

Running Head: NFPA 1720 COMPLIANCE

An Evaluation of the Town of Farmington Fire Department's Current Compliance with the  
Organization, Operation, Deployment, and System Objectives of 2004 NFPA 1720

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

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*Abstract*

The purpose of this research was to evaluate the Town of Farmington Fire Department's (TFFD) compliance with National Fire Protection Association (NFPA) 1720 standard for the *Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, 2004 Edition (NFPA 1720).

Evaluative research was used to address the following questions: "What Organization, Operation, and Deployment Objectives are required by NFPA 1720?"; "What areas of NFPA 1720's Organization, Operation, Deployment and System Objectives does the TFFD currently meet?"; "What areas of NFPA 1720's Organization, Operation, Deployment and System Objectives does the TFFD need to improve?"; "What have fire departments of similar size and make up done to comply with NFPA 1720?"; and "What changes, based on the data analysis, does the TFFD need to make in order to comply with the Organization, Operation, Deployment and System Objectives of NFPA 1720?"

The objectives of NFPA 1720 were evaluated to determine whether compliance would benefit the TFFD. The literature review concluded that compliance would improve fire fighter safety, so a matrix was created that correlated each of the objectives of NFPA 1720 with the TFFD's policies. A questionnaire was sent to similar volunteer and combination fire departments asking that they evaluate their own compliance with NFPA 1720. A second matrix was then created that listed each of the NFPA 1720 objectives and identified which were met by the TFFD and which were met by each of the departments that responded to the questionnaire. Finally, a review was conducted of the objectives that were not met by the TFFD and a list of priorities was established for changes the TFFD could make to comply with NFPA 1720.

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AN EVALUATION OF THE TOWN OF FARMINGTON FIRE DEPARTMENT'S  
CURRENT COMPLIANCE WITH THE ORGANIZATION, OPERATION, DEPLOYMENT,  
AND SYSTEM OBJECTIVES OF 2004 NFPA 1720

*Introduction*

The TFFD, located in Farmington, Connecticut, has not evaluated its current compliance with NFPA 1720. The purpose of this paper was to evaluate TFFD's current compliance with NFPA 1720. The Evaluation Research Method was used to determine which objectives of NFPA 1720 were presently met by the TFFD and what changes would need to be implemented to bring it into compliance with the remaining objectives. Literature reviews were conducted of professional journals and trade publications as well as a comparison of the objectives set forth by NFPA 1720 and the objectives set forth by the written policies and procedures in place within the TFFD. Additionally, questionnaires were sent to local fire departments of similar size and make up to determine which of their efforts to comply with NFPA 1720 might be able to be successfully implemented within the TFFD.

This paper addresses five specific questions. The first question is “What Organization, Operation, and Deployment Objectives are required by NFPA 1720?” The second question addressed by the paper is “What areas of NFPA 1720’s Organization, Operation, Deployment and System Objectives does the TFFD currently meet?” The third question is “What areas of NFPA 1720’s Organization, Operation, Deployment and System Objectives does the TFFD need to improve?” The fourth question is “What have fire departments of similar size and make up done to comply with NFPA 1720?” Finally, the fifth question addressed by this paper is “What changes, based on the data analysis, does the TFFD need to make in order to comply with the Organization, Operation, Deployment and System Objectives of NFPA 1720?”

*Background and Significance*

The TFFD is comprised of 175 fire fighters. 168 are volunteer and 8 are full time career fire fighters who work weekdays between the hours of 7AM and 5PM. The TFFD responds to emergencies within the Town of Farmington, a 28.7 square mile suburb that sits west of Hartford with an estimated population of 24,507 in 2003 (Town of Farmington, 2004). The department operates 17 fire apparatus out of 5 fire stations and responded to 2,597 calls during the year 2004. The operating budget for the department that year was \$1.1 million.

On May 1, 2003, the Director of Fire and Rescue Services became the department head of the TFFD. Authority for the position of Director of Fire and Rescue services is derived from Chapter 29 of the Farmington Code. In accordance with Chapter 29, “The Director of Fire and Rescue Services is hereby charged with managing the Department and with directing and being responsible to the Town Manager for all fire, rescue and emergency medical services provided within the Town...” (Town of Farmington, 2003).

The Director of Fire and Rescue Services had a daunting task. Between 1999 and 2003, the previous administration, which was an appointed “oversight board” consisting of a combination of 9 residents and volunteer fire chiefs from within the Town of Farmington, had run the department’s operating budget almost \$180,000 over budget. The various fire stations were operating under different protocols and there were known deficiencies with respect to labor laws, Occupational Safety and Health Administration (OSHA) mandates, and other applicable codes and standards.

One high-profile standard that the department had never assessed its compliance with was NFPA 1720. In 2001, NFPA issued the first edition of 1720. NFPA describes the 1720 Standard as being “The first organized approach to defining levels of service, deployment capabilities, and

staffing levels for significantly volunteer fire departments” (National Fire Protection Association [NFPA], 2004).

The second edition of NFPA 1720 went into effect on August 4, 2004 and supersedes all previous editions of the standard (NFPA, 2004).

The position of Director of Fire and Rescue Services is now two years old. Although many positive changes have been made within the department during the past two years, there are still many improvements to be made. NFPA 1720 has been described as the standard that could help the TFFD, and many other volunteer and combination fire departments, determine what other changes need to be made to allow the department to operate safely and to best serve its community. “In essence”, according to Dr. Harry Carter, “We in the volunteer fire service now have a document that will assist us in assessing our ability to deliver our services to the communities wherein we offer our time as volunteers. We have a road map, if you will, to guide us in the proper direction toward a progressive, effective volunteer fire agency” (Carter, 2002). The time for the TFFD to complete that assessment is now.

This Applied Research Project (ARP) directly relates to all five of the United States Fire Administration’s (USFA) Operational Objectives. NFPA 1720 in and of itself is an emerging issue within the fire service because it is the first standard to clearly define staffing, equipment and deployment levels for significantly volunteer departments. This corresponds directly to USFA Operational Objective #5: “To respond appropriately in a timely manner to emerging issues.” Furthermore, by completing this assessment and taking steps to improve deficiencies in the department with respect to NFPA 1720, the department will be better poised to achieve the USFA’s first four Operational Objectives: “Reduce the loss of life from fire in the age group 14 years old and below; Reduce the loss of life from fire in the age group 65 years old and above;

Reduce the loss of life from fire of fire fighters; and “To promote within communities a comprehensive, multi-hazard risk-reduction plan led by the fire service organization.”

This ARP also directly relates to the Executive Development Course. Specifically, the changes that should result from this assessment that will be enacted by the Director with assistance from key TFFD personnel, relate to Unit 1: “Leadership,” Unit 2: “Teams”, Unit 3: “Change Management,” Unit 4: “Research”, Unit 5: “Change and Creativity,” Unit 7: “Organizational Culture and Change,” and Unit 8: “Ethics and Change.”

### *Literature Review*

The purpose of this literature review was to examine published documents about NFPA 1720 in order to understand the role of the NFPA, the implications of NFPA 1720, the objectives set forth by the standard, and the benefits the TFFD would derive by becoming NFPA 1720 compliant.

NFPA standards are developed through the voluntary consensus process. With the enactment of the National Technology Transfer and Advancement Act of 1995, Congress mandated this process for standards used by federal agencies. According to James Shannon, President and Chief Executive Officer of NFPA, all NFPA standards, including 1720, are developed through this process and are accredited by the American National Standards Institute (Shannon, 2003).

Steven Savia, Managing Principal of The Sage Group, which is a management consulting and public policy research firm, describes the role of NFPA as follows.

NFPA standards are not law nor do they hold the authority of government regulatory standards. NFPA is a non-governmental organization. So what’s the big deal if NFPA standards are not law or regulation that can be enforced? NFPA standards tend to be

viewed as “accepted industry standards.” That means that in the event of litigation, these standards are held as the baseline against which to be measured. So an expert witness testifying in a lawsuit against a volunteer department for negligence resulting in the loss of life or property would probably cite NFPA 1720 as the standard for organization and operations for a volunteer department. While it can be argued by other experts that it is a written standard not necessarily reflecting standard practices, a lot more work has to be done to make (and win) that argument (Savia, 2001).

There was a substantial amount of opposition to the creation of the NFPA 1720 and its counterpart, NFPA 1710, standard for the *Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

A national coalition representing the Conference of Mayors, the National League of Cities, the National Association of Counties and a number of other state and local government groups collectively opposed the staffing and response time requirements of NFPA 1710 and 1720. The coalition believed that there were “...practical, liability, scientific, and other problems with the proposed standards as well as the complete failure of the NFPA consensus process due to the exclusion of local government representatives during the development of the standards” (U.S. Mayor, 2001).

Chris McKenzie, Director of the League of California Cities, was also opposed to the standards. “It’s intended to be a straight-jacket on city councils,” McKenzie said. “I think it’s going to be used as a tool in litigation, labor negotiations, every way it can be used to try to increase spending for fire services at the expense of other city services, like libraries, parks, police” (U.S. Mayor, 2001).

The National Volunteer Fire Council (NVFC) initially opposed the creation of NFPA 1710 and 1720 as well. “Our position has been, from the very inception, that fire protection is a local issue, not a matter of standard,” said Phil Stittleburg, NVFC chairman and Chief of the LaFarge, Wisconsin, Volunteer Fire Department. “Secondly, we have been adamantly opposed to standards that differentiate between paid and volunteer. You need to deal with standards on equipment, staffing and geographical difficulties, and whether or not you draw a paycheck should have no bearing on that (Firefighting.com, 2001).

Once it became apparent that NFPA 1720 would be written, the NVFC participated in the process. The organization gave no direction to its members regarding whether they should vote in favor or against the standard and instead allowed them to each form their own opinions on the standard (Oriole, 2001).

Proponents of NFPA 1710 and 1720 included International Association of Fire Fighters (IAFF). IAFF General President Harold Schaitberger applauded the estimated 3,500 fire fighters and fire chiefs who voted by an overwhelming majority to approve the standards. "May 16, 2001 is a date that will go down in history for the fire and EMS service of our two great nations," he said, referring to the standards' potential impact on the fire service in both the United States and Canada. "We are going to raise the standard for firefighter and EMS deployment for generations to come" (Oriole, 2001).

Mike Brown, President of the International Association of Fire Chiefs (IAFC), was another advocate for the standards. “Used as a benchmark, these standards will help fire departments evaluate and improve service delivery within their communities,” Brown said. “We worked very hard with other major organizations, like the IAFF, to make this the best possible

standard for the entire fire service. Now, we must work together - labor and management – to help fire departments implement the standard” (Oriole, 2001).

After reviewing these and various other documents, including the NFPA 1720 document itself and the written policies and procedures presently in place in the TFFD, it became apparent that it would be in the best interest of the TFFD to become NFPA 1720 compliant. The literature review made it clear that even those who were opposed to NFPA 1720 were so for political and financial reasons. Even the opponents couldn't argue that, if followed, NFPA 1720 would improve fire fighter safety as well as the operations of the fire department.

### *Procedures*

The first step of this research project was to define the parameters of the evaluation study. For this project, the TFFD's current compliance with the Organization, Operation, Deployment, and System Objectives of 2004 NFPA 1720 would be evaluated. The specific criteria against which the TFFD would be measured were then identified. The Organization, Operation, Deployment and System Objectives of NFPA 1720 are included as Appendix A.

After the Organization, Operation, Deployment and System Objectives of NFPA 1720 were identified, a plan was developed for measuring each of the evaluative criterion objectively and thoroughly. There are many practices within the TFFD that are carried out “because they have always been done this way”, however the extent to which those practices are followed varies widely from fire situation to fire situation and fire fighter to fire fighter. Therefore, in order to keep this study objective, the only practices that were considered when evaluating the TFFD's compliance with NFPA 1720 were those that were addressed in writing, specifically the department's written Directives (Town of Farmington Fire Department, 2003) and Emergency Medical Services Sponsor Hospital Policies and Procedures set by University of Connecticut

John Dempsey Hospital (UCONN JDH) which functions as the TFFD's Medical Control Authority (University of Connecticut John Dempsey Hospital [UCONN JDH], 2001). Appendix B is a list of all of the TFFD Directives that have been issued as of October 28, 2005. Appendix C is a list of all of the UCONN JDH Emergency Medical Services Sponsor Hospital Policies and Procedures that have been issued as of October 28, 2005.

A questionnaire was then sent to ten neighboring volunteer and combination fire departments of similar size. The questionnaire served two purposes. It was used to determine how many other local fire departments complied with some or all of the objectives set forth by NFPA 1720, thereby evaluating the feasibility of doing so. Secondly, the questionnaire asked for details regarding the steps those departments had taken to meet, or even partially meet, some of the more "challenging" objectives of NFPA 1720. The answers to the questionnaires that were returned would later be used determine which of the efforts comply with NFPA 1720 made by other fire departments might be able to be successfully implemented within the TFFD. The questionnaire sent out to the ten neighboring volunteer and combination fire departments is included as Appendix D.

In order to analyze and evaluate the data collected, a matrix was created that correlated each of the objectives set forth with NFPA 1720 with each of the TFFD Directives or UCONN JDH Emergency Medical Services Sponsor Hospital Policies and Procedures. This matrix is included as Appendix E.

Finally, a matrix was created that listed each of the objectives set forth by NFPA 1720 and then showed which ones were met by the TFFD and which ones were met by each of the three similar volunteer and combination fire departments that responded to the questionnaire. The matrix included all of the data that was collected and is included as Appendix F.

The fire departments that responded to this questionnaire were, in alphabetical order, the Canton Fire Department in Canton, Connecticut; the Old Mystic Fire Department in Old Mystic, Connecticut; and the Windsor Fire Department in Windsor, Connecticut. These fire departments were, in no particular order, listed as Fire Departments #1 – #3, on the matrix, as the purpose of this research was to evaluate the current compliance of only the TFFD and not the other departments that assisted by completing the questionnaire. This matrix is included as Appendix F.

The matrix included as Appendix F gave a clear indication of which objectives other similar fire departments had found ways to achieve, thus making it reasonable that they be met by the TFFD. This matrix also clearly showed which objectives of NFPA 1720 might be extremely difficult or cost prohibitive for the TFFD to meet, as those objectives had not been met by any of the other similar departments that returned the questionnaire.

### *Results*

The first question that was addressed in this research paper was “What Organization, Operation, and Deployment Objectives are required by NFPA 1720?” There are 65 objectives specified in NFPA 1720 and they are listed in Appendix A.

The second question addressed by the paper was “What areas of NFPA 1720’s Organization, Operation, Deployment and System Objectives does the TFFD currently meet?” In order to answer this question, a matrix was created that correlated each of the objectives set forth with NFPA 1720 with each of the TFFD Directives or UCONN JDH Emergency Medical Services Sponsor Hospital Policies and Procedures Manual. This matrix is included as Appendix E.

The third question was “What areas of NFPA 1720’s Organization, Operation, Deployment and System Objectives does the TFFD need to improve?” This question was also answered by the matrix included as Appendix E. TFFD failed to meet each of the objectives for which it did not have a Directive or a policy established by UCONN JDH and therefore would need to make improvements in order to meet these objectives NFPA 1720. These objectives are identified as having None in the TFFD Directive or UCONN JDH Policy column of the matrix.

The fourth question was “What have fire departments of similar size and make up done to comply with NFPA 1720?” All of the information that was collected by way of the questionnaire that was returned by the three similar volunteer and combination fire departments is compiled into the matrix which as Appendix F.

Finally, the fifth question addressed by this paper was “What changes, based on the data analysis, does the TFFD need to make in order to comply with the Organization, Operation, Deployment and System Objectives of NFPA 1720?” Appendix G lists all of the objectives that the TFFD would need to meet in order to become NFPA 1720 compliant as well as changes that would need to be implemented to make the department compliant.

### *Discussion*

The results of this evaluation were consistent with the findings discussed in the literature review. The evaluation results showed that TFFD was not compliant with all aspects of NFPA 1720 and that any steps taken to make the department compliant with the standard would improve the safety of fire fighters within the department as well as the members of the community that they serve.

The literature review also indicated that compliance with NFPA 1720 would establish a safer working environment for fire fighters as well as improving safety to the public, thus saving

lives. “The decision by the NFPA to issue this new standard will save hundreds of lives – of fire fighters and the citizens we are sworn to protect with our lives – for years to come,” Harold Schaitberger said. “there is no doubt that this standard will result in more effective and more efficient fire and EMS departments across the United States and Canada – and in our business that means lives saved” (Firefighting.com, 2001).

Although safety should be enough of a reason to become NFPA 1720 compliant in and of itself, Harry Carter offered additional reasons to comply with the standard.

It is my firm belief that this particular document can help you prepare your fire department to provide a more effective and efficient service to your community. If you follow the implementation of the document, it allows you to identify the gaps, shortfalls, and overages in your current system. It will allow you to build a strong case for your future needs, by identifying the exact places within your protective jigsaw puzzle and where missing pieces need to be placed. No more by gosh and by golly planning and budgeting (Carter, 2002).

The reasons cited by Harry Carter to comply with NFPA 1720 would also be a benefit to the TFFD if the department were to take steps to comply with all of the objectives of NFPA 1720.

The results of the evaluation were not unexpected. It was anticipated that there are areas where the TFFD could be improved. In light of some of the changes that have been initiated within the TFFD since the position of Director of Fire & Rescue Services was created in 2003 however, it was also expected that the TFFD would be well on its way to complying with many of the objectives of NFPA 1720.

Additionally, the comparison of TFFD with the other three similar departments showed that while none of the departments met all of the objectives, some of the other departments did find ways to comply with many of the objectives that the TFFD failed to meet. While there were objectives that all of the departments in the comparison failed to meet, it did not appear that even those objectives, given the appropriate attention and necessary funding, were insurmountable.

A review of the results showed that the TFFD was strong the areas of Fire Suppression Organization, Initial Attack, Emergency Medical Services and Special Operations Response. These are the actual operational areas of the fire department that govern the front line fire and medical services provided by the fire fighters. It speaks well of the TFFD that all of the objectives in these areas were met, as they were obviously a priority of the administration.

The objectives of Community and Risk Management, Staffing and Deployment, Reporting Requirements, Fire Suppression Operations, Intercommunity Organization and Communication System were all partially met.

It is important to note that the area of Fire Suppression Operations most definitively encompasses some of the front line operations performed by fire fighters. For the purposes of this evaluation, the TFFD met only one of the seven objectives in this section, however all of the objectives that were not met in this section reference the Incident Command System and the way it is implemented on the fire ground. The TFFD does train its fire fighters on the Incident Command System and takes care to assure that they are refreshed it in every year, and an Incident Commander is designated for all incidents. The TFFD was not given credit for meeting these objectives since there was not a written Directive in place codifying this practice.

The remaining objectives that were only partially met by the TFFD related to planning policies that needed to be established or improved.

There were two areas in which the TFFD failed to meet the specified objective: Safety and Health System and Incident Management System. The reasons for these failures were consistent with the same reasons for the above listed failures. The Safety and Health System is another planning policy that needs to be established and the Incident Management System relates to the practice of using the Incident Command System, which the TFFD does but needs to put into writing in the form of a directive.

The results of this evaluation show that while the TFFD does have some sound policies in place, there is more work to be done to assure fire fighter and public safety. The evaluation also showed that if steps are not taken to address some of the objectives within NFPA 1720 that the TFFD did not meet, that the department would be putting itself in a dangerous position with regard to liability should an injury or death occur on the fire ground.

#### *Recommendations*

Based on the evaluation, there are a number of changes that the TFFD would need to make in order to comply with NFPA 1720. Appendix G lists all of the objectives that the TFFD would need to meet in order to become NFPA 1720 compliant as well as changes that would need to be made to make the department compliant.

The first priority for the TFFD should be to implement a department directive on the Incident Command System. The department lost credit on a number of objectives within the Fire Suppression Operations and Incident Management System objectives of this evaluation because of the lack of written policy. As this has a direct, immediate bearing on the actual operations performed by fire fighters, creation of this policy should be a priority.

On the same subject, another priority for the department should be to address the Safety and Health System as this also directly impacts the fire fighters. While the department does have

safety and health practices in place, they need to be put into writing so that they can be thoroughly evaluated and improved as necessary. It is to be expected that the department will require funding in order to meet this objective

While it would benefit the TFFD to comply with all of the NFPA 1720 objectives, the above-mentioned priorities would immediately provide for a safer fire fighter work environment. Additional research would be necessary to determine if the department would find a benefit in meeting all of the objectives in the aforementioned Safety and Health System, but working to meet even some of those objectives would benefit the fire fighters.

The results of this evaluation, including the recommendations, should be reviewed with the TFFD's three volunteer fire chiefs. There should be a discussion to determine if the fire chiefs agree with the recommended priorities and whether there are any other objectives within NFPA 1720 that they believe also deserve immediate attention. A plan for compliance, including a timeline that takes into account the budget preparation process in the Town of Farmington, should be established and work to meet the objectives should commence.

NFPA 1720 requires annual evaluation. "4.4.2.1 The fire department shall evaluate its level of service and deployment delivery and response time objectives on an annual basis." It would be appropriate then, that this annual evaluation include assessing the department's ongoing compliance efforts with NFPA 1720.

In conclusion, this evaluation of the TFFD's compliance with NFPA 1720 provided the department with a clear picture of what it has achieved and how much more work it has to do to improve its operations. Every single volunteer and combination fire department should consider evaluating its own compliance with NFPA 1720. Harry Carter explains why.

If we are to hold ourselves out to the public as the agency to whom they can turn to in times of peril or danger, then we have to be the best that we can possibly be. By using the requirements as specified in NFPA 1720 as our template, we can build a solid house to whether the storms of future emergencies that will occur from time to time in our communities. Do not hide from this issue; it's not going to go away (Carter, 2002).

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APPENDIX A

NFPA 1720: Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments

1720 Section	1720 Objective		
4.1*	Fire Suppression Organization. Fire suppression operations shall be organized to ensure that the fire department's fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources efficiently, effectively and safely.		
4.1.1	The authority having jurisdiction shall promulgate the fire department's organizational, operational and deployment procedures by issuing written administrative regulations, standard operating procedures, and departmental orders.		
4.1.1.1	Fire department procedures shall clearly state the succession of command responsibility.		
4.2*	Community Risk Management. The fire department shall participate in a process that develops a community fire and emergency medical services risk management plan.		
4.2.2*	The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and / or prefire planning.		
4.2.3	Hazardous Materials		
4.2.3.1	The fire department shall participate in a process that develops a community risk management plan with respect to the risks associated with the storage, use, and transportation of hazardous materials.		
4.2.3.2	The specific role of the fire department and other responding agencies shall be defined by the community risk management plan for hazardous materials and other special operations.		
4.3	Staffing and Deployment		
4.3.1	The fire department shall identify minimum staffing requirements to ensure that a sufficient number of members are available to operate safely and effectively.		
4.3.2*	Table 4.3.2 shall be used by the AHJ to determine staffing and response time capabilities, and the fractal accomplishment of that for reporting purposes as required by 4.4.2.		
Table 4.3.2 Staffing and Response Time			
Demand Zone	Demographics	Staffing and Response Time	Percentage
Special risks	AHJ	AHJ	90
Urban	> 1000 people / mi <sup>2</sup>	15/9	90
Suburban	500-1000 people / mi <sup>2</sup>	10/10	80
Rural	< 500 people / mi <sup>2</sup>	6/14	80

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1720 Section	1720 Objective		
Remote*	Travel distance $\geq$ 8 mi	4	90
*Upon assembling the necessary resources at the emergency scene, the fire department should have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.			
4.3.3*	Personnel responding to fires and other emergencies shall be organized into company units or response teams and shall have required apparatus and equipment.		
4.3.4*	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident shall regulate dispatch of companies, response groups, and command officers to fires and other emergency incidents.		
4.4	Reporting requirements		
4.4.1*	Report for Each Response. The fire department shall maintain a standard report containing specified information for each response.		
4.4.1.1	This report shall include the location and nature of the fire and emergency and describe the operations performed.		
4.4.1.2	This report shall identify the members responding to the incident.		
4.4.2	Annual Evaluation		
4.4.2.1	The fire department shall evaluate its level of service and deployment delivery and response time objectives on an annual basis.		
4.4.2.2	The evaluation shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department.		
4.4.3	Quadrennial Report. The fire department shall provide the AHJ with a written report, quadrennially, which shall be based on the annual evaluations required by 4.4.2.		
4.4.3.1	The quadrennial report shall define demand zones and / or circumstances in which the requirements of this standard are not being met.		
4.4.3.2	This report shall explain the predictable consequences of identified deficiencies and address the steps within a fire department strategic plan necessary to achieve compliance.		
4.4.3.3	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents.		
4.5	Fire Suppression Operations		
4.5.1*	Incident Commander. One individual shall be assigned as the incident commander.		
4.5.1.1	The assumption and identification of command shall be communicated to all units responding to or involved at the incident scene.		
4.5.1.2	The incident commander shall be responsible for the overall coordination and direction of all activities for the duration of the incident.		
4.5.1.3	The incident commander shall ensure that a personnel accountability system is immediately utilized to rapidly account for all personnel at the incident scene.		
4.5.2	Company Officer. The company officer / crew leader shall at all times beware of the identity, location, and activity of each crew member assigned to the company.		
4.5.2.1	Each member of the company shall be aware of the identity of the company officer / crew leader.		

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1720 Section	1720 Objective
4.5.2.2	Orders addressed to individual members, particularly verbal orders and orders at incident scenes, shall be transmitted through the company officer.
4.6	Initial Attack.
4.6.1*	Initial attack operations shall be organized to ensure that at least four members are assembled before interior fire suppression operations are initiated at a working structural fire.
4.6.2	In the hazardous area, two individuals shall work as a team.
4.6.3	Outside the hazardous area, two individuals shall be present for assistance or rescue of the team operating in the hazardous area. One of the two individuals assigned outside the hazardous area shall be permitted to be engaged in other activities.
4.6.4	The assignment of any individual shall not be permitted if abandoning that individual's critical task(s) to perform rescue clearly jeopardizes the safety and health of any fire fighter operating at the incident.
4.6.5	Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find and imminent life-threatening situation where immediate action could prevent the loss of life or serious injury, such action is permitted with less than four personnel when conducted in accordance with NFPA 1500.
4.6.6	The fire department shall have the capability for sustained operations, including fire suppression, engagement in search and rescue, forcible entry, ventilation, and preservation of life and property; accountability for personnel; a dedicated rapid intervention crew (RIC); and provision of support activities for those situations that are beyond the capability of the initial attack.
4.7	Intercommunity organization.
4.7.1*	Mutual aid, automatic aid and fire protection agreements shall be in writing and shall address issues such as liability for injuries and deaths, disability requirements, cost of service, authorization to respond, staffing, and equipment, including the resources made available and the designation of the incident commander.
4.7.2	Procedures and training of personnel for all fire departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure the uniform operations.
4.7.3	Companies responding to mutual aid incidents shall be equipped with communications equipment that allow personnel to communicate with the incident commander and division officers, group officers, or sector officers.
4.8	Emergency Medical Services
4.8.1	Purpose.
4.8.1.1	EMS operations shall be organized to ensure the fire department's emergency medical capability includes personnel, equipment and resources to deploy the initial arriving company and additional alarm assignments.
4.8.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of Section 4.8.
4.8.2*	The provisions of the section shall apply only to those fire departments that are involved in EMS delivery.
4.8.3*	The fire department shall clearly document its role, responsibilities, functions and objectives for the delivery of EMS.

1720 Section	1720 Objective
4.8.4	System Components
4.8.4.1	The basic treatment levels within an EMS system, for the purposes of this standard, shall be categorized as first responder, basic life support (BLS), and advanced life support (ALS).
4.8.4.2	The specific patient treatment capabilities associated with each level shall be determined by the authority having jurisdiction for the approval and licensing of EMS providers within each state or province.
4.8.5*	EMS System Functions
4.8.5.1	The following shall be considered the five basic functions within an EMS system: <ul style="list-style-type: none"> <li>(1) First Responder</li> <li>(2) Basic life support (BLS) response</li> <li>(3) Advanced life support (ALS) response</li> <li>(4) Patient transport in an ambulance or alternative vehicle designed to provide for uninterrupted patient care at the ALS or BLS level while en route to a medical facility</li> <li>(5) Assurance of response and medical care through a quality management program.</li> </ul>
4.8.5.2	The fire department shall be involved in providing all or all of the functions identified in 4.8.5.1.
4.8.6	Quality Management.
4.8.6.1	The fire department shall institute a quality management program.
4.8.6.2	All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel, and that review process shall be documented.
4.8.6.3	All fire departments with ALS services shall have a named medical director with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations. This review process shall be documented.
4.8.6.4	Fire Departments providing ALS services shall provide a mechanism for immediate communications with EMS supervision and medical oversight.
4.9	Special Operations Response.
4.9.1	Capability.
4.9.1.1	Special operations shall be organized to ensure that the fire department's special operations capability includes sufficient personnel, equipment, and resources to efficiently, effectively, and safely deploy the initial arriving company and additional alarm assignments providing such services.
4.9.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of 4.9.
4.9.2	The provisions of this section shall apply to fire departments that are involved in the delivery of special operations response.
4.9.3	The fire department shall adopt a special operations response plan and standard operating procedures that specify the role and responsibilities of the fire department and the authorized functions of members responding to hazardous materials emergency incidents.
4.9.4	All fire department members who are expected to respond to emergency incidents

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1720 Section	1720 Objective
	beyond the first responder operations level for hazardous materials response shall be trained to the applicable requirements of NFPA 472.
4.9.5	The fire department shall have the capacity to implement an RIC during all special operations incidents that would subject fire fighters to immediate danger of injury, or in the event of equipment failure or other sudden events, as required by NFPA 1500.
4.9.6*	Special Operations.
4.9.6.1	When a higher level of emergency response is needed beyond the capability of the fire department for special operations, the fire department shall determine the availability of outside resources that deploy these capabilities and the procedures for initiating their response.
4.9.6.2	The fire department shall be limited to performing only those specific special operations functions for which its personnel have been trained and are properly equipped.
5.1*	Safety and Health System. A fire fighter occupational safety and health program shall be provided in accordance with NFPA 1500, to form the basic structure of protecting the health and safety of fire fighters, regardless of the scale of the department or emergency.
5.2*	Incident Management System.
5.2.1	An incident management system shall be provided in accordance with NFPA 1561, to form the basic structure of all emergency operations of the fire department regardless of the scale of the department or the emergency.
5.2.2*	An effective incident management system shall be designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be handled by the fire department.
5.3	Training Systems. The fire department shall have a training program and policy that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all responsibilities consistent with the department's organization and deployment as addressed in Chapter 4.
5.4	Communication Systems.
5.4.1*	The fire department shall have a reliable communications system to facilitate prompt delivery of public fire suppression, emergency medical services, and special operations.
5.4.2	All communications facilities, equipment, staffing, and operating procedures shall comply with NFPA 1221.
5.4.3	Operating procedures for radio communications shall provide for the use of standard protocols and terminology at all types of incidents.
5.4.4	Standard terminology, in compliance with NFPA 1561, shall be established to transmit information, including strategic modes of operation, situation reports, and emergency notifications of imminent hazards.
5.5*	Pre-Incident Planning. The fire department shall set forth operational requirements to conduct pre-incident planning. Particular attention shall be provided to target hazards.

APPENDIX B  
*Town of Farmington Fire Department Directives*

Number	Directive	Latest Revision
1	The Directive System	May 16, 2003
2	Chain of Command	May 16, 2003
3	Apparatus Accidents	May 30, 2003
4	Fire Station Maintenance	December 8, 2003
5	Bloodborne Pathogens	June 16, 2003
6	Response to Medical Calls	December 16, 2003
7	Rescinded Standard Operating Guidelines	July 3, 2003
8	Knox Boxes	July 3, 2003
9	Volunteer Fire Fighter Application and Screening	December 23, 2004
10	Respiratory Protection	July 23, 2003
11	Backing Up Fire Apparatus	June 1, 2005
12	911 Manual	December 22, 2003
13	Worker's Compensation Procedures	August 31, 2005
14	Town of Farmington Fire Fighter of the Year	October 29, 2003
15	Fire Department Public Information Officer	October 29, 2003
16	Private Fire Watch	October 29, 2003
17	Lock Out Tag Out	December 15, 2003
18	Wig Wag Permits	December 15, 2003
19	Rapid Intervention Team	December 15, 2003
20	Personnel Accountability Report	December 15, 2003

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21	Administration Procedures for Oral Glucose	February 23, 2004
22	Fire Cadet Program	March 2, 2004
23	Physical Fitness Equipment in the Fire Stations	March 8, 2004
24	Violence in the Work Place	April 8, 2004
25	Smoking	April 8, 2004
26	Drugs and Alcohol	April 8, 2004
27	Harassment in the Work Place	April 8, 2004
28	Pre-Hospital Patient Care Reports	June 27, 2005
29	EMT Ride Along Program with UCONN	October 20, 2004
30	Critical Incident Stress Debriefing	October 20, 2004
31	Requests for Paramedic Mutual Aid	October 20, 2004
32	Response of the UCONN Health Center Fire Department	August 31, 2005
36	Town of Farmington Fire Department Mission Statement	December 15, 2004
37	Volunteer Fire Fighter Tax Abatement Program	February 11, 2005
38	Fire Reports	April 25, 2005
39	Career Fire Fighter Over Time Assignments	June 9, 2005
40	Access to Secured Areas	June 27, 2005
41	Life Star Helicopter Response	August 31, 2005

APPENDIX C

*University of Connecticut John Dempsey Hospital  
Emergency Medical Services Sponsor Hospital Policies and Procedures*

Section #1 Administrative

- 01-001 UCHC Sponsor Hospital Guidelines
- 01-002 Medical Direction Policies and Procedures
- 01-003 Due Process
- Attachment 01-003a: Due Process Algorithm
- 01-004 Controlled Substance Kits (Bradley Airport and UCHC)
- 01-005 EMS Students and Riders
- 01-06 Personnel Data Sheets
- Attachment 01-006a: Medical Authorization Application
- 01-007 Transport Criteria for UCHC Paramedics
- 01-008 CISD Activation
- Attachment 01-008a: CISD Activation Form
- 01-009 Paramedic Necessity Criteria for UCHC
- 01-010 Guidelines for Obtaining Medical Control Authorization (Paramedic)
- 01-011 Guidelines for Obtaining Medical Control Authorization (Intermediate)
- Attachment 01-011a UCHC Preceptor Evaluation Sheet
- Attachment 01-011b UCHC I.V. Evaluation Form
- 01-012 Medical Control Leave of Absence
- 01-013 Sponsor Hospital for First Responder / EMT Basic Providers
- 01-014 Unprotected Exposure
- Attachment 01-014a Pre-Hospital Uniform Communicable Disease Report Form

Section #2 Continuing Education

- 02-001 In-Service Training Requirements for Advanced Level Provider
- 02-002 Recertification Requirements for the Advanced Level Provider
- 02-003 Pre-Hospital Early Defibrillator Sponsorship Requirements
- 02-004 EMT Epinephrine Requirements
- Attachment 02-004a UCHC Epi Pen Quality Assurance Form
- 02-005: Reporting Criteria for Medical Sponsorship

Section #3 Documentation

- 03-0001 Completion of Patient Care Reports
- Attachment 003-001a Copy of approved Patient Care Report
- 03-0002 Refusal of Care
- Attachment 03-002a Refusal of Care Form
- 03-003 Paramedic Necessity Criteria
- 03-004 Medical Direction Incident Report
- Attachment 03-004a Medical Direction Incident Report

Section #4 Communication

- 04-01 CMED Radio Report Guidelines

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### Section #5 Quality Assurance

- 05-001 Purpose, Goals and Objectives of Quality Assurance
- 05-002 Methodology
- Attachment 05-002a EMT-I / EMT-P Quality Assurance Form
- 05-004 Endotracheal Intubation Verification Form
- 05-005 Rapid Sequence Intubation Policy / Quality Assurance
- Attachment 05-005a Advanced Airway Quality Assurance Form

### Section #6

- 06-001 State of Connecticut Trauma Regulations
- 06-002 DNR Regulations
- 06-003 Mass Casualty Disbursement of Patients
- 06-004 ALS Interfacility Transport Policies

APPENDIX D

*Questionnaire: Does Your Fire Department Comply with NFPA 1720 – And How?*

The following questionnaire is part of my Applied Research Project for the Executive Fire Officer Program at the National Fire Academy.

I am asking if you would consider reading the each of the NFPA 1720 requirements below and then checking whether your Fire Department “Currently Meets”, “Partially Meets” or “Fails to Meet” that requirement.

I am particularly interested in what specific steps various volunteer and combination fire departments have taken to meet some of the more “challenging” sections of NFPA 1720. If your Fire Department “Meets” or even “Partially Meets” one of the requirements that I’ve added a line that says “Please describe if your Department “Meets” or “Partially Meets”, please include a very brief summary of how this has been accomplished.

I would appreciate it if you would email your response to [HarperM@Farmington-CT.org](mailto:HarperM@Farmington-CT.org) or fax it to (860) 672-2323 before October 31, 2005.

I would be pleased to provide the results of this research to anyone who is interested.

Thank you for your assistance!  
Mary-Ellen Harper

1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
4.1*	Fire Suppression Organization. Fire suppression operations shall be organized to ensure that the fire department’s fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources efficiently, effectively and safely.			
4.1.1	The authority having jurisdiction shall promulgate the fire department’s organizational, operational and deployment procedures by issuing written administrative regulations, standard operating procedures, and departmental orders.			
4.1.1.1	Fire department procedures shall clearly state the succession of command responsibility.			
4.2*	Community Risk Management. The fire department shall participate in a process that develops a community fire and emergency medical services risk management plan.			
4.2.2*	The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and / or prefire planning.			
	Please Describe if your Department “Meets” or “Partially Meets”:			

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
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4.2.3 Hazardous Materials

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4.2.3.1 The fire department shall participate in a process that develops a community risk management plan with respect to the risks associated with the storage, use, and transportation of hazardous materials.

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4.2.3.2 The specific role of the fire department and other responding agencies shall be defined by the community risk management plan for hazardous materials and other special operations.

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4.3 Staffing and Deployment

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4.3.1 The fire department shall identify minimum staffing requirements to ensure that a sufficient number of members are available to operate safely and effectively.

Please Describe if your Department “Meets” or “Partially Meets”:

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4.3.2\* Table 4.3.2 shall be used by the AHJ to determine staffing and response time capabilities, and the fractal accomplishment of that for reporting purposes as required by 4.4.2.

Table 4.3.2 Staffing and Response Time

<i>Demand Zone</i>	<i>Demographics</i>	<i>Staffing and Response Time</i>	<i>Percentage</i>
Special risks	AHJ	AHJ	
90			
Urban	> 1000 people / mi <sup>2</sup>	15/9	
90			
Suburban	500-1000 people / mi <sup>2</sup>		
10/10	80		
Rural	< 500 people / mi <sup>2</sup>	6/14	
80			
Remote*	Travel distance ≥ 8 mi	4	
90			

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\*Upon assembling the necessary resources at the emergency scene, the fire department should have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.

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4.3.3\* Personnel responding to fires and other emergencies shall

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
	be organized into company units or response teams and shall have required apparatus and equipment.			
4.3.4*	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident shall regulate dispatch of companies, response groups, and command officers to fires and other emergency incidents.			
	Please Describe if your Department “Meets” or “Partially Meets”:			
4.4	Reporting requirements			
4.4.1*	Report for Each Response. The fire department shall maintain a standard report containing specified information for each response.			
4.4.1.1	This report shall include the location and nature of the fire and emergency and describe the operations performed.			
4.4.1.2	This report shall identify the members responding to the incident.			
4.4.2	Annual Evaluation			
4.4.2.1	The fire department shall evaluate its level of service and deployment delivery and response time objectives on an annual basis.			
	Please Describe if your Department “Meets” or “Partially Meets”:			
4.4.2.2	The evaluation shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department.			
4.4.3	Quadrennial Report. The fire department shall provide the AHJ with a written report, quadrennially, which shall be based on the annual evaluations required by 4.4.2.			
4.4.3.1	The quadrennial report shall define demand zones and / or circumstances in which the requirements of this standard are not being met.			
4.4.3.2	This report shall explain the predictable consequences of identified deficiencies and address the steps within a fire			

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
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department strategic plan necessary to achieve compliance.

- 4.4.3.3 Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents.

Please Describe if your Department “Meets” or “Partially Meets”:

4.5 Fire Suppression Operations

- 4.5.1\* Incident Commander. One individual shall be assigned as the incident commander.

- 4.5.1.1\* The assumption and identification of command shall be communicated to all units responding to or involved at the incident scene.

- 4.5.1.2 The incident commander shall be responsible for the overall coordination and direction of all activities for the duration of the incident.

- 4.5.1.3 The incident commander shall ensure that a personnel accountability system is immediately utilized to rapidly account for all personnel at the incident scene.

Please Describe if your Department “Meets” or “Partially Meets”:

- 4.5.2 Company Officer. The company officer / crew leader shall at all times beware of the identity, location, and activity of each crew member assigned to the company.

Please Describe if your Department “Meets” or “Partially Meets”:

- 4.5.2.1 Each member of the company shall be aware of the identity of the company officer / crew leader.

- 4.5.2.2 Orders addressed to individual members, particularly verbal orders and orders at incident scenes, shall be

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
	transmitted through the company officer.			
4.6	Initial Attack.			
4.6.1*	Initial attack operations shall be organized to ensure that at least four members are assembled before interior fire suppression operations are initiated at a working structural fire.			
	Please Describe if your Department “Meets” or “Partially Meets”:			
4.6.2	In the hazardous area, two individuals shall work as a team.			
4.6.3	Outside the hazardous area, two individuals shall be present for assistance or rescue of the team operating in the hazardous area. One of the two individuals assigned outside the hazardous area shall be permitted to be engaged in other activities.			
4.6.4	The assignment of any individual shall not be permitted if abandoning that individual’s critical task(s) to perform rescue clearly jeopardizes the safety and health of any fire fighter operating at the incident.			
4.6.5	Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find and imminent life-threatening situation where immediate action could prevent the loss of life or serious injury, such action is permitted with less than four personnel when conducted in accordance with NFPA 1500.			
4.6.6	The fire department shall have the capability for sustained operations, including fire suppression, engagement in search and rescue, forcible entry, ventilation, and preservation of life and property; accountability for personnel; a dedicated rapid intervention crew (RIC); and provision of support activities for those situations that are beyond the capability of the initial attack.			
4.7	Intercommunity organization.			
4.7.1*	Mutual aid, automatic aid and fire protection agreements shall be in writing and shall address issues such as liability for injuries and deaths, disability requirements, cost of service, authorization to respond, staffing, and equipment, including the resources made available and the designation of the incident commander.			
4.7.2	Procedures and training of personnel for all fire			

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
	departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure the uniform operations.			
4.7.3	Companies responding to mutual aid incidents shall be equipped with communications equipment that allow personnel to communicate with the incident commander and division officers, group officers, or sector officers.			
4.8	Emergency Medical Services			
4.8.1	Purpose.			
4.8.1.1	EMS operations shall be organized to ensure the fire department's emergency medical capability includes personnel, equipment and resources to deploy the initial arriving company and additional alarm assignments.			
4.8.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of Section 4.8.			
4.8.2*	The provisions of the section shall apply only to those fire departments that are involved in EMS delivery.			
4.8.3*	The fire department shall clearly document its role, responsibilities, functions and objectives for the delivery of EMS.			
4.8.4	System Components			
4.8.4.1	The basic treatment levels within an EMS system, for the purposes of this standard, shall be categorized as first responder, basic life support (BLS), and advanced life support (ALS).			
4.8.4.2	The specific patient treatment capabilities associated with each level shall be determined by the authority having jurisdiction for the approval and licensing of EMS providers within each state or province.			
4.8.5*	EMS System Functions			
4.8.5.1	The following shall be considered the five basic functions within and EMS system: <ul style="list-style-type: none"> <li>(6) First Responder</li> <li>(7) Basic life support (BLS) response</li> <li>(8) Advanced life support (ALS) response</li> <li>(9) Patient transport in an ambulance or alternative vehicle designed to provide for uninterrupted patient care at the ALS or BLS level while en route to a medical facility</li> <li>(10) Assurance of response and medical care through a quality management program.</li> </ul>			
4.8.5.2	The fire department shall be involved in providing and or			

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
	all of the functions identified in 4.8.5.1.			
	Please Describe if your Department “Meets” or “Partially Meets”:			
4.8.6	Quality Management.			
4.8.6.1	The fire department shall institute a quality management program.			
	Please Describe if your Department “Meets” or “Partially Meets”:			
4.8.6.2	All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel, and that review process shall be documented.			
	Please Describe if your Department “Meets” or “Partially Meets”:			
4.8.6.3	All fire departments with ALS services shall have a named medical director with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations. This review process shall be documented.			
4.8.6.4	Fire Departments providing ALS services shall provide a mechanism for immediate communications with EMS supervision and medical oversight.			
4.9	Special Operations Response.			
4.9.1	Capability.			
4.9.1.1	Special operations shall be organized to ensure that the fire department’s special operations capability includes sufficient personnel, equipment, and resources to efficiently, effectively, and safely deploy the initial arriving company and additional alarm assignments providing such services.			
	Please Describe if your Department “Meets” or “Partially Meets”:			

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
	Meets”:			
4.9.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of 4.9.			
4.9.2	The provisions of this section shall apply to fire departments that are involved in the delivery of special operations response.			
4.9.3	The fire department shall adopt a special operations response plan and standard operating procedures that specify the role and responsibilities of the fire department and the authorized functions of members responding to hazardous materials emergency incidents.			
4.9.4	All fire department members who are expected to respond to emergency incidents beyond the first responder operations level for hazardous materials response shall be trained to the applicable requirements of NFPA 472.			
4.9.5	The fire department shall have the capacity to implement an RIC during all special operations incidents that would subject fire fighters to immediate danger of injury, or in the event of equipment failure or other sudden events, as required by NFPA 1500.			
4.9.6*	Special Operations.			
4.9.6.1	When a higher level of emergency response is needed beyond the capability of the fire department for special operations, the fire department shall determine the availability of outside resources that deploy these capabilities and the procedures for initiating their response.			
4.9.6.2	The fire department shall be limited to performing only those specific special operations functions for which its personnel have been trained and are properly equipped.			
5.1*	Safety and Health System. A fire fighter occupational safety and health program shall be provided in accordance with NFPA 1500, to form the basic structure of protecting the health and safety of fire fighters, regardless of the scale of the department or emergency.			
	Please Describe if your Department “Meets” or “Partially Meets”:			

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1720 Section	1720 Objective	Currently Meet	Partially Meet	Fail to Meet
5.2*	Incident Management System.			
5.2.1	An incident management system shall be provided in accordance with NFPA 1561, to form the basic structure of all emergency operations of the fire department regardless of the scale of the department or the emergency.			
5.2.2*	An effective incident management system shall be designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be handled by the fire department.			
5.3	Training Systems. The fire department shall have a training program and policy that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all responsibilities consistent with the department’s organization and deployment as addressed in Chapter 4.			
Please Describe if your Department “Meets” or “Partially Meets”:				
5.4	Communication Systems.			
5.4.1*	The fire department shall have a reliable communications system to facilitate prompt delivery of public fire suppression, emergency medical services, and special operations.			
5.4.2	All communications facilities, equipment, staffing, and operating procedures shall comply with NFPA 1221.			
5.4.3	Operating procedures for radio communications shall provide for the use of standard protocols and terminology at all types of incidents.			
5.4.4	Standard terminology, in compliance with NFPA 1561, shall be established to transmit information, including strategic modes of operation, situation reports, and emergency notifications of imminent hazards.			
5.5*	Pre-Incident Planning. The fire department shall set forth operational requirements to conduct pre-incident planning. Particular attention shall be provided to target hazards.			
Please Describe if your Department “Meets” or “Partially Meets”:				

APPENDIX E

*Matrix: NFPA 1720 Objectives and Correlating TFFD Directives*

*or UCONN JDH Emergency Medical Services Sponsor Hospital Policies and Procedures*

1720 Section	1720 Objective	TFFD Directive or UCONN JDH Policy
4.1*	Fire Suppression Organization. Fire suppression operations shall be organized to ensure that the fire department's fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources efficiently, effectively and safely.	TFFD #12
4.1.1	The authority having jurisdiction shall promulgate the fire department's organizational, operational and deployment procedures by issuing written administrative regulations, standard operating procedures, and departmental orders.	TFFD #2
4.1.1.1	Fire department procedures shall clearly state the succession of command responsibility.	TFFD #2
4.2*	Community Risk Management. The fire department shall participate in a process that develops a community fire and emergency medical services risk management plan.	None
4.2.2*	The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and / or prefire planning.	Partial: TFFD #12 and 32
4.2.3	Hazardous Materials	
4.2.3.1	The fire department shall participate in a process that develops a community risk management plan with respect to the risks associated with the storage, use, and transportation of hazardous materials.	None
4.2.3.2	The specific role of the fire department and other responding agencies shall be defined by the community risk management plan for hazardous materials and other special operations.	None
4.3	Staffing and Deployment	
4.3.1	The fire department shall identify minimum staffing requirements to ensure that a sufficient number of members are available to operate safely and effectively.	TFFD #10 and 19
4.3.2*	Table 4.3.2 shall be used by the AHJ to determine staffing and response time capabilities, and the fractal accomplishment of that for reporting purposes as required by 4.4.2.	None
	Table 4.3.2 Staffing and Response Time	
	Demand Zone	Staffing and Response Time
	Special risks	AHJ
	90	AHJ
	Urban	> 1000 people / mi <sup>2</sup> 15/9
	90	
	Suburban	500-1000 people / mi <sup>2</sup> 10/10

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1720 Section	1720 Objective	TFFD Directive or UCONN JDH Policy		
80	Rural	< 500 people / mi <sup>2</sup>	6/14	
80	Remote*	Travel distance ≥ 8 mi	4	
90	*Upon assembling the necessary resources at the emergency scene, the fire department should have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.			
4.3.3*	Personnel responding to fires and other emergencies shall be organized into company units or response teams and shall have required apparatus and equipment.		TFFD #12	
4.3.4*	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident shall regulate dispatch of companies, response groups, and command officers to fires and other emergency incidents.		TFFD #12	
4.4	Reporting requirements			
4.4.1*	Report for Each Response. The fire department shall maintain a standard report containing specified information for each response.		TFFD #28 and 38	
4.4.1.1	This report shall include the location and nature of the fire and emergency and describe the operations performed.		TFFD #28 and 38	
4.4.1.2	This report shall identify the members responding to the incident.		TFFD #28 and 38	
4.4.2	Annual Evaluation			
4.4.2.1	The fire department shall evaluate its level of service and deployment delivery and response time objectives on an annual basis.		None	
4.4.2.2	The evaluation shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department.		None	
4.4.3	Quadrennial Report. The fire department shall provide the AHJ with a written report, quadrennially, which shall be based on the annual evaluations required by 4.4.2.		None	
4.4.3.1	The quadrennial report shall define demand zones and / or circumstances in which the requirements of this standard are not being met.		None	
4.4.3.2	This report shall explain the predictable consequences of identified deficiencies and address the steps within a fire department strategic plan necessary to achieve compliance.		None	
4.4.3.3	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents.		TFFD #6 and 12	
4.5	Fire Suppression Operations			

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1720 Section	1720 Objective	TFFD Directive or UCONN JDH Policy
4.5.1*	Incident Commander. One individual shall be assigned as the incident commander.	None
4.5.1.1*	The assumption and identification of command shall be communicated to all units responding to or involved at the incident scene.	None
4.5.1.2	The incident commander shall be responsible for the overall coordination and direction of all activities for the duration of the incident.	None
4.5.1.3	The incident commander shall ensure that a personnel accountability system is immediately utilized to rapidly account for all personnel at the incident scene.	TFFD #20
4.5.2	Company Officer. The company officer / crew leader shall at all times beware of the identity, location, and activity of each crew member assigned to the company.	None
4.5.2.1	Each member of the company shall be aware of the identity of the company officer / crew leader.	None
4.5.2.2	Orders addressed to individual members, particularly verbal orders and orders at incident scenes, shall be transmitted through the company officer.	None
4.6	Initial Attack.	
4.6.1*	Initial attack operations shall be organized to ensure that at least four members are assembled before interior fire suppression operations are initiated at a working structural fire.	TFFD #10
4.6.2	In the hazardous area, two individuals shall work as a team.	TFFD #10
4.6.3	Outside the hazardous area, two individuals shall be present for assistance or rescue of the team operating in the hazardous area. One of the two individuals assigned outside the hazardous area shall be permitted to be engaged in other activities.	TFFD #10 and 19
4.6.4	The assignment of any individual shall not be permitted if abandoning that individual's critical task(s) to perform rescue clearly jeopardizes the safety and health of any fire fighter operating at the incident.	TFFD #10
4.6.5	Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find and imminent life-threatening situation where immediate action could prevent the loss of life or serious injury, such action is permitted with less than four personnel when conducted in accordance with NFPA 1500.	TFFD #10
4.6.6	The fire department shall have the capability for sustained operations, including fire suppression, engagement in search and rescue, forcible entry, ventilation, and preservation of life and property; accountability for personnel; a dedicated rapid intervention crew (RIC); and provision of support activities for those situations that are beyond the capability of the initial attack.	TFFD #10, 12, 19, 20, 32 and 40
4.7	Intercommunity organization.	
4.7.1*	Mutual aid, automatic aid and fire protection agreements shall be in	Partial: TFFD #12

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1720 Section	1720 Objective	TFFD Directive or UCONN JDH Policy
	writing and shall address issues such as liability for injuries and deaths, disability requirements, cost of service, authorization to respond, staffing, and equipment, including the resources made available and the designation of the incident commander.	and 32
4.7.2	Procedures and training of personnel for all fire departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure the uniform operations.	Partial: TFFD #32
4.7.3	Companies responding to mutual aid incidents shall be equipped with communications equipment that allow personnel to communicate with the incident commander and division officers, group officers, or sector officers.	Partial: TFFD #32
4.8	Emergency Medical Services	
4.8.1	Purpose.	
4.8.1.1	EMS operations shall be organized to ensure the fire department's emergency medical capability includes personnel, equipment and resources to deploy the initial arriving company and additional alarm assignments.	TFFD #6, 12, and 31
4.8.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of Section 4.8.	TFFD #6, 12, and 31
4.8.2*	The provisions of the section shall apply only to those fire departments that are involved in EMS delivery.	TFFD #6
4.8.3*	The fire department shall clearly document its role, responsibilities, functions and objectives for the delivery of EMS.	TFFD #6 and 31
4.8.4	System Components	
4.8.4.1	The basic treatment levels within an EMS system, for the purposes of this standard, shall be categorized as first responder, basic life support (BLS), and advanced life support (ALS).	TFFD #6
4.8.4.2	The specific patient treatment capabilities associated with each level shall be determined by the authority having jurisdiction for the approval and licensing of EMS providers within each state or province.	TFFD #6 and UCONN JDH #01-001, 01-002, 02-003, 02-004, and 02-005
4.8.5*	EMS System Functions	
4.8.5.1	The following shall be considered the five basic functions within and EMS system: (1) First Responder (2) Basic life support (BLS) response (3) Advanced life support (ALS) response (4) Patient transport in an ambulance or alternative vehicle designed to provide for uninterrupted patient care at the ALS or BLS level while en route to a medical facility	TFFD #6, 31, and UCONN JDH #01-001, 01-002,

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1720 Section	1720 Objective	TFFD Directive or UCONN JDH Policy
(5) Assurance of response and medical care through a quality management program.		
4.8.5.2	The fire department shall be involved in providing any or all of the functions identified in 4.8.5.1.	TFFD #6, 31 and UCONN JDH #01-001, 01-002
4.8.6	Quality Management.	
4.8.6.1	The fire department shall institute a quality management program.	TFFD #28 and UCONN JDH #05-001
4.8.6.2	All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel, and that review process shall be documented.	Partial: TFFD #28 and UCONN JDH #05-001
4.8.6.3	All fire departments with ALS services shall have a named medical director with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations. This review process shall be documented.	Not Applicable
4.8.6.4	Fire Departments providing ALS services shall provide a mechanism for immediate communications with EMS supervision and medical oversight.	Not Applicable
4.9	Special Operations Response.	
4.9.1	Capability.	
4.9.1.1	Special operations shall be organized to ensure that the fire department's special operations capability includes sufficient personnel, equipment, and resources to efficiently, effectively, and safely deploy the initial arriving company and additional alarm assignments providing such services.	TFFD #12 and 32
4.9.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of 4.9.	TFFD #32
4.9.2	The provisions of this section shall apply to fire departments that are involved in the delivery of special operations response.	TFFD #12 and 32
4.9.3	The fire department shall adopt a special operations response plan and standard operating procedures that specify the role and responsibilities of the fire department and the authorized functions of members responding to hazardous materials emergency incidents.	TFFD #32
4.9.4	All fire department members who are expected to respond to emergency incidents beyond the first responder operations level for hazardous materials response shall be trained to the applicable requirements of NFPA 472.	Not Applicable
4.9.5	The fire department shall have the capacity to implement an RIC during all special operations incidents that would subject fire fighters to immediate danger of injury, or in the event of equipment failure or other sudden events, as required by NFPA 1500.	TFFD #19

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1720 Section	1720 Objective	TFFD Directive or UCONN JDH Policy
4.9.6*	Special Operations.	
4.9.6.1	When a higher level of emergency response is needed beyond the capability of the fire department for special operations, the fire department shall determine the availability of outside resources that deploy these capabilities and the procedures for initiating their response.	TFFD #32
4.9.6.2	The fire department shall be limited to performing only those specific special operations functions for which its personnel have been trained and are properly equipped.	TFFD #32
5.1*	Safety and Health System. A fire fighter occupational safety and health program shall be provided in accordance with NFPA 1500, to form the basic structure of protecting the health and safety of fire fighters, regardless of the scale of the department or emergency.	None
5.2*	Incident Management System.	None
5.2.1	An incident management system shall be provided in accordance with NFPA 1561, to form the basic structure of all emergency operations of the fire department regardless of the scale of the department or the emergency.	None
5.2.2*	An effective incident management system shall be designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be handled by the fire department.	None
5.3	Training Systems. The fire department shall have a training program and policy that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all responsibilities consistent with the department's organization and deployment as addressed in Chapter 4.	None
5.4	Communication Systems.	
5.4.1*	The fire department shall have a reliable communications system to facilitate prompt delivery of public fire suppression, emergency medical services, and special operations.	TFFD #12
5.4.2	All communications facilities, equipment, staffing, and operating procedures shall comply with NFPA 1221.	Partial TFFD # 12
5.4.3	Operating procedures for radio communications shall provide for the use of standard protocols and terminology at all types of incidents.	TFFD #12
5.4.4	Standard terminology, in compliance with NFPA 1561, shall be established to transmit information, including strategic modes of operation, situation reports, and emergency notifications of imminent hazards.	Partial TFFD #12
5.5*	Pre-Incident Planning. The fire department shall set forth operational requirements to conduct pre-incident planning. Particular attention shall be provided to target hazards.	None

APPENDIX F

*A Comparison of the NPFA 1720 Compliance of the TFFD*

*and the Neighboring Fire Departments that Returned Questionnaires*

1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
4.1*	Fire Suppression Organization. Fire suppression operations shall be organized to ensure that the fire department's fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources efficiently, effectively and safely.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.1.1	The authority having jurisdiction shall promulgate the fire department's organizational, operational and deployment procedures by issuing written administrative regulations, standard operating procedures, and departmental orders.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.1.1.1	Fire department procedures shall clearly state the succession of command responsibility.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.2*	Community Risk Management. The fire department shall participate in a process that develops a community fire and emergency medical services risk management plan.	Fail to Meet	Currently Meet	Partially Meet	Partially Meet
4.2.2*	The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and / or pre fire planning.	Partially Meet	Partially Meet: Larger assignments dispatched for shopping mall alarm than for a residential alarm.	Partially Meet: Preplans have been created for many high risk buildings; future plans are needed for medium and low hazard structures.	Currently Meet: Depending on the emergency and its type is what drives the response (amount of engines, ladders, etc).

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
4.2.3	Hazardous Materials				
4.2.3.1	The fire department shall participate in a process that develops a community risk management plan with respect to the risks associated with the storage, use, and transportation of hazardous materials.	Fail to Meet	Fail to Meet	Currently Meet	Partially Meet
4.2.3.2	The specific role of the fire department and other responding agencies shall be defined by the community risk management plan for hazardous materials and other special operations.	Fail to Meet	Partially Meet	Currently Meet	Currently Meet
4.3	Staffing and Deployment				
4.3.1	The fire department shall identify minimum staffing requirements to ensure that a sufficient number of members are available to operate safely and effectively.	Currently Meet	Fail to Meet	Partially Meet: Policy covers "2 in 2 out" rule but does not create staffing requirements for all emergency responses.	Fail to Meet
4.3.2*	Table 4.3.2 shall be used by the AHJ to determine staffing and response time capabilities, and the fractal accomplishment of that for reporting purposes as required by 4.4.2. *Upon assembling the necessary resources at the emergency scene, the fire department should have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.	Fail to Meet	Fail to Meet	Currently Meet	Partially Meet
4.3.3*	Personnel responding to fires and other emergencies shall be organized into company units or response teams and shall have required apparatus and equipment.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
4.3.4*	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and	Currently Meet	Partially Meet: Automatic Aid to	Currently Meet	Currently Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	nature of the reported incident shall regulate dispatch of companies, response groups, and command officers to fires and other emergency incidents.		Shopping Mall		
4.4	Reporting requirements				
4.4.1*	Report for Each Response. The fire department shall maintain a standard report containing specified information for each response.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
4.4.1.1	This report shall include the location and nature of the fire and emergency and describe the operations performed.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
4.4.1.2	This report shall identify the members responding to the incident.	Currently Meet	Partially Meet	Fail to Meet	Currently Meet
4.4.2	Annual Evaluation				
4.4.2.1	The fire department shall evaluate its level of service and deployment delivery and response time objectives on an annual basis.	Fail to Meet	Fail to Meet	Fail to Meet	Fail to Meet
4.4.2.2	The evaluation shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department.	Fail to Meet	Fail to Meet	Fail to Meet	Fail to Meet
4.4.3	Quadrennial Report. The fire department shall provide the AHJ with a written report, quadrennially, which shall be based on the annual evaluations required by 4.4.2.	Fail to Meet	Fail to Meet	Fail to Meet	Partially Meet
4.4.3.1	The quadrennial report shall define demand zones and / or circumstances in which the requirements of this standard are not being met.	Fail to Meet	Fail to Meet	Fail to Meet	Fail to Meet
4.4.3.2	This report shall explain the predictable consequences of identified deficiencies and address the steps within a fire department strategic plan necessary to achieve compliance.	Fail to Meet	Fail to Meet	Fail to Meet	Fail to Meet
4.4.3.3	Standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and	Currently Meet	Partially Meet: Automatic Aid with 2 neighboring	Currently Meet: Department SOP's describe	Currently Meet: Each location as a run card loaded into

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents.		Towns to shopping mall to handle day time alarms.	these functions.	the CAD at the dispatch center.
4.5	<b>Fire Suppression Operations</b>				
4.5.1*	Incident Commander. One individual shall be assigned as the incident commander.	Fail to Meet	Currently Meet	Currently Meet	Currently Meet
4.5.1.1*	The assumption and identification of command shall be communicated to all units responding to or involved at the incident scene.	Fail to Meet	Partially Meet	Currently Meet	Currently Meet
4.5.1.2	The incident commander shall be responsible for the overall coordination and direction of all activities for the duration of the incident.	Fail to Meet	Partially Meet	Currently Meet	Currently Meet
4.5.1.3	The incident commander shall ensure that a personnel accountability system is immediately utilized to rapidly account for all personnel at the incident scene.	Currently Meet	Fail to Meet	Currently Meet	Partially Meet: We have a system in place but it is not used 100% of the time.
4.5.2	Company Officer. The company officer / crew leader shall at all times beware of the identity, location, and activity of each crew member assigned to the company.	Fail to Meet	Fail to Meet	Currently Meet: Crews are assigned to an officer and stay with the officer during these evolutions.	Currently Meet: Each officer is assigned a care and is given a task after the task is completed the officer reports to the IC and gives and accountability report.
4.5.2.1	Each member of the company shall be aware of the identity of the company officer / crew leader.	Fail to Meet	Partially Meet	Currently Meet	Currently Meet
4.5.2.2	Orders addressed to individual members, particularly verbal orders and orders at incident scenes, shall be	Fail to Meet	Fail to Meet	Currently Meet	Currently Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	transmitted through the company officer.				
4.6	Initial Attack.				
4.6.1*	Initial attack operations shall be organized to ensure that at least four members are assembled before interior fire suppression operations are initiated at a working structural fire.	Currently Meet	Fail to Meet	Currently Meet: This is again part of our SOP's.	Partially Meet: Depending on if rescue is required we will deploy with three.
4.6.2	In the hazardous area, two individuals shall work as a team.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
4.6.3	Outside the hazardous area, two individuals shall be present for assistance or rescue of the team operating in the hazardous area. One of the two individuals assigned outside the hazardous area shall be permitted to be engaged in other activities.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.6.4	The assignment of any individual shall not be permitted if abandoning that individual's critical task(s) to perform rescue clearly jeopardizes the safety and health of any fire fighter operating at the incident.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.6.5	Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find and imminent life-threatening situation where immediate action could prevent the loss of life or serious injury, such action is permitted with less than four personnel when conducted in accordance with NFPA 1500.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.6.6	The fire department shall have the capability for sustained operations, including fire suppression, engagement in search and rescue, forcible entry, ventilation, and preservation of life and property; accountability for personnel; a dedicated rapid intervention crew (RIC); and provision of support activities for	Currently Meet	Fail to Meet	Currently Meet	Currently Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	those situations that are beyond the capability of the initial attack.				
4.7	Intercommunity organization.				
4.7.1*	Mutual aid, automatic aid and fire protection agreements shall be in writing and shall address issues such as liability for injuries and deaths, disability requirements, cost of service, authorization to respond, staffing, and equipment, including the resources made available and the designation of the incident commander.	Partially Meet	Partially Meet	Partially Meet	Partially Meet
4.7.2	Procedures and training of personnel for all fire departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure the uniform operations.	Partially Meet	Fail to Meet	Currently Meet	Currently Meet
4.7.3	Companies responding to mutual aid incidents shall be equipped with communications equipment that allow personnel to communicate with the incident commander and division officers, group officers, or sector officers.	Partially Meet	Partially Meet	Currently Meet	Currently Meet
4.8	Emergency Medical Services				
4.8.1	Purpose.				
4.8.1.1	EMS operations shall be organized to ensure the fire department's emergency medical capability includes personnel, equipment and resources to deploy the initial arriving company and additional alarm assignments.	Currently Meet	Currently Meet	Currently Meet	Currently Meet
4.8.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of Section 4.8.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
4.8.2*	The provisions of the section shall apply only to those fire departments that are involved in EMS delivery.	Currently Meet	Currently Meet	Partially Meet	Currently Meet
4.8.3*	The fire department shall clearly document its role, responsibilities, functions and objectives for the delivery	Currently Meet	Fail to Meet	Currently Meet	Currently Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	of EMS.				
4.8.4	System Components				
4.8.4.1	The basic treatment levels within an EMS system, for the purposes of this standard, shall be categorized as first responder, basic life support (BLS), and advanced life support (ALS).	Currently Meet	Currently Meet	Currently Meet	Currently Meet
4.8.4.2	The specific patient treatment capabilities associated with each level shall be determined by the authority having jurisdiction for the approval and licensing of EMS providers within each state or province.	Currently Meet	Currently Meet	Currently Meet	Currently Meet
4.8.5*	EMS System Functions				
4.8.5.1	The following shall be considered the five basic functions within and EMS system: (6) First Responder (7) Basic life support (BLS) response (8) Advanced life support (ALS) response (9) Patient transport in an ambulance or alternative vehicle designed to provide for uninterrupted patient care at the ALS or BLS level while en route to a medical facility (10) Assurance of response and medical care through a quality management program.	Currently Meet	Currently Meet	Currently Meet	Currently Meet
4.8.5.2	The fire department shall be involved in providing any or all of the functions identified in 4.8.5.1.	Currently Meet	Currently Meet: Ambulance provides ALS Response and BLS Response on the second Ambulance	Fail to Meet	Currently Meet: We respond as first responders at the EMT-B level.
4.8.6	Quality Management.				
4.8.6.1	The fire department shall institute a quality management program.	Currently Meets	Fail to Meet	Fail to Meet	Fail to Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
4.8.6.2	All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel, and that review process shall be documented.	Partially Meet	Partially Meet	Fail to Meet	Fail to Meet
4.8.6.3	All fire departments with ALS services shall have a named medical director with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations. This review process shall be documented.	Not Applicable	Currently Meet	Not Applicable	Not Applicable
4.8.6.4	Fire Departments providing ALS services shall provide a mechanism for immediate communications with EMS supervision and medical oversight.	Not Applicable	Currently Meet	Not Applicable	Not Applicable
4.9	Special Operations Response.				
4.9.1	Capability.				
4.9.1.1	Special operations shall be organized to ensure that the fire department's special operations capability includes sufficient personnel, equipment, and resources to efficiently, effectively, and safely deploy the initial arriving company and additional alarm assignments providing such services.	Currently Meet	Fail to Meet	Currently Meet: Our SOP's describe this function.	Currently Meet: We have 15 members trained in special rescue.
4.9.1.2	The fire department shall be permitted to use established automatic mutual aid or mutual aid agreements to comply with the requirements of 4.9.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.9.2	The provisions of this section shall apply to fire departments that are involved in the delivery of special operations response.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
4.9.3	The fire department shall adopt a special operations response plan and standard operating procedures that specify the role and responsibilities of the fire department and the authorized functions of members responding to hazardous materials emergency incidents.	Currently Meet	Fail to Meet	Fail to Meet	Currently Meet
4.9.4	All fire department members who are expected to respond to emergency incidents beyond the first responder	Not Applicable	Partially Meet	Fail to Meet	Currently Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	operations level for hazardous materials response shall be trained to the applicable requirements of NFPA 472.				
4.9.5	The fire department shall have the capacity to implement an RIC during all special operations incidents that would subject fire fighters to immediate danger of injury, or in the event of equipment failure or other sudden events, as required by NFPA 1500.	Currently Meet	Fail to Meet	Partially Meet	Currently Meet
4.9.6*	Special Operations.				
4.9.6.1	When a higher level of emergency response is needed beyond the capability of the fire department for special operations, the fire department shall determine the availability of outside resources that deploy these capabilities and the procedures for initiating their response.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
4.9.6.2	The fire department shall be limited to performing only those specific special operations functions for which its personnel have been trained and are properly equipped.	Currently Meet	Partially Meet	Currently Meet	Currently Meet
5.1*	Safety and Health System. A fire fighter occupational safety and health program shall be provided in accordance with NFPA 1500, to form the basic structure of protecting the health and safety of fire fighters, regardless of the scale of the department or emergency.	Fail to Meet	Fail to Meet	Currently Meet: This is accomplished through annual training.	Currently Meet: We have a safety officer in the department and we have on going training in the area of safety.
5.2*	Incident Management System.	Fail to Meet			
5.2.1	An incident management system shall be provided in accordance with NFPA 1561, to form the basic structure of all emergency operations of the fire department regardless of the scale of the department or the emergency.	Fail to Meet	Fail to Meet	Currently Meet	Currently Meet
5.2.2*	An effective incident management system shall be designed to manage incidents of different types, including	Fail to Meet	Fail to Meet	Currently Meet	Currently Meet

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1720 Section	1720 Objective	TFFD Compliance	Department #1 Compliance	Department #2 Compliance	Department #3 Compliance
	structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be handled by the fire department.				
5.3	Training Systems. The fire department shall have a training program and policy that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all responsibilities consistent with the department's organization and deployment as addressed in Chapter 4.	Fail to Meet	Fail to Meet	Currently Meet: A training officer and committee schedule and meet to accomplish this goal.	Currently Meet: We have a very good in service training program for all new members and we send members outside for Fire Fighter I, II, etc.
5.4	Communication Systems.				
5.4.1*	The fire department shall have a reliable communications system to facilitate prompt delivery of public fire suppression, emergency medical services, and special operations.	Currently Meet	Fail to Meet	Currently Meet	Currently Meet
5.4.2	All communications facilities, equipment, staffing, and operating procedures shall comply with NFPA 1221.	Partially Meet	Fail to Meet	Currently Meet	Currently Meet
5.4.3	Operating procedures for radio communications shall provide for the use of standard protocols and terminology at all types of incidents.	Currently Meet	Fail to Meet	Partially Meet	Currently Meet
5.4.4	Standard terminology, in compliance with NFPA 1561, shall be established to transmit information, including strategic modes of operation, situation reports, and emergency notifications of imminent hazards.	Partially Meet	Fail to Meet	Currently Meet	Currently Meet

APPENDIX G

*The Objectives that the TFFD Would Need to meet to Become NFPA 1720 Compliant.*

1720 Section	1720 Objective	Recommended Changes for TFFD to Become NFPA 1720 Compliant
4.2*	Community Risk Management. The fire department shall participate in a process that develops a community fire and emergency medical services risk management plan.	TFFD has many community fire and emergency medical service risk management processes are in place. These process should be put in writing and evaluated to so that any deficiencies can be addressed.
4.2.2*	The number and type of units assigned to respond to a reported incident shall be determined by risk analysis and / or prefire planning.	TFFD partially meets this objective as the Directive # 12 and 32 both establish some response protocols to specific types of incidents.  Risk Analysis or Pre-Fire Planning should be done throughout the town and protocols should be set for all responses identifying the necessary number and type of units assigned to each type of call.
4.2.3	Hazardous Materials	
4.2.3.1	The fire department shall participate in a process that develops a community risk management plan with respect to the risks associated with the storage, use, and transportation of hazardous materials.	TFFD has identified some of the risks associated with the storage, use and transportation of hazardous materials within the community.  A written risk management plan for hazardous materials should be drafted for the community and kept up to date.
4.2.3.2	The specific role of the fire department and other responding agencies shall be defined by the community risk management plan for hazardous materials and other special operations.	The risk management plan for hazardous materials should define the specific role of the fire department as well as other responding agencies.
4.3	Staffing and Deployment	
4.3.2*	Table 4.3.2 shall be used by the AHJ to determine staffing and response time capabilities, and the fractal accomplishment of that for reporting purposes as required by 4.4.2. *Upon assembling the necessary resources at the emergency scene, the fire department should have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.	Table 4.3.2 should be used to determine staffing and response time capabilities, and the fractal accomplishment of that for reporting purposes as required by 4.4.2.  TFFD responses should be evaluated to assure that, upon assembling the necessary resources at the emergency scene, they have the capability to safely commence an initial attack within 2 minutes 90 percent of the time

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1720 Section	1720 Objective	Recommended Changes for TFFD to Become NFPA 1720 Compliant
4.4	Reporting requirements	
4.4.2	Annual Evaluation	
4.4.2.1	The fire department shall evaluate its level of service and deployment delivery and response time objectives on an annual basis.	A program should be established for the fire department to evaluate its level of service and deployment delivery and response time objectives on an annual basis.
4.4.2.2	The evaluation shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department.	The deployment delivery and response time evaluation program should be based on data relating to level of service, deployment, and the achievement of each response time objective in each demand zone within the jurisdiction of the fire department.
4.4.3	Quadrennial Report. The fire department shall provide the AHJ with a written report, quadrennially, which shall be based on the annual evaluations required by 4.4.2.	The fire department should provide the Town Manager with a written report, quadrennially, which shall be based on the annual evaluations required by 4.4.2.
4.4.3.1	The quadrennial report shall define demand zones and / or circumstances in which the requirements of this standard are not being met.	The quadrennial report to the Town Manager should define demand zones and / or circumstances in which the requirements of this standard are not being met.
4.4.3.2	This report shall explain the predictable consequences of identified deficiencies and address the steps within a fire department strategic plan necessary to achieve compliance.	This quadrennial report to the Town Manager should explain the predictable consequences of identified deficiencies and address the steps within a fire department strategic plan necessary to achieve compliance.
4.5	Fire Suppression Operations	
4.5.1*	Incident Commander. One individual shall be assigned as the incident commander.	The TFFD's practice is to assign an Incident Commander at each incident; this practice needs to be put into writing as part of the Directive System.
4.5.1.1*	The assumption and identification of command shall be communicated to all units responding to or involved at the incident scene.	The incident command directive should include that the assumption and identification of command be communicated to all units responding to or involved at the incident scene.
4.5.1.2	The incident commander shall be responsible for the overall coordination and direction of all activities for the duration of the incident.	The incident command directive should include that the incident commander shall be responsible for the overall coordination and direction of all activities for the duration of the incident.
4.5.2	Company Officer. The company officer / crew leader shall at all times beware of the identity, location, and activity of each crew member assigned to the company.	The incident command directive should include that the company officer / crew leader shall, at all times beware of the identity, location, and activity of each crew member assigned to the

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1720 Section	1720 Objective	Recommended Changes for TFFD to Become NFPA 1720 Compliant
4.5.2.1	Each member of the company shall be aware of the identity of the company officer / crew leader.	company. The incident command directive should include that each member of the company shall be aware of the identity of the company officer / crew leader.
4.5.2.2	Orders addressed to individual members, particularly verbal orders and orders at incident scenes, shall be transmitted through the company officer.	The incident command directive should include that orders addressed to individual members, particularly verbal orders and orders at incident scenes, shall be transmitted through the company officer.
4.6	Initial Attack.	
4.7	Intercommunity organization.	
4.7.1*	Mutual aid, automatic aid and fire protection agreements shall be in writing and shall address issues such as liability for injuries and deaths, disability requirements, cost of service, authorization to respond, staffing, and equipment, including the resources made available and the designation of the incident commander.	TFFD partially meets this objective with Directives #12 and 32.  Mutual aid, automatic aid and fire protection agreements should be established with all departments which TFFD gives / receives aid. These agreements should be in writing and shall address issues such as liability for injuries and deaths, disability requirements, cost of service, authorization to respond, staffing, and equipment, including the resources made available and the designation of the incident commander.
4.7.2	Procedures and training of personnel for all fire departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure the uniform operations.	TFFD partially meets this objective with Directive #32.  A comprehensive policy, in the form of a directive, should include procedures and training of personnel for all fire departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure the uniform operations.
4.7.3	Companies responding to mutual aid incidents shall be equipped with communications equipment that allow personnel to communicate with the incident commander and division officers, group officers, or sector officers.	TFFD partially meets this objective with Directive #32.  The mutual aid directive should include direction to fire fighters on how to communicate with the incident commander and division officers, group officers, or sector officers of incidents involving mutual aid companies.

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1720 Section	1720 Objective	Recommended Changes for TFFD to Become NFPA 1720 Compliant
4.8	Emergency Medical Services	
4.8.6	Quality Management.	
4.8.6.2	All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel, and that review process shall be documented.	<p>Partial: TFFD Directive #28 and UCONN JDH #05-001</p> <p>TFFD does review medical care during quarterly EMS Officer meetings. This process should be put into writing as a directive so that it is documented.</p>
4.9	Special Operations Response.	
4.9.1	Capability.	
4.9.6*	Special Operations.	
5.1*	Safety and Health System. A fire fighter occupational safety and health program shall be provided in accordance with NFPA 1500, to form the basic structure of protecting the health and safety of fire fighters, regardless of the scale of the department or emergency.	<p>A fire fighter occupational safety and health program, documented in the form of a directive, should be provided in accordance with NFPA 1500, to form the basic structure of protecting the health and safety of fire fighters, regardless of the scale of the department or emergency.</p>
5.2*	Incident Management System.	
5.2.1	An incident management system shall be provided in accordance with NFPA 1561, to form the basic structure of all emergency operations of the fire department regardless of the scale of the department or the emergency.	<p>The incident command directive should comply with NFPA 1561 to form the basic structure of all emergency operations of the fire department regardless of the scale of the department or the emergency.</p>
5.2.2*	An effective incident management system shall be designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be handled by the fire department.	<p>The incident command directive should include provisions that an effective incident management system shall be designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be handled by TFFD.</p>
5.3	Training Systems. The fire department shall have a training program and policy that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all responsibilities consistent with the department's organization and deployment as addressed in Chapter 4.	<p>TFFD does train its fire fighters, however the practices should be documented in the form of a directive that ensures that personnel are trained and competency is maintained to effectively, efficiently, and safely execute all responsibilities consistent with the department's organization and deployment as addressed in Chapter 4.</p>
5.4	Communication Systems.	
5.4.2	All communications facilities, equipment,	TFFD complies with some of these objectives,

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1720 Section	1720 Objective	Recommended Changes for TFFD to Become NFPA 1720 Compliant
	staffing, and operating procedures shall comply with NFPA 1221.	however a thorough evaluation should be completed and steps should be taken to attempt complete compliance.
5.4.4	Standard terminology, in compliance with NFPA 1561, shall be established to transmit information, including strategic modes of operation, situation reports, and emergency notifications of imminent hazards.	TFFD partially complies with this objective as standard terminology is specified in Directive #12, however the directive should be updated to include definitions and terminology to define strategic modes of operation, situation reports, and emergency notifications of imminent hazards.
5.5*	Pre-Incident Planning. The fire department shall set forth operational requirements to conduct pre-incident planning. Particular attention shall be provided to target hazards.	TFFD does do a limited amount of pre-incident planning. A comprehensive plan should be established, put in the form of a directive, and followed to set forth operational requirements to conduct pre-incident planning. Particular attention shall be provided to target hazards.