

Town of Enfield Fire Department

Strategic Plan for 2019-2023





Topics

- Mission, vision and historical perspective
- Operations, demand, staffing and equipment
- Proposed goals, outcomes, initiatives and investments
- Projected budgets
- Organizational scenarios considered and pros/cons of each





Mission, Vision and Historical Perspective





Updated Mission Statement

Old Mission

The Enfield Fire Department endeavors to provide safe, effective and efficient fire protection services to the residents of Enfield and to provide comprehensive education to reduce the causes of fire.

New Mission

To effectively and efficiently protect the community from fire and other hazards through suppression and prevention.





Vision

To strengthen the effectiveness and efficiency of the Fire Department by:

- Expanding the fire force;
- Increasing the training levels of the fire force;
- Exceeding NFPA 1720 prescribed response times (the standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by volunteer Fire Departments);
- Ensuring that the Department responds well to all types of calls.





Historical Perspective

- The Fire Department operates under the fire ward system, which is a separate governing entity from the municipal departments.
- Fire precinct was formed in 1866.
- Fire wards were formed in 1873.
- In 1957, the town took over the Fire Department.
- Fire wards are elected by the voters, and they appoint the fire chief.
- The fire chief then appoints all fire fighters.
- Enfield operates under a regional mutual aid agreement in which fire departments from neighboring towns respond to all Enfield calls and Enfield's Fire Department responds to theirs.



TITLE XII PUBLIC SAFETY AND WELFARE

CHAPTER 154

FIREWARDS, FIREFIGHTERS, AND FIRE HAZARDS

Firewards, Fire Chiefs and Fire Departments; Organization, Powers and Duties

Section 154:1

154:1 Organization. –

I. All town and city fire departments, and fire departments of village districts or precincts organized pursuant to RSA 52:1, I(a), shall be organized according to one of the following forms, chosen by vote of the local legislative body:

(a) A fire chief appointed by the local governing body, or by the town or city manager, if any, with firefighters appointed by the fire chief;

(b) A fire chief appointed by the local governing body, or by the town or city manager, if any, with firefighters appointed by the local governing body or manager, upon recommendation of the chief;

(c) A fire chief elected by the local legislative body pursuant to RSA 669:17, with firefighters appointed by the fire chief;

(d) Firewards of any number, as determined by the local legislative body, either elected pursuant to RSA 669:17 or appointed by the local governing body, with a fire chief appointed by the firewards and firefighters appointed by the fire chief; or

(e) Firewards of any number, as determined by the local legislative body, either elected pursuant to RSA 669:17 or appointed by the local governing body, with a fire chief and firefighters appointed by the firewards.





TITLE XII

PUBLIC SAFETY AND WELFARE

CHAPTER 154

FIREWARDS, FIREFIGHTERS, AND FIRE HAZARDS

Firewards, Fire Chiefs and Fire Departments; Organization, Powers and Duties

Section 154:5

154:5 Chief Fireward, Engineer, or Fire Chief. –

I. The chief fireward, engineer or fire chief who is appointed, rather than elected in any town, village district, precinct, city or area shall be appointed for an indefinite period of time or for a definite term, as determined by the legislative body, and the tenure of office shall depend upon good conduct and efficiency. The chief fireward, engineer or fire chief shall be technically qualified by training or experience and shall have ability to command firefighters and hold their respect and confidence.

II. Subject to such written formal policies as may be adopted by the appointing authority, each chief fireward, engineer, or fire chief of any city or town who is appointed rather than elected, shall have authority to direct and control all employees of his or her department in their normal course of duty and shall be responsible for the efficient and economical use of all department equipment. Such chief fireward, engineer, or fire chief shall be subject to suspension without pay or dismissal only for cause, and after he or she has been presented with a written specification of the reasons. Upon such suspension or dismissal, the chief fireward, engineer, or fire chief shall be entitled to a hearing, on the merits and reasonableness of the action, in superior court in the county in which the municipality is located, provided that the chief fireward, engineer, or fire chief petitions the clerk of the superior court for such a hearing within 45 days of suspension or dismissal. The court shall have the power to affirm, modify or negate such suspension or dismissal, based upon its findings.

Source. 1945, 110:1. RSA 154:5. 1975, 443:4. 1993, 28:6. 1998, 130:1. 2007, 163:1, eff. June 18, 2007.



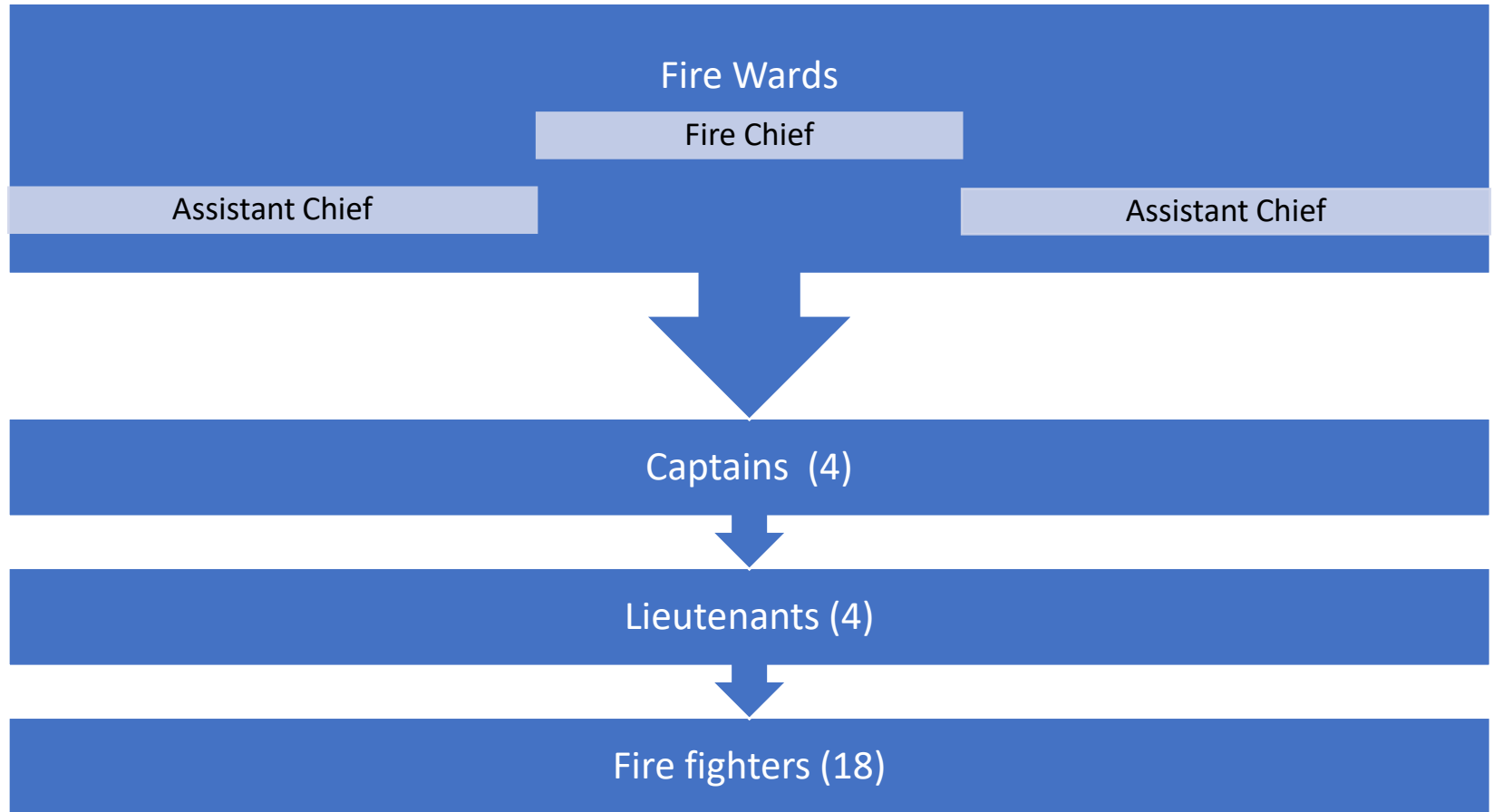


Department Overview

- Current roster: 29 Call Members
- Population served: 4,600 permanent residents
- Area Covered: 43.1 square miles
- Dispatched by Hanover Communications Center
- Fire equipment housed in three locations (ideally should be in two locations)

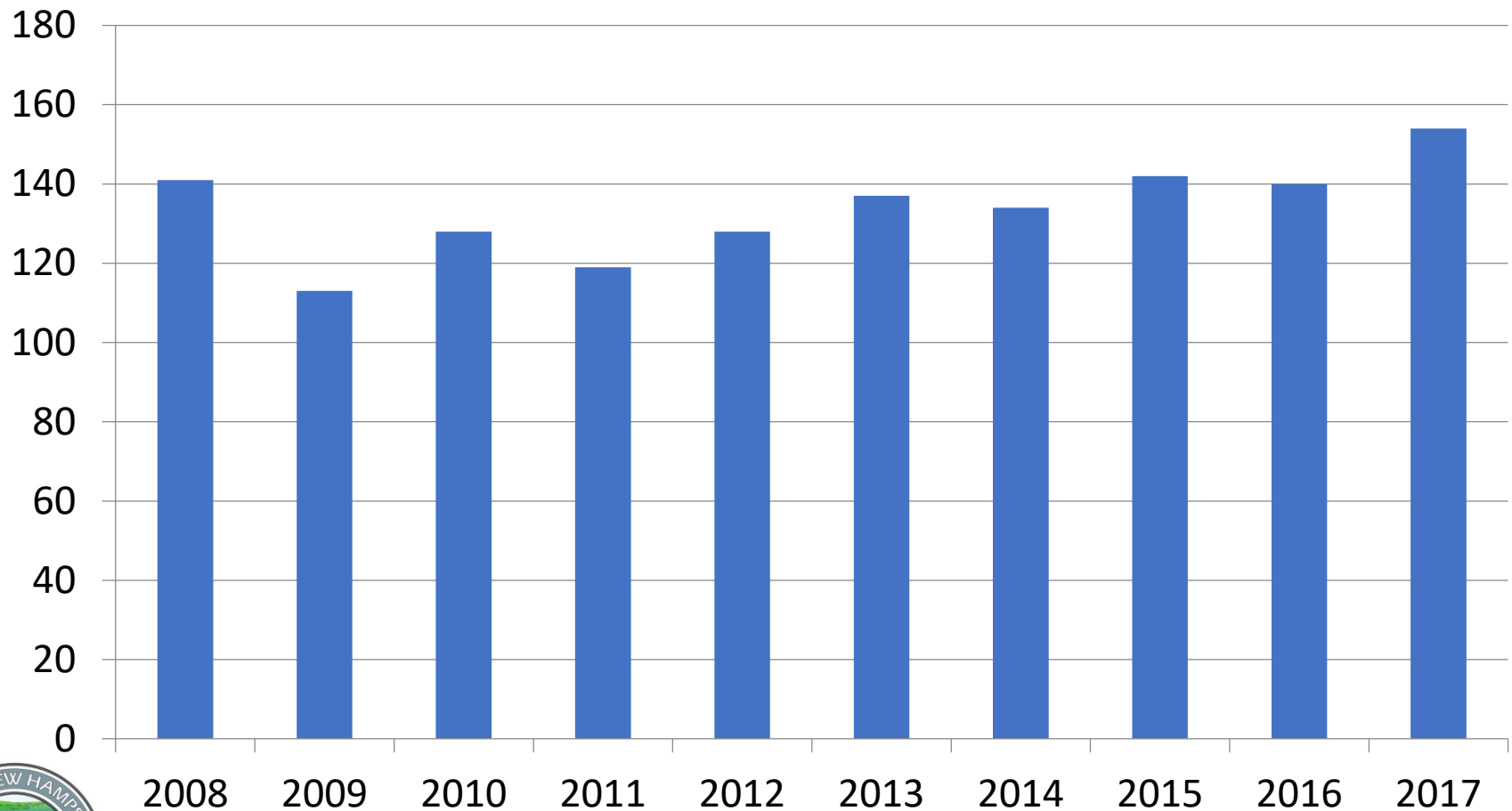


Organizational Chart





Call Volume by Year

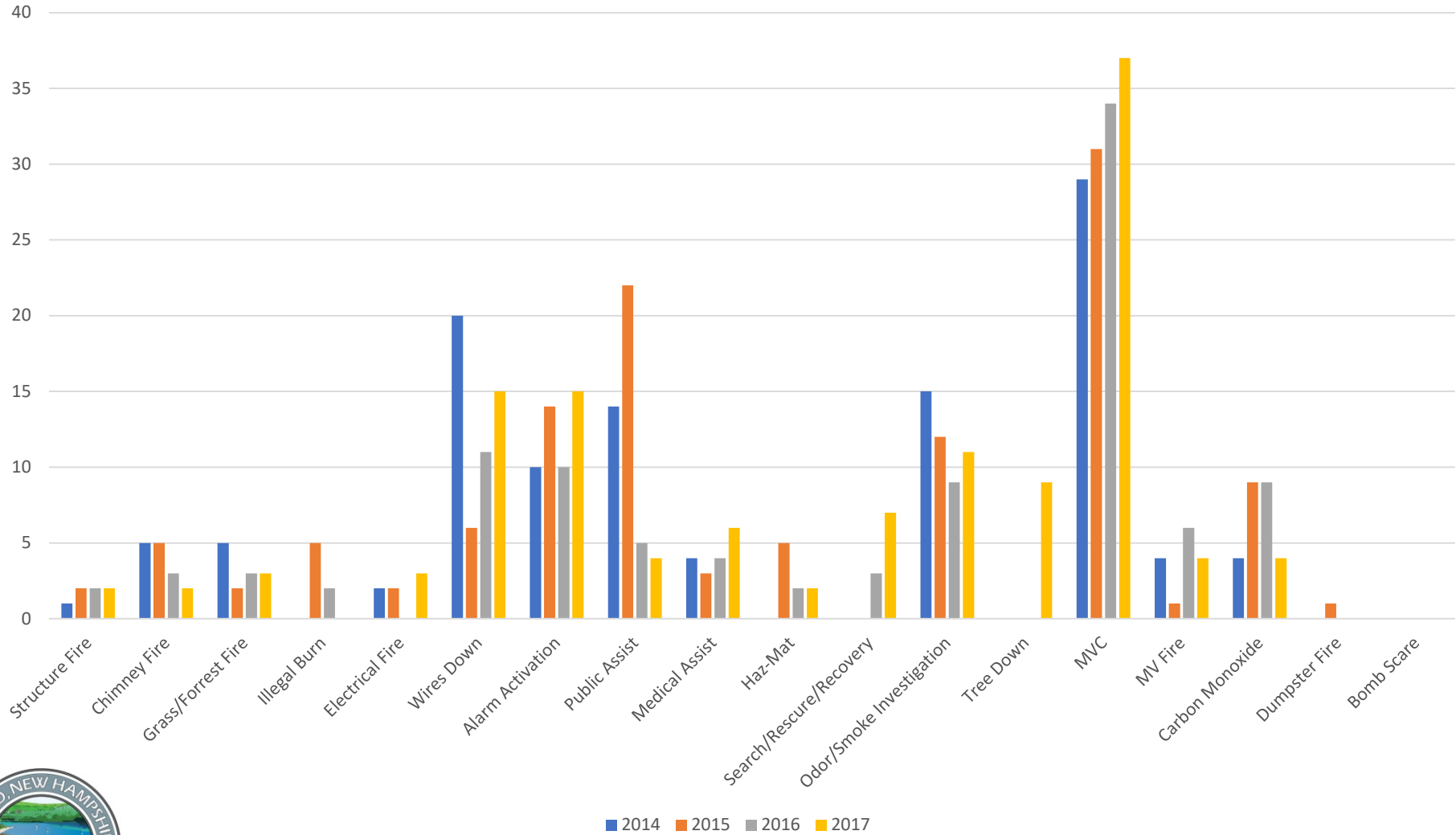


Enfield Call History

Classification of Call:	Number of Calls			
	2014	2015	2016	2017
Structure Fire	1	2	2	2
Chimney Fire	5	5	3	2
Grass/Forest Fire	5	2	3	3
Illegal Burn	0	5	2	0
Electrical Fire	2	2	0	3
Wires Down	20	6	11	15
Alarm Activation	10	14	10	15
Public Assist	14	22	5	4
Medical Assist	4	3	4	6
Haz-Mat	0	5	2	2
Search/Rescue/Recovery		0	3	7
Odor/Smoke Investigation	15	12	9	11
Tree Down				9
MVC	29	31	34	37
MV Fire	4	1	6	4
Carbon Monoxide	4	9	9	4
Dumpster Fire	0	1	0	0
Bomb Scare	0	0	0	0
Mutual Aid - North Woodstock				2
Mutual Aid-Canaan	9	8	14	11
Mutual Aid-Lebanon	7	7	11	8
Mutual Aid-Grafton	2	1	5	1
Mutual Aid-Springfield	1	1	2	3
Mutual Aid-Hanover	1	0	3	1
Mutual Aid-Plainfield	1	0	1	1
Mutual Aid-Grantham	0	2	0	3
Mutual Aid-Hartford	0	1	0	0
Mutual Aid-Norwich	0	1	0	0
Mutual Aid-Tilton	0	1	0	0
Total Calls	134	142	139	154

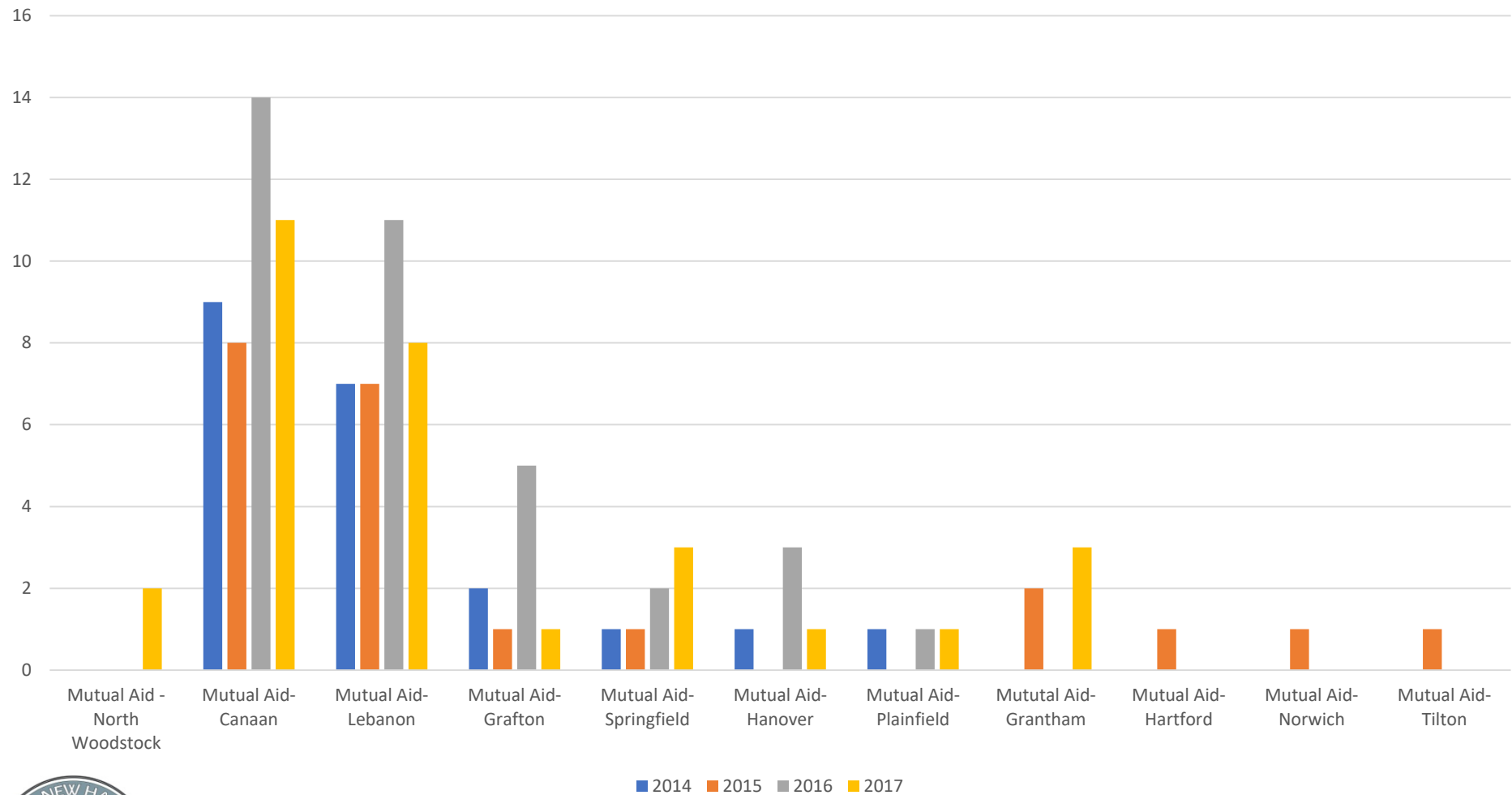


Breakdown of Calls 2014-2017



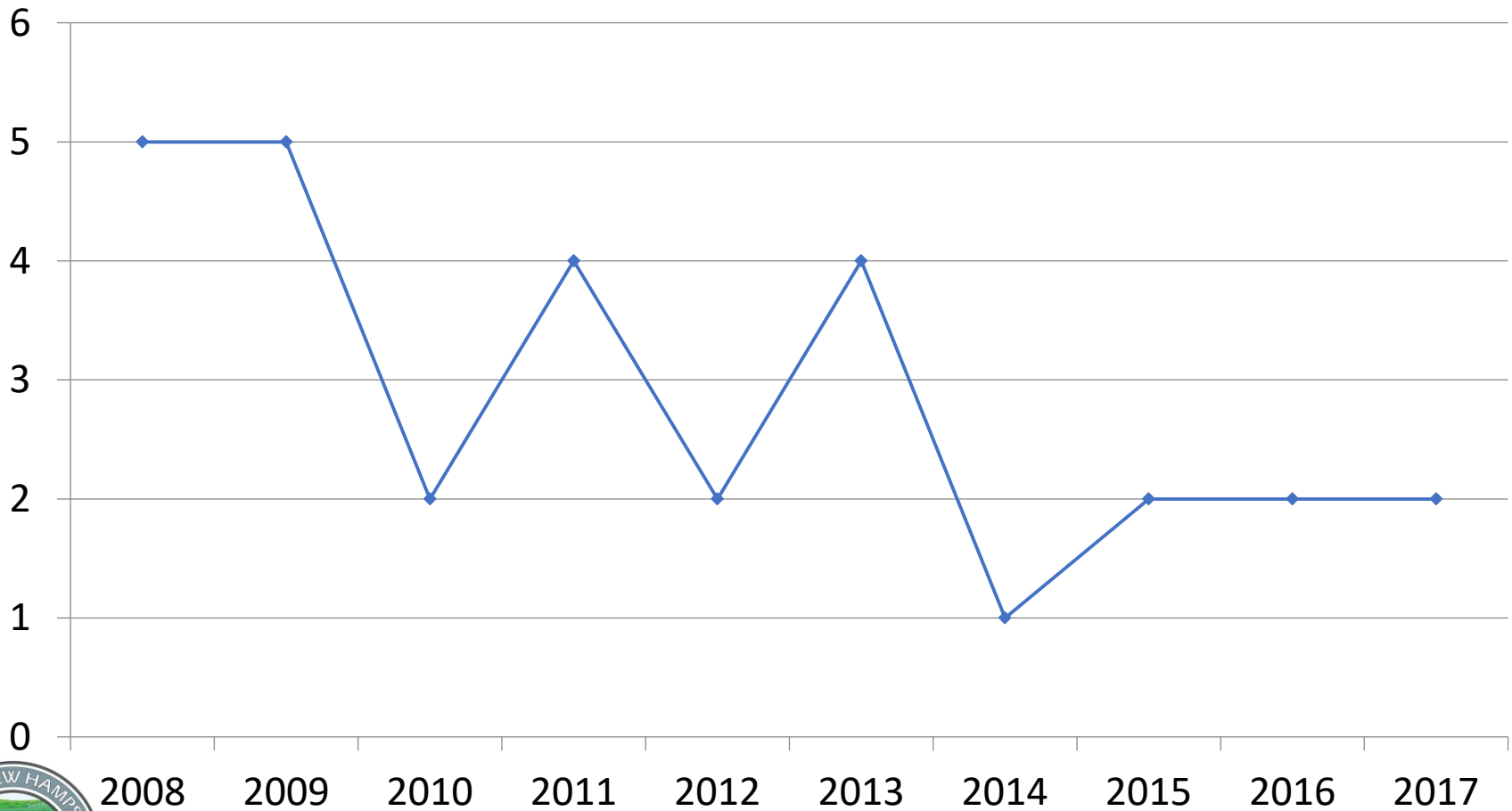


Breakdown of Mutual Aid
2014-2017





Number of Structure Fires by Year



Fire Department

Incident Type Report (Summary)

Alarm Date Between {01/01/2013} And {12/31/2017}
and City In "Enfield
Center " "Enfield

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
1 Fire				
111 Building fire	5	0.50%	\$0	0.00%
114 Chimney or flue fire, confined to chimney	1	0.10%	\$0	0.00%
131 Passenger vehicle fire	3	0.30%	\$98,895	100.00%
141 Forest, woods or wildland fire	1	0.10%	\$0	0.00%
143 Grass fire	2	0.20%	\$0	0.00%
	<u>12</u>	<u>1.21%</u>	<u>\$98,895</u>	<u>100.00%</u>
3 Rescue & Emergency Medical Service Incident				
300 Rescue, EMS incident, other	1	0.10%	\$0	0.00%
320 Emergency medical service, other	5	0.50%	\$0	0.00%
321 EMS call, excluding vehicle accident with	687	69.81%	\$0	0.00%
322 Motor vehicle accident with injuries	56	5.69%	\$0	0.00%
323 Motor vehicle/pedestrian accident (MV Ped)	3	0.30%	\$0	0.00%
324 Motor Vehicle Accident with no injuries	31	3.15%	\$0	0.00%
362 Ice rescue	1	0.10%	\$0	0.00%
365 Watercraft rescue	1	0.10%	\$0	0.00%
381 Rescue or EMS standby	1	0.10%	\$0	0.00%
	<u>786</u>	<u>79.87%</u>	<u>\$0</u>	<u>0.00%</u>
4 Hazardous Condition (No Fire)				
400 Hazardous condition, Other	1	0.10%	\$0	0.00%
411 Gasoline or other flammable liquid spill	4	0.40%	\$0	0.00%
412 Gas leak (natural gas or LPG)	1	0.10%	\$0	0.00%
422 Chemical spill or leak	1	0.10%	\$0	0.00%
445 Arcing, shorted electrical equipment	1	0.10%	\$0	0.00%
460 Accident, potential accident, Other	1	0.10%	\$0	0.00%
	<u>9</u>	<u>0.91%</u>	<u>\$0</u>	<u>0.00%</u>
5 Service Call				
550 Public service assistance, Other	1	0.10%	\$0	0.00%
571 Cover assignment, standby, moveup	7	0.71%	\$0	0.00%
	<u>8</u>	<u>0.81%</u>	<u>\$0</u>	<u>0.00%</u>
6 Good Intent Call				
600 Good intent call, Other	7	0.71%	\$0	0.00%
611 Dispatched & cancelled en route	132	13.41%	\$0	0.00%

Fire Department

Incident Type Report (Summary)

Alarm Date Between {01/01/2013} And {12/31/2017}
and City In "Enfield
Center " "Enfield

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
6 Good Intent Call				
622 No Incident found on arrival at dispatch	5	0.50%	\$0	0.00%
631 Authorized controlled burning	1	0.10%	\$0	0.00%
650 Steam, Other gas mistaken for smoke, Other	2	0.20%	\$0	0.00%
651 Smoke scare, odor of smoke	8	0.81%	\$0	0.00%
652 Steam, vapor, fog or dust thought to be	1	0.10%	\$0	0.00%
671 HazMat release investigation w/no HazMat	1	0.10%	\$0	0.00%
	<u>157</u>	<u>15.95%</u>	<u>\$0</u>	<u>0.00%</u>
7 False Alarm & False Call				
733 Smoke detector activation due to	4	0.40%	\$0	0.00%
735 Alarm system sounded due to malfunction	1	0.10%	\$0	0.00%
743 Smoke detector activation, no fire -	4	0.40%	\$0	0.00%
744 Detector activation, no fire -	3	0.30%	\$0	0.00%
	<u>12</u>	<u>1.21%</u>	<u>\$0</u>	<u>0.00%</u>

Total Incident Count: 984

Total Est Loss:

\$98,895



Lebanon Mutual Aid Responses to Enfield

- Lebanon responds automatically to all Enfield calls in the I89 corridor
- 291 calls over a five-year period
- 132 calls were cancelled en route
- 159 actual responses in Enfield (22% of Enfield calls)
- 90 responses (57%) were motor vehicle accidents
- Breakdown: 58.2 calls per year out of 291 calls



Canaan Mutual Aid Response to Enfield

2013	
<u>Classification of Call</u>	<u># of calls</u>
Structure Fire	4
Misc	2
Total	6
2014	
<u>Classification of Call</u>	<u># of calls</u>
Mutual Aid	7
Trees Down	2
Total	9
2015	
<u>Classification of Call</u>	<u>Total</u>
Structure Fire	1
Misc	2
Total	3
2016	
<u>Classification of Call</u>	<u>Total</u>
Structure Fire	2
Misc	3
Total	5
2017	
<u>Classification of Call</u>	<u>Total</u>
Structure Fire	2
Misc	3
Total	5

Miscellaneous includes alarm activations, motor vehicle accidents, etc.

Canaan Fire Call Statistics 2017

Alarm Activations 17

Illegal Burn Smoke Investigations 9

Alarm Activations MVRHS 5

Mutual Aid Enfield 3

Alarm Activations CMS 2

Mutual Aid Structure Fire Grafton 1

Auto Accidents 28

Mutual Aid Structure Fire Hanover 1 Auto Fire 2

Mutual Aid Structure Fire Lebanon 1 Brush Fire 3

Odor Investigation 4

Chimney Fire 3

Police Assist 4

Carbon Monoxide Problem 8

Public Assist (lockouts,furnace) 12

Flooded Basement 3

Search and Rescue 7

Furnace Problem 3

Structure Fires Canaan 4

Gas Issue 1

Structure Fire Enfield 2 Other 5

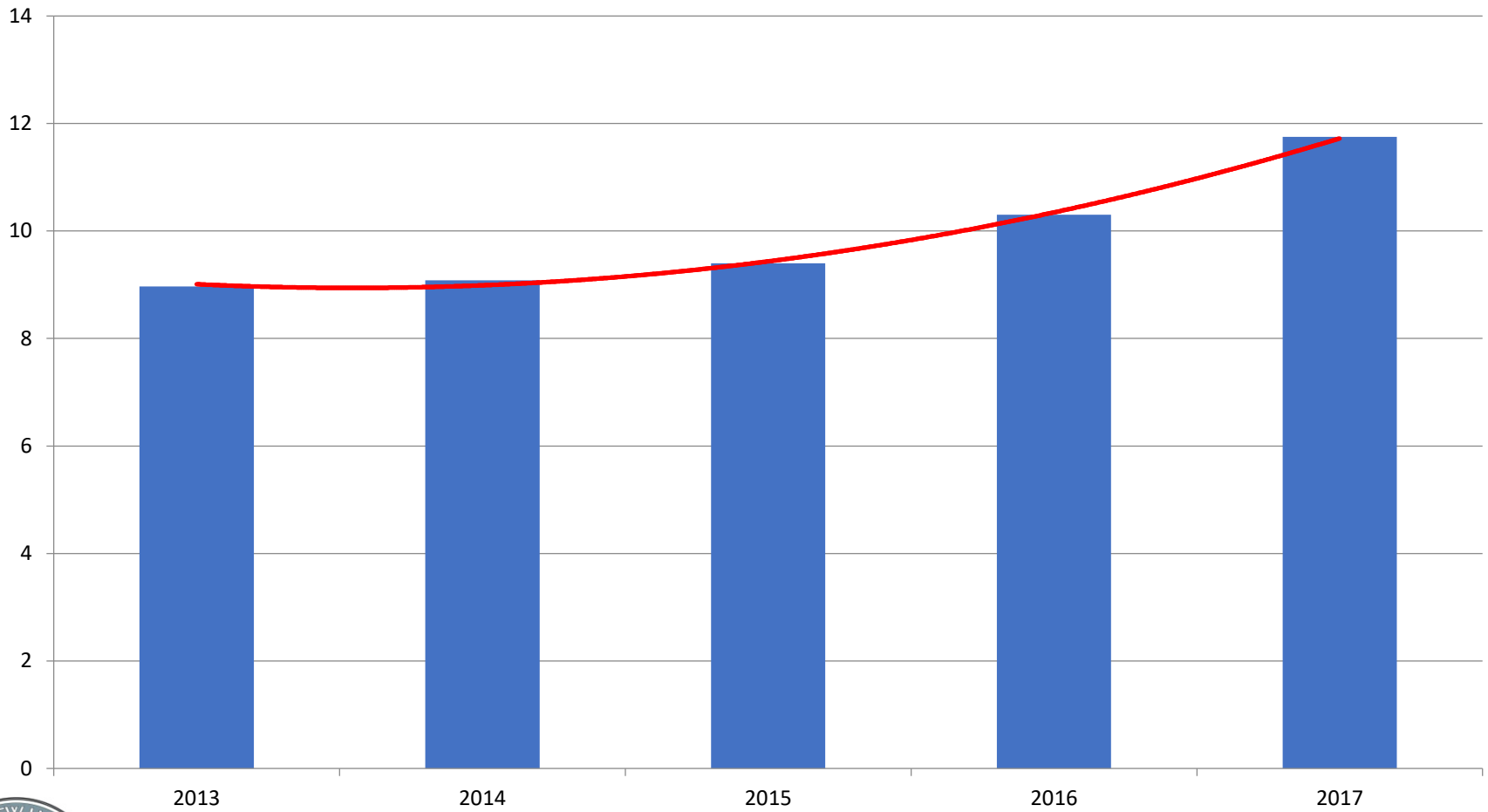
Trees and Wires Down 46

TOTAL INCIDENTS 174



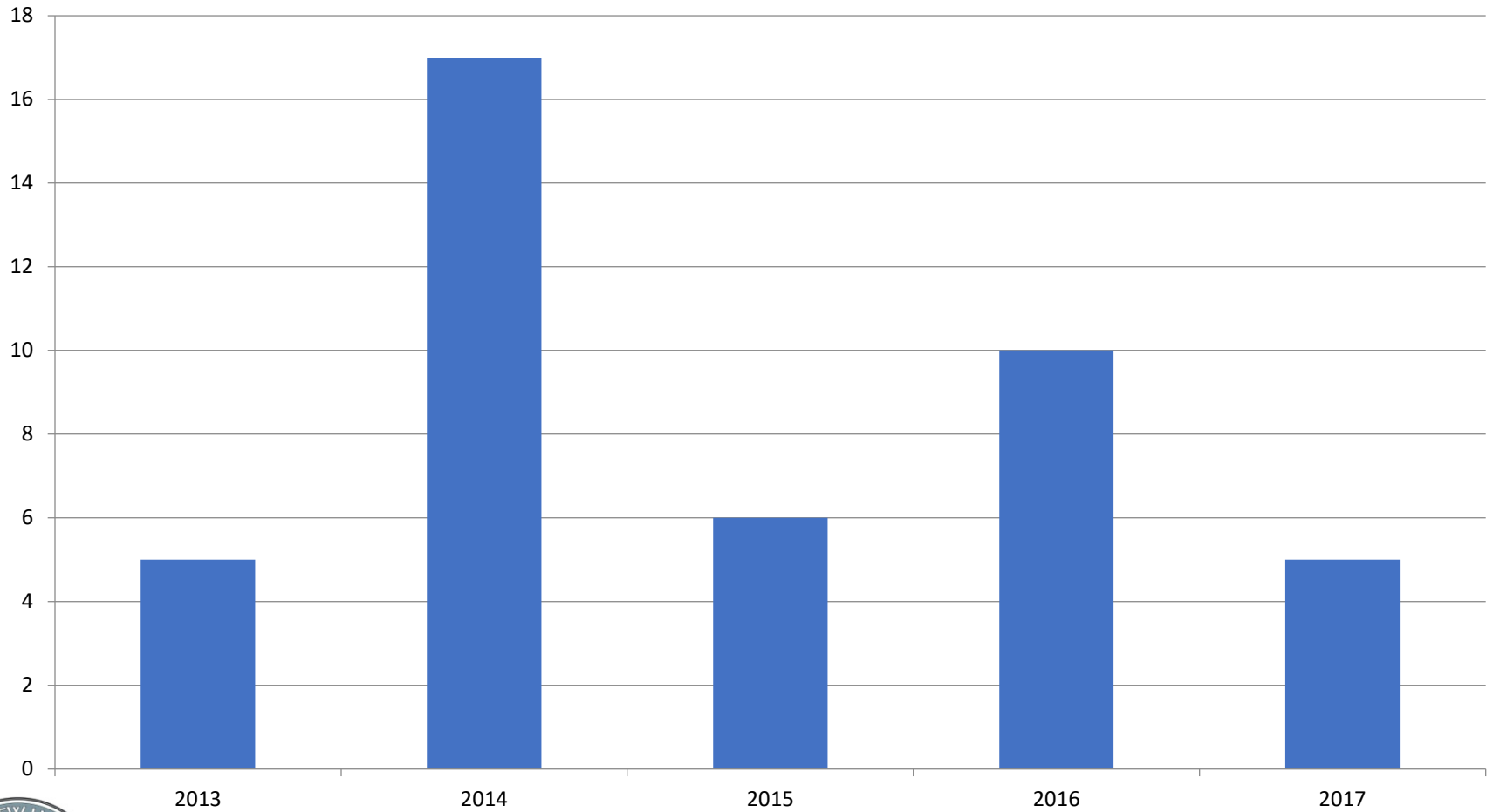


Average Call Response Time (Minutes)





Total Numbers of Call Non-Responses





5-Year Response Data

678 Total Calls

9.9 Minutes Average Response Time per Call

43 No Response (8.6 average per year)

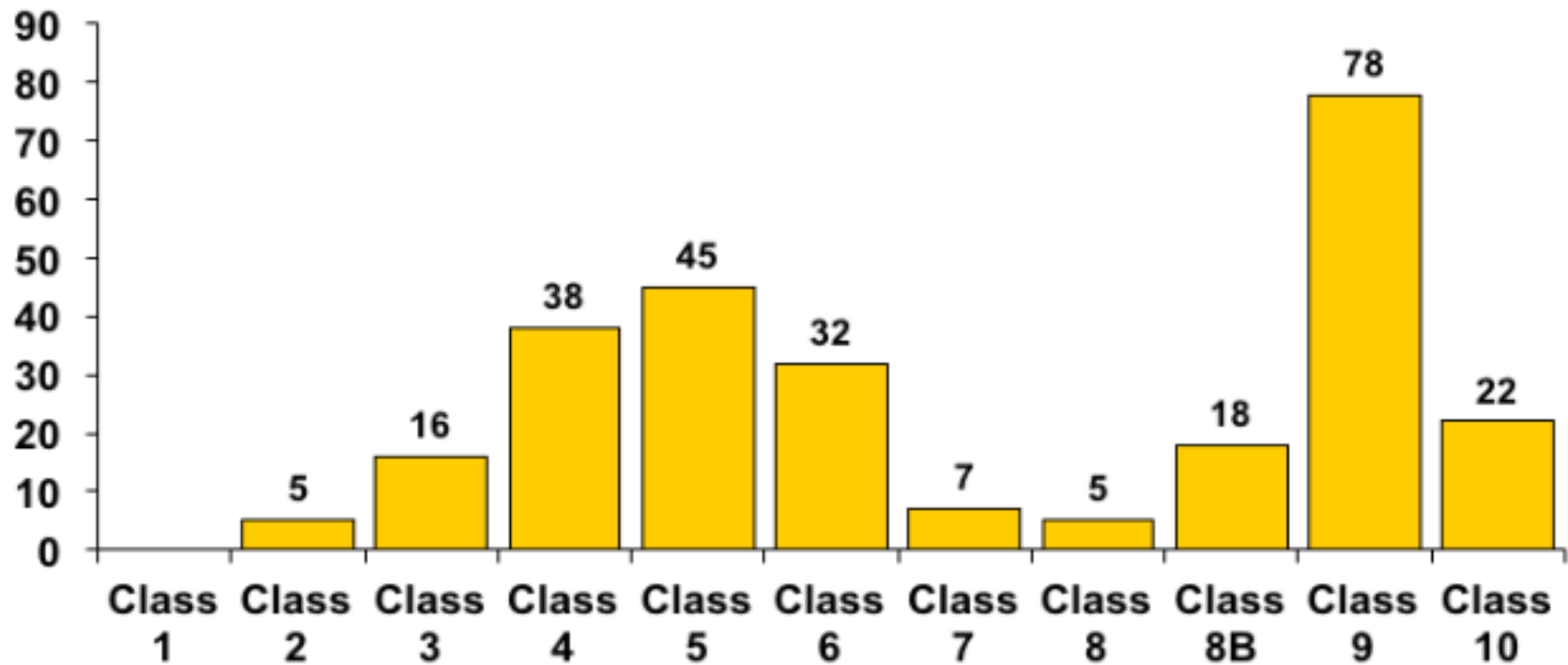
6.3 % of Total Calls Received No Response





State ISO Rating





New Hampshire

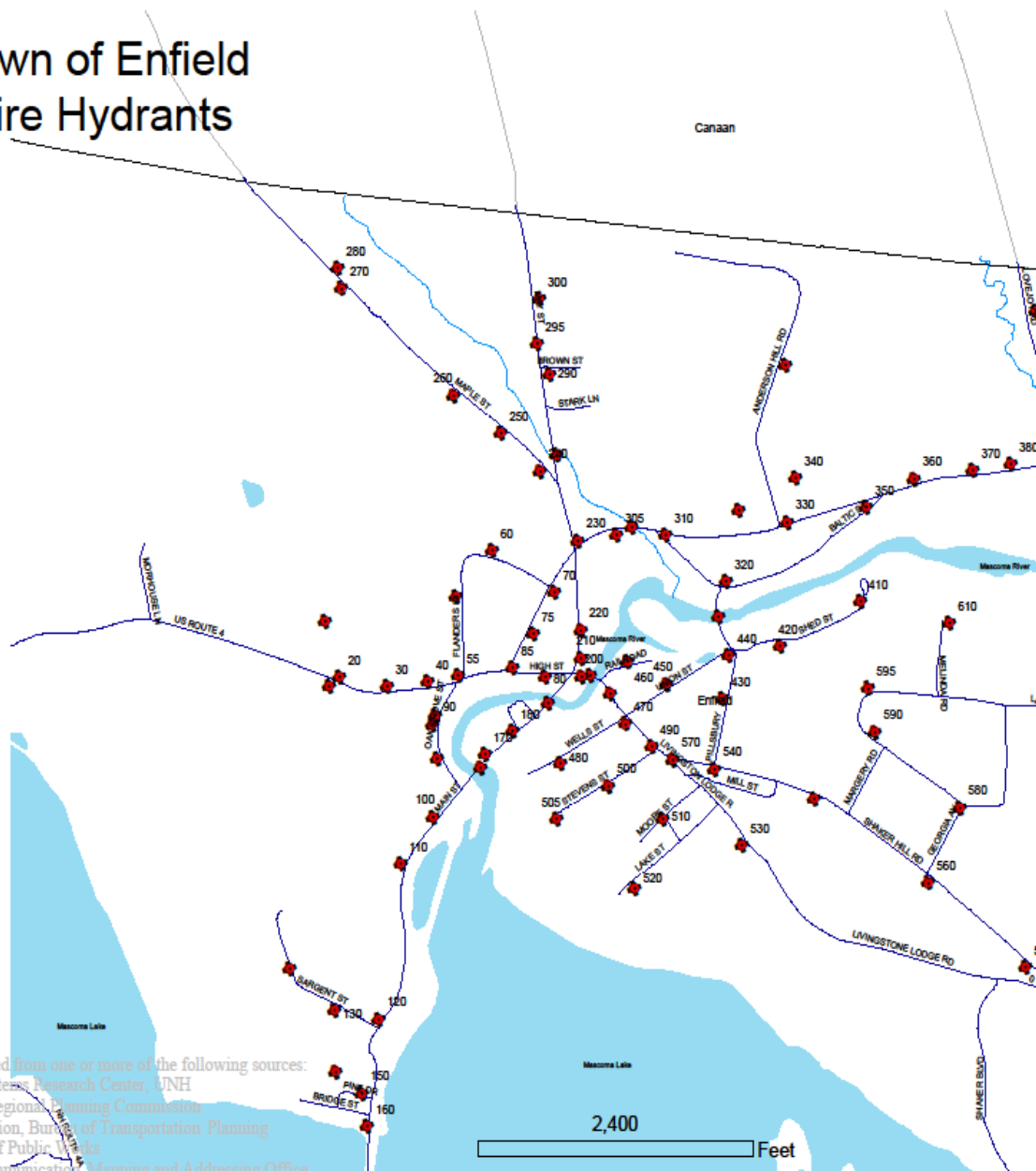




Town of Enfield Fire Hydrants

Legend

-  Hydrants
-  Streams
-  Surface Waters
-  Roads



Data presented on this map are obtained from one or more of the following sources:

1. NH GRANIT, at Complex Systems Research Center, UNH
2. Upper Valley Lake Sunapee Regional Planning Commission
3. NH Department of Transportation, Bureau of Transportation Planning
4. Town of Enfield Department of Public Works
5. NH Bureau of Emergency Communication, Mapping and Addressing Office



Town of Enfield Fire Drafting Points

Draft

Union St.
Shedd St.

Legend

- Drafting Points
- State Roads
- Roads
- Surface Waters
- Streams

MAP ID	FACILITY	LAT	LONG	ALTITUDE	CROSSROAD
001	Dry Hydrant	43.61858843	-72.14574410	244	Landing Road - Bradford Lane
002	Dry Hydrant	43.58057935	-72.10121339	287	George Pond - Bog Road
003	Boat Access	43.57778591	-72.10096847	300	George Pond - Boat Access
004	Dry Hydrant	43.52467759	-72.07885056	316	McDaniels Marsh - Springfield Rd
005	Dry Hydrant	43.56140859	-72.07220220	417	Palmer Road - Palme
006	Fuel	43.61844828	-72.11257682	267	Enfield Rd - Wris
007	Dam Access	43.61179557	-72.08292282	301	Crystal Lake Dam
008	Boat Access	43.60793369	-72.03173102	414	Spectacle Pond Launch Area
009	Boat Access	43.57903062	-72.04573810	432	Grafton Road - Access
010	Fire Station	43.58721782	-72.10888091	287	Enfield Center Fire Station
011	Cistern	43.64691457	-72.13551407	283	Anderson Hill Road 10,000 Gallon Tank
013	Dry Hydrant	43.60314041	-72.18409985	348	Whaleback Ski Area Pond Hydrant
014	Cistern	43.59843783	-72.19131583	466	Fieldstone Ridge 20,000 Gallon Tank
015	Dry Hydrant	43.61588174	-72.17563941	353	Follensbee road
016	Boat Access	43.64801972	-72.18185359	242	Mascoma Lake - Lebanon - Boat Access
017	Boat Access	43.63085534	-72.15729520	246	Main Street - Shaker Bridge - NH Route 4A
018	Pump House	43.61859572	-72.14601290	247	Shaker Landing - Dana Robes
019	Private Hydrant	43.60584777	-72.13004555	246	Lakeview Condominiums
020	Private Hydrant	43.60459040	-72.13133359	248	Lakeview Condominiums
021	Private Hydrant	43.60334133	-72.13038879	248	Lakeview Condominiums
022	Boat Access	43.59383994	-72.09213596	276	Crystal Lake Boat Launch
023	Dry Hydrant	43.64510617	-72.10222458	274	Canaan - Jones Hill Road - Blackwater Road

Center
Station

12,000
Feet

Union Street Station



Covers more populated areas of town.





Union Street Station Equipment

- Engine 5, 2001 American LaFrance 1,250 gal tank
- Engine 4, 1989 International 1,000 gal tank
- Rescue 1, 1996 Ford F-350 rescue vehicle
- 2003 Ford F250 utility vehicle
- 2016 Ford Expedition command vehicle
- 2013 Rescue One 14FT boat



Enfield Center Station



Covers more rural areas of town.





Enfield Center Station

- Engine 3, 2015 E-One Typhoon 1,200 gal. tank
- Tanker 1, 1998 Freightliner 2,000 gal. tank
- Car 3, 2013 Chevrolet 1500 utility vehicle
- Retired Engine 3 – Parts vehicle for Engine 4



Shedd Street



Houses equipment that should be deployed at the two stations, but there is no room.





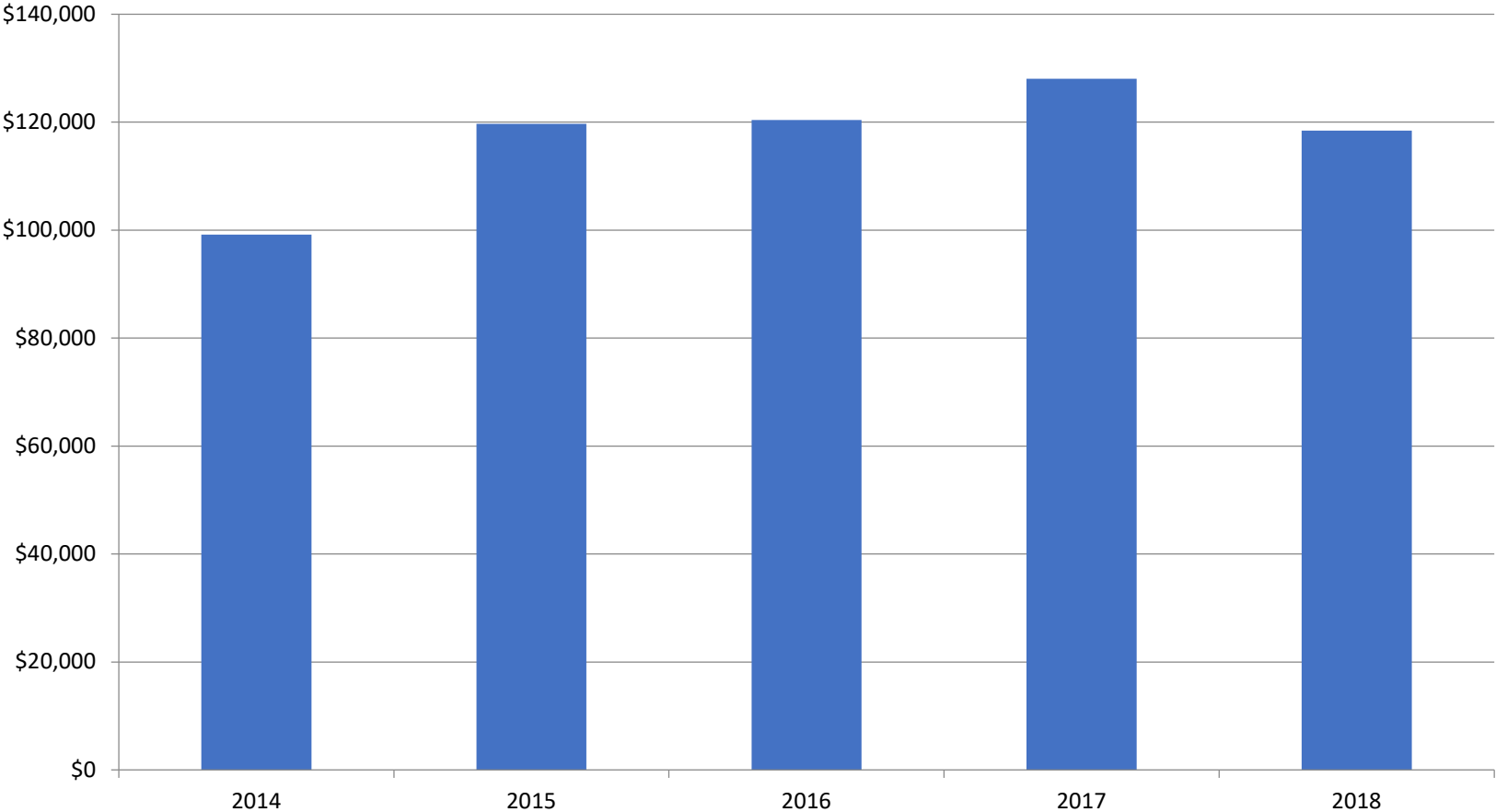
Equipment Housed at Shedd Street

- Equipment that should be housed at Union Street:
 - Utility 1, 2016 Polaris 6 Wheel UTV- with tank
 - Polaris ATV
 - Forestry 1, 1986 Chevrolet One ton – 270 gal. tank
 - Generator, 65 KW trailer-mounted generator
- Equipment that should be housed at Center:
 - Utility 2, Kioti 4 Wheel UTV –
 - Forestry 2, 1954 Dodge PowerWagon – 200 gal. tank
 - Boat 2 12' aluminum V-hull






Fire Department 5-Year Budget History (2014-2018)





Proposed Goals, Outcomes, Initiatives and Investments





Goal 1.) Minimize damage and personal injury from fire and other hazards by providing safe, effective, and efficient protection services

Goal 2.) Help Enfield residents, businesses, and other organizations reduce the causes of fire





Fire Department Goal #1

Goal 1.) Minimize damage and personal injury from fire and other hazards by providing safe, effective, and efficient protection services

- Upgrade training levels to deploy a highly-qualified fire force
- Increase the number of call responses per fire fighter
- Decrease response time to meet national standards
- Use damage repair costs as a metric for efficient and effective fire fighting
- Upgrade facilities to deploy fire equipment appropriately





Outcomes for Goal 1 (Suppression)

1. Meet or exceed National Fire Protection Association (NFPA) Standard 1720 for response times (not currently met)
2. Increase the number of available fire fighters from 29 to 40 by 2020
3. All fire fighters respond to at least 15 calls in a given year (approximately 10% of calls)
4. Track replacement/repair costs for fires
5. Facilities are upgraded to support faster response times and stronger training



Outcomes for Goal 1 (Suppression)

6. Upgrade the overall training levels of fire personnel so that
 - a) 25% (10) are certified level II fire fighters
 - b) 55% (22) are certified level I fire fighters
 - c) 25% (10) are qualified fire fighters
7. Upgrade Fire facilities to store the right equipment in the right place to support faster call response and more effective service. Distribute equipment stored at Shedd St. to the stations.



NFPA 1720 Designated Response Times for Enfield

Staffing and Response Times

Demand Zone ^{aaa}	Demographics	Minimum Staff ^b	Response Time ^c	Meets Objective
Urban area	>1000 people/mi ²	15	9	90%
Suburban area	500–1000 people/mi ²	10	10	80%
Rural area	<500 people/mi ²	6	14	80%
Remote area	Travel distance ≥ 8 m	4	Directly dependent on travel distance	90%
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

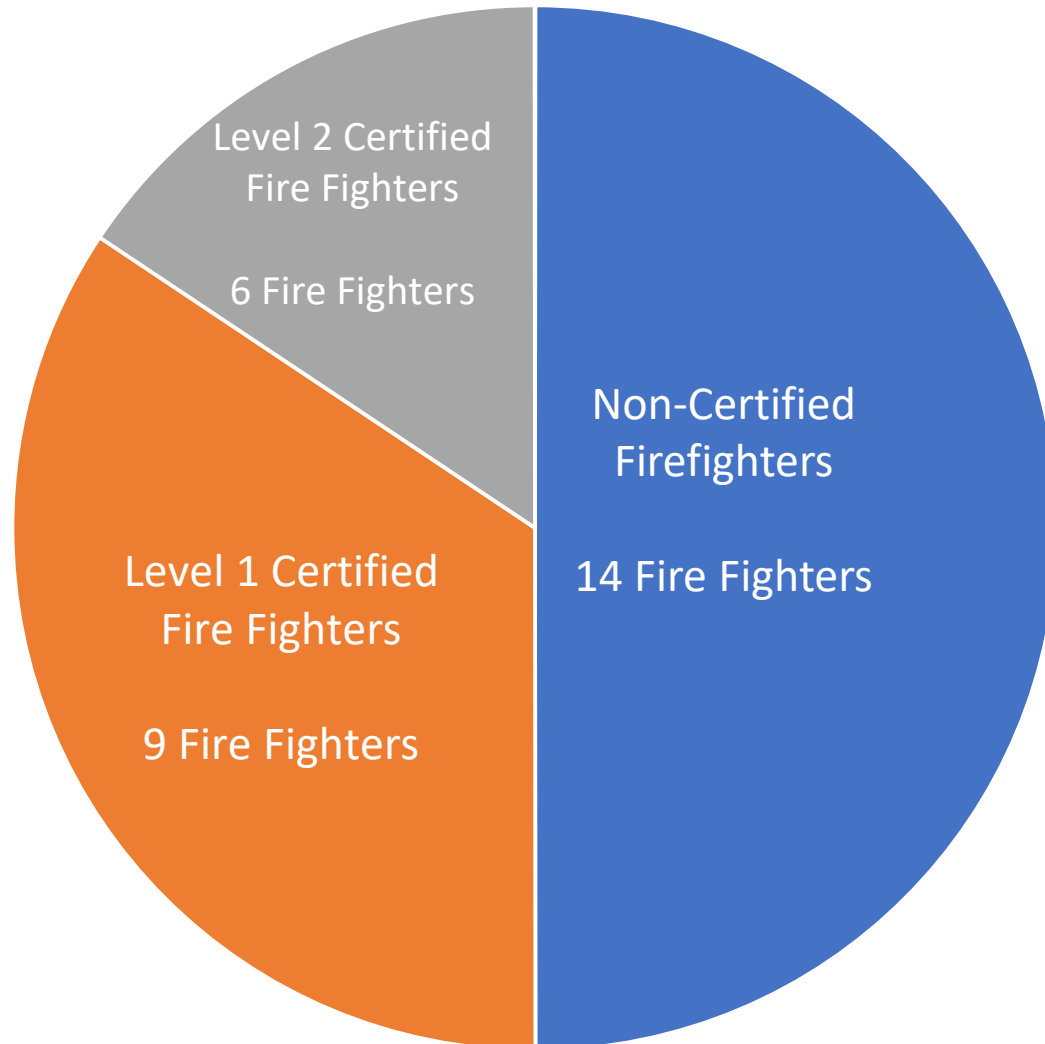
^a A jurisdiction can have more than one demand zone.

^b Minimum staffing includes members responding from the AHJ's department and automatic aid.

^c Response time begins upon completion of the dispatch



Current Fire Fighter Training Levels

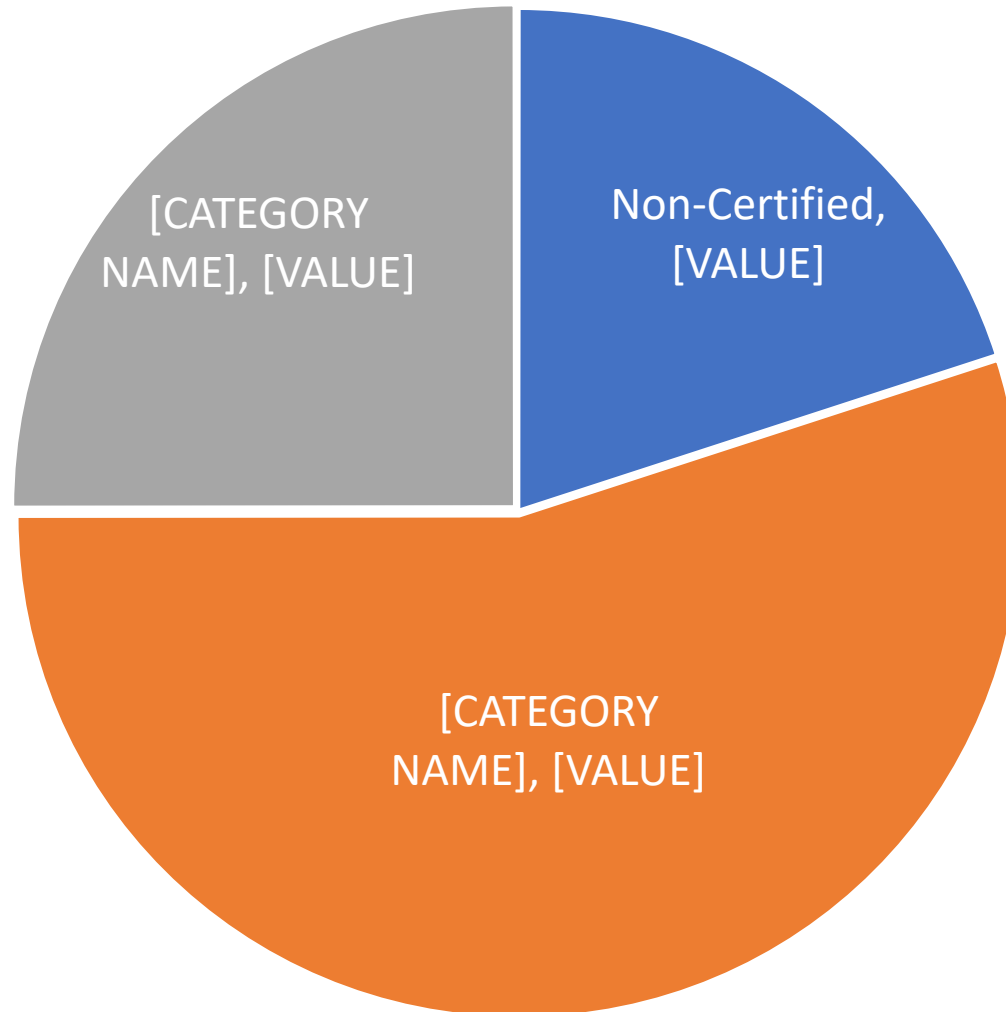


52% of Enfield fire fighters have certified fire training.

4 out of 11 of the command staff have certified fire training.



Proposed Fire Fighter Training Levels





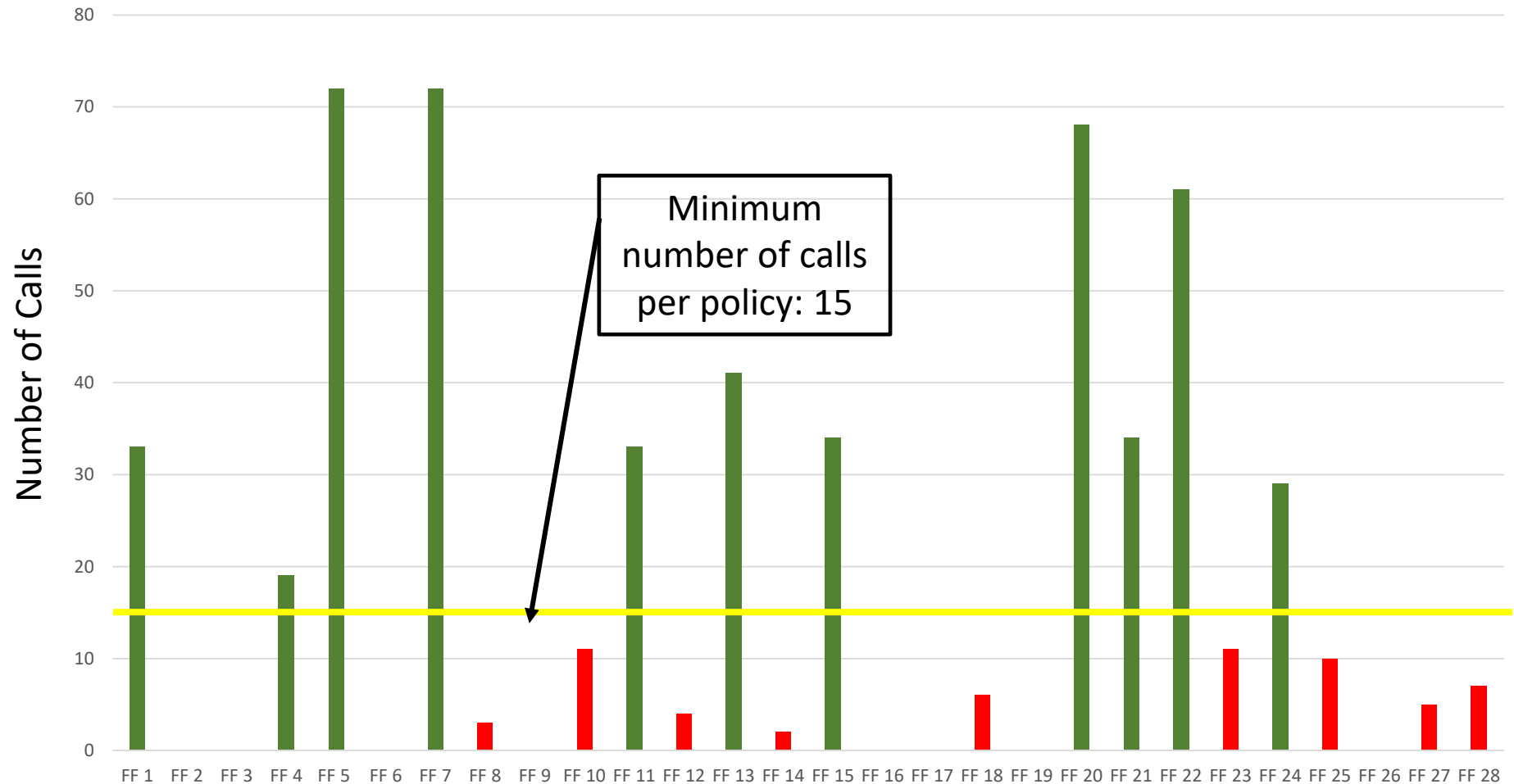
New Call Response Policy

- Due to the overwhelming number of personnel with little to no call response, we have instituted a call policy for 2019
- Members must attend 10% or an estimated 15 calls in any given year





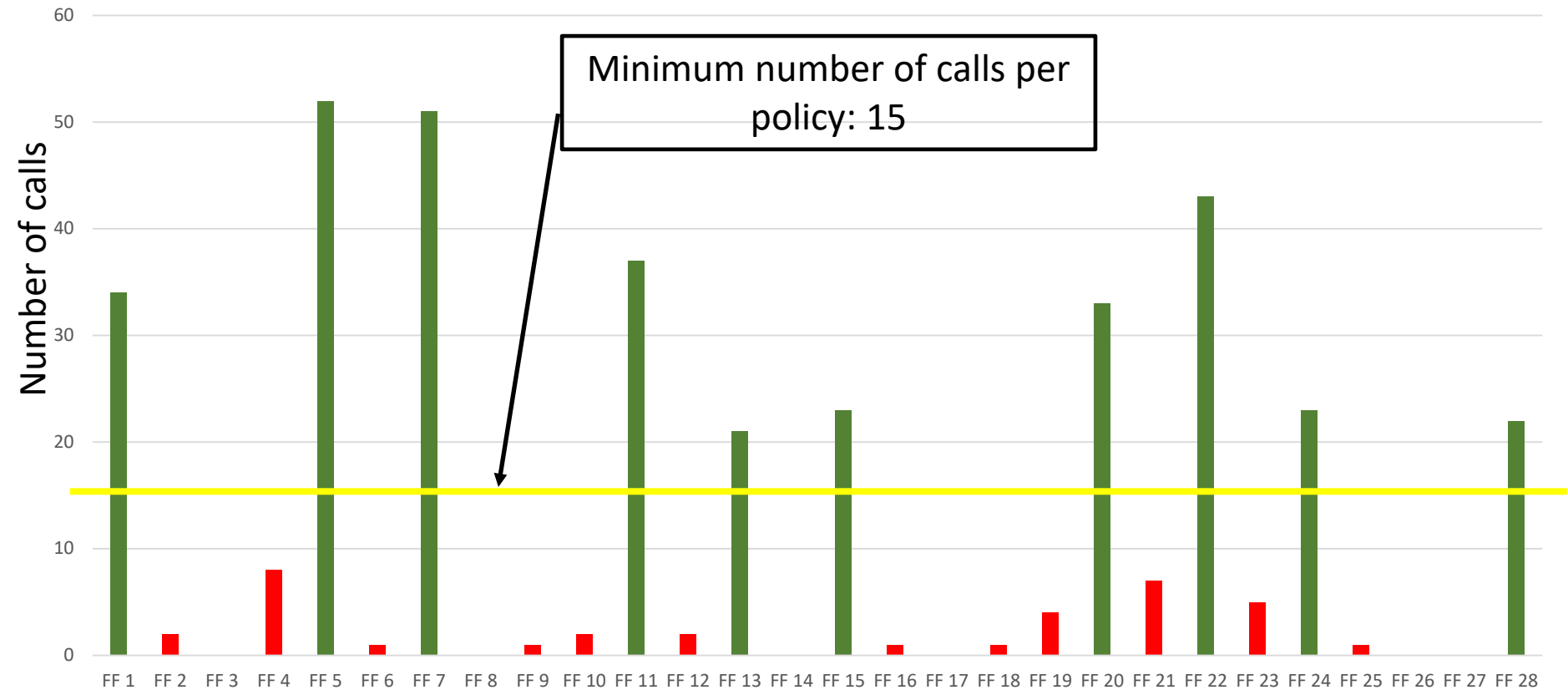
2016 Fire Fighter Response to 139 Total Calls



In 2016, 17 of 28 fire fighters (60%) would not have met the minimum call requirement. And, 8 fire fighters (28%) did not respond to any calls.



2017 Fire Fighter Response to 154 Total Calls



In 2017, 18 of 28 fire fighters (64%) would not have met the minimum call requirement. And, 6 fire fighters (21%) did not respond to any calls.





Strategic Initiatives for Goal #1





Strategic Initiative: Meet NFPA 1720

- Lowering response times will depend upon:
 1. Gaining a greater commitment of fire fighters to respond to calls
 2. Building the number of available fire fighters
 3. Housing equipment in two key locations instead of three



Increase the Number of Available Fire Fighters

- Build the force to at least 40 fire fighters by 2022
- Use multiple recruiting tools
 - Facebook page for recruiting
 - Enfield list-serv and news letter for recruiting
 - Bi-weekly advertising in local newspapers

Cost: \$20,000 in 2019

\$20,000 in 2020



Implement Training Program and Minimal Requirements

- 1) Institute new training policy covering training requirements and time lines for Fire Wards, Fire Officers and Fire Fighters
- 2) 55% (13) of members to be fire fighter I certified by 2022.
 - Fire Fighter I course is 280 hours
 - Cost of Fire Fighter I course is \$800 paid by department
 - Upon successful completion of the course, fire fighters are paid their hourly rate for 280 hours

Cost: \$65,000 in 2019 pricing



Implement Training Program and Minimal Requirements

3) 25% (4) of members to be fire fighter II certified by 2022

- Fire Fighter II class is 116 hours
- Cost of Fire Fighter II class is \$540 paid by department
- Upon successful completion fire fighters are paid hourly rate

Cost: \$9,120 in 2019 pricing

4) Institute monthly training courses in Enfield and require that all personnel make 50% of the training

- Assign fire officer responsible for the program
- Monthly training with a combination of in-house, state fire academy and surrounding departments

Cost: \$10,000



Establish Minimum Staffing Requirements for Each Call

- All members need to participate in 10% of the yearly call volume or estimated at 15 calls
- Require that 6 members (1 officer and 5 firefighters) respond to each call. This will:
 - Reduce potential life safety issues
 - Ensure that any basic task will be handled in a safe and timely fashion

Cost: \$20,000



Improve Call Response Among Fire Fighters

- Change the minimal annual call response target for all fire fighters to 10% of all calls or estimated at 15 calls
- Take disciplinary action for those who do not meet this requirement





Upgrade Facilities

- 1) Upgrade the fire stations to accommodate equipment stored at Shedd St.
 - Expand the two existing stations
 - Build a safety/municipal complex that meets space needs
- 2) Replace roof at Union Street
- 3) Replace furnace at Shedd Street property
- 4) Improve and expand the training area





Upgrade Fire Stations Facilities

- Explore need for a municipal building/complex
 - Current buildings have many issues with maintenance
 - Police/Fire/EMS co-located (potentially with town offices as well) increases availability of support
 - Federal and state funding sources are available that could potentially offset costs of new facility
 - On-going maintenance cost for three buildings
 - All fire equipment centrally housed in one facility
- Expand the two fire stations to accommodate equipment
 - Build free-standing additions to each





Repair Union Street Station Roof

- Roof has reached end of life
- Needs a full rubber membrane roof
- Continued leaks will deteriorate the building to unsafe conditions
- Due to building construction “flat roof” increased replacement cost

Cost: \$50,000 in 2019 (rough estimate)





Upgrade Shedd Street

- If Shedd Street has to remain in service,
 - The furnace will have to be replaced, since it has reached its end of life (Cost: \$8,000)
 - The building will need to be insulated (Cost: \$4,000)





Improve and Expand the Training Areas

- The training area at current location is inadequate.
- Often training must be held at other (Canaan) facility due to limited size and state requirements.
- Expanded area will allow department to host in-service and certified training on site.

Cost: \$20,000 in 2019 (rough estimate)



Costs for Goal 1 Initiatives

	2019	2020	2021	2022	2023
New Recruit Equipt	\$5,000	\$5,000	\$5,000	\$5,000	\$0
Training					
• Level I	\$16,250	\$16,250	\$16,250	\$16,250	\$0
• Level II	\$4,560	\$4,560	\$0	\$0	\$0
• Monthly	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Station Additions					
Replace Roof	\$50,000	\$0	\$0	\$0	\$0
Heating system	\$12,000	\$0	\$0	\$0	\$0
Training area	\$20,000	\$0	\$0	\$0	\$0
Municipal building	\$?????				

Cost

\$117,810 \$35,810 \$31,250 \$31,250 \$10,000





Fire Department Goal #2

2) Help Enfield residents, businesses, and other organizations reduce the causes of fire

- Public education program
- Distribute smoke detectors
- Inspections





Outcomes for Goal 2 (Prevention)

- Increase the number of smoke/carbon monoxide detectors handed out from 40 to 200+ in 2019.
- By 2020, have reached 75% of Enfield residents through social media, print, and other sources with fire prevention advice and materials.



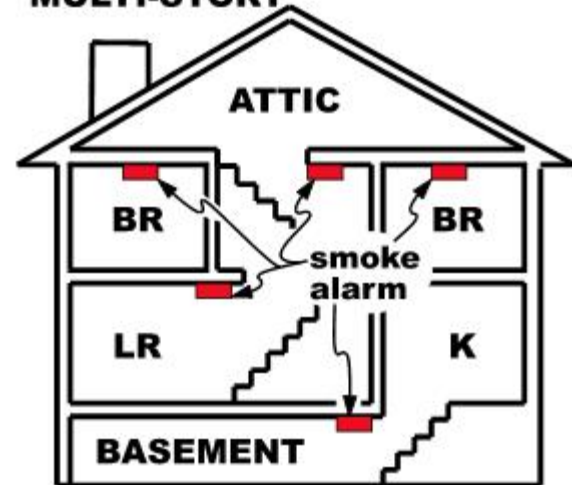
SMOKE ALARMS
SAVE LIVES



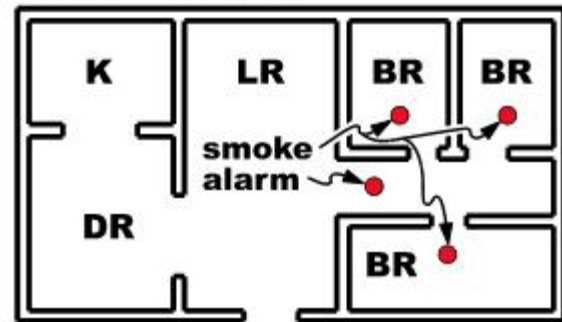
TEST
MONTHLY

**PLACE ONE SMOKE
ALARM ON EVERY FLOOR
AND SLEEPING ROOM**

MULTI-STORY



SINGLE LEVEL



Fire Prevention

- The Enfield Fire Department has given away free of charge over 40 Smoke and Carbon Monoxide detectors in the last two years
- These are being provided at no charge to the department by a local church
- This program is being done across all towns within the Mascoma Valley School District





Fire Inspection Program

- Inspects heating systems and related Installations
- Provides homeowners and contractors with information on best location for installation of smoke and carbon monoxide detection
- Works with State Fire Marshals Office to assure compliance with the State Fire Code
- Assists FD with daily operation and fire prevention program





Job Shadow Day

- The Enfield Fire Department has hosted Job Shadow Day for over 10 years
- Eighth grade students from surrounding middle schools visit the department for a day and participate in numerous activities
- Six to 12 students normally attend this program



Costs for Goal 2 Initiatives

	2019	2020	2021	2022	2023
Outreach	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Smoke Detectors	\$0	\$0	\$0	\$0	\$0
Job Shadow Day	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260
<hr/>					
Cost	\$2,260	\$2,260	\$2,260	\$2,260	\$2,260





Proposed Budgets





Recruitment & Training

	2019	2020	2021	2022	2023
New Recruit – equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$ 0
Training - Fire Fighter I	\$16,250	\$16,250	\$16,250	\$16,250	\$ 0
Training – Fire Fighter II	\$4,560	\$4,560	\$ 0	\$ 0	\$ 0
Training – Monthly	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Estimated Impact	\$ 35,810	\$ 35,810	\$ 31,250	\$ 31,250	\$ 10,000

Repairs & Upgrading

	2019	2020	2021	2022	2023
Roof Replacement – Union street	50,000	\$ 0	\$ 0	\$ 0	\$ 0
Heating System – Shedd Street	\$12,000	\$ 0	\$ 0	\$ 0	\$ 0
Training area – Union Steet	\$20,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Estimated Impact	\$ 82,000	\$ 0	\$ 0	\$ 0	\$ 0

Public Education

	2019	2020	2021	2022	2023
Outreach	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Job Shadow Day	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260
Total Estimated Impact	\$ 2,260	\$ 2,260	\$ 2,260	\$ 2,260	\$ 2,260

Capital Projects

	2019	2020	2021	2022	2023
Capital Projects	\$616,000	\$ 0	\$210,000	\$ 0	\$30,000
Total Estimated Impact	\$616,000	\$ 0	\$210,000	\$ 0	\$30,000

Operating Budget

	2019	2020	2021	2022	2023
Estimated Fire Operations Budget	\$ 118,000	\$ 120,000	\$120,000	\$120,000	\$120,000
	2019	2020	2021	2022	2023
Total Anticipated Costs	\$ 854,070	\$ 158,070	\$ 363,510	\$ 153,510	\$ 162,260



Future Capital Purchases

Enfield Fire Department Purchases 2019-2023 (\$000)										
Recommeneded replacement year and cost										
			2019	2020	2021	2022	2023			
<u>Year</u>	<u>Equipment</u>	<u>Make</u>								
1997	Rescue	F 350			\$210					
2001	Engine 5	American LaFrance					\$30			
1990	Engine 4	International	\$425							
2003	Car 1	F 250								
2016	Car 2	Ford Expedition								
2013	Car 3	Chevy								
1954	Forestry	Dodge								
1986	Forestry	GMC								
2013	Boat	Rescure One								
2015	Engine 3	E-One								
1998	Tanker	Freighliner								
2004	Air Packs	Scott	\$191							
		Total	\$616	\$0	\$210	\$0	\$30			





Structural Scenarios Considered





How Best to Achieve These Goals

- Besides considering what strategic goals Fire should achieve and the investments and time required to do so, we also considered several organizational structures that might best help us achieve them
- We identified five possibilities and the pros and cons of each





Structural Scenarios Considered

1. Continue the current fire ward system with volunteer, on-call fire fighters
2. Make Fire a municipal government department
3. Combine Fire with Ambulance into a municipal Fire-Rescue Department
4. Further regionalize fire service and contract with other towns cover more of Enfield
5. Outsource all fire service to Lebanon



Continue With Fire Ward System

Pros

- System is part of Enfield's culture and heritage
- Small but dedicated staff

Challenges

- Has not met key standards (call response, call staffing levels, and training) over years of operation
- Lacking coverage for day time calls
- The small staff that covers calls faces burn out over time





Make Fire a Town Department

Pros

- Would receive closer ongoing supervision and management
- Would better enable cross-training with Ambulance

Challenges

- Doesn't automatically address staffing level and response time issues



Combine with Ambulance into Fire-Rescue

Pros

- Would help both departments cope with understaffing and poor response rates through cross-training
- Would receive closer, ongoing supervision

Challenges

- Would require considerable management oversight to effect change in a timely manner



Regionalize – Multi-community Collaboration

Pros

- Would likely reduce facilities and equipment costs for Enfield
- Would increase the staff pool

Challenges

- Possibly longer response times
- Might require payments to other communities that could offset savings
- Less control over resources and decision making





Outsource Fire Services to Lebanon

Pros

- Would reduce staffing, facilities, and equipment costs

Challenges

- Longer response times
- Would require payments to Lebanon that could offset savings
- Less control over resources and decision making





Discussion

