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February 22, 1993

Mr. Roger Perry
First Selectman
40 Farms Road
Willington, Connecticut 06279

Dear Mr. Perry:

The attached report on the Fire Service of the Town of Willington was prepared by Municipal Resources, Inc. under contract with the Town of Willington.

I want to thank the Selectmen for their cooperation and to single out Chief Richard Claus, Jr. and Chief Richard Littell, not only for their assistance but also for their professionalism and insight into the needs of Willington.

Respectfully,

MUNICIPAL RESOURCES, INC.

Donald R. Jutton
President

DRJ/dac
Attachment

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FIRE DEPARTMENT STUDY
TOWN OF WILLINGTON, CONNECTICUT

I. Introduction

Municipal Resources, Inc. (MRI) was retained by the Board of Selectmen in the Town of Willington, Connecticut, to conduct an overall assessment and evaluation of the administrative operations of the two (2) independent fire corporations serving the Town of Willington. Through the town budget process, appropriations have been made to the fire corporations to sustain operations in the Town of Willington. In addition, a grant of money to operate the Town's ambulance by one of the fire companies has been awarded over the past few years. In these times of economic concern, the Board of Selectmen and the Board of Finance have attempted to assess all financial implications on the community; to that end, they have engaged Municipal Resources, Inc. to review the area of public safety fire services and make a report to the Selectmen of various alternatives.

The study team was comprised of Donald Jutton, Dana Whitman, Thomas Powers, Paul Fredette and William Pepler. The team conducted a number of on-site visits and interviews with members of the fire service, the Board of Selectmen, the Fire Marshal, and zoning and planning officials. A considerable amount of time was spent familiarizing the project team with the complexion of the community, looking at types of buildings, road conditions, the overall terrain and layout of the community. The project team visited the fire stations, looked at equipment, and discussed various fire suppression operations with the Chiefs and some of their command staff. The team also looked specifically at high density residential and high hazard locations which are significant considerations for the

fire service as they plan responses and future needs, as it relates to not only capital issues but training and personnel.

The focus of this report is not centered on suppression or emergency medical operations; it is principally involved with the overall administrative impact of the fire service on the community in terms of financial needs and future cost projections. The project team must comment however, that from their observations while in the community, and through their discussions with the various members of the department and town boards, it is apparent that the Town of Willington enjoys the services of well qualified, technically prepared fire service professionals. The project team also wishes to acknowledge the cooperation and openness of all the individuals in the community who were interviewed for the evaluation of the fire services, everyone was most accommodating, forthright and provided more than enough information for the team to prepare the report for the community.

The report describes the current services provided by the independent companies, a profile of the community and the hazards the fire service encounters in delivery of emergency services. There is a description of each of the fire service components that serve the community and how they interact with each other and with other communities. The report also includes reference to the risk assessment map that has been prepared by the project team for future use of the town and the fire companies. The report next turns to what the standards of fire service call for in a community the size and complexion of Willington. In the remainder of the report, the project team identifies considerations for consolidation of the fire service, and addresses some of the economic issues that the selection of that alternative would bring about. The report has some general recommendations

as to the steps that may be taken in the consolidation effort, should the community elect to take that action, and there are some general recommendations that should be considered by the community whether or not the consolidation approach is selected. The general recommendations should be considered within the next administrative year of each of the organizations, as they have no overall economic impact on either agency and would be a step taken that would benefit each of the departments individually and would enhance any integration in the future, should that come about. In the final section of the report, we have some long-range planning recommendations.

II. Description of Town

The Town of Willington, Connecticut, is not unlike many other New England communities, and is certainly not unlike many Connecticut communities that have the First Selectman form of government. The community has a residential population of approximately 6,000 individuals; it is largely a residential community with homes situated throughout the 35 square miles of the community, and the industrial or commercial base that is a part of the community is also in various areas of the community, mostly around the major travel corridors. Willington is a community that relies on wells for water, and septic systems for wastewater, and as such, the growth patterns are fairly well fixed in the zoning requirement of 2-acre lots to ensure that the health standards related to groundwater are maintained. Given the zoning requirements, the population growth of the community will be fairly standard throughout the years to come, as the economic impact of the land costs and septic and well systems will significantly affect the price range and the number of homes or multi-family homes that will be built in any particular year.

The complexion of the community in terms of ground transportation is quite significant to the public safety agencies. There are a number of hills and steep inclines that must be considered as the fire agencies plan not only the locations of the stations, but the size of the equipment, and the method that they will use to respond to various locations to effectively suppress fires that may occur. In addition to the topography issue that faces the fire agencies, the interstate highway runs through the community and several numbered state highways that are fairly well traveled dissect the community. The highways are always potential for motor vehicle issues for any public safety agency; the interstate highway poses a higher potential for hazardous material type incidents that are significantly hazardous to not only the responding agencies, but to the public at large and, of course, generally result in serious injury to the victims of the accident. Hazardous materials incidents are prolonged incidents that take a significant amount of time and resources for the fire service. In the near future, the community expects to have two significant building projects that will require fire service responses from time to time and may, in fact, involve hazardous materials in many of the fire suppression responses.

The form of government in Willington makes the First Selectman in charge of the day-to-day administrative matters that face the community. There is no local police department, the community is served by the Connecticut State Police through the local barrack which assigns troopers throughout the barrack district for routine patrol and criminal investigations upon complaints or detection by troopers. The Town has an appointed Fire Marshal, and an appointed Civil Preparedness Director, and an appointed Burning Official who are charged statutorily with certain emergency and prevention functions within the community.

The Town also has a Building Inspector, whose responsibility largely centers around new construction or renovation and ensuring compliance with building codes and other safety codes developed by the state and community. The Town does have a highway department that's charged with the responsibility of roads and highways. There are administrative personnel assigned to the Town Office to deal with other town matters that fall within the responsibility of the local government. The Town is served by a school system, and there is a senior's program that has been typically functioning in the town office. The Town is also served by a library, and there are several churches and other community and civic groups located in the Town of Willington. The community has a retirement home, which has approximately 50 residents, and there are several group homes for the developmentally disadvantaged within the community. The community is host to a number of University of Connecticut students who reside in the various multi-unit housing complexes, privately owned, located principally in the southern end of the community. There are two campgrounds that function during the camping season in the community, and there are a number of small bodies of water, as well as the Willimantic River, that are within the Town of Willington.

The Town, in its general fund budget, pays the cost of Worker's Compensation for the fire service. The cost of dispatching and the enhanced 911 fee is split equally between the two fire corporations and paid from their operating budgets. The cost of liability insurance and building insurance and automobile insurance is an individual line item in each of the fire corporation's budgets. The town purchases insurance through the Connecticut municipal risk program (CIRMA). The town has a general retirement program for employees; however, neither of the two fire corporations participate in the fire incentive program that is available in the State of Connecticut that is commonly referred to as Volunteer

Firefighters Pension Program. Both independent fire corporations are dispatched through the Tolland County Mutual Aid dispatch center, which also is the host organization for the regional mutual aid compact. This compact also provides regional dive teams and hazardous materials teams. The operations at hazardous materials incidents in the community are largely governed by the regulations of Connecticut OSHA, both fire departments have personnel trained at the awareness level and are currently receiving training at the operations level for hazardous materials response.

The complexion of the community is basically residential, as indicated previously. The daytime population decreases dramatically as a majority of the community works outside the Town of Willington, and many are students at the University of Connecticut in nearby Storrs. During the summer months, of course, the population increases with the influx of people using the campgrounds in the community. The population density is located in the southern section of the Town; the multi-family units are located in that area, and can be accessed from Route 74 or Route 32 and a small section of Route 44. A majority of the commercial or retail base of the community is also located in the southern section of the Town. A shopping area at the intersection of Routes 32 and 74 is the largest single site for retail and commercial use; it is also the area of the railroad tracks and a lumber yard. The two schools in the community have a combined student population of between 600 and 700 students, depending upon which year is surveyed. There is at least one nursery school and the upper grade students attend high schools or regional schools in other nearby communities. There are no hospitals within the Town of Willington, but there are two hospitals within 10 to 15 miles of the community. The Town of Willington is susceptible to the usual natural disasters that would affect any one of the Connecticut communities within

the region: hurricanes, flooding, heavy storms (both winter and throughout the rest of the year), fires, power outages, and hazardous materials incidents could affect the community. The possibility for an emergency connected with an air disaster does exist, as there are several small airports within the region and the flight patterns between Worcester, Providence, Boston and Bradley do intersect the air space.

The form of government in the Town of Willington is Selectmen, Board of Finance, Town Meeting and referendum voting on budget matters. The First Selectman is the administrative and executive officer of the community. The town does not have a water system, nor a sewer system; residents receive drinking water from wells on their own properties. Of the many multiple-unit dwellings within the community, several are two-story buildings. There are approximately 700 to 800 units of multi-dwelling residences within the Town; there are a few mobile homes, but no mobile home parks. At the various sites in the community that have bodies of water, there are a number of dams associated with those sites, that potentially can cause natural disaster problems for the community. There are the usual mix of gasoline stations, convenience stores and local shops throughout the various business districts in the community. The shopping center at Route 32 and 74 has a grocery store within the complex. The community is serviced by the statewide newspaper and the local regional papers from the county and the area. Radio and television stations in the region, from Boston to Hartford, as well as cable television, service the community for news and information. The community is served by one utility company, and the Southern New England Telephone Company, for phone service.

III. Descriptions of Fire Services

The response area to be covered by each of the fire companies is mutually agreed upon by the respective Fire Chiefs. In the last review in which the districts as defined by the map in Attachment 1 were decided a written agreement was developed for documentation.

A. Willington Fire Company #1

The Willington Fire Company #1 is a private corporation, incorporated under the statutes of the State of Connecticut, having identification for tax purposes with both the state and the federal government. The fire company was started in the 1920's, incorporated in 1942 with an original station at the mill site on Route 32. In 1960, a newer station was built at the intersection of Route 32 and Depot Road which is a single story brick and block building with three bays facing Route 32; this station currently needs an evaluation for the purpose of planning future use and capital improvement issues. In 1980, a second station serving Willington Fire Company #1 was built on Route 32 at the intersection with Trask Road, a site which is quite near the entrance to Interstate 84. The second station is a single story, butler-type building with three bays, office area, meeting room and a work area on the apparatus floor. This station serves as the headquarters for the fire company, with an office for the Chief and is the site for the ambulance. Currently, the active membership of the fire company is around 50 personnel. A majority of the active personnel carry E.M.T. and Advanced E.M.T. training for medical responses. The fire company operates the ambulance for the community, and they are licensed through the State of Connecticut Emergency Medical Services. The ambulance is staffed five days a week (except holidays), from 7:00 a.m. to 5:00 p.m., by two certified E.M.T.s. +; that staffing is achieved

by scheduling two full-time paid employees and a group of part-time personnel who are paid for ambulance coverage during those hours. Beyond those shift hours, the ambulance is staffed, on-call, by the volunteers within the fire company who are certified and qualified for emergency medical responses.

The corporate operations for Willington Company #1 are covered by a set of by-laws and corporate officers as prescribed in the by-laws. The financial functions of the corporation are audited annually, and a copy of the audit is filed with the Town and is, in fact, included in the annual Town Report. The line officers of the fire company are elected, consistent with the by-laws, and serve in the various suppression capacities required for fireground and emergency scene management. The Chief is one of the full-time E.M.T.s serving the daytime weekday coverage. The operational response to daytime emergencies is that the on-duty crew will respond to the call with whatever type of apparatus is required. The next in personnel will then staff subsequent calls for ambulance service, or respond with additional fire apparatus as may be necessary. The inventory of apparatus for Willington Fire Company #1 is in the attachments to this report; they do provide primary ambulance for the entire community through the use of a 1988 ambulance responding from Station 13 on Route 32. The ambulance is augmented by a service truck that can also respond in conjunction with the ambulance or to any type of emergency and stabilize the situation until patient transport is available.

The number of emergency calls for the Willington Fire Company #1 has averaged approximately 500 calls per year for the last five years. Of those calls, approximately 300 per year are ambulance calls. The statistical report of this company is shown each year in the annual report of the Town; the Chief indicates

that over the last year or so he has begun to report anything that is associated with a building in terms of a fire or possible fire as a structure fire in his report. While the categories for emergency responses have remained fairly constant over the past five years, there are some new reporting areas shown in the last couple of years that have defined in greater detail the types of emergencies the fire company is responding to. This fire company is a member of the Tolland County Mutual Aid System, and as such responds to the call of other fire departments for major emergencies, and of course seeks mutual aid from those other communities whenever Willington Fire Company #1 is in need of additional personnel or equipment. The Town of Willington makes an appropriation annually to the Willington Fire Company #1 for operation of fire-related services. Over the past five years that appropriation has grown from \$64,000 to the present funding level of \$101,900 for fire operations. In addition to the appropriation for the fire services, the Town of Willington makes a grant to the fire company to operate the ambulance service. The financial grant has grown over the last five years to reflect the cost of ambulance operations in the 1990's, and reflects the addition of two full-time personnel and the wages of part-time personnel to cover the ten-hour period, five days per week. The Fire Chief is working on a plan that will define the department's future needs in terms of personnel, equipment and facilities. His highest priority at the current time is to ensure that there is adequate coverage during the daytime, that he can provide a reasonable response time to emergency calls, and that he can keep the membership up to standard in terms of training and certifications. In the area of major capital items, he sees a ladder truck for the fleet as being the most important issue presently, and is concerned about the condition and size of station 213 as well as the station's utilities systems.

B. Willington Hill Fire Company, Inc.

This company is a private corporation formed in 1952, has its by-laws and standard operating procedures, is recognized for tax purposes by the State of Connecticut and the federal government. A set of corporate officers comprising President, Vice President, Secretary and Treasurer handle the business operations for the corporation and for the physical facility. The company is located in a structure on Old Farms Road, near the Town office building, school and one of the churches. The company is located in a brick and wood structure that has an apparatus floor comprised of four bays, a common entrance area, dispatch and chief's office, and an attached wood structure with a large meeting room, kitchen, storage and bathroom facilities. The building was built in about 1954; it does not have adequate storage space, and the apparatus floor is well kept but is very tight. The fire company has the Chief as the senior fire official, and a number of line officers who have fire suppression and emergency scene management responsibilities within the operations of the company. There are approximately 35 active members, who have a variety of certifications for medical response, and fire standards. In addition, there are 7 personnel assigned as fire-police. The company has a chart of accounts for their operations and a finance committee that oversees the business management of the organization. There is an annual audit of the corporation, and a report filed concerning activities, which is printed in the town report annually. The fire company has an on-going training program that includes fire suppression training, as well as E.M.T. and M.R.T. training for personnel. The company has considered the addition of a second fire station to be strategically placed near one of the highest spots in the community in an area that has the potential for future growth, and an area that would be beneficial for response times to certain areas within the fire district currently covered.

The Willington Hill Fire Company responds to medical emergencies within their district to conduct emergency medical services and prep the patient for transport to the hospital, should transportation be required. The department is licensed under the State of Connecticut Emergency Medical Services requirements, and a majority of the personnel are trained for such services, and the company has in fact equipped several of the personnel with oxygen equipment and emergency medical supplies to respond in key areas in the community in an effort to reduce response time within the district. The inventory of apparatus for the Willington Hill Fire Company is included in the attachments to this report. The Company does have a rescue vehicle that is fully equipped for medical response and for support services at fire and emergency scenes. Like the other fire service in the community this company belongs to the Tolland County Mutual Aid System. The company has personnel trained for search and rescue, dive team and hazmat.

The Willington Hill Fire Company maintains a statistical report for all of their services, over the course of the last five years the company has responded to an average of about 150 emergency calls annually. Once again, the statistical report reflects a number of different types of emergencies, and calls for service. The categories have increased over the last few years as the diversity of situations have increased. The Company also receives an appropriation from the Town of Willington and that appropriation has grown from \$64,000 in 1988 to the current level of \$91,200.

The Willington Hill Fire Company has an ongoing program to evaluate their services and plan for future issues relating to personnel, equipment and facilities. The staff of the Willington Hill Fire Company looks to the future as a challenge

for emergency services, they endeavor to ensure that they and all the emergency services will continue to provide quality service to the residents of the community. They hope to be able to do this in the most economical and efficient fashion.

The Department goals as currently seen by the Chief, are to improve the (ISO) Insurance Services Office rating for the entire town, and to see an amendment or a change in the zoning regulations that will deal with sitings and construction of driveways and street layout. He would like the department to be able to keep up with all the various regulations that are associated with emergency services, and that the community adopt the pension plan as an award to the volunteer service, and that the fire service have a well organized ongoing community relations program. The Company is very interested in the most economical and efficient approaches to delivery of services in the community.

C. Fire Marshal

The Town has an appointed Fire Marshal as described by Connecticut statutes. The Fire Marshal is a part time position, appointed by the Board of Selectmen, trained and reporting to the State Fire Marshal who is a member of the Connecticut Department of Public Safety. The Fire Marshal responds and does fire reporting for any incident involving fire or damage within the Town of Willington. There is an assistant to the Fire Marshal to ensure adequate coverage for the community.

D. Civil Preparedness

The community has a civil preparedness director appointed by the Board of Selectmen and assisted by another appointed individual who is a deputy. These positions are also part time, and they are authorized in the Connecticut statutes and

follow the programming provided by the civil preparedness agency within the Department of Public Safety. The emergency operations plan for the Town is currently under revision by the Director with the assistance of the emergency service personnel in the community and the regional representative for the state agency. A quick review of the draft plan indicates that the community is working towards a comprehensive emergency response plan, for natural and man-made disasters. The community does need, however, to look at some physical facilities to assist in the implementation of the plan should it be activated for any number of emergencies. The lack of emergency power at the Town Office building hinders the operation of the plan as it is now drafted.

E. Burning Official

The Town has an individual appointed and designated as the burning Official as authorized by the statute.

IV. Profile of the Community's Fire Service Risks

Within this section of the report, the consultants make reference to the computer generated map that is attached to the report. This map was developed for the community to be used as a base line document for future emergency services planning, and to begin to define the areas that pose the greatest potential for emergency service response. In this report's description of the Town we have indicated the presence of a number of highways within the community and the existence of multi-family dwellings as well as some commercial and retail areas. Also within the community and indicated on the map are several areas that are designated for commercial or industrial use. Areas that can be developed for commercial use may be high hazard sites and can pose response concerns for the fire service. The use of chemicals and other types of materials in

commercial/industrial areas are a concern for fire service personnel. Additionally, the volume of transportation needs for these areas can also pose problems for the emergency service workers. For these reasons, those areas that are zoned to accommodate commercial industrial types of facilities should be closely coordinated with the emergency services within the town when site plans are being reviewed by the community. The existing commercial facilities within the community are already identified by the emergency services and there is a clear understanding of the response needs for those particular areas.

The interstate highway and the major numbered state roads that pass through the community are another area for potential serious emergencies that require the attention of the community and its emergency services. These areas should always be considered as high hazard possibilities and the community needs to be prepared to respond and manage any type of emergency that may arise over and along these highways. The community of course has a number of public buildings that have the capacity for accommodating a number of individuals at one time, the emergency services need to be prepared to deal with the various responses to places such as schools, churches, and public assembly areas. The next area of concern for emergency services are the congregate care types of facilities located within the community. The map has indicated the several sites that meet those criteria and the departments have planned their responses to the various types of emergencies that may arise at those places. Also shown on the map are the multi-unit residential structures in the community. These appear to be the higher volume areas for calls to emergency services, and pose the greatest potential for loss of property and life. The multi-unit structures often are a concern for fire hazards. The departments will continue to monitor the activities in these areas and ensure that all building code and fire code issues are addressed

immediately to reduce the potential for loss of life, injury or loss of property.

While not shown on the map, the community has a risk inherent in its geography and/or topography. There are a number of steep hills that the emergency services encounter as they respond to calls within the community. These geographical and topographical issues are compounded by the various access issues surrounding driveways and placement of homes and buildings on private properties. There is a risk involved in siting buildings in remote locations and building driveways that require sharp type turns for fire apparatus. Not only are these roads a hazard for responding apparatus, there is an inability for the fire service to conduct tanker operations and back up fire suppression operations when the driveways are so narrow that the placement of a single water supply line inhibits the operation of additional vehicles. Through the use of the map provided, planning officials and fire officials can determine those areas that will require careful layout of driveway and access points for fire and emergency apparatus in the future.

The profile of the community's fire and emergency related risk, should serve as a beginning point for community input and tracking of these issues. The map, as automated, will be a valuable tool to not only the emergency services personnel, but planning and zoning functions in the Town.

V. Fire Service Standards and Current Inventory

Currently the two corporations that provide fire service to the Town of Willington, operate from three separate fire stations. Two of the stations are operated by Willington Fire Company #1 and the third by Willington Hill Fire Company. The majority of the town is currently within three miles of an existing fire station, exception is the northeast section of the community. This is the area

that is under consideration for the additional station by the Willington Hill Fire Company. The town is not located within 1000 feet of the recognized water system, which places it in the insurance service offices (ISO) class nine category. The average fire flows required in the town, with a few exceptions, is 1000 gallons per minute. This means that the fire department would be expected to provide this flow at the scene of a structure fire. The majority of the buildings in the town are one and two family dwellings, which are covered by this fire flow. Obviously, larger flows would be needed in the larger buildings throughout the town, but the listed fire flow is the usual flow that the fire department will be required to provide.

Based on the current apparatus inventory, the fire department should be able to provide the required flow with no problems. The community currently has a number of dry hydrants and or marked water sources that the fire companies can use to augment their tanker capacities. The fire departments in the town currently carry an adequate initial water supply in tank trucks. Approximately 7500 gallons of water is available when responding for fire suppression. Additional water is available through mutual aid.

The inventory of fire apparatus in the Town of Willington is currently at two large engine tankers, two additional engine/tankers, two tank trucks, one service vehicle, one rescue vehicle, a forestry truck, and the town ambulance. This fleet is stationed throughout the three stations indicated above, based on the company that the vehicles are assigned to. Each of the vehicles have the appropriate hand tools and fire suppression equipment required to make an initial attack and sustain operations at fire scenes within the Town of Willington. Medical supplies and rescue equipment, maintained by both companies, is adequate to meet the needs of responding personnel and apparatus.

VI. Recommended Apparatus and Facility Plan

This section recognizes the fact that the Town of Willington will make certain decisions based upon alternative proposals that they will evaluate for fire service over the next few years. The standards to be achieved in this section are based upon the knowledge of the community's needs, in terms of fire flow, initial response apparatus, and placement of stations within the community. One of the factors to be considered in maintaining the recommended fleet and station placement is the development of a run card system that covers the entire community. The run card system is described in the attachment to this report and is offered as a guide for the fire service to develop standardized responses to reported emergencies in the community.

The recommendation on standards in this section is based upon the fire service maintaining NFPA standards for all their apparatus, stations, personnel, and protective equipment. Reference is made to NFPA standard 1500, NFPA standard 1911, NFPA standard 1932, NFPA standard 1962, and NFPA standard 10. These standards would give the departments adequate maintenance and testing information and programs that would ensure that safety would be paramount and that the current fleet and future fleets would be maintained in the highest standards, thereby insuring that the life cycle of the vehicles was at the maximum.

Based on these standards and the needs of the community relative to water supply and initial suppression, the current fleet of engine tankers appears to more than meet the requirements of the community. There are two tankers currently in service. An alternative to total replacement of that fleet is to replace in accordance with the defined schedule only one tanker for the community. The rest of the apparatus would be replaced at normal intervals as described in the long-range

plan in the latter sections of this report. With normal replacement of the existing apparatus, the community should have more than enough fire apparatus to meet their needs should emergency or disaster strike, the community is part of a mutual aid system that would render aid to the fire service in Willington to meet any needs of fire suppression activities.

Station placement is the next consideration for the community. Of the three current stations in service, the Willington Fire Company #1 Station 213, located on Route 32 at Depot Road, is the one station that needs considerable attention if it is to continue in service as a fire station. One of the alternatives that the Town may consider is to place a satellite station in the Turnpike and Balsas⁴² Road area. This would insure that a fire station is within 3 miles of any portion of the Town of Willington. The placement of a station in this area would give property owners the same protection as other properties throughout the community, and would give response times that are appropriate for the community, given the topography and approach considerations the fire service faces in the Town of Willington. Station 213 could be closed without any detrimental effects on the fire service rating or the ability of the fire service to respond to incidents in the community. All portions of the community would be within a 3 mile response distance from the 3 proposed fire stations. Of course the community would continue to meet its water supply demands through the development of a number of dry hydrants and marked water sources, and would continue to place emphasis on training and response procedures for the fire service dealing with portable holding tank operations, tanker shuttles, and large diameter hose evolutions. The current standard of both fire companies responding for initial attack with a well supplied fully functional engine with a large quantity of water available would not be adversely affected by the recommended placement of stations.

VII. Consolidation Alternatives

One of the considerations that the Town of Willington asked the research team to evaluate was the possibility of combining the fire service under one organization that may or may not be an organization directly associated with local government. As the consultants reviewed the individual fire companies, the town ambulance service, and the associated other public safety functions, it was apparent that this consideration would be one that deserves substantial evaluation by the team in order to make recommendations to the community. In addition to the evaluation of this consideration, the project team will make certain recommendations relative to the implementation of this particular alternative should the town elect to proceed with the consolidation.

One of the obvious considerations when any organization or governmental entity considers the consolidation or reorganization of services is the economic impact: what will this action save in dollars. The consolidation of all the public safety functions of the Town of Willington into a single organization may enact savings over the long term. In the short term, there will be issues that need to be addressed, there will be concerns in terms of upgrades and standardizations that may have an economic impact, so that initial cost savings may not be readily visible. Over the long run, future planning, capital improvements, consolidation of training and taking advantage of various fleet discounts, the consolidation can produce economic savings for the community. Beyond the initial concepts of cost savings, it is very possible for the community to realize improvements in efficiency, risk management and administrative productivity should the Town of Willington elect to follow this alternative.

This area of the report undoubtedly will be the area that the community will wrestle with the most. The mere consideration of changing what currently exists in any organization or in any community without a doubt raises a number of concerns and raises the level of anxiety by many within or without the organization. The project team had an opportunity to receive comments from the members of the fire service concerning consolidation, and without exaggeration, there were mixed reviews on this matter. There are those who strongly support consolidation of the fire service, and those that vehemently oppose any such move. The underlying concern, however, by all is that the community get the best possible fire service for the most efficient expenditure of tax dollars. As the community begins to evaluate this consideration, that is the area that they should focus on the most. What does the taxpayer want, and what can the taxpayer get for their dollar in terms of fire service. While the project team does not wish to imply that consolidation must be accomplished or consolidation is the only alternative the community faces, we do however, see consolidation of the fire and ambulance services, under a single agency, associated with the town as a Town department, as being one of the more efficient ways to administer local governmental services. We are of the opinion from past experience and from an analysis of the possible future requirements that will be placed on the community, and the fire companies, that consolidation under the town is in the long term, the best option for the community to begin to address currently. The project team recommends that once the decision is made to begin the consolidation project that a number of steps be taken to ensure that the project is very successful. The first step would be to embrace the membership in the process and once they are fully apprised of the process, and where the program wishes to ultimately end up, the rest of the process will begin to flow in an orderly fashion.

Some of the considerations to be evaluated as the community reviews this alternative are stated below:

Consideration A

The fire service under a single organization would have coordinated plans for response throughout the community. There would be a single training program for all members of the fire service, and a single training program for all members who provide emergency medical services in conjunction with either ambulance responses or fire responses. There would be a single chief who has overall responsibility for the management of the fire department. The Chief would have an organizational chart that would be consistent with the fire suppression needs of the community, that would provide for line officers to carry out the various emergency functions required of the department. The organization would appoint fiscal officers to manage the chart of accounts that would be consistent with the Town's chart of accounts and the fiscal officers would be able to take advantage of the purchasing capability of the Town as a whole rather than the individual company's attempting to purchase materials in smaller quantities without taking quantity or group discounts. The fire department may be able to utilize the skills and services of Town Office staff for administrative staff support.

Consideration B

In terms of long range planning, there would be a single organization charged with the responsibility for fire and ambulance services that could plan future implications of growth for that department, and be capable of integrating those needs with an overall town plan. The fire chief would be able to appoint a member or two of the department to be the liaison with planning, zoning and

building officials, so that the department would have an active role in the development of the community in terms of the fire service needs when projects were brought to the Town for approval, and ultimately the fire service would have a mechanism to ensure compliance with the approvals as they relate to fire and ambulance service needs. The Fire Chief would also appoint an individual in the department to be charged with the responsibility for a public education program. These programs would be on-going programs in the community through the schools, churches, and community groups for fire prevention, fire inspection and overall fire and emergency safety awareness for the residents.

Consideration C

The single department under the auspices of the Town would be a single point of contact for all emergency planning within the Town or within the emergency planning district, whether it was mutual aid or fire and ambulance services, or for civil preparedness issues, or for other long-term emergency services planning. The Board of Selectmen which is the organization charged with the responsibility for the prudential affairs of the community, would have one organization, one single contact person in the position of the Chief to coordinate with on all issues of fire and ambulance services, and have the single point of contact in relation to financial matters concerning the fire service. The Town has undertaken some of the financial burden of fire services to date, but they do not have an active role in the management of those services or the funding provided. The single agency would have coordinated responses for various types of emergencies and incidents. The fire department would be able to plan for future acquisitions in terms of equipment and facilities as a single unit, rather than two independent, autonomous companies. Should the community face the need for paid personnel in the fire service to a greater extent than is currently being

provided. That analysis would be a coordinated effort amongst the single department with the consent of the Board of Selectmen and the Board of Finance who ultimately are the funding sources.

Consideration D

There are a few areas that can be definitely identified as cost saving measures if the community elects to consolidate the fire services. The cost of purchasing certain equipment may be reduced in that there may not be a need for each department or station to have the same piece of apparatus. The Chief would coordinate his apparatus needs and equipment, based upon the response area and the risks that are associated with the individual areas, and it may be that he would place certain types of tankers in one portion of the community, but not in the other. In terms of a standardization of equipment, if it was a single agency, the agency would develop a specification for equipment and all equipment would be of the same type and operational standard. This relates to breathing apparatus, hose size, hand tools, types of personal protective equipment, etc. Of course one of the other outgrowths of the standardization is a maintenance program and replacement program that is standardized on the basic equipment that the department identifies as acceptable. The need for many different spare part for different types of equipment would be reduced under a standardized program.

Consideration E

As our society begins to progress into the year 2000, the functions of government are changing dramatically. The requirements for documentation, bookkeeping, record keeping and reporting to all the various governmental agencies have increased dramatically in the past few years, and will probably double before we reach the next century. The consolidated department would be

able to develop automation to assist in this requirement, and there would be a single unified reporting system, whether it be for reporting fires, statistical data, personnel issues, training issues, documentation of services rendered, documentation of the methods of response and documentation of procedures that will be reviewed and most likely approved by some future oversight agency. The requirements that come from governmental agencies, in terms of training and how to respond to certain issues are also increasing in dramatic numbers. These requirements need to be analyzed by the fire service, and implementation plans developed. The single fire agency could do that in a coordinated effort, and if in fact these requirements begin to place an expectation on the fire service that can only be met with the addition of staff, be it clerical, training or prevention type positions the cost could be contained by the single department, rather than both companies having to address these needs individually.

Consideration F

Long term, the current level of service by the individual companies may not be able to be sustained. The dedication and the service given to both companies is largely dependent upon the availability of the members. As time goes on, and people retire, the full time employment of members change, and as the time needs begin to increase, the personnel available to carry on the functions at the same level that currently exist, may not be available. This consideration should be carefully evaluated by the Town as they begin to look at the long term implications of providing fire service through the private corporations. The current administration in both organizations may not be there in 10 or 15 years, and the community may not enjoy the availability of people to do all the functions required of the fire service administration, currently enjoyed by the community.

VIII. Implementation of a Consolidation

The project team wishes to stress once again that the consideration for consolidation of fire service in the Town of Willington is centered on administrative matters and efficient use of taxpayer dollars. There is no indication to the project team that the level of service is deficient or that there are glaring risk management issues that the community needs to address immediately. Should the town elect not to approach consolidation in the near future, or as a long-term project, there are several general recommendations outlined in the following section, that the community may want to implement to enhance the programs already in place. These programs could be addressed individually by the two separate departments, or collectively as joint programs for the fire service in Willington, or as town programs run by others in local government with the assistance and cooperation of the fire service.

Should the Town consider the alternative of consolidation, the Board of Selectmen may wish to consider a plan that utilizes some or all the steps listed below:

1. Discuss with all the personnel of each department the pros and cons of the merger plan seek input from all those individuals and from all those other members of local government.
2. Define what the merger will be.
3. Seek a legal opinion on the action that you intend to take in item #2.
4. Get a vote for a indication from the community as to the acceptance of such a plan.
5. Have a full inventory and financial review, including an assessment of the

buildings and their utilities. This should include a complete research of the deeds and the mortgage filings on said properties.

6. Assess what impact the assumption of the company's debts may have on the Town Financial Plan.
7. Assess what impact the assumption of the assets of the companies will have on the town's liability and property insurance, and on long-term maintenance and capital programs.
8. Consider the benevolent activities of the fire services after consolidation and assumption by the town.
9. Develop an organization chart.
10. Consider any restricted trust or donation restrictions that may in fact affect the merger and assumption by the Town.
11. Determine what amount of Town dollars have funded the facilities and equipment to date.
12. Have citizen involvement in the entire project.
13. Consider who the fire chief will report to and how he or she will report to the elected officials, the Board of Finance, and the community as a whole.
14. Develop job descriptions for the Fire Chief and the second in command personnel.
15. Provide a mechanism for evaluation of the merger after a period of time.

IX. General Recommendations

These recommendations are not intended to indicate that there are significant deficiencies in any of the agencies providing service to the community.

The recommendations are offered as observations that can if implemented, increase the overall capacity and efficiency of the service, may well save costs for the group and can prepare the agencies to deal with future requirements, growth issues and documentation requirements. The recommendations can be accomplished selectively by the individual companies, collectively by both companies, or in concert with an overall town program. Each recommendation is presented to be implemented individually as the time, finances and resources become available to the companies and the Town.

1. Implement Town Ordinance requiring opticom Emergency Systems for Traffic Signals.
2. Implement Town Ordinance that assesses a Civil Forfeiture for false fire alarms that occur frequently at the same site.
3. Develop an administrative procedure that ensures that the Fire Marshal and the Fire Chief in the district affected are given ample time to review and make recommendations for site plans and multi-unit residential construction.
4. Develop a Planning Commission regulation that ensures driveway siting and driveway design accommodates emergency response vehicles.
5. Develop a single site Town Emergency Operations Center (EOC) for civil preparedness operations.
6. Develop a chart of accounts and financial operating plan that reflects the same patterns of expenditure annually. This recommendation should be implemented jointly by the agencies.

7. Develop a statistical reporting format that reflects the same categories annually. This recommendation should be implemented jointly by the agencies.
8. Equipment standards should be developed so that each company sets up and equips vehicles in the same fashion, this would include hose, hand tool and all appliances associated with suppression activities.
9. Personal protection equipment should be standardized to assist in training, standardized response, and continuity of operations as well as cost effective opportunities.
10. A town-wide long range emergency equipment planning document should be developed, considering fire and EMS vehicles, and significant equipment, emergency services facilities and emergency service radio equipment.
11. Standardized equipment testing schedules and documentation should be implemented for the entire town.
12. Standards for personal health and safety of all personnel should be developed, implemented and documented, as well as standardized selection procedures.
13. A council of emergency service providers should be developed by the Town; the council should meet frequently and include the following representatives: Selectmen, Civil Preparedness Director, Fire Marshal, State Police, Chief Officer and Corporate Officer of each company.

14. The Town should initiate an integrated command structure and define in accordance with statutes the responsibilities of each agency for each function, i.e. fire response, EMS response, ambulance transport, and state of emergency situations.
15. The Selectmen should have a legal opinion that defines the Town's responsibility and the Town's liability relative to control and provision of fire, E.M.S, and ambulance services when the Town does not provide the service directly, but funds a portion of the service.
16. Develop an overall community education and inspection program in conjunction with the Fire Marshal's area of responsibility.
17. Ensure that the facilities, procedures, and practices of the fire service are in compliance with ADA and EEO standards.
18. The Town of Willington currently purchases worker compensation insurance from CIRMA.. CIRMA has coverage for general liability, fire fighter liability, ambulance and EMT liability as well as fleet plans that can cover the fire operations at a significant savings. CIRMA's coverage is more than adequate and no other policies are required for any exposure facing the fire service.

We recommend that the fire companies look at this as a possible cost savings alternative.

CIRMA - Connecticut Interlocal Risk Management Council,
a service program of the (CCM) Connecticut
Conference of Municipalities

19. Recommend that all funds received from individuals or insurance companies for ambulance transport be deposited in a Capital Reserve

account to replace ambulance units.

20. Develop a standard, written safety program for the fire services.
21. Develop a sexual harassment policy, standards of conduct and method of filing complaints for the fire service.
22. Develop a mass casualty plan for the community.
23. Recommend that a duty crew system be developed for ambulance and rescue responses. This system would be used for the rescue units at all times, and for the ambulance after 5 pm and weekends.
24. Recommend the purchase of an aerial ladder truck for the community. The initial purchase of an aerial ladder truck for the community, should be a used unit, certified in accordance with NFPA standards.
25. Develop a standardized SOP program for all fire and ambulance service operations.
26. A run card system for the entire town should be developed. This system will specify which station\vehicle will respond to specific emergencies throughout the town. The run card system should contain the following sections:

STILL ALARM: Single unit/station responses to minor emergency calls including medical, motor vehicle accidents, car fire and mutual aid calls.

FIRST ALARM: Dual station response (both fire companies in town) for major emergencies in town including structure fires and chemical emergencies.

SECOND ALARM: Mutual aid companies including tankers and engines, that are located closest to the scene of the emergency.

THIRD ALARM: Additional mutual aid

FOURTH ALARM: Additional mutual aid

The advantages of the run card system include the elimination of guess work of who to call for assistance, the insurance of an adequate response and the proper and adequate use of mutual aid. The run cards should be located in the dispatch center, which allows the incident commander (IC) to simply call for the appropriate alarm. All notification of the specific mutual aid is done by the dispatcher. This allows the IC to concentrate on dealing with the emergency call.

The standard alarm response for second through fourth alarms should be two engines, two tankers and one ladder truck (if required). The assignment and development of the run card system is made by the Fire Chief. He/she should assign mutual aid based on location and response time to the specific area of the town. The town can be adequately covered by five or six run cards, which will insure that the closest mutual aid responds to the call.

X. Long-Range Plan

A long range plan for the fire service in the Town of Willington, whether that service continues to be provided by the separate corporations, or by a single unit governed by the Town selectmen should be developed. The long-range plan should look out over the next 30 years, the plan should consider the facilities of the fire service, whether they are currently existing or are in need of repair or replacement, and any future facilities that may be required for the community. In addition to the physical plant, the long-range plan should consider the radio systems the fire service may need in the future and all the large apparatus that is

required for fire and rescue operation over the period of the plan. The facilities and equipment that are reviewed in the long-range plan should be evaluated in terms of compliance with current and future health, OSHA and employment standards, such as the ADA and equal employment opportunity.

Over the course of the long range plan, the Department or the combined department should plan for the acquisition of sufficient self-contained breathing apparatus for personnel to conduct fire suppression activities and rescue and suppression activities in hazardous environments. This may mean the purchase of improved SCBA equipment in a number of years during the long-range plan.

Fire fighter clothing should be standardized to meet the most stringent safety standards. This may mean that the companies may have to acquire over a number of years, all new personal protective equipment for current and future fire service personnel. The long range plan should provide for back up personal protective equipment, should a fire fighter be exposed to hazardous incidents, or the equipment is significantly damaged in the line of duty, and consideration must be given to periodic replacement of equipment that is used frequently. In the area of personal protective equipment, the long-range plan should also consider the use of safety devices for fire fighters within a fire scene, and should consider the acquisition and issue of portable radios to all personnel assigned within a fire or emergency scene. These radios and alerting devices can be purchased over a number of years within the plan, and replacement considerations should be made for the long-term.

Once the long-range plan has been developed, and the specific purchases are identified in the appropriate years, in the future. The Town should then begin to develop a capital reserve program that would place funding from each year's

operating budget aside for any purchases of large pieces of apparatus at the specified replacement dates. This type of financing method limits the cost of borrowing money and it maintains a more equitable rate of financing annually, so that the community does not face large expenditures in one year and not have that expenditure in a couple of successive years, but then again face a large or larger expenditure for an apparatus in year 4 or 5 of the plan. The same principal should apply to facilities once any replacement or major renovation is defined in the long range plan. A capital reserve should be established with money being set aside annually to go towards these programs.

Vehicle Replacement Schedule:

A vehicle replacement schedule should be developed for all fire apparatus in the town. This will insure proper planning and funding considerations are completed before apparatus is purchased. All new fire apparatus should be specified according to NFPA Standard 1901, entitled Standard for Automotive Fire Apparatus.

The typical life of a fire pumper is twenty years, which may vary according to use and maintenance. The life of an ambulance is approximately five years and the life of a rescue/service truck is ten years, these too vary according to use and maintenance. The following is a proposed replacement schedule:

Willington Hill	1973 GMC	Replace 1995	Tanker
	1981 A/L	Replace 2001	Engine/Tanker
	1986 Ford	Replace 1996	Rescue/Service
	1990 Mack	Replace 2010	Engine/Tanker
Willington No. 1	1965 GMC	Do Not Replace#	Tanker
	1980 GMC	Replace 2000	Engine/Tanker
	1988 Ford	Replace 1993*	Ambulance
	1990 IH	Replace 2010	Engine/Tanker
	1991 Chev	Replace 2001	Rescue/Service

#This vehicle is approaching thirty years old and should be taken out of service. There is sufficient apparatus currently available in the town to allow this vehicle to be taken out of service and not replaced.

*The ambulance should be replaced this year, and then every five years.

This vehicle will see the majority of use in the fire service. We recommend that the old ambulance be kept by the town to serve as a back-up ambulance. This ambulance can be placed into service if additional ambulances are needed at the scene of an emergency, if a second ambulance call is received, or if the primary ambulance is out of service for repairs or maintenance.

The town should consider purchasing a used aerial ladder truck. A vehicle with a 75' ladder would be adequate. If this vehicle is purchased, the ladder should be certified through an established certification company. This test and the vehicle should conform to NFPA Standard 1904, entitled Aerial Ladder and Elevating Platform Fire Apparatus.

XI. Summary

In summation, the study of fire services in the Town of Willington indicates that the community has a good level of fire protection and efficient responses for fire and medical emergencies. There is some overlap or duplication of efforts, and there is room for growth in the area of facilities to meet the future needs of the community as development continues in the north and northeast section of the community. From time to time there may be a shortage of personnel on the first alarm but subsequent and mutual aid alarms can provide additional personnel on those occasions. Given the fact that there are two independent organizations providing fire service, there is the possibility of some economic savings if the

organizations coordinated all activities of each agency or if the community were to merge the fire service and operate it as a Town Department. The recommendations and alternatives that have been provided in this report are recommendations for the community to evaluate and make decisions that are in the best interest of the community as a whole and the economic vitality of the local government. The general recommendations are made in a fashion not to indicate deficiencies in any particular organization, but to provide food for thought and future planning ideas for the fire service.

Many of the recommendations are dependent upon funding and available personnel; these recommendations can be implemented over a period of time by the independent agencies or the town itself. Many of the recommendations made are suggested so that the two companies can plan collectively for the future needs of the fire service in the Town of Willington. There are some economies of scale for the two departments to cooperate in planning, purchasing, and future capital planning matters. The alternative of combining the departments under a single town agency, is a local-political issue for the community to decide, based upon their needs and concerns for current and future fire services. The study team makes this as a recommendation for the community to consider; the community needs to weigh all the options and the ramifications of such a merger or consolidation. This is a local issue and a matter for the community to deal with. The recommendation is driven primarily by the knowledge that economically the single agency could be run in a more economic fashion with the cost savings being directed towards future capital needs or other equipment and personnel needs for the fire service.

Should the community consider the alternative for the consolidation, it should be a community wide project, with involvement at all levels of government,

involving all the fire service personnel, and other community and civic leaders. The project should be approached with a stated goal and purpose for the entire community to know and understand. Should the community elect not to merge the services, the residents should feel secure in the knowledge that there is a high level of skill and professionalism amongst the members of the volunteer fire service in their community, and that the members of the departments are more than willing and capable to service the needs of the citizens of Willington.

Attachment 1

Apparatus Inventory-All Companies and Stations

Ambulance/Rescue/Service Vehicles

		Company	Vehicle #	Station
1988	Ford Med-Tec Ambulance	WFC#1	513	13
1991	Chev 1 Ton Service 600 gpm 260 gal water	WFC#1	113	13
1986	Ford E-350 van, EVF body	WHFC	149	49

Forestry

1968	Jeep 4x4	300 gpm 250 gal.wtr	WHFC	149	49
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Engine/Tankers

1990	IH/2600	Darley 1500 gpm pump 2000 gal water	WFC#1	113	13
1980	GMC/Brig	Darley 1000 gpm pump 1000 gal water	WFC#1	213	213
1990	R Model MACK	Ranger 1500 gpm pump 850 gal water	WHFC	149	49
1981	Amer. Lafrance	1250 gpm pump 1000 gal. water	WHFC	249	49

Tankers

1965	GMC/4000	300gpm 1200 gal water	WFC#1	113	213
1973	GMC/6500	300 gpm 1400 gal water	WHFC	149	49

Attachment 2

Financing Fire Services - Willington, Connecticut

	6/88	6/89	6/90	6/91	6/92
Town Appropriation Total	128,000.00	140,000.00	*234,000.00	193,100.00	193,100.00
WFC#1	64,000.00	70,000.00	97,000.00	101,900.00	101,900.00
WHFC	64,000.00	70,000.00	97,000.00	91,200.00	91,200.00
Total Revenue Departments					
WFC#1	72,230.20	89,154.11	111,803.48	117,575.91	129,856.86
WHFC	68,644.92	79,898.57	100,384.20	101,258.55	104,583.02
Total Expenses					
WFC#1	73,954.37	103,550.35	98,819.26	121,146.49	135,132.46
WHFC	57,652.26	73,712.16	99,579.70	103,285.62	89,928.08
Expenditures for Fire Service	131,606.63	177,262.51	198,398.96	224,432.11	225,060.54
Ambulance Appropriation	23,990.00	76,500.00	92,582.00	109,260.00	118,600.00
Ambulance Expense	20,256.31	62,048.34	92,574.09	97,166.64	103,744.28
Total Expenditure Fire & Ambulance	151,862.94	239,310.85	290,973.05	321,598.75	328,804.82

* As reported in Town report

**Financial Note

**** Financial Note**

The financial appropriation from the Town of Willington covers a portion of cost and of apparatus for both the fire and ambulance operations. Each company receives income from donations, fund-raisers and through other sources. In the current fiscal year, (FY-93) the ambulance service is receiving funds for services as authorized under new legislation. The income from this service should be earmarked in a Capital Reserve for replacement of ambulances.

The Town has not had a formal financial agreement with the companies providing fire services in the community. In the past an informal agreement provided a mill rate applied to the grandlist with the resulting amount of money being split equally between the two companies. Most recently, the town appropriation has been fairly even and is the amount authorized by the Selectmen and Board of Finance and reflects the companies budget needs. In 1988 the total cost of operations was \$151,862.94, in the fiscal year ending June 30, 1992 the Town appropriated \$311,700.00 and the expenses for all services was \$328,804.82.

Attachment 3 Willington Fire Company #1

Fire Statistics

	6/88	6/89	6/90	6/91	6/92
Stdy-by	3	4	6	14	3
Chimney	9	5	2	6	3
Brush	13	27	7	9	7
Structure	2	8	4	35	16
Work Detail	33	16		21	10
Investigations/Smoke	11	22	53*		17
Alarms					39
Mutual Aid	6	3	5	5	18
Hazmat/Fuel Spill	6	6	3	2	1
Misc.	4	33	13		
Service	12	2	26	32	12
Vehicle Fire	15	12	11	6	13
Search and Rescue	2			6	1
Vehicle Accidents	1	29	23	20	6
Wires					14
Furnace					6
Dives					2
Propane					3
Bomb threat	9	18	22	48	60
Drill					1
TOTAL	127	185	175	204	234

*Titled Investigations/alarms in this year.

Ambulance Statistics

	6/88	6/89	6/90	6/91	6/92
Transfers	11	7	23	42	33
Accidents	87	29	84	63	61
House Calls	157	159	145	171	175
Mutual Aid	42	49	30	12	18
Drills					2
Stand-by's	1	5	4	6	2
TOTAL	298	249	286	289	291

Statistics taken from Town Reports, by category shown, total shown in some cases did not reflect the total of the categories.

Statistics include drills, training and work sessions, but not meetings.

Attachment 3 (cont.)
Willington Hill Fire Company

Fire Statistics

	6/88	6/89	6/90	6/91	6/92
Medical	78	58	64	50	72
Structure	2	8	12	9	12
Possible Structure	17	13	3	9	-
Dump	2	2			-
Brush	11	15	3	9	7
Fire Alarms/ False Alarms	8	15	29	18	20
Standby/Other Stations	6	10	7	9	1
Elec/Oil Burner	4	1			4
Search and Rescue*/Drivers	1*	1	5	*4/3	1/2
Wires	2	4	2	5	4
Motor Vehicle Accidents	20	24	24	13	14
Standby Own Station	2				1
Chimney	6	6	1	5	4
Car	8	7	8	1	7
Drills/Training	28	31	40	49	40
Work Session	12	15	14	10	
Service Calls	3	3	4	2	16
Bomb Threats		2	3		
Kitchen		18	3	1	2
Fuel Spill			1		
911 Hang-up calls				5	4
Reported Structure					9
Appliance					2
Hazmat					2
Fire/Police					3
TOTAL	210	215	223	197	227

Statistics include drills, training, work sessions, but not meetings.

	6/88	6/89	6/90	6/91	6/92
Total Fire Calls/Both Depts.	337	400	298	401	461
Total Ambulance	298	249	286	289	291
Total Fire and Ambulance	637	649	584	690	752