

TORRINGTON FIRE DEPARTMENT

Strategic Plan



2010 - 2015

**Prepared by:
Strategic Planning Team**

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Acknowledgements

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Executive Summary

In September of 2008, the Torrington Fire Department initiated a strategic planning process to develop its first formal strategic plan. Strategic Plan development was facilitated by a Strategic Planning Team consisting of City officials, agency representatives, and both career and volunteer fire staff of various ranks and tenure. Each of these devoted members committed their time and energy in developing a common vision for the Torrington Fire Service. At the beginning of the process the Strategic Planning Committee members joined together to identify a strategic planning game plan. Committee members agreed the Plan needed to be meaningful, real, and not be viewed as a “wish list”. True to this tenet, the elements contained within this Plan are attainable goals that will assist the Fire Service to chart a course of the future.

To lend to the credibility of the process, the Strategic Planning Committee membership included internal and external stakeholders. Community and Fire Service members were selected based on their vested interest in the Plan. Each member was encouraged to provide input and every input was taken into consideration when developing the Plan. A stakeholder questionnaire was distributed to internal and external stakeholders providing for input even if you were not a member of the Strategic Planning Committee.

The Strategic Plan identified nine strategic goals for the Torrington Fire Service:

1. Enhance service delivery to the City of Torrington
2. Establish the Torrington Fire Service
3. Establish clear training objectives that meet overall Torrington Fire Service Goals.
4. Enhance Torrington Fire Service’s Infrastructure
5. Enhance Torrington Fire Services involvement in EMS Operations
6. Enhance Community outreach
7. Increase involvement in Regional and State Development
8. Establish Professional Development Program for Torrington Fire Service

The Strategic Plan is intended to be utilized as a guide for the City of Torrington and the City’s Fire Service, as we collectively strive to meet the challenges ahead of us in the future. However, this document is to be viewed as merely the first step toward effecting change through implementation. The Strategic Plan is to be reviewed and updated annually to assure currency and allow for adaptation to changing circumstances.

The Torrington Fire Service has a proud history of exceptional community focused service delivered by highly trained and professional staff of career and volunteer firefighters. The membership looks forward to a greater future as a result of this planning effort.

Strategic Planning Process

Procedures:

1. **Identify the Strategic Planning Committee**
To encompass the entire concept of strategic planning a Committee was appointed that included a representative from every aspect of the fire service.
2. **Survey of career staff**
Written questionnaires/surveys were distributed to every paid staff member to gather a measurement of where we are at this point and where we need to go in the future.
3. **Survey of volunteer staff**
Written questionnaires/surveys were distributed to every volunteer staff member to gather a measurement of where we are at this point and where we need to go in the future.
4. **Community Hazard analysis**
The only way to develop a strategic plan is to first identify what hazards challenge the Fire Service. The hazard analysis identifies the hazards associated with our Community.
5. **SWOT analysis**
Next Committee members performed a SWOT analysis measuring the strengths, weaknesses, opportunities, and threats of the City's Fire Service.
6. **Identify Core Values**
Core values identify the beliefs of our Service's members. The Committee established core values they thought would clearly identify the stakeholders of Torrington's Fire Service.
7. **Review/Modifications to Mission Statement**
The Mission Statement is the overall goal of the Service and what we work for. The Committee reviewed and revised the Mission Statement to assure its direct correlation with the Strategic Plan.
8. **Identify a Vision**
The Vision provides the map for getting the Fire Service where it needs to go in the future and what it will take to get there.
9. **Identify Strategic Priorities/Goals and Actions/Objectives**
Strategic priorities/goals and actions/objectives are designed to meet internal and external mandates, the core values, mission, and the vision of the Fire Service.

10. Review and comment on “draft” Strategic Plan
A “draft” was formulated and distributed to each member for comment and suggestions. This provided the Committee with the first readable document of the Strategic Plan.
11. Complete the Strategic Plan
The Strategic Plan is forwarded to the Mayor and Board of Public Safety for review and final approval. The final approval by the City assures the Fire Service and the City are in agreement as to the direction of the Torrington Fire Service.

Outcome:

Hazard Analysis

- Large amount of pre-1950 building construction (balloon-framing)
- Large number of multi-family dwellings
- Narrow streets/Dead ends
- Overhead power lines
- Some areas with limited water supply
- Staffing/Succession planning/Turnover
- Numerous vacant buildings – mill construction buildings
- Some wild land/interface issues
- Response times – 42 square miles
- Not meeting the State mandated inspection requirements
- Apparatus replacement issues
- Training regiments – exterior firefighters/fire police
- Seat belt design
- Industry/Factories
- Emergency dispatch – change over to civilians
- EMS response protocols
- Facilities – age/location
- Politicians
- Teamwork – paid/volunteer
- Continuity of operations
- Interoperability – PF/FD/EMS/PW
- Technology – computers in station/vehicles
- Training grounds
- Ourselves
- Lack of pre-fire planning
- Adult/Senior – Public education
- Fire safety trailer – age
- Lack of Marketing Strategy
- Equipment replacement schedule
- Lack of funding – budget/fundraising
- Maintaining adherence to current standards

- Public perception
- Schedule/Planning
- Four separate departments – each shift
- Lack of residential sprinklers/detectors
- Lack of town ordinances related to fire protection
- OSHA Safety Standards
- Community knowledge/lack thereof
- Community evacuation system
- Underground utilities
- Highway response
- Severe Weather
- Hazardous Material release potentials
- Elderly population
- Hospital located within the City
- Numerous elderly care facilities in the City
- Numerous bodies of water within City limits
- Traffic congestion – egress/access to parts of City affected

SWOT Analysis

Strengths:

- Fire Service Operations – performance at emergencies is adequate
- Fire Service Personnel are committed
- Teamwork
- Training
- Location of stations
- Safety record

Weaknesses:

- Apparatus maintenance
- Chain of command
- Communications network
- Radio system
- Dispatch Technology
- Standardization of equipment
- SOG's
- Apparatus replacement
- Training
- Funding
- Facilities
- Location of stations
- Response times
- Trade jurisdictions/Craft lines
- Computers/Training
- Inspection frequency

- Take home vehicles
- Preplanning
- Infield technology
- Water supply
- Reserve apparatus
- Tanker task force
- Typing of resources
- EMS System

Opportunities:

- Public relations
- EMS
- Local government/State relations
- Grants
- Mutual aid agreements
- Standardization
- Training
- Professionalism
- Personnel
- Utilization of equipment
- Apparatus/Equipment replacement
- Teamwork
- Communications
- Protection
- Preparation
- Job security/benefits
- Recruitment/Retention of volunteers
- Data Management – shared information/resource management
- ISO improvements
- Community support
- Marketing/Image
- Standards
- Operations improvement
- Decrease the need for fund raising
- Public safety focus
- Paid/Volunteer relations
- Community safety
- Public education
- Patient care improvements
- Revenue through billing for services
- Regionalization
- Outside training - fresh/new ideas
- Uniform training program
- Volunteer response – increase

- Good moral
- Attendance at work
- Decrease in grievances
- Time management
- Inspections
- Cross training

Threats:

- Tarnished image
- Challenge existence
- Reduce quality of service
- Reduced life savings & property conservation
- Reduced budgets/expenses
- Increase in injuries
- Low moral
- Terminations
- Outsourcing/Privatization
- Lack of community support
- Development

Organizational Overview

The Torrington Fire Service is committed to its primary function as a first responder protecting the citizens of the City of Torrington with the highest level of proficiency and quality attainable. The Torrington Fire Service recognizes their most valued and precious resources are its members. The professionalism, loyalty, and courage of the members and their families provide the organization with the necessary tools to provide the proficient and high quality service the citizens of the City of Torrington receive.

The City of Torrington covers approximately 42 square miles and maintains a population of approximately 40,000. The City is divided into five (5) districts, served by a combination of paid and volunteer firefighters for fire protection services. The Torrington Fire Service responds to approximately 2000 incidents each year. The Service is divided into four (4) functional divisions.

Administration:

Department Head: Fire Chief

The Administration is responsible for the overall operations of the entire Torrington Fire Service. This Division administers and manages directives of the Board of Public Safety and the Mayor. The Administration develops long- and short-range plans, develops the budget and manages all Department activities and resources. A key activity of the Administration is the information management of the Fire Service.

Operations:

Division Head: Deputy Fire Chief

As the largest division within the Fire Service, the Operations Division main function is to respond to the needs for assistance from the citizens of the City. They are tasked with assuring complete readiness of all resources. The Operations Division provides many support activities assisting other divisions with reaching their mission and objectives.

The Operations Division responds to the needs of the City with the following:

Torrington Fire Department provides fifty-two (52) paid personnel working on four (4) groups of thirteen (13) personnel. Each shift will maintain a minimum staffing of eleven (11) personnel operating out of two (2) stations; Headquarters and North End. They are assigned to two (2) front-line engine companies, one (1) truck company, and the Command Vehicle. The paid staff respond to all areas of the City receiving support from approximately forty (40) volunteers working out of three (3) stations; Torrington, Burrville, and Drakeville. Under the direction of a Fire Chief, each volunteer station has available for response two (2) engines and a utility vehicle.

Training/Safety Division:

Division Head: Training /Safety Officer

The Training & Safety Division is responsible for the initial training and continuing education for the Torrington Fire Service utilizing state-of-the-art technology to deliver consistent, repeatable training. The Division is responsible for assuring personnel maintain the necessary

skills needed to work within a very complex environment. Compliance with OSHA, NFPA, and other standards is the priority for the Division.

Prevention/Investigation Division:

Division Head: Fire Marshal

The Fire Prevention/Investigation provides multiple tasks for the City of Torrington. Prevention responsibilities include code compliance inspections, issuing permits, and public fire education. Fire Investigation responsibilities include determining fire cause and origin in order to lessen civilian and firefighter injuries and/or deaths and reduce property loss.

CORE VALUES

Core values are the basic elements of how we perform our duties. They form the foundation as to how we will conduct ourselves while performing our duties. Personal and organizational values were discussed in detail to ensure we found common ground between both. The Torrington Fire Service has identified the following values as those displaying the personality of the entire service.

COMMUNITY SERVICE

- ❖ Personnel shall have ***compassion*** for their family, the community and their families.
- ❖ The organization shall be ***diverse***, turning limitations into creativity and opportunities into realities
- ❖ The Organization shall be ***committed*** to serve the Community. Decisions and actions will be responsive to the customer's needs.

HEALTH & SAFETY

- ❖ Personnel within the Organization shall maintain the highest level of ***competency*** while performing their duties.
- ❖ The Organization shall be ***innovative*** by being open to the exchange of ideas and willing to foster the practice of careful listening.
- ❖ ***Training and Safety*** shall be the foundation of the Organization.
- ❖ The Organization shall provide ***public education*** that focuses on the health and safety of firefighters and the public.

PROFESSIONALISM

- ❖ Personnel shall maintain ***integrity***, always striving to do what is right, even when it's difficult or unpopular, so that what we do individually and as an organization will stand up to public scrutiny.
- ❖ Members of the Organization shall take ***pride*** in their Community.
- ❖ The Organization shall maintain ***loyalty*** to the Community.
- ❖ Members of the Organization shall maintain a high level of ***respect***; being tolerant of differences; using good manners; not using hurtful or bad language and being considerate of the feelings of others.
- ❖ The Organization shall recognize individual's independence but foster a sense of ***teamwork*** with internal and external stakeholders.
- ❖ The Organization shall encourage ***professional development*** for those individuals who aspire to progress in the Organization.
- ❖ Members of the Organization shall exhibit ***honesty*** in every aspect of its operation.
- ❖ Members of the Organization shall maintain the highest ***ethical*** standards in words and actions.

- ❖ The Organization shall maintain *consistency* within its operations and in the performance of its duties.
- ❖ The Organization shall maintain a sense of *fairness*.

COMMUNICATION

- ❖ The Organization shall maintain formal and informal channels for communication with its stakeholders.
- ❖ The Organization shall utilize a marketing strategy that creates customer interest in the service it provides.
- ❖ Members of the Organization shall obtain and maintain positive relations with internal and external stakeholders.

TEAMWORK

- ❖ The Organization shall utilize effective communication to transfer information to internal and external stakeholders.
- ❖ The objectives of the Organization shall be accomplished utilizing coordination of the stakeholders.
- ❖ The Organization shall support teamwork to accomplish goals and objectives.
- ❖ Members of the Organization shall exhibit considerable effort to assure all goals and objectives are accomplished.
- ❖ Members of the Organization shall bond together in such a way as to sustain their will and commitment to each other, the Organization, and its mission.

Mission of the Torrington Fire Service

The Torrington Fire Service is very complex and flexible to meet the ever-changing demands of the City. The Fire Service's mission statement is directed to meet three priorities:

- Life Safety
- Incident Stabilization
- Property Conservation

The Torrington Fire Service's Mission Statement is developed and directed to encompass all three of these priorities.

Torrington Fire Service Mission Statement

"The Torrington Fire Service is committed to serving the City of Torrington with the highest level of life and property protection. We will provide a professional and compassionate service within a safe work environment."

Vision of the Torrington Fire Service

It is the shared vision of the members of the Torrington Fire Service that through active training, maintaining a motivated workforce, and equipping ourselves with the best in equipment and apparatus, we will provide the best protection possible in the field of fire protection, rescue services, and environmental protection for those we serve.

Through a cohesive core of personnel, we shall strive to maintain a Vision that includes:

V:	Versatility
I:	Integrity
S:	Sincerity
I:	Impartiality
O:	Optimism
N:	Nobility

Torrington Fire Service Vision Statement

“The Torrington Fire Service shall continuously strive to meet the changing needs of our community by providing a modern and technologically advanced department. We will do this by maintaining a high level of readiness and by focusing on the professional development and training of all our personnel.”

Standards and Regulations

Organizations across the country have established requirements for all aspects of the fire service. Some of these standards are law while others are consensus of subject matter experts. Whichever the fire service utilizes these standards, regulations, and consensus as guidance to building our fire service. Listed are the standards and regulations we follow when developing, implementing, and enforcing standard operating procedures.

- Agreements
 - Current Collective Bargaining Agreement
 - Volunteer Contract
- Occupational Safety and Health Administration
 - 29CFR 1910.120 Hazardous Waste Operations & Emergency Response
 - 29CFR 1910.132 Personal Protective Equipment
 - 29CFR 1910.146 Permit-required Confined Spaces
 - 29CFR 1910.147 Lockout/Tagout
 - 29CFR 1910.156 Fire Brigades
 - 29CFR 1910.1030 Bloodborne Pathogens
 - 29CFR 1910.1200 Hazard Communications
- National Fire Protection Agency
 - NFPA 1001 Firefighter Professional Qualifications
 - NFPA 1002 Apparatus Driver/Operator Professional Qualifications
 - NFPA 1021 Fire Officer Professional Qualifications
 - NFPA 1031 Professional Qualifications for Fire Inspector & Plan Examiner
 - NFPA 1033 Professional Qualifications for Fire Investigator
 - NFPA 1035 Professional Qualifications for Public Fire & Life safety Educator
 - NFPA 1037 Professional Qualifications for Fire Marshall
 - NFPA 1041 Fire Service Instructor Professional Qualifications
 - NFPA 1404 Fire Service Respiratory Protection Training
 - NFPA 1500 Fire Department Occupational Safety & Health Program
 - NFPA 1521 Fire Department Safety Officer
 - NFPA 1561 Emergency Services Incident Management System
 - NFPA 1581 Fire Department Infection Control Program
 - NFPA 1582 Comprehensive Occupational Medical Program for Fire Departments
 - NFPA 1583 Health Related Fitness Programs for Fire Departments
 - NFPA 1584 Rehabilitation Process for members during Emergency Operations & Training Evolutions
 - NFPA 1710 Organization & Deployment of Career Fire Departments
 - NFPA 1720 Organization & Deployment of Volunteer Fire Departments
 - NFPA 1851 Selection, Care & Maintenance of Protective Ensembles for Structural Firefighting
 - NFPA 1852 Selection, Care & Maintenance of Self-Contained Breathing Apparatus
 - NFPA 1901 Automotive Fire Apparatus

- NFPA 1911 Inspection, Maintenance, Testing & Retirement of In-Service Automotive Fire Apparatus
- NFPA 1932 Use, Maintenance, & Service Testing of In-Service Fire Department Ground Ladders
- NFPA 1962 Inspection, Care & Use of Fire Hose, Couplings, & Nozzles & the Service testing of Fire Hose

Torrington Fire Service Capabilities

- **Fire Protection**
 Fires of any type
 Open burning
 Smoke scares
 Odors of smoke, electrical
 Alarm System activations
 Extinguished fires
- **Rescue**
 Motor vehicle accidents
 Water Rescues
 Confined space rescue
 High elevation rescue
 Aircraft crashes
 Urban Search & Rescue
 Machinery extrications
 Trench rescue
 Elevator entrapment
 Emergency medical situations
- **Hazardous Material Response**
 Leaks/Spills of hazardous materials
 Unknown product release
 Chemical releases
 Leaking tanks
 Carbon monoxide release
 Underground tank leaks
 Bomb scares
- **Public Assist**
 House/Vehicle Lockouts
 Structural integrity issues
 Public Safety awareness/education
 Water evacuation
 Animal nuisance incidents
- **Miscellaneous**
 Wires/Trees down
 Hydrant tampering
 Hydrant maintenance
 Plan reviews
 Fire Watch
 Fire police
 Mass casualty situations
 Fire code violations/complaints
 Burning permits
 Pre-fire Planning
 Aircraft landings

We maintain status of: road blockages (construction, snow, trees, etc.): hydrant system deficiencies, burn index, surrounding communities' incidents.

We meet OSHA requirements for most of the above service provisions.

We train extensively, or have full access to outside experts for all of the above services.

We have extensive building construction knowledge, working relationship with Building Department.

Most personnel are certified to the Emergency Medical Responder (MRT) certification level, all are trained in Cardio Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) and basic first aid.

We have specialized equipment readily available for most type of incidents.

Chainsaws, pumps, ladders, self-contained breathing apparatus, ropes, boats, sandbags

We plan and work regularly with other local, regional, and state agencies.

Goals and Action Items

Goal #1: Improve service delivery to the City.

The Torrington, Burrville, Drakeville, and Torrington Fire Department must continually identify, implement, and evaluate means for improving the service provided to the City of Torrington.

Action Item: Improve Insurance Services Office (ISO) rating.

Recommended Tasks:

- Review current ISO rating and identify items needed to raise the ISO rating 1 level.
- Acquire/implement necessary items needed to raise the ISO rating 1 level.

Action Item: Attain accreditation from the Center for Public Safety Excellence.

Recommended Tasks:

- Utilize accreditation standards as a guideline for improving the effectiveness of the Torrington Fire Service.
- Increase City officials and personnel awareness of the benefits of accreditation.
- Gather required information.
- Identify and implement improvement opportunities.
- Request and support the peer review.

Action Item: Increase the reliability and utilization of volunteer staffing for emergency responses

Recommended Tasks:

- Enhance recruitment and retention of volunteer staff.
- Explore, evaluate, and implement options for improving volunteer response.
- Identify workload appropriate for volunteer personnel and develop job descriptions accordingly.
- Utilize special skills and talents of volunteer members
 - Create a skills inventory.
 - Recruit responding and non-responding members who can provide specialized skills.
- Establish a hiring system that identifies volunteer staff as viable candidates for career positions.
- *ESTABLISH THE TORRINGTON FIRE SERVICE*

Action Item: Enhance Code Compliance InspectionsRecommended Tasks:

- Enhance code compliance inspections to meet and/or exceed Connecticut State Law requirements.
- Establish a fee structure for the administration of code compliance repeat inspections.

Goal #2: Establish the Torrington Fire Service

The Torrington Fire Department, Burrville Volunteer Fire Department, Drakeville Volunteer Fire Department, and Torrington Volunteer Fire Department must consolidate their operations to assure effective and efficient service for the City of Torrington and its residents.

Action Item: Development/Implementation of a Torrington Fire Service chain of command.

Identifying a clear chain of command/authority shall be the first step in assuring all personnel (volunteer and career) completely understand the administrative infrastructure for fire service operations.

Recommended Tasks:

- Make clear to all personnel that this refers to fire service operations and not the administrative side of the volunteers business.
- Identify the Paid Chief and Deputy Chief as the administration of the Torrington Fire Service.
- All four department heads should agree on a specific chain of command for each of their departments. All of the departments will maintain a similar chain of command.
- Job descriptions will be developed for each position (career & volunteer) within the Torrington Fire Service.
- Policy and procedure will be developed and implemented for the Torrington Fire Service.

Action Item: Implement unified training

Training is the foundation for accomplishing many of our goals and objectives. Joint training between the career and volunteer staff will provide all participants the opportunity to observe and familiarize themselves with the capabilities of each other. Confidence will be gained leading to a more effective and efficient service.

Recommended Tasks:

- Establish/identify member(s) who will represent their respective departments in the Torrington Fire Service Training Division.
 - The City's Fire Service Training Officer will serve as the Chairman of the Torrington Fire Service Training Division.
 - The Committee will work to identify training needs for the Torrington Fire Service and its members. Training will focus on the required training to assure all personnel are in compliance with applicable standards and laws.
 - The Committee will develop and distribute a training calendar for the Torrington Fire Service.
- Assure joint (career/volunteer) training drills are scheduled and implemented.

Action Item: Coordinate equipment purchases

Funding is another key component to assuring effective and efficient operations. It has been recognized that combining our efforts when purchasing equipment can provide us an opportunity to save money on purchasing of equipment. Standardization of equipment will also be accomplished with the coordinated purchase of equipment.

Recommended Tasks:

- Identify critical equipment needs prior to annual budget development. Based on the needs identified an equipment purchase and replacement program will be developed. The purchase and replacement of equipment will be implemented into the budgetary process.
- Identify a “central point” for the purchase of equipment. This will assist with the standardization of equipment.

Action Item: Standardize resources

There is a definite need to standardize the resources utilized by the Torrington Fire Departments. Standardizing apparatus, equipment, and communications will enhance operations, training, and maintenance of the resources.

Recommended Tasks:

- Standardize communications with all the first responder agencies working within the City of Torrington’s emergency response system.
 - All radios (portable and mobile) will be programmed the same.
 - Each radio will maintain STOCs frequencies and have the ability to communicate via these frequencies.
- Coordinate/cooperate with City officials to formulate and implement an apparatus/vehicle replacement program.
- Standardize the layout and placement of equipment on apparatus/vehicles.
- Standardize all equipment utilized by members of the Torrington Fire Service.

Action Item: Uniformity of policy and procedures

Policy and procedure are the expectations of the Fire Service Administration. Their content provides necessary guidance to personnel in the Fire Service.

Recommended Tasks:

- Establish a City-wide Policy and Procedure Committee consisting of both volunteer and paid members.
- Develop a process for developing, reviewing, implementing, and enforcing City-wide policy and procedure.
- Maintain policy and procedures that are consistent to all involved fire departments.

Action Item: Enhance utilization of available volunteer resources

Over the years the Torrington Fire Department and the City of Torrington volunteers have maintained an attitude of separation. This same attitude has been extended to the communities surrounding the City of Torrington. During a major incident no one fire department or

community will be capable of handling the event alone. Changing the attitude of separation to an attitude of teamwork will lead to successful operations.

Recommended Tasks:

- Identify and utilize volunteer resources to their full capacity.
- Utilize volunteers as another asset available for response to emergency incidents.
- When opportunity exist assign volunteer resources to perform operational tasks rather than having them sit in-house or assigned to tedious tasks.

Goal #3: Establish clear training objectives to meet the overall Torrington Fire Service Goals.

Action Item: Train/Certify Operations personnel in Code Compliance Inspections

Daily, operational personnel perform company surveys and pre-plans that contain many items included in a Code Compliance Inspection. Additional training will provide operational personnel the tools to complete Code Compliance Inspections while at the same time they are performing a company survey or pre-plan.

Recommended Tasks:

- Working with the Fire Marshal's Office, develop and implement policy and procedure as it relates to Code Compliance Inspections performed by Operational personnel.
- Host a Code Compliance Inspection certification program in the City of Torrington.

Action Item: Provide opportunities for volunteer officers to comply with established officer training requirements.

Volunteer fire officers are required to meet the same training as the career fire officers. They must be provided opportunities to acquire and maintain the training required.

Recommended Task:

- Administer/Host fire officer training programs at times compatible with volunteer availability.

Action Item: Provide all Fire Service personnel opportunities to receive training/certification as it relates to the services we provide.

Training is the primary function necessary to provide effective and efficient service to our customers. We must provide training/certification opportunities to assure all personnel are prepared to perform their duties.

Recommended Tasks:

- Perform an analysis that identifies the training needs of the Fire Service.
- Administer/Host training/certification programs based on the needs of the Fire Service.
- Administer/Host annual for all Torrington Fire Service personnel in accordance with OSHA 1910.120

Goal #4 Improve the Torrington Fire Services' infrastructure.

Action Item: Review of the Torrington Fire Service's infrastructure by an outside firm.

A view from resources not related or associated with any of the Torrington Fire Departments provides a truly objective review of the needs for our infrastructure.

Recommended Tasks:

- Acquire a consultant to perform an objective review of the Torrington Fire Service's resources and operations.
- Achieve national accreditation from the Center for Public Safety Excellence.

Action Item: Develop a comprehensive asset management plan.

Recommended Tasks:

- Develop and implement a comprehensive apparatus needs assessment.
- Develop and implement an apparatus replacement program.
- Develop and implement a small equipment replacement program.
- Seek alternate funding sources when appropriate.

Action Item: Conduct a comprehensive facilities assessment.

Recommended Tasks:

- Conduct a facilities assessment.
- Identify improvements needed.
- Develop a schedule and funding plan for completing needed improvements.

Action Item: Provide quality maintenance for facilities, apparatus, and equipment.

Recommended Tasks:

- Ensure adequate funding for facilities, apparatus, and equipment maintenance programs.
- Ensure daily and monthly inspections are completed on all facilities, apparatus, and equipment.
- Evaluate other maintenance options available for better time-utilization and fiscal efficiency.
- Maintain quality reserve apparatus.

Action Item: Support advanced information management systems and practices.

Recommended Tasks:

- Continue the implementation of the current software to its completion.
- Continue to provide maintenance of the network and its associated hardware and software.
- Enhance the capabilities of the current data and information network.

Action Item: Enhance interoperability of emergency services.

Recommended Tasks:

- Achieve a highly cooperative relationship with all agencies involved in emergency response.
 - Identify and overcome any confrontational practices of the past that are associated with other agencies related to the Fire Service.
 - Identify and implement the best practices of both the public and private sector.
 - Enhance communications between all agencies involved with the Torrington Fire Service.
- Identify and implement interoperable communications within City of Torrington Emergency Services.
 - Complete the implementation of a civilian public safety dispatch

Action Item: Strive for compliance to NFPA 1710 & NFPA 1720

Recommended Tasks:

- Review, identify, and acquire resources necessary for the Career Fire Department to comply with NFPA 1710.
- Review, identify, and acquire resources necessary for the Volunteer Fire Departments to comply with NFPA 1720.

Goal #5: Enhance the involvement of the Torrington Fire Service within the Emergency Medical System.

Action Item: Determine the extent to which the Fire Service will provide emergency medical services.

Recommended Tasks:

- Conduct needs analysis to determine level of need in community.
- Determine the availability of these services from other sources.
- Identify service gaps remaining.
- Develop specification and a funding plan for resources needed to fill the gaps.

Action Item: Attain and maintain a cooperative relationship with the current and/or future Emergency Medical Service provider.

Recommended Tasks:

- Continue to participate as a member of the EMS Oversight Committee.
- Attend monthly Continued Medical Education (CME) programs held at Charlotte Hungerford Hospital (CHH).

Action Item: Enhance the Fire Services capabilities to perform emergency medical care as a supplemental first responder.

Recommended Tasks:

- Train all Torrington Fire Service personnel to a minimum Emergency Medical Responder (EMR) level.
- Acquire Automatic External Defibrillators (AEDs) for all first responder apparatus/vehicles
- Review and revise policies and operating guidelines as needed.

Goal #6: Improve community outreach.

The citizens of the City of Torrington need to know and understand what services their Fire Service provides. This knowledge will lead to support for future Fire Service activities.

Action Item: Increase public awareness of fire service activities.

Recommended Tasks:

- Provide open communications with the community through the utilization of publications, public meetings, community events, and electronic media as needed.
- Conduct service user's surveys.

Action Item: Develop and implement a marketing strategy.

Recommended Tasks:

- Identify and implement a marketing strategy that reaches out to all citizens within the City of Torrington.

Action Item: Maintain positive relations with local, regional, and national media sources.

Recommended Tasks:

- Identify and establish a Public Information Officer.
- Provide press releases to the media on significant events, fire prevention topics, and Fire Service activities.
- Prepare a Torrington Fire Service fact sheet for distribution to the media.
- Encourage members to submit articles to trade publications.
- Provide media relations training for all staff personnel.

Action Item: Participate in Planning for Conservation and Development

Recommended Tasks:

- Continue to evaluate the Fire Service's capabilities for providing adequate fire protection for proposed new developments.
- Prepare a plan for installing residential sprinkler systems in all new residential dwellings constructed in a location without adequate water supply.
- Prepare a plan for installing ponds, cisterns, and/or dry hydrants in areas of new construction without adequate water supply.

Action Item: Enhance Public Fire Education

Recommended Tasks:

- Appoint a Public Fire Education Coordinator for the Torrington Fire Service.
- Develop a Public Fire Education that encompasses all ages, cultures, and groups of the community.
- Identify and participate in community wellness initiatives.

Goal #7: Participate in regional and state development

Fire services across the nation have identified their limitations to operations when standing alone. Connecticut Governor Rell has stressed and continued to institute initiatives to formulate regional and state plans that unify the assets of our neighboring communities.

Action Item: Participate in the Regional and State Planning Process

Recommended Tasks:

- Establish relationships with all first responders within the City and within surrounding communities.
 - Emergency Management, Public Works, EMS, etc.
- Work with mutual aid departments to identify plans for deployment and demobilizing of resources. (pre-established multiple alarm assignments)
- Establish mutual aid communication plans.
 - Installation of STOCs frequencies
 - Identify common frequencies

Action Item: Participate in Professional Organizations

Recommended Tasks:

- Remain an active member of professional firefighting organizations.
 - CT State Firefighters Association, CT Career Chiefs, CT Fire Chiefs, Litchfield County Fire Chiefs, CT Fire Marshals Association, Litchfield County Fire Marshals, etc.
 - National Fire Protection Association, International Association of Fire Chiefs, International Association of Fire Marshals, International Association of Safety Officers, etc.
- Participate in organized firefighting groups.
 - Winsted Area Chiefs, Northwest Chiefs, Litchfield Area Chiefs, etc.
- Participate in Regional and State Planning Organizations
 - Statewide Fire Rescue Plan
 - LHCEO/NWCOG Public Safety Task Force
 - Regional Emergency Planning Team
 - Emergency Support Function groups

Action Item: Participate in Regional/State Exercises

Recommended Tasks:

- Schedule/Participate in joint training/exercises at least annually

Goal #8: Develop/Implement a Professional Development Program for the Fire Service.

Action Item: Standardize Job Descriptions

Recommended Tasks:

- Write standardized job descriptions for all Fire Service personnel (same for volunteer and paid).
- Identify minimum requirements for each position.

Action Item: Identify/Implement a Recruitment/Retention Program

Recommended Tasks:

- Institute a marketing program that encourages citizens to participate as volunteers in the fire service.
- Implement a deployment program that maximizes the utilization of volunteers.
- Develop/Implement a program that provides inner-City volunteers an opportunity to fill permanent paid positions.

Action Item: Succession Planning

Recommended Tasks:

- Train personnel to perform at the next higher position.
- Develop a mentoring/coaching program that provides lower ranking personnel an opportunity to perform in positions with higher responsibility under the guidance of a mentor/coach.

Action Item: Develop/Implement a Performance Evaluation Program

Recommended Tasks:

- Establish minimum expectations of each position within the Fire Service.
- Identify a process that fairly, accurately, and objectively evaluates an individual's performance.
- Analyze the results of evaluations to identify areas of improvement.

Action Item: Identify Incentives to Encourage Constant Improvement

Recommended Tasks:

- Schedule annual recognition events (volunteer and paid).
- Recognize personnel for progressive activity
 - Volunteers – recognize number of calls, practices, work details, meetings attended
 - Paid – recognize perfect attendance
- Recognize personnel for years of service.
- Recognize personnel who perform above and beyond their normal expectations.

Action Item: Promote Education/Training

Recommended Tasks:

- Compensate personnel for cost of attending job related training programs.
- Schedule training programs at times convenient for both volunteer and paid personnel.
- Recognize personnel who complete job related training programs.

Action Item: Enhance Wellness/Fitness Program

Recommended Tasks:

- Implement a wellness/fitness program for all volunteer personnel.
 - Acquire exercise equipment for volunteer stations.
 - Offer gym memberships for personnel.
 - Provide nutritional information to all volunteer personnel.
- Continue to provide wellness/fitness program for all paid personnel.

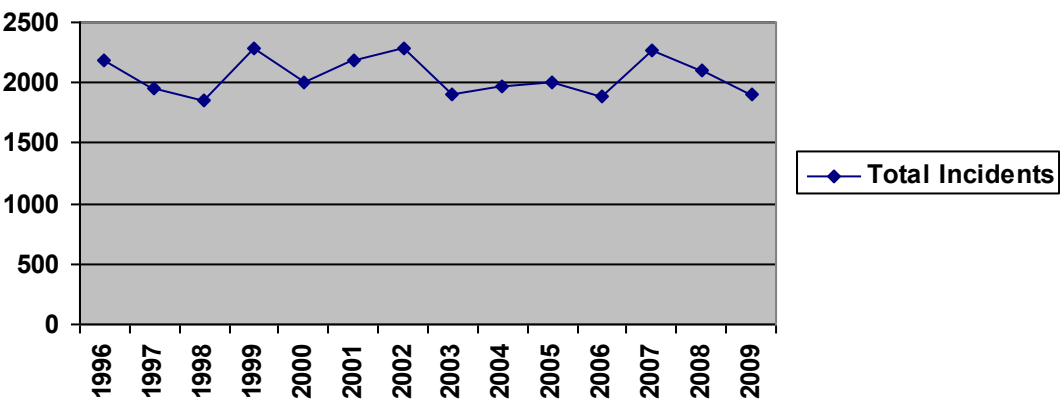
Conclusion

The City of Torrington maintains a fire protection system that contains volunteer and career resources. The current fire protection system provides an adequate service that has been acceptable by the citizens and its members. The Administration believes stagnant service is unacceptable and works diligently to investigate new opportunities for service improvement. Under the guidance of standards, policies, and procedures the Torrington Fire Service looks to maximize the utilization of all fire resources to assure the best possible service is provided to the citizens of the City of Torrington.

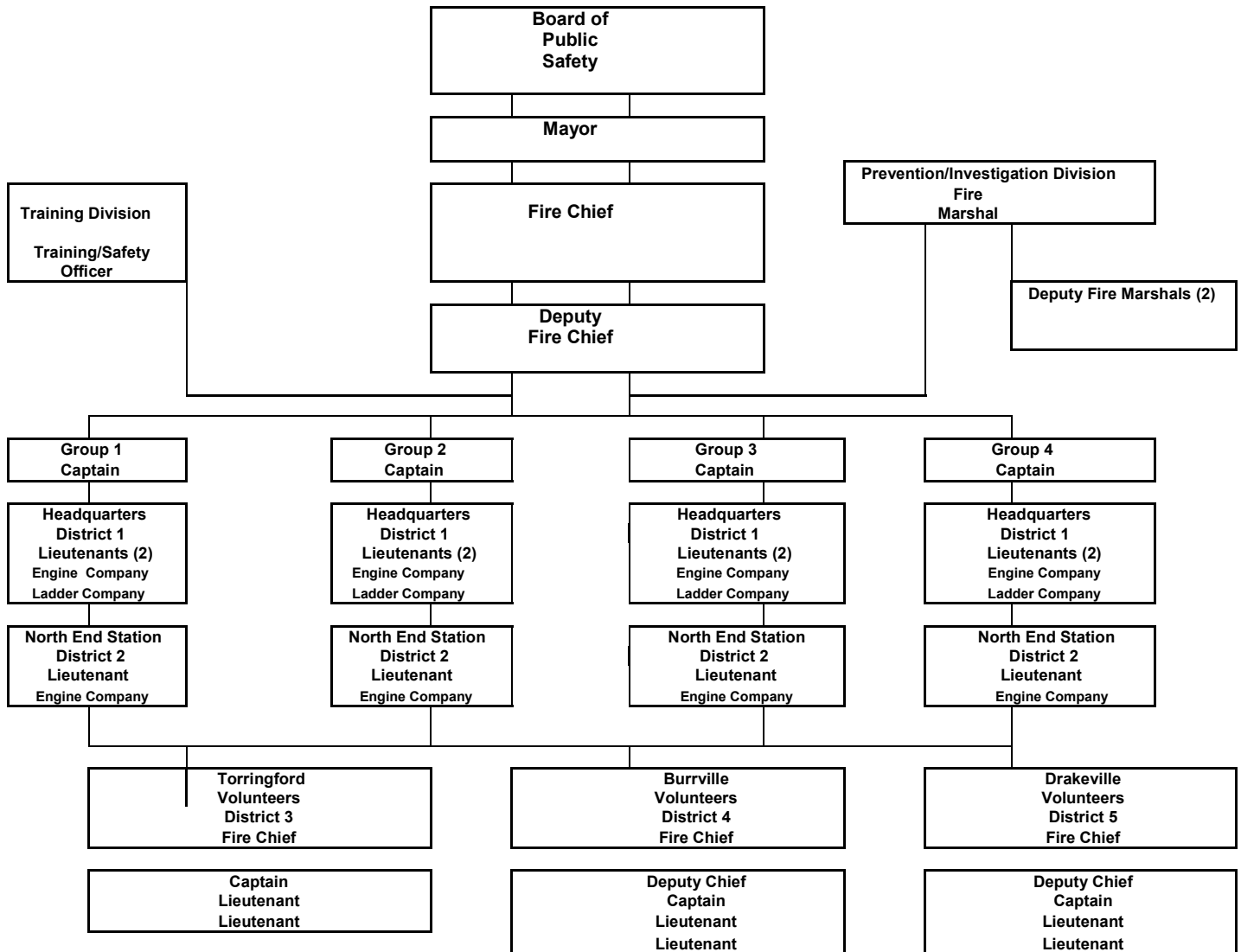
The Burrville, Drakeville, Torrington, and Torrington Fire Departments currently operate as four independent services. This Strategic Plan identifies many of the necessities for consolidating these four organizations into one Torrington Fire Service. Addressing the identified priorities will provide a more efficient and effective fire protection system for the City of Torrington.

The Torrington Fire Service's Strategic Plan is a result of many meetings and hours of research. It has been compiled and written by City officials, agency heads, and fire personnel with many years of experience in the field. With the information gathered we have constructed a plan that exposes our strengths, weaknesses, opportunities, and threats. We have identified a vision for the future and put forth strategies and objectives that are fiscally responsible. Following the Plan will assure the Torrington Fire Service continues to provide the citizens of the City of Torrington with the finest protection they expect and deserve.

Torrington Fire Service Total Incidents



Organizational Chart



Torrington Fire Service Strategic Plan 2010 – 2015 Gantt Chart				
ID	Goal Description	Action Items	Responsible Division(s)	Due Date
1	Improve service delivery to the City.	Improve ISO rating Attain accreditation Increase reliability of volunteer resources Enhance code compliance inspections	Administration Operations Training/Safety Prevention/Investigation Volunteer services	
2	Establish the Torrington Fire Service.	Develop/Implement chain-of-command Implement unified training Coordinate equipment purchases Policy/Procedure uniformity Enhance utilization of volunteer resources	Administration Operations Training/Safety Prevention/Investigation Volunteer services	
3	Establish clear training objectives.	Train/Certify on code compliance inspections Provide volunteer officer training opportunities Provide overall training for all personnel	Training/Safety Prevention/Investigation	
4	Improve Torrington Fire Service infrastructure.	Infrastructure evaluation by outside firm Develop asset management plan Conduct facilities assessment Provide maintenance for facilities, apparatus, and equipment Support information management systems Enhance interoperability Strive for NFPA 1710 and 1720 compliance	Administration Operations Volunteer services	
5	Enhance involvement in	Perform needs analysis Attain/maintain	Administration Operations	

	EMS.	cooperative relationship with provider Enhance EMS capabilities	Training/Safety Volunteer services	
ID	Goal Description	Action Items	Responsible Division(s)	Due Date
6	Improve community outreach.	Increase public awareness of fire service activities Develop and implement a marketing strategy Maintain positive relations with media sources Participate in Planning for Conservation and Development Enhance public fire education	Administration Operations Training/Safety Prevention/Investigation Volunteer services	
7	Participate in regional and state development activities.	Participate in regional and state planning Participate in professional organizations Participate in regional/state exercises	Administration Operations	
8	Develop/Implement a Professional Development Program.	Standardize job descriptions Identify/Implement recruitment/retention program Succession planning Develop/Implement performance evaluation program Identify incentives to encourage constant improvement Promote education/training Enhance wellness/fitness program	Administration Operations Training/Safety Prevention/Investigation Volunteer services	

