



# **Town of East Lyme**

## **Fire Department Study**



**PREPARED BY:**  
**JLN ASSOCIATES, LLC**  
**43 HATCHETTS HILL ROAD**  
**OLD LYME, CT 06371**

## Executive Summary

During the Fall of 2016, JLN Associates (JLN) was contracted to review the Fire and EMS services provided in the Town of East Lyme. The present Fire and Emergency Medical Service (EMS) system involves two independent Volunteer Fire Companies, an autonomous Ambulance Association and a full-time career staff funded by the community. There are three stations housing multiple types of response units. The Niantic Fire Department, supported by career staffing, operates two stations. The Flanders Fire Department, supported by career staffing, operates one station. In addition, the Ambulance Association has units housed in each station. A spare Ambulance is housed in the Niantic Station 2.

The administrative structures of the Niantic and Flanders Departments are similar, but not the same. The Town of East Lyme employs career staff for dayshift staffing of the fire stations. The Flanders Fire Department utilizes three career staff on a staggered shift basis to provide initial response capabilities Monday-Friday, dayshift. The Niantic Fire Department utilizes 4 staff to provide staggered dayshift coverage with 3 staff at headquarters station and 1 career person at Station 2 Monday-Friday. In addition to the career staff, part-time staff is used to supplement station coverage during evenings and weekends. The career and part-time staff, by design, are supposed to supplement the volunteer firefighters of Flanders and Niantic.

The Ambulance Association operates an independent corporation providing ambulance services to the Town of East Lyme. The design of the organization is for the volunteers from Flanders and Niantic to provide the staffing of the ambulance service. With the demand for EMS response increasing at incremental rates, the departments rely on the career/part-time staff to provide the EMS manning for the bulk of the calls during the shifts that paid staffs are on duty.

The Operations of the Fire Services is supported by the dispatch center, utility departments and town agencies, as needed. The East Lyme Fire Marshal's office is an independent department. The fire marshal staffing includes a full-time fire marshal, a full-time deputy fire marshal and part time staff. The fire marshal presently is responsible for the East Lyme Dispatch Center. The East Lyme Dispatch Center is staffed 24 hours a day 7 days a week with a combination of full-time and part-time staff.

The study attached herein consists of the collection and review of various elements of response data and the review of the various policies and operating philosophies of the two fire departments. The review included budget cycle review, capital expenditure planning along with the capital planning for building maintenance and major replacement items.



The Fire Departments (both Niantic and Flanders) are both proud organizations with significant history of providing service to the taxpayers of East Lyme. Each department recognizes the responsibilities they carry to provide emergency services to the community, but also do it in a manner to avoid excessive financial burden on the taxpayer.

The health of the volunteer portion of the fire service in East Lyme is reaching a critical stage. Numbers have dropped significantly and the burden on providing the fire service operations is falling on a smaller number of volunteers with an increasing reliance on the career and part time staff. Recruitment and retention is not just a department issue, it is a community issue and will significantly impact the community if the Town is forced to solely rely on part time and paid positions to fill voids created by the loss of volunteer staff.

The details of the report have highlighted the declining rolls of volunteers within the community. The report identified the operating philosophies being different between the two departments. The operating differences become evident in a variety of ways when the organizations are compared to the community needs. These differences range from the management of the career and part time staff, operating procedures and overall vision of the emergency services in the Town.

This report provides insight and overview of the operations and functionality of the emergency services of East Lyme. Recommendations are provided in the following areas:

1. Staffing
2. Management
3. Finance
4. Volunteer longevity

#### Special Note

During the review of provided documents, some inconsistencies were found. Due to these inconsistencies, certain documents had to be chosen by JLN to represent the actual data. In addition, certain data provided contained inconsistencies within the data. The following is examples of those decisions:

- Different numbers were provided by the Fire Marshal's office, than what was found in the NFIRS reports concerning EMS calls and Fire Rescue Calls. The NFIRS reports were chosen as the data used by JLN, as the EMS numbers alone



provided by the Fire Marshal's office were greater than the actual recorded EMS and Rescue Calls in the NFIRS.

- Data received, pertaining to Mutual Aid, was also found to be inconsistent. Data retrieved from the NFIRS reports pertaining to apparatus provided was used.
- The data found in the NFIRS reports totaled for East Lyme did not match up with the data in the NFIRS reports for Niantic and Flanders. It was discovered that the total amount of calls shown for East Lyme was greater than the amount of calls of Niantic and Flanders added together (even with mutual aid calls added in).
- The present configuration of stations and equipment was deemed to be adequate under the present organization of the Departments. Pumping needs based on the largest fire flow demand identified by ISO, and the need to provide rural water operations in a large portion of the Flanders district, support this conclusion.

## ABSTRACT

The Town of East Lyme offers Fire and Emergency Medical Services (EMS) through a combination hybrid responder system involving career Niantic Fire Department and Flanders Fire Department employees and two volunteer fire units. This service is supported by Career Staff during the day, part-time personnel during the evening and volunteer personnel around the clock. The problem is confirming whether the existing Fire/EMS Service is best for the Town of East Lyme.

The purpose of this Study is to review the services delivered by the Niantic and Flanders Fire Departments. In addition, the emergency forces system, support, response capabilities, equipment, facilities, and traditional activities were studied.

The research questions answered were:

- Is the present system effective and efficient?
- What changes, if any, could be made to improve the delivery of emergency services for the Town of East Lyme?
- What is the general health of the East Lyme Fire/EMS Services?
- Is the East Lyme Fire and EMS prepared to successfully handle emergencies at its target hazards and future risks?



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## 1 PROCESS

### 1.1 Data

The information in this report was developed based on the guidance provided on the Fire Risk Analysis for Community Fire Departments as delineated in the 18th and 19th editions of the Fire Protection Handbook published by the National Fire Protection Association. It contains a review of the East Lyme Emergency Services utilizing the following standards:

- NFPA 1201 (2015) Standard for Developing Fire Protection Services for the Public
- NFPA 1141 (2012), Standard for Fire Protection in Planned Building Groups
- NFPA 1201 (2015), Standard for Developing Fire Protection Services for the Public
- NFPA 1500 (2013), Standard on Fire Department Occupational Safety and Health Program
- NFPA 1561 (2014), Standard on Emergency services Incident Management System and Command Safety
- NFPA 1581 (2015), Standard on Fire Department Infection Control Program
- NFPA 1710 (2016), Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments
- NFPA 1720 (2016), Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments

Documentation provided by the Department of Energy and Environmental Protection, Introduction to State and Local EOP Planning Guidance was also referenced.

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

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



- Discussions with Fire Chiefs.
- Discussions with Deputy Fire Chiefs.
- Discussions with Line Officers.
- Discussions with the Fire Marshal.
- Discussions with the Emergency Director.
- Community tours and property visits by the staff of JLN Associates, LLC.
- Research by JLN of the commercial and industrial properties within the response district.
- Meetings with members of the Fire Departments.

## **1.2 Report**

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

- The delivery of Emergency Medical Services.
- The required fire protection, rescue, emergency response and potential disaster needs for the Town of East Lyme based on response trending data.
- The adequacy of the Flanders and Niantic Fire Department's organizations based on their Bylaws and Standard Operating Guidelines.
- The Fire Department's use of current technology for monitoring inventory, maintenance of equipment, and maintaining response data.
- The Emergency Management Response Plan's ability to address appropriate guidance for the fire department during town emergencies including Homeland Security issues.
- The Fire Department's current configuration and the anticipated facility needs.
- The needs of the Fire Department based on the potential growth of the town and department within the next 5, 10, and 20 years.
- Water supply needs to adequately protect the Town of East Lyme.



- Condition, maintenance, and replacement schedule for fire apparatus and equipment.
- The Fire Departments' Fire Prevention and Public Education Programs.
- Review of Fire Department Mutual Aid Agreements.
- The available options to the Fire Department to enhance emergency response within the community.





## 2 COMMUNITY HISTORY, GEOGRAPHY & DEMOGRAPHICS

### 2.1 History

The Town of East Lyme was incorporated in May of 1839. East Lyme, CT history dates to 1660. "Before the town was filled with multiple generations of Americans, it belonged to the Nehantic Indians. Their territory extended from Black Point to McCooks Beach area and near the river. The Nehantic tribe allied themselves with the colonists to battle the Pequot Indians. The village of Flanders has a different history. Originally, this territory was a farming area. However, a cottage textile industry developed rapidly, which brought on comparisons to what was happening in Flanders, Belgium" ([www.EastLyme.com](http://www.EastLyme.com)).

### 2.2 Geography



*Figure 1: East Lyme Response Map*

*([www.eastlymeambulance.org](http://www.eastlymeambulance.org))*

East Lyme is located at latitude: 41.34 N, longitude: 72.22 W in southern New London County along Long Island Sound. Its closest communities are; Waterford 2 miles, Old Lyme 2.1 miles, New London 2.4 miles, Groton 2.7 miles, Lyme 2.8 miles, and Montville 12.6 miles. Relative to major cities, it is located 39.9 miles from New Haven, CT, 48.6 miles from Hartford, CT, 103 miles from Bronx, NY, and 63.9 miles from Providence, RI



([www.city-data.com](http://www.city-data.com)). Its location on Long Island Sound offers significant opportunities for water sports and marine-based enterprises. Public beaches in East Lyme include: Rocky Neck, McCook Park Beach, Hole-in-the-Wall Beach, and Railroad Beach. Private beaches that are present within the town include; Crescent Beach, Oak Grove Beach, Black Point Beach, Old Black Point Beach, Attawan Beach, Giants Neck Beach, and Giants Neck Heights Beach.

### **2.3 Demographics**

East Lyme covers a land area of 34 square miles in Connecticut's Second Congressional District. The population as of 2014 was 19,118 citizens, with a median age of 45.8 years old ([factfinder.census.gov](http://factfinder.census.gov)). This relates to a population density of 562 people per square mile. Of this population, there were 9,282 males (accounting for 48.6% of the population) and 9,836 women (accounting for 51.4 % of the population). In 2014, 1,785 families resided in 2,806 households. The population at the time was 88.8% white. The second most common race was Asian (6%), African-American (5.9%), and American Indian (1. 1%). Other races make up the remaining 3.8%. The most common industries are; business/management/science industries providing 4,546 positions, service industries providing 1,309 positions, office/sales/retail trade industries providing 1,645 positions, natural resources/construction industries providing 561 positions, and production/transportation industries providing 637 positions ([factfinder.census.gov](http://factfinder.census.gov)).

### **2.4 Largest Employers**

The following are the largest employers in the community according to [ctdata.org](http://ctdata.org):

- State of Connecticut – Department of Corrections
- Stop and Shop
- Mariner Health of Bride Brook
- Triumph Actuation Systems - Connecticut
- Town of East Lyme



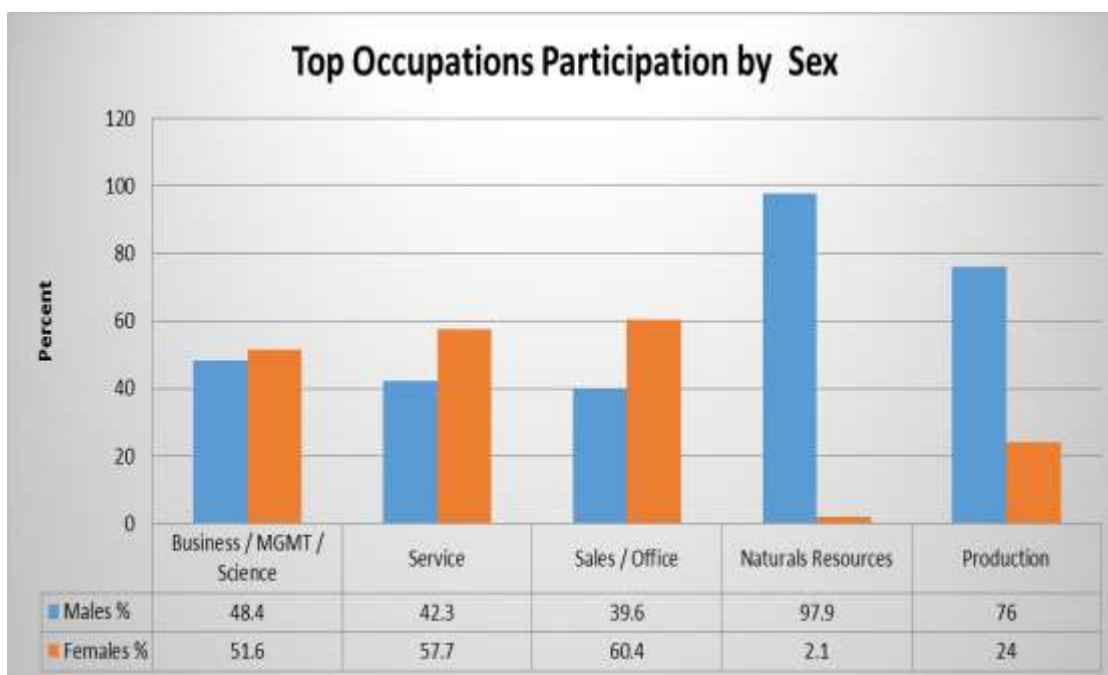


Figure 2: Top Resident Occupations (retrieved from [factfinder.census.gov](http://factfinder.census.gov))

## 2.5 Medical Services

No hospitals lie within East Lyme; however, Lawrence and Memorial Hospital lies approximately 7 miles away at 365 Montauk Avenue in the town of New London. Several clinics/doctor offices are within the town. Hartford HealthCare Medical Group (formerly Charter Oak Walk-In Medical Center) is located at 324 Flanders Road in Flanders. The Office of Dr. Cloutier D. Josee is located at 10 Liberty Way in Niantic. Also, the offices of Dr. Thompson D. David, Jr. and Dr. John A. Healy are both located on Main Street in Niantic.

Two nursing homes exist in Niantic. The first is Crescent Point, which is located at 417 Main Street. The second is Bride Brook Health and Rehabilitation Center, which is located at 23 Liberty Way.





## **2.6 Education**

Multiple schools serve the Districts of Niantic and Flanders.

### **Elementary School**

There are 3 Elementary Schools located in the town.

The Flanders Elementary School is located at 167 Boston Post Road. It has a student population of 405 students and teaches Kindergarten through 4th grade.

The Lillie B. Haynes Elementary School is located at 29 Society Road. It has a student population of 46 pre-Kindergarten students and 309 students in grades Kindergarten through 4<sup>th</sup> grade.

The Niantic Center Elementary School is located at 7 West Main Street. It has a student population of 180 students and teaches Kindergarten through 4th grade.

### **Middle School**

The East Lyme Middle School is located at 31 Society Road. It has a student population of 852 students and teaches grades 5 through 8.

### **High School**

The East Lyme High School is located at 30 Chesterfield Road. It has a student population of 1,043 and serves grades 9 through 12.

## **2.7 Government**

The Town of East Lyme is managed by a First Selectman, (currently Mark Nickerson). The Town Hall is located on 108 Pennsylvania Avenue in Niantic, CT and houses offices for several town departments. Town departments include; Assessor's Office, Building, Emergency Management, Finance, Fire, Land Use, Ledge Light Health District, Parks & Recreation, Planning, Police, Public Works, Tax Collector, Town Clerk, Water & Sewer Utilities and Zoning.

## **2.8 Citizen Incomes and Community Expenditures**

The Town of East Lyme has a Moody's Rating of Aa2. The mean household income in the community in 2014 was \$81,711 (in 2014 inflation dollars). 3.4% of the population falls below the poverty line (profiles.ctdata.org). East Lyme's total revenue is \$69,739,292. The Total Grand List is \$2,064,155,868. The budget for Municipal Appropriations in 2015-2016 was \$69,302,917; School Appropriations for 2015-2016 was \$48,126,767.



## 2.9 Housing

There are 8,303 homes in the community. In 2014, 87.5% were owner occupied and 12.5 % were rentals. A large percentage of the housing stock was built between 1960 and 1990. The median value for owner-occupied homes in 2014 was approximately \$311,900. Of the homeowners-lived-in homes 1.8% of them were valued at less than \$50,000. Of the homeowners-lived-in homes 17.7% of them were valued between \$500,000 and \$1,000,000 or more (Factfinder.com).

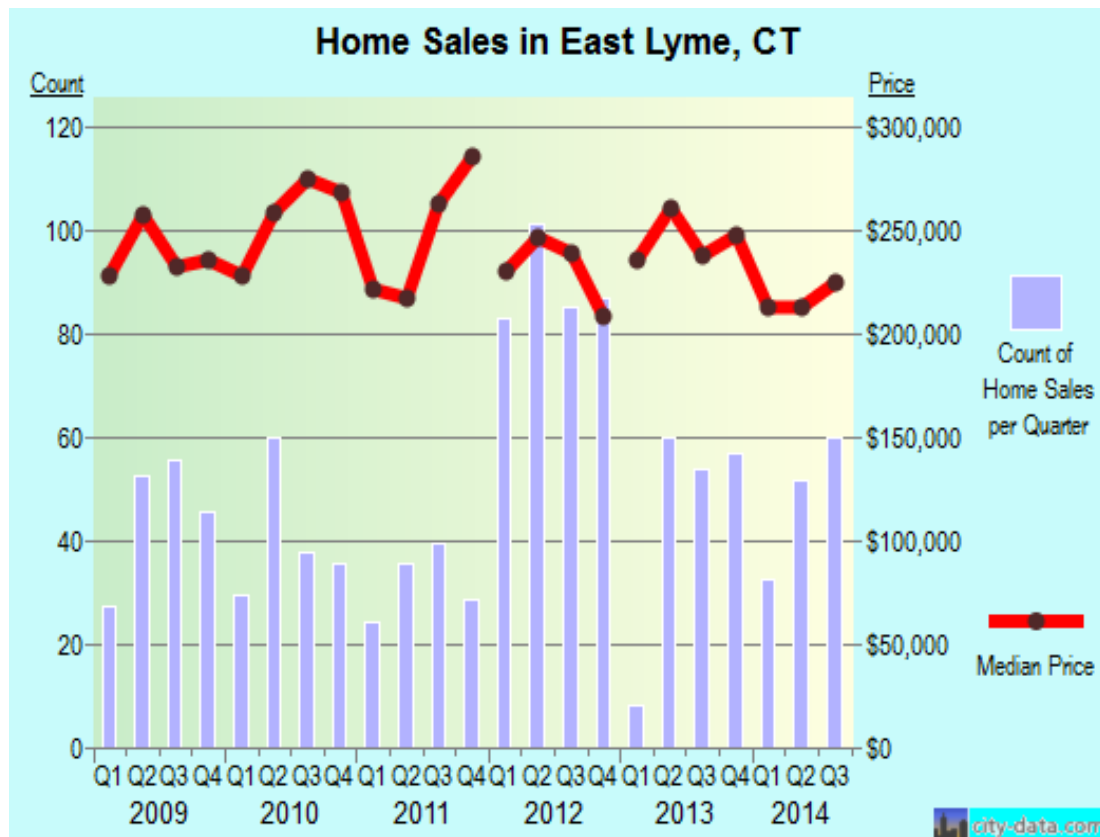


Figure 3: Home Sales (retrieved from factfinder.com)





### 3 EAST LYME FIRE DEPARTMENTS

#### 3.1 Mission Statement

##### *Niantic*

The Niantic Fire Department presently has two mission statements - one found on their social media page (Face book) and one found within their Bylaws.

The mission statement on their social media page states; “To protect life and property for the residents of East Lyme and our guests, in any situation that may arise. Also, to provide the same level of service, through a Mutual Aid agreement, to all our surrounding towns.”

The mission statement in their Bylaws states; “Niantic Fire Department was formed as a nonprofit organization to provide emergency services and protection to the citizens and visitors of the village of Niantic, town of East Lyme, Connecticut and any neighboring communities which request aid for the results of natural or manmade disasters. Said services shall be rendered, as requested, on local, state or federal level.”

##### *Flanders*

The Flanders Fire Department does not publish a specific mission statement, but does contain a list of goals within their Standard Operating Guidelines (SOG’s).

#### 3.2 Services Offered

The Flanders and Niantic Fire Departments together offer the following services to the Town of East Lyme; Firefighting, Rescue, Emergency Medical, and Ambulance Services.

##### *NFPA 1201*

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

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



### **3.3 Concepts of Risk**

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



## 4 TOWN-WIDE RESEARCH

### 4.1 Community Risk Inspections

Neither of the departments performs annual community risk inspections to evaluate the town for new hazards. However, they both stated communication is kept with the Fire Marshal's office to make them aware of new projects in town. The Niantic Chief did state, however, that communication could be better and that, although they have a good relationship with the Fire Marshal's office, there is no interaction with the fire inspectors. It is JLN's understanding that hazards discovered during inspections are not provided to the Niantic Fire Department. It is unknown, in addition to new projects in town, if the communications of all hazards discovered during inspection are provided to the Flanders Fire Department.

***RECOMMENDATION #1: UPDATES ON MAJOR CONSTRUCTION PROJECTS SHOULD BE SHARED WITH BOTH DEPARTMENTS AND THE CAREER STAFF ON A TIMELY BASIS.***

***RECOMMENDATION #2: WHEN POSSIBLE, CAREER STAFF AND AVAILABLE VOLUNTEER PERSONNEL SHOULD ACCOMPANY FIRE MARSHAL STAFF DURING CERTIFICATE OF OCCUPANCY INSPECTIONS.***

### 4.2 Town Hazards/Risk Assessment

JLN Associates (JLN) has conducted a community fire risk analysis. This has been done to evaluate and redefine fire protection needs for their jurisdiction through the strategic (master) planning process.

### 4.3 Examples of Hazards

Hazards can come in many different forms. A hazard can be due to the size of a building, presenting more fuel for the fire, faster fire travel (if it's an open space), and present greater difficulty for firefighter operations if it is a tall building, or has areas that are not easily accessible (away from the street or parking lot).

Hazards can also be due to the amount and type of combustibles inside a structure. More combustibles present more fuel for a fire and certain combustibles may present an explosion hazard, cause faster fire growth, and/or cause a greater atmospheric hazard for personnel outside. For example, volatile combustibles (liquids and gases) can present a more aggressive/explosive fire, while an overall variety of combustibles can present a more unpredictable fire.



Another hazard is due to the amount of people in a structure. This can make evacuation more difficult and possibly result in the need to put more resources toward rescue efforts, especially if the occupants are unfamiliar with the building or young or elderly.

Several high hazard risks were identified within the community. Examples of these risks include; Interstate 95 (North and South Bound), Niantic Bay and the surrounding maritime risks, Guys Oil Service, Lyme Shores, European Auto, York Correctional, Tel-Aid, and CT DOT garage.



*Figure 4: Guys Oil Service*







*Figure 5: Lyme Shores*



*Figure 6: European Auto*







*Figure 7: York Correctional Facility*

*(York Correctional Facility presents unique hazards due to its size and the difficulty with performing evacuation and other operations without compromising security or firefighter safety.)*



*Figure 8: TelAid Industries, Inc.*





*Figure 9: CT DOT Garage*

## Manufacturing

Also present in East Lyme are several industrial/manufacturing structures. These include Birk Manufacturing and Hudson Bearings.



*Figure 10: Birk Manufacturing*



*Figure 11: Hudson Bearings*



## Churches

Several large churches are also present throughout the town. These present a risk due to their size, interior orientation and number of occupants that may be present. The churches include Niantic Community Church, St. Matthias, St. Agnes, and St. Francis Chapel.



*Figure 12: Niantic Community Church*



*Figure 13: St. Matthias Church*







*Figure 14: St. Agnes Church*



*Figure 15: St. Francis Chapel*



## Mercantile

The town of East Lyme contains numerous different mercantile occupancies that present hazards due to their size, amount and type of combustible materials that lie within them, as well as, the number of occupants. These include, but are not limited to, UBS, Bobs Discount Furniture, Tri Town, CVS, Stop and Shop, Niantic Plaza, True Value, and Ron's Guns.



*Figure 16: UBS Lumber*



*Figure 17: Bobs Furniture*





*Figure 18: Tri Town and CVS*



*Figure 19: Niantic Plaza*



*Figure 20: Stop and Shop*





*Figure 21: True Value*



*Figure 22: Ron's Guns*





## Lodging

Another significant risk is hotels and other lodgings, which are also protected by the Niantic or Flanders Fire Departments. These present risks due to their size and amount of people that may occupy the structure. These locations include; Americas Best Value Inn, Days Inn, Morton Hotel, Motel 6, Niantic Motel, Aces High RV Park, and the Sleep Inn.



*Figure 23: Americas Best Value*



*Figure 24: Days Inn*



*Figure 25: Morton Hotel*







*Figure 26: Motel 6*



*Figure 27: Niantic Motel*



*Figure 28: Aces High RV Park*



*Figure 29: Sleep Inn*



## Schools

As schools and other educational structures are usually large, contain a large number of occupants, including young children who may not react well under emergent conditions, they present a significant risk. These include East Lyme Middle School, East Lyme High School, Flanders School, Lillie B. Haynes Elementary School, Niantic Center School, and Kiddie Kampus.



*Figure 30: East Lyme High School*



*Figure 31: East Lyme Middle School*



*Figure 32: Flanders School*





*Figure 33: Lillie B. Haynes Elementary School*



*Figure 34: Niantic Center School ([www.eastlymeschools.org](http://www.eastlymeschools.org))*



*Figure 35: Kiddie Kampus*





## Residential

Residential structures are present throughout the entire town. Of significance are housing communities with large connected apartment buildings or tight knit houses. Examples of these include Black Point Farms, Deerfield Village, Seaside Village Condos, The Sound at Gateway Condos, Windward Village Apartments, and Chapman Farms.



*Figure 36: Black Point Farms Association*



*Figure 37: Deerfield Village*





*Figure 38: Seaside Village Condos*



*Figure 39: The Sound at Gateway Condos*





*Figure 40: Windward Village Apartments*



*Figure 41: Chapman Farms*





## Natural

Not all hazards are manmade. Natural hazards can be just as, if not more, dangerous in a town. One natural hazard that is present within the town of East Lyme is the Nehantic State Forest. Due to its size, terrain, and fuel, the forest presents a large wildfire hazard to the town.

## Nursing Homes

The two Nursing Homes, Crescent Point and Bride Brook Health and Rehabilitation Center, present a hazard due to the difficulty of evacuation and the preservation of life once evacuated.



*Figure 42: Crescent Point ([www.Seniorlivingguide.com](http://www.Seniorlivingguide.com))*



*Figure 43: Bride Brook Health and Rehabilitation Center*



#### 4.4 Future Risks

The Town of East Lyme does currently have plans for future projects, which will increase the overall risk in the town. The retail warehouse store, COSTCO, is going to be built in town close to I-95. Also, a Dollar General store is being built on West Main Street in Niantic. Additionally, the Orchards housing complex is continuing to expand rapidly and building higher value homes.

#### 4.5 Chemical Hazard

Location	Chemical	Average Daily Amount
East Lyme Sewer Dept. Pattagansett	Bioxide	5,000 – 9,999 LB
East Lyme Sewer Dept. Bride Brook	Bioxide	5,000 – 9,999 LB
East Lyme Sewer Dept. Niantic PS	Bioxide	1,000 – 4,999 LB
Triumph Actuation Systems – Connecticut	Oil, Petroleum, N.O.S.	10,000 – 24,999 LB
Triumph Actuation Systems – Connecticut	Propane	10,000 – 24,999 LB
Three Belles Marina	Gasoline	5,000 – 9,999 LB
Niantic Dockominium Association	Diesel fuel	10,000 – 24,999 LB
Niantic Dockominium Association	Gasoline	10,000 – 24,999 LB
Boats Incorporated	Gasoline	5,000 – 9,999 LB
Boats Incorporated	Lead	10,000 – 24,999 LB
Boats Incorporated	Sulfuric Acid	1,000 – 4,999 LB
Port Niantic, Inc.	Sulfuric Acid	100 – 499 LB
Birk Manufacturing, Inc.	Propane	5,000 – 9,999 LB
The Embalmers' Supply Company	Ethylene Glycol	1,000 – 4,999 LB
The Embalmers' Supply Company	Formaldehyde, as formalin solution (dot)	5,000 – 9,999 LB
The Embalmers' Supply Company	Phenol	100 – 499 LB
East Lyme DOT	Fuel Oil [NO.2]	1,000 – 4,999 LB
East Lyme DOT	Magnesium Chloride	1,000 – 4,999 LB
East Lyme DOT	Salt	100,000 – 499,999 LB
Camp Niantic (Niantic Training Site)	Diesel	50,000 – 74,999 LB
Camp Niantic (Niantic Training Site)	Gasoline	10,000 – 24,999 LB
Camp Niantic (Niantic Training Site)	Heating Oil	75,000 – 99,999 LB
Camp Niantic (Niantic Training Site)	Propane	50,000 – 74,999 LB

**Table 1: Chemical Hazards**



## 4.6 Risk Assessment

Several NFPA Standards offer guidance specifically to conducting Risk Assessments.

The departments can utilize the following documents to assist in detailing a comprehensive risk analysis that can be utilized in the development of preplans and special training operations. These include:

- NFPA 551 guide for the evaluation of fire risk assessments.
- NFPA 1250 recommended practices in fire and emergency service organization risk management.
- NFPA 1500 details a Risk Management Plan.
- NFPA 1500: Chapter 4: Fire Department Administration, 4. 2 Risk Management Plan, The Fire Department shall develop and adopt a comprehensive written risk management plan. The risk management plan shall at least cover the risks associated with the following:
  - Administration
  - Facilities
  - Training
  - Vehicle operations, both emergency and nonemergency
  - Protective clothing and equipment
  - Operations at emergency incidents
  - Operations at nonemergency incidents
  - Other related activities



#### 4.7 All Departments Call Volume 2012-2016

Below is an overview of the call volume from 2012 to 2016 for both departments. More information pertaining to the calls can be found in Appendix 10.

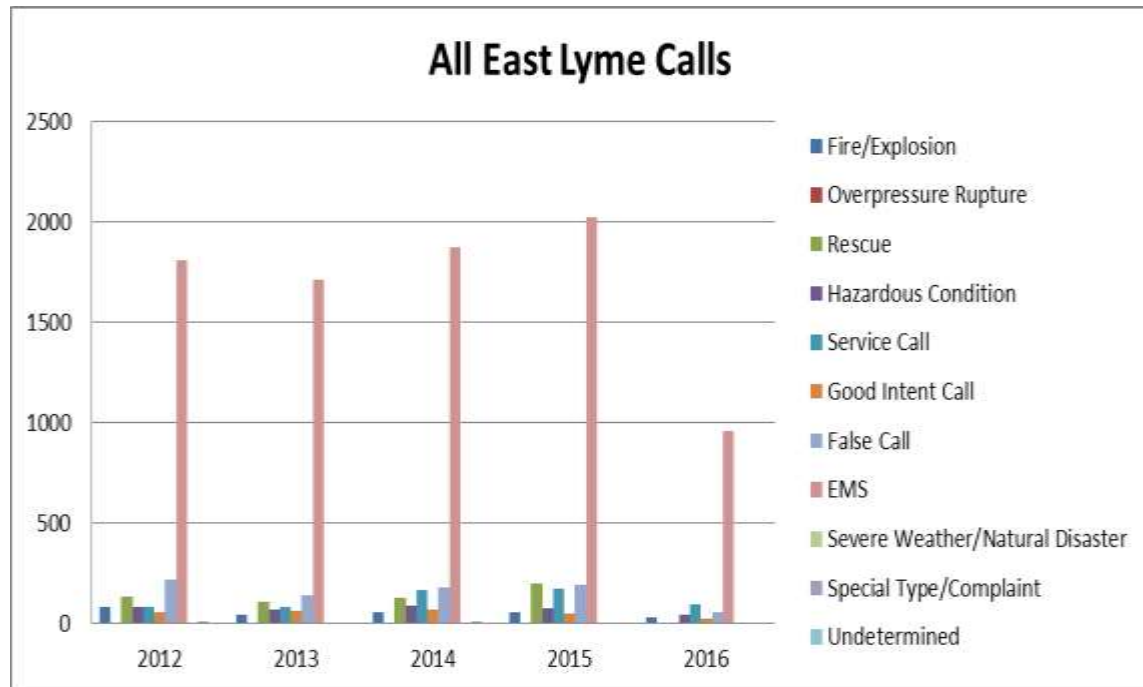


Figure 44: All Calls

#### 2012

In 2012, EMS Calls made up the largest amount of Calls received by the East Lyme Fire Departments with 1,807, 72.6% of their Call volume. False Calls came in second with 218 or 8.8%. Rescue Calls came in third with 135 calls (5.4%) and then Fire/Explosion Calls with 86 calls (3.5%). All other Calls were 85 or below and made up the last 6.2% of Calls.

#### 2013

In 2013, EMS Calls made up the largest amount of Calls received by the East Lyme Fire Departments with 1,715 Calls, which made 76.7% of their Call volume. False Calls came in second with 144, making up 6.4% of Calls. Rescue Calls came in third with 110 (4.9%) and then Service Calls with 83 (3.7%). All other calls were below 70 and made up the last 8.7% of Calls.

#### 2014

In 2014, EMS Calls made up the largest amount of Calls received by the East Lyme Fire Departments with 1,872 calls or 72.7% of their Call volume. False Calls came in second with 180 or 7.0%, followed closely by Service Calls, which rose during that year to 167



Calls (6.5%). Rescue Calls fell to the fourth highest this year, at 126 (4.9%). All other Calls were below 90 and made up the last 8.9% of Calls.

### **2015**

In 2015 EMS Calls made up the largest amount of Calls received by the East Lyme Fire Departments, with 2,021 Calls, which makes up 72.6% of their Call volume. Rescue Calls came in second with 198, making up 7.1%, followed closely by False Calls with 192 Calls (6.9%) and then Service Calls with 177 (6.4%). All other Calls are below 80 and made up the last 7% of Calls.

### **2016**

In 2016, the reporting procedure for Calls was changed in East Lyme causing the data for Rescue and EMS Calls to be exactly the same. It appears that Rescue and EMS Calls were combined, making EMS/Rescue Class the largest amount of Calls received by the East Lyme Fire Departments with 957 Calls, which makes up 78.9% of their Call volume. Service Calls came in second with 95 Calls making up 7.8% of the Call volume. False Calls came in third with 58 Calls (4.8%), followed by Hazardous Condition Calls at 42 (3.5%). All other Calls totaled 31 or below and made up the last 5% of Calls. It should be noted that the 2016 data is not complete for the entire year, due to the date at which the data was retrieved that year.



#### 4.8 Niantic Call Volume 2012-2016

Below is an overview of the Call volume from 2012 to 2016 for the Niantic Fire Department.

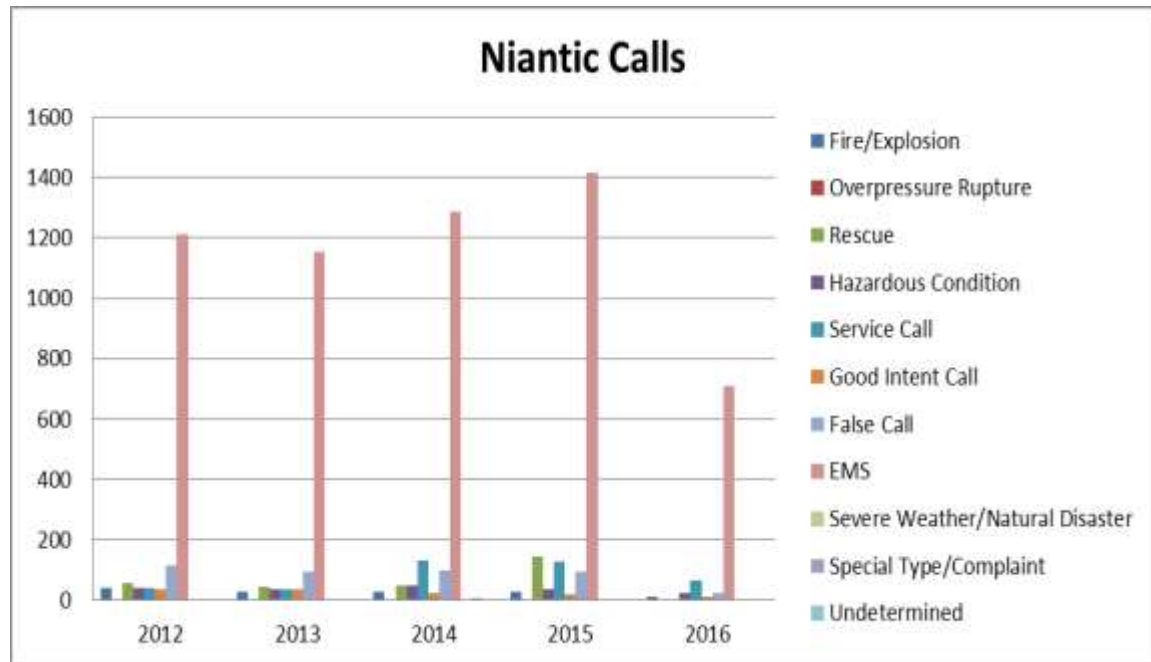


Figure 45: Niantic Calls

##### 2012

In 2012, EMS Calls made up the largest amount of Calls received by the Niantic Fire Department with 1,213 Calls, which made up 78.3% of their Call volume. False Calls came in second with 116 Calls making up 7.5% of the Call volume. Rescue Calls came in third with 59 (3.8%), followed by Service Calls with 42 (2.7%). All other Calls were 40 or below and made up the last 7.7% of Calls.

##### 2013

In 2013, EMS Calls made up the largest amount of Calls received by the Niantic Fire Department with 1,156 Calls, which made up 80.3% of their Call volume. False Calls came in second with 94 Calls, making up 6.5% of the Call volume and Rescue Calls in third with 46 Calls (3.2%). Service Calls and Good Intent Calls tied for fourth with 38 Calls (2.6%) each. All other Calls were 37 or below and made up the last 4.8% of Calls.

##### 2014

In 2014, EMS Calls made up the largest amount of Calls received by the Niantic Fire Department with 1,289 calls, which made up 76.7% of their Call volume. Service Calls came in second with 131 Calls, which made up 7.8% of the Call volume. False Calls came in third with 99 Calls (5.9%) and Resuce Calls in fourth with 51 Calls (3.0%). All other Calls were 50 or below, making up the last 6.6% of Calls.





### **2015**

In 2015, EMS Calls made up the largest amount of Calls received by the Niantic Fire Department with over 1,415 Calls, which made up 75.5% of their Call volume. Rescue Calls came in second with 146 Calls, making up 7.8% of their Call volume. Service Calls came in third with 130 Calls (6.9%) and False Calls came in fourth with 95 Calls (5.1%). All other Calls were below 40 and made up the last 4.7% of Calls.

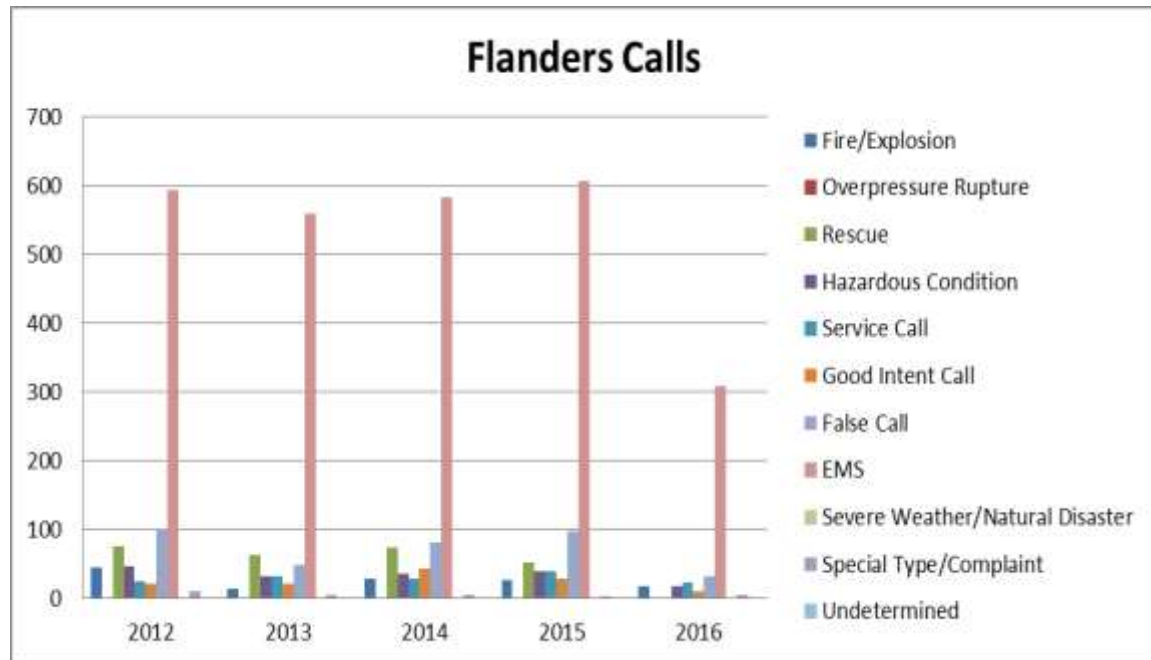
### **2016**

In 2016, EMS/Rescue Calls made up the largest amount of Calls received by the Niantic Fire Department with 710 Calls which makes up 83.3% of their Call volume. Service Calls came in second with 66 Calls (7.7%). False Calls came in third with 26 Calls (3.1%), followed by Hazardous Conditions Calls with 25 Calls (2.9%). All other Calls were 12 or below and made up the last 3% of Calls. It should be noted that the 2016 data is not complete for the entire year, due to date at which the data was retrieved last year.



#### 4.9 Flanders Call Volume 2012-2016

Below is an overview of the Call volume from 2012 to 2016 for the Flanders Fire Department.



*Figure 46: Flanders Calls*

##### **2012**

In 2012, EMS Calls made up the largest amount of Calls received by the Flanders Fire Department with 594 Calls, which makes up 64.4% of their Call volume. False Calls came in second with 101 Calls making up 11% of the Call volume. Rescue Calls came in third with 76 (8.2%) and Hazardous Conditions Calls in fourth with 46 (5%). All other Calls were below 45 and made up the last 16.4% of Calls.

##### **2013**

In 2013, EMS Calls made up the largest amount of Calls received by the Flanders Fire Department, with 559 Calls which made up 71.9% of their Call volume. Rescue Calls came in second with 64 Calls which made 8.2% of their volume and False Calls came in third with 49 Calls (6.3%). Hazardous Conditions Calls and Service Calls tied for fourth with 32 (4.1%) each. All other Calls were below 25 and made up the last 5.4% of Calls.

##### **2014**

In 2014, EMS Calls made up the largest amount of Calls received by the Flanders Fire Department with 583 Calls which makes up 66.3% of their Call volume. False Calls came in second with 81 calls, which made 9.2% of the Call volume. Rescue Calls came in third with 75 Calls (8.5%) and Good Intent Calls were fourth with 43 Calls (4.9%). All other Calls were below 45 and made up the last 11.1% of Calls.



### **2015**

In 2015, EMS Calls made up the largest amount of Calls received by the Flanders Fire Department with 606 Calls, which makes up 67.6% of their Call volume. False Calls came in second with 97 Calls, making up 10.8% of the Call volume and Rescue Calls came in third with 52 Calls (5.8%). Hazardous Conditions and Service Calls tied for fourth with 40 Calls (4.5%) each. All other Calls were below 40 and made up the last 6.8% of Calls.

### **2016**

In 2016, EMS/Rescue Calls made up the largest amount of Calls received by the Flanders Fire Department with over 309 Calls, which makes up 74.5% of their Call volume. False Calls came in second with 32 Calls making up 7.7% of the Call volume. Service Calls came in third with 23 Calls (5.5%), followed by Fire/Explosion Calls with 18 calls (4.3%). All other Calls were 17 or below and made up the last 7.9% of Calls. It should be noted that the 2016 data is not complete for the entire year, due to date at which the data was retrieved last year.

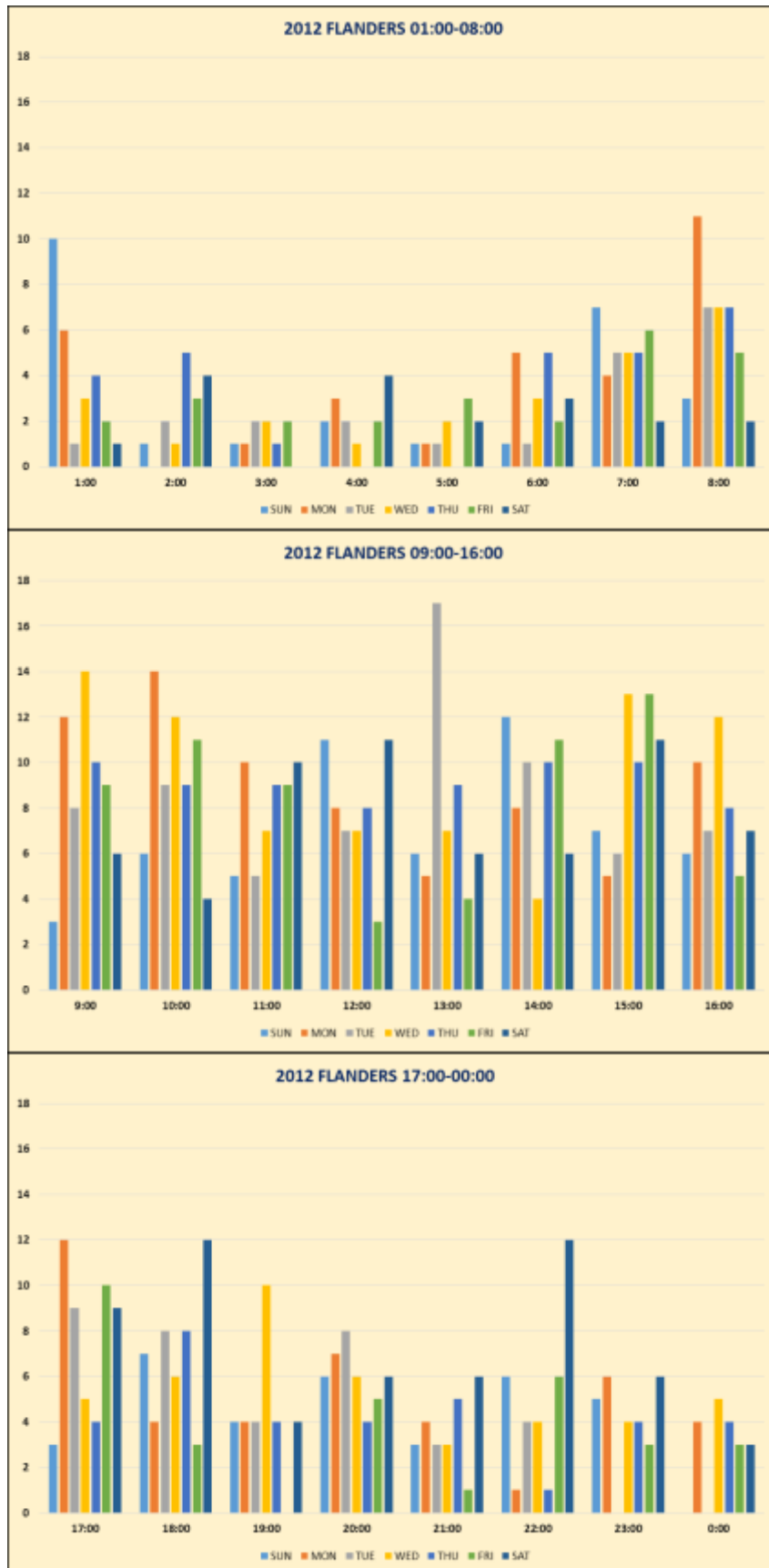


#### 4.10 Call Timelines 2012-2016



The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph in 2012 the Call volume for East Lyme begins to rise above 15 for most days around 0800 and stays above that reaching up to 35 until 2100 when most the days fall 15 or below. Most days do remain at 10 or above until 2400 and then remains below that until 0700.





The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph in 2012, the Call volume in Flanders for most the days rise to 4 or above at 0700 and then rise to 6 or above at 0800 and remain there (with many days above eight and one day being as high as above 16), until 2000 (except 1900). The numbers do remain 4 or above until 2400 for many of the days, but then remain below that until 0700.





The left column shows the number of calls while the bottom row shows the time of day. As can be seen in the graph in 2012 the call volume in Niantic for most days rise to ten or above at 0900 and remain that way (with one day reaching as high as 25) until 2100. Most days do remain 5 or above (with some still above 10) until 2400. The numbers do rise again at 0100 to above 5, but do not remain there consistently until 0500.

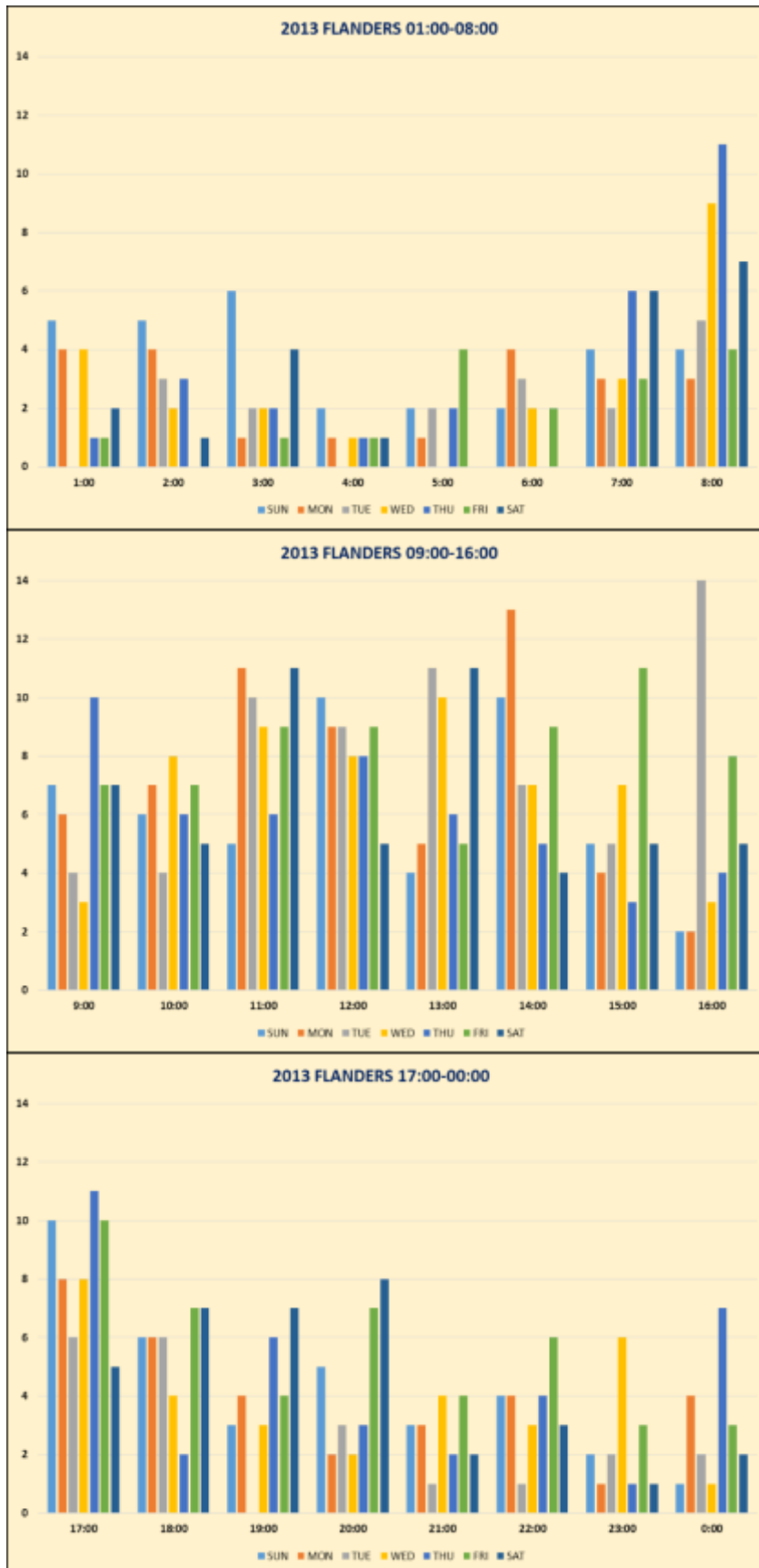






The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2013 the Call volume in East Lyme, most of the days start having Calls 15 or above at 0800, with some days having above 25 Calls, it remains that way until 2000. The Calls for most the days does remain 10 or above until 2200, but does not have most days rising above that again until 0800.





The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2013 the Call volume in Flanders for most of the days have Calls 4 or above at 08:00 and rises to 6 or above at 0900. Except for between 1500-1600 (where the majority of the days are only 4 or above) it remains this way until 1900. The number of Calls does rise to 4 and above for most days at 2200 but does not remain there.





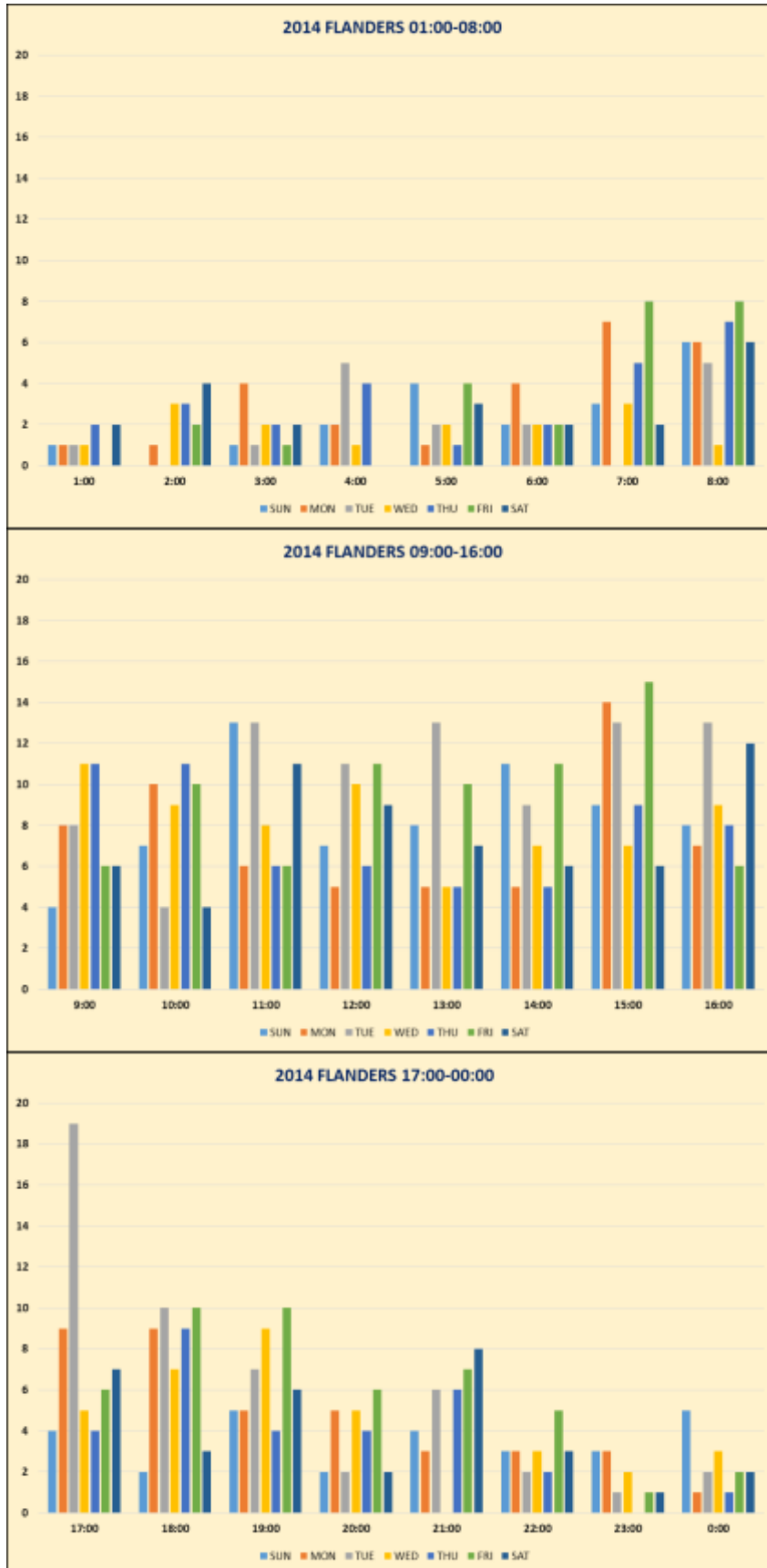
The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2013 the Call volume in Niantic for most of the days have Calls 5 or above at 0700 and rises to 10 or above at 0800. Except for between 1300 (where the majority of the days are only 5 or above) it remains this way until 2100. The number of Calls does remain at 5 or above for most days until 0100.





The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2014 the Call volume in East Lyme for most of the days being 15 or above at 0800 and remains that way (with one day rising as high as 48) until 2100. The number of Calls for most days does stay 10 or more until 2200, but does not stay consistently that way again until 0700.





The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2013 the Call volume in Flanders for most of the days have Calls 6 or above at 0800 and rises to 8 or above at 0900. Except for between 1300-1400 (where the majority of the days are 6 or above) it remains this way until 1700. There is a quick rise back up at 1800 but the majority of the days for the rest of the hours do not rise above 8.





The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2014 the Call volume in Niantic for most of the days have Calls 10 or above at 0800 it remains this way (with some hours showing 15 or above) until 2100. Most days do remain 5 or above until 2300.







For the 3 charts on the left side of the page, the left column shows the number of Calls and the bottom row shows the time of day. As can be seen in the graph for 2015, the Call volume in East Lyme for averages 10-15 calls per day with some days spiking above 40 Calls. The Call volume for most days remains at approximately 10 emergency responses between the hours 0600 until 2200 hours, at which time and call volume subsides and becomes less predictable, and less frequent. For the three charts on the right side of the page the left column shows the number of personnel while the bottom row shows the time of day.





For the three charts on the left side of the page, the left column shows the number of Calls while the bottom row shows the time of day. The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2015, the Call volume in Flanders, for most the days, is 6 or more between the hours 0700 and 2100. Spikes up to 14 responses per day were also noted. For the three charts on the right side of the page, the left column shows the number of personnel while the bottom row shows the time of day.





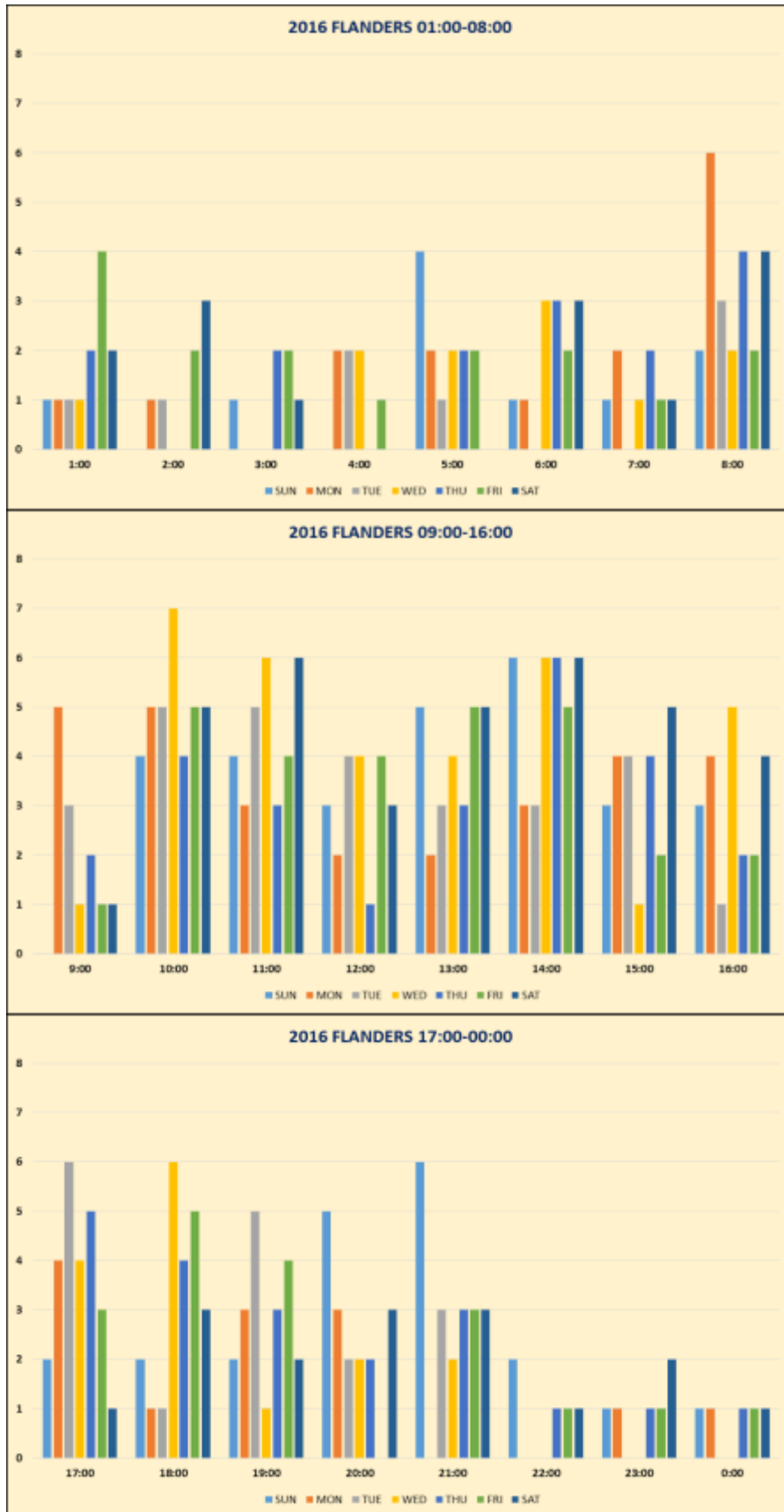
For the three charts on the right side of the page, the left column shows the number of personnel while the bottom row shows the time of day. As can be seen in the graph for Niantic in 2015, most the days being 10 or above at 0700 and remain that way (with one day rising as high as above 30) until 2200. Most days do begin to rise again to 5 or more at 0500. For the three charts on the left side of the page, the left column of shows the number of calls while the bottom row shows the time of day.





It should be noted that the data for 2016 is only partial and does not include all Calls received that year. The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for 2016, in East Lyme, most the days don't consistently have Calls 15 or above like in some previous years. It does appear to rise again around 0800 and the majority of the days remain at least above 5 (some reaching above 10 or 15 and as high as above 25) until 2200.





It should be noted that the data for 2016 is only partial and does not include all Calls received that year. The left column shows the number of Calls while the bottom row shows the time of day. The data for Flanders in 2016 is slightly less consistent. The number of Calls for the majority for the days rises to 2 or above at 0500 but drops down again at 0700. It does remain above 2 or above (with many days 4 or above) at 0800 until 2200.





It should be noted that the data for 2016 is only partial and does not include all Calls received that year. The left column shows the number of Calls while the bottom row shows the time of day. As can be seen in the graph for Niantic in 2016 the majority of the days are 5 or above at 0800 and remain that way (with one day rising as high as 25) until 2000.







## **5 COMMUNITY RISK REDUCTION**

### **5.1 Fire Prevention**

Besides code enforcement, which is performed by the Fire Marshal's office, other types of fire prevention are left up to the individual fire departments.

#### ***Niantic***

The Niantic Fire Department does perform an open house each year and acquires a smoke trailer from Mystic to bring to the Niantic Center School. Besides these events, no other fire prevention is performed by the department.

#### ***Flanders***

The Flanders Fire Department does visit the schools and daycares in their district yearly. Besides these events, no other fire prevention is performed by the department.

### **5.2 Code Enforcement**

The Fire Marshal's Office is responsible for code enforcement in the town of East Lyme. The office contains two full-time workers (fire marshal and deputy), four part-time workers, and some personnel that are on-call workers/floaters. The office performs 775 inspections in the schools and other structures throughout the town each year.

### **5.3 Investigations**

Investigations also fall under the responsibility of the Fire Marshal's Office. Although the Fire Marshal and Deputy Marshal perform most investigations, there is no limit on the number of personnel from the office that may be present at any investigation to assist. The office is a big proponent of X-raying items during an investigation for further analysis. Some mutual aid may be provided from neighboring towns and vice versa.

### **5.4 Summary**

In discussions with the Fire Service staff and the Fire Marshal's staff, it was concluded that the Fire Prevention activities provided in the community are primarily provided by the Fire Departments independently. The community does not have a focused set of fire prevention priorities or goals. Each department recognized the need for outreach to the schools but there is joint curriculum that ensures what the students in the Flanders District receive is the same as the students in the Niantic District.





## 6 HAZMAT

### 6.1 Niantic

Many members of the Niantic Fire Department are trained and certified to the HAZMAT awareness level. Of those members, only 4 of them are not trained and certified to the Operational level. Seven HAZMAT Technician-Certified personnel are also present in the department. The full-time staffs are required to be HAZMAT Operational. As the active member numbers are drastically less than the regular member numbers, it is unknown how many active HAZMAT-Certified personnel are present.

### 6.2 Flanders

Many members of the Flanders Fire Department are trained and certified to the HAZMAT awareness level. Of those members, around half of them have also been trained and certified to the Operational level. Three HAZMAT Technician-Certified personnel are also present in the department. The full-time staff is required to be HAZMAT Operational. As the active member numbers are drastically less than the regular member numbers it is unknown how many active HAZMAT-Certified personnel are present.

### 6.3 Summary

The Niantic and Flanders Fire Department are aided in Hazardous Materials Response through the New London County Mutual Aid System. Within the System, the Town has access to a wide assortment of Hazardous Materials Response resources and capabilities, including equipment and personnel. The local resources are limited and would be expected to be managed at the scene to limit the exposure to the public and environment until the mutual aid resources arrive on scene that would be staffed and equipped to take offensive actions to mitigate the hazardous material event. The departments identified training opportunities given to their membership but did not identify interdepartmental (Niantic and Flanders) training opportunities on an on-going basis. Paid staff assigned at both departments expressed the concern at the lack of training made available to them. It was also identified that the career staff did not train together (Niantic and Flanders) in any subjects, not just Haz-mat. This issue needs to be addressed since the career staff, working together, makes up the bulk of the manpower during the M-F dayshift responses.

***RECOMMENDATION #3: REGULARLY SCHEDULED JOINT TRAINING OPPORTUNITIES NEED TO BE ESTABLISHED BETWEEN THE NIANTIC AND FLANDERS FIRE DEPARTMENTS, PRACTICING THE VARIOUS TASKS IDENTIFIED IN THE TOWN EMERGENCY PLAN AND INDIVIDUAL RESPONSE GUIDES.***



***RECOMMENDATION #4: CARREER STAFF TRAINING, THAT IS NOT ACCOMPLISHED WITHIN THE DEPARTMENT ACTIVITIES, SHOULD BE ESTABLISHED WHERE THE EAST LYME FIRE FIGHTERS PRACTICE THE SKILLS AND PROCESSES THEY WILL DEPLOY WHEN RESPONDING TOGETHER.***



## **7 GRANTS**

The Fire Marshal's Office has researched and acquired grants for the fire departments (as well as other departments in town) for items such as a compressor, but leaves the research and application of fire house grants to the individual fire departments.

### **7.1 Niantic**

The Niantic Fire Department uses committees for the research and application of grants, as well as the purchase of big ticket items. Grants acquired in the past have allowed the department to purchase items such as air packs and a diesel exhaust.

### **7.2 Flanders**

The Flanders Fire Department does not use committees for the research and application of grants, but rather has a member who is skilled with applying for grants and has been tasked with applying for future grants. Grants acquired in the past have allowed them to purchase new items, such as air packs.

### **7.3 Summary**

During the interviews and discussions there was no evidence provided that indicated the grant application process was coordinated between the departments. The grant application process for the fire departments was done individually.







## 8 FIRE FLOW

Figure 47: Hydrant Flow

INSURANCE SERVICES OFFICE, INC.											
HYDRANT FLOW DATA SUMMARY											
City: East Lyme County: New London		State: Connecticut		Witnessed by: Insurance Services Office, Inc.		Date: May 19, 2008					
TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM $Q = 2.9 \cdot K_1(C)^{0.55}(P^{-0.55})$		PRESSURE PSI		FLOW - AT 20 PSI		REMARKS***	
				INDIVIDUAL HYDRANTS	TOTAL	STATIC	RESID.	NEEDED **	AVAIL.		
1	Comm	HYD No 48 Chesterfield Rd. s/o Walnut Hill Rd.	Town of East Lyme Water Dept., Main	1160	0	79	30	1750	1300	(A)-(1340 gpm)	
2	Res	HYD No 495 Cavasin Dr. @ 2nd to last hydrant	Town of East Lyme Water Dept., Main	1430	0	78	40	750	1800		
3	Comm	HYD 436 Boston Post Rd. @ Chesterfield Rd.	Town of East Lyme Water Dept., Main	2300	0	87	83	4000	10500		
3A	Comm	HYD 378 Boston Post Rd. @ Chesterfield Rd.	Town of East Lyme Water Dept., Main	2300	0	87	83	2500	10500		
4	Comm	HYD 443 Boston Post Rd. @ Mill Rd.	Town of East Lyme Water Dept., Main	1320	0	80	65	3000	2800		
5	Comm	HYD No 366 King Arthur Dr. @ Flanders Rd.	Town of East Lyme Water Dept., Main	1120	0	60	50	1750	2400		
6	Comm	HYD No 363 Flanders Rd. s/o Damon Heights Rd.	Town of East Lyme Water Dept., Main	2020	0	80	65	6000	4300	(A)-(3900 gpm)	
6A	Comm	HYD No 19 Flanders Rd. s/o Damon Heights Rd.	Town of East Lyme Water Dept., Main	2020	0	80	65	2000	4300		
7	Comm	HYD No 19 Society Rd. @ middle school	Town of East Lyme Water Dept., Main	2550	0	90	60	4500	4000		
7A	Comm	Society Rd. @ middle school	Town of East Lyme Water Dept., Main	2550	0	90	60	3000	4000		
8	Comm	HYD No 261 Owaspale Hills Rd. @ Quarry Deck Rd.	Town of East Lyme Water Dept., Main	1470	0	100	40	2000	1700		
9	Res	HYD No 352 Broadway @ Laurel St.	Town of East Lyme Water Dept., Main	1360	0	90	70	1500	2700		
10	Comm	HYD No 245 Main St. w/o Smith Ave.	Town of East Lyme Water Dept., Main	1440	0	97	90	3500	5300		
11	Comm	HYD No 234 Hope St. s/o Joyce Ct.	Town of East Lyme Water Dept., Main	1400	0	88	60	4500	2300	(A)-(3000 gpm)	
11A	Comm	Hope St. s/o Joyce Ct.	Town of East Lyme Water Dept., Main	1400	0	88	60	3500	2300		
12	Comm	HYD No 230 East Panaguer Rd. @ Brush Hill Rd.	Town of East Lyme Water Dept., Main	1480	0	80	40	1750	1800		

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE NOT INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION.

THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

\*Comm = Commercial; Res = Residential.

\*\*Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

\*\*\* (A)-Limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (B)-2 hours, (C)-3 hours or (D)-4 hours.

## 8.1 Fire Flow Applicability

The fire flow data in the table provided by the Insurance Services Office gives insight to what the measured water availability is for firefighting in key locations within the town. The water flow data, combined with information obtained while preplanning high hazard locations, can be utilized to prepare resource assignments and mutual aid needs. Determinations can be made if alternate water supply is needed for community risks that require flow beyond the capability of the water system.





## 9 ORGANIZATIONAL HISTORY

### *Niantic*

The organizational history was retrieved from the Niantic Fire Department's social media page.

Niantic Fire Department was founded in 1923 to provide fire protection for the Niantic section of East Lyme. The original fire station still stands at 7 Grand Street.

Around 1958, Niantic relocated to a new fire station next door on Beckwith Street. Over the years, the original station on Grand Street was passed around through the town for different departments.

The Station was again turned back over to the Niantic Fire Department and is now used to house the Department's Service Truck (B-16), Utility Gator, two boats and numerous other items.

In the mid-1970's, with the population continuing to grow in the Giants Neck Heights and Beach area, Niantic Station 2 was built at 227 West Main Street and the Niantic Fire Department was divided into two Fire Districts. The line dividing the two districts is at West Main Street and Huntley Court. The area to the East became known as the Headquarters District. The area to the West became known as the Station 2 District.

Engine 3 (B-13), the Dodge power-wagon (B-14), and the Town's spare Ambulance (B-300) are located at Station 2.

Though both Departments (Niantic/Flanders) have their district line at Interstate 95, each Department works together, daily, providing emergency services to the town. The members are trained for all types of emergency situations that they may face in East Lyme. They continually train in fire suppression and Emergency Medical Services. Also, most of the members have specialized training in Hazardous Materials, Confined Space Rescue, Weapons of Mass Destruction, Water Rescue and High Angle Rescue, should any of these emergencies occur.

### *Flanders*

The following organizational history was provided by the Flanders Fire Department:

The Flanders Fire Department was chartered in 1946. The Department's origination came out of the lengthy response times from the Niantic Fire Department, which was located at the other end of East Lyme. The Department was originally located at 171 Boston Post Road, where it remained for 27 years, before relocating to 151 Boston Post Road, where it remains today.



The Department's first fire engine was a 1946 Ahrens Fox which remained in service until 1968. In the 1950s, the Department received a discarded Chevrolet Pumper from the Niantic Fire Department. In 1965 and 1967, the department received 2 Class A Mack Pumpers, which remained in service until 1993 and 1995, when they were replaced with a Class A 3D Pumper and in 2016 a Class A Smeal.

In 1988, the Department experienced a large fire at the Flanders Plaza, which showcased a glaring need for a Ladder Truck in the north end of town. The Department acquired a 1989 95'ft E-One Ladder Truck, which was just replaced in 2015 with a Smeal 100ft Mid Mount Platform.

With the growing frequency of accidents, the severity of which require extrication, the Department started in 1971 with a 1970 Ford Econoline Van for rescue purposes which was purchased by the East Lyme Ambulance. The extrication equipment needed to perform adequate evolutions safely at accident scenes has grown. This has been reflected in rescue vehicles. The Department has upgraded Rescue Vehicles four times in 46 years, and is presently operating a 2009 Ferrara, again financially supported by the East Lyme Ambulance, which funded half of the purchase price and numerous heavy rescue tools.

In 1973, the East Lyme Ambulance Service agreed with the Flanders Fire Department, that another ambulance was needed to operate in the north end of Town. The East Lyme Ambulance Service purchased an ambulance and it was operated out of the Flanders Fire Department. This service continues presently.

The Flanders & Niantic Fire Departments were originally dispatched by the New London Fire Department. In 1973, the seven-digit emergency numbers were answered by volunteers with emergency phones in their residences. In 1982, the East Lyme Emergency 911 Dispatch Center went into operation which answered all emergency calls for the town. Through the 71 years of the Flanders Fire Department's existence, it has gone from alerting volunteers by an audible siren and horn, to home radios, to pagers, to texts.

The Flanders Fire Department, upon its inception, originally had one full-time paid firefighter/driver. This lasted 26 years, until 1972, when a second full-time paid firefighter/driver/EMT was employed bringing the staff to two. In 1997, (25 years later) a third paid firefighter/driver/EMT was added, bringing the full-time staff total to three.

The department also employs part-time paid firefighter/driver/EMTs, which originally started as weekends, has grown into weekends, weekend nights, week nights and coverage for full-time firefighters.



## 10 GOVERNMENT RESPONSIBILITIES

### 10.1 Protection

There is nothing present in the Town Charter designating the Flanders Fire Department, the Niantic Fire Department, or any other organization as being the emergency response agency for the Town.

***RECOMMENDATION #5: THE TOWN OF EAST LYME SHOULD FORMALLY RECOGNIZE AND DESIGNATE THE FIRE AND EMERGENCY MEDICAL RESPONDERS FOR THE COMMUNITY.***







## 11 STRATEGIC MASTER PLANNING

### 11.1 Research and Planning

#### *Niantic*

The research and planning for purchasing big ticket items and items not within the budget are conducted by committees. Other items within the budget are left to the discretion of the fire chief. Most common items, such as cleaning supplies, are said to be discussed with the Line Officers.

#### *Flanders*

There is currently no standing committee for purchasing. Depending on the expense of the item being purchased, a committee may be put together for larger items. Smaller items are left up to the discretion of the Officers to purchase.

***RECOMMENDATION #6: A BULK PURCHASING PROGRAM FOR THE EMERGENCY SERVICES SHOULD BE CREATED TO ACHIEVE ECONOMIES OF SCALE.***

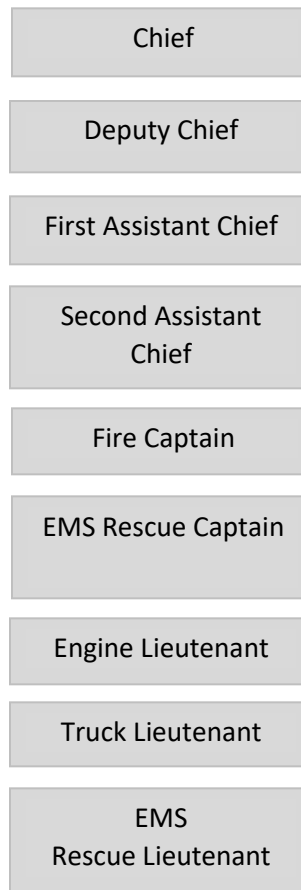




## 12 ORGANIZATION STRUCTURE

### *Niantic*

The Niantic Fire Department's operations fall under the control of the Chief to conduct himself, or through one of the line officers, as indicated in the chain of command below. In absence of the chief, the next officer in the chain of command shall assume the responsibilities of the chief (retrieved from EOP).



In addition, the Department also has an Executive Board which consists of a President, Vice President, Recording Secretary, Financial Secretary, and Treasurer.

It is unknown if all positions mentioned above are currently filled in the Niantic Fire Department.

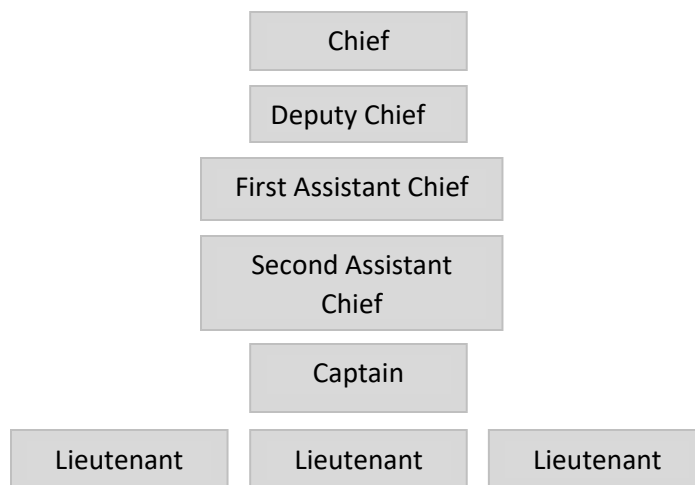


## ***Flanders***

The following information was retrieved from the Flanders Fire Department website and bylaws.

The Flanders Fire Department is run in two different sections based on Operations and Administration.

The Line Officers run the first section, Operations. The Line Officers consist of the Chief, Deputy Chief, First Assistant Chief, Second Assistant Chief, Captains, and Lieutenants. These officers work using the chain of command, starting with the Chief, to complete tasks at the scene of an emergency.



In addition to the above fire positions, an EMS Captain and an EMS Lieutenant are appointed by the Chief. They do not have rank over fire personnel of equal or greater rank.

The second section is the Administration/Executive Board which conducts formal business and insures that organizational tasks are completed. This is done by members of the Department who act as the President, Vice President, Recording Secretary, Financial Secretary, and Treasurer. Business is primarily conducted during the monthly meetings which are held at the Flanders Fire Department on the second Tuesday of each month.

In addition, the Department has a Board of Trustees, which consists of 3 members with 3-year terms.

It should be noted that not all Lieutenant Positions mentioned above are currently filled or have been filled for several years. Senior Officer Positions, however, have been filled.



## 12.1 Protocols

Both the Niantic and Flanders Fire Departments have SOGs. However, these documents are not the same. Although they may provide some, if not most, of the same general information, the information is mixed and matched so that one department may be more informative on one subject, while the other may be more informative on another subject. The two SOGs do not have the same type of chapters and are written in different formats.

In addition, the two departments both have written bylaws. After review, it was found that the information contained within the two sets of bylaws was not the same in all aspects.

It was determined that the Flanders Fire Department does not follow all aspects of their SOGs. Although this same determination could not be officially made for the Niantic Fire Department, interviews with staff members indicated that the Niantic Fire Department also does not follow all aspects of their SOGs.

## 12.2 Responsibilities

### *Niantic*

The Niantic Fire Department has written responsibilities for its officers. Two written sets of responsibilities were found, one in the Department's SOGs and one in the Department's Bylaws. Both sets (except for the requirements for line officers, where only one set exists) are presented in separate paragraphs on the following pages.

#### Line Officers

All Line Officers are responsible for the full performance or duties delegated to them and require subordinates under their command to comply with all orders, rules, regulations, practices, procedures, and guidelines of the Niantic Fire Department and promptly report, by well sustained charges, and flagrant violations or dereliction.

- Line Officers extinguish all fires with the least possible danger to life and property, prevent unnecessary damage by water or other extinguishing agents, take proper precautions against rekindle and leave the premises in a safe condition.
- Line Officers take precautionary measures to prevent unnecessary risks to members of the Niantic Fire Department.
- No Line Officer shall interfere in matters or operations for which another Line Officer of equal rank is responsible, except with latter's consent, or by order of a Superior Officer. Conflict of authority must be strictly avoided.



- Line Officers, in charge at the scene of any Fire/EMS/Rescue incident, shall have full power and authority to direct the operation of mitigating the incident (retrieved from SOGs).

### Chief

The Chief of the Department presides over all operational and administrative command of the Department, issuing necessary orders through the Line Officers. The Chief is specifically authorized and charged to; excuse members from fires, make purchases up to the amount of five hundred dollars (\$500.00) without the vote of the Line Officers, act as chairman of Line Officer meetings, call special meetings of the Line Officers, veto recommendations of the Line Officers (this veto may be overturned by a majority vote at the next Line Officer meeting), supervise the budget and administration of the Department, develop, review, and implement all firefighting policies and Standard Operating Guidelines, ensure adequate records are kept of all required maintenance and training. The Chief or his designee shall oversee QA/QI of EMS reports.

BYLAW: [The Fire Chief] has entire command of emergency operations. The Chief is responsible for the overall management of the Fire Department. The Fire Chief oversees various committees, acts as Incident Commander at emergency scenes, paid personnel's supervisor, monitors safety conditions at emergency scenes and during training. The Chief serves as liaison with Town of East Lyme government and other area emergency services and organizations. The Chief is also responsible for administering Department budget funds and is responsible for putting into effect and enforcing policies, rules, regulations, practices, procedures, and guidelines of the Niantic Fire Department.

### Deputy Chief

The Deputy Chief is responsible for; filling in at committee meetings which the Chief cannot attend, operational instructions, review, evaluate, develop, and implement training programs, policies, and procedures for various Department operations regarding training, and monthly checks of Station 2. The Deputy Chief is second in command and assumes all duties of the chief, when necessary. The Deputy Chief, or his designee, is the head of the Training Committee.

BYLAW: [The Deputy Fire Chief] shall be second in command of the Department. The Deputy Chief assumes the responsibilities of the Fire Chief in his/her absence. The Deputy Chief oversees pre-fire planning and is head of the Training Committee.

### First Assistant Chief

The First Assistant Chief is third in command of the department. He is responsible for all operational instructions, pre-planning, mutual aid agreements and operations





equipment. He shall assume command responsibility in the absence of senior personnel.

BYLAW: [The First Assistant Chief] shall be third in command of the department. The First Assistant Chief assumes the responsibilities of superior officers, in their absence.

#### Second Assistant Chief

The Second Assistant Chief is fourth in command of the Department. He shall assist the First Assistant Chief in his duties. He shall assume command responsibility in the absence of senior personnel.

BYLAW: [The Second Assistant Chief] shall be fourth in command of the department. The Second Assistant Chief assumes the responsibilities of superior officers, in their absence.

#### Fire Captain

The Fire Captain is fifth in command. The Fire Captain is responsible for; training qualifications of personnel within their respective area, material condition of the equipment and apparatus under their cognizance, training and qualification of personnel in their respective areas, assessing and improving the performance of the drivers of the apparatus in their charge. The Fire Captain is responsible for equipment, apparatus repair, and maintenance of all fire hose, engines, aerial devices, brush trucks, and service vehicles.

BYLAW: [The Fire Captain] responds to all emergency calls as directed and when first on scene shall assume command until the arrival of a superior officer and proper turnover of scene is given. The Fire Captain, at fires, shall be particularly judicious in the laying of hose, placing ladders, spotting equipment, calling assistance, and other operations necessary for the preservation of life and property. The Fire Captain is responsible for all hose testing, ladder testing, engine and truck equipment and Engine and Truck Company operations, and sees that the Engine Ladder equipment is cared for and protected.

#### EMS Rescue Captain

The EMS Rescue Captain is the sixth in command of the department. The EMS Rescue Captain is responsible for; training qualifications of personnel within their respective area, the material condition of the equipment and apparatus under their cognizance, training and qualification of personnel in their respective areas, assessing and improving the performance of the drivers of the apparatus in his charge. The EMS Rescue Captain is responsible for equipment, apparatus repair, and maintenance of all medical supplies, ambulances, boats, and rescue vehicles. The EMS Rescue Captain, or his designee, oversees volunteer EMS personnel.



BYLAW: [The EMS Rescue Captain] shall take direct orders from superior fire officers. The EMS/Rescue Captain, when arriving at a medical emergency, shall take command of activities until a superior Fire Officer takes over command. The EMS Rescue Captain shall actively suggest to Superior Officers and Responders, rescue tactics, medical tactics and equipment uses. The EMS Rescue Captain is responsible for all rescue/EMS equipment and rescue/EMS operations.

#### Engine Lieutenant

The Engine Lieutenant is the seventh in command. The Engine Lieutenant shall assist their Captain in training and certification in their areas of responsibility and maintain the material condition of the equipment and apparatus under their cognizance. The Engine Lieutenant is responsible for equipment, apparatus, and maintenance of all fire hose, and engines.

BYLAW: [The Engine Lieutenant] shall respond to all emergency calls as directed, and when first on scene shall assume command until the arrival of Superior Officer and proper turnover of the scene is given. The Engine Lieutenant, at fires, shall assist the Chiefs and Captains at the scene of any fire or emergency. In the absence of the Fire Captain, the Engine Lieutenant shall have the same duties and responsibilities, when it relates to Engines, as the Fire Captain. Lieutenants shall lead their firefighters in the duties assigned to them. When supervising a hose crew, they will go with and be part of the hose crew. The Engine Lieutenant is a working firefighter and shall lead their firefighters in assigned tasks.

#### Truck Lieutenant

The Truck Lieutenant is the eighth in command. The Lieutenant shall assist their Captain in training and certification in their areas of responsibility and maintain the material condition of the equipment and apparatus under their cognizance. The Truck Lieutenant is responsible for equipment, apparatus, and maintenance of all aerial trucks, brush trucks, and service vehicles.

BYLAW: [The Truck Lieutenant] shall respond to all emergency Calls as directed, and when first on the scene shall assume command until the arrival of a Superior Officer and proper turnover of the scene is given. The Truck Lieutenant, at fires, shall assist the Chiefs and Captains at the scene of any fire or emergency. In the absence of the Fire Captain, the Truck Lieutenant shall have the same duties and responsibilities when it comes to the truck as the Fire Captain. Truck Lieutenants shall lead their firefighters in the duties assigned to them. When supervising ladder operations, they will go with and be part of the Truck Company crew. The Truck Lieutenant is a working firefighter and shall lead their firefighters in assigned tasks.



**EMS Rescue Lieutenant**

The EMS Rescue Lieutenant is the ninth in command. The EMS Rescue Lieutenant shall assist their Captain in training and certification in their areas of responsibility and maintain the material condition of the equipment and apparatus under their cognizance. The EMS Rescue Lieutenant is responsible for equipment, apparatus, and maintenance of all ambulances, boats, and rescue vehicles.

BYLAW: [The EMS Rescue Lieutenant], when arriving at a medical emergency, shall take command of activities until a Superior Fire Officer or EMS Rescue Captain takes over command. The EMS Rescue Lieutenant shall assist the Chiefs and Captains at the scene of any rescue, fire, or medical emergency. In the absence of the EMS Rescue Captain the EMS Rescue Lieutenant shall have the same duties and responsibilities as the EMS Rescue Captain. Lieutenants shall lead their firefighters/EMTs in the duties assigned to them. When supervising a rescue crew or EMS call, they will go with and be part of the rescue/EMS crew. The EMS Rescue Lieutenant is a working firefighter/EMT and shall lead their personnel in assigned tasks.

***Flanders***

The Flanders Fire Department also has written responsibilities for its officers. For certain positions two sets of written responsibilities were found, one in the department's SOGs and one in the department's bylaws. When two sets are present, they will both be presented in separate paragraphs on the following pages.

**All Officers**

All the Officers of the Department shall promote good relations between the Department and the residents of the Town, the Town Officials, and other Departments.

All Line Officers shall be responsible for the full performance or duties delegated to them and shall require subordinates under their command to comply with all orders, rules and regulations, practices and procedures of the Fire Department and shall promptly report, by well sustained charges, any flagrant violations or dereliction

**Chief**

The Fire Chief shall have entire command of emergency operations. The Chief is responsible for overall management of the department. He or she oversees various committees, acts as incident commander at emergency scenes, monitors safety conditions at emergency scenes and during training. The Chief will also serve as the Department liaison within town government and other area emergency services and organizations. He or she is also responsible for administering Department budget funds.

BYLAW: [The Chief] shall have entire command of the Department always, except as designated in these by-laws. His/her order shall be issued personally or through his/her



Line Officers. The Chief shall have the power to excuse members from fires. He/she shall see the equipment is kept in good state of repair. He/she may make purchases up to the sum of two hundred (\$200) dollars without the vote of Line Officers. The Chief shall see that the recommendations of a majority vote of the Line Officers, relative to the Departments' equipment, are carried out. The Chief shall chair Line Officers' meetings. He/she shall call a special meeting of the Line Officers, as he/she deems necessary. A bare majority of the Line Officers may petition, in writing, to the Chief for a special Line Officers' meeting, which must be held within five (5) days. He/she shall be exempt from paying dues.

#### Deputy Chief

The Deputy Chief shall be second in command of the Department. He/she shall see the Chief's orders are carried out in accordance with department SOGs and in the absence of the Chief, shall assume command.

SOG: [The Deputy Fire Chief] shall be second in command of the Department and assumes the responsibilities of the Fire Chief in his absence.

#### First Assistant Chief

The First Assistant Chief shall be third in command of the Department and shall see the Chief's orders are carried out in accordance with department SOGs. In the absence of the Chief and the Deputy Chief, he/she shall assume command, and shall have the same duties as the Chief until relieved by a Superior Officer.

SOG: [The First Assistant Fire Chief] shall be third in command of the department and assumes the responsibilities of superior officers in their absence.

#### Second Assistant Chief

The Second Assistant Chief shall be fourth in command of the Department and shall see the Chief's orders are carried out in accordance with department SOGs. In the absence of the Chief, Deputy Chief, and First Assistant Chief, he/she shall assume command, and shall have the same duties as the Chief until relieved by a Superior Officer.

SOG: [The Second Assistant Fire Chief] shall be fourth in command of the Department and assumes the responsibilities of Superior Officers in their absence.

#### Captain

The Captain shall be fifth in command of the Department and shall see the Chief's orders are carried out in accordance with department SOGs. In the absence of the Chief, Deputy Chief, and both Assistant Chiefs, he/she shall assume command and shall have the same duties as the Chief until relieved by a Superior Officer.



SOG: [Fire Captains] shall be responsible for putting into effect the policies, rules, regulations, practices, and procedures of the Fire Department.

- Fire Captains will respond to all emergency calls as directed, and when first on the scene will assume command until the arrival of a Superior Officer.
- Fire Captains, at fires, shall be particularly judicious in the laying of hose, placing ladders, spotting equipment, calling assistance and other operations necessary for the preservation of life and property.
- Fire Captains shall see that all apparatus and equipment are properly cared for and protected.
- Fire Captains, in the department, will work harmoniously together and will share in the responsibilities equally.
- Fire Captains will require that all Department firefighters, except the drivers, wear full protective clothing from time of alarm until after the immediate emergency. Only when a Chief Officer gives the direction to remove gear may they do so. If such permission is not granted, firefighters will remain in protective clothing until returning to the station. At all times during firefighting operations and training evolutions, personnel will wear full protective clothing.

#### Lieutenants

The Lieutenants shall be sixth in command of the Department and shall see the Chief's orders are carried out in accordance with department SOGs. In the absence of the Chief, Deputy Chief, both Assistant Chiefs, and the Captain he/she shall assume command, and shall have the same duties as the Chief until relieved by a Superior Officer.

- The first of the three (3) Fire Lieutenants to arrive shall assume command until the arrival of a Superior Officer.

SOG: [The Fire Lieutenant] shall assume command until the arrival of a Superior Officer.

- Lieutenants will lead firefighters in their duties assigned to them. When supervising a hose crew, they will go with and be part of the hose crew. A lieutenant is a working firefighter and will lead his men/women in their assigned tasks.



## 12.3 Qualifications

### ***Niantic***

JLN was notified that the required qualifications for members have been changed slightly in the Department to rely less on requirements (such as percentage of calls/points responded) but have not been changed in the bylaws. The following qualifications were retrieved from the Niantic Fire Department's bylaws.

#### *Line Officers*

To qualify as a Line Officer, one must have attained 15% of the overall Niantic Fire Department Points total for the past year and have attended six (6) trainings for the past year.

#### *Chief Officer*

To qualify as a Chief Officer, one must be familiar with the overall, operation of the Department, its equipment, driver on all apparatus, have been a member of the NFD for at least five (5) years, and have served as a Line Officer of the NFD for at least two (2) years. They shall be at least Firefighter II, EMT, ICS 100, ICS 200, ICS 700, and ICS 800 or its equivalent.

#### *Captain*

To qualify as a Captain, one must have been a regular member of the NFD for at least two (2) years and have served as a Lieutenant of the NFD for at least one (1) year. They shall be at least Firefighter II, EMT, and a driver on all apparatus.

#### *Lieutenant*

To qualify as a Lieutenant, one must have been a regular member of NFD for at least one (1) year and be qualified to drive and operate all equipment/apparatus under the direct purview of the position to be held and be at least Firefighter I and EMR.

#### *EMS Lieutenant*

Candidates for the incumbent EMS Lieutenant must maintain State of Connecticut certification as Emergency Medical Technicians.



## ***Flanders***

The following qualifications were retrieved from the Flanders Fire Department's SOGs. It should be noted that the same qualifications were also found in the Department's bylaws.

### **Line Officers**

To qualify for positions as Line Officers, members shall be active members of the Department and be qualified as drivers of all apparatus within six (6) months of election, except for the Tower Ladder. The member shall meet the minimum qualification of Firefighter 1, Hazardous Materials Operation, and EMT/EMR, unless a member since 1977.

### **Chief**

To qualify for positions as Chief Officers, members must first serve as a Captain of the Department.

### **Chief Officers**

For position of Chief of the Department, a member must first serve as a Deputy Chief or an Assistant Chief.

## **12.4 East Lyme Ambulance Association**

The East Lyme Ambulance is an independent EMS entity staffed by members of the Flanders and Niantic Fire Departments supplemented by the Career full-time/part-time Staff. The East Lyme Ambulance is a non-profit agency and holds the Primary Service Area (PSA) recognition by the State of Connecticut Office of Emergency Medical Services.

## **12.5 EMS Funding**

The Ambulance charges for service and has significant financial resources. The Ambulance Executive Board is made up from members of both Fire Departments. The Board determines what the unfunded needs of the Fire Departments are and how much financial assistance can be given. A conflict exists over the use of Career personnel and the use of station space to operate the ambulance without financial compensation to the Town.

## **12.6 Command Structure**

The existing Command Structure does not adequately support the service levels that have developed in the Town of East Lyme. As a result, struggles and inconsistencies are present throughout the system. Several successful systems exist throughout the county serving other communities like East Lyme. The expansion and needs for services the





town is experiencing, necessitates a restructuring of the system. It has been suggested that a Career Fire Chief/Fire Marshal could be appropriate for the Town of East Lyme. At this point, JLN concurs with this assessment. It is important, however, that the contributions and volunteerism of the two Volunteer Companies should not be disregarded or eliminated. A new Command Structure needs to be developed which adds some over-arching Leadership and Management while continuing to support your long-standing volunteer forces.

Future consideration should be given to promoting a Career Firefighter to the Position of Captain. This person would be under the Career and Volunteer Chiefs and would be over the other Volunteer Officers and Fire Fighters in the Chain of Command. This Captain could also serve as the Department Training Coordinator.

*While the President of the Union representing the Career Fire Fighters refused to be interviewed by JLN, we understand some of our recommendations, i.e. Firefighter promotions etc., would fall under the Collective Bargaining Agreement.*

**RECOMMENDATION #7: A FULL-TIME CAREER FIRE CHIEF SHOULD BE HIRED AND PUT IN CHARGE OF BOTH VOLUNTEER DEPARTMENTS, THE EMS SERVICE, THE FIRE MARSHALS' OFFICE, AND EMERGENCY MANAGEMENT.**

**RECOMMENDATION #8: A NEW COMMAND STRUCTURE SHOULD BE CREATED TO SUPPORT THE CREATION OF THE EAST LYME FIRE AND EMS DISTRICT. THE STRUCTURE SHOULD REFLECT ONE FIRE CHIEF/FIRE MARSHAL AND THREE DEPUTY CHIEFS (ONE FOR EACH DEPARTMENT AND ONE FOR THE DEPUTY FIRE MARSHAL/EMD). IN ADDITION, CONSIDERATION SHOULD BE GIVEN TO CREATING A CAREER OFFICER TO ASSIST WITH PAID SHIFT CONTINUITY.**

**RECOMMENDATION #9: STANDARD MINIMUM QUALIFICATIONS SHOULD BE DEVELOPED FOR ALL OFFICER POSITIONS.**

**RECOMMENDATION #10: EXISTING STANDARD OPERATING GUIDELINES SHOULD BE REVIEWED AND A UNIFORM SET OF PROCEDURES SHOULD BE CREATED FOR BOTH DEPARTMENTS.**

**RECOMMENDATION #11: AN AGREEMENT NEEDS TO BE NEGOTIATED BETWEEN THE EAST LYME AMBULANCE AND THE TOWN OF EAST LYME TO DETERMINE THE PARAMETERS OF COMMUNITY RESOURCES USED AND FINANCIAL REIMBURSEMENT.**



## 13 COMMUNICATIONS

### 13.1 Radio

The Town of East Lyme has a large amount of radios in use. Every Town official has a radio that works off the same 6 frequencies. This has been explained to be useful in the case of a major emergency or disaster where an incident commander may need a variety of resources from throughout the Town.

#### *Niantic*

The Niantic Fire Department is consistent with their radios and has the same type throughout the Department. The radios used are the same as used throughout the Town allowing for communication with other officials.

#### *Flanders*

The Flanders Fire Department uses PR-1500 portable radios on almost all, if not all, air packs to allow them to communicate on scene. These radios are the same as those used in Niantic and throughout the Town.

### 13.2 Radio Capabilities

There was mixed information provided to JLN concerning the capabilities of the radios operated by both Departments.

The Fire Marshal informed JLN that the radios work and have the capability to be used on mutual aid assignments. JLN was informed that, although they may not work or get reception in every area, they work as designed.

The Niantic Fire Department stated that the Department does have the ability to patch in through dispatch and communicate with Waterford and Montville, if responding for mutual aid. In addition, they do have some portable radios on fire apparatus that can be used to communicate with Waterford.

The Flanders Fire Department stated that the responding FAST team does have one of the department radios allowing for communication, but, depending on the responding mutual aid, radio compatibility is not always present with certain towns, requiring only face to face communications with those other departments. Communication with everyone, except Montville, is basically done face to face. Flanders does have one low band portable radio to talk with Old Lyme and Lyme, but they work off another frequency which, we've been told, they don't have.

It appears, when adequately trained, that the departments have the ability for dispatch to patch them into surrounding towns on the apparatus radios, but depending on the



town, portable radios may not be compatible or be able to be used on scene, forcing them to rely on face to face communication.

### 13.3 Dispatch

Dispatch protocols have been said to be created for the town of East Lyme through a group effort between the police department, fire marshals' office, fire departments and other effected parties in the town. The protocols are said to be mostly in the CAD system and said to cover a very diverse set of incidents. JLN was informed that the protocols used were created based on history, revisions to them when new developments in town occurred, and common sense.

Both Fire Departments are dispatched out of the East Lyme Emergency Management Center located at 171 Boston Post Rd in East Lyme, CT. The Center currently has 4 full-time employees and 18 part-time employees. First shift has one person working from 0700 to 1500 with a part-time employee coming in at 1100 and working to 1500. Second shift has two people working from 1500 to 2300 and third shift has one employee from 2300 to 0700. There is a plan to replace the part-time employee on first shift with another full-time employee in July 2017. On Saturday and Sunday 2 people work first shift, 2 people work second shift and one person works third shift. Initial notification of an emergency comes into the Dispatch Center through a 911 call. Information is collected and placed into the Computer Aided Dispatch (CAD) system. When Fire Department response is required, the text is said to go out to members (unknown if text occurs every time depending on dispatcher) and then a preannouncement is sent out. Next the responding Department is called via a 'red phone' for direction on who is to respond. After this call, the incident is toned out. With this type of system, depending on the type of incident (such as EMS) several different phone calls must/may be made before the incident is eventually toned out.

***RECOMMENDATION #12: THE EMERGENCY DISPATCH PROCESS SHOULD BE AS AUTOMATED AS POSSIBLE. THE USE OF THE 'RED PHONE' SYSTEM SHOULD BE DISCONTINUED AND THE COMPUTER AIDED DISPATCH (CAD) SYSTEM SHOULD BE UTILIZED TO ITS UTMOST POTENTIAL.***



## 14 FORESTRY

### ***Niantic***

The Niantic Fire Department does perform some general training for forest fires with their brush truck, but does not participate in any regular forest fire prevention. The Department does have equipment for response, but JLN was informed by the Chief that wildfire incidents are extremely rare in the district.

### ***Flanders***

The Flanders Fire Department does not participate in any regular forest fire training or prevention. The department does have equipment for response, but JLN was informed by the Chief that wildfire incidents are extremely rare in the district.





## 15 DEPARTMENTAL STAFFING

### 15.1 Membership

#### *Niantic*

The Niantic Fire Department has approximately 76 members; of those approximately 47 members have certifications or specific qualifications (the other members exist without qualifications). Currently, there are 9 Line Officers, around 30 active volunteers (including officers, and paid members), 9 part-time paid firefighters, and 4 full-time paid firefighters. Full-time and part-time firefighters are included in the active member list. The number of actual active regular members is much lower and difficult to quantify.

The four full-time firefighters work a 45-hour week, Monday through Friday, consisting of 5, 9-hour shifts. Nights and weekends are covered by part-time firefighters. The stations are staffed with 4 firefighters on weekdays, starting on staggered shifts. One firefighter works 0600 to 1500, the next comes in and works 0700 to 1600 and the third works 0800 to 1700. Station 2 is staffed from 0800 to 1700 by 1 firefighter. A part-time firefighter comes in and works 1700 to 2300 in both stations. Weekends are staffed by part-time firefighters. Both stations are staffed from 0800 to 1500 and from 1500 to 2300.

During the week, if one of the full-time staff members calls off sick or takes a vacation day, then their shift is filled by a part-time employee. The full-time staff has a minimum manning clause in their contract that states there will be 4 on duty, so their time off is always covered (retrieved from an email).

#### *Flanders*

The Flanders Fire Department has 68 total members, with approximately 45 members having certifications or specific qualifications. Currently there are 20 active volunteers, 7 part-time paid firefighters and 3 full-time paid firefighters. Full-time and part-time firefighters are included in the active member list. The number of actual active regular members is much lower and difficult to quantify. According to Department records, as of this year, there are only 2 members who are not officers or paid employees, currently active.

According to the Department's SOGs 10 Officers are supposed to be selected, but, according to the Department's website and the Chief the Department, this was changed several years ago to 9 Officers (the SOGs were not updated). Currently, the Department has not filled two of the Captain positions for many years and did not fill two out of the three Lieutenant positions last year.



Three full-time firefighters work during the week (Monday through Friday) on staggering shifts. One is from 0600 to 1500, another from 0700 to 1600 and the last from 0800 to 1700. Part-time firefighters work nights from 1700 to 2300, Monday through Thursday, and 1700 to 2400 on Friday, where there is one firefighter on duty. During the weekend 1 part-time employee is at the station. The weekend is covered with two separate shifts 0800 to 1500 and 1500 to 2300 on Saturday and 0800 to 1600 and 1600 to 2400 on Sunday. It should be noted that although a perfect schedule designates 3 firefighters being on shift Monday to Friday, the minimum staffing for the station is only 2, so incidents do occur when only 2 firefighters are in the station during the day. During the Summer Months, Part Time staff is hired on the weekend to keep up with the increased call volume during that time. Saturday and Sundays from Memorial Day to Labor Day, 1 Part Time Staff from 12pm to 8pm over lapping with the 8am-4pm & 4pm-12am staff.

## 15.2 EMS

There are approximately 36 certified EMTs and 2 MRTs between the Flanders and Niantic stations. The full-time staff and part-time staff are required to be EMTs, therefore EMTs are present at the departments. However, the above numbers are only approximate and may be less in reality. It was requested that the above numbers be taken from only active members, however, no official documentation was provided for review by JLN, therefore this cannot be confirmed.

***RECOMMENDATION #13: A VOLUNTEER RECRUITMENT PROGRAM SHOULD BE CREATED AND FUNDED. TO MAKE THIS POSSIBLE, A COMMITTEE SHOULD BE CREATED FROM BOTH DEPARTMENTS, THE COMMUNITY AND ELECTED OFFICIALS.***

There are multiple forms of financial support and/or compensation for the volunteer members. However, there is no consistency in the present system.

***RECOMMENDATION #14: A STANDARD SUPPORT PACKAGE SHOULD BE DEVELOPED FOR THE VOLUNTEER MEMBERS. A WIDE VARIETY OF OPTIONS SHOULD BE CONSIDERED TO DEVELOP THE BEST SOLUTION.***

## 15.3 Age Limits

The issue of minimum and maximum age limits must be based on similar functional job requirements with respect to Physical/Fitness for Duty. Age is not an issue, but rather the ability to perform. A set of minimum standard performance objectives should be used as a measurement tool to determine the achievement of 'Active Duty Status'.

### ***Niantic***

According to the Fire Chief there is no minimum physical performance standard for active members. There is a minimum age of 18 for full members.





### ***Flanders***

According to the Fire Chief there is no minimum physical performance standard for active members. There is a minimum age of 18 for full members and a minimum age of 14 for junior members.

## **15.4 Physical Fitness**

The issue of Fitness for Duty spans across all assignments and duties. Many departments across the United States have some form of fitness assessment. The National Fire Protection Association Standards 1582 (2013) - Standard on Comprehensive Occupational Medical Program for Fire Departments (appendix 8) and 1583 (2015) - Standard on Health-Related Fitness Programs for Fire Department Members (appendix 9) deal with the issue of Fitness standards and annual assessments. These standards use task-based assessments and programs. This deals with the issue of whether everyone can do the tasks required to do the job. Chapter 5 in NFPA 1582 and Chapter 9 in NFPA 1583 should be the basis of any fitness program.

### ***Niantic***

The Niantic Fire Department does not have any physical fitness standards for its members. It does, however, require that applicants for full-time paid positions possess a current CPAT card or perform a physical agility test performed at the Naval Submarine Base New London located in Groton, CT. The Part-time staff members are not required to perform agility tests.

### ***Flanders***

The Flanders Fire Department does not have any physical fitness standards. The Flanders Fire Department Bylaws do state the applicants must be physically and mentally capable of performing their assigned duties, but not what those specific duties are. It is not verified whether this section of the Bylaws is followed.

## **15.5 Medical Screening**

### ***Niantic***

The Niantic Fire Department has a contract with the Hartford Healthcare Medical Group (formerly Charter Oak Walk-In Medical Center) to provide the department with medical checkups and spirometry tests. In addition, the Chief stated that the Department has a certified testing machine to perform in-house mask fit testing. Applicants are required to submit a current medical examination with their application. Fit testing records were under lock and key in the Chief's Office.

### ***Flanders***

The Flanders Fire Department does require that an annual physical be performed by all volunteer members by Hartford HealthCare Medical Group (formerly Charter Oak Walk-In Medical Center) or a doctor of the member's choosing. If a personal doctor is chosen,



a form is provided for the doctor to sign stating that the participant can work as a firefighter and wear a SCBA. The Department states that it requires physicals for all applicants; however, the Department's bylaws state that a physical is required "if needed". It should be noted that full-time paid staff are not required to perform an annual physical once hired. The Flanders Fire Department does perform in-house mask fit testing.



## 16 FACILITIES

### ***Niantic***

Niantic has two stations, one on 8 Grand Street in Niantic (Headquarters) and another on the corner of Route 156 and North Bride Brook Rd (Station 2).

#### **16.1 Niantic Fire Station 1 Headquarters**



*Figure 48: Niantic Station 1 Headquarters*



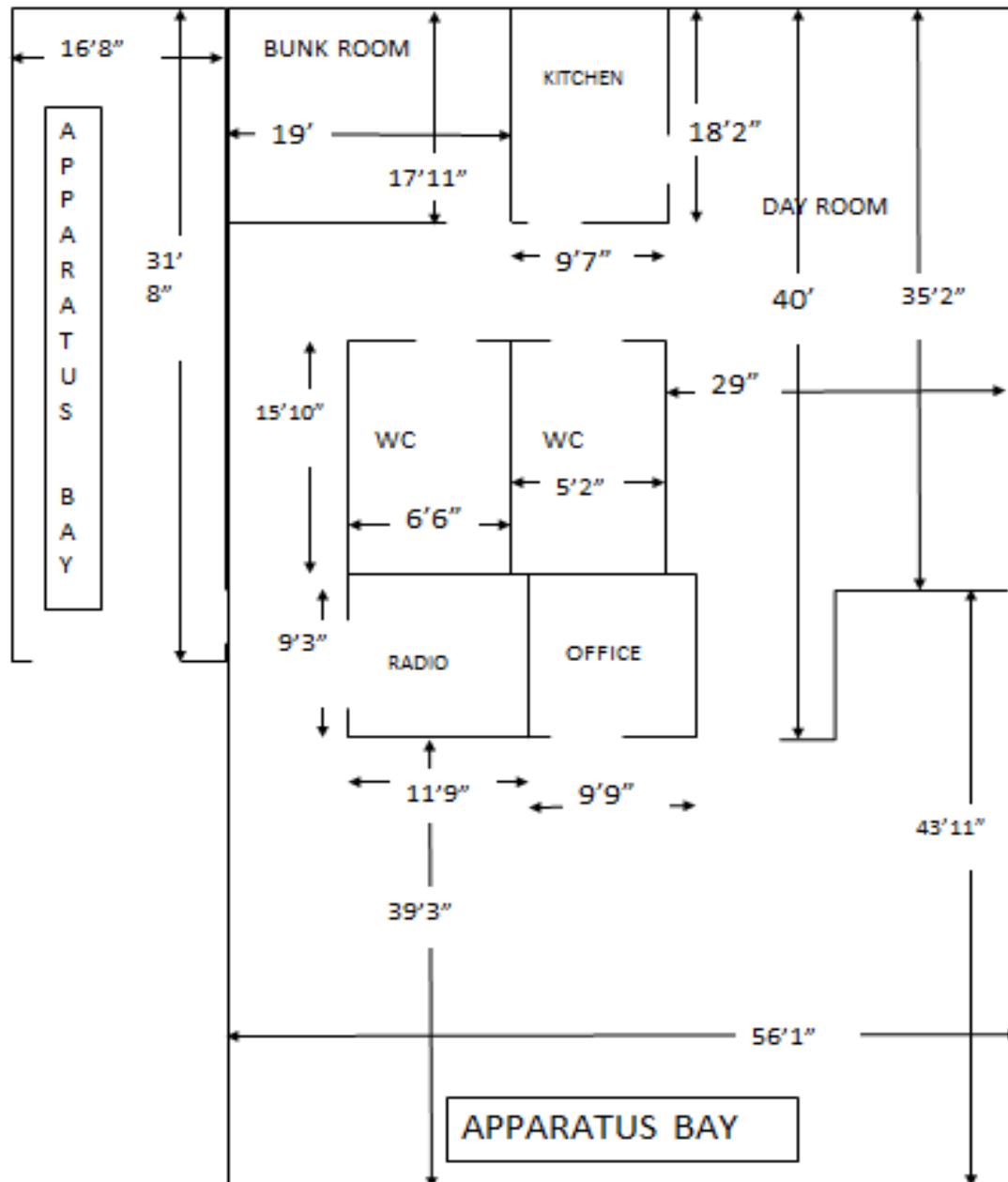


Figure 49: Niantic Station 1



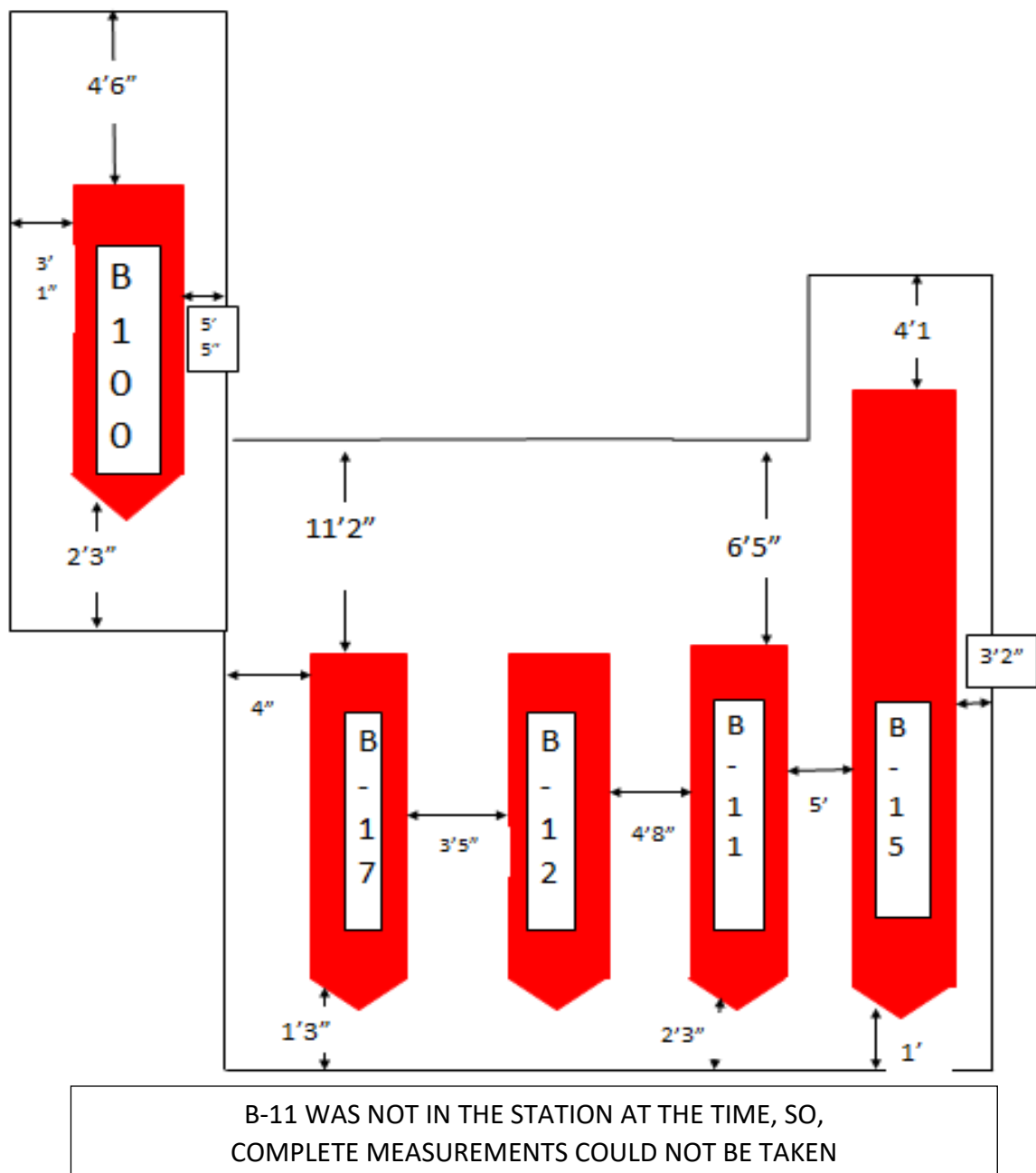
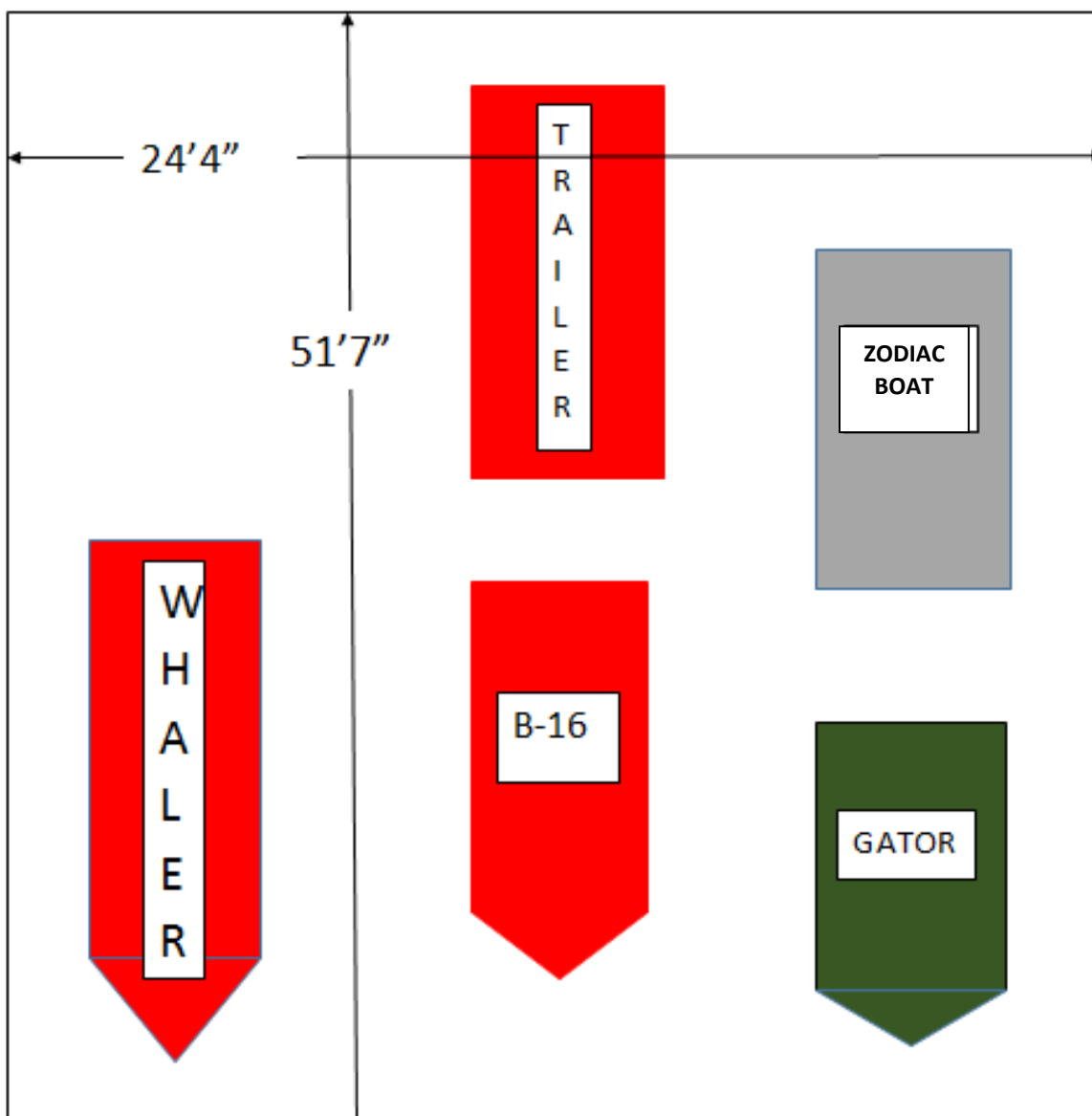


Figure 50: Niantic Station 1 Apparatus Floor





*Figure 51: Niantic Station 1 Annex Build*



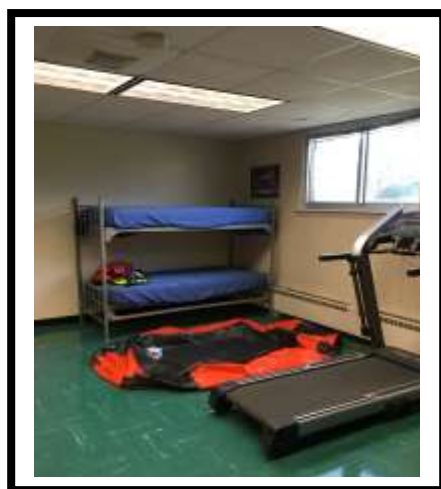
## 16.2 Niantic Fire Station 2



AIR COMPRESSOR



EMERGENCY GENERATOR



BUNK ROOM

*Figure 52: Niantic Station 2*





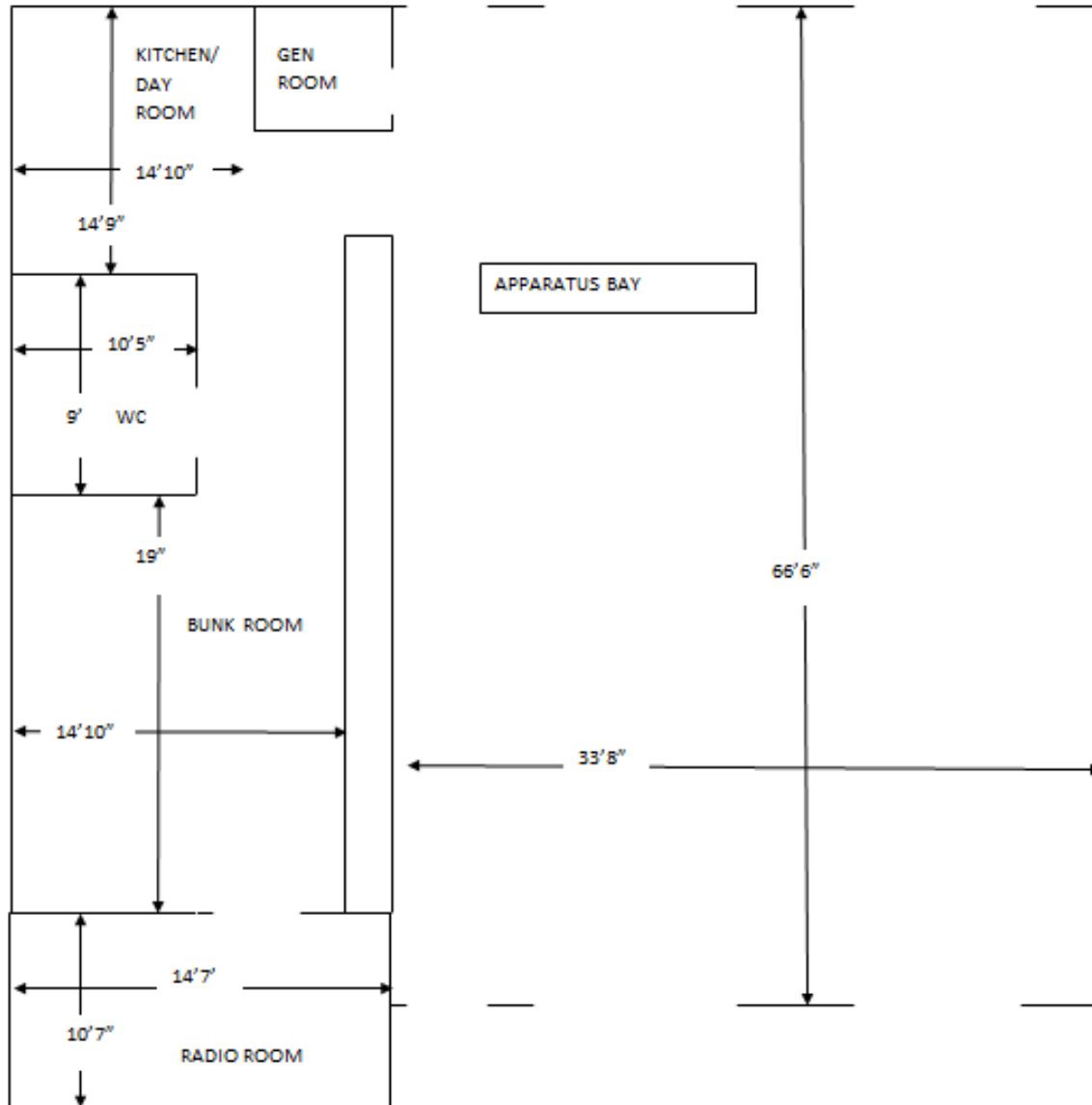


Figure 53: Niantic Station 2 Floor Plan



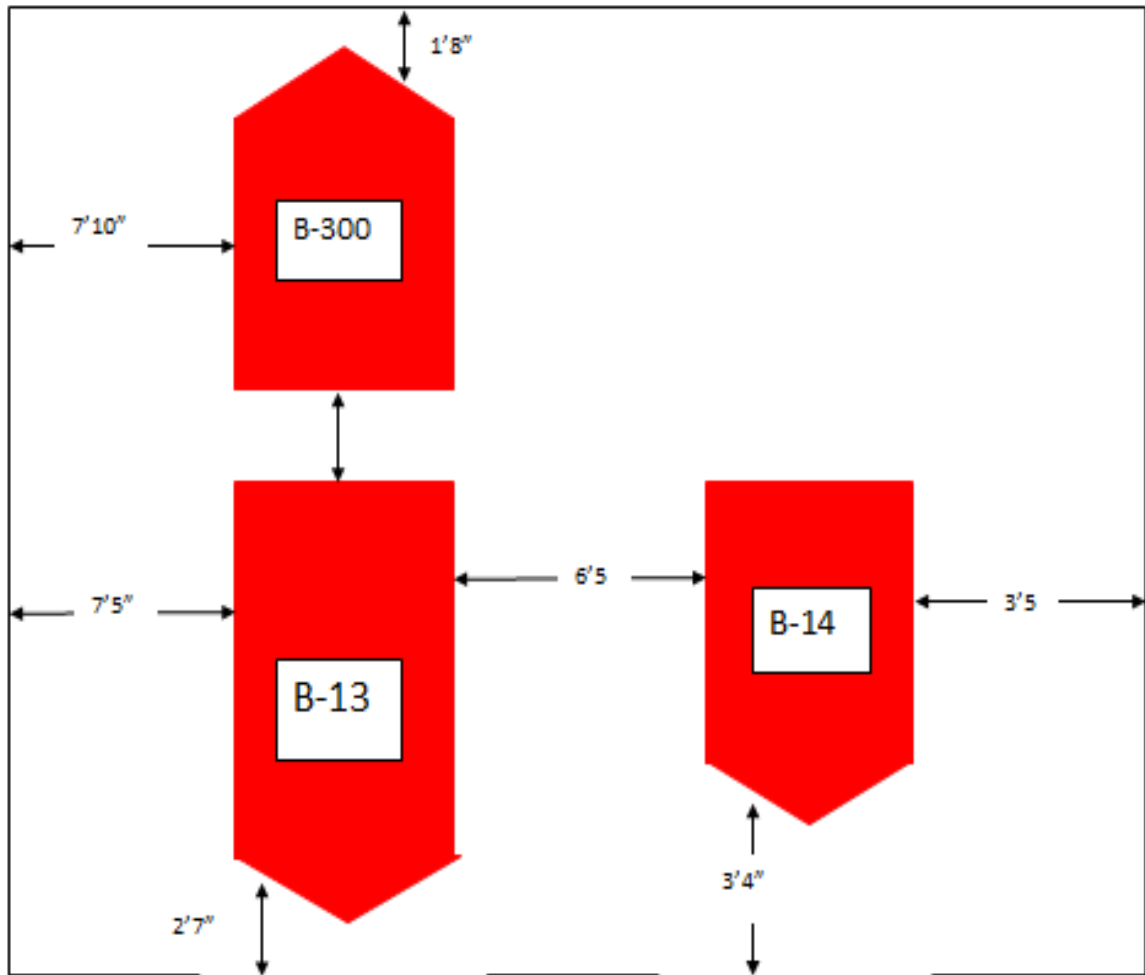


Figure 54: Station 2 Apparatus floor



### 16.3 Flanders

Flanders has one station at 151 Boston Post Road



Figure 55: Flanders Station

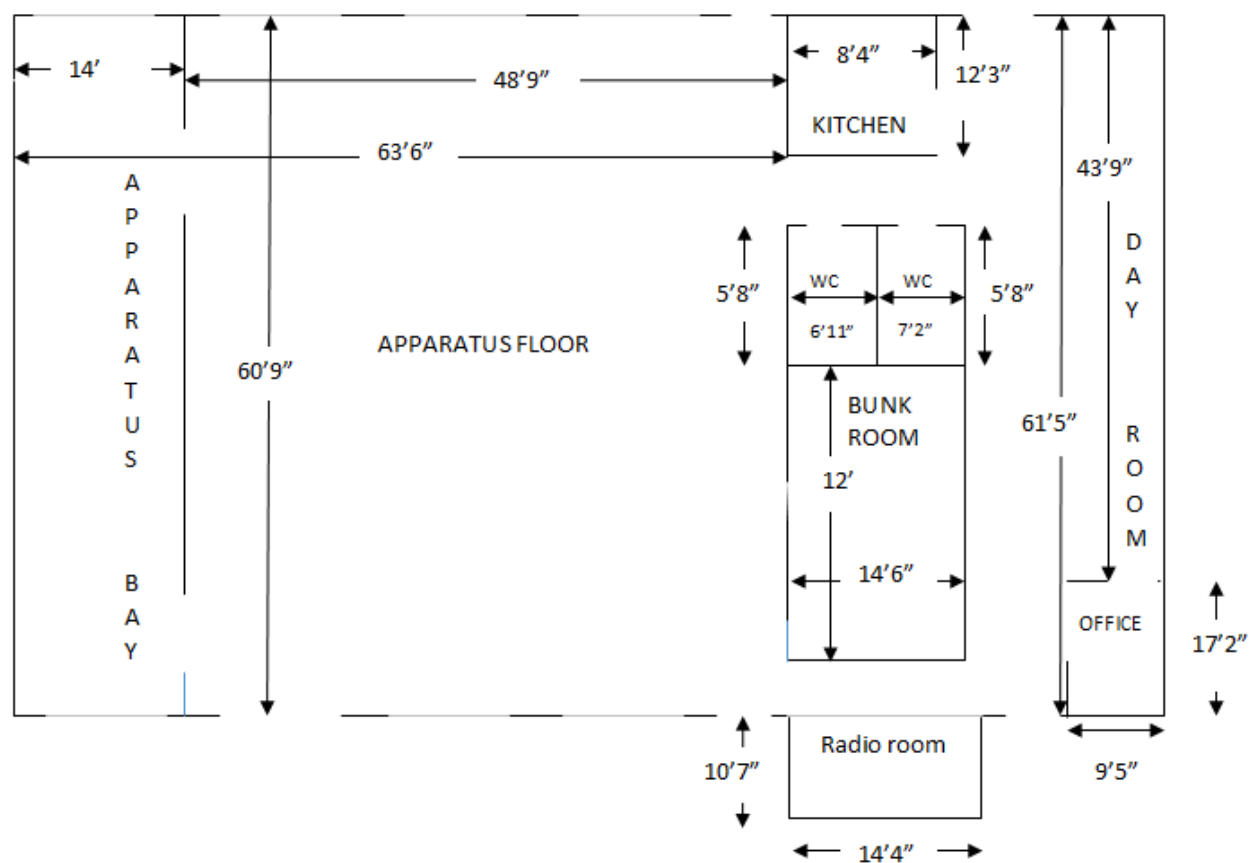


Figure 56: Flanders Floor Plan



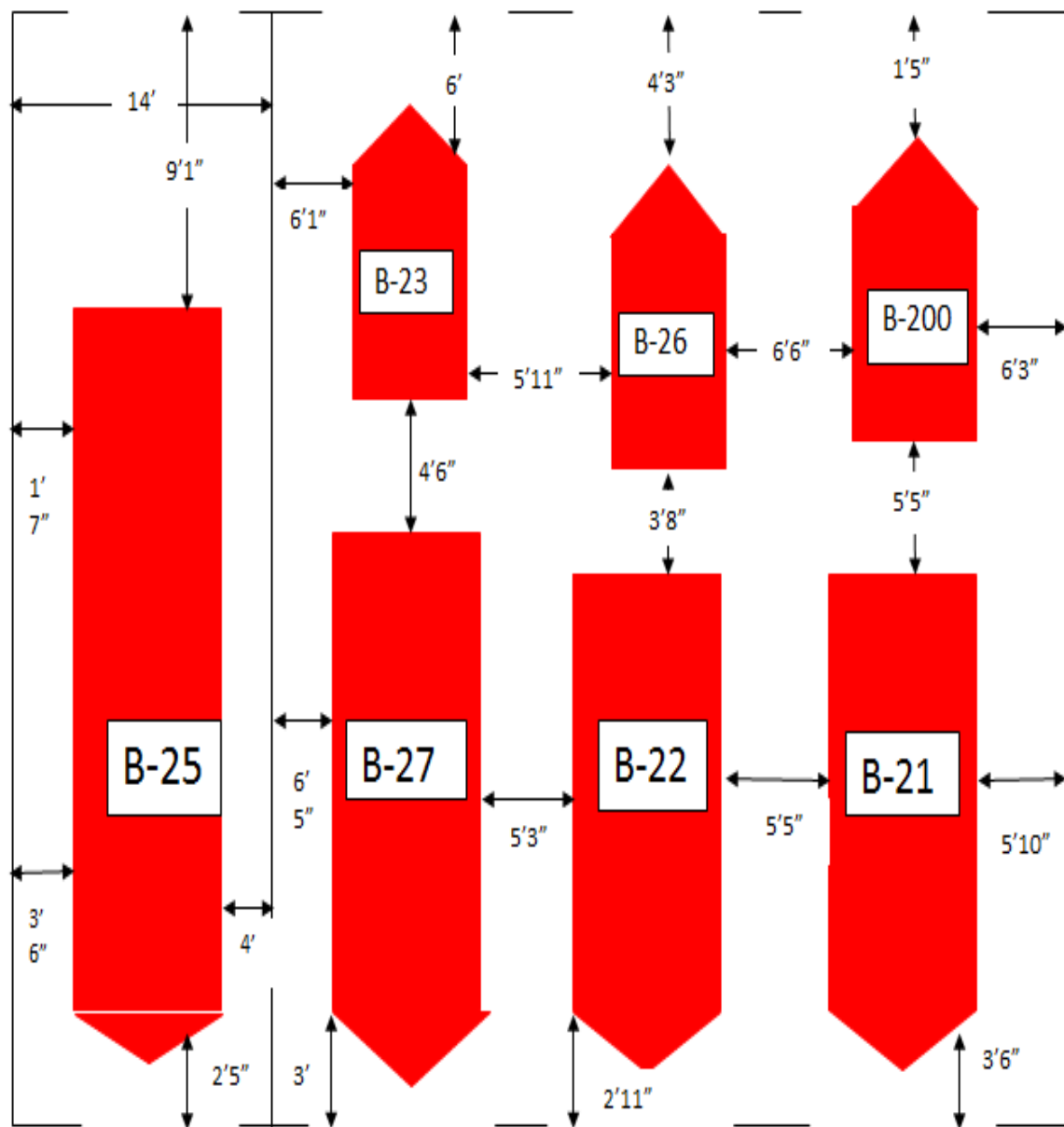


Figure 57: Flanders Apparatus Bays



## 16.4 Facility Space Issues

Space is an issue for both departments. The spacing between apparatus in both Niantic and Flanders is cramped. In addition, due to the size of the current bays the selection of trucks is limited to the department. Lastly the Flanders Ladder Bay is unheated.

## 16.5 Facility Maintenance

### *Niantic*

The Niantic Fire Department does not have any routine procedures for building maintenance. Routine maintenance on items such as the furnace and AC, and the town performs large repairs.

### *Flanders*

The Flanders Fire Department does not have any routine procedures for building maintenance. The Town is responsible for the building and performs routine maintenance on the furnace however. The Department Leadership did report, however, that the career and part-time staff did an outstanding job cleaning and providing all forms of daily facility maintenance for the station in between emergencies.

## 16.6 Building Record

### *Niantic*

There are no building records maintained by the Niantic Fire Department that could be used for planning and research for improvements.

### *Flanders*

There are no building records maintained by the Flanders Fire Department that could be used for planning and research for improvements.

**RECOMMENDATION #15: A COMMITTEE SHOULD BE CREATED TO ADDRESS VARIOUS NEEDS WITHIN THE STATIONS. (I.E. TOWER B-25'S GARAGE BAY IS NOT HEATED).**

**RECOMMENDATION #16: A FOCUSED PUBLIC SAFETY FACILITY MANAGEMENT CAPITAL PLAN NEEDS TO BE DEVELOPED TO ENSURE FUNDING FOR BUILDING REPAIR AND REPLACEMENT PROJECTS SO THAT THESE DOLLARS DON'T COMPETE WITH THE FUNDING OF EMERGENCY OPERATIONS.**



## 16.7 Organizational Statement

*NFPA 1500 (2013): Chapter 4, fire department administration 4.1 fire department organizational statement. The fire Department shall prepare and maintain written policies and standard operating procedures that document the organizational structure, membership, roles, and responsibilities, expected functions, and training requirements, including the following: (1) The types of standard evolutions that are expected to be performed and the evolutions that must be performed simultaneously or in sequence for different types of situations. (2) The minimum number of members who are required to perform each function or evolution in the way the function is to be performed. (3) The number and types of apparatus in the number of personnel that will be dispatched to different types of incidents. (4) The procedures that will be employed to initiate and manage operations at the scene of an emergency incident. 4. 1. 3 The organizational statement and procedures shall be available for inspection by members or their designated representatives. 4. 1. 4 Fire Departments shall develop Pre- incident plans as determined by AHJ 4. 1. 4. 1 Fire Department shall develop a construction or demolition fire safety program as determined by the AHJ.*

### ***Niantic***

The Niantic Fire Department does not have a designated Organizational Statement but after reviewing their two mission statements, it was determined that the one present within their bylaws (although not labeled as an Organizational Statement) has the general properties of an Organizational Statement.

### ***Flanders***

The Flanders Fire Department does not currently have a written Organizational Statement.

**RECOMMENDATION #17: AN ORGANIZATIONAL STATEMENT SHOULD BE DEVELOPED FOR THE OVERALL FIRE/EMS SYSTEM.**



## 16.8 Operating Units

### Fire Department Apparatus

#### *Niantic*

##### **Chiefs Vehicle (B-1)**

2014 Ford Interceptor



##### **Engine 1 (B-11)**

1994 Spartan

1500 GPM Pump

750 Gallon tank

20 Gallon Class B Foam

1000' of 3" Hose

1000' of 5" Hose

1. 75" & 2. 5" Attack Hose



##### **Engine 2 (B-12)**

2007 Smeal

1500 GPM Pump

750 Gallon Tank

300' 3" Hose

2000' 5" Hose

1. 75 & 2. 5" Attack Hose





**Engine 3 (B-13)**

2011 Smeal  
1500 GPM Pump  
750 Gallon Tank  
1000' 3" Hose  
2000' 5" Hose  
1. 75 & 2. 5" Attack Hose



**Truck 1 (B-15)**

2006 Smeal 100' rear Mount  
Aerial  
149 feet of Ground Ladders  
Power Saws and Tools  
Hamson-PTO Generator



**Pickup Truck (B-16)**

F-350



**Forestry Truck (B-16)**

1961 Dodge Power Wagon

250 Gallon Tank

150 GPM Pump

Wildfire Equipment



**Rescue 1 (B-17)**

1995 Mack / Salisbury

Hydraulic Rescue Equipment

Technical Rescue Equipment

6 Bottle Cascade Air Storage

Generator

8 Ft. Zodiac Rescue Boat/3 Horse Motor



## ***Flanders***

### **Chief's Vehicle (B-2)**

Chevy Tahoe

*\*Purchased by ELA*



### **Engine 1 (B-21)**

1995 3D

1500 GPM Pump

1000 Gallon Tank

1100' of 5" Hose

1. 75 & 2. 5" Attack Hose



### **Engine 2 (B-22)**

2016 Smeal

1500 GPM Pump

1500 Gallon Tank

1600' of 5" Hose

1. 75 & 2. 5" Attack Hose



### **Engine 3 / Brush (B-23)**

2003 Ford F-550 / Fire One

135 GPM Pump

300 Gallon Tank

Brush Fire Equipment

Power Winch



**Truck Ladder (B-25)**

2015 Smeal  
100' Midmount Tower  
1500 GPM Pump  
300 Gallon Tank  
400' of 5" Hose



**Service Truck (B-26)**

2003 Ford F-350 Crew Cab  
(Shown without Plow)



**Rescue Truck (B-27)**

2009 Ferrara  
Complete Hydraulic System  
Paratech Stabilization Equipment  
Breathing Air Compressor  
Technical Rescue Equipment  
*\*Financially supported by ELA*





## ***East Lyme Ambulance Association***

**Ambulance B-100**  
2013 GMC Life Line



**Ambulance B-200**  
2011 GMC Life Line



**Ambulance B-300**  
GMC Life Line



## 16.9 Vehicle Checks

### ***Niantic***

According to records provided, the Niantic Fire Department uses a variety of daily, weekly, and monthly checklists. Through review of the checklists from Station 2 and Headquarters, it was discovered that the apparatus information contained in each checklist was not consistent with all the apparatus in that station. In addition, the pickup truck was not included in any checklist.

### ***Flanders***

According to the records provided, the Flanders Fire Department also uses a variety of daily, weekly, and monthly checklists. The Department not only uses daily checklists for daytime checks, but also checklists for evening checks to be performed by part-time workers.

Although both the Flanders and the Niantic Fire Departments have similar formatting and information in their checklists, there are areas where different information is provided and sections where different checks are present (or possibly placed in a different area). Even though both Departments serve the town of East Lyme and have East Lyme staffing/members, they have different checklists.



## 16.10 Equipment (High Ticket Items)

The equipment presented below from each department is compatible to one another allowing for greater flexibility during group operations.

### *Niantic*

#### **Air compressor**

Rescue B-17

Cascade



#### **Air compressor**

Rescue B-17

Brauer compressor

CFSII





## *Flanders*

### **Rescue Tools**

Rescue B-27

Holmatro Hydraulic Extrication Tools

*\*Purchased by ELA*



## 17 MANAGEMENT OF WATER SYSTEMS

### 17.1 Hydrants

The hydrants in town are maintained by the Town Water Department. Each hydrant has an individual stamp for identification purposes. Hydrants are flushed once a year and generally inspected (north end in the fall, south end in the spring). Flushing and general inspection is not performed on all hydrants in close knit hydrants areas. No plan is in place to ensure that the same hydrants are not missed every flushing. Other than the general inspection, no official inspection or flow testing is performed by the Water Department.

When issues are found by the Fire Department, the Water Department is notified by general communication and the hydrant is inspected for the issue by the Water Department or a contracted outside source. Until repaired, the hydrant is bagged to show that is out of service. The Water Department was slightly unclear as to whether or not they always notify the Fire Departments of the out-of-service hydrant. It is unknown if the Dispatch Center is notified and/or the CAD system is updated to reflect the status. The Flanders Fire Chief stated that they are not notified but that he believed Dispatch is.

The three water tanks in town are maintained at a minimum of every 10 years, but the Water Department attempts to do this more frequently. Inspections are done by an outside source, while cleaning, done by divers in the past, is now being performed by robotics.

JLN was made aware of areas without hydrants, as well as, areas with low water distribution. The Municipal Utility Engineer stated that he believed the Departments had protocols for those areas, but the Flanders Fire Chief stated that there are only protocols for the low distribution areas. It is JLN's understanding that no official plans exist for the areas without hydrants, but that was not officially confirmed by JLN.

### 17.2 Alternative Water Sources

Other than hydrants, other designated water supplies include two cisterns and a swimming pool which are not maintained by the Fire Departments or allowed to be used unless during an actual incident. In Niantic, one street that is not covered by hydrants contains a pond that the Department can draft from.

A significant portion of the Flanders response district is a rural water supply area. The water company does not have large scale expansion plans for this area of East Lyme. Without municipal water in these areas, the fire department must develop plans to provide the fire suppression water for the residents of this part of East Lyme. These



plans will include apparatus design, hose lengths and working with developers to provide impoundments of designated fire water.

***RECOMMENDATION #18: DEVELOP A RURAL WATER POLICY WITH THE PLANNING, WETLANDS, AND ZONING COMMISSIONS TO ENSURE PROVISIONS FOR FIRE WATER ARE INCLUDED IN NEW DEVELOPMENT PROJECTS OUTSIDE OF HYDRANTED AREAS.***

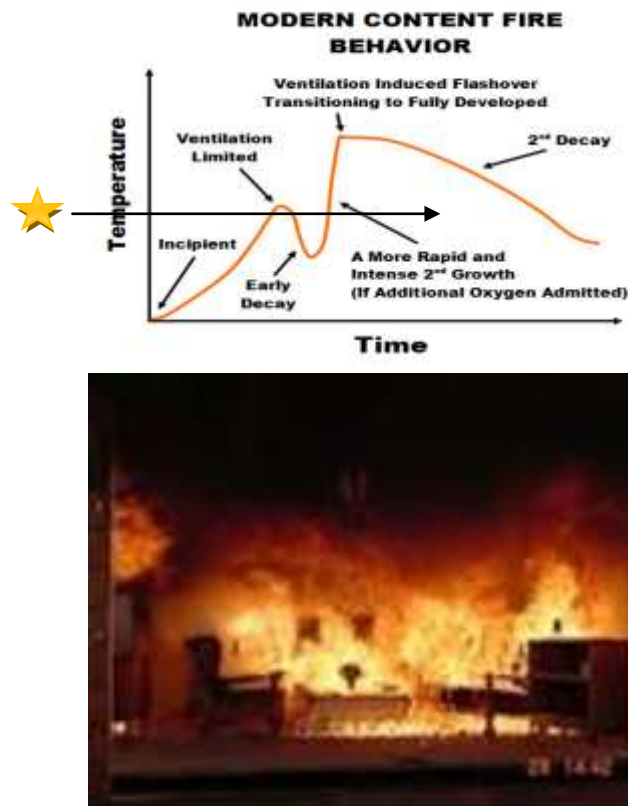
***RECOMMENDATION #19: PREPARE A PLAN FOR PUMPING AROUND THE MUNICIPAL BOOSTER PUMP STATIONS. IT WAS IDENTIFIED BY THE WATER DEPARTMENT THAT NOT ALL BOOSTER PUMP STATIONS HAVE THE VOLUME CAPABILITY FOR FIRE SUPPRESSION.***



## 18 STAFFING

### 18.1 Fire vs. Suppression

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



*Figure 58: Modern Fire Timeline and Flashover*

*The example above shows a fire progression from start to finish. It should be noted the process displayed above reaches its critical point (Flashover) between three (3) and five (5) minutes. The Star ("Flashover") on the example is at the 3 minute 8 second point. Fire research and the national experience has led to the importance of the tactical objectives and time requirements.*

Specific actions need to be taken to ensure a successful outcome. Several specific challenges were apparent to the JLN team. First, the percentage of fire-type emergencies in the community is low compared to the other services offered by the



Department. Second, residential home fires continue to be the number one cause of civilian fatalities. Third, other than heart attacks, thermal assault and structural collapse continue to kill firefighters annually. Fourth, the low number of East Lyme Fire Department personnel available for responses can reduce operational capability.

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

*NFPA 1720 (2014) 4. 3. 4\* Upon assembling the necessary resources at the emergency scene, the fire department shall have the capability to safely commence an initial attack within 2 minutes, 90 percent of the time.*

Structure Fires: Career and/or volunteer staff respond to initial emergencies. Automatic or Alarm Driven Mutual Aid can respond on structural fires from neighboring departments as part of Mutual Aid Agreements. There is significant Mutual Aid from numerous towns. Predesignated Response Procedures determine who will be the Rapid Intervention Team (RIT), etc.

## **18.2 NFPA 1710 & NFPA 1720**

### **NFPA Standards - Deployment**

There are two National Fire Protection Association Standards dealing with fire ground staffing.

- NFPA 1720 (2014) - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (Fig. 7)
- NFPA 1710 (2010) - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (Fig. 8)

The tables below show the principal differences regarding on-scene staffing and response times. As is with many communities across the country utilizing combination



departments, there is no clear delineation as to what standard to apply. JLN prefers to apply a task/risk-based approach. For all emergencies, there are a set of tasks that need to be performed for the emergency to have the best outcome possible. Tasks need to be performed and personnel are needed to do those tasks.

<b>NFPA 1720 (2014) Table 4. 3. 2 Staffing and Response Time</b>				
<b>Area</b>	<b>Demographics</b>	<b>Responders</b>	<b>Response Time (Min.)</b>	<b>% of Time</b>
<b>Suburban</b>	<b>500–1000 people/mi2</b>	<b>10</b>	<b>10</b>	<b>80%</b>

***Table 2: NFPA 1720 Staffing and Response Times***

<b>NFPA 1710 (2010) Staffing and Response Time, 5. 2. 4. 1 -5. 2. 4. 2. 2. (The initial full alarm assignment to a structure fire in a typical 2000 ft2 (186 m2), two-story single-family dwelling without basement and with no exposures)</b>			
<b>Apparatus</b>	<b>Responders</b>	<b>Response Time (Min.)</b>	<b>% of Time</b>
<b>First Due Apparatus</b>	<b>4</b>	<b>4</b>	<b>90%</b>
<b>Remaining App Water Supply</b>	<b>2</b>	<b>8</b>	<b>90%</b>
<b>Remaining App Attack Line #2</b>	<b>2</b>	<b>8</b>	<b>90%</b>
<b>Remaining App Attack Back up</b>	<b>2</b>	<b>8</b>	<b>90%</b>
<b>Remaining App Search &amp; Rescue</b>	<b>2</b>	<b>8</b>	<b>90%</b>
<b>Remaining App Ventilation &amp; Aerial</b>	<b>3</b>	<b>8</b>	<b>90%</b>
<b>Remaining App Rapid Intervention</b>	<b>2</b>	<b>8</b>	<b>90%</b>
<b>Incident Commander</b>	<b>1</b>	<b>8</b>	<b>90%</b>
<b>Totals</b>	<b>18</b>	<b>8</b>	<b>90%</b>

***Table 3: NFPA 1710 Staffing and Response Times***



### ***East Lyme Fire Departments***

#### **Responders**

Written information pertaining to the average number of responders to incidents was not available to JLN. Verbal comments from both Departments indicated 3-5 members each.

#### **Response Time**

<b>Place</b>	<b>Distance (Mi.)</b>	<b>Time (Min)</b>
High school (Flanders)	0.4	1
High school (Niantic 2)	4.8	7
High school (Niantic HQ)	3.5	9
Morton Hotel (Flanders)	3.6	8
Morton Hotel (Niantic 2)	2.6	6
Morton Hotel (Niantic HQ)	0.2	2
Aces RV park (Flanders)	3.1	5
Aces RV park (Niantic 2)	7.6	10
Aces RV park (Niantic HQ)	6.3	12
Lillie B. Haynes School (Flanders)	1.8	5
Lillie B. Haynes School (Niantic2)	3.8	5
Lillie B. Haynes School (Niantic HQ)	2.3	5
The Sound (Flanders)	3.3	6
The Sound (Niantic 2)	4.3	6
The Sound (Niantic HQ)	4.3	10
Days Inn (Flanders)	1.2	4
Days Inn (Niantic 2)	4.7	7
Days Inn (Niantic HQ)	2.9	7
York Correctional (Flanders)	6.0	11
York Correctional (Niantic 2)	0.6	4
York Correctional (Niantic HQ)	3.0	9

***Table 4: Flanders and Niantic Response Times***



***Niantic***

Name	Address	Distance Station 2 (Mi)	Time Station 2 (Min)	Distance HQ (Mi)	Time HQ (Min)
1	# Huntley Court, Niantic	1.4	3	1.4	5
2	# Edge Hill Road, Niantic	1.2	3	3.9	10
3	# Flanders Road, East Lyme	4.9	6	2.9	7
4	# Virginia Street, Niantic	2.3	6	1.0	5
5	# Atwood Drive, Niantic	0.4	2	3.1	9
6	# Town Road, Niantic	3.9	9	1.6	5
7	# East Pattagansett Road, Niantic	2.4	5	1	4
8	# Mohawk Drive, Niantic	2.5	6	2.0	7
9	# Carriage Hill Drive, Niantic	1.8	4	2.5	6
10	# Arbor Crossing, East Lyme	4.2	9	5.7	13
11	# North Cobblers Court, Niantic	1.9	5	2.6	7
12	# Woodland Drive, Niantic	3.4	8	2.9	9
13	# Old Black Point Road, Niantic	2.8	6	2.3	7

***Table 5: Niantic Driver Response Times******Flanders***

Name	Active % for 2015-2016	Address	Response Time (Min)
1	49. 2%	# Boston Post Road, East Lyme	0
2	39. 0%	# Boston Post Road, East Lyme	5
3	33. 9%	# Woodland Drive, Niantic	13
4	32. 4%	# Parker Drive, East Lyme	3
5	32. 1%	# Merrywood Lane, East Lyme	4
6	29. 7%	# Nelson Drive, East Lyme	3
7	29. 3%	# Dean Road, East Lyme	4
8	24. 0%	# Islanda Court, East Lyme	3
9	23. 2%	# North Beechwood Rd, Niantic	7
10	21. 9%	# Mayfield Terrace, East Lyme	4
11	20. 4%	# Aberdeen Court, East Lyme	6

***Table 6: Flanders Driver Response Times***



## Mutual Aid

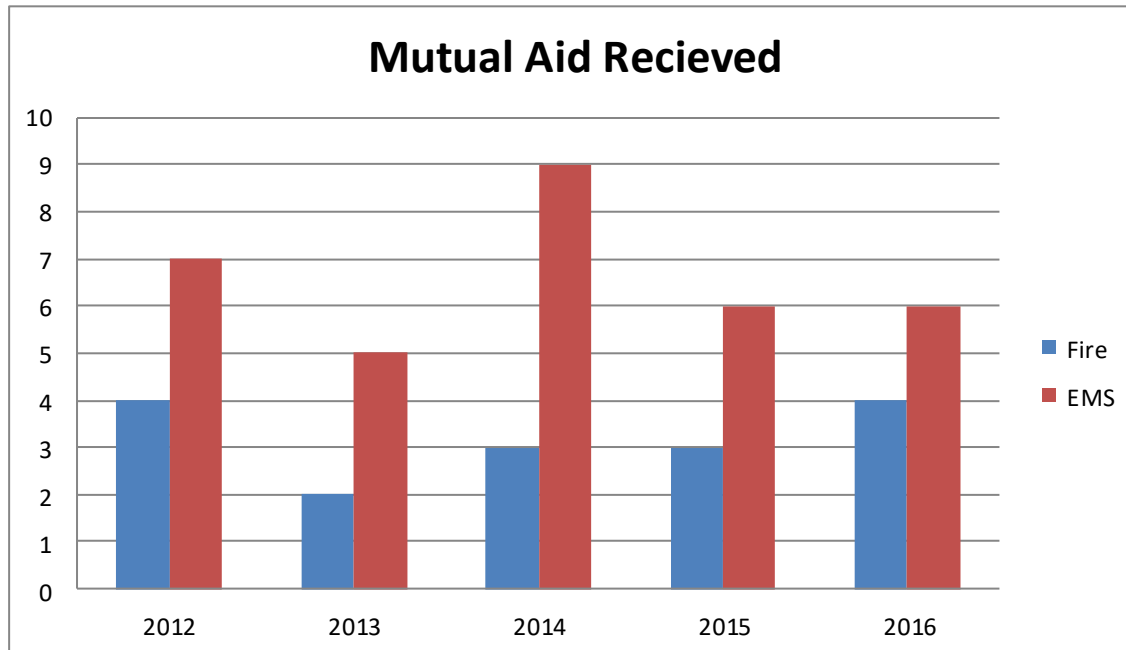
### ***Niantic***

The Niantic Fire Department does not have any official documentation of a mutual aid agreement with surrounding towns, but does provide and receive mutual aid when requested. The Chief stated that there is some documentation for mutual aid to Flanders, but nothing significant.

### ***Flanders***

Flanders Fire Department does not have an actual mutual aid agreement, but stated that they follow state protocols. Requesting mutual aid is not based from any one factors, but a variety of factors that present themselves, depending on the incident.

## Mutual Aid Received



*Figure 59: Mutual Aid Received*



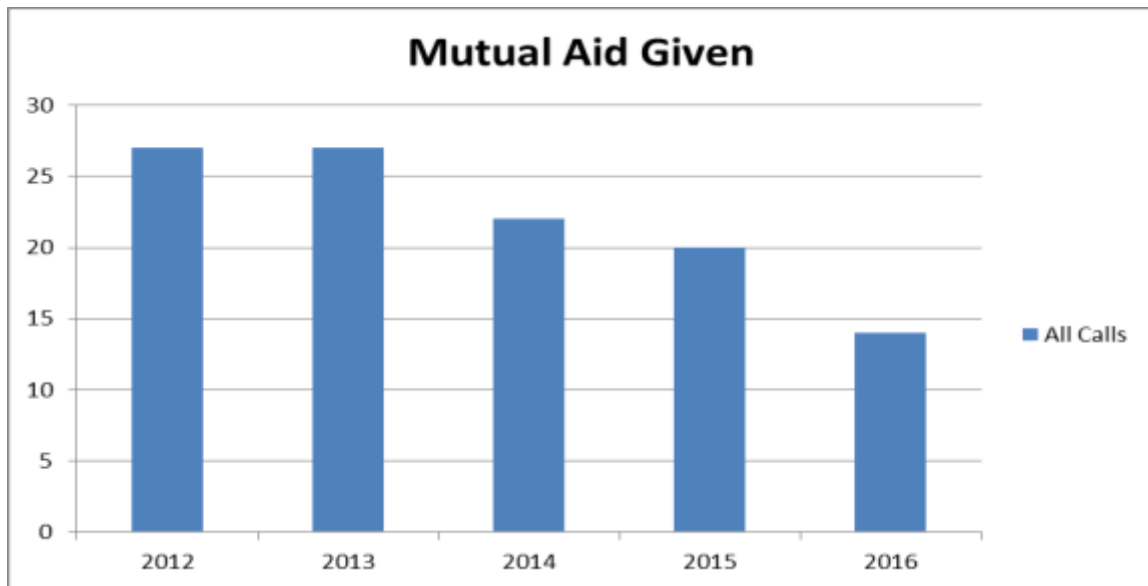


Figure 60: Mutual Aid Given

### 18.3 Response Time

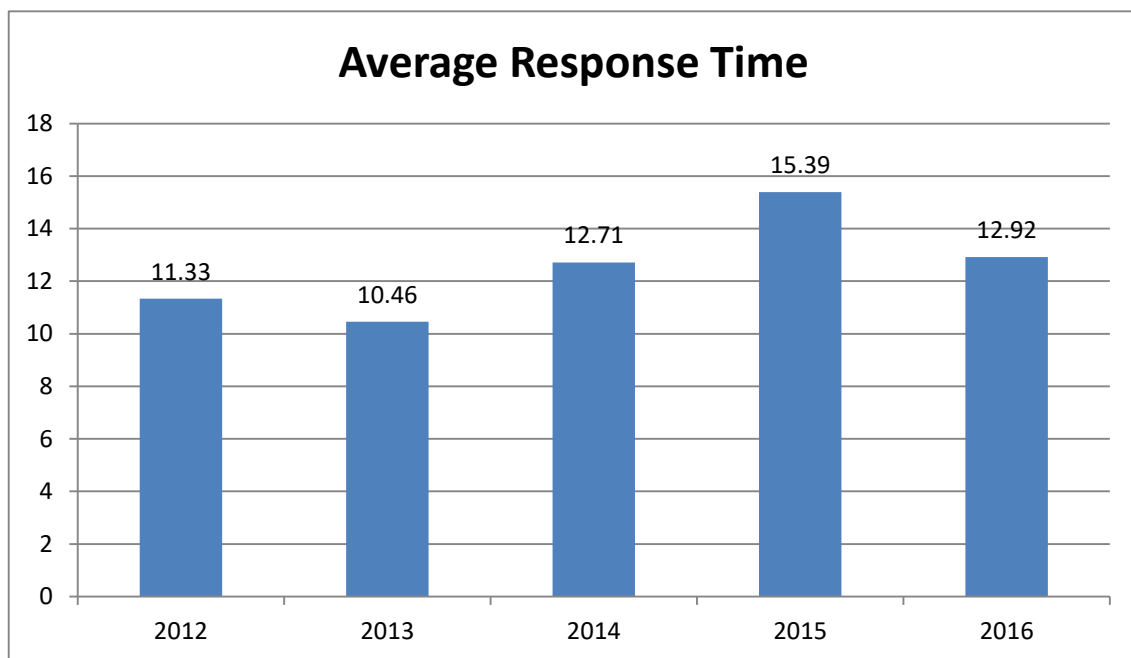


Figure 61: Average Response Time in Minutes

### 18.4 EMS

The East Lyme Ambulance Association, along with the Niantic and Flanders Fire Departments, provides 1<sup>st</sup> Responder and EMT Services to the town of East Lyme. In addition, Paramedic Intercept Services are provided through outside sources.





## 19 FINANCES

GENERAL FUND BUDGET FY 2016/2017 (Public Safety/Niantic FD)						
	2015 Actual Expense	2016 Adopted Budget	2016 Amended Budget	2017 Dept Head Requested	2017 Bd Selectmen Proposed	2017 Bd Finance Proposed
<b>100 Personnel Services</b>						
611 Firefighters	234,983	235,373	240,115	240,115	240,115	240,115
612 PT Firefighters	150,757	150,564	154,328	155,564	155,564	155,564
614 Overtime	66,943	62,900	64,158	67,000	67,000	67,000
616 Longevity	3,650	3,650	3,650	3,650	3,650	3,650
<b>Personnel Services Total</b>	<b>456,333</b>	<b>452,487</b>	<b>462,251</b>	<b>466,329</b>	<b>466,329</b>	<b>466,329</b>
<b>300 Operating Expenses</b>						
201 Telephones	2,636	4,500	4,500	4,500	4,500	4,500
301 Fuels (including propane)	1,044	3,000	3,000	3,000	3,000	3,000
313 Uniforms	3,902	4,100	4,100	4,500	4,500	4,500
320 Misc. Supplies	2,489	2,500	2,500	2,500	2,500	2,500
<b>Operating Expenses Total</b>	<b>10,071</b>	<b>14,100</b>	<b>14,100</b>	<b>14,500</b>	<b>14,500</b>	<b>14,500</b>
<b>200 Services-Contacted/Operations</b>						
218 OSHA	10,232	13,000	13,000	13,000	13,000	13,000
220 Vehicle Maintenance	12,842	15,000	15,000	20,000	20,000	20,000
221 Radio Maintenance	1,152	500	500	500	500	500
222 Building Maintenance	1,174	2,000	2,000	2,000	2,000	2,000
223 Misc. Equipment	3,916	6,000	6,000	5,000	5,000	5,000
240 Building Systems Maintenance	2,755	3,000	3,000	3,000	3,000	3,000
243 Training/ Fire Prevention	5,153	5,500	5,500	5,500	5,500	5,500
<b>Services Contracted/Operations Total</b>	<b>37,223</b>	<b>45,000</b>	<b>45,000</b>	<b>49,000</b>	<b>49,000</b>	<b>49,000</b>
<b>Public Safety/Niantic FD Total</b>	<b>503,627</b>	<b>511,587</b>	<b>521,351</b>	<b>529,829</b>	<b>529,829</b>	<b>529,829</b>

**Table 7: 2016/2017 Niantic FD Budget**

GENERAL FUND BUDGET FY 2017/2018 (Public Safety/Niantic FD)						
	2016 Actual Expense	2017 Adopted Budget	2017 Amended Budget	2018 Dept Head Requested	2018 Bd Selectmen Proposed	2018 Bd Finance Proposed
<b>100 Personnel Services</b>						
611 Firefighters	244,004	240,115	240,115	244,941		
612 PT Firefighters	156,827	155,564	155,564	155,564		
614 Overtime	68,516	67,000	67,700	67,000		
616 Longevity	3,650	3,650	3,650	3,650		
Contingency				0		
<b>Personnel Services Total</b>	<b>472,997</b>	<b>466,329</b>	<b>466,329</b>	<b>471,155</b>	<b>0</b>	<b>0</b>
<b>300 Operating Expenses</b>						
201 Telephones	2,800	4,500	4,500	4,500		
301 Fuels (including propane)	957	3,000	3,000	3,000		
313 Uniforms	3,538	4,500	4,500	5,250		
320 Misc. Supplies	2,481	2,500	2,500	2,500		
<b>Operating Expenses Total</b>	<b>9,776</b>	<b>14,500</b>	<b>14,500</b>	<b>15,250</b>	<b>0</b>	<b>0</b>
<b>200 Services-Contacted/Operations</b>						
218 OSHA	10,970	13,000	13,000	13,000		
220 Vehicle Maintenance	14,791	20,000	20,000	20,000		
221 Radio Maintenance	333	500	500	1,000		
222 Building Maintenance	1,952	2,000	2,000	3,000		
223 Misc. Equipment	5,994	5,000	5,000	8,700		
240 Building Systems Maintenance	2,887	3,000	3,000	3,000		
243 Training/ Fire Prevention	4,477	5,500	5,500	6,000		
<b>Services Contracted/Operations Total</b>	<b>41,405</b>	<b>49,000</b>	<b>49,000</b>	<b>54,700</b>	<b>0</b>	<b>0</b>
<b>Public Safety/Niantic FD Total</b>	<b>524,178</b>	<b>529,829</b>	<b>529,829</b>	<b>541,105</b>	<b>0</b>	<b>0</b>

**Table 8: 2017/2018 Niantic FD Budget**



GENERAL FUND BUDGET FY 2016/2017 (Public Safety/Flanders FD)						
	2015 Actual Expense	2016 Adopted Budget	2016 Amended Budget	2017 Dept Head Requested	2017 Bd Selectmen Proposed	2017 Bd Finance Proposed
<b>100 Personnel Services</b>						
611 Firefighters	173,469	176,530	180,085	183,706	183,706	183,706
612 PT Firefighters	97,768	85,500	87,638	103,000	103,000	103,000
614 Overtime	45,492	63,000	64,260	45,500	45,500	45,500
616 Longevity	2,250	2,250	2,250	2,400	2,400	2,400
<b>Personnel Services Total</b>	<b>318,980</b>	<b>327,280</b>	<b>334,233</b>	<b>334,606</b>	<b>334,606</b>	<b>334,606</b>
<b>300 Operating Expenses</b>						
201 Telephones	1,505	2,000	2,000	2,000	2,000	2,000
301 Fuels (including propane)	1,561	3,000	3,000	3,000	3,000	3,000
313 Uniforms	2,840	3,100	3,100	3,200	3,200	3,200
320 Misc. Supplies	1,032	1,500	1,500	1,500	1,500	1,500
<b>Operating Expenses Total</b>	<b>6,938</b>	<b>9,600</b>	<b>9,600</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>
<b>200 Services-Contacted/Operations</b>						
218 OSHA	12,046	13,875	13,875	14,000	14,000	14,000
220 Vehicle Maintenance	15,962	17,000	17,000	16,000	16,000	16,000
221 Radio Maintenance	2,300	1,300	1,300	2,000	2,000	2,000
222 Building Maintenance	2,216	3,000	3,000	3,000	3,000	3,000
223 Small equipment	2,454	2,000	2,000	2,000	2,000	2,000
243 Training/ Fire Prevention	3,327	4,000	4,000	4,500	4,500	4,500
<b>Services Contracted/Operations Total</b>	<b>38,304</b>	<b>41,175</b>	<b>41,175</b>	<b>41,500</b>	<b>41,500</b>	<b>41,500</b>
<b>Public Safety/Flanders FD Total</b>	<b>364,223</b>	<b>378,055</b>	<b>385,008</b>	<b>385,806</b>	<b>385,806</b>	<b>385,806</b>

Table 9: 2016/2017 Flanders FD Budget

GENERAL FUND BUDGET FY 2017/2018 (Public Safety/Flanders FD)						
	2016 Actual Expense	2017 Adopted Budget	2017 Amended Budget	2018 Dept Head Requested	2018 Bd Selectmen Proposed	2018 Bd Finance Proposed
<b>100 Personnel Services</b>						
611 Firefighters	181,355	183,706	183,706	183,706		
612 PT Firefighters	98,491	103,000	103,000	100,000		
614 Overtime	49,859	45,500	45,500	60,100		
616 Longevity	2,250	2,400	2,400	2,400		
<b>Personnel Services Total</b>	<b>331,955</b>	<b>334,606</b>	<b>334,606</b>	<b>346,206</b>	<b>0</b>	<b>0</b>
<b>300 Operating Expenses</b>						
201 Telephones	1,343	2,000	2,000	2,000		
301 Fuels (including propane)	1,619	3,000	3,000	3,000		
313 Uniforms	3,273	3,200	3,200	4,000		
320 Misc. Supplies	1,141	1,500	1,500	1,500		
<b>Operating Expenses Total</b>	<b>7,376</b>	<b>9,700</b>	<b>9,700</b>	<b>10,500</b>	<b>0</b>	<b>0</b>
<b>200 Services-Contacted/Operations</b>						
218 OSHA	10,569	14,000	14,000	14,000		
220 Vehicle Maintenance	14,664	16,000	16,000	15,500		
221 Radio Maintenance	885	2,000	2,000	2,000		
222 Building Maintenance	2,191	3,000	3,000	3,000		
223 Small equipment	2,000	2,000	2,000	2,000		
243 Training/ Fire Prevention	3,440	4,500	4,500	4,500		
<b>Services Contracted/Operations Total</b>	<b>33,750</b>	<b>41,500</b>	<b>41,500</b>	<b>41,000</b>	<b>0</b>	<b>0</b>
<b>Public Safety/Flanders FD Total</b>	<b>373,081</b>	<b>385,806</b>	<b>385,806</b>	<b>397,706</b>	<b>0</b>	<b>0</b>

Table 10: 2017/2018 Flanders FD Budget



GENERAL FUND BUDGET FY 2017/2018 (DISPATCH)							
		2016 Actual Expense	2017 Adopted Budget	2017 Amended Budget	2018 Dept Head Requested	2018 Bd Selectmen Proposed	2018 Bd Finance Proposed
<b>100 Personnel Services</b>							
212	Dispatchers	227,897	220,480	220,480	235,124		
213	PT Dispatchers	116,904	112,734	112,734	76,170		
214	Overtime	32,765	35,959	35,959	38,057		
216	Longevity/shift Differential	1,100	4,570	4,570	4,620		
<b>Personnel Services Total</b>		378,666	373,743	373,743	359,971	0	0
<b>300 Operating Expenses</b>							
243	Training	7,694	10,231	10,231	3,991		
313	Uniforms	2,254	3,000	3,000	1,500		
320	Misc Supplies	20,056	21,765	21,765	6,747		
<b>Operating Expenses Total</b>		30,005	34,996	34,996	12,238	0	0
<b>Public Safety/Emergency Management Total</b>		408,671	408,739	408,739	366,209	0	0
						Revenue	0
						Net Budget	366,209

Table 11: 2017/2018 Dispatch Budget





## 20 FINANCIAL MANAGEMENT

### *Niantic*

Justification Ratings:

1. Essential for the provision of public health and safety
2. Required by State and Federal regulations
3. Required to maintain current levels of service/infrastructure
4. Funded previously by outside sources
5. Enhance or make more efficient provision of current level of service
6. Provide additional services

Niantic Capital Improvement Plan								
2017/ 2018 Justification	2017/ 2018 PLAN	2018/ 2019 PLAN	2019/ 2020 PLAN	2020/ 2021 PLAN	2021/ 2022 PLAN	2022/ 2023 PLAN	2023/ 2024 PLAN	2024/ 2025 PLAN
1			Niantic FD replace Engine 1 1992 rig 27 yrs old					
	\$0	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0

**Table 12: Niantic CIP**





*Flanders*

<b>2018</b>	<b>Flanders FD CIP request</b>		
2017-2018	1995 3-D Fire Engine (Engine/Tanker)	1,3	\$500,000. 00
	Thermal Imaging Camera	1,3	\$8,000. 00
	Four sets of Structural Fire Fighting PPE	1,3	\$2,800. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00
			<b>\$535,200. 00</b>
2018-2019	Four sets of Structural Fire Fighting PPE	1,3	\$2,800. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00
			<b>\$22,200. 00</b>
2019-2020	4 sets of Structural Firefighting PPE	1,3	\$3,000. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00
	Thermal Imaging Camera	1,3	\$8,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00
			<b>\$31,000. 00</b>
2020-2021	Replacement of 2005 Chevy Tahoe	3,4	\$45,000. 00
	4 sets of Structural Firefighting PPE	1,3	\$3,000. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00
			<b>\$68,000. 00</b>
2021-2022	4 sets of Structural Firefighting PPE	1,3	\$3,000. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00
			<b>\$23,000. 00</b>
2022-2023	4 sets of Structural Firefighting PPE	1,3	\$3,000. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00
			<b>\$23,000. 00</b>
2023-2024	4 sets of Structural Firefighting PPE	1,3	\$3,200. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00



	Two-way radio/battery replacement	1,3	\$5,000. 00	\$5,000. 00
				\$23,800. 00
2024-2025	4 sets of Structural Firefighting PPE	1,3	\$3,200. 00	\$12,800. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00	\$5,000. 00
				\$23,800. 00
2025-2026	Replacement of 50-year-old building	1,3,5	\$3,000,000. 00	\$3,000,000. 00
	4 sets of Structural Firefighting PPE	1,3	\$3,200. 00	\$12,800. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00	\$5,000. 00
				\$3,023,800. 00
2026-2027	Four sets of Structural Fire Fighting PPE	1,3	\$3,200. 00	\$12,800. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00	\$5,000. 00
	Thermal Imaging Camera	1,3	\$8,000. 00	\$8,000. 00
				\$31,800. 00
2027-2028	Four sets of Structural Fire Fighting PPE	1,3	\$3,200. 00	\$12,800. 00
	Assorted fire hose/appliance replacement	1,3	\$6,000. 00	\$6,000. 00
	Two-way radio/battery replacement	1,3	\$5,000. 00	\$5,000. 00
	SCBA bottle replacement	1,3	\$5,000. 00	\$5,000. 00
				\$28,800. 00

**Table 13: Flanders CIP**

## 20.1 Replacement Calendar

The following replacement calendar was provided by the Flanders Fire Chief:

Apparatus	Year Purchased	# Yr Life Expectancy	Replacement Date	Replaced	Replacement Date
Niantic FD Brush Truck	1961	25	1986	pending	N/A
Niantic FD Boat	1969	30	1999	pending	N/A
Flanders Engine 2	1993	20	N/A	2016	2046
Niantic Engine 1	1994	20	2014	pending	N/A
Flanders Engine 1	1995	20	2015	pending	N/A
Niantic Rescue	1995	25	2020	pending	N/A
Flanders Brush Truck	2003	25	2028	pending	N/A
Niantic Ladder	2006	25	2031	pending	N/A
Flanders Chief's Vehicle	2007	N/A	2017	Pending?	N/A
Niantic Engine 2	2008	20	2028	pending	N/A
Flanders Rescue	2009	20	2029	pending	N/A
Niantic Engine 3	2013	20	2033	pending	N/A
Flanders Tower	2015	25	2042	pending	N/A
Niantic Chief's Vehicle	2015	N/A	2025	pending	N/A

**Table 14: Replacement Calendar**

**RECOMMENDATION #20: ESTABLISH A WORKING COMMITTEE WITH THE FIRE CHIEFS, SELECTMAN, AND BOARD OF FINANCE TO REVIEW CAPITAL PLANNING NEEDS FOR THE EMERGENCY SERVICES. THIS WILL IMPROVE COMMUNICATIONS AND REDUCE THE NEED FOR ARBITRARY AND UNSUBSTANTIATED CHANGES TO CAPITAL PLANS.**



## 21 HUMAN RESOURCES

### Typical Human Resource Examples

- *Develops and implements processes for hiring perspective members (call and full-time)*
  - *Organize Oral Boards*
  - *Maintain related confidential files*
  - *Conduct background checks*
  - *Acquires/submits documentation from new employees- I9, W4, General Applications, EMS Provider license applications, etc.*
  - *Complete PARs*
  - *Coordinate and Schedule employee medical physicals, immunizations, and follow-up*
  - *Complete New Employee Orientation (provide rules, ID, access, equipment, etc.*
- *Develops and implements promotional processes for (call and full-time) as well as the annual Acting Shift Officer Assessment Center*
- *Writes and updates job descriptions*
- *Drafts personnel-related correspondence for the Chief:*
  - *External letters of appreciation*
  - *Employee Acknowledgement*
  - *Personnel Action Requests*
  - *Written warnings*
  - *Suspensions*
  - *Terminations*
- *Administers the department's data management software and systems including; personnel records, incident records, preplans, inspection records, training records, forms, inventory, email server, and web page.*
- *Approves, submits, and records weekly payroll*
- *Submits required monthly incident data to State and Federal agencies*

### ***Niantic***

Human resources for the Niantic Fire Department are handled by the town of East Lyme.

### ***Flanders***

Human resources for the Flanders Fire Department are handled by the town of East Lyme, but disciplinary actions are taken care of by the Chief. For full-time employees, disciplinary actions start with the Chief and then moves to the town.





## 22 TRAINING

The two Departments do have their required trainings open to the other department, if a member misses one. However, they primarily have their own training schedule and do not interact.

### *Niantic*

The Niantic Fire Department attempts to perform all its required training for paid staff on duty and then performs the same training with the volunteer members separately. The fourth Tuesday of every month is the designated monthly training day, but weekend trainings also occur for the Department. According to records from 2012-2015, training can occur sporadically with months containing the monthly training or several trainings, while others may contain no training for several months. It is unknown if the consistency of training has changed under the current Chief. Interviews with staff revealed the possibility of emergency responses to incidents in the past as being counted as training (i.e. SCBA training). It is unknown if this practice still occurs under the current Chief.

### *Flanders*

The Flanders Fire Department does not have any training specifically for on duty members, but stated that they prefer training together with both career and volunteer firefighters. Monthly training is scheduled on the third Tuesday of every month, but occasionally falls on the Saturday. The department has mandatory trainings that need to be performed each year by all members, such as OSHA and pump training. The Department states that the mandatory training comes from what is required by NFPA. Members who miss mandatory trainings are not reprimanded, but rather that training is attempted to be made up the following year. Only a few of the members in the department are cross trained to also work in the Niantic Fire Department. The monthly training and required training was not confirmed by JLN due to limited records provided.

#### 22.1 Paid Staff Training

There did not appear to be a coordinated training plan for the Career Staff. In fact, the issue of the need for regular and required training was raised during JLN's interviews.

#### 22.2 Training Facility

No Training Facility is owned by the Niantic Fire Department or the Flanders Fire Department.

**RECOMMENDATION #20: A COORDINATED TRAINING PLAN SHOULD BE DEVELOPED THAT IS ADMINISTERED TO ALL VOLUNTEER AND CAREER MEMBERS. THE TRAINING SHOULD NOT ONLY INVOLVE REQUIRED OSHA TRAINING, BUT ALSO UP-TO-DATE AND FIRE SERVICES BEST PRACTICES.**



***RECOMMENDATION #21: A REGIONAL APPROACH SHOULD BE UNDERTAKEN TO DEVELOP, AT LEAST, A BASIC TRAINING FACILITY. INCLUDED SHOULD BE THE ABILITY TO STRETCH AND FLOW HOSE LINES, THROW LADDERS, PRACTICE EXTRICATION AND OTHER RESCUE TECHNIQUES.***



**23 TOWN COMPARISON**

Topic	Waterford					East Lyme	
	Jordan	Quaker Hill	Goshen	Oswegatchie	Cohanzie	Niantic	Flanders
Population	19,000					19,118	
Square Miles	6.31	5.94	5.49	7.65	10.69	34 (All East Lyme)	
Fire Calls	295	162	123	165	302	142	106
Members	20	30	20	30	25	47 certs 30 active*	48 members 45 certs 20 active*
Fire Service	Yes					Yes	
EMS Level	BLS-Ambulance					BLS-Ambulance	
Rescue Service	Yes					Yes	
Haz-Mat	Operational					Operational	
SOPs/SOGs	Yes					Yes	Yes
Engines	1	1	2	1	0	3	0
Engine Tankers	0	1	0	1	1	0	2
Tankers	0	0	0	0	0	0	0
Aerial	1	1	0	0	1	1	1
Rescue	0	0	0	0	1	1	1
Brush Truck	0	1	1	1	1	1	1
Residential	Yes					Yes	Yes
Industrial	Yes					Yes	Light
Commercial	Yes					Yes	Yes
Combination	Yes					Yes	Yes
Labor Budget - Firefighters	\$1,209,909					\$466,329	\$344,606
Operational Budget	\$116,802	\$111,302	\$107,002	\$128,502	\$126,052	\$63,500	\$51,200

\*Active members include full and part time staff, as well as officers

**Table 15: Town Comparison**





## **24 MAJOR EMERGENCY MANAGEMENT**

### **24.1 Disaster Planning**

The town has created and updated an Emergency Operations Plan (EOP) as of 2013. The community support functions can be found in appendix 4.

### **24.2 Emergency and Disaster Management**

According to the EOP, the Emergency Management Director is to update the plan to fix deficiencies identified during emergency response operations, drills and exercises, changes in local government structure, technological changes, etc. The plan is scheduled to be reviewed annually, but in no case is the updating and notification to the State Office of Emergency Management to exceed a period of 4 years from the date of the plan. If no changes are needed, the State Office of Emergency Management and all holders of the plan are to be notified in writing. If revisions are made, they shall be provided by the Director to all holders of the plan (pg. 29 of EOP). The current Emergency Management Director is the Town's Fire Marshal, who also holds titles as the Town's Harbor Master and the 911 Dispatch Center Supervisor. Two major exercises are performed each year, one natural disaster scenario and one done in conjunction with Millstone.

### **24.3 Emergency Operations Facility**

In the event of the Emergency Operation Plan being activated, the East Lyme Emergency Management Building will be used as the Emergency Operations Facility.





## 25 ISO REPORT

The ISO report for the Town of East Lyme was provided to JLN for review. The review specifically looked at areas where points were lost, to make suggestions to improve on the ISO score.

<b>Emergency Communications</b>	<b>Earned Credit</b>	<b>Credit Available</b>
Credit for Emergency Reporting	2. 40	3
Credit for Telecommunicates	2. 27	4
Credit for Dispatch Circuits	1. 17	3
Credit for Emergency Communications TOTAL	5. 84	10
<b>Fire Department</b>		
Credit for Engine Companies	5. 91	6
Credit for Reserve Pumpers	0. 49	0. 50
Credit for Pump Capacity	3. 00	3
Credit for Ladder Capacity	3. 45	4
Credit for Reserve Ladder & Service Trucks	0. 00	0. 50
Credit for Deployment	6. 39	10
Credit for Company Personnel	3. 98	15
Credit for Training	1. 68	9
Credit for Operational Considerations	2. 00	2
Credit for Fire Department TOTAL	26. 90	50
<b>Water supply</b>		
Credit for Supply system	27. 13	30
Credit for Hydrants	3. 00	3
Credit for Inspection and Flow testing	2. 40	7
Credit for Water supply TOTAL	32. 13	40
<b>Divergence</b>	-5. 50	--
<b>Community Risk Reduction</b>	3. 84	5. 50
Total credit	63. 61	105. 50

**Table 16: ISO Score**





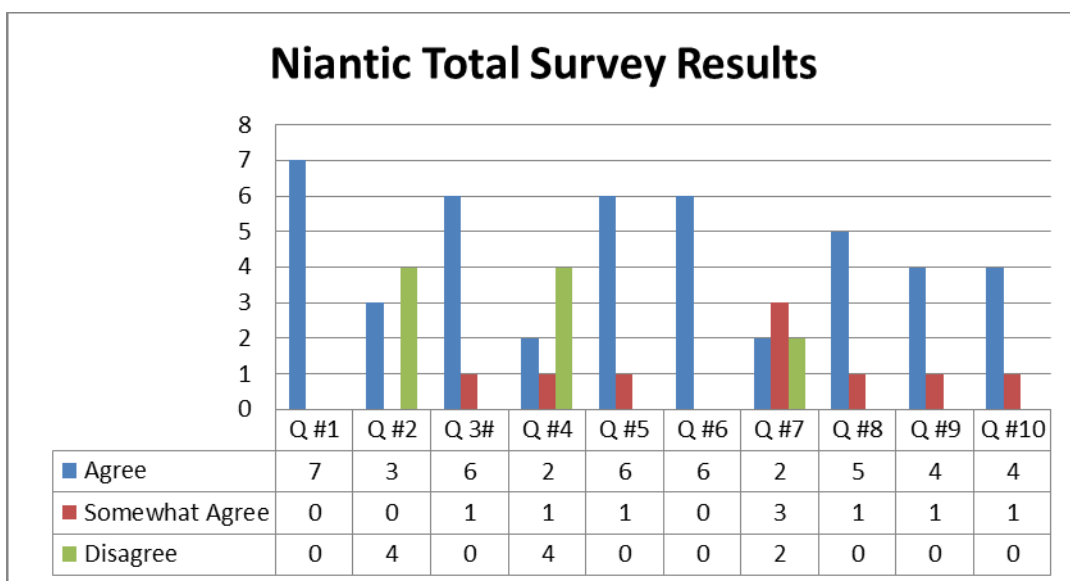
## 26 ANONYMOUS SURVEY

An anonymous survey was developed to ensure everyone's thoughts and opinions were received by the evaluation team. The complete results are in Appendix 6. The questions and overall results are displayed below (Fig. 62 & Fig. 63). The respondent's choices were Agree, Agree Somewhat and Disagree. Seven respondents from Niantic and six respondents from Flanders were documented in the survey. The questions presented below stated Flanders or Niantic in the question depending on the department it was sent to.

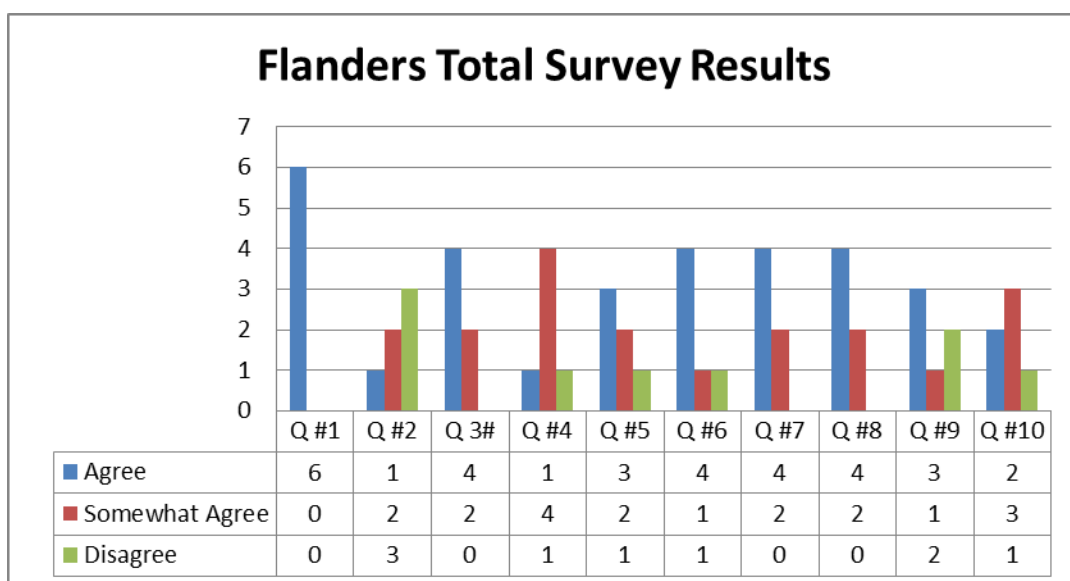
Questions:

- 1) There are positive aspects to being a member of the Niantic/Flanders Fire Department.*
- 2) There are negative aspects to being a member of the Niantic/Flanders Fire Department.*
- 3) There are positive reasons for community members to join the Niantic/Flanders Fire Department.*
- 4) There are negative reasons why community members do not join the Niantic/Flanders Fire Department.*
- 5) There are pressing issues you believe are critical to the Niantic/Flanders Fire Department.*
- 6) There are pressing issues you believe are critical to the Town of Niantic/Flanders.*
- 7) There are things you DO NOT want to see changed in the Niantic/Flanders Fire Department.*
- 8) There are changes you would like to see for the Niantic/Flanders Fire Department.*
- 9) Issues you believe need to be addressed in the report.*
- 10) Issues you believe are holding the Niantic/Flanders Fire Department back.*





*Figure 62: Niantic Total Survey Results*



*Figure 63: Flanders Total Survey Results*



## 27 MANAGEMENT OF REPORTS AND RECORDS

### ***Niantic***

Many of the records are handled by the Chief of the Department. Training records are handled by the training committee and the run reports are entered by the paid staff. Besides training records (which are kept elsewhere in the station) all other records are kept in the Chief's Office.

### ***Flanders***

The Flanders Fire Department records are handled and kept by different entities depending on the type of record. Medical records are obtained by the Fire Marshal. The Deputy Chief takes care of the department training records. The Chief tries to deal with vehicle maintenance and personal files. Besides medical records, which are kept in the Fire Marshal's Office, all other records are kept in the Chief's Office.







## 28 Appendix 1 References

[www.city-data.com](http://www.city-data.com)

[www.EastLymeambulance.org](http://www.EastLymeambulance.org)

[www.klewin.com](http://www.klewin.com)

[www.seniorliving.com](http://www.seniorliving.com)

[www.factfinder.census.gov](http://www.factfinder.census.gov)

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[www.profiles.ctdata.org/profiles](http://www.profiles.ctdata.org/profiles)

[www.eltownhall.com](http://www.eltownhall.com)

[www.firenews.com](http://www.firenews.com)

[www.Eastlymeschools.org](http://www.Eastlymeschools.org)

East Lyme Emergency Response Plan

Flanders Fire Department Standard Operating Guidelines

Flanders Fire Department By-Laws

Niantic Fire Department Standard Operating Guidelines

Niantic Fire Department Bylaws

[www.flandersfiredept.com](http://www.flandersfiredept.com)

[www.facebook.com/NianticFireDepartment](https://www.facebook.com/NianticFireDepartment)

Fire Protection Handbook, 18<sup>th</sup> and 19<sup>th</sup> Edition, National Fire Protection Association, Quincy, MA.

NFPA 1001 - 2002 Edition, Standard for Fire Fighter Professional Qualifications, National Fire Protection Association, Quincy, MA.

NFPA 1141 - 2003 Edition, Standard for Fire Protection in Planned Building Groups, National Fire Protection Association, Quincy, MA.

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



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

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

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

NFPA 1021 – 2003 Edition, Standard for Fire Officer Professional Qualifications, National Fire Protection Association, Quincy, MA.

NFPA 1041 – 2002 Edition, Standard for Fire Service Instructor Professional Qualifications, National Fire Protection Association, Quincy, MA.

29CFR1910. 134, OSHA Respiratory Protection.

29CFR 1910. 120, OSHA Hazardous Waste Operations and Emergency Response.

Public Protection Survey Information for Areas without Water Mains, ISO Commercial Risk Services, Inc., Quincy, MA.

The Department of Transportation 2015 Emergency Response Guidebook.



## 29 Appendix 2 NFPA 1201 Checklist

Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
<b>GENERAL NOTES FROM INTERVIEWS</b>		
NFPA 1201 Standard for developing Fire Protection Services for the public		
<b>Chapter 1 general 1-1 * Scope</b>		
A-1-1		
Public fire protection services include, but are not limited to, fire suppression, fire prevention, fire investigations, public fire safety education, disaster management, rescue, emergency medical services, hazardous materials response, and response to other emergencies as needed.	Yes	<ul style="list-style-type: none"> <li>Niantic and Flanders FD – Fire suppression, public safety education, rescue and HAZMAT response</li> <li>Dick Morris – Fire Marshal/EMD, Fire Prevention</li> <li>East Lyme Ambulance association – Emergency Medical Services</li> </ul>
This standard is intended for the use and guidance of those charged with providing fire protection (safety) services to protect lives, property, and the environment from the effects of fire and, in many cases, other perils.		
<b>1-3* Introduction.</b>		
This standard discusses public fire departments that serve a defined area and are generally under the auspices of a local government authority.		
COMMUNITY INFORMATION		
<b>1-4 Relationship to Other Standards.</b>		
The requirements of other NFPA standards that contain mandatory provisions related to the operation of a fire department and the delivery of fire protection shall be met.		
<b>1-5* Concept of Risk.</b>		
The level of service provided and the degree of risk accepted by the jurisdiction shall be subject to local determination.		
LOCAL RISKS		Guys Oil Service, Lyme Shores, European Auto, York Correctional Facility, Tel-Aid, CT DOT Garage, Birk Manufacturing, Hudson Bearings, Niantic Community Church, St.



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
		Agnes Church, St. Francis Chapel, UBS Lumber, Bobs Furniture, IGA, CVS, Niantic Plaza, Stop and Shop, True Value, Ron's Guns, Americas Best Value Inn, Morton Hotel, Motel 6, Niantic Motel, Aces High RV Park, Sleep Inn, East Lyme High School, East Lyme Middle School, Flanders School, Lillie B. Haynes Elementary School, Niantic Center School, Kiddie Kampus, Bride Brook, Black Point Farms, Deerfield Village, Seaside Village Condos, The Sound, Windward village, Chapman Farms, Niantic Forrest, Crescent Point, etc.
<b>1-6* Fire Protection Alternatives.</b>		
Where possible, fire departments shall periodically evaluate and redefine fire protection needs for their jurisdiction through the strategic (master) planning process.	No	
<b>Chapter 2 Purpose of a Fire Department</b>		
<b>2-1 Purpose.</b>		
The fire department shall have programs, procedures, and organizations for preventing the outbreak of fires in the community and to minimize the danger to persons and damage to property caused by fires that do occur. The fire department also shall carry out other compatible emergency services as mandated.	Yes	Fire Marshal – Code inspection and enforcement <ul style="list-style-type: none"> <li>Stated procedures follow state statute</li> </ul>
ORGANIZATIONAL STATEMENT /DESIGNATION	No/Yes	Niantic FD – Yes Flanders FD - No
<b>2-2 Fire Prevention and Risk Reduction.</b>		
<b>2-2.1*</b>		
Every fire department shall have a program under which its personnel regularly examine every part of the community where a significant fire problem might develop. Personnel shall inspect real property in the community with an emphasis on those occupancies identified by a risk schedule as subject to a high level of hazard to life and property.	No	
COMMUNITY RISK REDUCTION		Education – Public Education done by individual departments Enforcement – FM Engineering – FM and Building Inspector through the local permitting process
<b>2-3 Fire Suppression.</b>		
<b>2-3.1</b>		
The fire department shall be organized to effectively	Undetermined	



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
combat fires that occur within the area it serves. A department's commitment to provide nonemergency services activities shall not interfere with its ability to effectively combat fires when they occur.		
2-3.2		
The priority of goals in the suppression of fire shall be as follows: (a) Save lives (b) Limit the spread of the fire (c) Extinguish the fire (d) Minimize property damage from fire-related hazards.	Yes	
RESPONSE INFORMATION AND GRAPHS		
<b>2-4 Rescue and Emergency Medical Services.</b>		
2-4.1*		
Preservation of human life shall be the primary responsibility of the fire department during fires and other emergencies.	Partial	Niantic – States in mission statement that they will protect life and property, but not that there primary responsibility is the preservation of life Flanders – States in goals that primary responsibility is to protect life and property
STATS		
<b>2-5 Hazardous Materials.</b>		
2-5.1*		
The fire department shall be prepared to carry out at least first responder level functions in the event of hazardous materials incidents in its jurisdiction. Occupational Safety and Health Administration (OSHA) regulations require that all fire departments be trained to handle hazardous materials incidents at the first responder level.	Yes	<ul style="list-style-type: none"> <li>• Full time members trained to Operational level</li> <li>• HAZMAT Awareness, Operational and Technician volunteer members (unknown how many are active)</li> <li>• Sub Base</li> <li>• CERRIT</li> </ul>
<b>2-6 Disaster Planning.</b>		
2-6.1*		
Comprehensive response plans shall be prepared in writing describing the fire department role and providing for management and coordination of all public and private services called into action in natural and technological (man-made) disasters.	Yes	EOP needs to be reviewed
<b>Chapter 4 Strategic (Master) Planning</b>		
4-3.2*		



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
The strategic planning process shall attempt to project the future fire protection needs of a community for periods of 10 and 20 years.	Partial	Flanders – CIP request form for 2017-2018 to 2027-2018, vehicle replacement calendar Niantic – CIP form 2017-2018 to 2024-2025
<b><i>Chapter 5 Organizational Structure of the Fire Department</i></b>		
<b>5-1 Purpose.</b>		
The fire department shall have an organizational structure that facilitates efficient and effective management of its resources to carry out its mandate as required in Chapters 2 and 3.	Yes	Flanders – Chief, Deputy Chief, 1 <sup>st</sup> Asst, 2 <sup>nd</sup> Asst, 2 Capts, 3 Lts (1EMS Capt, 1 EMS Lts) Niantic – Chief, Deputy Chief, 1Ast, 2Ast, Fire captain, EMS Capt, 2 Fire Lts, 1 EMS LT
<b>5-4 Fire Department Organizational Plans.</b>		
5-4.1*		
The fire department shall have an organizational plan that illustrates the relationship of the individual operating divisions to the entire organization.	No	Plan does not identify operational guides, but details the roles and responsibilities of all town organizations when mobilized to a town wide emergency event. Operational guides are left to the department level. This could mean a difference in how things are handled in the two fire districts.
<b>5-5 Operating Units.</b>		
5-5.1*		
Fire companies whose primary functions are to pump and deliver water and perform basic fire fighting at fires shall be known as engine or pumper companies.	Yes	Niantic <ul style="list-style-type: none"> <li>• B-11 Engine 1</li> <li>• B-12 Engine 2</li> <li>• B-13 Engine 3</li> </ul> Flanders <ul style="list-style-type: none"> <li>• B-21 Engine 1</li> <li>• B-22 Engine 2</li> </ul>
5-5.2*		
Fire companies, whose primary functions are to perform the variety of ancillary services associated with ladder truck work, such as forcible entry, ventilation, rescue, utility control, illumination, overhaul, and salvage work, shall be known as ladder companies.	Yes	Flanders Yes <ul style="list-style-type: none"> <li>• B-25 Truck Ladder</li> </ul> Niantic Yes <ul style="list-style-type: none"> <li>• B-15 Truck 1</li> </ul>
5-5.3*		
Other types of companies equipped with specialized apparatus and equipment shall be provided to assist	Yes	Flanders <ul style="list-style-type: none"> <li>• B-23 Brush Truck</li> </ul>



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
pumper and ladder companies where deemed necessary as part of established practice.		<ul style="list-style-type: none"> <li>B-26 Service Truck</li> <li>B-27 Rescue</li> </ul> Niantic <ul style="list-style-type: none"> <li>B-16 Pickup Truck</li> <li>B-16 Forestry Truck</li> <li>B-17 Rescue</li> </ul>
5-5.4*		
The department shall maintain a periodically updated community fire risk analysis to identify the size and scope of the potential fire problem in order to determine the necessary number and deployment of fire companies.	No	
<b>5-6 Fire Suppression Force Staffing.</b>		
5-6.1*		
<p>The fire company or response group assigned to respond to a fire call shall be comprised of the numbers necessary for safe and effective fire-fighting performance relative to the expected fire-fighting conditions. These shall be determined through task analysis procedures. The conditions to be considered shall include:</p> <p>(a) Life hazard to the populace protected</p> <p>(b) Provisions of safe and effective fire-fighting performance conditions for the fire fighters</p> <p>(c) The potential property loss</p> <p>(d) The nature, configuration, hazards, and internal protection of the properties involved</p> <p>(e) The types of fireground tactics employed as standard procedure, the type of apparatus used, and the results expected to be obtained at the fire scene</p> <p>(f) Budgetary constraints.</p>	Partial	<p>Paid Staff</p> <ul style="list-style-type: none"> <li>Flanders 3 FF, M-F 6am-3pm, 7am-4pm, 8am-5pm.</li> <li>Niantic 4 FF, M-F 6am-3pm, 7am-4pm, 8am-5pm, 8am-5pm</li> <li>1 Part-time at both Niantic and Flanders, M-Th 5pm-11pm</li> <li>Niantic 1 part timer F 5pm-11pm</li> <li>Flanders 1 part timer F 5am-12am</li> <li>Niantic 1 part timer Sat -Sun 8am-3pm, 3pm-11pm</li> <li>Flanders 1 part timer Sat, 8-3, 3-11. Sun 8am-4pm, 4pm-12am</li> </ul> <p>Minimum staffing for Flanders Fire Department is only 2 during the week days, so although schedule has 3 members during the daytime incidents occur when only two paid staff members are there throughout the day.</p> <p>Volunteer</p> <ul style="list-style-type: none"> <li>Volunteer ranks at risk in both departments</li> </ul>
5.8.4		
Apparatus for responding to mutual aid incidents shall be equipped with radios that allow personnel to communicate with incident commanders and sector officers. Separate frequencies shall be provided that allow mutual aid companies to communicate without disruption of their local frequency.	Partial	JLN's understanding is the departments can patch in to surrounding towns in apparatus radios, but portable radios are not always compatible. There is disagreement pertaining to whether or not separate frequencies are provided that allow mutual aid companies to communicate without disruption of their local frequency. The Niantic Chief stated yes, while the Flanders chief is that for incoming units there is no other frequency unless they all use ITac-I call.





Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
<b>Chapter 6 Financial Management and Budgeting</b>		Per town policy
<b>Chapter 7 Human Resources Management</b>		Per town policy
<b>Chapter 8 Training</b>	Partial	Flanders <ul style="list-style-type: none"> <li>• Stated volunteer training at least once a month (was not confirmed by JLN)</li> <li>• Stated annual minimum required training (was not confirmed by JLN)</li> <li>• No specific training for full time employees</li> </ul> Niantic <ul style="list-style-type: none"> <li>• Stated volunteer training at least once a month (records show no consistent training)</li> <li>• Stated annual minimum required training initiated this year</li> <li>• No specific training for full time employees</li> </ul>
Officer Training	N/A	
Specialized	N/A	
<b>Chapter 9 Organization for Fire Suppression</b>		
<b>9-1 Purpose.</b>		
Fire suppression operations shall be organized to ensure adherence to an operational guideline that includes fire company procedures and staffing; officers; and duty requirements and responses to fire and other emergencies that achieve effective, efficient, and safe execution of the fire department's mandate.	Undetermined	Nothing was discovered in the departments SOG's that would specify one way or the other
Where practical and as conditions require, the fire department shall have an effective mutual aid arrangement with neighboring jurisdictions.	No	
9-3.1*		
Personnel designated to respond to fires and other emergencies shall be organized into company units or response teams and shall have appropriate apparatus and equipment assigned to such companies or teams.	Partial	Appropriate apparatus and equipment present in department, but no official designation of company units or response teams. During storm coverage when people are at the station Niantic does give riding assignments.
9-3.2*		
The fire department shall identify minimum staffing requirements to ensure that a sufficient number of	Partial	Niantic – 3 during week and 1 in each station on nights and weekends Flanders – 2 during the week and 1 during nights and weekends



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
members to operate safely and effectively are available to respond with each company or response team.		
9-3.6		
Fire companies shall be responsible for identifying all target hazards or unusual properties in their districts and for developing pre-fire plans for use in the event a fire or other related emergency occurs at such a location.	Partial	<ul style="list-style-type: none"> <li>• Flanders – Stated some pre-plans are in place, but not for every target hazard</li> <li>• Niantic – Stated had a few pre-plans but mostly received information from Fire Marshal's office</li> <li>• Fire Marshal – Stated that makes departments aware of hazards discovered through inspections</li> <li>• Target hazards are said to be identified by both departments</li> </ul>
9-7.1		
Standard response assignments and procedures, predetermined by the location and nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents.	No	<ul style="list-style-type: none"> <li>• Dispatch protocols - Based off of history and common sense</li> <li>• Red phone bypasses dispatch protocols sometimes</li> </ul>
9-7.2		
The dispatcher shall be responsible for maintaining awareness of the location and status of all units and their availability to respond at all times and shall have some latitude in dispatching assignments within prescribed limits.	Partial	It is JLN's understand that this is dependent on the Dispatcher on duty and/or responding officers
9-7.3*		
The number and type of units assigned to respond to a reported fire incident shall be determined by risk analysis and pre-fire planning based on specific location or neighborhood.	No	Dispatch protocols (based off of history and common sense) Red phone orders given by Paid staff
<b>Chapter 10 Emergency Scene Management</b>		
<b>10-1* Purpose.</b>		
An incident management system shall be provided to form the basic structure of all emergency operations of the fire department, regardless of the scale of the department or the emergency. An effective incident management system shall be designed to manage incidents of different types, including structure fires, wild land fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that might be handled by the department.	Yes	<p>Niantic – ICS in SOG's and some personnel trained</p> <p>Flanders – ICS in SOG's and some personnel trained</p>



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
<b>Chapter 11 Emergency Medical Systems</b>		
<b>11-1 Purpose.</b>		
11-1.1		
Where the department provides or participates in emergency medical systems (EMS), the fire department shall provide appropriate resources, planning, and training that are consistent with the level of EMS service the community expects from the department.	Yes	
11-1.2*		
Where a fire department organization provides or participates in EMS, the provisions of this chapter shall apply.		
<b>11-2 Resources.</b>		
11-2.1*		
The fire department shall analyze and report to the governing authority its resource needs and ability to provide the level of emergency medical service to which it is committed in addition to its fire-fighting and other responsibilities.	Partial	Conflict arises when paid staff are out on a call and another one comes in since volunteers are not sufficiently responding
<b>11-3 Planning.</b>		
11-3.1*		
The fire department shall participate in community-wide planning to assure residents of the most effective available services at all times and at the levels to which it is committed.	No for EMS	More joint planning needs to occur. Where fire and other organizations develop joint response plans that ensure all operation protocols and policies are the same.
<b>11-4 Level of Service.</b>		
11-4.1*		
Based on local needs, preferences, and resources, the community shall develop a policy statement that specifies the type of emergency medical service to be provided for the community and the role to be played by the fire department in delivery of that service.	No	No written agreement is present between the town of East Lyme and the Ambulance Association
<b>Chapter 13 Public Fire Safety Education</b>		
<b>13-1 Purpose.</b>		
The fire department shall carry out a public fire safety education program to achieve/develop a level of fire	Yes	Niantic – Open house and school visit Flanders – School visit



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
safety awareness and attitude that assists the fire department in the management and reduction of the fire risk in the community.		FM – Leaves these duties up to the individual departments
<b>Chapter 14 Code Enforcement</b>		
<b>14-1 Purpose.</b>		
14-1.1		
The fire department, subject to legal authority, shall establish policies and procedures for the enforcement of fire and life safety codes that enhance compliance with applicable fire safety legislation.	Yes	Fire Marshal's Office states follows state statute
<b>Chapter 15 Fire Investigation</b>		
<b>15-1 Purpose.</b>		
15-1.1		
The fire department, subject to legal authority, shall investigate all fires by gathering information that assists in developing an effective fire prevention program, improving fire safety legislation, identifying public education programs, describing the community's fire problems, evaluating fire protection capability and assisting law enforcement.	Yes	Fire Marshal's office is responsible for Fire Investigations. It is unknown if information is provided to the departments that assists in developing an effective fire protection program, improving fire safety legislation, identifying public education programs, evaluating fire protection capability and assisting law enforcement. The Fire Marshal did state that fire departments are made aware of hazards discovered during inspections. However the Niantic Chief stated that such communication is not present between the department and the Fire Marshal. The Flanders Chief stated that the department sometimes gets notified depending on the hazard, it is unknown if all hazards get provided to Flanders.
<b>Chapter 16 Communications</b>		
<b>16-1 Purpose.</b>		
16-1.1		
The fire department shall have a reliable communications system to facilitate prompt delivery of public fire services.	Partial	Although reliable does not facilitate prompt delivery 911, text (known to go out most times but, unknown if goes out every single time), preannounce, red phone, call toned out, toned repeated until response.
<b>16-1.2*</b>		
A secure communications center shall be provided and staffed to receive requests for emergency assistance from the public, to dispatch that assistance, to coordinate communications with units providing emergency services, and to provide overall coordination and control of fire department operation communications.	Yes	Dispatch center
<b>16-3 Public Reporting of Fires and Emergencies.</b>		Call 911
<b>16-5 Radio Communications.</b>		



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
<b>16-5.1*</b>		
Radio transmitter/receivers shall be provided at headquarters and in emergency vehicles. Every chief officer and company officer shall be provided with a portable transmitter/receiver while assigned to emergency duty.	Yes	All town officials have a radio
<b>16-5.2*</b>		
The fire department shall have a selective alerting system by which it can summon designated on-call personnel, including volunteers and career staff, at any hour of the day or night.	Yes	Flanders <ul style="list-style-type: none"> <li>• Text</li> <li>• I Am Responding</li> <li>• Pager</li> </ul> Niantic <ul style="list-style-type: none"> <li>• Text (unknown if received for every call, depending on dispatcher)</li> <li>• Pager</li> </ul>
<b>16-5.3*</b>		
Sufficient radio frequencies shall be provided to accommodate the operational needs of the fire department or communications system, based on the amount of radio traffic that is anticipated and the need to communicate simultaneously with different individuals or groups.	Yes	6 Frequencies
<b>16-5.4</b>		
Frequency allocations shall meet the requirements of the Federal Communications Commission in the United States or Transport Canada.	Yes	
<b>Chapter 17 Equipment and Buildings</b>		
<b>17-1 Purpose.</b>		
<b>17-1.1</b>		
The fire department shall maintain an inventory of all equipment, buildings, and land owned, leased, utilized, or maintained by the fire department to assist in day-to-day operations and for future planning.	Partial	Inventory exists for equipment on vehicles
<b>17-1.2*</b>		
The fire department shall maintain a current inventory of all apparatus, vehicles, and equipment owned, leased, utilized, or maintained by the department. This inventory shall include the current status of all assets of the	Yes	Keeps track of miles, maintenance, and years



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
department, project the remaining service life, and serve as a programming tool for future needs and procurement of requisite approvals for acquisitions.		
<b>17-2 Purchasing of Equipment.</b>		
17-2.1*		
Specifications shall be prepared for the acquisition of all pieces of fire apparatus, vehicles, major equipment, and minor equipment as needed. Fire apparatus shall be acquired in accordance with the requirements of the appropriate NFPA 1900 series standards, which address such vehicles.	Yes	No town wide specifications are present however. The individual departments make up their own specifications. Undetermined is meet NFPA 1900
<b>17-3 Maintenance.</b>		Building maintenance performed by the town Apparatus maintenance?
<b>17-4 Hose.</b>		
17-4.1*		
A complete inventory of all fire hose, including purchase date, cost, and results of acceptance and annual service tests shall be maintained. To facilitate such record maintenance, each length of hose or each hose coupling shall be given a unique serial number for inventory purposes.	Yes	Maintained by vendor
17-4.2		
The department shall adopt standards for the amount and size of hose carried on each piece of apparatus, depending on department operating practices, rated apparatus pump capacity, and its operational utilization in delivering fire flows.	Yes	
17-4.3		
Hose coupling and connection threads, including those on all master stream and other water delivery devices, shall be standardized throughout the department. Where threaded connection couplings are employed, coupling threads shall conform to the American National Fire Hose Connection Screw Thread as specified in NFPA 1963, Standard for Fire Hose Connections.	Yes	
<b>17-5 Personal Equipment.</b>		



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
17-5.1		
Members of the department shall be provided with personal protective clothing and equipment prior to engagement in any fire department response or hands-on training activity. This requirement shall be applicable to both fire-fighting and EMS functions that might be carried out. All equipment necessary to meet the requirements of NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, as well as federal, state, provincial, or local law, shall be provided.	Yes	
17-5.1.1* When purchasing personal protective equipment for firefighting and medical protection, such as breathing apparatus, protective clothing, gloves, footwear, and helmets, special consideration shall be given to meeting the NFPA standards for such personal protective clothing and equipment.	Yes	
<b>17-6 Fire Department Buildings.</b>		
17-6.1 Building Records and Planning.		
17-6.1.1* A file record shall be established for all buildings and structures owned, occupied, or utilized by the fire department, with future building needs identified.	No	
17-6.2 Land Needs Planning.		
17-6.2.1* Land for fire department buildings shall be obtained in accordance with a planned program of development and acquisition. Measures shall be taken to prepare sites for future fire department use.	N/A	No major projects present in the near future
17-6.3 Maintenance of Land and Buildings.		
17-6.3.1* Routine maintenance procedures shall be established for all fire department facilities, including land, buildings, and grounds. These procedures shall address the building structure, including exterior and interior finish, as well as each major component of the building services, including plumbing, heating, and air conditioning.	No	<ul style="list-style-type: none"> <li>No routine maintenance procedures in either department</li> <li>Town responsible for department buildings and performs routine maintenance on items, such as the furnace</li> </ul>
17-6.3.2* Fire stations shall be designed to meet their respective service demands in terms of space for practical utilization by apparatus and personnel. Construction	No	Flanders <ul style="list-style-type: none"> <li>Ladder bay unheated</li> </ul>



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
specifications shall include details of facilities to be provided in new fire stations that provide for efficient, safe, and convenient functioning of the emergency fire service. Specifications shall comply with the requirements of NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, and NFPA 101®, Life Safety Code®.		<ul style="list-style-type: none"> <li>• Cramped conditions on apparatus floor</li> <li>• Doesn't fit some newer trucks</li> </ul> Niantic <ul style="list-style-type: none"> <li>• Doesn't fit some newer trucks</li> <li>• Cramped conditions on apparatus floor</li> </ul>
17-6.4 Training Facilities.		
17-6.4.1* Sufficient training facilities shall be provided for the department's in-service, special skills, and probationary programs. These shall include adequate classroom, lecture hall, conference room, library and study room, assembly area, and audiovisual facilities for the needs of the fire department.	No	No specific training facilities are present, but the fire house meeting room/conference rooms in both departments is utilized to perform in-house training. In addition abandon houses in the community are actively searched for to be acquired for training
17-6.4.2 Adequate audiovisual and reference materials shall be available to support the department's training activities and subjects addressed in the NFPA professional qualifications standards for respective ranks of personnel in the department.	Undetermined	
17-6.4.3* The department shall have access to facilities for ground ladder training, live smoke and fire training, flammable liquids fires, pumping and drafting operations, and apparatus driver training.	Yes	No facilities are present, but abandon buildings in the community have been acquired to perform evolutions and live fire training
<b>Chapter 18 Management of Water for Fire Protection</b>		
<b>18-1 Purpose.</b>		
18-1.1		
The fire department shall carry out and maintain a program for evaluating all sources of water supplies and delivery systems for firefighting within the community and facilitate the delivery of adequate water supply consistent with the fire risk and the fire department capabilities.	No	
18-1.2*		
The fire department shall carry out a continuing program of evaluation for all water supplies for firefighting, maintaining a liaison with the water authorities on fire protection water supply matters.	Partial	Flanders – no Niantic – no continuing program, but communication kept with water department Water Department – Stated good communication between departments when large issues or projects occur, but could be better if met once a month so could be aware of day to day issues and prevent scheduling issues





Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
18-1.3*		
The fire department shall assess the adequacy or weakness of water supplies in relation to the fire risk throughout the community in conjunction with its pre-fire inspection or planning program.	Partial	<p>Flanders – No</p> <p>Niantic – No annual assessment, but aware of only two areas without hydrants and have plans to establish water supply in those areas. Also gets notification from water department when issues are discovered with hydrants.</p> <p>Water department – Stated they do not perform this with the FD's but that each low water flow from hydrants downstream from booster pumps presents a water supply issue that each department should have protocols to deal with</p>
18-1.4*		
The fire chief shall assign a full- or part-time water officer to assist the chief and keep the department informed of the available water supplies for fighting fires from all sources and to maintain regular contact with the managers of public and private water systems.	No	
<b>18-4 Hydrant Service.</b>		
18-4.1*		
All hydrants shall be inspected and tested at least once per year, preferably twice per year and after use at fires if problems related to hydrant performance have been experienced. If not inspected and tested by the water utility, the hydrants shall be inspected and tested by the fire department. Where problems or deficiencies are identified, the fire department shall file a report with the water utility requesting specific relocations, repairs, or other adjustments to correct the problem.	Partial	<ul style="list-style-type: none"> <li>• Hydrants flushed once a year and generally inspected</li> <li>• Not all hydrants are flushed/inspected in close knit areas</li> <li>• No official inspection is performed.</li> <li>• Issues are found by the FD the Water department is notified by general communication</li> <li>• Hydrant is inspected for the issue by the water department or a contracted outside source when notified of issue</li> <li>• When issue hydrant is bagged and Water Department stated that the FD's are notified. It is unknown if dispatch is notified and CAD system updated to show this.</li> </ul>
<b>18-6 Alternate Water Supplies.</b>		
18-6.1*		
The fire department shall study alternate sources of water supply to be used in the event of a major disruption in public water supply capabilities.	No	<p>Flanders – No, but identified possible water sources for a dry hydrant 15 years ago</p> <p>Niantic – No, keeps communication with water department for notification of issues</p>
<b>Chapter 19 Hazardous Materials</b>		
<b>19-1 Purpose.</b>		
19-1.1		
The fire department shall have a viable plan for the	Partial	Niantic – Nothing present in SOG's



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
protection of the community from the risks associated with storage, use, and transportation of hazardous materials.		Flanders – Yes (SOG's)
19-1.2*		
The fire department shall assume one of the lead agency roles in protecting the community from risks associated with storage, use, and transportation of hazardous materials. The fire department shall participate in the process of gathering and organizing information, identifying risks, and regulating the storage, use, transportation, and disposal of hazardous materials and hazardous wastes. The fire chief shall ensure compliance with NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials Incidents, and NFPA 473, Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents.	Partial	The fire departments do assume the responsibility as the lead agency protecting the community from HAZMAT incidents, but does not have a continuing program to assess the community for risks pertaining to hazardous materials. The department is not in compliance with NFPA 472 and 473, but during a major incident would request mutual aid from an outside source (CERRIT team).
<b>19-2 Hazardous Materials Incident Response.</b>		
19-2.2		
To safely and effectively manage hazardous materials incidents, fire service personnel shall be trained and equipped properly and shall have access to resources in addition to those normally used for fire suppression, including specialized protective clothing and breathing apparatus, disposal containers, neutralizing agents, monitoring equipment, reference materials, and communication with other agencies and sources of information that might be needed in the event of a leak or spill.	Yes	Full time Firefighters –Hazmat operational Volunteers – Have training to HAZMAT awareness, operational and technician level. Unknown how many are actually active volunteers
<b>Chapter 20 Major Emergency Management</b>		
<b>20-1* Purpose.</b>		
The fire department shall have a viable plan for the protection of the community from the anticipated risks associated with natural and technological emergencies that are more severe than the scale of most fires and hazardous material incidents and have the potential to exceed the resource capabilities of a particular		Emergency Manager of East Lyme has a plan titled Emergency Operations Plan, it was made effective August 30, 2013.



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
jurisdiction.		
<b>20-2 Disaster Planning.</b>		
20-2.1*		
A disaster plan shall be developed that is broad enough to encompass all situations that a community might face (all-hazard approach).		Emergency Manager of East Lyme has a plan titled Emergency Operations Plan, it was made effective August 30, 2013.
20-2.2		
The disaster plan shall identify and evaluate risk (hazard analysis), formulate objectives, determine resource requirements and availability, assign responsibilities, develop special situation plans, provide the structure for directing and managing response operations, and develop plans for short- and long-term recovery.		Emergency Manager of East Lyme has a plan titled Emergency Operations Plan, it was made effective August 30, 2013.
20-2.3*		
Local disaster plans shall be coordinated with any county and state or provincial emergency plans as well as with plans by federal agencies.		Emergency Manager of East Lyme has a plan titled Emergency Operations Plan, it was made effective August 30, 2013.
<b>Chapter 21 Management Reports and Records</b>		
<b>21-1* Purpose.</b>		
A management information system shall be maintained to support the management of the fire department by providing the fire chief and other administrative officers with data that indicates the effectiveness of the department in preventing, suppressing, and investigating fires and all other major services and functions of the department. The records system shall provide data for reports on department activities, accomplishments, and long-range needs. The management information system shall be used to develop reports to the governing officials or members of a fire department.	No	Flanders – No Niantic - No
<b>21-2 Records Retention.</b>		
21-2.1*		
The fire chief shall review legal requirements relating to reporting and retention of records and specify the records	Partial	Niantic – Chief stated in contact with town clerk supposed to hold records for 7 years. Future plans to apply for older records to be disposed of by State Administrator.



Code Requirement	Comply	Basis/Supporting Info for Meeting the Standard
to be kept and the methods of gathering data. A records retention and disposal system shall be instituted.		Flanders – Chiefs understanding of record retention is to go through the town clerk's office for guidance
<b>21-3 Incident Reporting.</b>		
21-3.1*		
Reports on emergency operations shall outline conditions encountered at an emergency and all actions taken by the department to control the condition, and they shall serve as a basis for determining incident responsibility.	Yes	NFIRS and Fire log
<b>Medical Clearance</b>		Flanders – Physicals required with application. Annual physicals for all members. Physicals not required for paid staff once hired. Niantic – Physicals required with application. Annual physicals for all members and paid staff.

**Table 17: NFPA 1201 Checklist**



### 30 Appendix 3 Niantic Member SWAT Analysis

Strengths	Weaknesses	Opportunity	Threats
Good at what we do	Manpower	Produce Firefighters, EMTs, and Paramedics	Training that is demanded of volunteers
Strong water system	Response	Grooming of officers	Budget - Town and State level
Building	Salary budget	Educate town officials	Complacency
Fast response times	Combo impact	To improve	Burnout of members
Good apparatus	Member attendance to training and lack of certified members attending	Education - Promoting members to take classes - Firefighter 1, and EMT	Water department maintenance
Great firefighting equipment	Internal communication	Fire officer class	Town development
Training program	Freelancing on scene		Social media - Everyone has a camera - Photos/scrutiny during calls
Visibility to community	Consistency with point system		Manpower
Equipment budget	Clash of styles with Flanders		Losing volunteer status
Open with politics	By-laws		
Good teamwork	Morale/pride		
	Recruitment		
	Respect for chain of command		
	Busy (EMS Calls) (members burned out)		
	Recruitment		
	Morale/pride		

**Table 18: Niantic SWAT Analysis**





## 31 Appendix 4 Full Time Staff Interviews

Three of the full-time staff from Niantic Fire Department and two from the Flanders Fire Department were interviewed by JLN. The interviews allowed JLN to confirm some of the information previously obtained, and allowed JLN to view the Fire Departments from the full-time staff's point of view, as well as provided the staff a chance to voice any concerns pertaining to the Department or Town.

### *Niantic*

Presented in the following paragraphs are topics discussed with Niantic full-time members. The word 'staff' and 'they' will be used interchangeably to indicate one or all members.

### *The Lack of Volunteers*

The paid staff stated that volunteers do not respond to EMS calls, even when they are at the station. When there is a fire, it is hit or miss how many people will show up. According to them, the mentality of volunteers appeared to be more of what the Department could do for them rather than what they could do for the Department. It was brought up that even certain Officers do not go on EMS calls, or any calls, unless on shift as a part-time employee. It was stated that only about half the Officers are active and most are only active because they work part-time. Due to the lack of response from volunteers, the full-time staff members who are responding, cannot perform their work under the correct safety procedures. Such procedures include the 2 in 2 out rule for structure fires, and they must perform their job duties under unsafe conditions (breaking every safety rule in the book).

### *Ambulance*

Overall the ambulance is said to be run by the full-time staff. They stated that they stock the ambulance, inspect it, make appointments for it to be inspected by the Department of Health and are the ones present when the Department of Health comes (even though that is the volunteer's job). Two different views were taken pertaining to the ambulance funds. One view was that, pertaining to the volunteers, the town staffs and pays for the ambulance, but besides paying for diesel they do not get anything in return. Instead the money is spent on items that benefit the volunteers, such as firefighting gear or trucks, but doesn't necessarily benefit the town or the ambulance. The other point of view was that even though the town was not receiving any stipend for the use of the space and town employees the town did also not have to pay in the department budget for the gear and other equipment that is purchased for the





department. It was stated that there needs to be justification that relates to EMS to spend EMS funds.

### **Training**

Specific training for the full-timers was said to be almost nonexistent. Up until this year they were not even meeting the minimum requirements and now they are only meeting minimum. In addition, there is no coverage provided for when they do mandatory trainings.

They stated that there is no cross training with Flanders Fire Department even though they believed that was extremely important and that the 2 Departments have 2 different ideologies. The staff stated that they attempted to unify cross training on trucks, but due to a lack of cooperation with Flanders (requiring them to perform 7 hours of regular driving) this was not accomplished.

Training with the volunteers is an option, but occurs when they are off duty and is slightly frowned upon because if they show up, the town must pay a minimum of 4 hours pay to them.

The qualifications are different for part-time and full-time firefighters as part-timers were said to only be Firefighter 1, while full-timers had to be Firefighter 2 qualified. In addition, the part-time staffs are not required to do trainings, either. It was also stated that training of part-timers has just recently started being kept track of by the Chief.

### **Niantic and Flanders Fire Departments**

The staff voiced that the 2 fire Departments do things differently and that it is “ridiculous” to have 2 different Fire Departments.

### **Dispatch**

The Dispatch Center was another issue brought up. The part-time staff said that they do not have the necessary knowledge, experience, or ability to effectively do their job. They have an issue with dispatch around 50% to 60% of their calls. There is a complaint process for these issues, but not effective as it just results in backlash from the Fire Marshal’s Office.

### **HR**

Human Resources were stated to be present in the Town Office, but not very effective. When injuries occur, it is said not to be uncommon to have issues and can end up paying for medical bills for an extended period. The injured employee pretty much ends up fixing the issues themselves.



**Red Phone**

The red phone was said to be a nice resource, but was no longer necessary since they have their own radio frequency and the phone only slows down response time.

**Rank**

The ranking of full timers was an issue brought up by the staff. They stated that some of volunteer officers do not have the necessary experience and junior officers end up coming to them for advice. It can also cause an issue when they are already on scene and an officer shows up (that doesn't always show up) and messes up the flow of the full-timers' everyday process. They believe that full timers should have some sort of rank in the department.

**Miscellaneous Comments**

The staff believed the Niantic Fire Department doesn't always go to the town for approval of item purchases and that "they buy what they want when they want it".

The CAD system was said not to be utilized in Flanders requiring the Niantic firefighter to manually look up the information in paper reports provided by Flanders. Dispatch was said to not even have the current information as it keeps getting changed.

The staff said that each department has two different ideologies and the Fire Departments do things differently.

Items in the Capital Improvement Plan just get pushed back and put off.

The points required to be an Officer are suspended just so that positions can be filled.

The possibility of Flanders not toning out certain calls to keep their volunteer members' percentage of points up, was voiced by the staff.

The subject of the computer put in each apparatus was brought up and stated that although useful, the program that was used alongside the computer was not useful. Other programs would have proved more useful but there was resistance to changing it and eventually they were just taken out of the apparatus.

**What should be done to fix these issues?**

When asked what they believed should be done, the two-remaining staff stated that a paid Chief was definitely needed. They stated that the Departments could remain volunteer, but a paid Chief is needed to supervise. This would also relieve some of the administrative duties from volunteers and hopefully make more free time to respond to calls.



## ***Flanders***

Presented in the following paragraphs are topics discussed with Flanders Fire Department full-time members. The words 'staff' and 'they' will be used interchangeably to indicate one or all members.

### **Lack of volunteers**

The staff highlighted that the number of active volunteers is extremely small. Besides Officers there is only one active volunteer. Night time response was stated to be getting worse. On most calls the paid staff believed that they are mostly on their own. Mutual aid is being requested more, but takes time to arrive. The traditional safety 2 in and 2 out is usually not observed during fires, due to the lack of response. The staff stated that volunteers don't show up unless it's a known working structure fire. The staff stated that there is no incentive to volunteer.

### **Ambulance**

During night time hours, Dispatch may have to call out three tones before someone responds. In addition, at least one of the staff members believed that the funds from the ambulance need to go to only EMS and Rescue related items.

### **Training**

The staff stated that they do go to mandatory department trainings, but no training is given specifically to the paid staff. Other trainings such as an EMT-refresher course require approval before attending. They are offered the opportunity to go to the volunteer's training sessions, but do not go unless told to, due to lack of compensation. It was stated that some cross training is performed between the Niantic and Flanders Staff when a new Apparatus is purchased, but this is performed on their own and not under any direction.

### **Flanders and Niantic Fire Department**

The issue of the Flanders staff not having any knowledge of what the firefighters in Niantic do was brought up (except for some members who used to be a member of Niantic or work down there). The staff believed that everything should be unified between the two Departments.

A lot of the tools and apparatus were stated to be the same between departments now making them compatible.

### **Red phone**

The full-time staff stated that they did not believe the red phone was needed.



### **Miscellaneous comments**

Since the departments have volunteers, things change when a new chief is elected and therefore the departments go as the chief goes.

The Assistant chief is only trained to Fire fighter 1.

No major leadership or supervision.

The expectations for the full-time staff, paid staff and volunteers are not the same. The full-time staff is required to have more certifications then the part time staff. In addition, the volunteers have officers that have lower qualifications then the paid staff.

Still need 2 engines since there are no hydrants in parts of town. However, another staff member pointed out that both engines don't go out due to the lack of manpower.

### **Additional dislikes/concerns**

Additional dislikes/concerns that were voiced by the staff:

- Lack of supervision, expectation, and direction and supervision in the department.
- The radio system does not work in all sections of the town which concerned the staff.

### **What should be done to fix these issues?**

The question was asked to the staff by JLN concerning what the paid staff would do if they were in charge. Firefighter 1 responded with:

- Hire a paid chief
- Hire more paid staff so can perform 2 in and 2 out
- Need to be unified

Firefighter 2 responded with:

- Combine departments
- Hire paid chief and have him/her appoint a district chief for each station
- Set up a contract with the town or the town should take the PSA and run the Ambulance as part of one department





## **32 Appendix 5 Emergency Management**

### **Chief Executive Officer (First Selectman)**

Duties include assuming responsibility for overall response and recovery operations, carries out emergency management activities to protect life and property prior to and during any emergency, request assistance from communities and state, declares local state emergency when scope of disaster is beyond the municipality's ability to respond without assistance, in addition to other duties outlined in the EOP.

### **Emergency Management Director**

Duties include advising chief executive officer on emergency management matters and related laws, rules and regulations, accomplishing emergency organization, planning and management, direction, control and warning, population protection, and training/exercising, coordinating with a variety of other organizations and performing other tasks outlined in the EOP.

### **Fire Department**

Manages fire department resources, EMS, directs fire department operations and assists with evacuations.

### **Police Department**

Manages Law enforcement resources, and directs traffic control and law enforcement operations, and assists with evacuations.

### **Health and Medical Coordinator**

Coordinates the use of health and medical resources and personnel involved in providing medical assistance to disaster victims, meets with a variety of organizations to review and prepare emergency health and medical plans and ensure their practicality and inter-operability, performs other duties outlined in the EOP.

### **Public Works Department**

Manages public works resources and directs public works operations. Coordinates with the private sector utilities on shutdown and service restoration. Coordinates with private sector utilities and contractors for use of private sector resources in public works related operations.



### **Warning Coordinator**

Determines warning resource requirements, performs survey to establish warning sites, develops procedures to warn areas not covered by existing warning systems, develops special warning systems for those with hearing and sight disabilities, and perform other duties outlined in EOP.

### **EOC Manager (Emergency Manager or Assistant)**

Manages the EOC as a physical facility, oversees the planning and development of procedures to accomplish the emergency communications function during emergency operations, designates one or more facilities to serve as the town's alternate EOC, ensures that communications, warning and other necessary operations equipment is readily available for use in the alternate EOC, perform other functions outlined in EOP.

### **Communications Coordinator**

Assembles a team of representatives from the government departments and public service agencies involved in emergency operations to develop a communication procedure that will be responsive to the jurisdiction's needs and compatible with the communication's procedures used by emergency response organizations, identifies communications and warning resources in the local government available to the Emergency Operations Center, performs other duties outlined in the EOP.

### **Public Information Officer**

Advises the Emergency Manager and First Selectman, if not serving in this capacity, on matters of emergency public information (EPI), establishes and maintains a working relationship with local media. Prepares a call down list for disseminating the EPI to groups that do not have access to normal media, performs other duties outlined in EOP.

### **Evacuation/Special Needs Coordinator**

Coordinates all evacuation planning activities with the Emergency Manager, identifies high hazard areas and determines population at risk; prepares time estimates for evacuation of people in different risk zones, develops information for evacuees use on the availability and location of mass care facilities away from the threat of further hazard-induced problems, performs other duties outlined in EOP.



**Mass Care/Shelter Coordinator**

Surveys buildings to select the safest and best possible for use in mass care facilities, prepares a list that identifies the buildings that have been selected for use as mass care facilities and the number of people that can be housed in each, makes provisions to ensure that certain items outlined in the EOP such as food supplies, clothing, water etc. are available in sufficient quantities for use in mass care facilities, when opened, perform other duties outlined in EOP.

**Resource Manager**

Manages and directs resource support activities during large-scale emergencies and disasters, chairs planning meetings for the function, ensures that resource listings are/or the resource database is current, ensures that necessary agreements and appropriate public information materials are in place, coordinates resource planning activities with the Emergency Manager.

**Superintendent of Schools**

Develops and periodically exercises a student evacuation plan, coordinates with the Evacuation Coordinator to work out arrangements to use school buses to transport school children and other evacuees, coordinates with the Mass Care Coordinator to work out arrangements to use schools and /or their food stocks for mass care, coordinates with the Mass Care Coordinator for the transport of school children to mass facilities.

**Animal Care and Control Agency**

Coordinate the services and assistance provided to the animal victims, coordinate preparedness activities with the appropriate public and private organizational representatives and coordinates with state /local agencies perform other duties outlined in the EOP.

**All Tasked Organizations**

“All tasked organizations” identified in the EOP will, maintain current internal personnel notification rosters and SOP’s to perform assigned tasks, negotiate coordinate and prepare mutual aid agreements, analyze needs, and determine specific communications resource requirements, perform other duties outlined by the EOP.







### 33 Appendix 6 Budget Details

GENERAL FUND BUDGET FY 2016/2017 (Public Safety/Fire Marshal)							
		2015 Actual Expense	2016 Adopted Budget	2016 Amended Budget	2017 Dept Head Requested	2017 Bd Selectmen Proposed	2017 Bd Finance Proposed
<b>100 Personnel Services</b>							
211	Director	156,067	157,372	163,640	163,640	163,640	163,640
213	Dispatchers	172,695	220,469	220,469	220,480	220,480	220,480
	PT Dispatchers	131,143	128,776	131,995	125,734	125,734	125,734
	Overtime	32,964	35,947	35,947	35,959	35,959	35,959
215	Dep Dir/Comm & Rad/Cut	3,228	3,228	3,228	3,325	3,325	3,325
216	Longevity/Shift Differential	1,100	4,220	4,220	4,570	4,570	4,570
311	Admin Assistant	45,996	46,371	48,419	48,419	48,419	48,419
<b>Personnel Services Total</b>						0	0
<b>300 Operating Expenses</b>							
201	Telephones	15,787	15,000	15,000	17,387	17,387	17,387
243	Training	9,731	10,231	10,231	10,231	10,231	10,231
244	CERT Training	499	1,000	1,000	1,000	1,000	1,000
246	Transportation Allowance	140	500	500	500	500	500
313	Uniforms	3,000	3,000	3,000	3,000	3,000	3,000
320	Misc. Supplies	20,518	21,800	21,800	21,765	21,765	21,765
<b>Operating Expenses Total</b>		49,675	51,531	51,531	53,883	53,883	53,883
<b>200 Services- Contracted/Operations</b>							
222	Building Maintenance	4,795	4,900	4,900	4,900	4,900	4,900
348	Radio Maintenance	31,359	32,448	32,448	33,421	33,421	33,421
<b>Services Contracted/Operations Total</b>		36,154	37,348	37,348	38,321	38,321	38,321
<b>Public Safety/Flanders FD Total</b>		629,021	685,262	696,797	694,331	694,331	681,331

**Table 19: 2016/2017 Public Safety/FM Budget**



<b>GENERAL FUND BUDGET FY 2017/2018 (Public Safety/Fire Marshal)</b>							
		2016 Actual Expense	2017 Adopted Budget	2017 Amended Budget	2018 Dept Head Requested	2018 Bd Selectmen Proposed	2018 Bd Finance Proposed
<b>100 Personnel Services</b>							
211	Director	166,591	163,640	167,730	167,731		
213	PT Fire Marshals	116,904	112,734	112,734	49,546		
215	Dep Dir/Comm & Rad/Cut	3,228	3,325	3,325	3,325		
216	Longevity/Shift Differential	1,100	4,570	4,570	1,400		
311	Admin Assistant	47,021	48,419	48,419	48,419		
<b>Personnel Services Total</b>		334,844	332,688	336,778	270,421	0	0
<b>300 Operating Expenses</b>							
201	Telephones	12,987	17,387	17,387	17,387		
243	Training	7,694	10,231	10,231	3,240		
244	CERT Training	180	1,000	1,000	1,000		
246	Transportation Allowance	106	500	500	500		
313	Uniforms	2,254	3,000	3,000	1,500		
320	Misc. Supplies	20,056	21,765	21,765	16,818		
<b>Operating Expenses Total</b>		43,278	53,883	53,883	40,445	0	0
<b>200 Services-Contacted/Operations</b>							
222	Building Maintenance	4,826	4,900	4,900	4,900		
348	Radio Maintenance	31,837	33,421	33,421	33,421		
<b>Services Contracted/Operations Total</b>		36,663	38,321	38,321	38,321	0	0
<b>Public Safety/Flanders FD Total</b>		414,785	424,892	428,982	349,187	0	0
						Revenue	33,562
						Net Budget	315,625

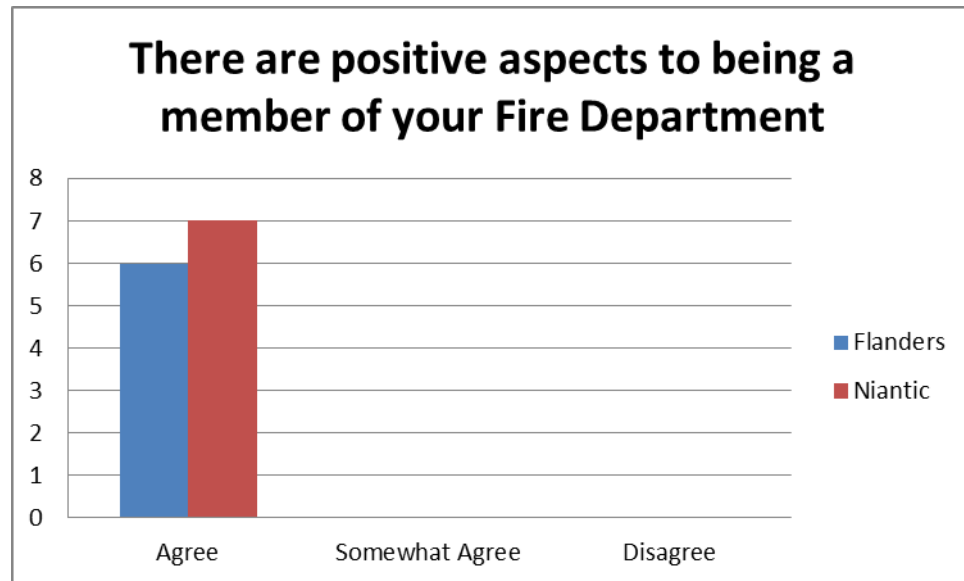
Table 20: 2017/2018 Public Safety/FM Budget



## 34 Appendix 7 Anonymous Survey

### Anonymous Survey

#### 1) There are positive aspects to being a member of your Fire Department



*Figure 64: Positive Aspects of Being a Member*

#### Responses

##### *Niantic*

"Very busy for a volunteer department. A good place to learn and practice your skills."

"As with any department."

"Pride"

"Helping the public."

"The friends that I have gained in 62 years of service are good friends, almost kin."

"Jobs within the fire service for those wish to be employed."

"If you take pride in doing fire and EMS and always trying to have a positive outcome for the customer that's the biggest aspect to being a member."



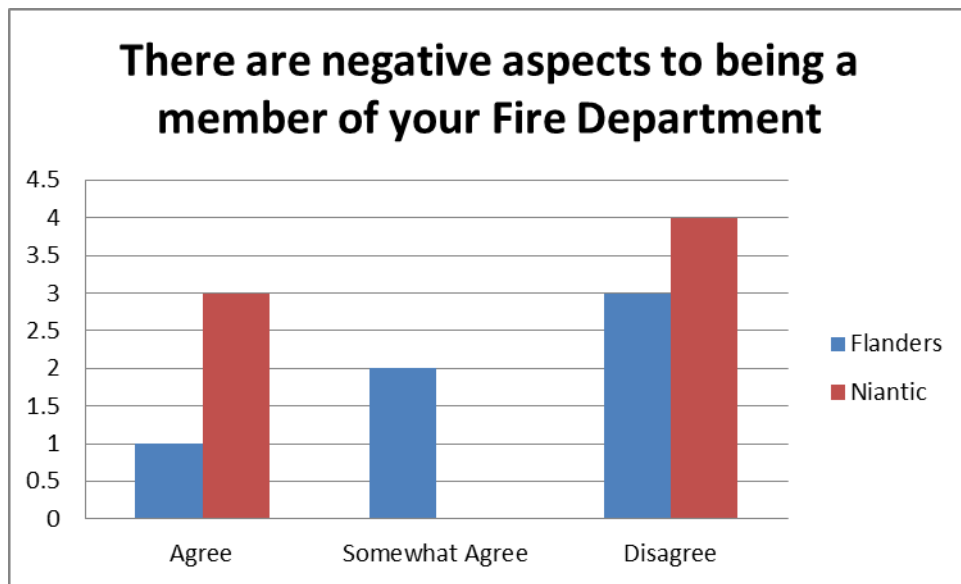
### ***Flanders***

“Training.”

“Community service.”

“I have a lot of pride to be in this department with so much history and a track record for doing a lot of good. The department has provided me a lot of free training that I have used to its fullest advantage.”

## **2) There are negative aspects to being a member of your Fire Department**



**Figure 65: Negative Aspects of Being a Member**

### **Responses**

#### ***Niantic***

“There are a handful of member who were (grandfathered) and never received formalized training who do not allow new ideas, concepts, and equipment to be utilized.”

“Bickering”

“If there is I don’t know about them.”

“Cliques”



"I don't know of any"

"Training"

"Qualifications"

"Understaffed"

"I believe that if you are a member you represent the department in your actions. There are those people who join the department take what they can and move on to a greater good for themselves. The rest are left to maintain the department try and keep it moving forward and handle the calls."

"We have a good population in town."

### ***Flanders***

"No formal training program"

"No member retention plan"

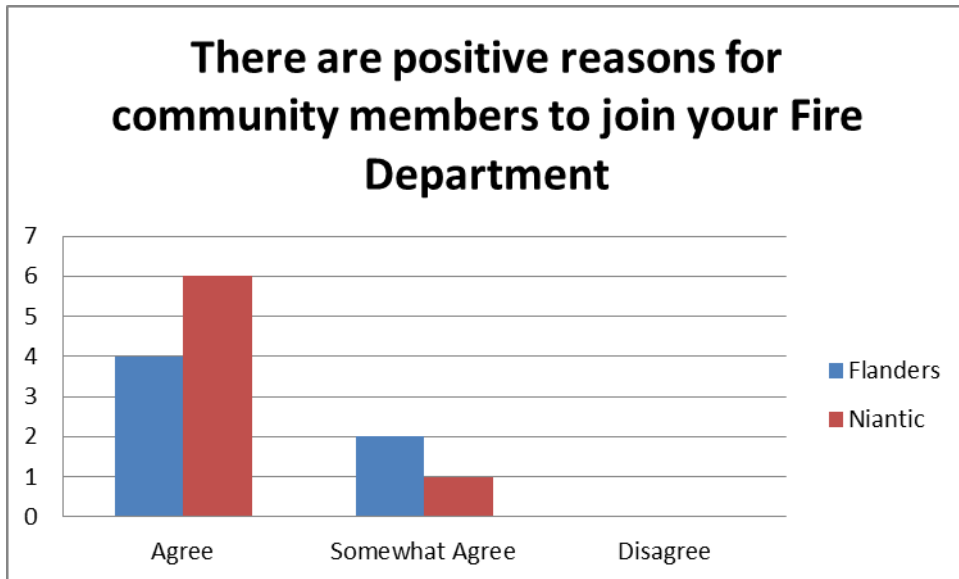
"I see no sensitive aspects to being a member at all. I am part of a close team which helps those in need."

"Sometimes people get caught up in the rumors or gossip and the FFD politics"

"No property tax rebates"



### 3) There are positive reasons for community members to join your Fire Department



*Figure 66: Positive Reasons to Join the FD*

#### Responses

##### ***Niantic***

“Volunteering”

“Young adults can join at 14 years of age and realize that helping neighbors makes life worth living.”

“Job opportunities are many in the fire service.”

##### ***Flanders***

“You have the opportunity to help a community that gives you a great town to live in. People in town respect the department and that is what makes it worth it.”

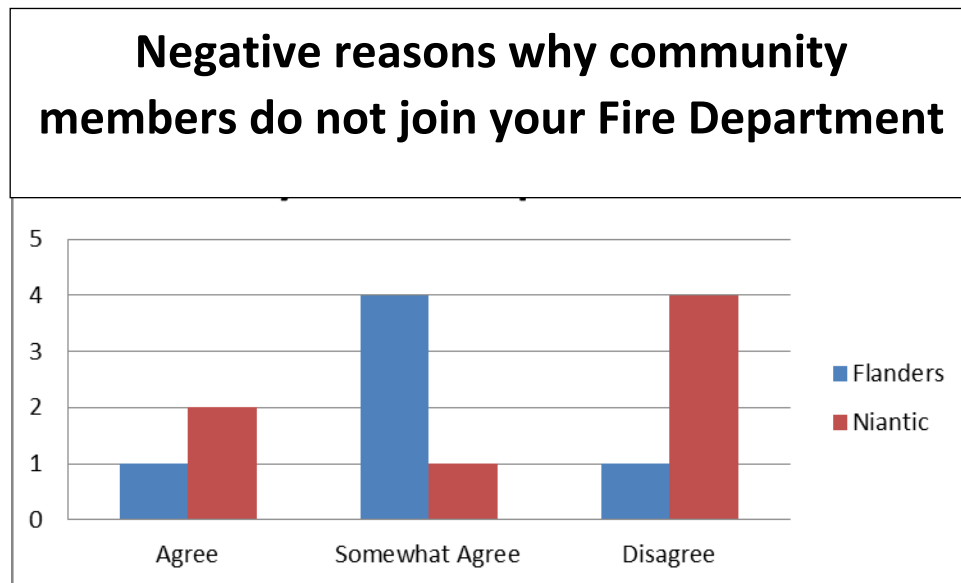
“Compassion”

“Dedication”

“Sense of honor”



**4) There are negative reasons why community members do not join your Fire Department**



**Figure 67: Negative Reasons Community Members Do Not Join the FD**

**Responses**

***Niantic***

"Members join and seek training and are not given opportunities, and are not allowed to operate to national standards."

"Cliques"

"Husband and wife must both work to realize their dreams of a good home for children. There is no time left for them join and participate."

"Time required to train to do the job properly. People seem to believe that you just automatically know what to do and no effort is required to learn what to do."

"Not sure of any negative reasons."

***Flanders***

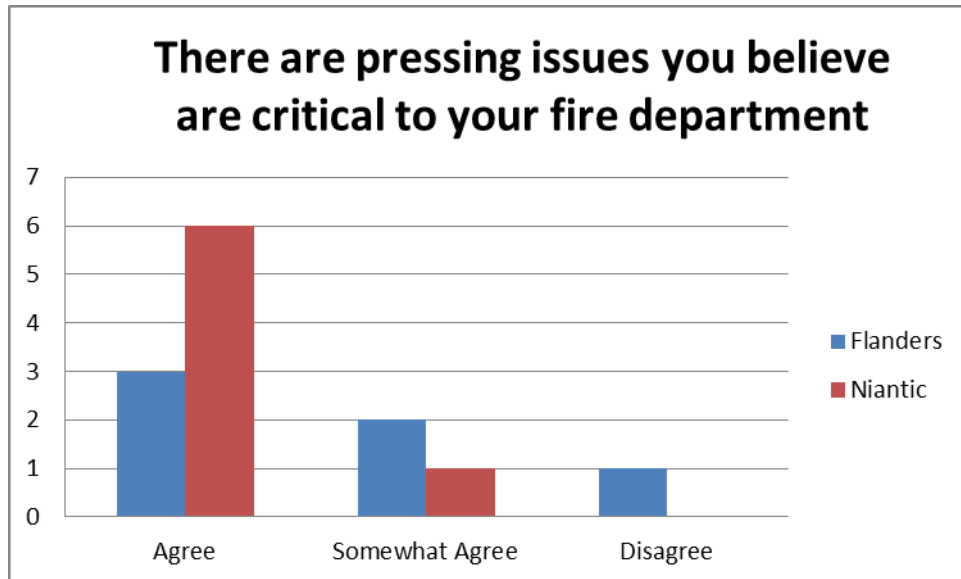
"The only negative reason is that it takes a lot of time and commitment to be an active member and most people never get anything in return."





“Compensation for calls - although this is a volunteer department other fire departments compensate at a higher rate. This is not an issue for me; however, the younger generation joins other departments because of this.”

**5) There are pressing issues you believe are critical to your Fire Department**



*Figure 68: Pressing Issues for the FD*

**Responses**

***Niantic***

“Proper staffing/shortage of volunteers”

“Proper supervision”

“Inadequate training”

“Inadequate staffing”

“No support from town aside from financial”

“Training of full time staff - are they compliant?”

“No members are joining”



“Attitudes need to change.”

“If we are to continue as a somewhat volunteer department, volunteer recruitment and retention is priority.”

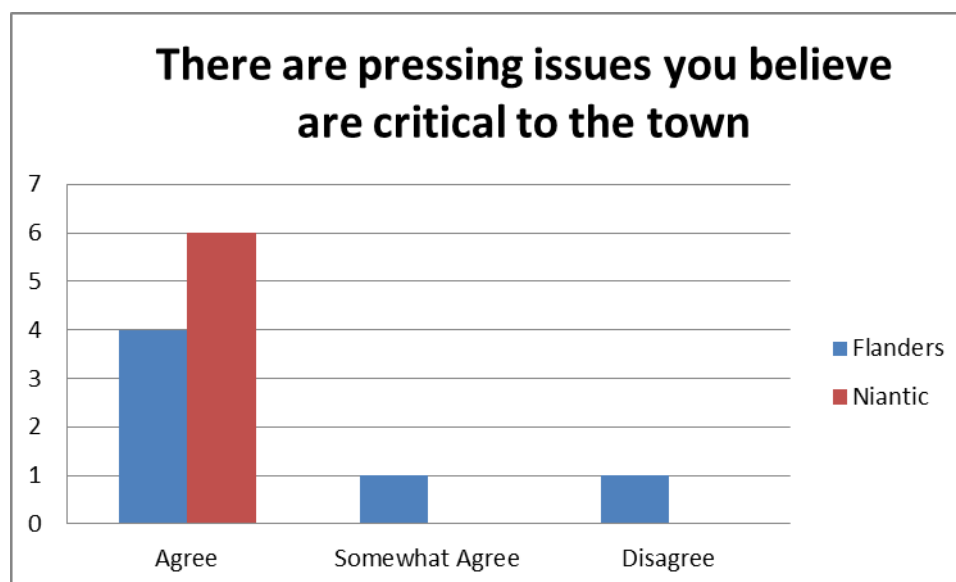
### ***Flanders***

“The volunteers are running the department and no new members were coming in. Eventually there will not be enough volunteers to provide the service the town needs.”

“Battling the town residents to replace old equipment.”

“Getting new equipment”

#### **6) There are pressing issues you believe are critical to your town (Niantic or Flanders)**



***Figure 69: Pressing Issues for the Town***



## **Responses**

### ***Niantic***

"No Comment."

"Town is growing, becoming more commercialized, larger population, larger elderly population. Puts a strain on emergency services. Services have not grown to keep pace with the town."

"Volunteer membership numbers are low, not just specific to Niantic."

"The Niantic FD signed off to be confined space rescue at the beginning of sewer project. Inadequately trained and equipped to do so. OSHA fined the town a few years back and did 1 training to remedy."

"Daily checks are not performed."

"Officers are only present when working as paid staff."

"Duty staff receive no training and not familiar with equipment."

"Paid ambulance service?"

"The issues of development and the type of development the town has allowed are a major problem for all of the services in town. Apartment and condo projects have increase population and traffic. Affordable housing has bent rules of development designed to protect adjacent property. Elderly housing with and without onsite health care people have taxed ambulance and fire. The town (selectman, planning and zoning) allowed these developments, planned for access and garbage, but never planned for added calls these developments would demand on emergency services."

### ***Flanders***

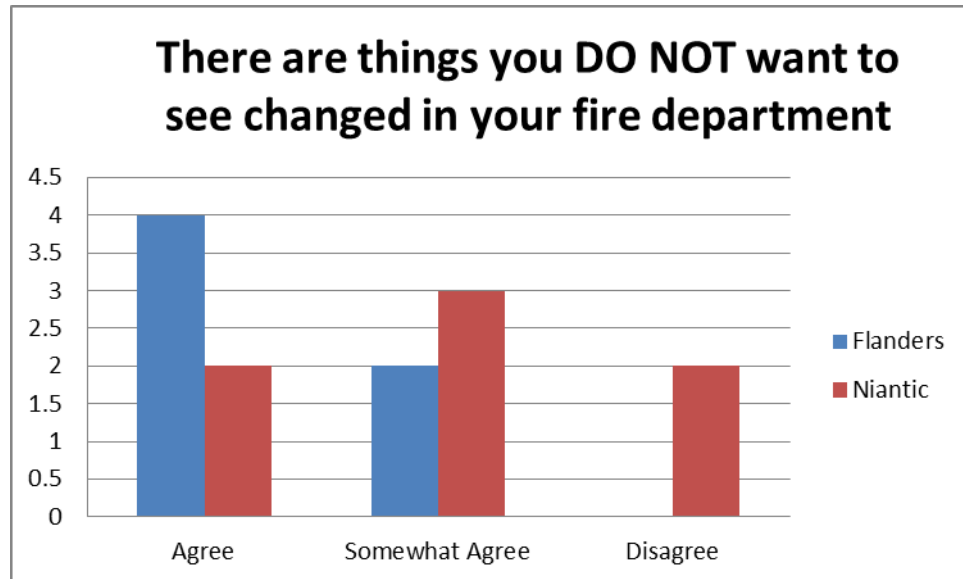
"As stated above the town operates by relying on the volunteers. Because of the time commitment and no pay people do not want to volunteer. This puts the members, both paid and volunteer, as well as the citizens at risk."

"New equipment."

"There is no town of Flanders if you mean Town of East Lyme I agree there are issues."



## 7) There are things you DO NOT want to see changed in your Fire Department



*Figure 70: Changes you do NOT Want to See in the FD*

### Responses

#### ***Niantic***

“Change is good to adapt to the current situation and you need to look towards the future as well.”

“Change is needed.”

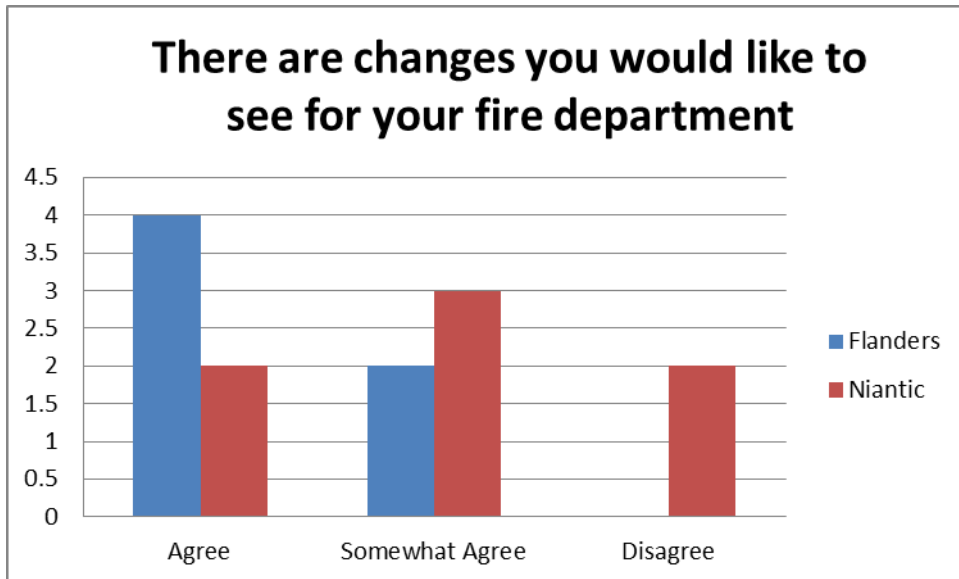
#### ***Flanders***

“I do not want to see the staffing levels or the membership get any lower. We are just getting by on the people we have now.”

“Change can be good.”



8) There are changes you would like to see for your Fire Department.



*Figure 71: Changes you Would Like to See in the FD*

**Responses**

***Niantic***

"I do see positive changes, we are moving in the right direction."

"The town needs either 1 chief to oversee both departments or a chief overseeing 1 department. There is an unnecessary duplication of equipment and wasted money."

"Paid chief-town of EL."

"Attitudes"

***Flanders***

"Formal trainings encourage attendance."

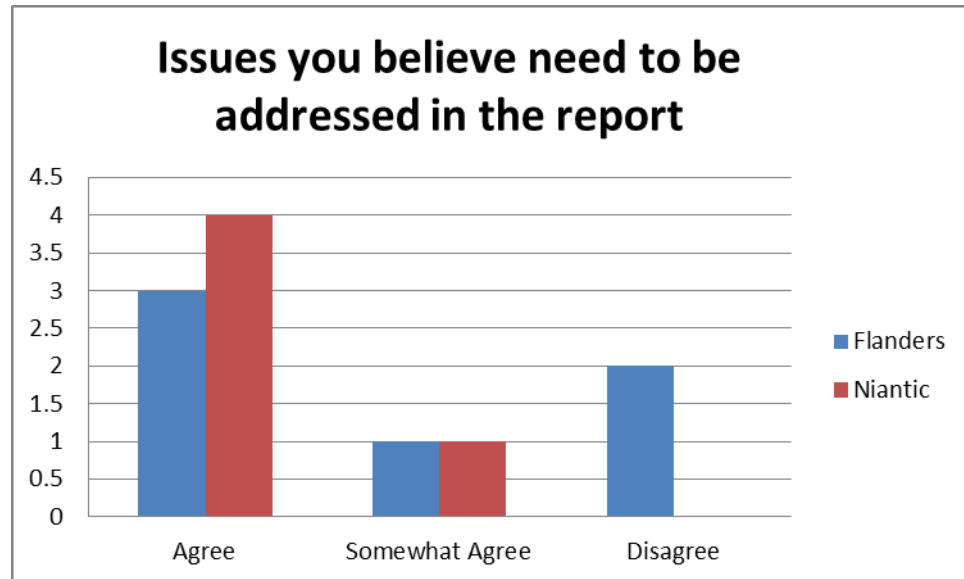
"I would like to see more fulltime fire fighters, part time Fire Fighters, and volunteers. There needs to be a paid Fire fighter on 24 hours a day 7 days a week."

"Firefighters do not want to be EMT'S- need paid EMS."

"Compensation"



9) Issues you believe need to be addressed in the report.



*Figure 72: Issues That Should be Addressed*

**Responses**

***Niantic***

“Staffing”

“Volunteer retention”

“Neither department calls for mutual aid to assist with inadequacies. Both departments combined cannot seem to get 18 interior qualified personnel at a fire scene to meet NFPA standards.”

“Not sure what this means.”

“Training”

“Negative attitude”

“Growth and practicality (how much do you have to advance to still provide good service).”

“Hydrant maintenance - non-existent.”

“Dispatch - Speech tryouts so you can understand them.”



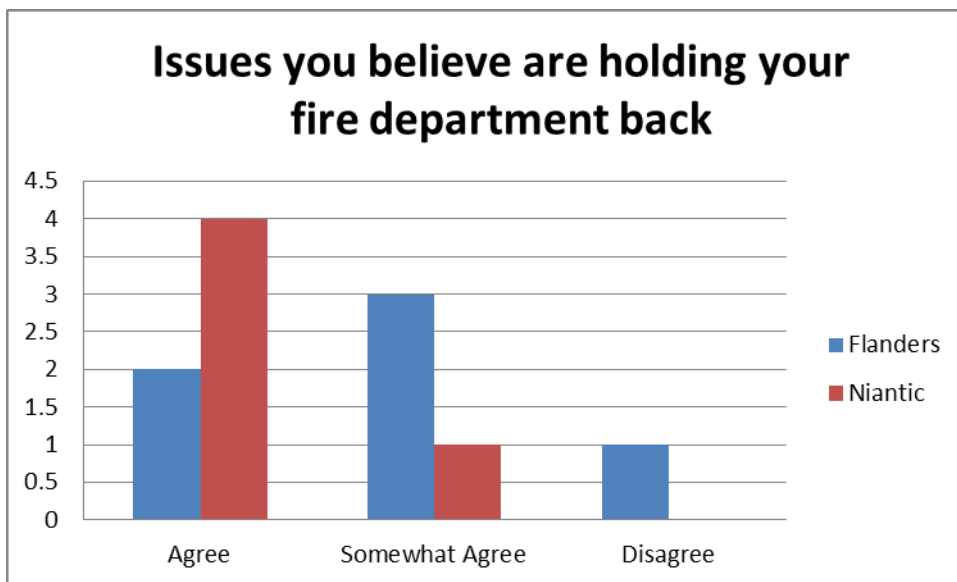
### ***Flanders***

“Member retention of volunteers.”

“The staffing levels of paid Fire fighters as well as their health, training, and hours.”

“The fact that the volunteers make this place work and would be trouble without them.”

#### **10) Issues you believe are holding your Fire Department back.**



***Figure 73: Issues Holding the FD Back***

### **Responses**

#### ***Niantic***

“Tension between career staff and volunteers.”

“Funding/budget issues”

“Lack of communications with Flanders FD and Marshals office.”

“Not sure what this means either.”

“There are a handful of actual involved volunteers. Most “volunteers” are only active when on duty.”



“The full-time staff have no proper supervision.”

“Training”

“Attitudes of too many people.”

“Coordination between Niantic and Flanders.”

“The reality of what type of equipment is purchased and how it is purchased.”

“Is the fire department being held back? There seems to be an awful lot of calls being handled (fire and ambulance). I believe the equipment and the stations are in good, practical shape. Some members believe that if you throw money at something that they consider to be a problem, buy the latest and greatest, that’s how to do business. The biggest spenders in the fire department generally don’t pay too much in town taxes.”

### ***Flanders***

“Training”

“Membership and training. There are so few members that those that are active feel they don’t need training. Most members are officers or are paid here and don’t thing the need to train.”

“Support from the community.”

## **11) Additional Comments**

### ***Niantic***

“The full-time staff are not properly trained, receive no (0) training. Are not given opportunity to attend training and several use the fact that the chief of Niantic is a union member functioning against union bylaws as leverage to “leave them alone” and finish their career. Several do not even know how to properly function the apparatus. They also don’t function as employees of the town and do not know use, nor are they cross trained on equipment between the two departments.”

“Not really sure what this report is for? Is it for satisfaction or the quality.”

“The present administration of the town of East Lyme is faced with a lot of problems – mostly financial, 35 million for school renovations, disappearing state





funding for schools and infrastructure repair, a new police department, which is going to cost a lot more than the selectman what to admit to. Because there are two fire chiefs that want to operate in their own little worlds instead of talking and cooperating, this town administration hired your firm to do a study that may spell out true assets and deficiencies without two fire chiefs' opinions."

"The ambulance association needs to play a role in this in large way. Everyone needs to sit down and talk about future plans. I know that this town administration wants the money from the ambulance association but based on how they handle town funds – I would be very reluctant to just hand it over and think that they could benefit emergency services with the funds. Once again development approved by politicians, rules and laws passed through by politicians cause more spending to do the job the right way. Of course, I also resent those that say the whole place will burn down if they can't have that truck or equipment. I have more respect for those who do the job with practical equipment and come up with the same result or better."

### ***Flanders***

"FD no longer required to fight fires - but - EMT's are not treated as essential personnel. They respond to many more incidents than there are fires. Additional training - with formal schedule - is needed."

"My additional comments are to just wrap up what I have previously stated in the survey. This department is rich in tradition and with people who have sacrificed their time and energy for years to make it what it is today. I am very proud to be a member of this department and look to be a member for a very long time. Unfortunately, the way the social demographic of the town is made up we do not attract a lot of people who are looking to make a difference in their community by volunteering. Each year we lose members and are not replacing them fast enough to keep up. Along with their departure goes years of experience and the passion to pass along to others. It is very hard to be drawn to this field if you do not have a member of your family in the emergency services field. The volunteers that we do have are very active and contribute more than should be expected of them in order to keep the department running. Sometimes however they are not enough. During the overnight hours there is sometimes a fifteen minute wait if not more for an ambulance to arrive to a medical call. This is because the volunteers are burnt out from working 9-5 jobs and running calls once they get home from work. Most of the members who



respond in the middle of the night do so because they want to keep up the reputation of the department and the town, not because they want to help the patients so much. And that is a very respectful thing to do. I do not believe the town government see this one bit. They only see the department heads during meetings are hear about a fire every few weeks. They need to understand that they are playing on borrowed time from all of the volunteers that have been working for free for so many years. In the near future the ambulance will not make it out night and the fire calls that are nothing more than an alarm activation will be left like that for almost an hour. The members are worn out from making up the calls, there needs to be more fulltime firemen on during the day and at night. The town relies on these men to always be ready but as the population goes up and the volunteers that supplement them goes down they fall in the middle. If there is a fire during the day while volunteers are working there is a real strain on the fulltime firemen, not to mention if there are other calls going on during it. They need to be backed up by other well qualified fulltime Fire Fighters so they don't have to rely on volunteers. The other point is that the fulltime Fire Fighters that are currently working are about to all retire. It is an older group of guys who are just looking to move on. The town needs to start looking at filling their vacancies as well as putting extra manpower on, that can do the job. To address the point again; the town is living on borrowed time that had been provided by the many volunteers it had years ago. The numbers are dropping and that needs to be made up by fulltime firemen."

"Dispatch is terrible."

"Leadership is a bully and holds back the organization."

"Centralized dispatch is a must."

"Fire admin. is a must – he cannot be a chief - that would harm relationships with both FD's."

"Stop asking ELA for more money. Or have politicians get there EMT and Run Calls!!! it is not the golden goose!"





## 35 Appendix 8 Comparable EMS Organization-Waterford

### Waterford Ambulance Association

The Waterford Ambulance Association was interviewed by JLN. The information acquired was used as a comparison to the East Lyme Ambulance Association. The Staffing at Waterford Ambulance includes both career and volunteer staff, and runs around 3,500 calls each year.

The Association operates based off a budget and has rules for how funds are acquired through other means. Donations that are received are placed into a separate account and can be used for what they deem appropriate. Funds acquired through Medicare and Medicaid for providing patient services are only used following the laws designated for Medicare and Medicaid.

Each month the Association deposits money into the town account based on a formula that considers items such as; the square footage taken up storing the ambulances in the bays, power, using town employees, dispatch etc. The amount comes to roughly \$18,000 to \$20,000 per month. The Association has a written agreement, that is redone every 2 years, with the town to provide services.

Although career firefighters staff the station, volunteers who respond are rewarded with a stipend per call based on their member status (regular or probationary) and time of day (day or night).

***RECOMMENDATION #21: EAST LYME SHOULD PREPARE AN EQUATION THAT TAKES INTO ACCOUNT THE NUMBER OF CALLS ANSWERED BY TOWN EMPLOYEES, THE USE OF THE BUILDING, PORTION OF UTILITIES, AND OTHER COSTS THAT WOULD DETERMINE PERIODIC PAYMENTS FROM THE AMBULANCE SERVICE TO THE TOWN.***





## 36 Appendix 9 NFPA 1582 Essential Job Tasks Operations

NFPA 1582
Chapter 5 Essential Job Tasks
5.1 Essential Job Tasks and Descriptions.
5.1.1 The fire department shall evaluate the following 13 essential job tasks against the types and levels of emergency services provided to the local community by the fire department, the types of structures and occupancies in the community, and the configuration of the fire department to determine the essential job tasks of fire department members and candidates:
(1)*While wearing personal protective ensembles and self-contained breathing apparatus (SCBA), performing firefighting tasks (e.g., hose line operations, extensive crawling, lifting and carrying heavy objects, ventilating roofs or walls using power or hand tools, forcible entry), rescue operations, and other emergency response actions under stressful conditions including working in extremely hot or cold environments for prolonged time periods
(2) Wearing an SCBA, which includes a demand valve–type positive-pressure face piece or HEPA filter masks, which requires the ability to tolerate increased respiratory workloads
(3) Exposure to toxic fumes, irritants, particulates, biological (infectious) and non-biological hazards, and/or heated gases, despite the use of personal protective ensembles and SCBA
(4) Depending on the local jurisdiction, climbing six or more flights of stairs while wearing a fire protective ensemble, including SCBA, weighing at least 50 lb (22.6 kg) or more and carrying equipment/tools weighing an additional 20 to 40 lb (9 to 18 kg)
(5) Wearing a fire protective ensemble, including SCBA, that is encapsulating and insulated, which will result in significant fluid loss that frequently progresses to clinical dehydration and can elevate core temperature to levels exceeding 102.2°F (39°C)
(6) While wearing personal protective ensembles and SCBA, searching, finding, and rescue-dragging or carrying victims ranging from newborns to adults weighing over 200 lb (90 kg) to safety despite hazardous conditions and low visibility
(7) While wearing personal protective ensembles and SCBA, advancing water-filled hose lines up to 2 1/2 in. (65 mm) in diameter from fire apparatus to occupancy [approximately 150 ft (50 m)], which can involve negotiating multiple flights of stairs, ladders, and other obstacles
(8) While wearing personal protective ensembles and SCBA, climbing ladders, operating from heights, walking or crawling in the dark along narrow and uneven surfaces that might be wet or icy, and operating in proximity to electrical power lines or other hazards
(9) Unpredictable emergency requirements for prolonged periods of extreme physical exertion without benefit of warm-up, scheduled rest periods, meals, access to medication(s), or hydration



(10) Operating fire apparatus or other vehicles in an emergency mode with emergency lights and sirens.
(11) Critical, time-sensitive, complex problem solving during physical exertion in stressful, hazardous environments, including hot, dark, tightly enclosed spaces, that is further aggravated by fatigue, flashing lights, sirens, and other distractions
(12) Ability to communicate (give and comprehend verbal orders) while wearing personal protective ensembles and SCBA under conditions of high background noise, poor visibility, and drenching from hose lines and/or fixed protection systems (sprinklers)
(13) Functioning as an integral component of a team, where sudden incapacitation of a member can result in mission failure or in risk of injury or death to civilians or other team members
5.1.2 The fire department physician shall consider the physical, physiological, intellectual, and psychological demands of the occupation when evaluating the candidate's or member's ability to perform the essential job tasks.
5.1.3 Medical requirements for candidates and members shall be correlated with the essential job tasks as determined by 5.1.1.
5.1.4 The fire department shall provide the fire department physician with the list of essential job tasks to be used in the medical evaluation of members and candidates.
5.2 Essential Job Tasks for Specialized Teams.
5.2.1 If the fire department operates specialized teams such as hazardous materials units, self-contained underwater breathing apparatus (SCUBA) teams, technical rescue teams, emergency medical services (EMS) teams, or units supporting tactical law enforcement operations, the fire department shall identify for each team it operates additional essential job tasks and specialized personal protective equipment (PPE) not specified in 5.1.1(1) through 5.1.1(13) that would apply to the members of that team.
5.2.2 The fire department shall provide the fire department physician with the list of essential job tasks and specialized PPE specific to each specialized team.
5.2.3 When performing the medical evaluation of members of a specialized team, the fire department physician shall consider the following:
1) Additional medical and/or physical requirements that are related to the job tasks being performed by the team that are not enumerated in this standard.
2) The impact on members of having to wear or utilize specialized PPE that can increase weight, environmental isolation, sensory deprivation, and/or dehydration potential above levels experienced with standard fire suppression PPE.

**Table 21: NFPA 1582**

### 37 Appendix 10 NFPA 1583 Essential Job Tasks Medical

NFPA 1583
Chapter 9 Essential Job Tasks — Specific Evaluation of Medical Conditions in Members
9.1 Essential Job Tasks.
9.1.1 The essential job tasks listed by number in this chapter are the same as those listed in Chapter 5 and shall be validated by the fire department as required by Chapter 5.
9.1.2 The fire department physician shall use the validated list of essential job tasks in evaluating the ability of a member with specific medical conditions to perform specific job tasks.
9.1.3 Essential job tasks referenced throughout this chapter by number only shall correspond to the following model list:
(1)*Wearing personal protective ensemble and SCBA, performing fire-fighting tasks (hose line operations, extensive crawling, lifting and carrying heavy objects, ventilating roofs or walls using power or hand tools, forcible entry, etc.), rescue operations, and other emergency response actions under stressful conditions, including working in extremely hot or cold environments for prolonged time periods.
(2) Wearing an SCBA, which includes a demand valve–type positive-pressure face piece or HEPA filter masks, which requires the ability to tolerate increased respiratory workloads
(3) Exposure to toxic fumes, irritants, particulates, biological (infectious) and non-biological hazards, and/or heated gases, despite the use of personal protective ensembles and SCBA
(4) Depending on the local jurisdiction, climbing six or more flights of stairs while wearing fire protective ensemble weighing at least 50 lb (22.6 kg) or more and carrying equipment/tools weighing an additional 20 to 40 lb (9 to 18 kg)
(5) Wearing fire protective ensemble that is encapsulating and insulated, which will result in significant fluid loss that frequently progresses to clinical dehydration and can elevate core temperature to levels exceeding 102.2°F (39°C)
(6) Wearing personal protective ensemble and SCBA, searching, finding, and rescue-dragging or carrying victims ranging from newborns to adults weighing over 200 lb (90 kg) to safety despite hazardous conditions and low visibility
(7) Wearing personal protective ensemble and SCBA, advancing water-filled hose lines up to 2 1/2 in. (65 mm) in diameter from fire apparatus to occupancy [approximately 150 ft (50 m)], which can involve negotiating multiple flights of stairs, ladders, and other obstacles
(8) Wearing personal protective ensemble and SCBA, climbing ladders, operating from heights, walking or crawling in the dark along narrow and uneven surfaces, and operating in proximity to electrical power lines and/or other hazards.
(9) Unpredictable emergency requirements for prolonged periods of extreme physical exertion without benefit of warm-up, scheduled rest periods, meals, access to medication(s), or hydration.





(10) Operating fire apparatus or other vehicles in an emergency mode with emergency lights and sirens
(11) Critical, time-sensitive, complex problem solving during physical exertion in stressful, hazardous environments, including hot, dark, tightly enclosed spaces, that is further aggravated by fatigue, flashing lights, sirens, and other distractions
(12) Ability to communicate (give and comprehend verbal orders) while wearing personal protective ensembles and SCBA under conditions of high background noise, poor visibility, and drenching from hose lines and/or fixed protection systems (sprinklers)
(13) Functioning as an integral component of a team, where sudden incapacitation of a member can result in mission failure or in risk

**Table 22: NFPA 1583**



**38 Appendix 11 Incidents by Time and Day****2012 Incidents by Time and Day**

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	14	9	9	10	9	7	8	66
2 AM	2	3	5	4	7	9	8	38
3 AM	7	5	6	6	6	6	3	39
4 AM	4	10	7	5	2	7	8	43
5 AM	9	12	3	4	5	3	8	44
6 AM	11	9	4	6	13	8	8	59
7 AM	15	9	12	13	17	15	13	94
8 AM	12	22	17	14	17	24	14	120
9 AM	18	22	20	21	22	20	22	145
10 AM	24	35	22	21	20	25	18	165
11 AM	23	22	19	21	23	17	25	150
12 PM	18	22	21	17	20	13	27	138
1 PM	15	13	30	18	27	17	22	142
2 PM	30	21	17	11	19	21	22	141
3 PM	21	18	13	27	22	21	21	143
4 PM	17	24	17	24	27	14	19	142
5 PM	16	23	15	15	20	25	22	136
6 PM	22	17	20	16	25	16	25	141
7 PM	12	29	18	26	22	12	13	132
8 PM	17	20	17	15	16	11	18	114
9 PM	10	13	8	11	16	15	20	93
10 PM	13	8	12	11	11	13	24	92
11 PM	10	8	6	9	11	12	14	70
12 AM	3	8	5	8	11	6	12	53
TOTALS	343	382	323	333	388	337	394	2500
<b>GRAND TOTAL: 2500</b>								



## Incident Type Category Breakdown

<u>Incident Type Category</u>	<u>Occurrences</u>	<u>Percentage</u>
[100-199] Fire/Explosion	86	3.4
[200-299] Overpressure Rupture	4	0.2
[300-399] Rescue Call	1954	78.2
[400-499] Hazardous Condition	85	3.4
[500-599] Service Call	82	3.3
[600-699] Good Intent Call	57	2.3
[700-799] False Call	218	8.7
[800-899] Severe Weather/Natural Disaster	3	0.1
[900-999] Special Type/Complaint	11	0.4
Undetermined	0	0.0
<b>TOTAL</b>	<b>2500</b>	<b>100.0</b>

## Personnel Breakdown

<u>Name</u>	<u>Pers.</u>	<u>Form</u>	<u>Time</u>	<u>Sheet</u>	<u>Reporting</u>	<u>Approving</u>
Unknown	0		123		2	31
Firefighter Lisa ADAMS	0		0		4	0
Firefighter/EMT William ALLEN	0		3		0	0
Firefighter/EMT Forrest ANDREWS	0		1		0	0
2nd Assistant Chief James BARONE	0		4		0	0
Firefighter/EMT Kristin BERGHOFF	0		41		0	0
Civilian William R BERGHOFF	0		163		0	0
Lieutenant David CABIGTING	0		317		3	0
Emergency Medical Tech. Michelle A CARRARA	0		26		0	0
Firefighter/EMT Dave CONNOLLY	0		1		0	0
EMS Lieutenant Gordon DAILEY	0		1		0	0
Firefighter Joseph DELAURA	0		2		0	0
Deputy Fire Marshal Donn DOBSON	0		1		0	0
Firefighter Kevin DOROTHY	0		62		0	0
Firefighter Alex DUVAL	0		2		0	0
1st Assistant Chief John DWIRE JR	0		1		1	0
Firefighter/EMT David FAVALORA	0		14		0	0
Firefighter Kyle FOLEY	0		247		1	0
Captain John FORIER	0		241		0	0



Firefighter Benjamin J FOSTER	0	1	0	0
Firefighter Rory F GHIO	0	49	1	0
Lieutenant William HAYLON	0	1	0	0
Firefighter/EMT Dan HOFFNER	0	25	0	0
Firefighter/EMT Alison HOFFNER	0	1	0	0
EMS Captain Charles HOLYFIELD	0	312	0	0
Emergency Medical Tech. Patricia A HOLYFIELD	0	9	0	0
Deputy Fire Marshal David HOUSEMAN	0	3	0	0
Firefighter Joseph D KORINECK	0	127	0	0
Firefighter Peter LEVANTI SR	0	85	0	0
Firefighter Peter LEVANTI JR	0	11	0	0
Chief James LEVANDOSKI	0	285	34	1113
Firefighter Gregory LOZANO	0	16	0	0
Firefighter/EMT Alexander E LOZANO	0	449	0	0
Firefighter Philip A LOZANO	0	14	0	0
Firefighter Paul MAXFIELD	0	1	0	0
Chief John MCDONALD III	0	41	1260	1273
Firefighter/EMT Bryan MCHUGH	0	36	2	24
2nd Assistant Chief Patrick MORRIS	0	214	0	0
Fire Marshal Richard MORRIS	0	8	1	0
Captain Michael NEBELUNG	0	3	0	0
Firefighter/EMT Richard PAPE	0	2	0	0
Junior Firefighter Ricky PEREZ	0	69	0	0
Firefighter/EMT Michael PIERANGELO II	0	1	0	0
Firefighter/EMT Ron PRINGLE	0	2	0	0
Dispatcher Erik P QUINN	0	3	0	0
Lieutenant Thomas REDDEN	0	17	0	0
1st Assistant Chief William, J J RIX	0	195	0	0
Firefighter/EMT William, G RIX	0	358	0	0
Firefighter Nicholas SCHMITZ	0	38	0	0
Firefighter Brandon J SMALLIDGE	0	57	0	0
Emergency Medical Tech. Ed SPROUL	0	49	0	0
Firefighter Kaitlin SUMMERS	0	87	0	0
Deputy Chief Daniel W SUMMERS	0	741	1156	3
Firefighter Frank SUMMERS	0	148	0	0
Deputy Fire Marshal Christopher TAYLOR	0	48	35	55
Firefighter Angelina M URBANI	0	1	0	0
Firefighter/EMT Melissa VICTOR	0	54	0	0
Dispatcher/EMT Jaime L WAIDO	0	23	0	0
Fire Police Nancy WAIDO	0	530	0	0
Firefighter/EMT Edward J WAIDO	0	378	0	0



EMT Susan WILBER	0	2	0	0
Civilian Julie C WILSON	0	0	0	1
Firefighter/EMT Miles WORTHINGTON	0	8	0	0
Firefighter Karen YUHAS	0	12	0	0
Fire Police Timothy YUHAS	0	93	0	0
Firefighter/EMT Duane YUHAS	0	15	0	0
<b>TOTAL</b>	<b>0</b>	<b>5872</b>	<b>2500</b>	<b>2500</b>

## Incident Type

<u>Incident Type</u>	<u>Occurrences</u>	<u>Percentage</u>
Fire, other	13	0.5
Building fire	10	0.4
Cooking fire, confined to container	9	0.4
Chimney or flue fire, confined to chimney or flue	6	0.2
Fuel burner/boiler malfunction, fire confined	2	0.1
Trash or rubbish fire, contained	1	0.0
Mobile property (vehicle) fire, other	3	0.1
Passenger vehicle fire	15	0.6
Road freight or transport vehicle fire	1	0.0
Off-road vehicle or heavy equipment fire	2	0.1
Forest, woods or wild land fire	1	0.0
Brush or brush-and-grass mixture fire	17	0.7
Grass fire	1	0.0
Outside rubbish fire, other	2	0.1
Special outside fire, other	3	0.1
Overpressure rupture, explosion, overheat other	1	0.0
Explosion (no fire), other	1	0.0
Fireworks explosion (no fire)	1	0.0
Excessive heat, scorch burns with no ignition	1	0.0
Medical assist, assist EMS crew	1	0.0
EMS call, excluding vehicle accident with injury	1812	72.5
Motor vehicle accident with injuries	110	4.4
Motor vehicle/pedestrian accident (MV Ped)	4	0.2
Motor vehicle accident with no injuries.	8	0.3
Lock-in (if lock out , use 511 )	4	0.2
Search for lost person, other	2	0.1
Search for person on land	2	0.1



Search for person in water	1	0.0
Swimming/recreational water areas rescue	2	0.1
Watercraft Rescue	6	0.2
Rescue or EMS standby	2	0.1
Hazardous condition, Other	5	0.2
Gasoline or other flammable liquid spill	7	0.3
Gas leak (natural gas or LPG)	7	0.3
Oil or other combustibile liquid spill	1	0.0
Carbon monoxide incident	17	0.7
Electrical wiring/equipment problem, other	22	0.9
Overheated motor	2	0.1
Power line down	14	0.6
Arcing, shorted electrical equipment	6	0.2
Attempted burning, illegal action, other	3	0.1
Attempt to burn	1	0.0
Service Call, other	35	1.4
Person in distress, other	1	0.0
Lock-out	6	0.2
Water problem, other	2	0.1
Public service assistance, other	1	0.0
Assist police or other governmental agency	11	0.4
Public service	1	0.0
Assist invalid	5	0.2
Unauthorized burning	11	0.4
Cover assignment, standby, moveup	9	0.4
Good intent call, other	13	0.5
Dispatched & canceled en route	3	0.1
No incident found on arrival at dispatch address	6	0.2
Authorized controlled burning	1	0.0
Smoke scare, odor of smoke	27	1.1
HazMat release investigation w/no HazMat	7	0.3
False alarm or false call, other	8	0.3
System malfunction, other	4	0.2
Smoke detector activation due to malfunction	1	0.0
Alarm system sounded due to malfunction	6	0.2
CO detector activation due to malfunction	6	0.2
Unintentional transmission of alarm, other	161	6.4
Sprinkler activation, no fire - unintentional	1	0.0
Smoke detector activation, no fire - unintentional	3	0.1
Detector activation, no fire - unintentional	1	0.0
Alarm system activation, no fire - unintentional	16	0.6



Carbon monoxide detector activation, no CO	11	0.4
Wind storm, tornado/hurricane assessment	2	0.1
Lightning strike (no fire)	1	0.0
Special type of incident, other	10	0.4
Citizen complaint	1	0.0
<b>TOTAL</b>	<b>2500</b>	<b>100.0</b>

### Actions Taken - Basic

<u>Actions Taken - Basic</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	1845	24.6
Action taken, other	64	0.9
Fire control or extinguishment, other	7	0.1
Extinguishment by fire service personnel	33	0.4
Salvage & overhaul	22	0.3
Control fire (wild land)	1	0.0
Rescue, remove from harm	1	0.0
Extricate, disentangle	6	0.1
Emergency medical services, other	161	2.1
Provide first aid & check for injuries	585	7.8
Provide basic life support (BLS)	340	4.5
Provide advanced life support (ALS)	255	3.4
Transport person	1481	19.7
Hazmat detection, monitoring, sampling, & analysis	19	0.3
Hazardous materials spill control and confinement	6	0.1
Hazardous materials leak control & containment	3	0.0
Remove hazard	4	0.1
Remove hazardous materials	1	0.0
Ventilate	8	0.1
Forcible entry	1	0.0
Evacuate area	1	0.0
Operate apparatus or vehicle	1	0.0
Systems and services, other	2	0.0
Restore fire alarm system	43	0.6
Shut down system	1	0.0
Secure property	1	0.0
Remove water	1	0.0
Assistance, other	21	0.3



Assist physically disabled	132	1.8
Assist animal	2	0.0
Provide manpower	1098	14.6
Provide apparatus	1088	14.5
Provide equipment	14	0.2
Provide water	5	0.1
Control crowd	1	0.0
Information, investigation & enforcement, other	2	0.0
Notify other agencies.	22	0.3
Refer to proper authority	10	0.1
Investigate	147	2.0
Fill-in, standby, other	2	0.0
Standby	4	0.1
Cancelled en route	59	0.8
<b>TOTAL</b>	<b>7500</b>	<b>100.0</b>

### (Primary Action)

<u>(Primary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Action taken, other	32	1.3
Fire control or extinguishment, other	5	0.2
Extinguishment by fire service personnel	23	0.9
Salvage & overhaul	2	0.1
Rescue, remove from harm	1	0.0
Extricate, disentangle	3	0.1
Emergency medical services, other	142	5.7
Provide first aid & check for injuries	581	23.2
Provide basic life support (BLS)	5	0.2
Transport person	606	24.2
Hazmat detection, monitoring, sampling, & analysis	5	0.2
Hazardous materials spill control and confinement	4	0.2
Hazardous materials leak control & containment	1	0.0
Remove hazard	1	0.0
Remove hazardous materials	1	0.0
Ventilate	6	0.2
Operate apparatus or vehicle	1	0.0
Shut down system	1	0.0
Assistance, other	9	0.4





Assist physically disabled	86	3.4
Provide manpower	407	16.3
Provide apparatus	530	21.2
Provide equipment	2	0.1
Provide water	1	0.0
Control crowd	1	0.0
Notify other agencies	1	0.0
Refer to proper authority	1	0.0
Investigate	33	1.3
Fill-in, standby, other	1	0.0
Standby	2	0.1
Cancelled en route	6	0.2
<b>TOTAL</b>	<b>2500</b>	<b>100.0</b>

### (Secondary Action)

<u>(Secondary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	767	30.7
Action taken, other	8	0.3
Fire control or extinguishment, other	1	0.0
Extinguishment by fire service personnel	3	0.1
Salvage & overhaul	15	0.6
Control fire (wild land)	1	0.0
Emergency medical services, other	4	0.2
Provide first aid & check for injuries	3	0.1
Provide basic life support (BLS)	335	13.4
Provide advanced life support (ALS)	255	10.2
Transport person	3	0.1
Hazardous materials leak control & containment	1	0.0
Ventilate	1	0.0
Forcible entry	1	0.0
Restore fire alarm system	4	0.2
Assistance, other	2	0.1
Assist physically disabled	3	0.1
Assist animal	1	0.0
Provide manpower	675	27.0
Provide apparatus	385	15.4
Provide equipment	5	0.2



Provide water	1	0.0
Notify other agencies.	1	0.0
Refer to proper authority	3	0.1
Investigate	18	0.7
Cancelled en route	4	0.2
<b>TOTAL</b>	<b>2500</b>	<b>100.0</b>

### (Tertiary Action)

<u>(Tertiary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	1078	43.1
Action taken, other	24	1.0
Fire control or extinguishment, other	1	0.0
Extinguishment by fire service personnel	7	0.3
Salvage & overhaul	5	0.2
Extricate, disentangle	3	0.1
Emergency medical services, other	15	0.6
Provide first aid & check for injuries	1	0.0
Transport person	872	34.9
Hazmat detection, monitoring, sampling, & analysis	14	0.6
Hazardous materials spill control and confinement	2	0.1
Hazardous materials leak control & containment	1	0.0
Remove hazard	3	0.1
Ventilate	1	0.0
Evacuate area	1	0.0
Systems and services, other	2	0.1
Restore fire alarm system	39	1.6
Secure property	1	0.0
Remove water	1	0.0
Assistance, other	10	0.4
Assist physically disabled	43	1.7
Assist animal	1	0.0
Provide manpower	16	0.6
Provide apparatus	173	6.9
Provide equipment	7	0.3
Provide water	3	0.1
Information, investigation & enforcement, other	2	0.1
Notify other agencies.	20	0.8



Refer to proper authority	6	0.2
Investigate	96	3.8
Fill-in, standby, other	1	0.0
Standby	2	0.1
Cancelled en route	49	2.0
<b>TOTAL</b>	<b>2500</b>	<b>100.0</b>

## Property Use

<u>Property Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Property Use, other	1	0.0
Ballroom, gymnasium	3	0.1
Playground	33	1.3
Church, mosque, synagogue, temple, chapel	11	0.4
Clubs, other	2	0.1
Athletic/health club	2	0.1
Clubhouse	3	0.1
Public or government, other	8	0.3
Library	1	0.0
Museum	1	0.0
Restaurant or cafeteria	17	0.7
Bar or nightclub	6	0.2
Movie theater	1	0.0
Educational, other	2	0.1
Schools, non-adult, other	1	0.0
Elementary school, including kindergarten	5	0.2
High school/junior high school/middle school	35	1.4
Day care, in commercial property	2	0.1
Health care, detention, & correction, other	1	0.0
24-hour care Nursing homes, 4 or more persons	222	8.9
Clinics, doctors offices, hemodialysis cntr, other	2	0.1
Clinic, clinic-type infirmary	68	2.7
Doctor, dentist or oral surgeon office	21	0.8
Jail, prison (not juvenile)	69	2.8
Police station	2	0.1
1 or 2 family dwelling	1088	43.5
Multifamily dwelling	316	12.6
Boarding/rooming house, residential hotels	15	0.6



Hotel/motel, commercial	88	3.5
Residential board and care	5	0.2
Barracks, dormitory	6	0.2
Food and beverage sales, grocery store	26	1.0
Household goods, sales, repairs	7	0.3
Specialty shop	1	0.0
Personal service, including barber & beauty shops	1	0.0
Laundry, dry cleaning	1	0.0
Service station, gas station	11	0.4
Motor vehicle or boat sales, services, repair	6	0.2
General retail, other	2	0.1
Bank	2	0.1
Business office	19	0.8
Defense, military installation	9	0.4
Electrical distribution	15	0.6
Gas distribution, gas pipeline	1	0.0
Forest, timberland, woodland	3	0.1
Manufacturing, processing	4	0.2
Outbuilding or shed	1	0.0
Fire station	30	1.2
Warehouse	8	0.3
Dock, marina, pier, wharf	1	0.0
Outside or special property, other	2	0.1
Dump, sanitary landfill	1	0.0
Bridge, trestle	1	0.0
Outbuilding, protective shelter	1	0.0
Open land or field	9	0.4
Campsite with utilities	7	0.3
Vacant lot	3	0.1
Beach	30	1.2
Graded and cared-for plots of land	11	0.4
Water area, other	2	0.1
Open ocean, sea or tidal waters	5	0.2
Lake, river, stream	2	0.1
Street, other	3	0.1
Highway or divided highway	77	3.1
Residential street, road or residential driveway	117	4.7
Street or road in commercial area	27	1.1
Vehicle parking area	16	0.6
None	1	0.0
<b>TOTAL</b>	<b>2500</b>	<b>100.0</b>



## Apparatus or Resources

<u>Apparatus or Resources</u>	<u>Occurrences</u>	<u>Percentage</u>
Engine	984	16.5
Truck or aerial	81	1.4
Brush truck	24	0.4
Marine equipment, other	11	0.2
Support apparatus, other	941	15.8
Medical & rescue unit, other	2367	39.8
Privately owned vehicle	1543	25.9
<b>TOTAL</b>	<b>5951</b>	<b>100.0</b>

## Apparatus Use

<u>Apparatus Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Other	2742	46.1
Suppression	1074	18.0
EMS	2135	35.9
<b>TOTAL</b>	<b>5951</b>	<b>100.0</b>

For Districts: All  
 For Situations: All  
 For Jurisdictions: All  
 For Street(s): All  
 For Location: All



## 2013 Incidents by Time and Day

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	12	6	3	7	5	7	4	44
2 AM	8	9	6	5	7	3	3	41
3 AM	11	4	2	3	5	5	10	40
4 AM	9	4	5	3	3	2	4	30
5 AM	3	8	5	4	5	5	4	34
6 AM	10	8	7	6	2	6	7	46
7 AM	16	9	7	8	14	13	12	79
8 AM	14	15	16	21	20	16	25	127
9 AM	21	21	16	21	27	21	18	145
10 AM	17	20	15	19	19	17	12	119
11 AM	13	21	26	24	25	22	22	153
12 PM	23	23	19	20	21	21	20	147
1 PM	16	9	20	20	18	20	20	123
2 PM	28	25	22	14	23	22	25	159
3 PM	17	14	21	14	15	16	18	115
4 PM	13	22	27	13	12	20	19	126
5 PM	17	23	15	13	22	29	18	137
6 PM	19	18	19	14	11	20	21	122
7 PM	14	13	12	16	16	15	21	107
8 PM	18	6	14	7	13	17	19	94
9 PM	5	12	14	10	9	16	12	78
10 PM	8	9	10	11	8	13	8	67
11 PM	13	5	3	10	8	8	7	54
12 AM	5	11	7	7	11	6	10	57
TOTALS	<u>330</u>	<u>315</u>	<u>311</u>	<u>290</u>	<u>319</u>	<u>340</u>	<u>339</u>	<u>2244</u>
<b>GRAND TOTAL: 2244</b>								



## Incident Type Category Breakdown

<u>Incident Type Category</u>	<u>Occurrences</u>	<u>Percentage</u>
[100-199] Fire/Explosion	43	1.9
[200-299] Overpressure Rupture	1	0.0
[300-399] Rescue Call	1833	81.7
[400-499] Hazardous Condition	69	3.1
[500-599] Service Call	83	3.7
[600-699] Good Intent Call	63	2.8
[700-799] False Call	144	6.4
[800-899] Severe Weather/Natural Disaster	2	0.1
[900-999] Special Type/Complaint	6	0.3
Undetermined	0	0.0
<b>TOTAL</b>	<b>2244</b>	<b>100.0</b>

## Personnel Breakdown

<u>Name</u>	<u>Pers.</u>	<u>Form</u>	<u>Time</u>	<u>Sheet</u>	<u>Reporting</u>	<u>Approving</u>
Unknown	0		5		3	20
Firefighter Lisa ADAMS	0		0		7	0
Firefighter/EMT William ALLEN	0		8		1	1
EMS Lieutenant David BAER	0		31		0	0
2nd Assistant Chief James BARONE	0		6		1	0
Firefighter/EMT Bryon BECKWITH	0		51		1	0
Firefighter/EMT Kristin BERGHOFF	0		59		0	0
Civilian William R BERGHOFF	0		175		508	1
Firefighter James BETULIA	0		1		0	0
Lieutenant David CABIGTING	0		297		1	0
Emergency Medical Tech. Michelle A CARRARA	0		25		1	0
EMS Lieutenant Kevin CARRICO	0		1		0	0
Firefighter/EMT Dave CONNOLLY	0		5		1	1
EMS Lieutenant Gordon DAILEY	0		8		0	0
Firefighter Joseph DELAURA	0		4		0	0
Firefighter Michael M DIANGELI	0		1		0	0
Firefighter Kevin DOROTHY	0		11		0	0
1st Assistant Chief John DWIRE JR	0		6		8	8
Firefighter/EMT David FAVALORA	0		27		0	0
Firefighter Kyle FOLEY	0		145		0	0



Captain John FORIER	0	124	0	0
Emergency Medical Tech. Nicolas FRANCONI	0	2	0	0
Firefighter Rory F GHIO	0	8	0	0
Lieutenant William HAYLON	0	5	3	3
Firefighter/EMT Dan HOFFNER	0	12	0	0
EMS Captain Charles HOLYFIELD	1	216	1	0
Emergency Medical Tech. Patricia A HOLYFIELD	0	1	0	0
Firefighter/EMT Chris HOLLAWAY	0	4	1	1
Firefighter James KARETAS	0	2	0	0
Emergency Medical Tech. Courtney KEEGAN	0	4	0	0
Firefighter Joseph D KORINECK	0	5	0	0
Firefighter James K LATHROP	0	2	0	1
Firefighter Peter LEVANTI SR	0	33	0	0
Firefighter Peter LEVANTI JR	0	3	0	0
Chief James LEVANDOSKI	0	192	33	818
Emergency Medical Tech. Mary LEVERONE	0	2	0	0
Firefighter Robert LINDEN	0	2	0	0
Firefighter Gregory LOZANO	0	2	0	0
Firefighter/EMT Alexander E LOZANO	0	164	0	0
Firefighter Philip A LOZANO	0	28	0	0
Chief John MCDONALD III	0	18	1212	1267
2nd Assistant Chief Patrick MORRIS	0	170	92	93
Fire Marshal Richard MORRIS	0	2	0	0
Captain Michael NEBELUNG	0	7	1	1
EMS Captain Donald PACZOWSKI	0	3	0	0
Firefighter/EMT Justin J PANIK	0	1	0	0
Firefighter/EMT Richard PAPE	0	2	0	0
Junior Firefighter Ricky Perez	0	30	0	0
Firefighter/EMT Ron PRINGLE	0	6	1	1
Dispatcher Erik P QUINN	0	6	0	0
Lieutenant Thomas REDDEN	0	8	0	0
1st Assistant Chief William, J J RIX	0	203	1	0
Firefighter/EMT William, G RIX	0	344	0	0
Firefighter Nicholas SCHMITZ	0	8	0	0
Firefighter Brandon J SMALLIDGE	0	13	0	0
Lieutenant Jason SNOW	0	1	0	0
Emergency Medical Tech. Ed SPROUL	0	192	0	0
Firefighter Kaitlin SUMMERS	0	36	0	0
Deputy Chief Daniel W SUMMERS	0	509	351	3
Firefighter Frank SUMMERS	0	97	0	0
Deputy Fire Marshal Christopher TAYLOR	0	21	5	13





Emergency Medical Tech. Stephanie VAN ALSTEN	0	7	0	0
Firefighter/EMT Melissa VICTOR	0	47	0	0
Dispatcher/EMT Jaime L WAIDO	0	17	0	0
Fire Police Nancy WAIDO	1	393	0	0
Firefighter/EMT Edward J WAIDO	0	366	0	0
Deputy Chief Steve WARGO	0	7	10	12
EMT Susan WILBER	0	1	0	0
Firefighter/EMT Miles WORTHINGTON	0	11	1	0
Firefighter/EMT Evan WORTHINGTON	0	1	0	0
Firefighter Karen YUHAS	0	1	0	0
Fire Police Timothy YUHAS	0	3	0	0
Firefighter/EMT Duane YUHAS	0	1	0	0
<b>TOTAL</b>	<b>2</b>	<b>4209</b>	<b>2244</b>	<b>2244</b>

## Incident Type

<u>Incident Type</u>	<u>Occurrences</u>	<u>Percentage</u>
Fire, other	2	0.1
Building fire	7	0.3
Cooking fire, confined to container	10	0.4
Chimney or flue fire, confined to chimney or flue	1	0.0
Fuel burner/boiler malfunction, fire confined	5	0.2
Passenger vehicle fire	2	0.1
Brush or brush-and-grass mixture fire	8	0.4
Grass fire	1	0.0
Outside rubbish fire, other	2	0.1
Dumpster or other outside trash receptacle fire	3	0.1
Special outside fire, other	2	0.1
Fireworks explosion (no fire)	1	0.0
Medical assist, assist EMS crew	5	0.2
Emergency medical service incident, other	1	0.0
EMS call, excluding vehicle accident with injury	1716	76.5
Motor vehicle accident with injuries	88	3.9
Motor vehicle/pedestrian accident (MV Ped)	2	0.1
Motor vehicle accident with no injuries.	6	0.3
Lock-in (if lock out , use 511 )	6	0.3
Removal of victim(s) from stalled elevator	2	0.1
Swimming/recreational water areas rescue	2	0.1



Watercraft Rescue	3	0.1
Rescue or EMS standby	2	0.1
Hazardous condition, Other	1	0.0
Gasoline or other flammable liquid spill	3	0.1
Gas leak (natural gas or LPG)	12	0.5
Oil or other combustible liquid spill	1	0.0
Carbon monoxide incident	8	0.4
Electrical wiring/equipment problem, other	14	0.6
Overheated motor	1	0.0
Power line down	20	0.9
Arcing, shorted electrical equipment	6	0.3
Building or structure weakened or collapsed	1	0.0
Vehicle accident, general cleanup	2	0.1
Service Call, other	30	1.3
Lock-out	3	0.1
Water problem, other	10	0.4
Water or steam leak	1	0.0
Animal problem	1	0.0
Animal rescue	1	0.0
Public service assistance, other	1	0.0
Assist police or other governmental agency	5	0.2
Public service	3	0.1
Assist invalid	2	0.1
Unauthorized burning	15	0.7
Cover assignment, standby, moveup	11	0.5
Good intent call, other	1	0.0
Dispatched & canceled en route	30	1.3
No incident found on arrival at dispatch address	9	0.4
Authorized controlled burning	1	0.0
Smoke scare, odor of smoke	21	0.9
EMS call, party transported by non-fire agency	1	0.0
False alarm or false call, other	19	0.8
Municipal alarm system, malicious false alarm	1	0.0
Direct tie to FD, malicious false alarm	1	0.0
Bomb scare - no bomb	1	0.0
System malfunction, other	13	0.6
Sprinkler activation due to malfunction	1	0.0
Alarm system sounded due to malfunction	1	0.0
CO detector activation due to malfunction	5	0.2
Unintentional transmission of alarm, other	67	3.0
Smoke detector activation, no fire - unintentional	2	0.1



Alarm system activation, no fire - unintentional	20	0.9
Carbon monoxide detector activation, no CO	13	0.6
Lightning strike (no fire)	2	0.1
Special type of incident, other	5	0.2
Citizen complaint	1	0.0
<b>TOTAL</b>	<b>2244</b>	<b>100.0</b>

### Actions Taken - Basic

<u>Actions Taken - Basic</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	464	6.9
Action taken, other	29	0.4
Fire control or extinguishment, other	10	0.1
Extinguishment by fire service personnel	14	0.2
Salvage & overhaul	6	0.1
Search	1	0.0
Rescue, remove from harm	2	0.0
Extricate, disentangle	1	0.0
Emergency medical services, other	152	2.3
Provide first aid & check for injuries	605	9.0
Provide basic life support (BLS)	350	5.2
Provide advanced life support (ALS)	216	3.2
Transport person	1442	21.4
Hazardous condition, other	4	0.1
Identify, analyze hazardous materials	1	0.0
Hazmat detection, monitoring, sampling, & analysis	10	0.1
Hazardous materials spill control and confinement	6	0.1
Hazardous materials leak control & containment	3	0.0
Remove hazard	3	0.0
Ventilate	3	0.0
Forcible entry	1	0.0
Determine if materials are non-hazardous	1	0.0
Establish safe area	2	0.0
Operate apparatus or vehicle	2	0.0
Systems and services, other	3	0.0
Restore fire alarm system	20	0.3
Shut down system	4	0.1
Secure property	3	0.0



Remove water	2	0.0
Assistance, other	19	0.3
Assist physically disabled	95	1.4
Assist animal	1	0.0
Provide manpower	1518	22.5
Provide apparatus	1516	22.5
Provide equipment	10	0.1
Provide water	1	0.0
Information, investigation & enforcement, other	5	0.1
Notify other agencies.	9	0.1
Refer to proper authority	30	0.4
Investigate	104	1.5
Fill-in, standby, other	2	0.0
Standby	12	0.2
Cancelled en route	50	0.7
<b>TOTAL</b>	<b>6732</b>	<b>100.0</b>

### (Primary Action)

<u>(Primary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Action taken, other	10	0.4
Fire control or extinguishment, other	6	0.3
Extinguishment by fire service personnel	3	0.1
Extricate, disentangle	1	0.0
Emergency medical services, other	139	6.2
Provide first aid & check for injuries	556	24.8
Provide basic life support (BLS)	4	0.2
Hazardous condition, other	4	0.2
Hazmat detection, monitoring, sampling, & analysis	8	0.4
Hazardous materials spill control and confinement	4	0.2
Hazardous materials leak control & containment	1	0.0
Forcible entry	1	0.0
Determine if materials are non-hazardous	1	0.0
Establish safe area	1	0.0
Operate apparatus or vehicle	2	0.1
Systems and services, other	2	0.1
Restore fire alarm system	4	0.2
Shut down system	2	0.1



Remove water	2	0.1
Assistance, other	10	0.4
Assist physically disabled	6	0.3
Provide manpower	197	8.8
Provide apparatus	1236	55.1
Information, investigation & enforcement, other	1	0.0
Notify other agencies.	1	0.0
Refer to proper authority	2	0.1
Investigate	3	0.1
Fill-in, standby, other	2	0.1
Standby	5	0.2
Cancelled en route	30	1.3
<b>TOTAL</b>	<b>2244</b>	<b>100.0</b>

### (Secondary Action)

<u>(Secondary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	110	4.9
Action taken, other	6	0.3
Fire control or extinguishment, other	1	0.0
Extinguishment by fire service personnel	1	0.0
Salvage & overhaul	3	0.1
Rescue, remove from harm	1	0.0
Emergency medical services, other	2	0.1
Provide first aid & check for injuries	16	0.7
Provide basic life support (BLS)	342	15.2
Provide advanced life support (ALS)	212	9.4
Transport person	13	0.6
Identify, analyze hazardous materials	1	0.0
Hazmat detection, monitoring, sampling, & analysis	1	0.0
Remove hazard	1	0.0
Ventilate	1	0.0
Restore fire alarm system	1	0.0
Shut down system	1	0.0
Assistance, other	3	0.1
Assist physically disabled	1	0.0
Assist animal	1	0.0
Provide manpower	1315	58.6



Provide apparatus	191	8.5
Provide equipment	2	0.1
Information, investigation & enforcement, other	3	0.1
Refer to proper authority	4	0.2
Investigate	4	0.2
Standby	3	0.1
Cancelled en route	4	0.2
<b>TOTAL</b>	<b>2244</b>	<b>100.0</b>

### (Tertiary Action)

<u>(Tertiary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	354	15.8
Action taken, other	13	0.6
Fire control or extinguishment, other	3	0.1
Extinguishment by fire service personnel	10	0.4
Salvage & overhaul	3	0.1
Search	1	0.0
Rescue, remove from harm	1	0.0
Emergency medical services, other	11	0.5
Provide first aid & check for injuries	33	1.5
Provide basic life support (BLS)	4	0.2
Provide advanced life support (ALS)	4	0.2
Transport person	1429	63.7
Hazmat detection, monitoring, sampling, & analysis	1	0.0
Hazardous materials spill control and confinement	2	0.1
Hazardous materials leak control & containment	2	0.1
Remove hazard	2	0.1
Ventilate	2	0.1
Establish safe area	1	0.0
Systems and services, other	1	0.0
Restore fire alarm system	15	0.7
Shut down system	1	0.0
Secure property	3	0.1
Assistance, other	6	0.3
Assist physically disabled	88	3.9
Provide manpower	6	0.3
Provide apparatus	89	4.0



Provide equipment	8	0.4
Provide water	1	0.0
Information, investigation & enforcement, other	1	0.0
Notify other agencies.	8	0.4
Refer to proper authority	24	1.1
Investigate	97	4.3
Standby	4	0.2
Cancelled en route	16	0.7
<b>TOTAL</b>	<b>2244</b>	<b>100.0</b>

## Property Use

<u>Property Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Property Use, other	4	0.2
Assembly, other	1	0.0
Fixed-use recreation places, other	1	0.0
Ballroom, gymnasium	1	0.0
Stadium, arena	3	0.1
Playground	21	0.9
Church, mosque, synagogue, temple, chapel	11	0.5
Athletic/health club	3	0.1
Public or government, other	17	0.8
Library	1	0.0
Museum	1	0.0
Restaurant or cafeteria	25	1.1
Bar or nightclub	6	0.3
Movie theater	4	0.2
Educational, other	5	0.2
Elementary school, including kindergarten	7	0.3
High school/junior high school/middle school	38	1.7
Day care, in commercial property	4	0.2
Health care, detention, & correction, other	2	0.1
24-hour care Nursing homes, 4 or more persons	190	8.5
Mental retardation/development disability facility	1	0.0
Clinics, doctors offices, hemodialysis center, other	4	0.2
Clinic, clinic-type infirmary	61	2.7
Doctor, dentist or oral surgeon office	18	0.8
Jail, prison (not juvenile)	81	3.6
Police station	5	0.2



1 or 2 family dwelling	989	44.1
Multifamily dwelling	287	12.8
Boarding/rooming house, residential hotels	4	0.2
Hotel/motel, commercial	74	3.3
Residential board and care	3	0.1
Barracks, dormitory	2	0.1
Food and beverage sales, grocery store	15	0.7
Household goods, sales, repairs	7	0.3
Personal service, including barber & beauty shops	4	0.2
Laundry, dry cleaning	4	0.2
Service station, gas station	8	0.4
Motor vehicle or boat sales, services, repair	3	0.1
General retail, other	6	0.3
Bank	1	0.0
Business office	20	0.9
Defense, military installation	13	0.6
Electrical distribution	3	0.1
Gas distribution, gas pipeline	1	0.0
Forest, timberland, woodland	3	0.1
Manufacturing, processing	6	0.3
Parking garage, general vehicle	1	0.0
Fire station	30	1.3
Warehouse	5	0.2
Dock, marina, pier, wharf	2	0.1
Open land or field	3	0.1
Campsite with utilities	5	0.2
Vacant lot	1	0.0
Beach	21	0.9
Graded and cared-for plots of land	5	0.2
Water area, other	3	0.1
Open ocean, sea or tidal waters	2	0.1
Lake, river, stream	1	0.0
Railroad right-of-way	3	0.1
Street, other	3	0.1
Highway or divided highway	61	2.7
Residential street, road or residential driveway	101	4.5
Street or road in commercial area	12	0.5
Vehicle parking area	14	0.6
Industrial plant yard - area	1	0.0
Undetermined	2	0.1
<b>TOTAL</b>	<b>2244</b>	<b>100.0</b>





## Apparatus or Resources

<u>Apparatus or Resources</u>	<u>Occurrences</u>	<u>Percentage</u>
Engine	804	16.7
Truck or aerial	54	1.1
Quint	3	0.1
Brush truck	11	0.2
Marine equipment, other	12	0.2
Support apparatus, other	316	6.6
Medical & rescue unit, other	2755	57.3
Privately owned vehicle	857	17.8
<b>TOTAL</b>	<b>4812</b>	<b>100.0</b>

## Apparatus Use

<u>Apparatus Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Other	1398	29.1
Suppression	884	18.4
EMS	2530	52.6
<b>TOTAL</b>	<b>4812</b>	<b>100.0</b>

For Districts: All  
 For Situations: All  
 For Jurisdictions: All  
 For Street(s): All  
 For Location: All



## 2014 Incidents by Time and Day

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	4	6	7	6	6	6	8	43
2 AM	5	4	3	9	7	6	9	43
3 AM	4	7	3	6	7	7	6	40
4 AM	7	4	13	5	8	3	5	45
5 AM	13	5	9	11	4	7	9	58
6 AM	5	9	5	10	8	6	10	53
7 AM	12	17	8	9	16	19	5	86
8 AM	24	18	13	10	12	18	23	118
9 AM	11	18	25	26	28	18	16	142
10 AM	24	23	17	26	27	25	20	162
11 AM	30	22	27	17	20	21	16	153
12 PM	32	16	27	21	21	21	29	167
1 PM	21	18	26	21	16	21	18	141
2 PM	24	20	20	23	20	28	22	157
3 PM	23	29	28	16	24	23	20	163
4 PM	20	17	26	18	18	16	27	142
5 PM	18	22	32	24	15	19	20	150
6 PM	10	26	27	15	31	28	10	147
7 PM	18	48	31	33	19	19	18	186
8 PM	14	19	14	22	16	17	13	115
9 PM	15	12	13	14	13	21	18	106
10 PM	10	10	6	15	10	13	12	76
11 PM	8	6	3	10	5	4	7	43
12 AM	11	3	5	7	5	7	10	48
TOTALS	363	379	388	374	356	373	351	2584
<b>GRAND TOTAL: 2584</b>								



## Incident Type Category Breakdown

<u>Incident Type Category</u>	<u>Occurrences</u>	<u>Percentage</u>
[100-199] Fire/Explosion	57	2.2
[200-299] Overpressure Rupture	1	0.0
[300-399] Rescue Call	2008	77.7
[400-499] Hazardous Condition	87	3.4
[500-599] Service Call	167	6.5
[600-699] Good Intent Call	70	2.7
[700-799] False Call	180	7.0
[800-899] Severe Weather/Natural Disaster	0	0.0
[900-999] Special Type/Complaint	14	0.5
Undetermined	0	0.0
<b>TOTAL</b>	<b>2584</b>	<b>100.0</b>

## Personnel Breakdown

<u>Name</u>	<u>Pers.</u>	<u>Form</u>	<u>Time</u>	<u>Sheet</u>	<u>Reporting</u>	<u>Approving</u>
Unknown	0		1		1	128
Firefighter/EMT William ALLEN	138		519		5	2
Firefighter Dennis ATWOOD SR	1		57		0	0
EMS Lieutenant David BAER	54		265		0	0
2nd Assistant Chief James BARONE	90		353		90	91
Firefighter/EMT Bryon BECKWITH	25		97		10	2
Junior Firefighter Matthew BENWAY	0		9		0	0
Firefighter/EMT Kristin BERGHOFF	10		96		3	0
Civilian William R BERGHOFF	29		173		188	168
Firefighter James BETULIA	1		13		0	0
Firefighter Mathew BONIN	0		4		0	0
Lieutenant David CABIGTING	146		567		277	281
Junior Firefighter Ryan CAMPBELL	1		5		0	0
Emergency Medical Tech. Emily CAPOZZA	25		91		1	1
Emergency Medical Tech. Erin CAPOZZA	5		14		0	0
Emergency Medical Tech. Michelle A CARRARA	0		20		0	0
EMS Lieutenant Kevin CARRICO	53		286		0	0
Firefighter/EMT Jessica A CHASE	78		301		0	0
Fire Police Frank CIRIONI	0		3		0	0



Firefighter/EMT Dave CONNOLLY	117	465	64	59
Firefighter/EMT Barbara COOPER	46	225	0	0
Junior Firefighter Lauren COOPER	0	3	0	0
Firefighter Dustin CURRIER	0	25	0	0
EMS Lieutenant Gordon DAILEY	60	321	5	4
Firefighter Joseph DELAURA	34	262	5	1
Firefighter Michael M DIANGELI	17	118	0	0
Firefighter Jack DWIRE	2	22	0	0
1st Assistant Chief John DWIRE JR	42	224	61	64
Firefighter/EMT STEPHANIE ESPOSITO	0	6	0	0
Firefighter/EMT David FAVALORA	0	10	0	0
Firefighter/EMT Jim R FOBIAN	15	92	0	0
Fire Fighter Kyle FOLEY	13	92	0	0
Captain John FORIER	57	253	38	35
Firefighter Benjamin J FOSTER	0	7	0	0
Emergency Medical Tech. Nicolas FRANCONI	2	6	0	0
Firefighter/EMT Shea GREEN	4	58	0	0
Firefighter Nicholis HALE	0	1	0	0
Firefighter Solomon D HARDY	19	224	0	0
Lieutenant William HAYLON	34	202	69	86
Firefighter/EMT Dan HOFFNER	0	3	0	0
Firefighter/EMT Alison HOFFNER	1	23	0	0
EMS Captain Charles HOLYFIELD	51	174	0	0
Emergency Medical Tech. Patricia A HOLYFIELD	0	16	0	0
Firefighter/EMT Chris HOLLAWAY	1	25	6	5
Firefighter/EMT Todd JOHNSON	0	1	0	0
Firefighter/EMT Gary JOST	12	25	0	0
Firefighter James KARETAS	34	134	0	0
Emergency Medical Tech. Courtney KEEGAN	48	298	7	0
Emergency Medical Tech. Sophia KOBAR	5	19	0	0
Firefighter Joseph D KORINECK	0	2	0	0
Firefighter James K LATHROP	16	84	0	0
Firefighter Peter LEVANTI SR	1	39	0	0
Firefighter Peter LEVANTI JR	0	4	0	0
Chief James LEVANDOSKI	28	204	137	144
Emergency Medical Tech. Mary LEVERONE	82	330	1	0
Firefighter Robert LINDEN	8	83	0	0
Firefighter/EMT Alexander E LOZANO	7	16	0	0
Firefighter Philip A LOZANO	1	4	0	0
Firefighter Timothy MASON	0	5	0	0
Chief John MCDONALD III	124	553	32	17



Firefighter/EMT Grant MILLER	8	31	0	0
2nd Assistant Chief Patrick MORRIS	38	142	113	106
Fire Marshal Richard MORRIS	2	17	0	0
Firefighter Mitchell MURPHY	0	4	0	0
Captain Michael NEBELUNG	107	497	279	280
Firefighter Jessica PACZOWSKI	1	4	0	0
EMS Captain Donald PACZOWSKI	15	122	0	0
Firefighter/EMT Justin J PANIK	20	171	6	6
Firefighter/EMT Richard PAPE	29	144	0	0
Firefighter/EMT Ron PRINGLE	136	483	697	713
Dispatcher Erik P QUINN	90	409	42	42
Firefighter Angelina QUINN	1	6	0	0
Lieutenant Thomas REDDEN	12	67	0	0
1st Assistant Chief William, J J RIX	38	171	23	23
Firefighter/EMT William, G RIX	68	253	7	1
EMR John SANTOS	3	4	0	0
Firefighter Nicholas SCHMITZ	9	24	0	0
Firefighter William R SCHMIDT	0	1	0	0
Dispatcher Jim SHAKE	0	22	0	0
Lieutenant Jason SNOW	30	70	0	1
Emergency Medical Tech. Ed SPROUL	53	163	0	0
Firefighter Kaitlin SUMMERS	0	9	0	0
Deputy Chief Daniel W SUMMERS	183	501	123	2
Firefighter Frank SUMMERS	10	114	0	0
Deputy Fire Marshal Christopher TAYLOR	4	22	30	59
Emergency Medical Tech. Stephanie VAN ALSTEN	111	334	27	26
Firefighter Diego VASQUEZ	0	15	0	0
Firefighter/EMT Melissa VICTOR	0	29	0	0
Fire Police Nancy WAIDO	117	446	0	0
Firefighter/EMT Edward J WAIDO	66	250	1	1
Deputy Chief Steve WARGO	53	256	192	195
Firefighter Kristen WHITE	0	3	0	0
EMT Susan WILBER	17	148	1	1
Firefighter/EMT Matt WILLETT	19	66	15	16
Firefighter/EMT Miles WORTHINGTON	127	480	28	24
Firefighter/EMT Evan WORTHINGTON	1	7	0	0
Firefighter Robert ZELTINGER	0	1	0	0
<b>TOTAL</b>	<b>2905</b>	<b>13018</b>	<b>2584</b>	<b>2584</b>



## Incident Type

<u>Incident Type</u>	<u>Occurrences</u>	<u>Percentage</u>
Fire, other	5	0.2
Building fire	2	0.1
Cooking fire, confined to container	18	0.7
Chimney or flue fire, confined to chimney or flue	5	0.2
Fire in portable building, fixed location	1	0.0
Mobile property (vehicle) fire, other	2	0.1
Passenger vehicle fire	3	0.1
Off-road vehicle or heavy equipment fire	2	0.1
Natural vegetation fire, other	2	0.1
Brush or brush-and-grass mixture fire	10	0.4
Outside rubbish fire, other	4	0.2
Dumpster or other outside trash receptacle fire	2	0.1
Special outside fire, other	1	0.0
Fireworks explosion (no fire)	1	0.0
Rescue, EMS incident, other	6	0.2
Medical assist, assist EMS crew	10	0.4
Emergency medical service incident, other	4	0.2
EMS call, excluding vehicle accident with injury	1859	71.9
Motor vehicle accident with injuries	97	3.8
Motor vehicle/pedestrian accident (MV Ped)	4	0.2
Motor vehicle accident with no injuries.	8	0.3
Lock-in (if lock out , use 511 )	2	0.1
Search for lost person, other	2	0.1
Search for person on land	2	0.1
Search for person in water	2	0.1
Extrication, rescue, other	2	0.1
Extrication of victim(s) from building/structure	1	0.0
Water & ice-related rescue, other	3	0.1
Swimming/recreational water areas rescue	3	0.1
Rescue or EMS standby	3	0.1
Hazardous condition, Other	5	0.2
Gasoline or other flammable liquid spill	4	0.2
Gas leak (natural gas or LPG)	7	0.3
Oil or other combustible liquid spill	2	0.1
Carbon monoxide incident	16	0.6
Electrical wiring/equipment problem, other	4	0.2



Heat from short circuit (wiring), defective/worn	1	0.0
Overheated motor	4	0.2
Breakdown of light ballast	2	0.1
Power line down	27	1.0
Arcing, shorted electrical equipment	14	0.5
Accident, potential accident, other	1	0.0
Service Call, other	110	4.3
Person in distress, other	1	0.0
Lock-out	5	0.2
Water problem, other	9	0.3
Water evacuation	3	0.1
Water or steam leak	9	0.3
Smoke or odor removal	3	0.1
Animal problem, other	3	0.1
Animal rescue	1	0.0
Public service assistance, other	3	0.1
Assist police or other governmental agency	2	0.1
Police matter	4	0.2
Public service	1	0.0
Assist invalid	2	0.1
Unauthorized burning	6	0.2
Cover assignment, standby, moveup	5	0.2
Good intent call, other	14	0.5
Dispatched & canceled en route	13	0.5
No incident found on arrival at dispatch address	17	0.7
Authorized controlled burning	4	0.2
Smoke scare, odor of smoke	15	0.6
Smoke from barbecue, tar kettle	1	0.0
EMS call, party transported by non-fire agency	2	0.1
HazMat release investigation w/no HazMat	4	0.2
False alarm or false call, other	54	2.1
Malicious, mischievous false call, other	1	0.0
Municipal alarm system, malicious false alarm	3	0.1
Central station, malicious false alarm	1	0.0
System malfunction, other	19	0.7
Smoke detector activation due to malfunction	4	0.2
Heat detector activation due to malfunction	1	0.0
Alarm system sounded due to malfunction	3	0.1
CO detector activation due to malfunction	5	0.2
Unintentional transmission of alarm, other	56	2.2
Sprinkler activation, no fire - unintentional	2	0.1



Smoke detector activation, no fire - unintentional	12	0.5
Detector activation, no fire - unintentional	3	0.1
Alarm system activation, no fire - unintentional	12	0.5
Carbon monoxide detector activation, no CO	4	0.2
Special type of incident, other	14	0.5
<b>TOTAL</b>	<b>2584</b>	<b>100.0</b>

### Actions Taken - Basic

<u>Actions Taken - Basic</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	614	7.9
Action taken, other	156	2.0
Fire control or extinguishment, other	25	0.3
Extinguishment by fire service personnel	23	0.3
Salvage & overhaul	17	0.2
Establish fire lines (wildfire)	1	0.0
Control fire (wild land)	1	0.0
Manage prescribed fire (wild land)	2	0.0
Search	2	0.0
Rescue, remove from harm	5	0.1
Extricate, disentangle	11	0.1
Recover body	2	0.0
Emergency medical services, other	1027	13.2
Provide first aid & check for injuries	1149	14.8
Provide basic life support (BLS)	1316	17.0
Provide advanced life support (ALS)	275	3.5
Transport person	1526	19.7
Hazardous condition, other	12	0.2
Identify, analyze hazardous materials	3	0.0
Hazmat detection, monitoring, sampling, & analysis	7	0.1
Hazardous materials spill control and confinement	5	0.1
Hazardous materials leak control & containment	4	0.1
Remove hazard	2	0.0
Fires, rescues & hazardous conditions, other	2	0.0
Ventilate	25	0.3
Forcible entry	9	0.1
Determine if materials are non-hazardous	6	0.1
Establish safe area	8	0.1





Provide air supply	1	0.0
Provide light or electrical power	2	0.0
Operate apparatus or vehicle	20	0.3
Systems and services, other	37	0.5
Restore municipal services	1	0.0
Restore sprinkler or fire protection system	1	0.0
Restore fire alarm system	83	1.1
Shut down system	14	0.2
Secure property	8	0.1
Remove water	5	0.1
Assistance, other	217	2.8
Assist physically disabled	56	0.7
Assist animal	2	0.0
Provide manpower	363	4.7
Provide apparatus	289	3.7
Provide equipment	79	1.0
Provide water	4	0.1
Control crowd	1	0.0
Control traffic	8	0.1
Information, investigation & enforcement, other	99	1.3
Incident command	1	0.0
Notify other agencies.	6	0.1
Provide information to public or media	7	0.1
Refer to proper authority	57	0.7
Enforce codes	2	0.0
Investigate	105	1.4
Fill-in, standby, other	2	0.0
Standby	20	0.3
Cancelled en route	27	0.3
<b>TOTAL</b>	<b>7752</b>	<b>100.0</b>

### (Primary Action)

<u>(Primary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Action taken, other	83	3.2
Fire control or extinguishment, other	24	0.9
Extinguishment by fire service personnel	18	0.7
Search	2	0.1



Rescue, remove from harm	5	0.2
Extricate, disentangle	6	0.2
Emergency medical services, other	1011	39.1
Provide first aid & check for injuries	921	35.6
Provide basic life support (BLS)	18	0.7
Transport person	1	0.0
Hazardous condition, other	7	0.3
Identify, analyze hazardous materials	3	0.1
Hazmat detection, monitoring, sampling, & analysis	3	0.1
Hazardous materials spill control and confinement	2	0.1
Hazardous materials leak control & containment	2	0.1
Fires, rescues & hazardous conditions, other	1	0.0
Ventilate	11	0.4
Forcible entry	6	0.2
Determine if materials are non-hazardous	3	0.1
Establish safe area	3	0.1
Provide light or electrical power	1	0.0
Operate apparatus or vehicle	8	0.3
Systems and services, other	23	0.9
Restore sprinkler or fire protection system	1	0.0
Restore fire alarm system	38	1.5
Shut down system	7	0.3
Secure property	2	0.1
Remove water	5	0.2
Assistance, other	60	2.3
Assist physically disabled	12	0.5
Assist animal	1	0.0
Provide manpower	146	5.7
Provide apparatus	12	0.5
Provide equipment	3	0.1
Provide water	1	0.0
Control traffic	3	0.1
Information, investigation & enforcement, other	39	1.5
Notify other agencies.	1	0.0
Refer to proper authority	8	0.3
Enforce codes	1	0.0
Investigate	59	2.3
Fill-in, standby, other	2	0.1
Standby	8	0.3
Cancelled en route	13	0.5
<b>TOTAL</b>	<b>2584</b>	<b>100.0</b>



**(Secondary Action)**

<b><u>(Secondary Action)</u></b>	<b><u>Occurrences</u></b>	<b><u>Percentage</u></b>
Not Reported	225	8.7
Action taken, other	24	0.9
Extinguishment by fire service personnel	5	0.2
Salvage & overhaul	13	0.5
Establish fire lines (wildfire)	1	0.0
Manage prescribed fire (wild land)	2	0.1
Extricate, disentangle	4	0.2
Recover body	1	0.0
Emergency medical services, other	6	0.2
Provide first aid & check for injuries	223	8.6
Provide basic life support (BLS)	1243	48.1
Provide advanced life support (ALS)	269	10.4
Transport person	20	0.8
Hazardous condition, other	4	0.2
Hazmat detection, monitoring, sampling, & analysis	4	0.2
Hazardous materials spill control and confinement	1	0.0
Hazardous materials leak control & containment	1	0.0
Remove hazard	1	0.0
Ventilate	13	0.5
Forcible entry	2	0.1
Determine if materials are non-hazardous	2	0.1
Establish safe area	2	0.1
Provide air supply	1	0.0
Provide light or electrical power	1	0.0
Operate apparatus or vehicle	7	0.3
Systems and services, other	7	0.3
Restore municipal services	1	0.0
Restore fire alarm system	18	0.7
Shut down system	6	0.2
Secure property	3	0.1
Assistance, other	48	1.9
Assist physically disabled	15	0.6
Provide manpower	145	5.6
Provide apparatus	164	6.3



Provide equipment	17	0.7
Provide water	2	0.1
Control crowd	1	0.0
Control traffic	4	0.2
Information, investigation & enforcement, other	31	1.2
Notify other agencies.	2	0.1
Provide information to public or media	3	0.1
Refer to proper authority	11	0.4
Enforce codes	1	0.0
Investigate	23	0.9
Standby	5	0.2
Cancelled en route	2	0.1
<b>TOTAL</b>	<b>2584</b>	<b>100.0</b>

### (Tertiary Action)

<u>(Tertiary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	389	15.1
Action taken, other	49	1.9
Fire control or extinguishment, other	1	0.0
Salvage & overhaul	4	0.2
Control fire (wild land)	1	0.0
Extricate, disentangle	1	0.0
Recover body	1	0.0
Emergency medical services, other	10	0.4
Provide first aid & check for injuries	5	0.2
Provide basic life support (BLS)	55	2.1
Provide advanced life support (ALS)	6	0.2
Transport person	1505	58.2
Hazardous condition, other	1	0.0
Hazardous materials spill control and confinement	2	0.1
Hazardous materials leak control & containment	1	0.0
Remove hazard	1	0.0
Fires, rescues & hazardous conditions, other	1	0.0
Ventilate	1	0.0
Forcible entry	1	0.0
Determine if materials are non-hazardous	1	0.0
Establish safe area	3	0.1



Operate apparatus or vehicle	5	0.2
Systems and services, other	7	0.3
Restore fire alarm system	27	1.0
Shut down system	1	0.0
Secure property	3	0.1
Assistance, other	109	4.2
Assist physically disabled	29	1.1
Assist animal	1	0.0
Provide manpower	72	2.8
Provide apparatus	113	4.4
Provide equipment	59	2.3
Provide water	1	0.0
Control traffic	1	0.0
Information, investigation & enforcement, other	29	1.1
Incident command	1	0.0
Notify other agencies.	3	0.1
Provide information to public or media	4	0.2
Refer to proper authority	38	1.5
Investigate	23	0.9
Standby	7	0.3
Cancelled en route	12	0.5
<b>TOTAL</b>	<b>2584</b>	<b>100.0</b>

## Property Use

<u>Property Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Property Use, other	2	0.1
Assembly, other	1	0.0
Fixed-use recreation places, other	1	0.0
Variable-use amusement, recreation places, other	1	0.0
Ballroom, gymnasium	1	0.0
Playground	15	0.6
Church, mosque, synagogue, temple, chapel	9	0.3
Athletic/health club	1	0.0
Clubhouse	3	0.1
Yacht Club	3	0.1
Public or government, other	6	0.2
Library	5	0.2



Museum	5	0.2
Restaurant or cafeteria	26	1.0
Bar or nightclub	11	0.4
Studio/theater, other	2	0.1
Educational, other	1	0.0
Elementary school, including kindergarten	7	0.3
High school/junior high school/middle school	32	1.2
Adult education center, college classroom	2	0.1
Day care, in commercial property	4	0.2
Health care, detention, & correction, other	29	1.1
24-hour care Nursing homes, 4 or more persons	149	5.8
Mental retardation/development disability facility	1	0.0
Clinics, doctors offices, hemodialysis center, other	17	0.7
Clinic, clinic-type infirmary	35	1.4
Doctor, dentist or oral surgeon office	27	1.0
Jail, prison (not juvenile)	90	3.5
Police station	2	0.1
Residential, other	2	0.1
1 or 2 family dwelling	1098	42.5
Multifamily dwelling	325	12.6
Boarding/rooming house, residential hotels	24	0.9
Hotel/motel, commercial	48	1.9
Residential board and care	71	2.7
Barracks, dormitory	6	0.2
Mercantile, business, other	4	0.2
Food and beverage sales, grocery store	15	0.6
Household goods, sales, repairs	2	0.1
Specialty shop	8	0.3
Personal service, including barber & beauty shops	12	0.5
Laundry, dry cleaning	1	0.0
Professional supplies, services	2	0.1
Service station, gas station	7	0.3
Motor vehicle or boat sales, services, repair	3	0.1
General retail, other	1	0.0
Department or discount store	1	0.0
Post office or mailing firms	2	0.1
Business office	23	0.9
Defense, military installation	8	0.3
Communications center	1	0.0
Utility or Distribution system, other	2	0.1
Electrical distribution	6	0.2



Forest, timberland, woodland	1	0.0
Outside material storage area	2	0.1
Livestock, poultry storage	1	0.0
Fire station	78	3.0
Warehouse	3	0.1
Dock, marina, pier, wharf	2	0.1
Outside or special property, other	4	0.2
Open land or field	8	0.3
Campsite with utilities	8	0.3
Vacant lot	3	0.1
Beach	14	0.5
Graded and cared-for plots of land	1	0.0
Open ocean, sea or tidal waters	4	0.2
Lake, river, stream	7	0.3
Street, other	9	0.3
Highway or divided highway	74	2.9
Residential street, road or residential driveway	112	4.3
Street or road in commercial area	43	1.7
Vehicle parking area	43	1.7
Pipeline, power line or other utility right-of-way	1	0.0
None	4	0.2
Undetermined	2	0.1
<b>TOTAL</b>	<b>2584</b>	<b>100.0</b>

## Apparatus or Resources

<u>Apparatus or Resources</u>	<u>Occurrences</u>	<u>Percentage</u>
Other apparatus/resource	7	0.2
Engine	1053	25.6
Truck or aerial	140	3.4
Quint	10	0.2
Brush truck	13	0.3
Tanker or tender	1	0.0
Marine equipment, other	2	0.0
Support apparatus, other	157	3.8
Medical & rescue unit, other	2301	55.8
Rescue unit	1	0.0
BLS unit	5	0.1



Privately owned vehicle  
**TOTAL**

431  
**4121**

10.5  
**100.0**

## Apparatus Use

### Apparatus Use

### Occurrences

### Percentage

Other  
Suppression  
EMS  
**TOTAL**

928  
1078  
2115  
**4121**

22.5  
26.2  
51.3  
**100.0**

For Districts: All  
For Situations: All  
For Jurisdictions: All  
For Street(s): All  
For Location: All





## 2015 Incidents by Time and Day

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	5	6	7	5	6	5	5	39
2 AM	10	6	8	7	3	3	7	44
3 AM	2	5	5	10	5	9	11	47
4 AM	6	11	5	6	1	7	7	43
5 AM	2	9	8	12	9	7	9	56
6 AM	12	15	8	12	5	16	12	80
7 AM	20	16	20	21	20	16	20	133
8 AM	21	17	13	17	21	12	15	116
9 AM	22	21	18	28	18	28	22	157
10 AM	34	36	25	29	21	22	27	194
11 AM	26	20	25	29	17	24	29	170
12 PM	24	20	27	24	25	27	13	160
1 PM	30	27	20	21	23	21	17	159
2 PM	20	25	25	15	14	19	22	140
3 PM	25	23	16	22	24	31	29	170
4 PM	20	18	16	18	15	23	19	129
5 PM	18	22	24	28	26	26	11	155
6 PM	18	31	24	22	22	23	21	161
7 PM	20	40	21	20	21	9	17	148
8 PM	21	24	19	22	15	21	20	142
9 PM	11	14	7	11	25	18	16	102
10 PM	9	13	10	12	13	12	13	82
11 PM	7	9	7	9	10	6	11	59
12 AM	8	9	6	4	9	6	6	48
TOTALS	<u>391</u>	<u>437</u>	<u>364</u>	<u>404</u>	<u>368</u>	<u>391</u>	<u>379</u>	<u>2734</u>
<b>GRAND TOTAL: 2734</b>								



## Incident Type Category Breakdown

<u>Incident Type Category</u>	<u>Occurrences</u>	<u>Percentage</u>
[100-199] Fire/Explosion	56	2.0
[200-299] Overpressure Rupture	3	0.1
[300-399] Rescue Call	2171	79.4
[400-499] Hazardous Condition	78	2.9
[500-599] Service Call	177	6.5
[600-699] Good Intent Call	50	1.8
[700-799] False Call	192	7.0
[800-899] Severe Weather/Natural Disaster	0	0.0
[900-999] Special Type/Complaint	7	0.3
Undetermined	0	0.0
<b>TOTAL</b>	<b>2734</b>	<b>100.0</b>

## Personnel Breakdown

<u>Name</u>	<u>Pers.</u>	<u>Form</u>	<u>Time</u>	<u>Sheet</u>	<u>Reporting</u>	<u>Approving</u>
Unknown	0		0		1	69
Firefighter/EMT William ALLEN	19		632		0	0
Firefighter Dennis ATWOOD SR	0		39		0	0
EMS Lieutenant David BAER	14		255		0	0
2nd Assistant Chief James BARONE	7		485		0	0
Firefighter/EMT Bryon BECKWITH	2		34		0	0
Firefighter/EMT Kristin BERGHOFF	1		13		0	0
Civilian William R BERGHOFF	0		19		15	15
Junior Firefighter Nicole BETULIA	0		4		0	0
Firefighter Mathew BONIN	0		3		0	0
Lieutenant David CABIGTING	27		562		700	692
Junior Firefighter Ryan CAMPBELL	2		4		0	0
Emergency Medical Tech. Emily CAPOZZA	0		84		0	0
Emergency Medical Tech. Erin CAPOZZA	0		13		0	0
Emergency Medical Tech. Michelle A CARRARA	0		6		0	0
Junior Firefighter Savannah CARRICO	0		7		0	0
EMS Lieutenant Kevin CARRICO	9		410		0	0
Firefighter/EMT Jessica A CHASE	6		101		0	0
Fire Police Frank CIRIONI	0		11		0	0



Firefighter Ryan CLEARY	0	3	0	0
Firefighter/EMT Dave CONNOLLY	13	529	18	19
Firefighter/EMT Barbara COOPER	0	115	0	0
Firefighter Dustin CURRIER	1	44	0	0
EMS Lieutenant Gordon DAILEY	0	43	0	0
Firefighter Joseph DELAURA	3	281	0	0
Firefighter Michael M DIANGELI	1	53	0	0
Deputy Fire Marshal Donn DOBSON	0	1	0	0
Firefighter Jack DWIRE	0	10	0	0
1st Assistant Chief John DWIRE JR	6	270	420	422
Firefighter/EMT Stephanie ESPOSITO	0	16	0	0
Firefighter/EMT David FAVALORA	0	1	0	0
Firefighter/EMT Jim R FOBIAN	9	155	0	0
Firefighter Kyle FOLEY	0	27	0	0
Captain John FORIER	18	277	53	51
Firefighter Benjamin J FOSTER	0	1	0	0
Firefighter/EMT Shea GREEN	0	23	0	0
Firefighter Solomon D HARDY	0	4	0	0
Fire Inspector Evan Haynes	0	1	0	0
Lieutenant William HAYLON	9	223	0	1
Firefighter/EMT Dan HOFFNER	1	3	0	0
Firefighter/EMT Alison HOFFNE	0	21	0	0
EMS Captain Charles HOLYFIELD	23	234	0	0
Emergency Medical Tech. Patricia A HOLYFIELD	0	12	0	0
Firefighter/EMT Gary JOST	0	3	0	0
Firefighter James KARETAS	1	42	0	0
Emergency Medical Tech. Courtney KEEGAN	5	228	0	0
Firefighter/EMT James W KEEGAN	3	301	0	0
Emergency Medical Tech. Sophia KOBAR	1	13	0	0
Firefighter James K LATHROP	0	8	0	0
Firefighter Peter LEVANTI SR	0	9	0	0
Chief James LEVANDOSKI	11	188	70	68
Emergency Medical Tech. Mary LEVERONE	4	432	0	0
Firefighter Robert LINDEN	4	45	0	0
Junior Firefighter Kathrine LONG	0	4	0	0
Firefighter/EMT Alexander E LOZANO	0	17	0	0
Firefighter Timothy MASON	1	93	0	0
Firefighter Ruth F MATTISON	0	38	0	0
Chief John MCDONALD III	12	659	1	0
Deputy Fire Marshal Nick Merola	0	1	0	0
Firefighter/EMT Grant MILLER	0	17	0	0



2nd Assistant Chief Patrick MORRIS	13	159	56	56
Fire Marshal Richard MORRIS	0	11	0	0
Captain Michael NEBELUNG	3	451	384	381
Firefighter/EMT Tiffany NEUENDORF	1	126	0	0
EMS Captain Donald PACZOWSKI	4	112	0	0
Firefighter/EMT Justin J PANIK	0	2	0	0
Firefighter/EMT Richard PAPE	0	90	0	0
Junior Firefighter Nicole POQUETTE	0	2	0	0
Firefighter/EMT Ron PRINGLE	14	581	837	842
Emergency Medical Tech. Barbara PRINGLE	6	139	0	0
Dispatcher Erik P QUINN	10	232	15	17
Firefighter Angelina QUINN	0	2	0	0
Lieutenant Thomas REDDEN	5	205	0	0
1st Assistant Chief William, J J RIX	11	207	2	2
Firefighter/EMT William, G RIX	23	307	1	0
Firefighter/EMT John Rose	0	1	0	0
Firefighter Nicholas SCHMITZ	0	49	0	0
Firefighter William R SCHMIDT	0	1	0	0
Dispatcher Jim SHAKE	0	33	0	0
Lieutenant Jason SNOW	4	65	0	0
Emergency Medical Tech. Ed SPROUL	4	43	0	0
Emergency Medical Tech. Francine P SPROUL	0	14	0	0
Firefighter Kaitlin SUMMERS	2	32	0	0
Deputy Chief Daniel W SUMMERS	58	545	70	0
Firefighter Frank SUMMERS	6	86	0	0
Deputy Fire Marshal Christopher TAYLOR	2	34	28	35
Emergency Medical Tech. Stephanie VAN ALSTEN	0	189	10	10
Firefighter/EMT Melissa VICTOR	0	21	0	0
Junior Firefighter Zachary VINELLI	0	6	0	0
Junior Firefighter Sarah VORIH	0	11	0	0
Firefighter/EMT Joseph VORIH	1	52	0	0
Fire Police Nancy WAIDO	0	20	0	0
Firefighter/EMT Edward J WAIDO	10	225	0	0
Deputy Chief Steve WARGO	11	380	53	54
EMT Susan WILBER	0	161	0	0
Firefighter/EMT Matt WILLETT	0	17	0	0
Firefighter/EMT Miles WORTHINGTON	18	596	0	0
Firefighter/EMT Evan WORTHINGTON	0	13	0	0
<b>TOTAL</b>	<b>419</b>	<b>12347</b>	<b>2734</b>	<b>2734</b>



## Incident Type

<u>Incident Type</u>	<u>Occurrences</u>	<u>Percentage</u>
Fire, other	2	0.1
Building fire	6	0.2
Cooking fire, confined to container	12	0.4
Chimney or flue fire, confined to chimney or flue	3	0.1
Fuel burner/boiler malfunction, fire confined	3	0.1
Passenger vehicle fire	11	0.4
Forest, woods or wild land fire	1	0.0
Brush or brush-and-grass mixture fire	10	0.4
Outside rubbish fire, other	1	0.0
Dumpster or other outside trash receptacle fire	3	0.1
Special outside fire, other	2	0.1
Cultivated vegetation, crop fire, other	1	0.0
Cultivated trees or nursery stock fire	1	0.0
Chemical reaction rupture of process vessel	1	0.0
Excessive heat, scorch burns with no ignition	2	0.1
Rescue, EMS incident, other	6	0.2
Medical assist, assist EMS crew	9	0.3
Emergency medical service incident, other	3	0.1
EMS call, excluding vehicle accident with injury	2007	73.4
Motor vehicle accident with injuries	105	3.8
Motor vehicle/pedestrian accident (MV Ped)	6	0.2
Motor vehicle accident with no injuries.	17	0.6
Lock-in (if lock out , use 511 )	3	0.1
Search for lost person, other	1	0.0
Search for person on land	1	0.0
Search for person in water	3	0.1
Extrication, rescue, other	1	0.0
Extrication of victim(s) from vehicle	2	0.1
Removal of victim(s) from stalled elevator	1	0.0
Water & ice-related rescue, other	1	0.0
Swimming/recreational water areas rescue	1	0.0
Watercraft Rescue	2	0.1
Rescue or EMS standby	2	0.1
Hazardous condition, Other	4	0.1
Combustible/flammable gas/liquid condition, other	1	0.0
Gasoline or other flammable liquid spill	9	0.3



Gas leak (natural gas or LPG)	11	0.4
Oil or other combustible liquid spill	6	0.2
Chemical hazard (no spill or leak)	1	0.0
Carbon monoxide incident	11	0.4
Electrical wiring/equipment problem, other	6	0.2
Heat from short circuit (wiring), defective/worn	1	0.0
Overheated motor	1	0.0
Power line down	22	0.8
Arcing, shorted electrical equipment	2	0.1
Accident, potential accident, other	2	0.1
Vehicle accident, general cleanup	1	0.0
Service Call, other	113	4.1
Person in distress, other	1	0.0
Lock-out	5	0.2
Water problem, other	9	0.3
Water evacuation	4	0.1
Water or steam leak	5	0.2
Smoke or odor removal	3	0.1
Animal rescue	1	0.0
Public service assistance, other	5	0.2
Assist police or other governmental agency	3	0.1
Police matter	3	0.1
Public service	3	0.1
Assist invalid	9	0.3
Unauthorized burning	7	0.3
Cover assignment, standby, moveup	6	0.2
Good intent call, other	17	0.6
Dispatched & canceled en route	14	0.5
No incident found on arrival at dispatch address	10	0.4
Authorized controlled burning	2	0.1
Smoke scare, odor of smoke	3	0.1
Smoke from barbecue, tar kettle	1	0.0
HazMat release investigation w/no HazMat	3	0.1
False alarm or false call, other	30	1.1
Central station, malicious false alarm	1	0.0
System malfunction, other	16	0.6
Smoke detector activation due to malfunction	9	0.3
Alarm system sounded due to malfunction	6	0.2
CO detector activation due to malfunction	3	0.1
Unintentional transmission of alarm, other	84	3.1
Sprinkler activation, no fire - unintentional	1	0.0



Smoke detector activation, no fire - unintentional	19	0.7
Detector activation, no fire - unintentional	3	0.1
Alarm system activation, no fire - unintentional	19	0.7
Carbon monoxide detector activation, no CO	1	0.0
Special type of incident, other	7	0.3
<b>TOTAL</b>	<b>2734</b>	<b>100.0</b>

### Actions Taken - Basic

<u>Actions Taken - Basic</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	496	6.0
Action taken, other	149	1.8
Fire control or extinguishment, other	16	0.2
Extinguishment by fire service personnel	28	0.3
Salvage & overhaul	14	0.2
Search & rescue, other	2	0.0
Search	5	0.1
Rescue, remove from harm	1	0.0
Extricate, disentangle	3	0.0
Recover body	1	0.0
Emergency medical services, other	1086	13.2
Provide first aid & check for injuries	1263	15.4
Provide basic life support (BLS)	1484	18.1
Provide advanced life support (ALS)	234	2.9
Transport person	1694	20.7
Hazardous condition, other	9	0.1
Identify, analyze hazardous materials	5	0.1
Hazmat detection, monitoring, sampling, & analysis	8	0.1
Hazardous materials spill control and confinement	11	0.1
Hazardous materials leak control & containment	7	0.1
Remove hazard	1	0.0
Fires, rescues & hazardous conditions, other	3	0.0
Ventilate	23	0.3
Forcible entry	2	0.0
Evacuate area	1	0.0
Determine if materials are non-hazardous	1	0.0
Establish safe area	8	0.1
Provide light or electrical power	1	0.0



Operate apparatus or vehicle	2	0.0
Systems and services, other	28	0.3
Restore sprinkler or fire protection system	1	0.0
Restore fire alarm system	105	1.3
Shut down system	9	0.1
Secure property	3	0.0
Remove water	4	0.0
Assistance, other	296	3.6
Assist physically disabled	125	1.5
Provide manpower	350	4.3
Provide apparatus	305	3.7
Provide equipment	67	0.8
Provide water	1	0.0
Control crowd	1	0.0
Control traffic	3	0.0
Information, investigation & enforcement, other	75	0.9
Incident command	2	0.0
Notify other agencies.	17	0.2
Provide information to public or media	2	0.0
Refer to proper authority	58	0.7
Investigate	153	1.9
Fill-in, standby, other	3	0.0
Fill-in or moveup	1	0.0
Standby	12	0.1
Cancelled en route	23	0.3
<b>TOTAL</b>	<b>8202</b>	<b>100.0</b>

### (Primary Action)

<u>(Primary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Action taken, other	45	1.6
Fire control or extinguishment, other	15	0.5
Extinguishment by fire service personnel	22	0.8
Salvage & overhaul	2	0.1
Search & rescue, other	2	0.1
Search	4	0.1
Rescue, remove from harm	1	0.0
Extricate, disentangle	1	0.0





Emergency medical services, other	1073	39.2
Provide first aid & check for injuries	1041	38.1
Provide basic life support (BLS)	8	0.3
Hazardous condition, other	8	0.3
Identify, analyze hazardous materials	4	0.1
Hazmat detection, monitoring, sampling, & analysis	7	0.3
Hazardous materials spill control and confinement	6	0.2
Hazardous materials leak control & containment	1	0.0
Ventilate	8	0.3
Forcible entry	2	0.1
Establish safe area	4	0.1
Provide light or electrical power	1	0.0
Systems and services, other	14	0.5
Restore fire alarm system	60	2.2
Shut down system	5	0.2
Secure property	3	0.1
Remove water	3	0.1
Assistance, other	86	3.1
Assist physically disabled	24	0.9
Provide manpower	122	4.5
Provide apparatus	17	0.6
Provide equipment	3	0.1
Control crowd	1	0.0
Control traffic	1	0.0
Information, investigation & enforcement, other	32	1.2
Notify other agencies.	4	0.1
Provide information to public or media	1	0.0
Refer to proper authority	8	0.3
Investigate	68	2.5
Fill-in, standby, other	1	0.0
Fill-in or moveup	1	0.0
Standby	11	0.4
Cancelled en route	14	0.5
<b>TOTAL</b>	<b>2734</b>	<b>100.0</b>



**(Secondary Action)**

<b><u>(Secondary Action)</u></b>	<b><u>Occurrences</u></b>	<b><u>Percentage</u></b>
Not Reported	189	6.9
Action taken, other	27	1.0
Extinguishment by fire service personnel	3	0.1
Salvage & overhaul	11	0.4
Search	1	0.0
Extricate, disentangle	2	0.1
Emergency medical services, other	9	0.3
Provide first aid & check for injuries	215	7.9
Provide basic life support (BLS)	1459	53.4
Provide advanced life support (ALS)	233	8.5
Transport person	6	0.2
Hazardous condition, other	1	0.0
Identify, analyze hazardous materials	1	0.0
Hazmat detection, monitoring, sampling, & analysis	1	0.0
Hazardous materials spill control and confinement	1	0.0
Hazardous materials leak control & containment	5	0.2
Fires, rescues & hazardous conditions, other	2	0.1
Ventilate	9	0.3
Evacuate area	1	0.0
Determine if materials are non-hazardous	1	0.0
Establish safe area	4	0.1
Operate apparatus or vehicle	2	0.1
Systems and services, other	8	0.3
Restore sprinkler or fire protection system	1	0.0
Restore fire alarm system	16	0.6
Shut down system	3	0.1
Remove water	1	0.0
Assistance, other	71	2.6
Assist physically disabled	20	0.7
Provide manpower	192	7.0
Provide apparatus	125	4.6
Provide equipment	10	0.4
Provide water	1	0.0
Control traffic	2	0.1
Information, investigation & enforcement, other	31	1.1
Incident command	1	0.0



Notify other agencies.	6	0.2
Refer to proper authority	12	0.4
Investigate	47	1.7
Fill-in, standby, other	1	0.0
Standby	1	0.0
Cancelled en route	2	0.1
<b>TOTAL</b>	<b>2734</b>	<b>100.0</b>

### (Tertiary Action)

<u>(Tertiary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	307	11.2
Action taken, other	77	2.8
Fire control or extinguishment, other	1	0.0
Extinguishment by fire service personnel	3	0.1
Salvage & overhaul	1	0.0
Recover body	1	0.0
Emergency medical services, other	4	0.1
Provide first aid & check for injuries	7	0.3
Provide basic life support (BLS)	17	0.6
Provide advanced life support (ALS)	1	0.0
Transport person	1688	61.7
Hazardous materials spill control and confinement	4	0.1
Hazardous materials leak control & containment	1	0.0
Remove hazard	1	0.0
Fires, rescues & hazardous conditions, other	1	0.0
Ventilate	6	0.2
Systems and services, other	6	0.2
Restore fire alarm system	29	1.1
Shut down system	1	0.0
Assistance, other	139	5.1
Assist physically disabled	81	3.0
Provide manpower	36	1.3
Provide apparatus	163	6.0
Provide equipment	54	2.0
Information, investigation & enforcement, other	12	0.4
Incident command	1	0.0
Notify other agencies.	7	0.3



Provide information to public or media	1	0.0
Refer to proper authority	38	1.4
Investigate	38	1.4
Fill-in, standby, other	1	0.0
Cancelled en route	7	0.3
<b>TOTAL</b>	<b>2734</b>	<b>100.0</b>

## Property Use

<u>Property Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Property Use, other	1	0.0
Variable-use amusement, recreation places, other	1	0.0
Convention center, exhibition hall	1	0.0
Playground	15	0.5
Church, mosque, synagogue, temple, chapel	8	0.3
Public or government, other	9	0.3
Library	2	0.1
Restaurant or cafeteria	29	1.1
Bar or nightclub	11	0.4
Schools, non-adult, other	1	0.0
Elementary school, including kindergarten	5	0.2
High school/junior high school/middle school	36	1.3
Day care, in commercial property	4	0.1
Health care, detention, & correction, other	63	2.3
24-hour care Nursing homes, 4 or more persons	165	6.0
Mental retardation/development disability facility	4	0.1
Hospital - medical or psychiatric	3	0.1
Clinics, doctors offices, hemodialysis center, other	19	0.7
Clinic, clinic-type infirmary	23	0.8
Doctor, dentist or oral surgeon office	18	0.7
Jail, prison (not juvenile)	88	3.2
Police station	4	0.1
1 or 2 family dwelling	1172	42.9
Multifamily dwelling	331	12.1
Boarding/rooming house, residential hotels	22	0.8
Hotel/motel, commercial	44	1.6
Residential board and care	117	4.3
Barracks, dormitory	8	0.3



Mercantile, business, other	4	0.1
Food and beverage sales, grocery store	19	0.7
Textile, wearing apparel sales	1	0.0
Household goods, sales, repairs	8	0.3
Specialty shop	5	0.2
Personal service, including barber & beauty shops	5	0.2
Professional supplies, services	1	0.0
Service station, gas station	14	0.5
Motor vehicle or boat sales, services, repair	3	0.1
General retail, other	1	0.0
Department or discount store	3	0.1
Bank	2	0.1
Business office	9	0.3
Ind. , utility, defense, agriculture, mining, other	1	0.0
Electric-generating plant	1	0.0
Defense, military installation	1	0.0
Electrical distribution	6	0.2
Livestock production	1	0.0
Forest, timberland, woodland	3	0.1
Manufacturing, processing	8	0.3
Outside material storage area	1	0.0
Livestock, poultry storage	1	0.0
Vehicle storage, other	1	0.0
Fire station	64	2.3
Warehouse	1	0.0
Dock, marina, pier, wharf	10	0.4
Outside or special property, other	3	0.1
Outbuilding, protective shelter	1	0.0
Open land or field	5	0.2
Campsite with utilities	9	0.3
Vacant lot	1	0.0
Beach	15	0.5
Graded and cared-for plots of land	8	0.3
Water area, other	3	0.1
Open ocean, sea or tidal waters	8	0.3
Lake, river, stream	6	0.2
Railroad right-of-way	1	0.0
Street, other	5	0.2
Highway or divided highway	78	2.9
Residential street, road or residential driveway	117	4.3
Street or road in commercial area	40	1.5



Vehicle parking area	50	1.8
Aircraft taxiway	1	0.0
Industrial plant yard - area	1	0.0
None	1	0.0
Undetermined	3	0.1
<b>TOTAL</b>	<b>2734</b>	<b>100.0</b>

### Apparatus or Resources

<u>Apparatus or Resources</u>	<u>Occurrences</u>	<u>Percentage</u>
Other apparatus/resource	1	0.0
Engine	851	239
Truck or aerial	121	3.4
Brush truck	6	0.2
Tanker or tender	1	0.0
Marine equipment, other	7	0.2
Support apparatus, other	142	4.0
Medical & rescue unit, other	2040	57.2
BLS unit	2	0.1
Privately owned vehicle	394	11.1
<b>TOTAL</b>	<b>3565</b>	<b>100.0</b>

### Apparatus Use

<u>Apparatus Use</u>	<u>Occurrences</u>	<u>Percentage</u>
Other	768	21.5
Suppression	870	24.4
EMS	1927	54.1
<b>TOTAL</b>	<b>3565</b>	<b>100.0</b>

For Districts: All



For Situations: All  
 For Jurisdictions: All  
 For Street(s): All  
 For Location: All

### 2016 Incidents by Time and Day

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	9	2	4	2	4	8	6	35
2 AM	1	7	4	1	4	5	7	29
3 AM	2	1	2	3	4	4	1	17
4 AM	2	3	4	3	2	3	2	19
5 AM	7	5	4	4	5	5	1	31
6 AM	5	4	5	9	5	4	9	41
7 AM	3	7	12	4	3	8	2	39
8 AM	7	12	12	8	16	10	16	81
9 AM	9	8	8	8	8	9	6	56
10 AM	15	15	12	15	18	11	19	105
11 AM	14	11	11	15	10	13	16	90
12 PM	9	11	12	8	2	12	11	65
1 PM	10	7	12	7	13	13	6	68
2 PM	12	6	9	9	17	13	12	78
3 PM	10	8	5	10	14	8	14	69
4 PM	10	5	6	11	8	10	7	57
5 PM	5	10	11	9	8	7	9	59
6 PM	10	6	9	14	7	16	13	75
7 PM	6	29	13	9	9	5	13	84
8 PM	10	7	5	6	7	6	7	48
9 PM	9	4	9	8	7	6	5	48
10 PM	8	4	4	3	2	6	4	31
11 PM	5	4	4	1	6	8	5	33
12 AM	2	5	4	3	4	3	2	23
TOTALS	180	181	181	170	183	193	193	1281
<b>GRAND TOTAL: 1281</b>								



## Incident Type Category Breakdown

<u>Incident Type Category</u>	<u>Occurrences</u>	<u>Percentage</u>
[100-199] Fire/Explosion	31	2.4
[200-299] Overpressure Rupture	1	0.1
[300-399] Rescue Call	1025	80.0
[400-499] Hazardous Condition	42	3.3
[500-599] Service Call	95	7.4
[600-699] Good Intent Call	23	1.8
[700-799] False Call	58	4.5
[800-899] Severe Weather/Natural Disaster	1	0.1
[900-999] Special Type/Complaint	5	0.4
Undetermined	0	0.0
<b>TOTAL</b>	<b>1281</b>	<b>100.0</b>

## Apparatus Breakdown

<u>Apparatus</u>	<u>Responses</u>	<u>Percentage</u>
<b>TOTAL</b>	<b>0</b>	<b>0.0</b>

## Incident Type

<u>Incident Type</u>	<u>Occurrences</u>	<u>Percentage</u>
Fire, other	3	0.2
Building fire	3	0.2
Cooking fire, confined to container	9	0.7
Chimney or flue fire, confined to chimney or flue	1	0.1
Fuel burner/boiler malfunction, fire confined	1	0.1
Passenger vehicle fire	2	0.2
Off-road vehicle or heavy equipment fire	1	0.1
Brush or brush-and-grass mixture fire	10	0.8
Special outside fire, other	1	0.1
Overpressure rupture, explosion, overhear other	1	0.1





Rescue, EMS incident, other	1	0.1
Medical assist, assist EMS crew	5	0.4
Emergency medical service incident, other	2	0.2
EMS call, excluding vehicle accident with injury	953	74.4
Motor vehicle accident with injuries	43	3.4
Motor vehicle/pedestrian accident (MV Ped)	1	0.1
Motor vehicle accident with no injuries.	15	1.2
Search for person on land	1	0.1
Extrication of victim(s) from vehicle	2	0.2
Trapped by power lines	1	0.1
Rescue or EMS standby	1	0.1
Gasoline or other flammable liquid spill	3	0.2
Gas leak (natural gas or LPG)	2	0.2
Oil or other combustible liquid spill	1	0.1
Carbon monoxide incident	1	0.1
Electrical wiring/equipment problem, other	10	0.8
Overheated motor	2	0.2
Power line down	17	1.3
Arcing, shorted electrical equipment	2	0.2
Accident, potential accident, other	1	0.1
Building or structure weakened or collapsed	1	0.1
Vehicle accident, general cleanup	2	0.2
Service Call, other	55	4.3
Person in distress, other	1	0.1
Lock-out	1	0.1
Water problem, other	3	0.2
Water evacuation	2	0.2
Water or steam leak	5	0.4
Animal rescue	1	0.1
Public service assistance, other	2	0.2
Assist police or other governmental agency	3	0.2
Police matter	3	0.2
Assist invalid	7	0.5
Unauthorized burning	6	0.5
Cover assignment, standby, moveup	6	0.5
Good intent call, other	5	0.4
Dispatched & canceled en route	7	0.5
Authorized controlled burning	1	0.1
Steam, other gas mistaken for smoke, other	1	0.1
Smoke scare, odor of smoke	4	0.3
Smoke from barbecue, tar kettle	2	0.2



HazMat release investigation w/no HazMat	3	0.2
False alarm or false call, other	6	0.5
Malicious, mischievous false call, other	1	0.1
Municipal alarm system, malicious false alarm	1	0.1
System malfunction, other	3	0.2
Smoke detector activation due to malfunction	2	0.2
Alarm system sounded due to malfunction	2	0.2
CO detector activation due to malfunction	2	0.2
Unintentional transmission of alarm, other	27	2.1
Smoke detector activation, no fire - unintentional	2	0.2
Detector activation, no fire - unintentional	1	0.1
Alarm system activation, no fire - unintentional	10	0.8
Carbon monoxide detector activation, no CO	1	0.1
Lightning strike (no fire)	1	0.1
Special type of incident, other	5	0.4
<b>TOTAL</b>	<b>1281</b>	<b>100.0</b>

### Actions Taken - Basic

<u>Actions Taken - Basic</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	261	6.8
Action taken, other	86	2.2
Fire control or extinguishment, other	10	0.3
Extinguishment by fire service personnel	15	0.4
Salvage & overhaul	5	0.1
Contain fire (wild land)	2	0.1
Confine fire (wild land)	1	0.0
Search	1	0.0
Rescue, remove from harm	1	0.0
Extricate, disentangle	2	0.1
Emergency medical services, other	562	14.6
Provide first aid & check for injuries	556	14.5
Provide basic life support (BLS)	690	18.0
Provide advanced life support (ALS)	98	2.6
Transport person	784	20.4
Identify, analyze hazardous materials	2	0.1
Hazmat detection, monitoring, sampling, & analysis	4	0.1
Hazardous materials spill control and confinement	3	0.1



Ventilate	4	0.1
Determine if materials are non-hazardous	1	0.0
Establish safe area	6	0.2
Systems and services, other	9	0.2
Restore fire alarm system	29	0.8
Shut down system	8	0.2
Secure property	2	0.1
Remove water	3	0.1
Assistance, other	142	3.7
Assist physically disabled	57	1.5
Provide manpower	138	3.6
Provide apparatus	141	3.7
Provide equipment	29	0.8
Control crowd	1	0.0
Control traffic	4	0.1
Information, investigation & enforcement, other	39	1.0
Incident command	1	0.0
Notify other agencies.	10	0.3
Provide information to public or media	2	0.1
Refer to proper authority	17	0.4
Enforce codes	1	0.0
Investigate	91	2.4
Fill-in, standby, other	2	0.1
Fill-in or moveup	1	0.0
Standby	7	0.2
Cancelled en route	15	0.4
<b>TOTAL</b>	<b>3843</b>	<b>100.0</b>

### (Primary Action)

<u>(Primary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Action taken, other	37	2.9
Fire control or extinguishment, other	8	0.6
Extinguishment by fire service personnel	11	0.9
Contain fire (wild land)	1	0.1
Search	1	0.1
Rescue, remove from harm	1	0.1
Extricate, disentangle	1	0.1



Emergency medical services, other	555	43.3
Provide first aid & check for injuries	452	35.3
Provide basic life support (BLS)	2	0.2
Provide advanced life support (ALS)	3	0.2
Identify, analyze hazardous materials	2	0.2
Hazmat detection, monitoring, sampling, & analysis	2	0.2
Hazardous materials spill control and confinement	1	0.1
Ventilate	1	0.1
Determine if materials are non-hazardous	1	0.1
Establish safe area	3	0.2
Systems and services, other	4	0.3
Restore fire alarm system	12	0.9
Shut down system	4	0.3
Secure property	2	0.2
Remove water	1	0.1
Assistance, other	28	2.2
Assist physically disabled	9	0.7
Provide manpower	42	3.3
Provide apparatus	17	1.3
Control crowd	1	0.1
Control traffic	1	0.1
Information, investigation & enforcement, other	13	1.0
Notify other agencies.	6	0.5
Provide information to public or media	1	0.1
Refer to proper authority	1	0.1
Investigate	46	3.6
Fill-in, standby, other	1	0.1
Fill-in or moveup	1	0.1
Standby	2	0.2
Cancelled en route	7	0.5
<b>TOTAL</b>	<b>1281</b>	<b>100.0</b>

### (Secondary Action)

<u>(Secondary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	103	8.0
Action taken, other	11	0.9
Fire control or extinguishment, other	1	0.1



Extinguishment by fire service personnel	3	0.2
Salvage & overhaul	5	0.4
Contain fire (wild land)	1	0.1
Extricate, disentangle	1	0.1
Emergency medical services, other	5	0.4
Provide first aid & check for injuries	102	8.0
Provide basic life support (BLS)	675	52.7
Provide advanced life support (ALS)	95	7.4
Transport person	8	0.6
Hazmat detection, monitoring, sampling, & analysis	2	0.2
Hazardous materials spill control and confinement	2	0.2
Ventilate	1	0.1
Establish safe area	3	0.2
Systems and services, other	4	0.3
Restore fire alarm system	7	0.5
Shut down system	3	0.2
Remove water	1	0.1
Assistance, other	47	3.7
Assist physically disabled	6	0.5
Provide manpower	75	5.9
Provide apparatus	55	4.3
Provide equipment	12	0.9
Control traffic	2	0.2
Information, investigation & enforcement, other	13	1.0
Incident command	1	0.1
Notify other agencies.	3	0.2
Provide information to public or media	1	0.1
Refer to proper authority	4	0.3
Investigate	24	1.9
Standby	3	0.2
Cancelled en route	2	0.2
<b>TOTAL</b>	<b>1281</b>	<b>100.0</b>

### (Tertiary Action)

<u>(Tertiary Action)</u>	<u>Occurrences</u>	<u>Percentage</u>
Not Reported	158	12.3
Action taken, other	38	3.0



Fire control or extinguishment, other	1	0.1
Extinguishment by fire service personnel	1	0.1
Confine fire (wild land)	1	0.1
Emergency medical services, other	2	0.2
Provide first aid & check for injuries	2	0.2
Provide basic life support (BLS)	13	1.0
Transport person	776	60.6
Ventilate	2	0.2
Systems and services, other	1	0.1
Restore fire alarm system	10	0.8
Shut down system	1	0.1
Remove water	1	0.1
Assistance, other	67	5.2
Assist physically disabled	42	3.3
Provide manpower	21	1.6
Provide apparatus	69	5.4
Provide equipment	17	1.3
Control traffic	1	0.1
Information, investigation & enforcement, other	13	1.0
Notify other agencies.	1	0.1
Refer to proper authority	12	0.9
Enforce codes	1	0.1
Investigate	21	1.6
Fill-in, standby, other	1	0.1
Standby	2	0.2
Cancelled en route	6	0.5
<b>TOTAL</b>	<b>1281</b>	<b>100.0</b>

For Districts: All  
 For Situations: All  
 For Jurisdictions: All  
 For Street(s): All  
 For Location: All





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40 Appendix 13 Recommendation List

*RECOMMENDATION #1: UPDATES ON MAJOR CONSTRUCTION PROJECTS SHOULD BE SHARED WITH BOTH DEPARTMENTS AND THE CAREER STAFF ON A TIMELY BASIS. .... 21*

*RECOMMENDATION #2: WHEN POSSIBLE, CAREER STAFF AND AVAILABLE VOLUNTEER PERSONNEL SHOULD ACCOMPANY FIRE MARSHAL STAFF DURING CERTIFICATE OF OCCUPANCY INSPECTIONS. .... 21*

*RECOMMENDATION #3: REGULARLY SCHEDULED JOINT TRAINING OPPORTUNITIES NEED TO BE ESTABLISHED BETWEEN THE NIAHTIC AND FLANDERS FIRE DEPARTMENTS, PRACTICING THE VARIOUS TASKS IDENTIFIED IN THE TOWN EMERGENCY PLAN AND INDIVIDUAL RESPONSE GUIDES..... 65*

*RECOMMENDATION #4: CARREER STAFF TRAINING, THAT IS NOT ACCOMPLISHED WITHIN THE DEPARTMENT ACTIVITIES, SHOULD BE ESTABLISHED WHERE THE EAST LYME FIRE FIGHTERS PRACTICE THE SKILLS AND PROCESSES THEY WILL DEPLOY WHEN RESPONDING TOGETHER..... 66*

*RECOMMENDATION #5: THE TOWN OF EAST LYME SHOULD FORMALLY RECOGNIZE AND DESIGNATE THE FIRE AND EMERGENCY MEDICAL RESPONDERS FOR THE COMMUNITY. ... 73*

*RECOMMENDATION #6: A BULK PURCHASING PROGRAM FOR THE EMERGENCY SERVICES SHOULD BE CREATED TO ACHIEVE ECONOMIES OF SCALE. .... 75*

*RECOMMENDATION #7: A FULL-TIME CAREER FIRE CHIEF SHOULD BE HIRED AND PUT IN CHARGE OF BOTH VOLUNTEER DEPARTMENTS, THE EMS SERVICE, THE FIRE MARSHALS’ OFFICE, AND EMERGENCY MANAGEMENT. .... 88*



**RECOMMENDATION #8: A NEW COMMAND STRUCTURE SHOULD BE CREATED TO SUPPORT THE CREATION OF THE EAST LYME FIRE AND EMS DISTRICT. THE STRUCTURE SHOULD REFLECT ONE FIRE CHIEF/FIRE MARSHAL AND THREE DEPUTY CHIEFS (ONE FOR EACH DEPARTMENT AND ONE FOR THE DEPUTY FIRE MARSHAL/EMD). IN ADDITION, CONSIDERATION SHOULD BE GIVEN TO CREATING A CAREER OFFICER TO ASSIST WITH PAID SHIFT CONTINUITY..... 88**

**RECOMMENDATION #9: STANDARD MINIMUM QUALIFICATIONS SHOULD BE DEVELOPED FOR ALL OFFICER POSITIONS. .... 88**

**RECOMMENDATION #10: EXISTING STANDARD OPERATING GUIDELINES SHOULD BE REVIEWED AND A UNIFORM SET OF PROCEDURES SHOULD BE CREATED FOR BOTH DEPARTMENTS. .... 88**

**RECOMMENDATION #11: AN AGREEMENT NEEDS TO BE NEGOTIATED BETWEEN THE EAST LYME AMBULANCE AND THE TOWN OF EAST LYME TO DETERMINE THE PARAMETERS OF COMMUNITY RESOURCES USED AND FINANCIAL REIMBURSEMENT. .... 88**

**RECOMMENDATION #12: THE EMERGENCY DISPATCH PROCESS SHOULD BE AS AUTOMATED AS POSSIBLE. THE USE OF THE ‘RED PHONE’ SYSTEM SHOULD BE DISCONTINUED AND THE COMPUTER AIDED DISPATCH (CAD) SYSTEM SHOULD BE UTILIZED TO ITS UTMOST POTENTIAL. .... 90**

**RECOMMENDATION #13: A VOLUNTEER RECRUITMENT PROGRAM SHOULD BE CREATED AND FUNDED. TO MAKE THIS POSSIBLE, A COMMITTEE SHOULD BE CREATED FROM BOTH DEPARTMENTS, THE COMMUNITY AND ELECTED OFFICIALS. .... 94**

**RECOMMENDATION #14: A STANDARD SUPPORT PACKAGE SHOULD BE DEVELOPED FOR THE VOLUNTEER MEMBERS. A WIDE VARIETY OF OPTIONS SHOULD BE CONSIDERED TO DEVELOP THE BEST SOLUTION. .... 94**

**RECOMMENDATION #15: A COMMITTEE SHOULD BE CREATED TO ADDRESS VARIOUS NEEDS WITHIN THE STATIONS. (I.E. TOWER B-25’S GARAGE BAY IS NOT HEATED). .... 106**



**RECOMMENDATION #16: A FOCUSED PUBLIC SAFETY FACILITY MANAGEMENT CAPITAL PLAN NEEDS TO BE DEVELOPED TO ENSURE FUNDING FOR BUILDING REPAIR AND REPLACEMENT PROJECTS SO THAT THESE DOLLARS DON'T COMPETE WITH THE FUNDING OF EMERGENCY OPERATIONS.....106**

**RECOMMENDATION #17: AN ORGANIZATIONAL STATEMENT SHOULD BE DEVELOPED FOR THE OVERALL FIRE/EMS SYSTEM. .... 107**

**RECOMMENDATION #18: DEVELOP A RURAL WATER POLICY WITH THE PLANNING, WETLANDS, AND ZONING COMMISSIONS TO ENSURE PROVISIONS FOR FIRE WATER ARE INCLUDED IN NEW DEVELOPMENT PROJECTS OUTSIDE OF HYDRANTED AREAS. .... 118**

**RECOMMENDATION #19: PREPARE A PLAN FOR PUMPING AROUND THE MUNICIPAL BOOSTER PUMP STATIONS. IT WAS IDENTIFIED BY THE WATER DEPARTMENT THAT NOT ALL BOOSTER PUMP STATIONS HAVE THE VOLUME CAPABILITY FOR FIRE SUPPRESSION. .... 118**

**RECOMMENDATION #20: ESTABLISH A WORKING COMMITTEE WITH THE FIRE CHIEFS, SELECTMAN, AND BOARD OF FINANCE TO REVIEW CAPITOL PLANNING NEEDS FOR THE EMERGENCY SERVICES. THIS WILL IMPROVE COMMUNICATIONS AND REDUCE THE NEED FOR ARBITRARY AND UNSUBSTANTIATED CHANGES TO CAPITAL PLANS..... 134**

**RECOMMENDATION #21: EAST LYME SHOULD PREPARE AN EQUATION THAT TAKES INTO ACCOUNT THE NUMBER OF CALLS ANSWERED BY TOWN EMPLOYEES, THE USE OF THE BUILDING, PORTION OF UTILITIES, AND OTHER COSTS THAT WOULD DETERMINE PERIODIC PAYMENTS FROM THE AMBULANCE SERVICE TO THE TOWN..... 199**

