administrator.

Other data collection information history

We completed a SWOT Analysis which contributed to the development of our Goals. The SWOT results look like this:

Strengths:	Weaknesses:
<p>Unique resources such as a UTV, marine units, antique, people willing to go to any length to make things happen for the benefit of the public</p> <p>A very good overall response time</p> <p>A core group that is always usually there</p> <p>A lot more equipment than many surrounding towns</p> <p>Perception of the Fire Dept. is excellent</p> <p>Strong presence in the community outside of calls</p> <p>Vintech/Paid EMS 24/7/365</p> <p>Training</p> <p>Experienced leaders</p> <p>Dive/water resources</p>	<p>Need for additional coverage for second ambulance calls</p> <p>Motivation of personnel</p> <p>Reaching out to new members</p> <p>Maybe advertising with local businesses and in the high schools or community centers. I think this is an issue with all the surrounding towns too.</p> <p>Times are changing where many of the younger people are moving out of CT because of the high cost of living so that creates a shortage of new people.</p> <p>The amount of hours of required training for Certifications or just in house training requirements vs spending family time and school activities is too much on families</p> <p>Based on staffing, especially daytime, it is time to look at paid staffing</p> <p>As the years, go by it going to be extremely hard to get volunteers</p> <p>Weekday coverage</p> <p>Possibility of fundraiser dinners</p> <p>EMS boots/pants</p> <p>Announced distribution</p> <p>Getting new people involve</p> <p>Recruitment/membership onboarding</p>

Opportunities:	Threats:
<p>To find an individual's passions and tap into those</p> <p>Regional approaches in purchasing and resource sharing</p> <p>Development of a peer support program</p> <p>Recruitment</p> <p>IPad on trucks</p> <p>Listing Vintech crew on IaR</p> <p>Department meetings</p> <p>Duty crew/officer</p> <p>Divers/Swift water</p>	<p>Dealing with social media posts</p> <p>Outdated vision statement</p> <p>Trying to increase the level of certifications starting with our officers – time &amp; opportunity are the threat here</p> <p>Volunteers will be something of the past in the years to come</p> <p>The time commitments with active families, and the training and liabilities imposed on the volunteers</p> <p>Change in society/threat</p> <p>People might not like to do things for free, as much as they used to</p> <p>Petty complaints</p> <p>Officer retirements</p> <p>Looking to same old clichés</p>

In addition to the SWOT analysis we conducted a survey of town residents, members of the fire department and members of the Town Council to identify priorities and expectations for the department. The results are lengthy and are attached at the back of the document.

See attached Survey Results in Section 11 from a Survey Monkey administered to residents, FD members and the Town Council:

- Survey Resident Data
- Survey Responses FD Members
- Survey Town Council

## Section 9 | Specific Goals

<b>Goal 1</b>	Prioritize and enhance the wellness culture to improve the mental and physical performance of the individual and the organization.	
<b>Objective 1A</b>	Assess and identify the current state of the wellness program of the Town of Coventry Fire & EMS Department to create baseline information for improvement.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>🕒 Establish a committee</li> <li>🕒 Create an anonymous survey for determining the effectiveness of the current wellness program.</li> <li>🕒 Create a baseline voluntary self-assessment survey for physical and mental health that can be measured again in the future.</li> <li>🕒 Assess utilization and content of current programs.</li> <li>🕒 Capture data for current workers' compensation and sick leave usage.</li> <li>🕒 Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	Analyze and identify the current and future needs of the wellness program.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>🕒 Gather surveys from Objective 1A.</li> <li>🕒 Summarize findings in a document created by the wellness committee.</li> <li>🕒 Share the document with the entire department.</li> <li>🕒 Request feedback for any other issues or findings previously missed.</li> <li>🕒 Interpret new findings and feedback.</li> <li>🕒 Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.</li> <li>🕒 Create a final document that will drive program development.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 1C</b>	Develop a plan for improvement based on all acquired information.	
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<b>Timeframe</b>	12 months	<b>Assigned to:</b>
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<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>① Create individual wellness goals.</li> <li>① Prioritize wellness goals.</li> <li>① Determine if current programs meet the needs of wellness goals established.</li> <li>① Investigate new program options to fulfill wellness goals.</li> <li>① Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.</li> <li>① Create a plan for budget purposes and implementation.</li> </ul>	
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<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 1D</b>	Prioritize wellness budget to adhere to previously assessed needs.	
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<b>Timeframe</b>	12 months	<b>Assigned to:</b>
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<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>① Identify money available for the wellness program in the current budget.</li> <li>① Determine costs of individual programs identified.</li> <li>① Compare the costs of programs to the current budget.</li> <li>① Determine the need for a potential budget increase or other funding sources, based on new or existing programs.</li> <li>① Assign one member of the wellness committee to be the budget/grant person.</li> <li>① Ensure the budget/grant person coordinates with management to obtain wellness-specific grants and budget assistance.</li> <li>① Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.</li> </ul>	
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<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 1E</b>	Implement a plan for training and education.	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>① Prioritize wellness goals based on budget allocation.</li> <li>② Create a final plan with prioritized goals that are fully budgeted.</li> <li>③ Submit a final plan for approval through channels.</li> <li>④ Assign individual wellness members to complete and coordinate wellness goals and programs.</li> <li>⑤ Coordinate with the training division to implement wellness programs into the training schedule.</li> <li>⑥ Implement the final approved plan.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1F</b>	Re-evaluate individuals' mental and physical wellness through standardized surveys.	
<b>Timeframe</b>	1 years: ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>① Send out surveys to determine wellness program effectiveness.</li> <li>② Utilize the baseline self-assessment survey mental and physical wellness.</li> <li>③ Compile results in a wellness document.</li> <li>④ Conduct a comparative analysis of the new wellness document to the baseline document to determine program effectiveness.</li> <li>⑤ Recapture data for current workers' compensation and sick leave usage.</li> <li>⑥ Correlate baseline workers' compensation and sick leave usage to the effectiveness of wellness program changes.</li> <li>⑦ Prepare and present a report with recommendations on all findings to the leadership team for further consideration and direction.</li> <li>⑧ Make adjustments to the program and continue the processes outlined in 3B for further improvement.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Goal 2</b>	Ensure the department has appropriate facilities, apparatus, and equipment to meet the evolving needs of our community presently and in the future.
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<b>Objective 2A</b>	Understand the coverage needs of the department and the optimal deployment configuration.
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<b>Timeframe</b>	6 months	<b>Assigned to:</b>
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<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Review the current deployment of resources used by the department.</li> <li>④ Determine if there are any physical resource needs.</li> <li>④ Prioritize the physical resource needs identified.</li> <li>④ Identify any potential funding sources to maintain, repair, and purchase any needed future resources.</li> <li>④ Prepare and present a report with recommendations on all findings to the Fire Board for further consideration and direction.</li> <li>④ Conduct a re-evaluation of this process annually and report future findings.</li> </ul>
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<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 2B</b>	Using the information gathered from the plan, assess, and determine the current and future facility needs of the department.
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<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
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<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Assess the current and projected needs for maintenance and longevity.</li> <li>④ Create a prioritized needs list.</li> <li>④ Develop a facilities maintenance plan for ensuring longevity and improvement for current and future needs, based on the prioritized order.</li> <li>④ Identify any potential sources for funding to support and implement the identified needs and resolution.</li> <li>④ Prepare and present a report with recommendations on all findings to the Fire Board for further consideration and direction.</li> <li>④ Implement the plan to accomplish approved changes.</li> <li>④ Conduct a re-evaluation of this process in line with the budget process and report future findings.</li> </ul>
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<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 2C</b>	Using the information gathered from the plan, assess, and determine the current and future apparatus needs of the department.	
<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Assess the current and projected apparatus based on current resources and future needs.</li> <li>④ Develop an updated apparatus maintenance plan including repairs, apparatus longevity, improvement budget, and future apparatus needs.</li> <li>④ Determine the costs and potential funding sources for the apparatus maintenance plan.</li> <li>④ Prepare and present a report with recommendations on all findings to the Fire Board for further consideration and direction.</li> <li>④ Implement the plan to accomplish approved changes.</li> <li>④ Conduct a re-evaluation of this process in line with the budget process annually and report future findings</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	Using the information gathered from the plan, assess, and determine the current and future equipment needs of the department.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Assess all current and projected equipment needs for maintenance and longevity.</li> <li>④ Create a prioritized needs list.</li> <li>④ Develop an equipment maintenance plan, evaluating longevity, improvement, and future needs in a prioritized order.</li> <li>④ Identify any potential sources for funding to support and implement the identified needs and resolution.</li> <li>④ Prepare and present a report with recommendations on all findings to the Fire Board for further consideration and direction.</li> <li>④ Implement the plan to accomplish approved changes.</li> <li>④ Conduct a re-evaluation of this process in line with the budget process annually and report future findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Goal 3</b>	<b>Enhance professional development.</b>	
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<b>Objective 3A</b>	Assess all current training expenditures and allocations to evaluate effectiveness.	
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<b>Timeframe</b>	6 months	<b>Assigned to:</b>
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|-----------------------|---|--|
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>④ Forecast the future departmental needs to align with the developed and adopted succession plan.</li> <li>④ Prepare and present a report, with recommendations on all findings, to the leadership team for further consideration and direction.</li> <li>④ As directed, create an interest list for departmental instruction.</li> <li>④ Assign and pair instructions appropriately.</li> <li>④ Monitor the changes for additional revision needs.</li> </ul> |  |
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<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 3B</b>	Identify individual professional needs in terms of certifications, fire service, and higher education.	
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<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
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|-----------------------|---|--|
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>④ Survey all members for current certifications, education, and other pertinent information needed.</li> <li>④ Determine the individual goals for each member for the next two to five years.</li> <li>④ Analyze all data to prioritize the training needs.</li> <li>④ Prepare and present a report with recommendations on all findings to the Fire Board for further consideration and direction.</li> </ul> |  |
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<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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**Objective 3C** Create and implement a plan for professional development.

**Timeframe** 1 year, ongoing **Assigned to:**

- ① Format the annual training plan based on the assessed needs and as directed.
- ② Disseminate the revised training plan to all members through the email system.
- ③ Gather feedback from the disseminated information.
- ④ Evaluate the feedback from the dissemination.
- ⑤ Prepare and present a report with recommendations on all findings to the Fire Board for further consideration and direction.
- ⑥ Based on the feedback and as directed, adjust the plan and implement the change, monitoring for additional revision needs.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**Objective 3D** Ensure the training program supports the developed succession plan.

**Timeframe** 12 months **Assigned to:**

- Critical Tasks**
- ① Forecast the future departmental needs to align with the developed and adopted succession plan.
  - ② Prepare and present a report, with recommendations on all findings, to the Fire Board for further consideration and direction.
  - ③ As directed, create an interest list for departmental instruction.
  - ④ Assign and pair instructions appropriately.
  - ⑤ Monitor the changes for additional revision needs.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**Goal 4** Enhance the services provided with cross-trained paid staffing that can respond with either Fire or EMS apparatus given the nature of the emergency call for service required at the time.

**Objective 4A** Evaluate existing staffing options and determine best model for TCFD. Shared concern with Town of Coventry Finance Committee.

**Timeframe** 6 months **Assigned to:**

- Critical Tasks**
- ④ Evaluate past two years of data related to call type, call location, call time, participation times & response times.
  - ④ Consider full time/part time/paid per call/volunteer models.
  - ④ Consider financial implication of potential models.
  - ④ Consider burnout and negative implications of potential models.
  - ④ Consider overall benefits and impacts to potential models.
  - ④ Propose model to Finance Committee.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**Objective 4B** Determine all components related to new staffing model.

**Timeframe** 1 year, ongoing **Assigned to:**

- Critical Tasks**
- ④ Consider components related to fire service best practice entrance exams.
  - ④ Consult with Town Manager to consider department of labor regulations.
  - ④ Create a position description in conjunction with Department's organizational format.
  - ④ Create a position announcement.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

<b>Objective 4C</b>	Determine all operational needs related to new staffing model.	
<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Consider uniform needs.</li> <li>④ Determine appropriate deployment model related to staffing model.</li> <li>④ Consider daily duties of any new positions.</li> <li>④ Determine how to best page staff and volunteer staff.</li> <li>④ Determine response expectations outside of shift hours.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4D</b>	Determine timeline to realize consistent 24/7 coverage with new model.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Consider overall budget implications.</li> <li>④ Consider department budgetary needs.</li> <li>④ Craft a sustainable budget that will support a timeline to increase coverage.</li> <li>④ Determine a balanced timeline that will increase coverage.</li> <li>④ Propose model to Finance Committee.</li> <li>④ Adjust model where appropriate.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4E</b>	Retain 50% of new personnel beyond their three year anniversary.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Identify current requirements of membership.</li> <li>④ Explore best practice, contemporary requirements used within emergency services.</li> <li>④ Explore means to retain existing members.</li> <li>④ Track data related to member start and retirement dates.</li> <li>④ Report program needs and adjustments to department administration.</li> <li>④ Incorporate needs into operational budget and/or grant opportunities.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Goal 5</b>	<b>Develop/Improve Training Programs that will Enhance Service Delivery</b>	
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<b>Objective 5A</b>	Evaluate the current department training program and recommend changes.	
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<b>Timeframe</b>	3 months, ongoing	<b>Assigned to:</b>
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- |                       |   |  |
|-----------------------|---|--|
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>● Utilize training division and schedule meetings as necessary.</li> <li>● Consider an annual training schedule with identified facilitators.</li> <li>● Evaluate the department training schedule quarterly to ensure it remains contemporary.</li> <li>● Monitor members for attendance.</li> <li>● Evaluate training policy annually.</li> <li>● Recommend program adjustments to department officers.</li> </ul> |  |
|-----------------------|---|--|

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 5B</b>	Develop a driver/operator training program.	
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<b>Timeframe</b>	6 months	<b>Assigned to:</b>
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- |                       |   |  |
|-----------------------|---|--|
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>● Utilize the training committee and schedule meetings as necessary.</li> <li>● Research fire service best practices.</li> <li>● Develop a program to include coursework, schedule, instructors, &amp; forms.</li> <li>● Report to department administration.</li> <li>● Add language to training policy.</li> <li>● Deploy program to include all personnel.</li> <li>● Evaluate the program annually.</li> </ul> |  |
|-----------------------|---|--|

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 5C</b>	Develop a post-traumatic stress disorder training program.	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Utilize safety officer and fire administrator and schedule meetings as necessary.</li> <li>④ Research fire service best practices.</li> <li>④ Develop a course related to PTSD.</li> <li>④ Report to department administration.</li> <li>④ Deploy program to all personnel.</li> <li>④ Evaluate the program annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5D</b>	Evaluate the orientation program for new personnel.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Utilize membership committee and schedule meetings as necessary.</li> <li>④ Research the current curriculum and process.</li> <li>④ Determine adjustments to the current process.</li> <li>④ Report to department administration.</li> <li>④ Prioritize needs specific to budget implications.</li> <li>④ Deploy approved program adjustments.</li> <li>④ Evaluate the program annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5E</b>	Improve the training culture of the department	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Determine the core instructors and training philosophy.</li> <li>④ Provide detailed guidance to training division and instructor core.</li> <li>④ Evaluate instructors on their delivery in relation to philosophy.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5F</b>	Develop a mentor program for new candidates.	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Utilize training division and schedule meetings as necessary.</li> <li>④ Consider fire service best practices.</li> <li>④ Develop core group of mentors.</li> <li>④ Develop program that includes formal aspects.</li> <li>④ Report to department officers.</li> <li>④ Evaluate the program annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5G</b>	Incorporate outside training opportunities into the training program.	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Utilize training division.</li> <li>④ Evaluate existing/future opportunities and compare to department needs.</li> <li>④ Prepare a plan that identifies courses in priority order along with budget implications.</li> <li>④ Identify all expectations to members related to attending outside training.</li> <li>④ Update training policy to include adjustments as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Goal 6</b>	Develop an organizational structure to fully integrate the Fire Administrator and Fire Chief positions to Fire Chief of the Town of Coventry Fire & EMS Department	
<b>Objective 6A</b>	Establish and define clear roles and responsibilities of volunteer firefighters.	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>④ Review master plan (recommended organizational chart) and current organizational chart.</li> <li>④ Develop an updated organizational chart draft.</li> <li>④ Present, review and receive input from all divisions within the fire department.</li> <li>④</li> </ul>	

<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Restructure and reassign as necessary.</li> <li>● Present proposed organizational chart to Town Council for review and modification.</li> <li>● Present proposed organizational chart to town council for approval.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6B</b>	Update job description	
<b>Timeframe</b>	3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Review current job description and update as needed</li> <li>● Develop job descriptions for new positions identified in approved organization chart.</li> <li>● Submit new/updated job description to HR for review and approval.</li> <li>● Discuss and develop compensation packages for new positions.</li> <li>● Reevaluate all current job descriptions and align critical tasking with current structure.</li> <li>● Based upon reevaluation of job descriptions develop a gap analysis to determine positions needed at the line and staff level that are essential to the mission.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	Analyze need and justification for change	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Establish a public information program.</li> <li>● Provide fire department public service announcements, statistics, and timely information on the town website.</li> <li>● Utilize social media effectively and productively.</li> <li>● Implement a public education program.</li> <li>● Identify methods to interact with and provide Town Council with informational data in a timely manner.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 6D</b>	Improve the internal dissemination of information to the department through efficient lines of communications.	
<b>Timeframe</b>	3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Conduct monthly staff meeting with meeting notes</li> <li>● Establish internal communications policy.</li> <li>● Evaluate effective methods for dissemination of information.</li> <li>● Ensure that information is disseminated in a timely manner.</li> <li>● Conduct monthly station visits.</li> <li>● Issue quarterly newsletter.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6E</b>	Employee salary awards, recognition of personnel and benefit programs.	
<b>Timeframe</b>	3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>● Conduct comparative analyses of pay and benefit studies.</li> <li>● Re-examine retirement benefit opportunities for volunteers.</li> <li>● Recognize communities that achieve high personnel retention rates and utilize success stories in the development of "best practices."</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Section 10 | Marketing Plan

Community outreach through a variety of methods:

### Community Events

- Easter Flower Sale
- Memorial Day Parade
- Farmers Market
- Coventry Fest
- Arts on Main
- Fire Prevention Week
- Halloween on Main
- Veterans Day Race
- Christmas in the Village

### Social Media

Facebook - <https://www.facebook.com/CoventryFireEMS>

Instagram - <https://www.instagram.com/townofcoventryfireems/>

### Web Site

Fire-EMS Department - <https://www.coventryct.org/138/Fire-Departments>

### Logo Development & Recognition



## Section 11 | ATTACHMENTS

Town of Coventry Demographics and Fire-EMS Department Statistical Data.

- TCFD Organizational Statement
- TCFD Organizational Chart
- Town of Coventry Demographics
- 2021 Average number of responders
- 2021 Event breakdown
- 2021 Response to Incidents
- 2021 Training Hours
- Age Ranges
- Apparatus
- SWOT Analysis

Survey Results:

- Residents
- Department Members
- Town Council



# Town of Coventry Fire-EMS Department

Section: 1.1.1.1

Issued: 12.10.2020

Revised: 09.13.22

## ORGANIZATIONAL STATEMENT

**Authority:**

James McLoughlin,  
Fire/EMS Administrator

### Policy

The Town of Coventry Fire-EMS Department hereby creates the following Organizational statement.

### Purpose

Our organization must have policies, rules, regulations and a set of standards to ensure that efficient and effective services are provided in an orderly manner. Such rules, regulations and standards are not adopted to restrict employee rights, but rather to provide working guidelines, which will assure fair, equitable and consistent treatment to individuals.

### Procedure

Effective July 1, 2015 the Town of Coventry adopted an ordinance creating the Town of Coventry Fire/EMS Department. The Fire Department was established for the purpose of combining the two volunteer emergency services pursuant to the statutory provisions of that time. The Fire Department boundaries were established and Department officers were sworn in July 1, 2020. In the years prior to its creation, The Town of Coventry Fire & EMS Department morphed from three departments into one multi-discipline emergency service organization. The Town of Coventry Fire & EMS Department, in addition to suppression services, also provides fire prevention, emergency medical services, basic rescue operations, and hazardous materials containment, mitigation planning, and decontamination.

### Mission Statement

The Town of Coventry Fire-EMS Department is committed to providing fire suppression, emergency medical services and training to protect the people of Coventry. We promote accountability, public safety, education and customer service in a fiscally responsible manner.

### Core Values

Dedication – Teamwork – Respect

The focus of the Mission Statement and a strategic planning effort shall be used to determine what services and the level of delivery that the Fire Department shall reasonably provide as a minimum to the residents and guests visiting the community. The potential services cover a wide range of hazards and delivery parameters. They include the following services:

### **Fire Suppression**

Fire suppression operations are organized to effectively combat the types of fires that are likely to occur in the Fire Departments response area. The priority goals of suppression activities are as follows:

- a.) Life Safety
- b.) Incident Stabilization
- c.) Property Preservation

Firefighters are trained and equipped to perform an aggressive interior attack on structure fires in order to accomplish the goals. Fires in structures present the highest probable risk to life and property in our Department. This includes fires involving occupancies such as single and multiple family dwellings, educational facilities, stores, office buildings, warehouses and various industries. There are various construction types common within the protection area ranging from wood frame detached buildings to those constructed of concrete and steel trusses.

The Department experiences a large risk of fire in non-structural locations and facilities. Outside fires involving brush, woods, propane, and electrical equipment are not uncommon. The community also contains a major highway. These transportation networks present the additional risk of fire in the respective vehicles and cargo which travel them.

### **Emergency Medical Services**

The Fire Department provides two basic life support (BLS) ambulances to the community's Emergency Medical Service plan. The Fire Department is dispatched to all life threatening incidents and situations where ambulance service may be required. Numerous Fire Department members are trained as Emergency Medical Technicians (EMT) or Emergency Medical Responders (EMR) to staff the Fire Department ambulances and provide BLS patient care. Examples of the functions performed include patient assessment; airway management; oxygen therapy; stabilization of spinal, musculo-skeletal, soft tissue and shock injuries; stabilization of bleeding; stabilization and intervention for sudden illness, poisoning, heat/cold injuries, childbirth; and CPR and defibrillator capability. Numerous volunteer firefighters trained as EMTs or EMRs respond from home to incidents in their neighborhoods, providing a rapid intervention for persons in need of medical care.

### **Tactical Emergency Casualty Care**

Tactical Emergency Casualty Care (TECC) is a set of evidenced-based and best practice trauma care guidelines for civilian high-threat pre-hospital environments. The Fire Department is trained to respond to civilian high threat medical incidents to meet the unique needs of the civilian medical and operational environments. With an emphasis on rescue operations of extraction and evacuation, limiting civilian morbidity and mortality, interagency communication, integrated operations between EMS, Fire and Law Enforcement.

## Rescue

Multi-Discipline rescue services are provided to cover a number of technical situations. These types of rescues include but are not limited to: vehicle extrication, structure fire rescue, and search and rescue in the wild land environment.

## Hazardous Materials

Personnel operate at the Operational level in accordance with the Town of Coventry Emergency Operations Plan. A defensive strategy is utilized for dealing with hazardous material incidents. The mitigation of such incidents involves an eight-step process: site management, product identification, risk assessment, personal protective equipment, information/resource coordination, product control, decontamination, and termination. Technician level mitigation is provided by other agencies. The Fire Department, when requested to assist in a large-scale Hazmat operation requiring decontamination, also provides decontamination services. Prevention of hazardous material emergencies is attempted through code enforcement and application of standard safety practices.

## Fire Prevention

Fire Prevention activities provided by the Department are coordinated with the Fire Marshal's Office. The Town of Coventry Fire & EMS Department provides support to the Fire Marshal's Office for fire prevention in the form of personnel and apparatus driven to the educational facilities in town for student familiarization.

**Public Education** - Fire safety awareness programs focus on early childhood education and self-preservation training methods. This program entails the delivery of fire safety education to day care, Pre-K and Kindergarten classes in schools located within the Town of Coventry. Age appropriate programs are delivered to the schools on a regular basis. Community wide fire safety issues are incorporated into the Department's participation in Town activities. Programs aimed toward senior citizen groups in an effort to address their particular needs are provided as well. The public education activities are coordinated with the Fire Marshal's Office.

**Plan Review** – The Fire Department reviews plans, as requested by the Town and Fire Marshal's Office, primarily to verify apparatus will have the appropriate access to the property. Plans are also reviewed for the purpose of preparing incident pre-plans.

## Organizational Structure

The Town of Coventry Fire & EMS Department is a volunteer organization. The organization is comprised of numerous line officers appointed by the body and serving for various lengths of service, as identified in the Department's Policies. An organizational structure and chain of command can be found in the Department Policy 1.2 and a brief description of the Fire Chief is listed below.

**Fire Chief** - The Fire Chief is ratified by the Coventry Town Council if qualified according to the adopted job description. The Fire Chief is responsible for the emergency operational aspects of the Fire Department, and is charged by law with the protection of life and property against "hazardous situations" that may occur due to fire, flood, wind, explosions, etc.

The Chief is responsible for managerial functions and command of the fire suppression forces, including, but not limited to, financial management, personnel management, planning, maintenance, training, community relations, communications, and safety and health. The Fire Chief assigns various administrative and command functions to other officers or personnel in order to maintain efficiency and ensure execution of the duties.

Examples of duties include but not limited: Plan, direct, and supervise through subordinate officers the activities of the fire department. Develop long-range plans for acquisition, maintenance and restoration of firefighting and emergency medical equipment and facilities. Implement approved plans within the designated timeline and budget. Work in partnership with the Staff Officers and Fire Officers to establish and execute Operational Guidelines based on best practices and OSHA regulations. Work in partnership with the Department Officers to have training programs developed and put into operation in accordance with accepted standards to improve the understanding and skill of all members in firefighting, rescue procedures and emergency medical response and transport. Ensure that inquiries and complaints regarding fire department activities or responsibilities are handled promptly, efficiently, effectively and with courtesy. The Chief is the ambassador of the fire service to the town and as such they shall collaborate with elected or appointed officials, community and business representatives, and the public on all aspects of the departments' activities. Seeks grant opportunities in support of established goals and objectives; prepares and administers such grants in compliance with requirements Prepare and submit monthly reports to the Town and department regarding the departments' activities and prepares a variety of other reports as appropriate including the annual report of activities. Ensure that all local, state and federal government processes, policies, mandates, laws and regulations are adhered to. Ensure maintenance of all records and submit timely reports as required by local, state and federal authorities. Maintain an effective working relationship with all local government departments and carry out such additional duties as requested by the Town of Coventry. Coordinate with representatives of neighboring fire departments to ensure adequate mutual aid agreements are made for mitigating major emergency incidents. Meet regularly with the department staff to ensure that they are following the procedures and goals of the department. Develop and maintain positive working relationships and liaisons with all fire and rescue agencies. Make public presentations as required. Serve as a member of various Town committees. Ensure a high level of morale among firefighters. Recruit and orient volunteer firefighters. Facilitate the training of new firefighters and officers. Evaluate the performance of fire officers and firefighters. Ensure effective command and control techniques are in place at the scene of the fire. Participate in the local and regional emergency planning process. Participate in Fire Chiefs' Association at the regional level.

Additional information on officers and their qualification requirements can be found in the Fire Department Policies and Job Descriptions.

The Town of Coventry Fire & EMS Department provides emergency services through the use of volunteer personnel. Mutual aid from neighboring fire Departments is routinely requested to assist with the mitigation of incidents, which are anticipated to exceed the resources or capabilities of the Department. Personnel respond to the emergencies whenever available and are trained on the apparatus and equipment in the station. The members of The Town of Coventry Fire & EMS Department undergo a background investigation upon initial entry into the Department, an annual physical and training on the equipment and procedures.

## **Training**

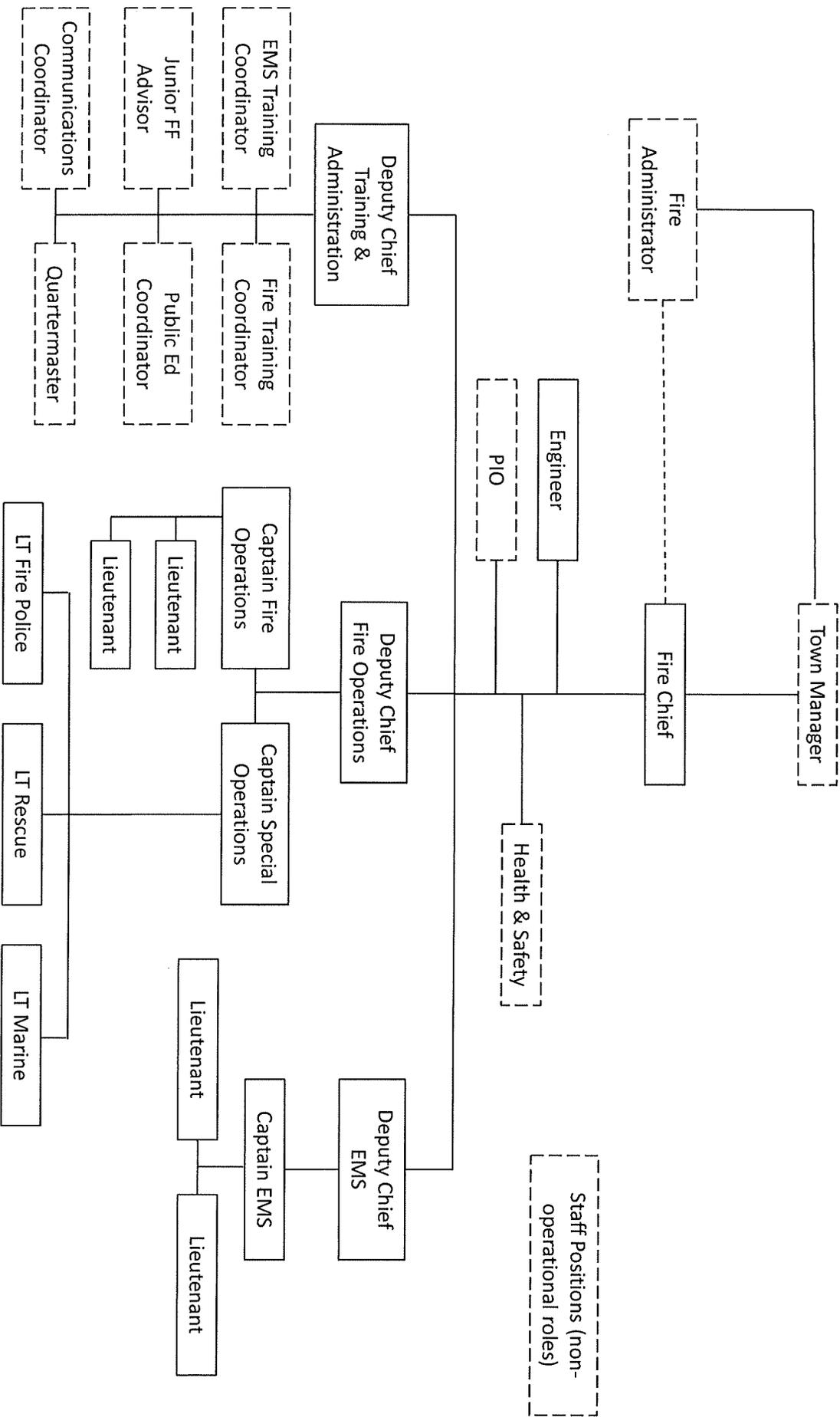
Training takes place on a regular basis for all personnel. Every member is strongly encouraged to attend additional training and educational programs offered by outside agencies and institutions. Programs typically attended by Department members include those sponsored by the Connecticut State Fire Academy, Regional Fire Training Schools, private vendors, and mutual aid partners.

Training covers topics which are related to job functions and requirements. The Chief Officers choose subjects and training division assists in delivering the training. All apparatus drivers are required to maintain a valid State of Connecticut driver's license, and if a driver of Engine Tankers, Ladder Truck, Engine, Rescue, and Tanker, a valid State of Connecticut driver's license with either a "Q" endorsement or a CDL. All members and drivers must maintain a motor vehicle operator's license record in compliance with the Department's Policies that addresses violation and accident history. Firefighters must, at a minimum, obtain Firefighter I certification and be trained to the Hazardous Materials Operational Level. EMS Personnel must, at a minimum, obtain EMR certification, but preferably Emergency Medical Technician certification and Fire Police are trained to Traffic Incident Management for the First Responders.

Training topics for all members include breathing apparatus, hose, ladders, hazardous materials, and rescue techniques. Probationary members are expected to complete an orientation period prior to being utilized at scenes of emergencies. This orientation includes instruction on safety, personal protective equipment, hose, ladders and Department rules and regulations. Completion of orientation allows the member to participate in operations in a supporting role. The Chief and Line Officers shall oversee the delivery of in-house training. They shall choose from the following, but not inclusive, list of quarterly training topics can be found in the training policies:

### **Standing Orders & Standard Operating Guidelines**

The Town of Coventry Fire & EMS Department responds to incidents according to type of call and service need. All responses are directed by Standing Orders and Standard Operating Guidelines, which provide direction to operating forces. SOG's are generated and reviewed on a regular basis and modified when warranted. These documents are available for review by personnel at all times. New guidelines and orders are reviewed with personnel before implementing. Guidelines and orders address the safest and most efficient use of all resources.



# Coventry, Connecticut

# 12,433

## General

ACS, 2015-2019	Coventry	State
Land Area <i>mi<sup>2</sup></i>	38	4,842
Population Density <i>people per mi<sup>2</sup></i>	331	738
Number of Households	4,648	1,370,746
Median Age	43.1	41.0
Median Household Income	\$96,143	\$78,444
Poverty Rate	4%	10%

## Economy

### Top Industries

CT Department of Labor, 2019	Employment	Employers	Av. Wages
1 Local Government	462	10	\$52,315
2 Retail Trade	191	20	\$26,744
3 Accommodation & Food Services	158	13	\$16,291
4 Health Care & Social Assistance	129	16	\$38,910
5 Construction	125	36	\$64,894
All Industries	1,436	215	\$43,042

### SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses		901	
New Business Registrations by Year			
2001	61	2006	55
2002	58	2007	67
2003	54	2008	45
2004	54	2009	49
2005	46	2010	51
		2011	42
		2012	50
		2013	38
		2014	45
		2015	49
		2016	49
		2017	55
		2018	64
		2019	80
		2020	63

### Key Employers

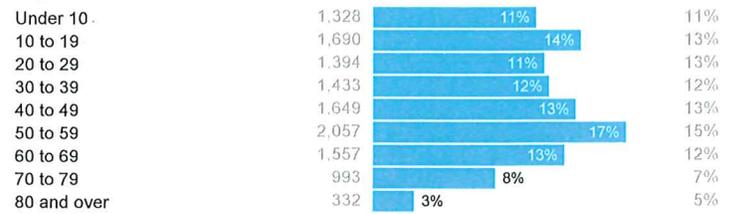
Data from municipalities, 2021

- Town of Coventry
- Highland Park Market
- Teleflex Medical (formerly Genzyme Surgical)
- Dunkin Donuts
- Pelletier Builders

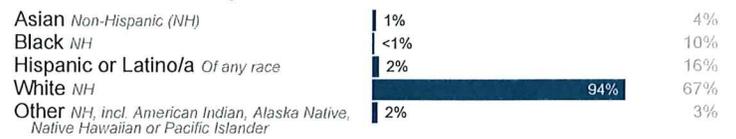
## Demographics

ACS, 2015-2019

### Age Distribution



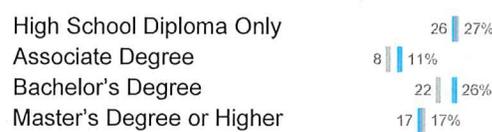
### Race and Ethnicity



### Language Spoken at Home



### Educational Attainment



## Housing

ACS, 2015-2019

	Coventry	State
Median Home Value	\$252,700	\$275,400
Median Rent	\$1,140	\$1,180
Housing Units	4,999	1,516,629

	Coventry	State
Owner-Occupied	66%	88%
Detached or Semi-Detached	64%	94%
Vacant	7%	10%

## Schools

CT Department of Education, 2020-21

### School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2018-19)
Coventry School District	PK-12	1,606	80	95%
Statewide	-	513,079	15,300	88%

### Smarter Balanced Assessments

Met or exceeded expectations, 2018/19

	Math	ELA
Coventry School District	69%	76%
Statewide	48%	56%

# Coventry, Connecticut

# 12,433

## Labor Force

CT Department of Labor, 2020

	Coventry	State
Employed	7,270	1,724,621
Unemployed	449	148,010

	Coventry	State
Unemployment Rate	6%	8%
Self-Employment Rate*	7%	10%

\*ACS, 2015-2019

## Catchment Areas of 15mi, 30mi, and 60mi



## Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

### Municipal Revenue

Total Revenue	\$45,150,031
Property Tax Revenue	\$30,835,771
<i>per capita</i>	\$2,474
<i>per capita, as % of state av.</i>	82%
Intergovernmental Revenue	\$13,609,567
Revenue to Expenditure Ratio	101%

Boston\*

### Municipal Expenditure

Total Expenditure	\$44,604,969
Educational	\$32,303,060
Other	\$12,301,909

### Grand List

Equalized Net Grand List	\$1,453,811,079
<i>per capita</i>	\$117,111
<i>per capita, as % of state av.</i>	76%
Comm./Indust. Share of Net Grand List	4%

Actual Mill Rate	32.00
Equalized Mill Rate	21.13

### Municipal Debt

Moody's Rating	Aa3
Total Indebtness	\$17,008,552
<i>per capita</i>	\$1,370
<i>per capita, as % of state av.</i>	53%
<i>as percent of expenditures</i>	38%

Annual Debt Service	\$2,774,781
<i>as % of expenditures</i>	6%

## Access

ACS, 2015-2019

	Coventry	State
Mean Commute Time <i>Pre-Covid</i>	27 min	26 min

	Coventry	State
No Access to a Car	1%	9%
No Internet Access	5%	12%

## Commute Mode

	Coventry	State
Public Transport	0%	5%
Walking or Cycling	0%	3%
Driving	86%	95%
Working From Home <i>Pre-Covid</i>	4%	5%

## Public Transit

CTtransit Service	Express
Other Public Bus Operations	Windham Region Transit District (WRTD)
Train Service	-

Search AdvanceCT's **SiteFinder**, Connecticut's most comprehensive online database of available commercial properties. [ctdata.org/sitefinder](http://ctdata.org/sitefinder)

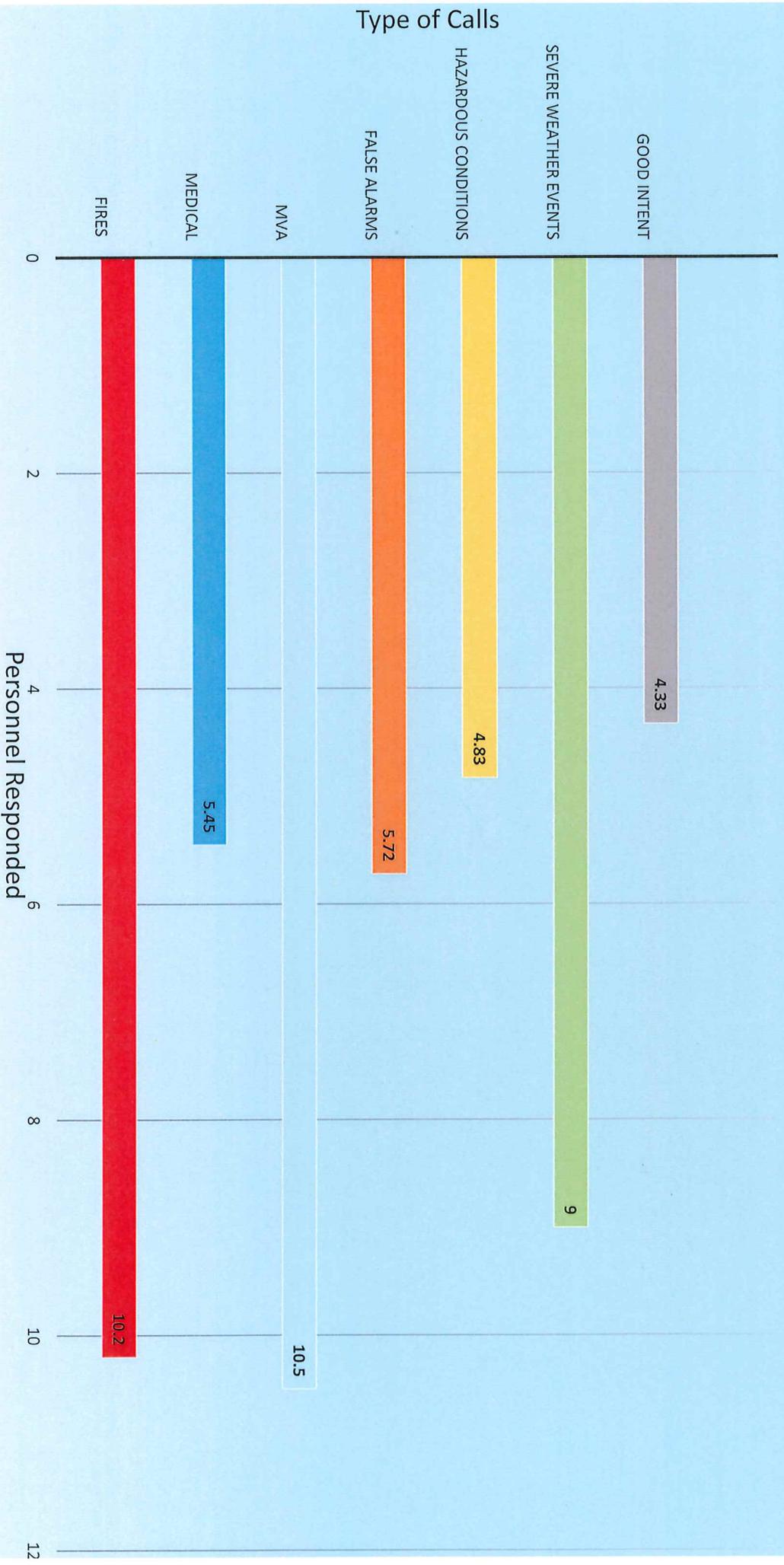
## About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for 2016-2019 are available from [profiles.ctdata.org](http://profiles.ctdata.org).

Feedback is welcome, and should be directed to [info@ctdata.org](mailto:info@ctdata.org).

These Profiles can be used free of charge by external organizations, as long as *AdvanceCT* and *CTData Collaborative* are cited. No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

# 2021 Average Number of Responders

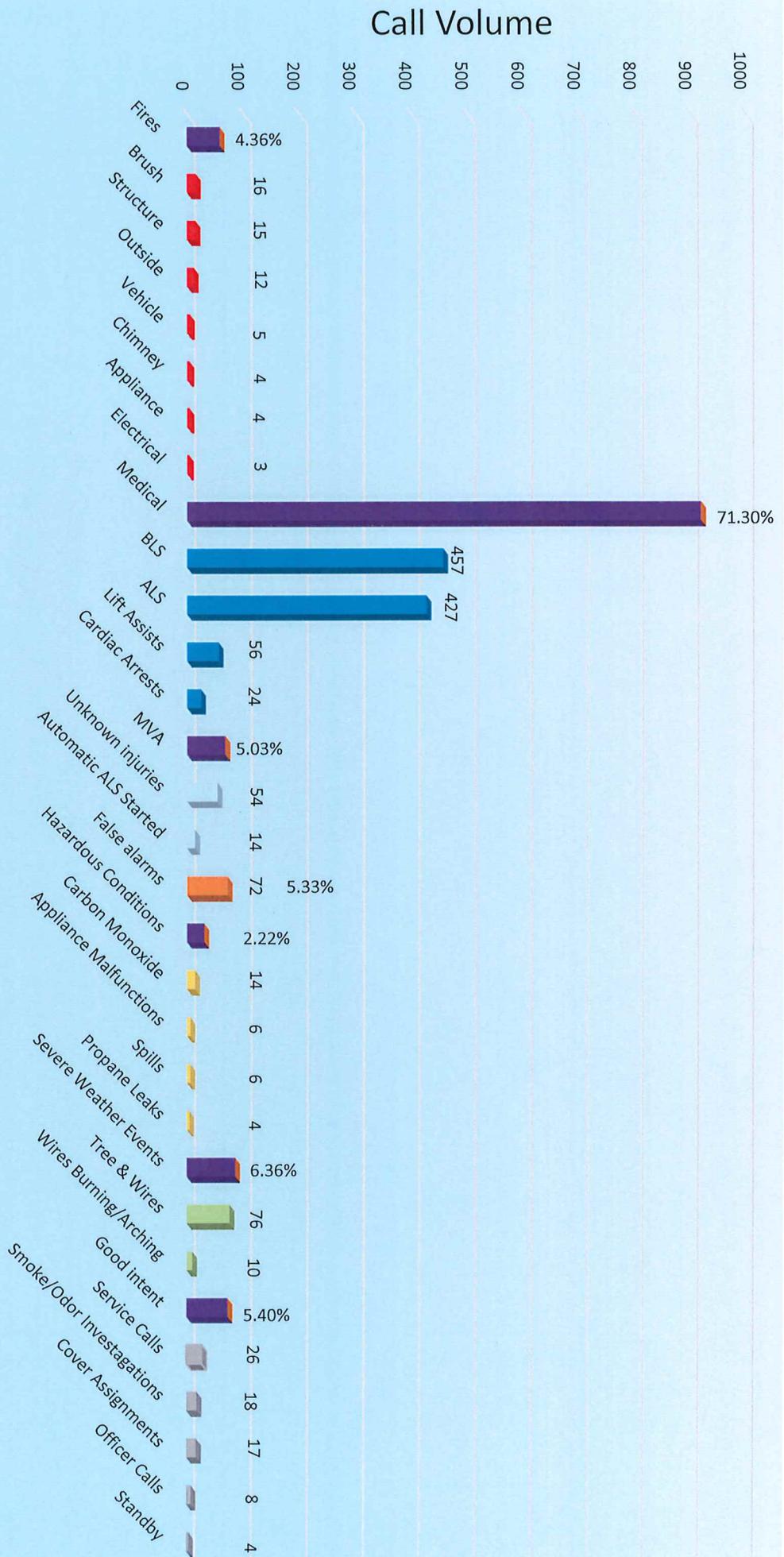


# 2021 Breakdown of Events that Personnel Attended

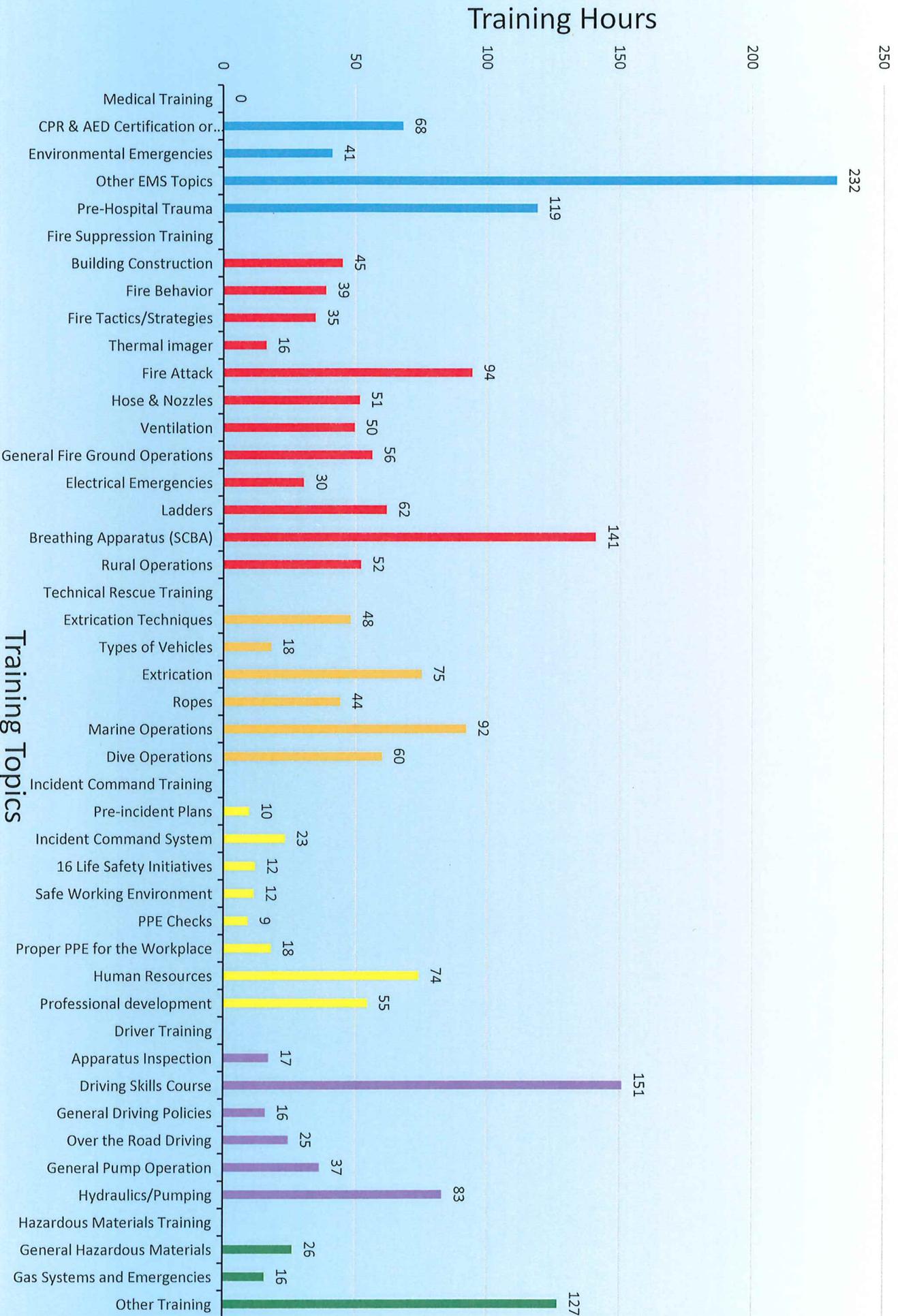


# 2021 Response to Incidents

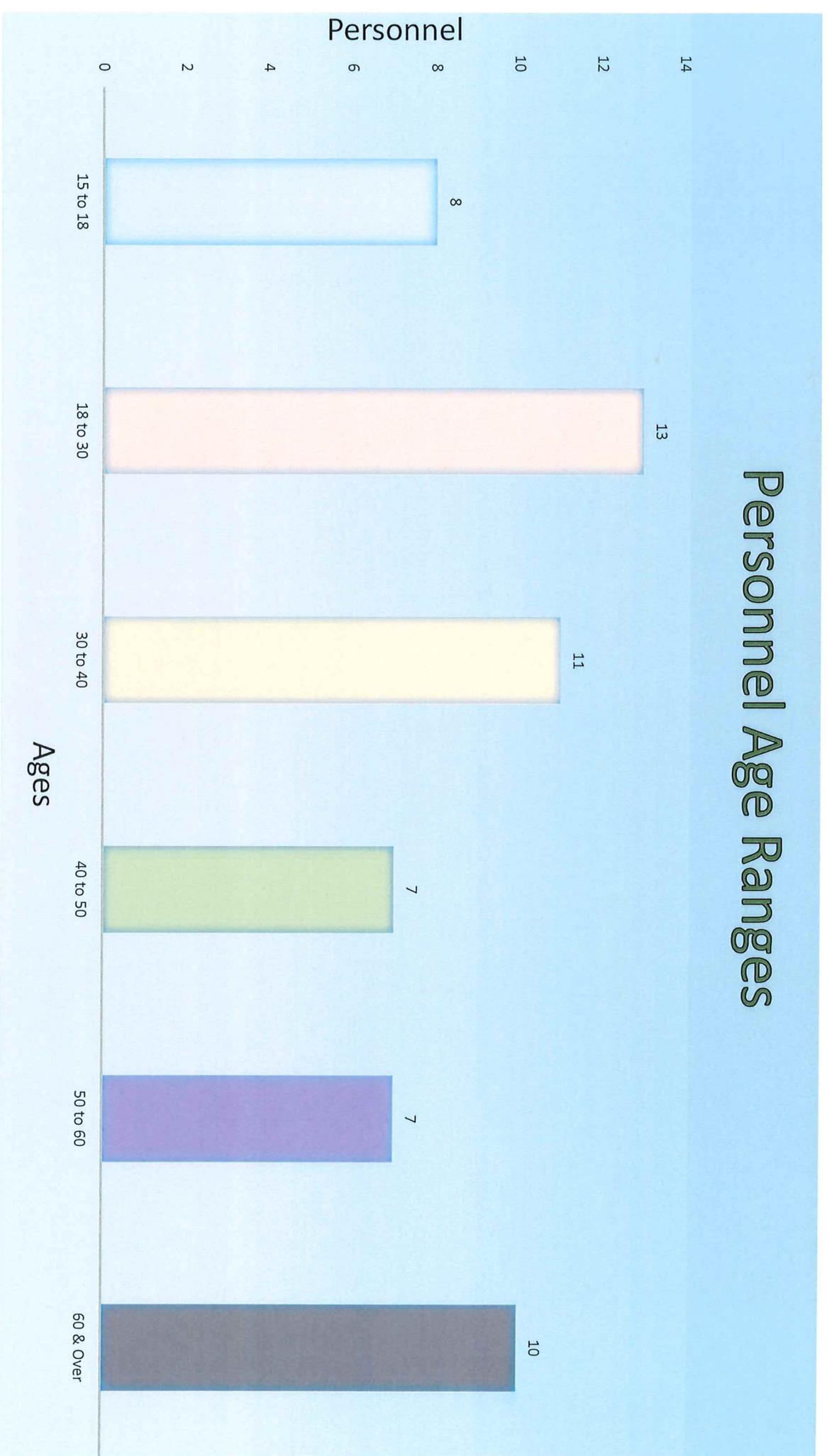
Number of Calls by Type & Percentage of Calls by Category



# 2021 Training Code Hours by Training Topics



# Personnel Age Ranges



# **Fire Department Apparatus**

## **Station 118 – 1755 Main Street**

Engine Tank 118 – 2002 E-One Typhoon (1500 gpm pump/1000 gallons of water)

Forestry 118 - 2002 Ford F-350 4X4 (150 gpm pump/200 gallons of water)

Ambulance 518 – 2018 Dodge Ram 4500 with Lifeline module

Marine 118 – 1988 Grumman pontoon with 50 HP Mercury Motor

Marine 218 – 2005 Mercury Inflatable with 25 HP Mercury Motor

EUV – 118 2010 Polaris Ranger 6X6

Service 518 – 2020 Chevrolet Tahoe 4X4

Service 118 – 1999 Ford E-450 / Lifeline walk in dive rescue

Service 618 – 2002 Chevrolet Suburban 4X4

## **Station 218 – 3427 Main Street**

Ambulance 618 – 2010 Ford E-450 with Lifeline module

Tanker 218 – 2017 Freightliner (1250 gpm pump/3000 gallons of water)

Rescue 218 – 2013 Spartan metro Star (1000 gpm/300 gallons of water)

Service 218 – 2002 Chevrolet Suburban 4X4

Truck 218 – 2000 Pierce Quint (1500 gpm/300 gallons of water)

## **1645 South Street**

Engine 318 – 2004 E-One International 4X4 (1000 gpm pump/600 gallons of water)

Engine Tank 318 – 1993 E-One Cyclone (1500 gpm pump/1000 gallons of water)

Service 318 – 1997 Ford 350 (150 gpm pump/200 gallons of water)

## **Station 418 – 999 Merrow Road**

Engine Tank 418 – 2017 Spartan Metro star (1500 gpm/1000 gallons of water)

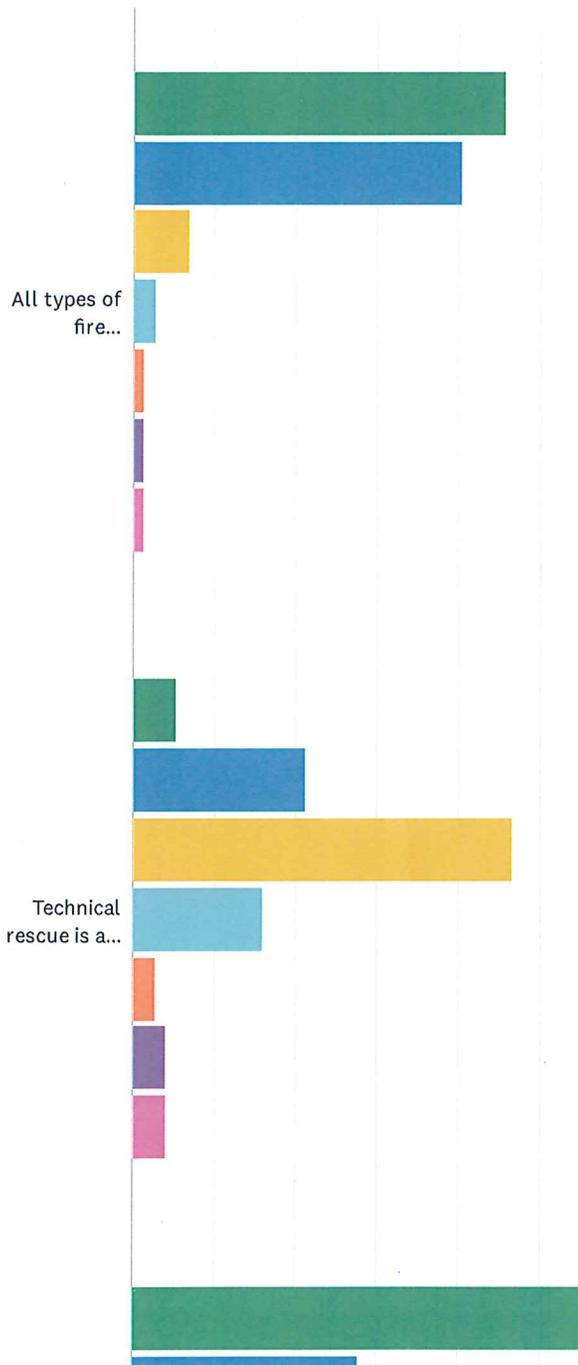
Service 418 – 2020 Ford F-250 4X4

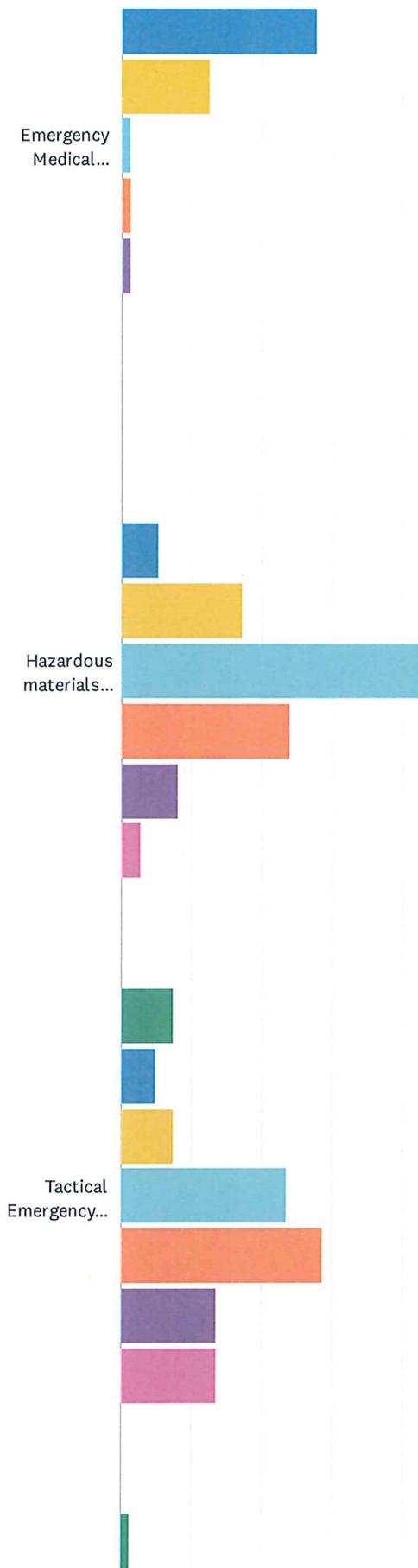
# TCFD SWOT ANALYSIS

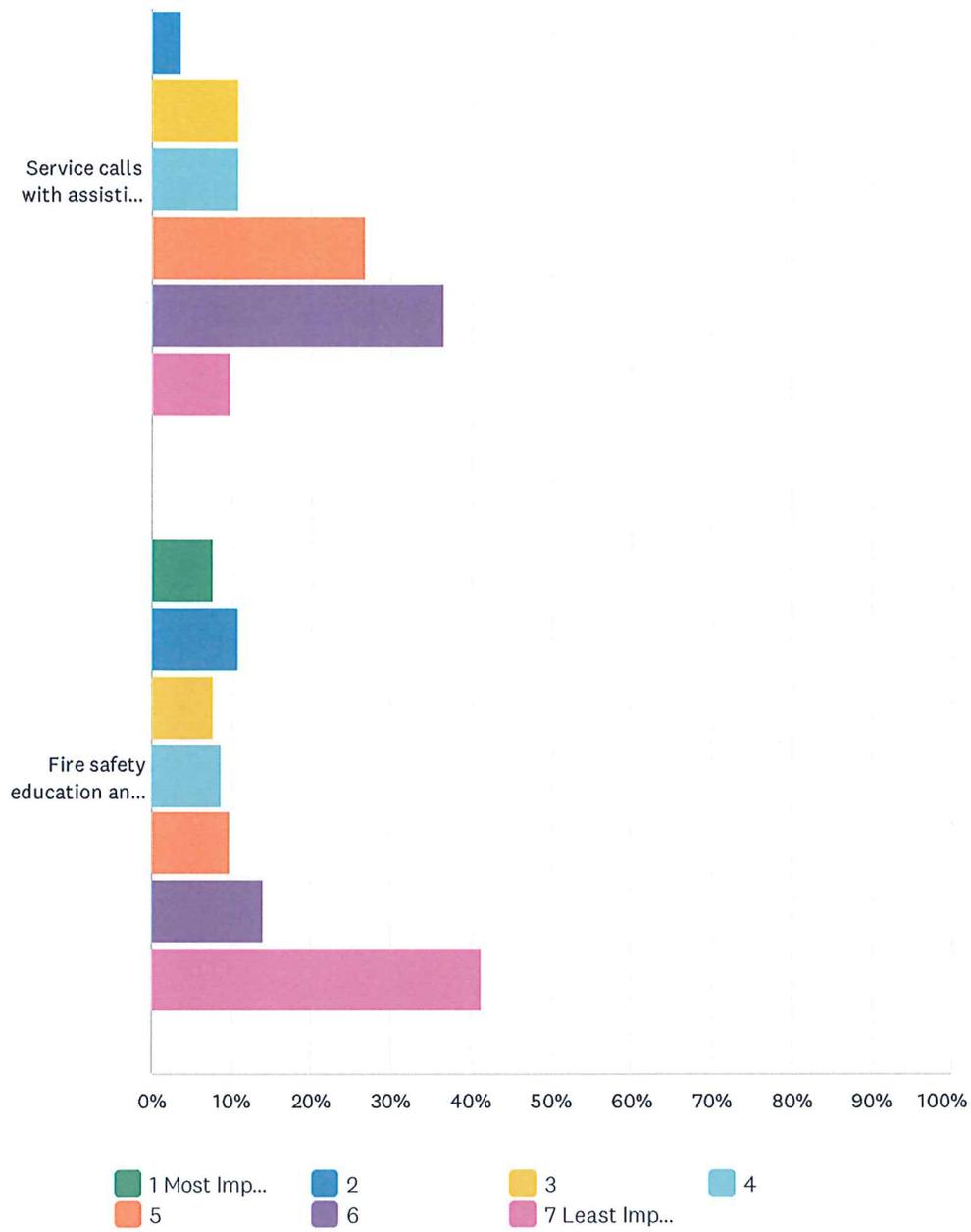
<p style="text-align: center;"><b>Strengths:</b></p> <p>Unique resources such as a UTV, marine units, antique, people willing to go to any length to make things happen for the benefit of the public</p> <p>A very good overall response time</p> <p>A core group that is always usually there</p> <p>A lot more equipment than many surrounding towns</p> <p>Perception of the Fire Dept. is excellent</p> <p>Strong presence in the community outside of calls</p> <p>Vintech/Paid EMS 24/7/365</p> <p>Training</p> <p>Experienced leaders</p> <p>Dive/water resources</p>	<p style="text-align: center;"><b>Opportunities:</b></p> <p>To find an individual's passions and tap into those</p> <p>Regional approaches in purchasing and resource sharing</p> <p>Development of a peer support program</p> <p>Recruitment</p> <p>IPad on trucks</p> <p>Listing Vintech crew on IaR</p> <p>Department meetings</p> <p>Duty crew/officer</p> <p>Divers/Swift water</p>
<p style="text-align: center;"><b>Weaknesses:</b></p> <p>Need for additional coverage for second ambulance calls</p> <p>Motivation of personnel</p> <p>Reaching out to new members</p> <p>Maybe advertising with local businesses and in the high schools or community centers. I think this is an issue with all the surrounding towns too.</p> <p>Times are changing where many of the younger people are moving out of CT because of the high cost of living so that creates a shortage of new people.</p> <p>The amount of hours of required training for Certifications or just in house training requirements vs spending family time and school activities is too much on families</p> <p>Based on staffing, especially daytime, it is time to look at paid staffing</p> <p>As the years, go by it going to be extremely hard to get volunteers</p> <p>Weekday coverage</p> <p>Possibility of fundraiser dinners</p> <p>EMS boots/pants</p> <p>Announced distribution</p> <p>Getting new people involve</p> <p>Recruitment/membership onboarding</p>	<p style="text-align: center;"><b>Threats:</b></p> <p>Dealing with social media posts</p> <p>Outdated vision statement</p> <p>Trying to increase the level of certifications starting with our officers – time &amp; opportunity are the threat here</p> <p>Volunteers will be something of the past in the years to come</p> <p>The time commitments with active families, and the training and liabilities imposed on the volunteers</p> <p>Change in society/threat</p> <p>People might not like to do things for free, as much as they used to</p> <p>Petty complaints</p> <p>Officer retirements</p> <p>Looking to same old clichés</p>

Q1 These questions nor the services are in any specific order and to better understand what you consider to be your highest priority we ask that you to prioritize with giving a one (1) for your highest priority thru seven (7) for your least priority. One choice per column, continue answering the remaining questions in the same manor. What type of services below are important to you?

Answered: 105 Skipped: 0







	1 MOST IMPORTANT	2	3	4	5	6	7 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
All types of fire suppression including building, vehicle, appliance, chimney, brush to name a few.	45.95% 34	40.54% 30	6.76% 5	2.70% 2	1.35% 1	1.35% 1	1.35% 1	74	1.82
Technical rescue is a specialized service encompassing extricating victims from vehicle accidents or machinery, low angle rope rescues, structural collapse rescue, water and ice rescues, and wilderness search operations.	5.33% 4	21.33% 16	46.67% 35	16.00% 12	2.67% 2	4.00% 3	4.00% 3	75	3.17
Emergency Medical Services (EMS) providing urgent pre-hospital treatment of all life threatening, non-life threatening illness, injuries, and transportation to definitive care hospital.	55.70% 44	27.85% 22	12.66% 10	1.27% 1	1.27% 1	1.27% 1	0.00% 0	79	1.68
Hazardous materials incidents involving LPG/Natural gas leaks, Carbon Monoxide emergencies, chemical spills and transportation or industrial accidents, and terroristic acts.	0.00% 0	5.33% 4	17.33% 13	42.67% 32	24.00% 18	8.00% 6	2.67% 2	75	4.20
Tactical Emergency Casualty Care (TECC) requiring our EMS responders to have specific skills aimed at stabilizing the injured in a dangerous or threatening mass-casualty/active shooter event.	7.50% 6	5.00% 4	7.50% 6	23.75% 19	28.75% 23	13.75% 11	13.75% 11	80	4.58
Service calls with assisting invalids, basement dewatering, tree and wires blocking roadways, power service lines pulled	1.22% 1	3.66% 3	10.98% 9	10.98% 9	26.83% 22	36.59% 30	9.76% 8	82	5.07

off the house, and animal rescues.

Fire safety education and community events interacting with school children during fire prevention week, displaying apparatus at the farmers market, Memorial Day, Christmas in the Village, Holiday light parades, assisting with road races, Coventryfest amongst other community events.	7.61% 7	10.87% 10	7.61% 7	8.70% 8	9.78% 9	14.13% 13	41.30% 38	92	5.10
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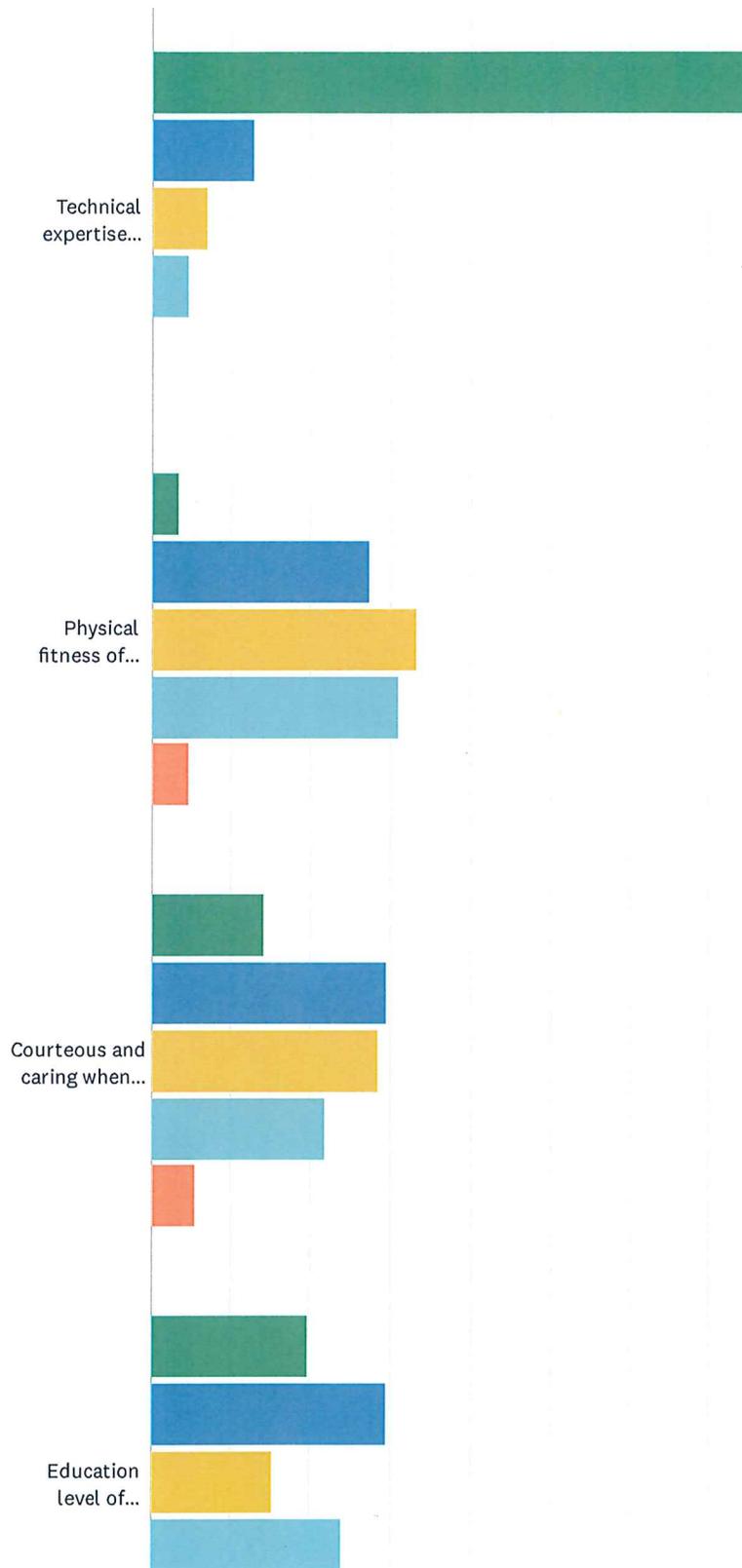
## Q2 Are there any services not listed that you would like to see the Fire-EMS Department provide?

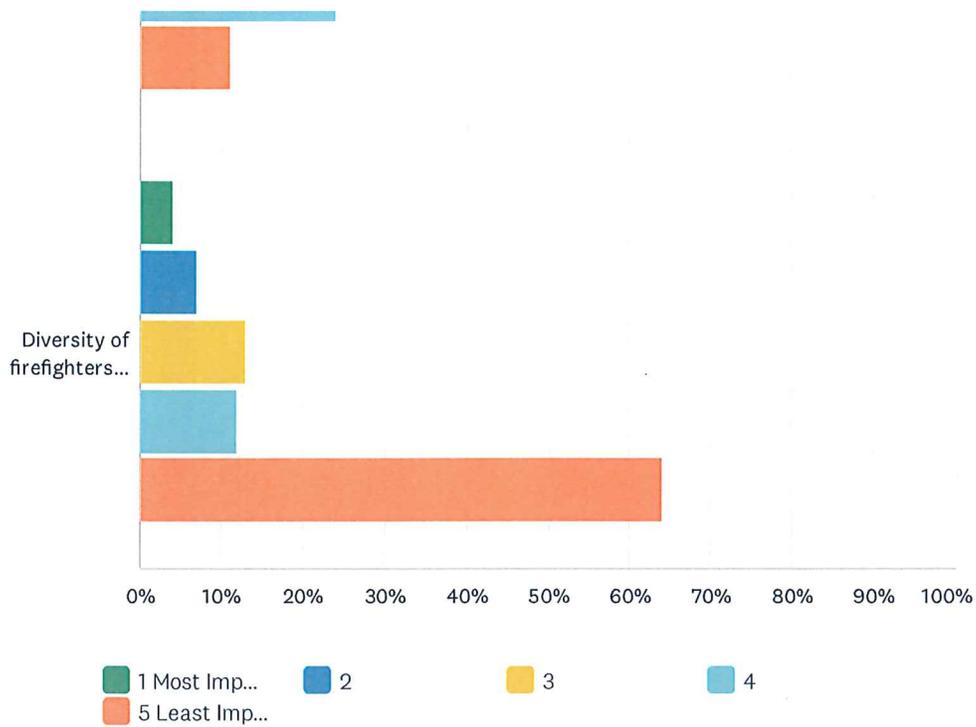
Answered: 20 Skipped: 85

#	RESPONSES	DATE
1	No	1/14/2022 12:26 PM
2	Just want to comment that water rescue should be a priority.	1/13/2022 10:49 PM
3	N/A	1/13/2022 8:26 PM
4	NA	1/12/2022 6:24 PM
5	No- but the way this survey is set up I could not tell you that some of the above are equal in importance. I was forced to give many important items a lower score than I wanted to!	1/7/2022 12:13 PM
6	no	1/7/2022 11:05 AM
7	No	1/7/2022 12:53 AM
8	Not really	1/6/2022 10:12 PM
9	No. And, we should push back hard on efforts to pile on additional services and responsibilities. TCFD should remain focused on fire suppression, EMS, and emergency casualty care.	1/6/2022 3:48 PM
10	not at this moment	1/6/2022 1:53 PM
11	No	1/6/2022 1:41 PM
12	Safe drop-off/storage location for flammable dangerous materials that are currently difficult to safely recycle/dispose of (Lithium Ion Batteries, Old Gasoline). Hazmat drop-off days are infrequent and limited; open for 5 hours, once a month, 7 months a year. Hazmat only accepts ni-cad, so I am not aware of any safe disposal site for potentially dangerous lithium-ion batteries.	1/6/2022 1:37 PM
13	FREE CPR training classes offered every year. Emergency FIRST AID that a citizen can perform until professionals arrive on scene. Fire safety training for citizens.	1/6/2022 1:26 PM
14	Ranking priorities is a problem. It will give a false impression that the least desired is not necessary. Bad survey!	1/6/2022 1:16 PM
15	I am proud of our department and their collaborative efforts to support our community.	12/30/2021 1:42 PM
16	No	12/29/2021 10:58 PM
17	Providing support to loved ones who are also experiencing trauma from critical situations. i.e witnessing trauma, death etc.	12/29/2021 10:40 PM
18	The churches would like to start and end our CROP Hunger Walk at the Judd Road Fire station on one Sunday afternoon in October.	12/29/2021 5:56 PM
19	No	12/29/2021 4:53 PM
20	None	12/29/2021 4:39 PM

### Q3 What traits of our members are most important to you?

Answered: 104 Skipped: 1





	1 MOST IMPORTANT	2	3	4	5 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Technical expertise (e.g., search and rescue, dive operations, building collapse rescue, tactical emergency critical care etc.)	75.29% 64	12.94% 11	7.06% 6	4.71% 4	0.00% 0	85	1.41
Physical fitness of firefighters and medical personnel	3.45% 3	27.59% 24	33.33% 29	31.03% 27	4.60% 4	87	3.06
Courteous and caring when interacting with the community	14.29% 13	29.67% 27	28.57% 26	21.98% 20	5.49% 5	91	2.75
Education level of firefighters and medical personnel	19.78% 18	29.67% 27	15.38% 14	24.18% 22	10.99% 10	91	2.77
Diversity of firefighters and medical personnel	4.00% 4	7.00% 7	13.00% 13	12.00% 12	64.00% 64	100	4.25

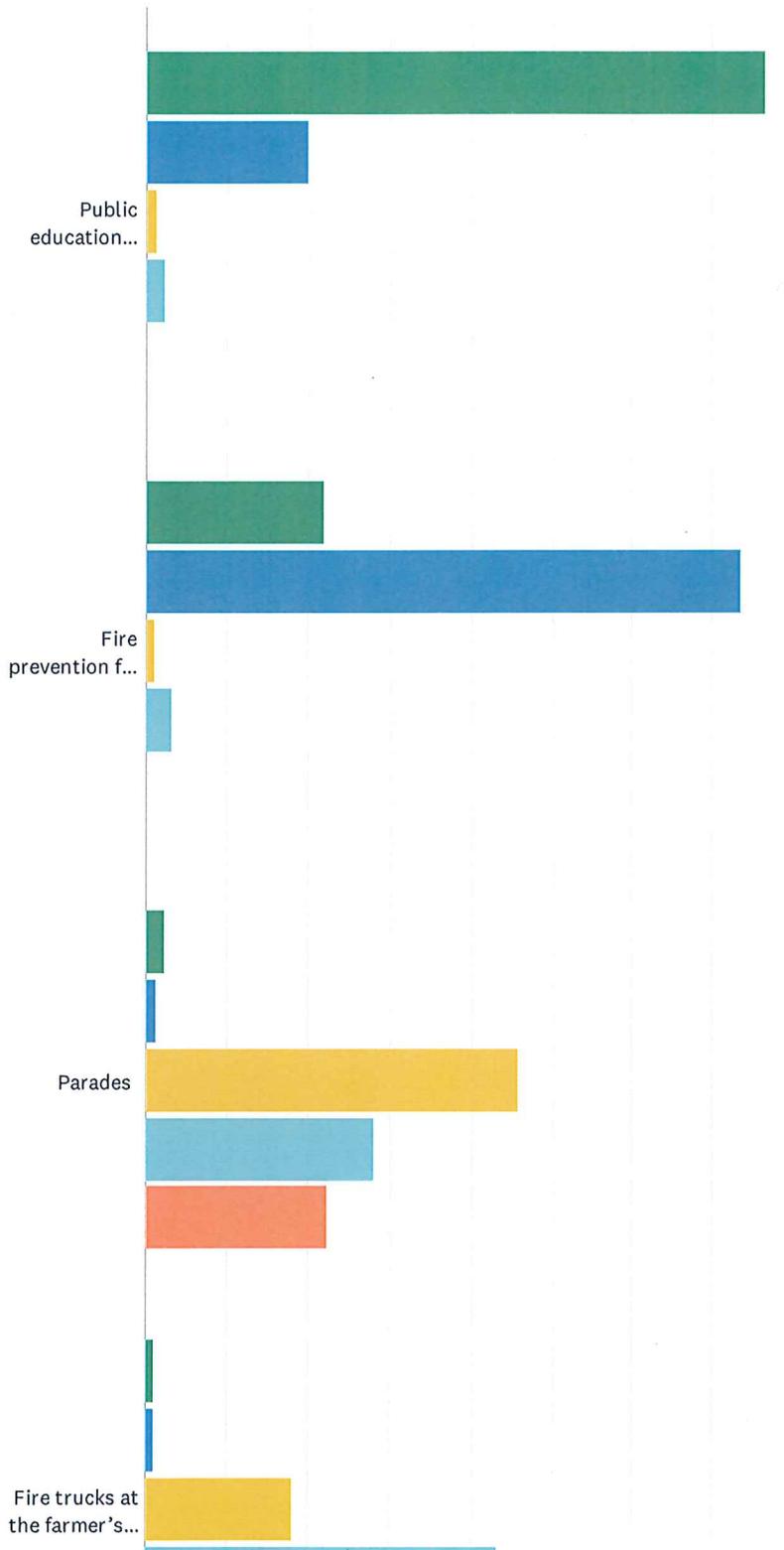
## Q4 Are there any traits not listed that you would like to see the Fire-EMS Department to consider regarding the membership?

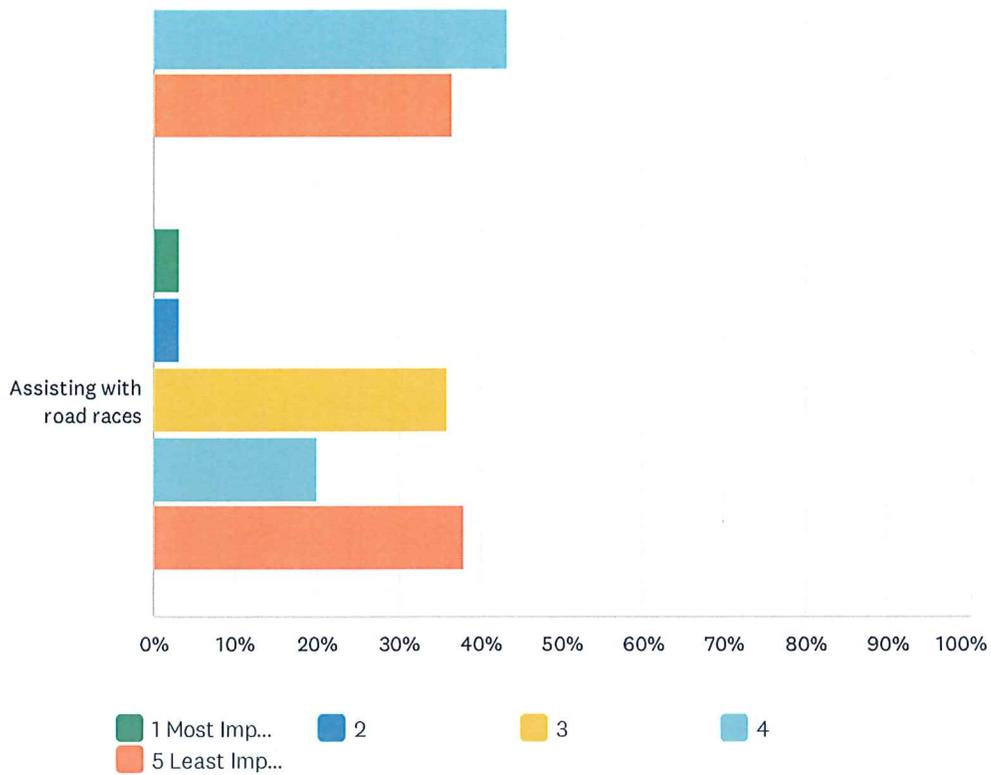
Answered: 19 Skipped: 86

#	RESPONSES	DATE
1	No	1/14/2022 12:26 PM
2	On the diversity issue, it's important that Fire Department personnel realize that there are many types of households in Coventry; married, single, children, no children, gay, straight, and others. Whatever personal feelings FD personnel might have, they should leave it at home, and professionally, treat everyone as absolute equals, without judgement. I mention this because this is a subject not often brought up in training, and not everyone does it!	1/14/2022 9:49 AM
3	Character and Integrity for leadership.	1/13/2022 10:49 PM
4	N/A	1/13/2022 8:26 PM
5	NA	1/12/2022 6:24 PM
6	Ditto as above #2.	1/7/2022 12:13 PM
7	no	1/7/2022 11:05 AM
8	Competency testing	1/6/2022 4:02 PM
9	Ability to function as leaders in large or mass casualties, especially for senior department people.	1/6/2022 3:48 PM
10	not at this moment	1/6/2022 1:53 PM
11	No	1/6/2022 1:41 PM
12	Offer a public meeting or two demonstrating and explaining the various volunteer duties your department could use help with during emergency situations.	1/6/2022 1:26 PM
13	All of the traits above are important and should not have been forced into a ranking. It will give a false impression that the least desired is not necessary.	1/6/2022 1:16 PM
14	value an individual's drive to serve	12/30/2021 1:42 PM
15	Supporting loved ones during a critical incident	12/29/2021 10:28 PM
16	expertise, fitness and diversity are all very important to me.	12/29/2021 5:56 PM
17	No	12/29/2021 4:53 PM
18	Back ground checks	12/29/2021 4:39 PM
19	Experience with individuals who have physical or mental disabilities.	12/29/2021 3:53 PM

### Q5 Which types of community involvement by the fire department are most important to you?

Answered: 103 Skipped: 2





	1 MOST IMPORTANT	2	3	4	5 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Public education programs and training (e.g. CPR training, stop the bleed, first aid, fire extinguisher etc.)	76.47% 65	20.00% 17	1.18% 1	2.35% 2	0.00% 0	85	1.29
Fire prevention for school children, open houses at the fire stations	21.98% 20	73.63% 67	1.10% 1	3.30% 3	0.00% 0	91	1.86
Parades	2.35% 2	1.18% 1	45.88% 39	28.24% 24	22.35% 19	85	3.67
Fire trucks at the farmer's market	1.14% 1	1.14% 1	18.18% 16	43.18% 38	36.36% 32	88	4.13
Assisting with road races	3.16% 3	3.16% 3	35.79% 34	20.00% 19	37.89% 36	95	3.86

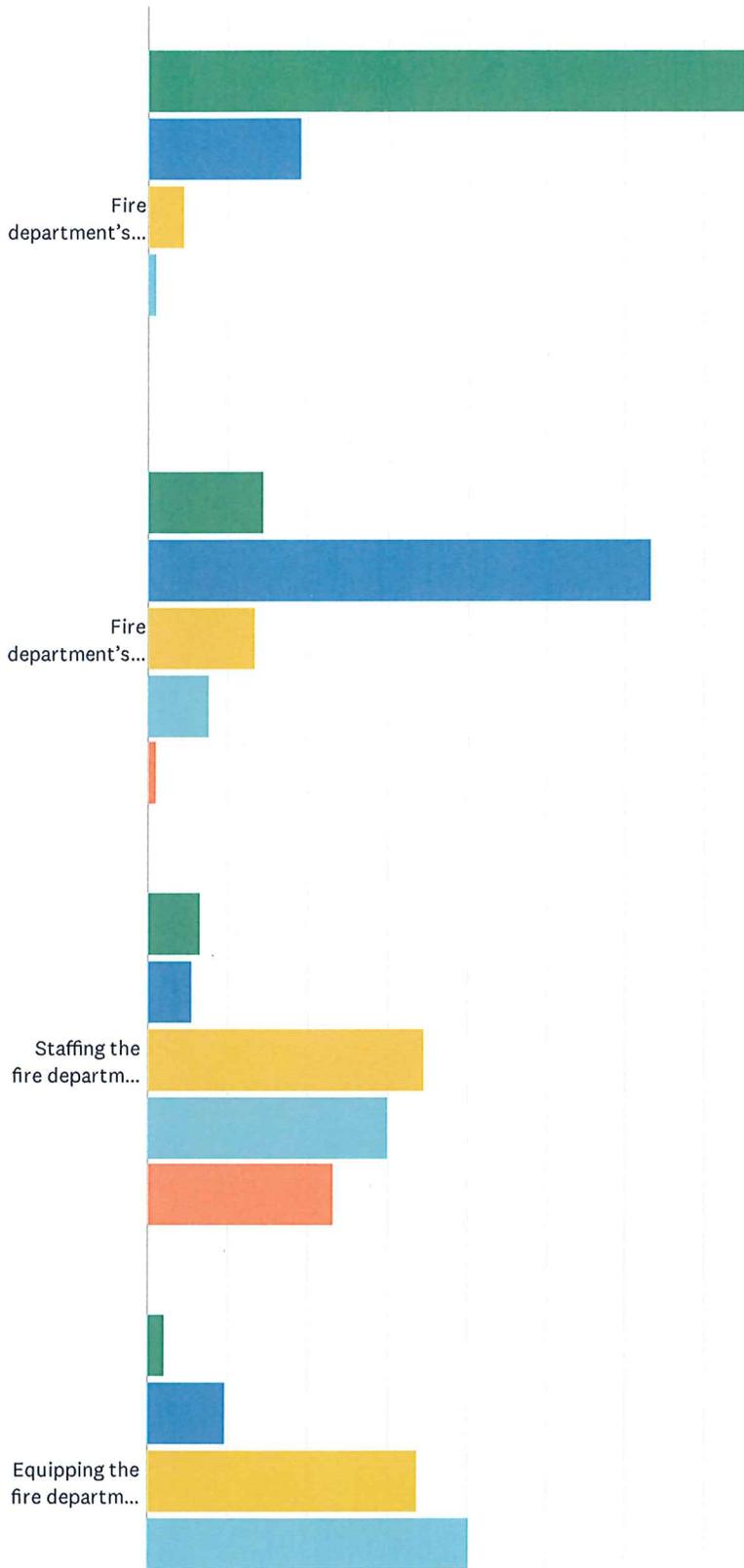
## Q6 Are there any other events you would like to see the Fire-EMS Department attend?

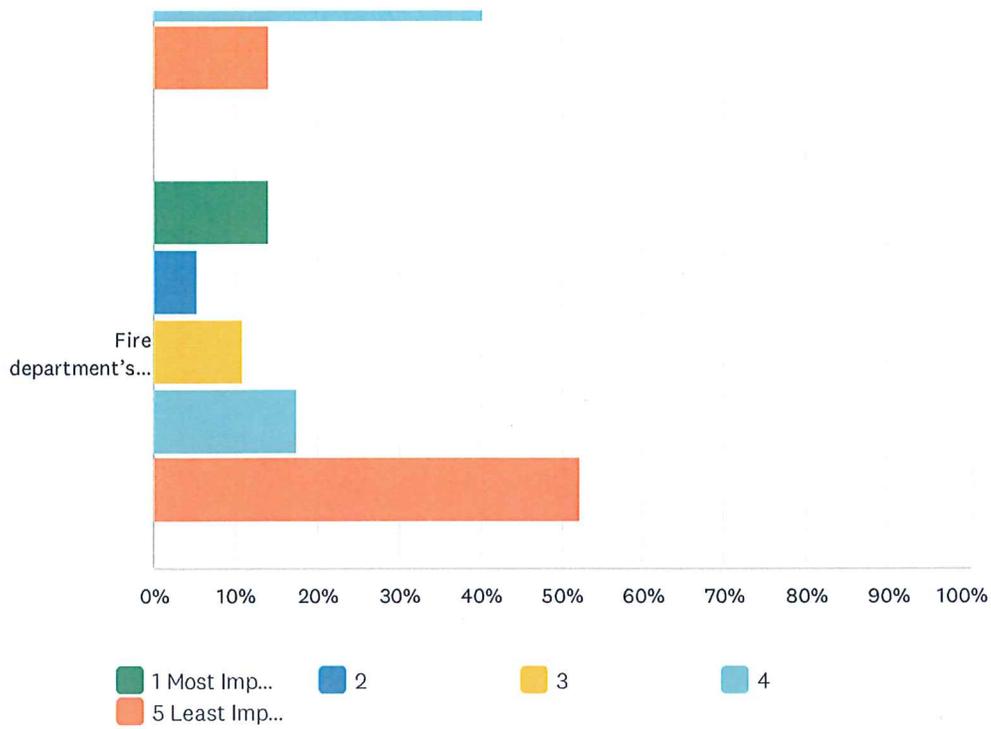
Answered: 14 Skipped: 91

#	RESPONSES	DATE
1	No	1/14/2022 12:26 PM
2	CoventryFest.	1/13/2022 10:49 PM
3	N/A	1/13/2022 8:26 PM
4	NA	1/12/2022 6:24 PM
5	no	1/7/2022 11:05 AM
6	The Fire Department and the Fire Police are VERY important participants in the annual Wreaths Across America Ceremony.	1/6/2022 8:22 PM
7	Less event-based involvement and more routine, neighborly involvement.	1/6/2022 3:48 PM
8	No	1/6/2022 1:41 PM
9	Ranking priorities is a problem. It will give a false impression that the least desired is not necessary. Bad survey!	1/6/2022 1:16 PM
10	Perhaps and open house to show interested members a brief day in the life, if you will.	12/29/2021 10:40 PM
11	child safety- finger printing children to identify them if abducted.	12/29/2021 5:56 PM
12	No	12/29/2021 4:53 PM
13	Maybe not waste tax payers money parading around town	12/29/2021 4:39 PM
14	Ellington torchlight parade in December and carnival in September	12/29/2021 3:53 PM

### Q7 What are the most important responsibilities of the fire department?

Answered: 103 Skipped: 2

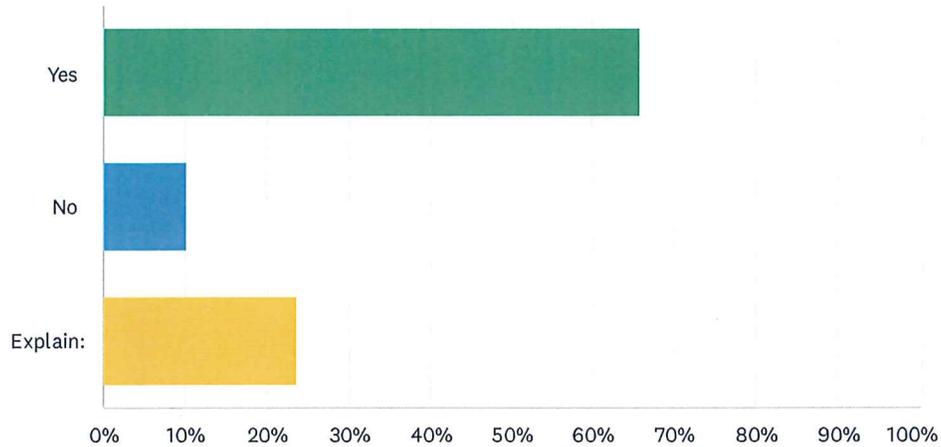




	1 MOST IMPORTANT	2	3	4	5 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Fire department's response time to emergencies	75.28% 67	19.10% 17	4.49% 4	1.12% 1	0.00% 0	89	1.31
Fire department's emergency preparedness for emergencies	14.44% 13	63.33% 57	13.33% 12	7.78% 7	1.11% 1	90	2.18
Staffing the fire department with the paid personnel	6.67% 6	5.56% 5	34.44% 31	30.00% 27	23.33% 21	90	3.58
Equipping the fire department with the newest technologies	2.17% 2	9.78% 9	33.70% 31	40.22% 37	14.13% 13	92	3.54
Fire department's fiscal responsibility to taxpayers	14.13% 13	5.43% 5	10.87% 10	17.39% 16	52.17% 48	92	3.88

### Q8 Do you see the TCFD as being a fiscally efficient organization?

Answered: 97 Skipped: 8



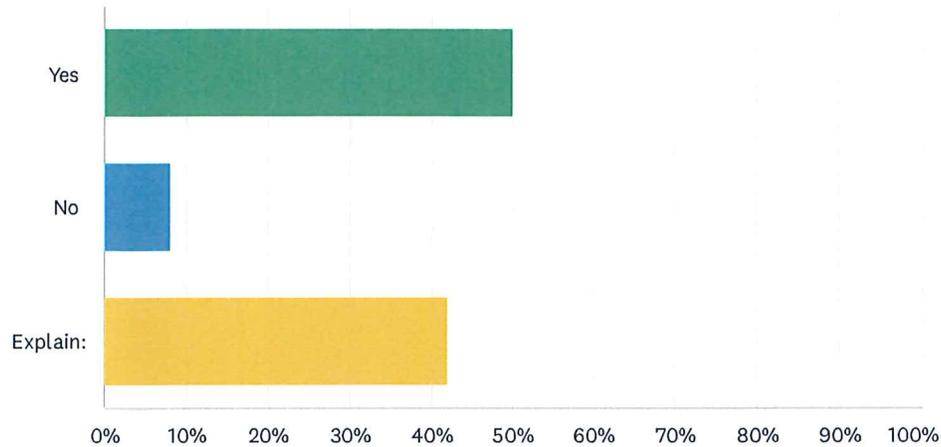
ANSWER CHOICES	RESPONSES	
Yes	65.98%	64
No	10.31%	10
Explain:	23.71%	23
<b>TOTAL</b>		<b>97</b>

#	EXPLAIN:	DATE
1	Unsure	1/14/2022 12:26 PM
2	Not sure	1/13/2022 8:50 PM
3	I don't know.	1/13/2022 8:49 PM
4	Number of apparatus and stations vs. over all personnel numbers. This should be looked at and at least examined for a future plan. Better use of current apparatus and stations can lead to a more fiscally responsible means and still provide high quality care and response.	1/9/2022 1:00 PM
5	I have no idea?	1/7/2022 12:13 PM
6	I don't have enough knowledge to answer	1/7/2022 10:36 AM
7	Not sure so I scored it last	1/7/2022 9:05 AM
8	I don't think there is enough income	1/6/2022 7:37 PM
9	How would I know. It has not been made available	1/6/2022 4:46 PM
10	Don't have the information to evaluate this.	1/6/2022 4:21 PM
11	Unknown. Not enough info	1/6/2022 4:04 PM
12	Merger helps with efficiency, more could be done	1/6/2022 4:02 PM
13	Unknown at this time. I would need to see the executed and near-term planned budgets along with appropriate readiness and response statistics.	1/6/2022 3:48 PM
14	They are Yankees that make due, make things last, and stay within their approved budget	1/6/2022 2:51 PM

15	not sure at this moment	1/6/2022 1:53 PM
16	I am not sure that is a priority so long as there is no abuse	1/6/2022 1:44 PM
17	Not sure	1/6/2022 1:41 PM
18	Not well enough informed to have an opinion.	1/6/2022 1:37 PM
19	Yes, it seems the department spend within its means and acquires equipment responsibly.	1/6/2022 1:16 PM
20	We don't have enough information to answer this question.	12/29/2021 10:58 PM
21	Have used tcfd ambulance call - excellent team- caring and well trained	12/29/2021 6:02 PM
22	Constantly see wasting money parading around town . Maybe run it like it's a business	12/29/2021 4:39 PM
23	I don't have enough information to answer this question	12/29/2021 4:14 PM

### Q9 Currently our ambulance service cost more than the revenue we recover. Would you be willing to pay more, or should we cut back on our service, knowing the ambulance may not get out with volunteers?

Answered: 100 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	50.00%	50
No	8.00%	8
Explain:	42.00%	42
<b>TOTAL</b>		<b>100</b>

#	EXPLAIN:	DATE
1	Willing to pay more.	1/14/2022 12:26 PM
2	Volunteers should get the ambulance out	1/14/2022 11:37 AM
3	My feeling is that we may be better to contact professional ambulance services instead of maintaining our own. I know this may create some delay, but I would think the care would be better. I could be off-base with this, but I don't feel great about volunteers doing this kind of work. Maybe I'm not understanding?	1/14/2022 9:49 AM
4	Pay more if need be	1/14/2022 12:12 AM
5	This is a bad question. Both are important. Find a way to make it work without raising taxes. There's always a solution.	1/13/2022 10:49 PM
6	Willing to pay more or have more taken from the police general budget	1/13/2022 8:50 PM
7	Pay more	1/13/2022 8:49 PM
8	I would be willing to pay more for sure!	1/13/2022 8:26 PM
9	I don't want any cut back on service.	1/13/2022 7:50 PM
10	Contract out	1/12/2022 7:16 AM
11	There are others ways to staff and not drive up the cost to the tax payer. Cross staffing fire	1/9/2022 1:00 PM

	apparatus/ambulances and hiring as Town employees (part time w/o benefits) as an example.	
12	You are asking 2 different questions here in the same sentence. Would I be willing to pay more? Yes. Should you cut back? No	1/7/2022 7:09 PM
13	The only time we used the ambulance service we were horrified to find out how much it cost-\$850! So, no, we wouldn't be willing to pay more!	1/7/2022 12:13 PM
14	I would be willing to pay more for the efficient, prompt & skilled services of the fire dept personnel	1/7/2022 11:05 AM
15	Does the ambulance service use victims insurance for repayment? If not, is this a possibility?	1/7/2022 9:05 AM
16	Medical services especially during this health crisis are more necessary than ever.	1/7/2022 12:53 AM
17	I would be willing to pay more.	1/6/2022 10:11 PM
18	I would pay more	1/6/2022 7:37 PM
19	Willing to pay more to ensure service. But I suspect it's not a black and white issue.	1/6/2022 4:21 PM
20	Poorly worded answers. I vote that service receivers (not taxpayers) should pay more	1/6/2022 4:04 PM
21	Cut back on non-essential services first, then consider increasing cost.	1/6/2022 4:02 PM
22	Question is poorly worded. I would be willing to pay more and I would NOT be willing to see reduced services.	1/6/2022 3:48 PM
23	I guess you must charge more however I'd like to know that the most cost efficient means are always considered. True emergency use an ambulance and charge more. Non emergent use should be charged even more.	1/6/2022 3:12 PM
24	This is a service I expect to be provided by our Tiwn. Would hope the tables could be turned and that revenue recovery could be improved or the smount recovered increased.	1/6/2022 2:51 PM
25	as long as I can go to the hospital I request	1/6/2022 1:53 PM
26	I don't have enough information to answer this question	1/6/2022 1:44 PM
27	I would rather pay more to have the service be dependable	1/6/2022 1:41 PM
28	I don't have the data to have an informed opinion, but with our close proximity to other ambulance services such as those at UCONN I wonder how much response times are affected by a reduction in our service.	1/6/2022 1:37 PM
29	Do not cut back on the service. Consider increasing the charge a reasonable amount.	1/6/2022 1:26 PM
30	Raise the cost. Not having ambulance service when called is in my opinion not on option!	1/6/2022 1:16 PM
31	You asked two different questions then a Yes or No. Bad survey question.	1/6/2022 1:16 PM
32	Yes I'd be willing to pay more although I would like staffing to be town employees rather than an external service like a Vintech.	12/30/2021 11:50 AM
33	EMS should not be looked at as a profitable business, it's a necessary service for the citizens, and costs associated with this service are always justified. That said, I fully understand the desire for volunteer ems, and I think a blended volunteer/paid ems service should be considered.	12/30/2021 10:30 AM
34	Yes, on paying more.	12/29/2021 7:37 PM
35	Willing to pay more	12/29/2021 7:19 PM
36	Stop paying volunteers to work where they volunteer.	12/29/2021 6:23 PM
37	Yes, I'm willing to pay more. However, if not doing already: please bill insurance company and use staff/other methods to collect outstanding balances.	12/29/2021 6:18 PM
38	I would be willing to pay morw	12/29/2021 4:53 PM
39	Yes charge the person your picking up . It's not the taxpayers responsibility to pay for other ambulance calls	12/29/2021 4:39 PM

40	I'd be willing to pay more	12/29/2021 3:41 PM
41	Willing to pay more	12/29/2021 3:37 PM
42	I have no issue paying to support this town and all of those who service it.	12/29/2021 3:27 PM

## Q10 What is your general impression and expectations of the fire department?

Answered: 51 Skipped: 54

#	RESPONSES	DATE
1	They do a good job but need paid EMT'S to cover emergencies.	1/14/2022 12:26 PM
2	To be readily available to fight fires, downed electrical lines (keep people away ONLY), and evacuate people if necessary. Basic. Road closures (police). Downed power lines, electrical company. Hazardous chemicals (call in help but evacuate area).	1/14/2022 9:49 AM
3	Ambulance and fire services are top notch. Thanks for being a great part of the community.	1/14/2022 8:48 AM
4	They respond quickly and efficiently!	1/14/2022 6:58 AM
5	I think they do a great job and am thankful for their dedication and service. Volunteers who are diligent in their commitment should get some payment on top of milage. Overall I am happy with them.	1/13/2022 10:49 PM
6	Good	1/13/2022 8:50 PM
7	Overall a very community involved department	1/13/2022 8:49 PM
8	Good	1/13/2022 8:49 PM
9	Helpful; kind; knowledgeable; DJ is the best - calm in an emergency and makes the children and parents feel calm.	1/13/2022 8:26 PM
10	I am very impressed with our fire department. My thanks go out to all that protect and serve our town.	1/13/2022 7:50 PM
11	They do not interact with citizens in a friendly way	1/13/2022 8:47 AM
12	They are doing a great job!	1/12/2022 6:24 PM
13	general impression is positive	1/12/2022 10:12 AM
14	Has come a long way Treat the members like volunteers and family	1/12/2022 7:16 AM
15	Respond efficiently and effectively when called. Be fiscally responsible to the tax payers.	1/9/2022 1:00 PM
16	excellent	1/7/2022 7:09 PM
17	The fire dept. is a well-oiled machine.	1/7/2022 5:14 PM
18	I've not seen them at work on a fire, so no comment on that. As to their other activities, like barreling through town all lit up on Christmas Eve- why?!	1/7/2022 12:13 PM
19	I have no complaints about the fire dept as they have responded appropriately & quickly when I have called	1/7/2022 11:05 AM
20	Fortunately I have not needed these services but would like to feel that they would respond quickly in an emergency and would be knowledgeable in providing emergency care	1/7/2022 10:36 AM
21	I actually had an experience with the FD many years ago, they were professional and courteous and very comforting. I was very pleased with the response.	1/7/2022 9:05 AM
22	Good.	1/6/2022 10:11 PM
23	I think they do a wonderful job and fulfill their responsibilities and go up and beyond to make be a part of our town.	1/6/2022 8:22 PM
24	Actually Coventry Fire department is doing a GREAT JOB	1/6/2022 7:37 PM
25	The absense of calamity tells me it is on track.	1/6/2022 4:46 PM

26	I expect a conservatively run organization that focuses on its original purpose of putting out fires and resists scope creep.	1/6/2022 4:21 PM
27	My impressions of the fire department are based on years of NCVFD and CVFD activities and performance, which are not necessarily indicative of TCFD. I expect TCFD to perform at levels that equal or exceed those of NCVFD and CVFD.	1/6/2022 3:48 PM
28	Good	1/6/2022 3:17 PM
29	Thankfully I have never needed your services but I have always heard good things and hope in the future that is all I hear.	1/6/2022 3:12 PM
30	I am very satisfied with our fire department.	1/6/2022 2:51 PM
31	EXCELLENT	1/6/2022 2:44 PM
32	There have been ethical issues with staff in the past. Integrity is important and should be emphasized.	1/6/2022 2:33 PM
33	I'm hoping to be able to go to the hospital of my choosing. Such as St. Francis in Hartford	1/6/2022 1:53 PM
34	General good impression based on public interactions. I expect and I am grateful for the department's response and assistance in emergencies.	1/6/2022 1:41 PM
35	Primarily to save life, secondarily to protect property, any services to the community are greatly appreciated, but not expected.	1/6/2022 1:37 PM
36	I expect the fire department to respond quickly to any emergency to stabilize any situation.	1/6/2022 1:26 PM
37	Thankfully, I have only had one home emergency in 20 years, but the fire department response was wonderful. I also took a CPR class at the fire department which was great. Our fire department personnel are valued members of the community.	1/6/2022 1:25 PM
38	My impression now is high very different then when we moved in many years ago with all the scandals. Leadership has improved.	1/6/2022 1:16 PM
39	My impression is that they do what is needed of a local fire department for a small town.	1/6/2022 1:16 PM
40	I expect professional, well trained, and compassionate service.	1/6/2022 12:58 PM
41	To be ready, act professional, take care of each other, Look professional,	12/30/2021 11:50 AM
42	They're amazing!	12/29/2021 11:11 PM
43	They seem prepared, ready to answer calls, and desire to be serving Coventry to the best of their ability.	12/29/2021 10:58 PM
44	The members I know are so caring & kind. Thank you for all you do.	12/29/2021 10:40 PM
45	I would like to see a well rounded fire department and EMS personnel that are timely for all incidents and have the tools necessary without issue. One never knows when they are in need of emergency assistance but I don't want budget constraints to be a reason they can't provide the best level of service.	12/29/2021 7:37 PM
46	It's a good old boys club	12/29/2021 6:23 PM
47	trained, diverse experts in fire and hazardous materials management	12/29/2021 5:56 PM
48	All interactions with staff from the FD have been amazing. I highly support what is needed to continue to provide fire service to the town	12/29/2021 4:53 PM
49	Keep up the great work!	12/29/2021 4:10 PM
50	Very kind, compassionate volunteers who care about their community. I expect that when I am hurting or in trouble that they will come and take care of me. I would rather have people in our town covering the ambulance and knowing those people when they come and knowing that they care than strangers on a private ambulance that we don't know and won't ever see again.	12/29/2021 3:53 PM
51	True Professionals and family of the town	12/29/2021 3:27 PM

## Q11 Is there anything we are missing?

Answered: 25 Skipped: 80

#	RESPONSES	DATE
1	No	1/14/2022 12:26 PM
2	Keep doing a great job!	1/13/2022 10:49 PM
3	Thank you all!!	1/13/2022 8:26 PM
4	Only the FD really knows the answer to that question!	1/12/2022 6:24 PM
5	Membership!	1/12/2022 7:16 AM
6	Stick to the basics, please. We need you to do your job, not to entertain us.	1/7/2022 12:13 PM
7	no	1/7/2022 11:05 AM
8	I thought the FD was volunteer only, did not know there was a way to pay them.	1/7/2022 9:05 AM
9	Too many residents want to get by on the cheap. Fire personnel risk their LIVES and should be respected and compensated accordingly.	1/6/2022 10:11 PM
10	I am concerned about the image of the fire department as a "good old boys club" and not a community service organization. We as a community should do some thinking about if this is true and if so what changes to make.	1/6/2022 4:21 PM
11	No. Thank you.	1/6/2022 3:48 PM
12	I often wonder if your average citizen could be of more help during "crisis" times. Even if training were necessary. Wouldn't even know who/how to contact anyone.	1/6/2022 3:12 PM
13	Cannot think of anything	1/6/2022 2:51 PM
14	NOTTHAT I CAN SEE	1/6/2022 2:44 PM
15	No	1/6/2022 1:41 PM
16	I think if you improve community outreach you may be able to overcome some challenges. Also - the two services in question 1 that don't include a response are as important as the others but your survey wouldn't allow me to select a response. That question wasn't framed properly.	1/6/2022 1:26 PM
17	Not a valid survey. Too many errors with methods. Do better!	1/6/2022 1:16 PM
18	I suggest to look at surrounding towns that are comparable to Coventry and see what may work for us as a town EMS and fire.	12/30/2021 11:50 AM
19	Since there are four stations that members could respond to, logistics for getting personnel and equipment to the scene as efficiently as possible can be difficult. I think there needs to be more clarification on where responders should report to and what apparatus to take depending on the type and location of the call.	12/30/2021 10:30 AM
20	Each town has a fire rating for insurance purposes. Is there a way to calculate if adding staff would improve the fire rating? So we may pay more in taxes for staffing, but homeowners would pay less for insurance. Hope this helps.	12/29/2021 6:18 PM
21	It was very difficult to complete survey as I see all emergencies as equally important and cannot be rated by importance as all are equally important	12/29/2021 6:02 PM
22	Jr. fire fighters play an important role in the community and future staffing of the fire house.	12/29/2021 5:56 PM
23	No	12/29/2021 4:53 PM
24	Stay safe	12/29/2021 4:10 PM

25

Nope

12/29/2021 3:27 PM

# #1

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 8:39:52 AM  
**Last Modified:** Friday, January 28, 2022 8:42:53 AM  
**Time Spent:** 00:03:00  
**IP Address:** 107.116.13.20

Page 1: Member survey

## Q1

What do you enjoy about the department?

The camaraderie

## Q2

What would you like to see the department do that we are not currently doing?

Having events at different times of the day so they could be attended by people with different schedules

## Q3

Is there anything that could be done to get you more engaged within the department?

More opportunities for members to be involved

## Q4

Is there anything holding you back from being more engaged within the department?

I work 3rd shift so it isn't possible for me to participate in many events

## Q5

Respondent skipped this question

Is there any other feedback you would like to add?

#2

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 8:44:49 AM  
**Last Modified:** Friday, January 28, 2022 8:55:32 AM  
**Time Spent:** 00:10:43  
**IP Address:** 174.192.2.73

Page 1: Member survey

**Q1**

What do you enjoy about the department?

Experienced leadership. Well equipped and versatile with the ladder truck, dive truck, UTV. Training

**Q2**

What would you like to see the department do that we are not currently doing?

More in person meetings to keep the membership informed of department info.

**Q3**

Is there anything that could be done to get you more engaged within the department?

No I'm as engaged as possible for my availability right now.

**Q4**

Is there anything holding you back from being more engaged within the department?

Life commitments such as work and family.

**Q5**

Respondent skipped this question

Is there any other feedback you would like to add?

# #3

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 8:57:02 AM  
**Last Modified:** Friday, January 28, 2022 9:01:00 AM  
**Time Spent:** 00:03:58  
**IP Address:** 96.32.40.249

Page 1: Member survey

## Q1

What do you enjoy about the department?

The teamwork and being part of the community

## Q2

What would you like to see the department do that we are not currently doing?

Focus the required training on the people who are required to have the training. Too much training is required compared to other fire departments. The mandates and requirements are going to bring in new people.

## Q3

Is there anything that could be done to get you more engaged within the department?

Not at this time

## Q4

Is there anything holding you back from being more engaged within the department?

Not at this time

## Q5

Is there any other feedback you would like to add?

Not at this time

#4

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 8:43:07 AM  
**Last Modified:** Friday, January 28, 2022 9:01:00 AM  
**Time Spent:** 00:17:53  
**IP Address:** 174.192.7.46

Page 1: Member survey

Q1

What do you enjoy about the department?

It used to be a family, that has somewhat disappeared, that feeling made folks want to come around. Now people don't want to. I continue to respond as it is for our residents and helping is what I enjoy.

Q2

What would you like to see the department do that we are not currently doing?

I would like to see more members responding and taking a more active roll. Increase retirement benefits and tax abatement would be nice.

Q3

Is there anything that could be done to get you more engaged within the department?

Most folks with families are very busy and try to do their part, however an officer or two tend to upset some of our members and that doesn't help

Q4

Is there anything holding you back from being more engaged within the department?

Me personally no, I've been around long enough to not let the small things dissuade me from doing my duties.

Q5

Is there any other feedback you would like to add?

Yes, more members need to help with the ambulance and more mundane calls, it would be nice to see the officers more helpful, as it's sad when only the Chief answers officer pages from TN

#5

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 8:48:02 AM  
**Last Modified:** Friday, January 28, 2022 9:15:13 AM  
**Time Spent:** 00:27:10  
**IP Address:** 68.112.101.72

Page 1: Member survey

Q1

What do you enjoy about the department?

The lack of politics and bs that are rampant in other larger fire departments is refreshing. I enjoy being able to talk to / ask questions of any of the officers without worrying about retaliation. I think the officers have worked hard to make our department feel more like a family and in my opinion it definitely feels like it. Having an open door policy is the best way to run an organization in my opinion as it allows for us to grow and learn together to make us better rather than be stagnant and stuck in old ways that may not be the best.

Q2

What would you like to see the department do that we are not currently doing?

More in person / hands on training. I know with covid restrictions this is difficult but the online training just isn't the same. Works okay for classroom portion of learning but in our profession things need to be muscle memory so that at 3am I don't have to think about what to do next I'll just be able to perform as necessary. Also more family get togethers such as pizza night etc are a great way to get to know each other on a deeper level. Again I understand that covid has a huge impact on being able to have large gatherings but miss being able to do those types of things. Maybe do a picnic outside when it's nicer out

Q3

Is there anything that could be done to get you more engaged within the department?

Like I said in question 2 more in person training drills. Again covid is a factor but I believe that if we were able to get back into a regular routine of Wednesday night trainings that would help people feel more involved and engaged. Prior experience with other department before covid we had a regular crew of people who would show up every week for training which made it easier for the training officer to plan drills since they knew x number of fire fighters would be there to do the drill. As the person planning for drills I'm sure it's discouraging to put in all the effort to create a great drill then have no one show up so it goes both ways.

Q4

Is there anything holding you back from being more engaged within the department?

The lack of / low fire call volume makes it tough to be engaged. Obviously that's nothing anyone can control so not much anyone can do about it but it's hard to be engaged when we go like a week or sometimes more without a fire call. Between the lack of fire calls and covid not letting us do in person training it's easy to fall out / become disengaged with the department. Again nothing we can control but compared to other departments our fire call volume just isn't there. I'm actually considering getting my emt so that way I can keep up my points for the quarters.

**Q5**

Is there any other feedback you would like to add?

Being a volunteer fire fighter is a labor of love, you either have the passion and commitment to put in the effort and time or you don't. In our new world of covid restrictions its easier to forget / become disengaged with the fire service. I know that our department isn't the only one facing a lack of engagement from its members and I think it's largely due to the covid restrictions. Most of these factors are outside of anyone's control so until things with covid change I'm not sure if we will see an uptick in member engagement. I look forward to the time when we can regularly train together in person again and hope that day comes sooner rather than later. Until then I think we are on a good path and that's largely due to our officers hard work and dedication. Thank you for making this department one I'm proud to be a member of.

#6

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 9:43:44 AM  
**Last Modified:** Friday, January 28, 2022 9:48:52 AM  
**Time Spent:** 00:05:07  
**IP Address:** 24.147.251.85

Page 1: Member survey

**Q1**

What do you enjoy about the department?

Training and experiences

**Q2**

What would you like to see the department do that we are not currently doing?

Evenly distribute station apparel and garb.

**Q3**

Is there anything that could be done to get you more engaged within the department?

I wish I had a radio to hear what is happening when I'm on my way to a call.

**Q4**

Is there anything holding you back from being more engaged within the department?

No

**Q5**

Respondent skipped this question

Is there any other feedback you would like to add?

#7

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 9:17:47 AM  
**Last Modified:** Friday, January 28, 2022 10:14:56 AM  
**Time Spent:** 00:57:09  
**IP Address:** 75.134.235.141

Page 1: Member survey

Q1

What do you enjoy about the department?

I like being part of an organization that comes together to help members of the community in need. I also like how the town supports us with great tools and equipment. I like training and maintaining my skills, and I feel the training we get is very valuable and in line with our duties.

Q2

What would you like to see the department do that we are not currently doing?

Monthly department meetings

Q3

Is there anything that could be done to get you more engaged within the department?

Possibly assigned duty shifts? Not sure how the rest of the members will respond to those, however. Having a duty roster will allow me and my family to better plan for days when response is expected and not an option.

Q4

Is there anything holding you back from being more engaged within the department?

Family responsibilities.

Q5

Is there any other feedback you would like to add?

I am looking forward to the department meeting in February.

#8

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 11:26:00 AM  
**Last Modified:** Friday, January 28, 2022 11:27:45 AM  
**Time Spent:** 00:01:45  
**IP Address:** 24.177.245.129

Page 1: Member survey

**Q1**

What do you enjoy about the department?

2010

**Q2**

What would you like to see the department do that we are not currently doing?

Everything did very good.

**Q3**

Is there anything that could be done to get you more engaged within the department?

No

**Q4**

Is there anything holding you back from being more engaged within the department?

No

**Q5**

Is there any other feedback you would like to add?

No

#9

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 11:34:07 AM  
**Last Modified:** Friday, January 28, 2022 11:41:38 AM  
**Time Spent:** 00:07:31  
**IP Address:** 174.255.67.165

Page 1: Member survey

Q1

What do you enjoy about the department?

I enjoy helping the community.

Q2

What would you like to see the department do that we are not currently doing?

Cameraderie and social activities.

Q3

Is there anything that could be done to get you more engaged within the department?

No

Q4

Is there anything holding you back from being more engaged within the department?

Family commitments and work. I don't pick and choose calls. If I'm available, I attend. If I'm not, I don't. I do the best I can.

Q5

Is there any other feedback you would like to add?

There has been talk of "platoon weeks" etc. This will not make me more or less available to attend. If I'm available to respond, I do. If I'm not available, I don't.

# #10

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 1:30:17 PM  
**Last Modified:** Friday, January 28, 2022 1:32:47 PM  
**Time Spent:** 00:02:29  
**IP Address:** 68.189.247.59

Page 1: Member survey

## Q1

What do you enjoy about the department?

The members

## Q2

What would you like to see the department do that we are not currently doing?

Give some leeway on the 10 call, drill and events

## Q3

Is there anything that could be done to get you more engaged within the department?

N/A

## Q4

Is there anything holding you back from being more engaged within the department?

Family priorities

## Q5

Is there any other feedback you would like to add?

N/A

#11

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 1:36:03 PM  
**Last Modified:** Friday, January 28, 2022 2:05:05 PM  
**Time Spent:** 00:29:02  
**IP Address:** 72.10.102.162

Page 1: Member survey

Q1

What do you enjoy about the department?

I enjoy how encouraging everyone in the department, including answering questions (and admitting when they don't know and referring me to those who do), or even actively pushing for me to participate whenever possible.

Q2

What would you like to see the department do that we are not currently doing?

I would like to see more in person drills, but I understand that may be difficult so I would like to have breaks halfway through zoom meetings so that I don't have to leave the zoom at any time.

Q3

Is there anything that could be done to get you more engaged within the department?

No. I feel very engaged, and I love working with the department.

Q4

Is there anything holding you back from being more engaged within the department?

I have school many extra curricular activities, however this does not make me not want to work with the department so the answer to this question is no.

Q5

Is there any other feedback you would like to add?

No, other than I think halfway breaks would be a good idea for the zoom meetings.

#12

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, January 28, 2022 8:34:41 PM  
**Last Modified:** Friday, January 28, 2022 8:40:10 PM  
**Time Spent:** 00:05:28  
**IP Address:** 68.113.166.90

Page 1: Member survey

Q1

What do you enjoy about the department?

I like the positive comments we receive from the public for services we render.

Q2

What would you like to see the department do that we are not currently doing?

I think communication within the department is important. When the officers have a meeting perhaps minutes could be taken and shared with the membership. The messages that are posted on I AM RESPONDING are helpful. When new members join the department perhaps a notice with name and picture of the member could be emailed to the membership so everyone knows about the new members.

Q3

Is there anything that could be done to get you more engaged within the department?

I don't have any suggestions at this time

Q4

Is there anything holding you back from being more engaged within the department?

I can't think of anything at this time

Q5

Is there any other feedback you would like to add?

nothing at this time

#13

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, February 03, 2022 10:10:14 AM  
**Last Modified:** Thursday, February 03, 2022 10:30:22 AM  
**Time Spent:** 00:20:07  
**IP Address:** 24.34.225.78

Page 1: Member survey

Q1

What do you enjoy about the department?

Feeling of community within the department, learning opportunities, and helping my community.

Q2

What would you like to see the department do that we are not currently doing?

Outreach community to recruit members- community members may be interested in joining if there were opportunities to learn about the department.

Q3

Is there anything that could be done to get you more engaged within the department?

I feel signing up for call time slots could be helpful to try to balance with outside obligations.

Q4

Is there anything holding you back from being more engaged within the department?

Outside obligations with work, kids, along with the time to learn about all the different types of calls department responds to, different apparatus, locations of equipment etc.

Q5

Is there any other feedback you would like to add?

Just a potential idea to bring on a few volunteer members that could help with administrative tasks, onboarding new members, help with events, provide information/tours to new members showing them where things are kept, etc. I've found the same people who have dedicate their time to helping me when I started are also responding to many calls, providing technical training, organizing events along with other rolls within department.

#14

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, February 03, 2022 10:52:30 AM  
**Last Modified:** Thursday, February 03, 2022 10:59:11 AM  
**Time Spent:** 00:06:40  
**IP Address:** 75.134.236.53

Page 1: Member survey

Q1

What do you enjoy about the department?

The people we serve with and under, great leadership

Q2

What would you like to see the department do that we are not currently doing?

Having a strong connection between Vintech ambulance crew members and FD volunteers. I don't know some of them. Hasn't been a big problem but could hinder synergy on some critical calls.

Q3

Is there anything that could be done to get you more engaged within the department?

Pizza :)

Q4

Is there anything holding you back from being more engaged within the department?

Current and upcoming life changes

Q5

Is there any other feedback you would like to add?

I appreciate the department and their efforts to be engaging. I regret my decline in involvement.

#15

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, February 04, 2022 4:28:39 PM  
**Last Modified:** Friday, February 04, 2022 4:37:00 PM  
**Time Spent:** 00:08:21  
**IP Address:** 68.112.100.217

Page 1: Member survey

**Q1**

What do you enjoy about the department?

Being able to help our community in all different ways not just emergency response.

**Q2**

What would you like to see the department do that we are not currently doing?

Have more department social gatherings so we can get to know each other better.

**Q3**

Is there anything that could be done to get you more engaged within the department?

Not really. Already doing what I can to be engaged.

**Q4**

Is there anything holding you back from being more engaged within the department?

Family schedule most of the time.

**Q5**

Is there any other feedback you would like to add?

Would like to see members get involved and take ownership in more of the fire dept equipment maintenance tasks including trucks checks.

#16

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 07, 2022 2:08:26 PM  
**Last Modified:** Monday, February 07, 2022 2:37:56 PM  
**Time Spent:** 00:29:30  
**IP Address:** 68.113.166.90

Page 1: Member survey

**Q1**

What do you enjoy about the department?

The commitment the members have to the town and to ea other.

**Q2**

What would you like to see the department do that we are not currently doing?

Better communication from the top to the members

**Q3**

Is there anything that could be done to get you more engaged within the department?

Perhaps getting members input on certain issues that come up

**Q4**

Is there anything holding you back from being more engaged within the department?

My personal physical limitations

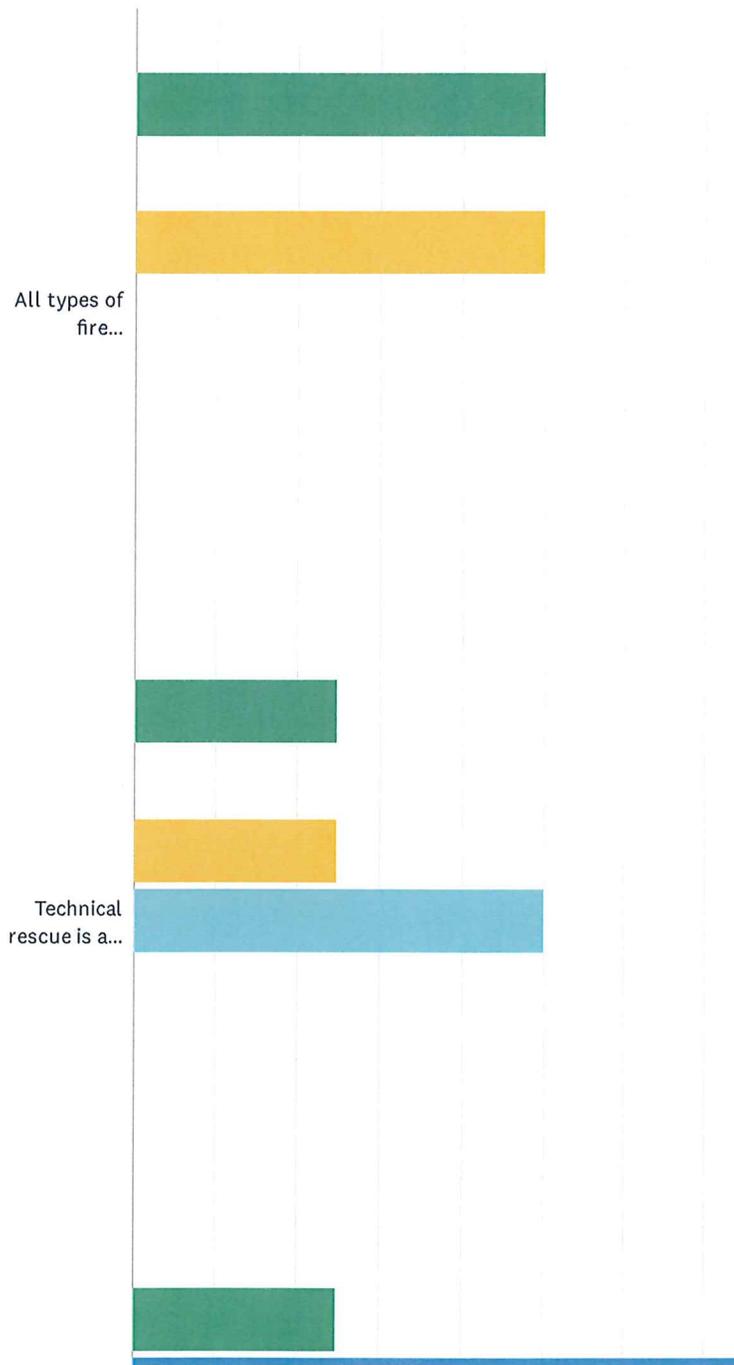
**Q5**

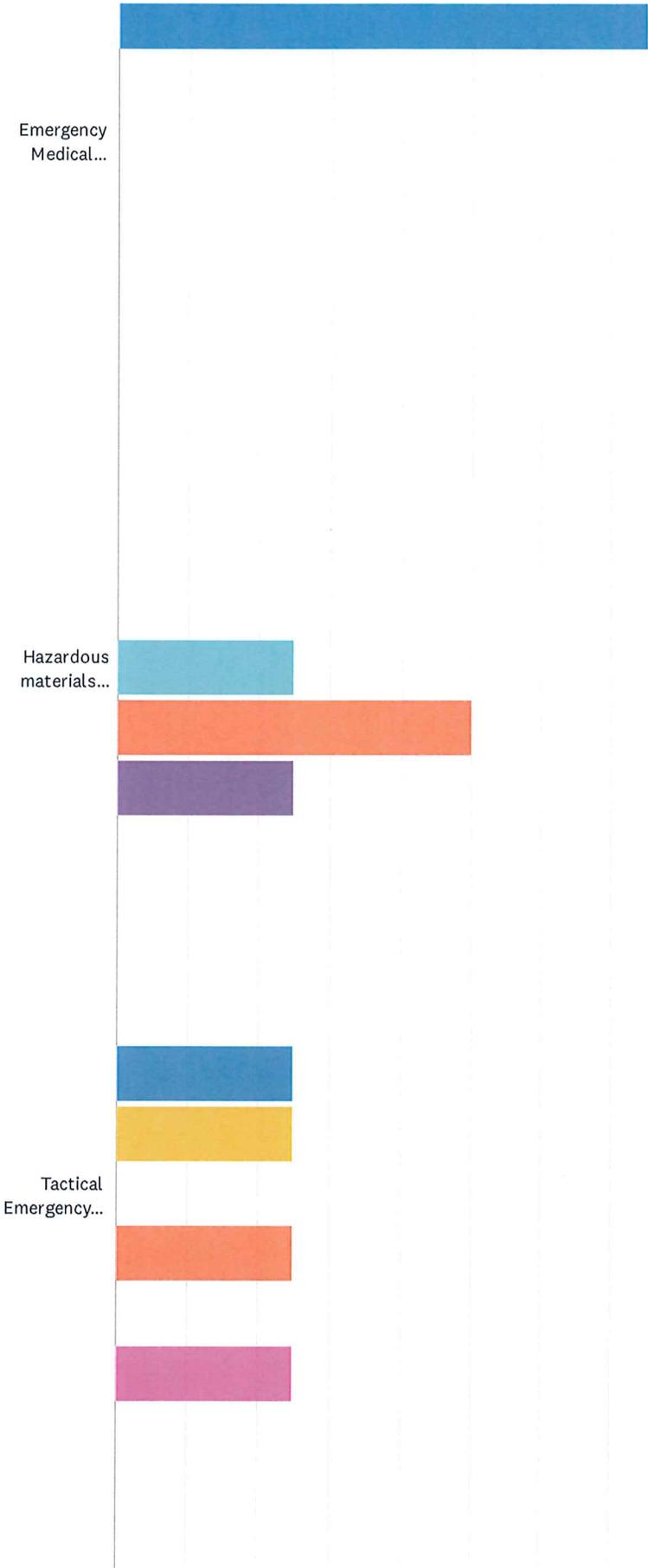
Is there any other feedback you would like to add?

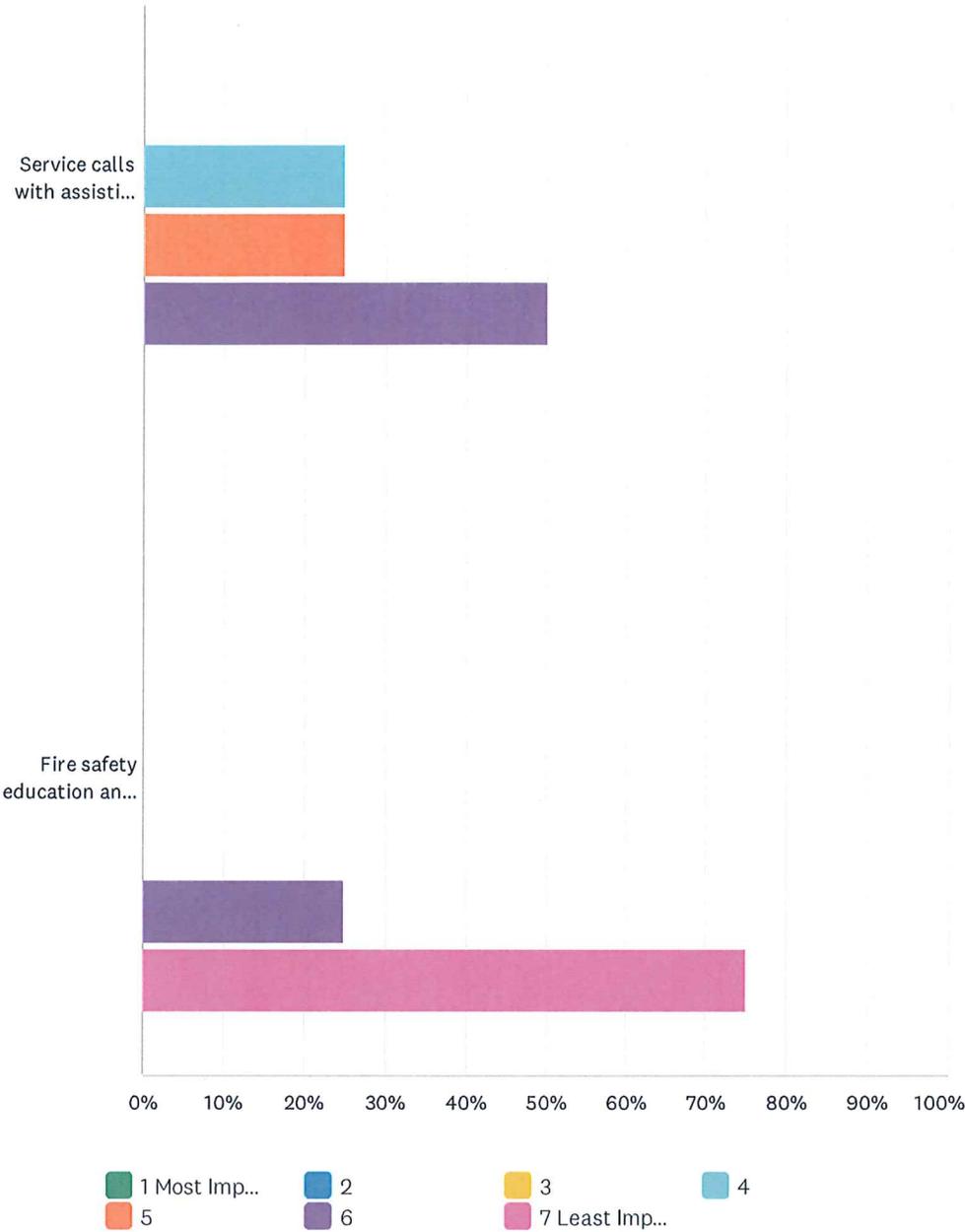
I thoroughly enjoy being a part of TCFD. If the requirements for active membership is too stringent for some perhaps that should be looked at

Q1 These questions nor the services are in any specific order and to better understand what you consider to be your highest priority we ask that you to prioritize with giving a one (1) for your highest priority thru seven (7) for your least priority. One choice per column, continue answering the remaining questions in the same manor. What type of services below are important to you?

Answered: 4 Skipped: 0







	1 MOST IMPORTANT	2	3	4	5	6	7 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
All types of fire suppression including building, vehicle, appliance, chimney, brush to name a few.	50.00% 2	0.00% 0	50.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4	2.00
Technical rescue is a specialized service encompassing extricating victims from vehicle accidents or machinery, low angle rope rescues, structural collapse rescue, water and ice rescues, and wilderness search operations.	25.00% 1	0.00% 0	25.00% 1	50.00% 2	0.00% 0	0.00% 0	0.00% 0	4	3.00
Emergency Medical Services (EMS) providing urgent pre-hospital treatment of all life threatening, non-life threatening illness, injuries, and transportation to definitive care hospital.	25.00% 1	75.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4	1.75
Hazardous materials incidents involving LPG/Natural gas leaks, Carbon Monoxide emergencies, chemical spills and transportation or industrial accidents, and terroristic acts.	0.00% 0	0.00% 0	0.00% 0	25.00% 1	50.00% 2	25.00% 1	0.00% 0	4	5.00
Tactical Emergency Casualty Care (TECC) requiring our EMS responders to have specific skills aimed at stabilizing the injured in a dangerous or threatening mass-casualty/active shooter event.	0.00% 0	25.00% 1	25.00% 1	0.00% 0	25.00% 1	0.00% 0	25.00% 1	4	4.25
Service calls with assisting invalids, basement dewatering, tree and wires blocking roadways, power service lines pulled	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	5.25

off the house, and animal rescues.

Fire safety education and community events interacting with school children during fire prevention week, displaying apparatus at the farmers market, Memorial Day, Christmas in the Village, Holiday light parades, assisting with road races, Coventryfest amongst other community events.	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%		
	0	0	0	0	0	1	3	4	6.75

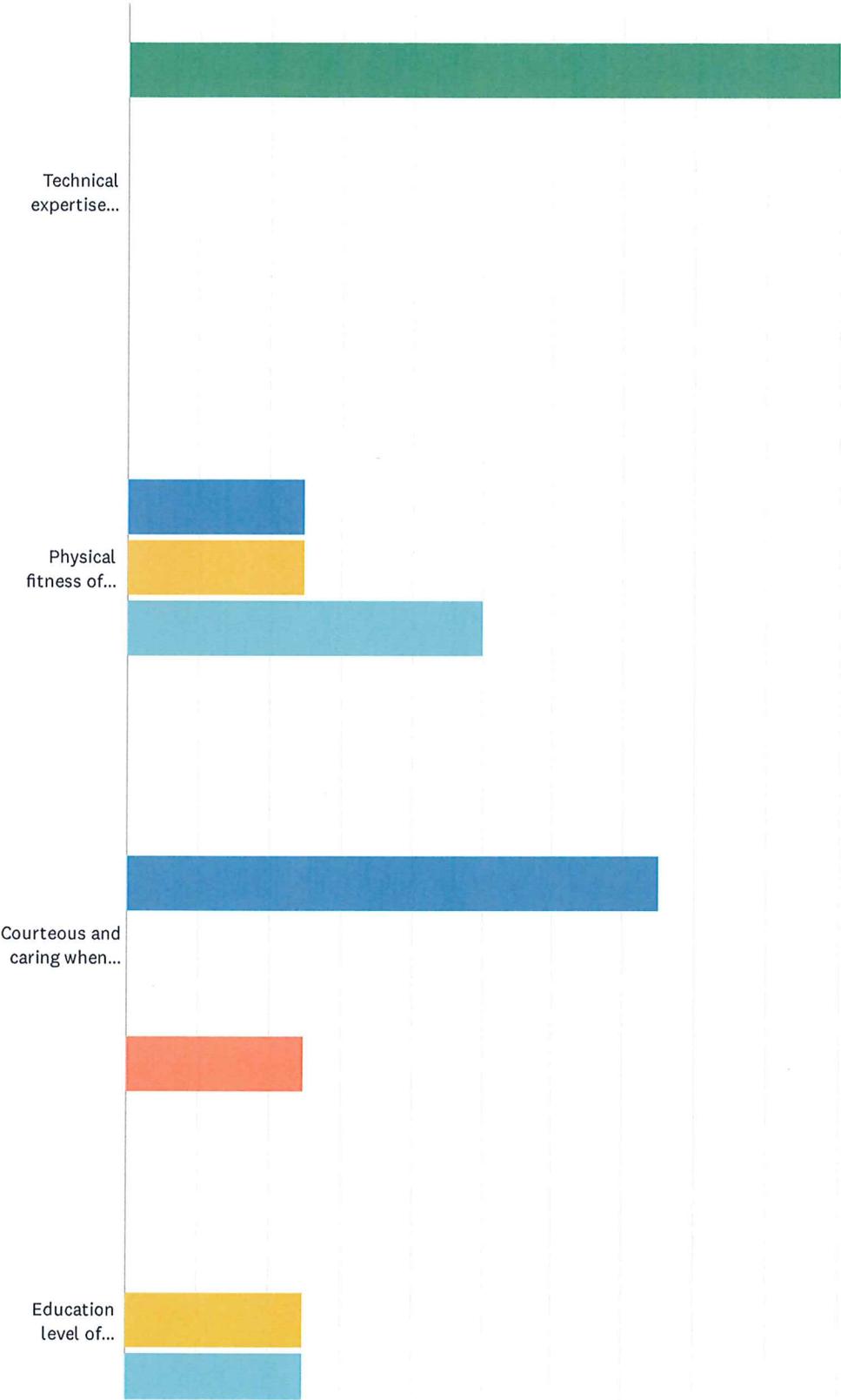
## Q2 Are there any services not listed that you would like to see the Fire-EMS Department provide?

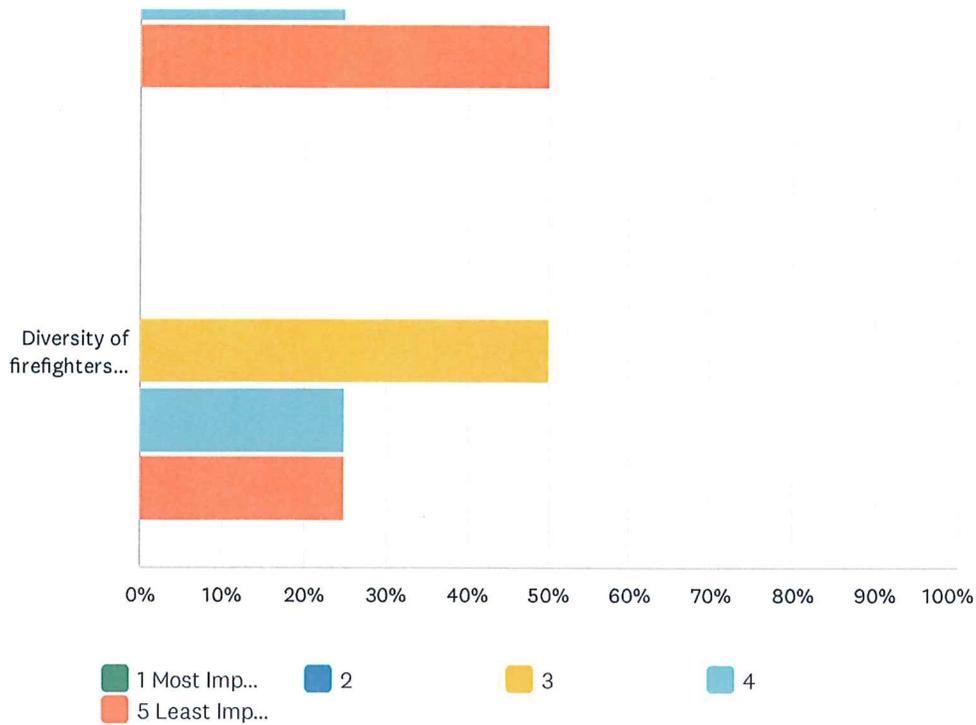
Answered: 1 Skipped: 3

#	RESPONSES	DATE
1	Not that I can think of, list is comprehensive.	12/30/2021 6:40 PM

### Q3 What traits of our members are most important to you?

Answered: 4 Skipped: 0





	1 MOST IMPORTANT	2	3	4	5 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Technical expertise (e.g., search and rescue, dive operations, building collapse rescue, tactical emergency critical care etc.)	100.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4	1.00
Physical fitness of firefighters and medical personnel	0.00% 0	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	3.25
Courteous and caring when interacting with the community	0.00% 0	75.00% 3	0.00% 0	0.00% 0	25.00% 1	4	2.75
Education level of firefighters and medical personnel	0.00% 0	0.00% 0	25.00% 1	25.00% 1	50.00% 2	4	4.25
Diversity of firefighters and medical personnel	0.00% 0	0.00% 0	50.00% 2	25.00% 1	25.00% 1	4	3.75

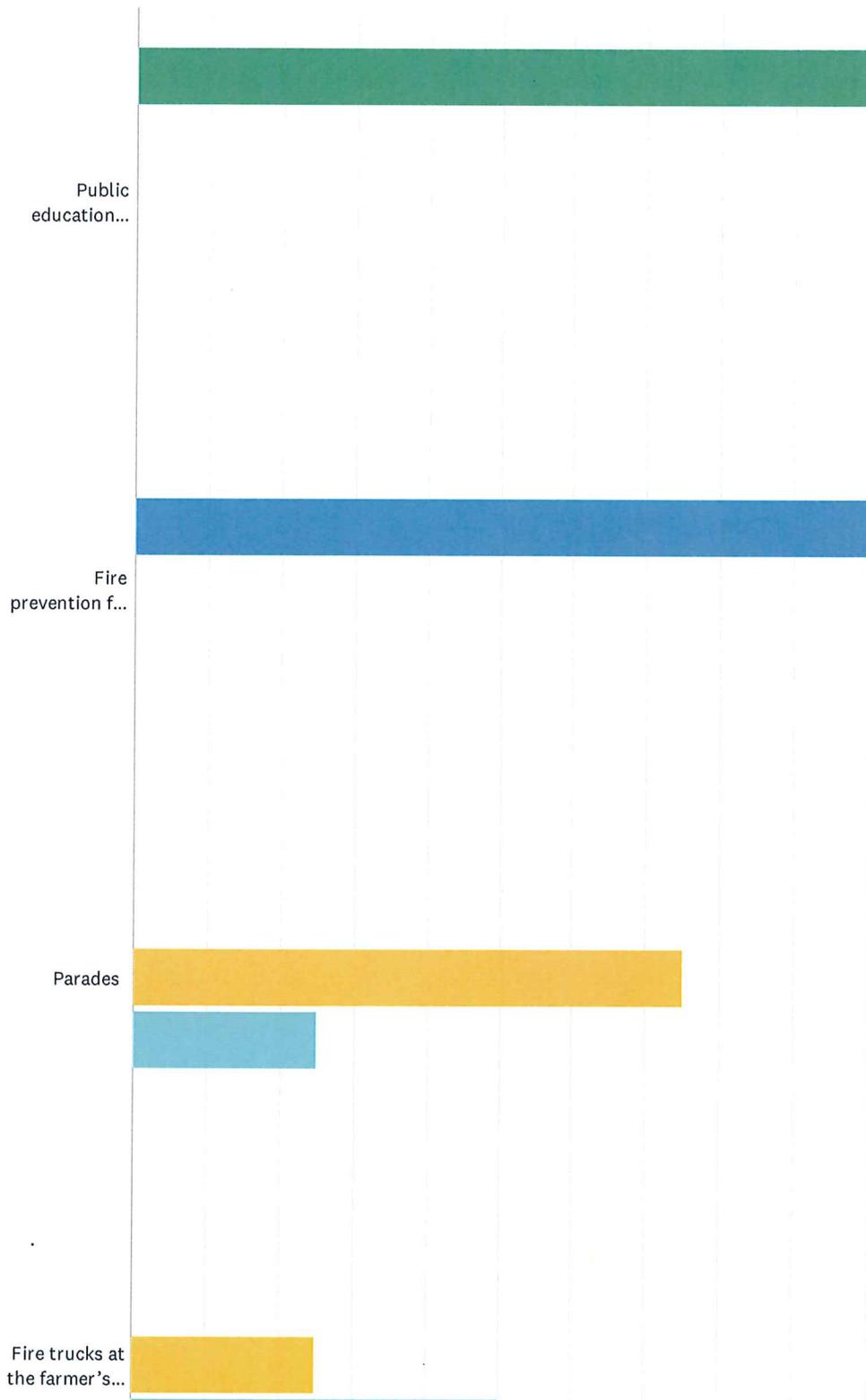
## Q4 Are there any traits not listed that you would like to see the Fire-EMS Department to consider regarding the membership?

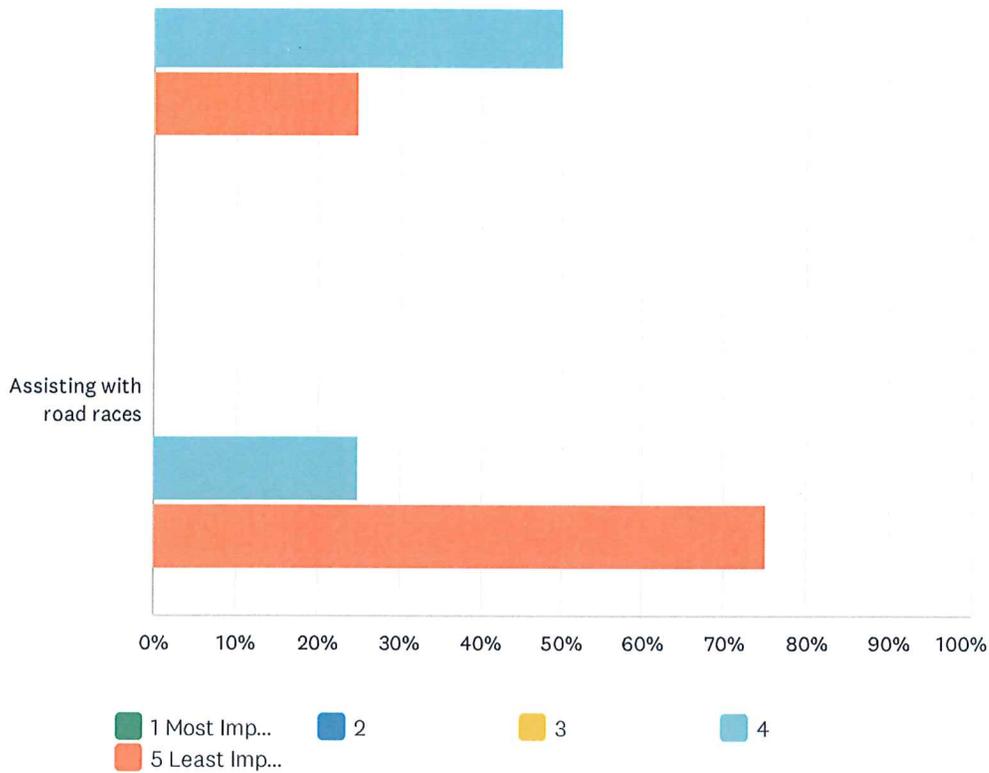
Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	I would add "understanding how to respond to cultural differences within our community".	1/2/2022 8:18 PM
2	Commitment to believe in and respect science, especially medical science including vaccines.	1/1/2022 4:36 PM
3	Skills in dealing with the public, interpersonal skills.	12/30/2021 6:40 PM

### Q5 Which types of community involvement by the fire department are most important to you?

Answered: 4 Skipped: 0





	1 MOST IMPORTANT	2	3	4	5 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Public education programs and training (e.g. CPR training, stop the bleed, first aid, fire extinguisher etc.)	100.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4	1.00
Fire prevention for school children, open houses at the fire stations	0.00% 0	100.00% 4	0.00% 0	0.00% 0	0.00% 0	4	2.00
Parades	0.00% 0	0.00% 0	75.00% 3	25.00% 1	0.00% 0	4	3.25
Fire trucks at the farmer's market	0.00% 0	0.00% 0	25.00% 1	50.00% 2	25.00% 1	4	4.00
Assisting with road races	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	4.75

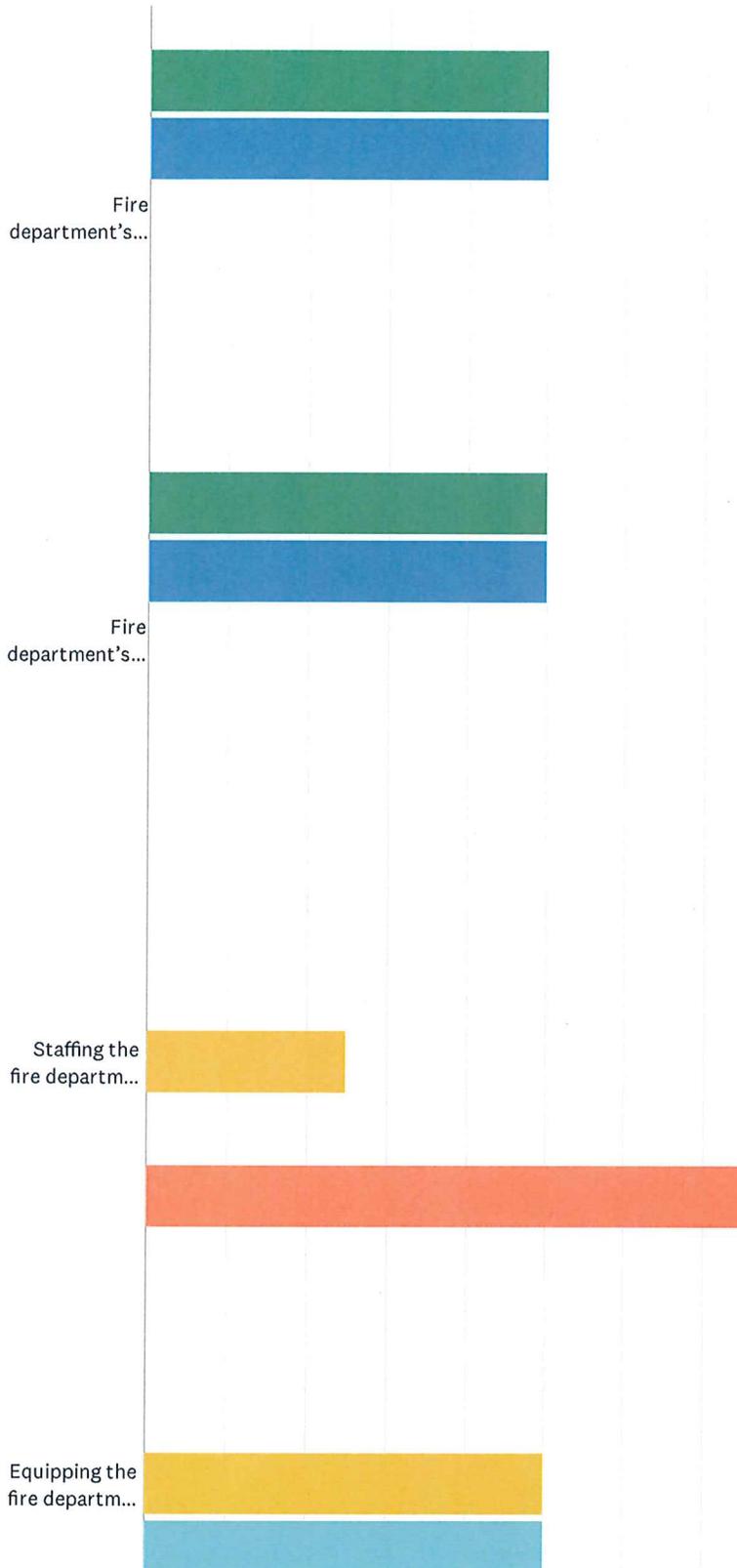
### Q6 Are there any other events you would like to see the Fire-EMS Department attend?

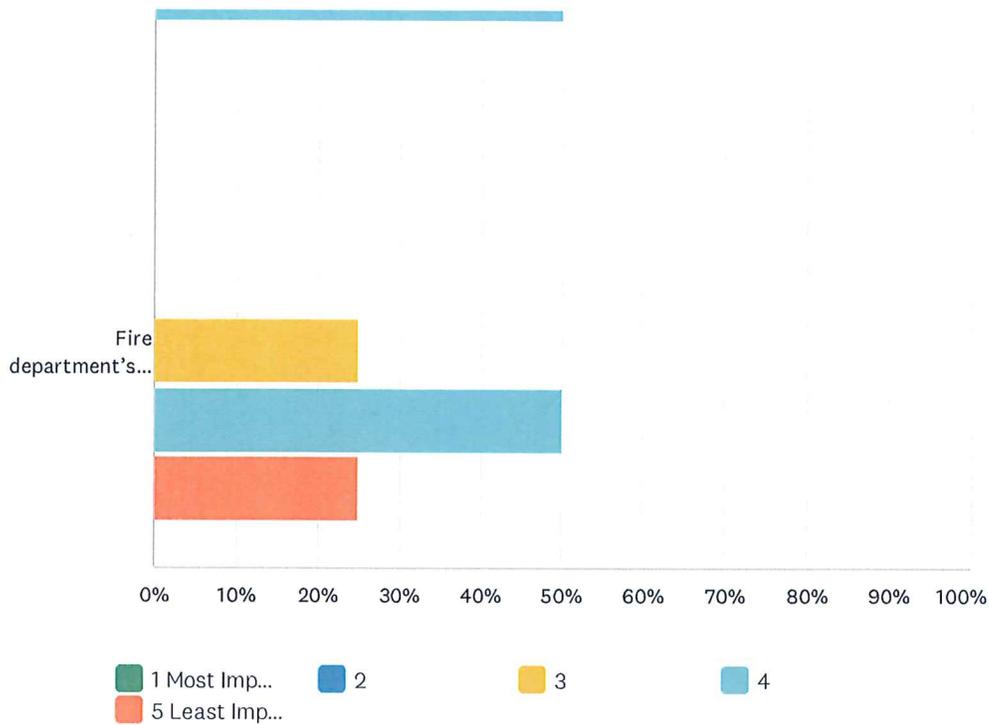
Answered: 1 Skipped: 3

#	RESPONSES	DATE
1	No	12/30/2021 6:40 PM

### Q7 What are the most important responsibilities of the fire department?

Answered: 4 Skipped: 0

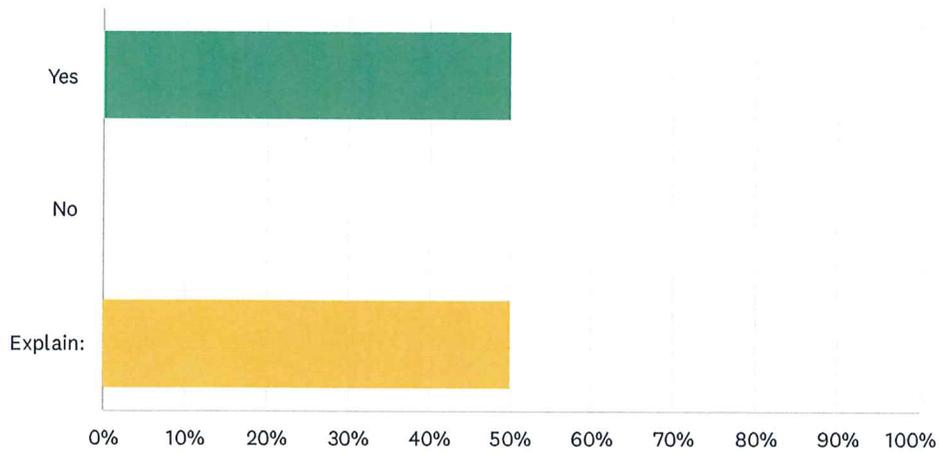




	1 MOST IMPORTANT	2	3	4	5 LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Fire department's response time to emergencies	50.00% 2	50.00% 2	0.00% 0	0.00% 0	0.00% 0	4	1.50
Fire department's emergency preparedness for emergencies	50.00% 2	50.00% 2	0.00% 0	0.00% 0	0.00% 0	4	1.50
Staffing the fire department with the paid personnel	0.00% 0	0.00% 0	25.00% 1	0.00% 0	75.00% 3	4	4.50
Equipping the fire department with the newest technologies	0.00% 0	0.00% 0	50.00% 2	50.00% 2	0.00% 0	4	3.50
Fire department's fiscal responsibility to taxpayers	0.00% 0	0.00% 0	25.00% 1	50.00% 2	25.00% 1	4	4.00

### Q8 Do you see the TCFD as being a fiscally efficient organization?

Answered: 4 Skipped: 0



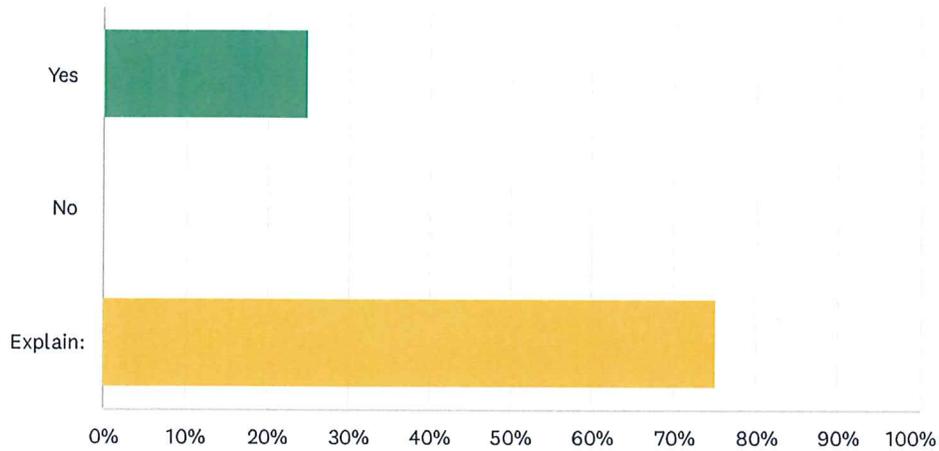
ANSWER CHOICES		RESPONSES	
Yes		50.00%	2
No		0.00%	0
Explain:		50.00%	2
TOTAL			4

#	EXPLAIN:	DATE
1	Need more data to formulate an informed response.	1/1/2022 4:36 PM
2	Yes, but I am concerned about the deficit in the Fire/EMS fund.	12/30/2021 6:40 PM

Q9 Currently our ambulance service cost more than the revenue we recover. Would you be willing to pay more, or should we cut back on our service, knowing the ambulance may not get out with volunteers?

Answered: 4 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		25.00%	1
No		0.00%	0
Explain:		75.00%	3
TOTAL			4

#	EXPLAIN:	DATE
1	I would be willing to pay more.	1/2/2022 8:18 PM
2	Ambulance service with quick response times is vital for any successful community.	1/1/2022 4:36 PM
3	I believe that we need to think outside of the box. For example, another town has a program to recruit college students majoring in medical and fire studies to volunteer. Some are offered lodging in return for a set number of hours volunteered.	12/30/2021 6:40 PM

## Q10 What is your general impression and expectations of the fire department?

Answered: 4 Skipped: 0

#	RESPONSES	DATE
1	Our fire/EMS services staff and volunteers are professional, community oriented and skilled. I expect that members will maintain current certifications, seek to improve their training and skills, and interact in a compassionate and culturally sensitive manner with those they serve in our community.	1/2/2022 8:18 PM
2	Doing very well, but need to keep community safe by going the last few yards of the miles of service they provide by embracing science, including vaccines, for the public good/health of our community.	1/1/2022 4:36 PM
3	We are fortunate to have such dedicated volunteers!	12/31/2021 3:26 PM
4	I think the new structure and professionalism is very positive.	12/30/2021 6:40 PM

# Q11 Is there anything we are missing?

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	Perhaps a public education component about all of the many good things the fire & EMS volunteers achieve, including all of the events they provide support for? Many residents are just ignorant of the volume and quality of service being provided.	1/1/2022 4:36 PM
2	No, keep up the good work.	12/30/2021 6:40 PM