

AGENDA
Strategic Fire Plan Implementation Committee Meeting
March 24, 2015
7:00 PM
Town Hall Conference Room B

1. Call To Order, Roll Call

2. Approval Of Minutes:

A. February 24, 2015 (E)

Documents: [MINUTES FEBRUARY 24 2015.PDF](#)

3. Consideration: Draft Ordinance, United Fire Department (E)

Documents: [UNIFIED FIRE DEPARTMENT 9-2013.PDF](#)

4. Discussion Of Final Report To Town Council (E)

Documents: [TOWN OF COVENTRY FIRE EMS ADMINISTRATOR FINAL.PDF](#),
[CRCOG FIRE STUDY WORKSHEET 3-24-2015.PDF](#)

5. Other Business

6. Adjournment

STRATEGIC FIRE PLAN IMPLEMENTATION COMMITTEE MEETING
February 24, 2015

Meeting called to order at 7:03 PM by Julie Blanchard, Committee Chair

Members present: Julie Blanchard, Committee Chair, Mike Griswold, Town Council member Ken Boutin, CVFA Chief, Ray Eldridge, NCFD Chief, Craig Ardel, CVFA Vice –President and Beth Mancini, NCFD member, John Twerdy and William Zenko.

Members absent: Wayne Post, Town Council member, Dave Rappe

Additional attendees: John Elsesser, Dennis Dittrich, Diane Boutin, Michael Dombkowski

Approval of Minutes: John Twerdy moved to approve the minutes of February 10. Seconded by Craig Ardel. Approved with Mike Griswold abstaining.

- **Review Final Wording of the Fire Administrator Position Job Description:**
Craig Ardel moved to amend the adopted Job Description, to add under qualifications: “Connecticut Fire Service Instructor 1 or higher preferred.” Seconded by Beth Mancini. Discussion. Motion approved unanimously.

- **Consideration: Draft Ordinance, Unified Fire Department**
There was extensive discussion on this topic as both Departments brought back feedback from their members. Concerns mentioned, but not limited to the following:
 - Title should be “Chapter 42 Prevention and Protection”.
 - Loss of autonomy.
 - There needs to be more delineation between Fire Chiefs and Fire Administrator.
 - Do by-laws need to be part of the ordinance? (no, it would intrude on Department autonomy).
 - Questions re: Section (3) F re: paid employees. Does this mean stipends, mileage reimbursement, etc. Also, concerns over assignments to fire companies. (John Elsesser did a re-write of section).
 - Craig Ardel pointed out some typos on page 1 and suggested a change to (3) A, last line add after Fire Chief, “/President of either organization.”
 - (3) C, concerns voiced over current department committees and their role under this clause
 - (4) minor changes suggested.
 - (5) concerns revolved around the Town receiving Federal funds for reimbursement since the Town does not hold the PSA (Primary Service Area) license. Concerns were also voiced over equitable distribution or recovery funds. There was extensive discussion on this topic.

The Ordinance will be re-worked and presented at our next meeting.

- **Review Final Wording of Adopted Action Plan: CROG Report recommendations:** There was no further comment on this adopted item.

STRATEGIC FIRE PLAN IMPLEMENTATION COMMITTEE MEETING
February 24, 2015

- **Discussion of Final Report to Town Council:** On hold pending our next meeting. In our Preliminary verbal report in December, we indicated that the Committee is recommending hiring a Fire Administrator. The Job Description has been adopted by the Committee.

Correspondence: None

Other Business: None

Adjournment: John Twerdy moved to adjourn at 9:14 PM, seconded by Beth Mancini. Approved unanimously. Next meeting scheduled for Tuesday March 24, 2015 @ 7:00 PM Town Hall Conference Room B.

Respectfully submitted,

William Zenko, Secretary

Draft Ordinance (3/26/15): Town of Coventry, CT

Chapter 42 FIRE ~~Prevention~~ and Protection

§ 42-3. Establishment of a Town of Coventry Fire and EMS department; purpose.

A unified Town-wide Fire and EMS Department (Town of Coventry Fire Department) consisting of the two independent fire associations known as Coventry Volunteer Fire Association (CVFA) and the North Coventry Volunteer Fire Department (NCVFD) is established for the purpose of providing firefighting, rescue and emergency medical services throughout the Town. (Department added to Sec 2-22 (2) b of the Code of Ordinances)

§ (1) Structure; authority.

The Department in its operations shall utilize the CVFA Main Fire Station, the NCVFD Main Fire Station, the South Street Fire Substation, the North Coventry Fire Substation, and any other station or substation as may from time to time be established. The existing volunteer fire companies shall continue as independent operating entities and shall function as constituent units of the Department. The Fire and EMS Administrator is hereby charged with managing the Town of Coventry Fire Department and with directing and being responsible to the Town Manager for all fire, rescue and emergency medical services provided within the Town; however on-scene fire ground operations shall be commanded by the Fire Chiefs as well as their officers. Each independent volunteer fire association and its officers shall be responsible for operating in conformance with unified command procedures.

§ (2) Board of Fire/EMS Services: membership; vacancies.

The Board of Fire/EMS Services Chiefs shall consist of five members: the Fire Chiefs and Presidents from each of the two existing volunteer fire companies and the Fire and EMS Administrator. The Fire Chiefs and Presidents shall normally personally serve on the Board of Fire/Ems Services but written proxies will be allowed if they are unable to attend. If the Fire Chiefs or Presidents are unable to fulfill his or her duties, takes a leave of absence, and appoints an Acting Fire Chief/Acting President, the Acting Fire Chief/Acting President shall be permitted to serve on the Board of Fire/EMS Services so long as he or she is serving in the capacity of Acting Fire Chief/Acting President. The Fire and EMS Administrator shall serve as a Chairman of the Board.

§ (3) Powers and duties.

- A. The position of Fire and EMS Administrator is hereby created. The Town Council shall be directed to adopt a comprehensive job description which shall include but not be limited to the duties and responsibilities outlined in this ordinance. The Fire and EMS Administrator shall have all reasonable powers necessary to fulfill the obligations of managing and being responsible for all fire, rescue and emergency medical services excluding on-scene fire ground operations which shall be commanded by the Fire Chief(s) or duly authorized Incident commander(s), as well as their officers. The Fire and EMS Administrator is prohibited from serving in the role of Fire Chief or President of either independent association.

- B. The Fire and EMS Administrator, with assistance from the Board of Fire/EMS Services, shall establish standard policies, rules and procedures for providing fire-fighting, rescue and other emergency and safety services throughout the Town as from time to time deemed appropriate. Such policies, rules and procedures shall be consistent with policies and direction from the Town Manager and shall comply with the Town Charter and any applicable Town personnel policy.
- C. The Fire and EMS Administrator, with assistance from the Board of Fire/EMS Services and appropriate standing and ad-hoc committees of both associations, shall coordinate the training and physical fitness programs of the Department; take appropriate steps to improve efficiency, recruitment and public relations; develop specifications for needed equipment and determine purchase requirements; evaluate risk management issues; develop annual budget recommendations; and develop strategic and tactical plans for future equipment and facilities.
- D. The Fire and EMS Administrator, with assistance from the Board of Fire/EMS Services, shall plan new programs and take necessary steps to have such programs implemented and represent the Department before the Town Council, other Town agencies, other state and local agencies and the general public. The Fire and EMS Administrator, with assistance from the Board of Fire/EMS Services, shall analyze the needs of the Department and coordinate programs to meet those needs, keeping in mind the unique nature of volunteer emergency services being rendered by the volunteer fire Associationseompanies.
- E. The Fire and EMS Administrator, with assistance from the Board of Fire and EMS Services, shall interview candidates for any contracted or paid positions within the Department and recommend candidates for such positions for appointment by the Town Manager. Such recommendations shall comply with the provisions of any applicable labor laws, personnel policies and with the Town Charter.
- F. The Fire Chiefs shall be the direct supervisors of the firefighters or EMS personnel that are members, or assigned paid staff, to their fire associations. The Fire and EMS Administrator shall make recommendations to the Town Manager regarding the direction, discipline, suspension and relief from active duty of ~~any~~ paid Town employee only, subject to the provisions of standard operating procedure, applicable collective bargaining contracts (if any) and the Town Charter. ~~The Fire Chiefs shall be the direct supervisors of the firefighters or EMS personnel that are assigned to their fire companies.~~ All direction from the Fire Chiefs to the firefighters or EMS personnel shall be consistent with all appropriate Town and Department policies, rules and also procedures, ~~set forth by the Fire and EMS Administrator.~~
- G. The Fire Chiefs shall be the supervisors of the volunteer firefighters assigned to their AssociationsCompanies. The Fire Chiefs are responsible for carrying out the pertinent Town policies and procedures and ensuring that they are followed by the volunteer firefighters ofassigned to their stations.

§ (4) Organization.

The Board of Fire/EMS Services shall meet with the Fire and EMS Administrator as necessary to manage and conduct the operations of the Town of Coventry Fire Department.

§ (5) Creation of a Special Revenue fund for EMS proceeds.

A Town controlled special revenue fund shall be created to deposit funds received by the provision of EMS services from various sources including insurance proceeds, and payments and other revenues under the control of the Director of Finance and Town Manager. These funds shall be restricted for the following uses only:

- First responder and ambulance medical vehicle replacement (including payments into vehicle replacement fund), repair and maintenance
- Medical equipment and supplies
- Uniforms and required safety equipment
- Medical training, travel and certifications
- Mileage reimbursement, stipends and length of service award costs associated with EMS providers only
- Contracted medical staff or EMS personnel
- Contracted service providers including Paramedic and other service providers.
- Pro-rated share of building utility expenses and repairs.
- Property, liability insurance and workers compensation coverage
- Legal, Audit and other professional services related to EMS operation
- Printing and Postage
- Meals and food for meetings and extended emergencies

Town of Coventry
Fire Department
Fire and EMS Administrator
Final 2/24/2015

POSITION SUMMARY

This managerial position oversees the administrative functions of the municipal volunteer Fire and EMS services for the Town of Coventry.

Position includes administrative work for fire and emergency medical services, including budgeting, record keeping, grant writing, purchasing, management analysis, policy development, maintenance, and repairs to facilities and apparatus.

GENERAL DUTIES

Collaborates and assists fire and emergency medical services with recruitment, retention and recognition programs for volunteer members including verifying member's eligibility for pension plan credits and life insurance benefits. Monitors and reviews incentive plans such as point system, stipends, and reimbursements to assure proper payment.

Reviews and assists fire departments with annual budget and monitors department expenditures and receipt of payments to insure sound fiscal management and the efficient use of budgeted funds, personnel, materials, and time. Reviews financial statements and reports.

Responsible for purchasing oversight including: apparatus service contracts, annual vehicle inspections, ambulance billing contracts, equipment purchase orders, facilities upkeep and repair. Prepares and assists in preparing bid documents and RFP's. Seek vendors for hose, ladder, SCBA testing. Responsible for assuring proper billing practices of EMS revenue recovery program and the costs of the regional paramedic intercept program.

Maintains training records and assists with planning and scheduling of mandatory training and combined drills for fire departments. Ensures training complies with OSHA and safe work practices. Serves as custodian of various documents and records: maintains data on employees including training, certifications, rank and vital statistics.

Facilitates standardization between two fire departments to improve efficiency and effectiveness of operations. Develop and maintain written safety programs, policies, and procedures to comply with OSHA requirements

In accordance with membership guidelines, oversees the screening process of new volunteers including entrance physical exams, background checks, and probation training requirements.

Town of Coventry
Fire Department
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Monitors fire department administration of Junior Firefighting Program.

Reviews departmental disciplinary actions and provides guidance and recommendations for resolving grievances or concerns. Receives direct appeals for issues concerning sexual harassment, ADA or discrimination.

Monitors timely completion of incident reports and patient care reports.

Compiles information and submits reports to state and federal agencies including NFIRS, ISO, MIC License renewal, and Ambulance Rate Applications

This position communicates regularly with Fire/EMS Officers to determine the needs of the Department.

Collaborates with the Town Manager and Fire Department leadership to establish, maintain, and fulfill fire department goals and objectives.

Participates on various local and regional task forces, agencies, and town committees.

Performs related work as required.

Additional duties as required

SUPERVISION RECEIVED:

Works under the general direction of the Town Manager.

SUPERVISION EXERCISED:

Provides non-emergency supervision to all Fire Department members on Town policies and regulations.

ADDITIONAL SKILLS:

Strong computer skills including proficiency with word processing, spreadsheets including Quickbooks, and presentation software.

Knowledge of fire radio equipment and communications

Ability to work collaboratively with varied personalities to establish and maintain effective working relationships

Town of Coventry
Fire Department
Fire and EMS Administrator
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Ability to effectively manage change

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities perform the essential function. While performing the duties of this job, the employee is regularly required to use hands to handle, feel, and operate office equipment, or controls, and reach with hands and arms. The employee is regularly required to sit. The employee is occasionally required to walk, talk, hear, sit, and smell. Specific vision abilities required by this job include close vision and the ability to adjust focus. Must pass physical examination and drug screen.

QUALIFICATIONS:

A Bachelor's Degree from an accredited college or university required.

Plus a minimum of six years volunteer fire department and EMS experience (ambulance experience preferred)

Connecticut Fire Officer 1 Certification or higher preferred.

Connecticut Fire Service Instructor I or higher preferred

Connecticut Certified Fire Marshal preferred

Emergency Medical Technician certification preferred

Valid Connecticut Driver's license required, Class B or Q preferred

Additional appropriate experience may be allowed as a substitute for required qualifications.

CRCOG FIRE STRATEGIC PLAN – IMPLEMENTATION WORKSHEET

RECOMMENDATION	ACCEPT	GENERALLY ACCEPT WITH CLARIFICATIONS	NOT FAVORABLE (REASONS WHY)
1. When assessing the recommendations of the "CRCOG Report," re-examine the Matrix and Patrizz reports for elements either not acted upon or only partially addressed.		X: some information is no longer relevant	
2. Establish a paid Town position for the management of the Fire-Rescue Services in Coventry.	X		
3. Implement a single or unified Fire Department command structure; Abandon Officer Selection by Popular Vote; Establish a Fire Officer Development Program		X: Already have established incident command. Will not change voting procedure but will create common job descriptions with qualifications. Will need to establish training Development program	
4. Establish a Singular or Unified Training Program		X: will establish training standards but have each department run own program with openings for other members. Certain training to be joint to assure familiarity with equipment.	
5. Establish clear rules for management of Town funds appropriated for Fire Department operations to include: <ul style="list-style-type: none"> o Single budget for Fire Department operations o Single contract for apparatus and facility maintenance o Approved purchase requisitions prior to issuance of purchase order 	X		

CRCOG FIRE STRATEGIC PLAN – IMPLEMENTATION WORKSHEET

<p>6. Enhance a discipline and grievance process which includes internal Fire Department review as well as Town review, either through a Town Fire Administrator or the Town's Human Resource personnel/Town Manager.</p>		<p>X: Will develop common policy on expected behavior and discipline procedure starting first with each department with direct Appeal to Administrator for ADA, Harassment and discrimination claims</p>	
<p>7. Consolidate the two Junior Fire Fighter Program into a single town wide program</p>		<p>X: Allow different programs to continue with a jointly developed curriculum and standards and join training opportunities</p>	
<p>8. The Town adopts a fixed flat rate per "event" stipend and develops a standard policy on how the stipend is applied used town wide.</p>		<p>X: Equity is important and a policy will need to developed by Administrator in conjunction with departments and funded by the town.</p>	
<p>9. The Town of Coventry mandates the development of an occupational safety and health program for the CVFA and NCVFD; Town conducts a comprehensive risk management, or uses previously supplied material from Patrizz and Matrix addressing service needs.</p>	X		
<p>10. Implement a single "All Call" town wide dispatch/ tone system for fire response; Implement a single town wide EMS dispatch/ tone system.</p>		<p>X: All call for Fires. Modified for EMS during certain hours.</p>	
<p>11. Fire Department personnel work with the Town to develop or strengthen current policies dealing with fire personnel Code of Conduct and Ethics.</p>	X		
<p>12. The CVFA, Inc., relinquishes its control and management of the patient billing process, and management of those associated funds.</p>		<p>X: If dedicated special revenue fund is created to assure funds be used only for EMS purposes with an ordinance adopted to create a special revenue fund.</p>	

CRCOG FIRE STRATEGIC PLAN – IMPLEMENTATION WORKSHEET
