



**Fire Services Review Special Committee
Minutes—Special Meeting October 11, 2022**

Members Present: Robert Tuneski (BoF), Richard Muckle (RTM), Greg Attanasio (RTM), Susan Driscoll (RTM/PP&S), Rob Brule (BoS), Michael Howley (Fire Services), Steven Sinagra (Emergency Management), Mark Greczkowski (WAS), Todd Patton (Chief, Goshen FC), Tom Martin (Captain, WFS)

Members Absent: none

Also Present: Nick Kepple (Town Attorney), Jody Nazarchyk (BOS)

RECEIVED FOR RECORD
WATERFORD, CT
2022 NOV 14 A 11:51
ATTEST: Jody Nazarchyk
TOWN CLERK

1. **Call to order:** Chair Tuneski called the meeting to order at 5:35 p.m.
2. **Public comment:** None.
3. **Approval of previous minutes:** Motion by Attansio, second by Tuneski, to approve October 11, 2022, minutes as presented. Motion passed by unanimous voice vote.
4. **Consideration of FSRSC's charge from the RTM (6/7/21):** Discussion focused on the two areas noted in agenda:
 - **Staffing plan:** Director Howley distributed copies of the WFS FY23 Recruitment Plan and a CCM survey of combined fire departments addressing volunteer recruitment and incentives. Chair Tuneski launched discussion by offering several questions to guide conversations as we gather information and use it to justify future recommendations, so the committee can demonstrate how aspects—such as recruitment and retention efforts—contribute to maintaining viable public safety services. (See Addendum.)
Howley stated that he is still gathering incident data, but comparisons/trends are complicated by the many variables in the past few years—e.g., Covid, the FLSA issue correction, and the cessation of firefighters handling WAS rescue calls. Referring to the CCM survey, he noted that aging volunteer forces and competition for limited number of recruits are challenges statewide. High-risk incidents—e.g., highway and Millstone events—are a concern for our current limited resources and communities we've relied on for mutual aid for 10 years are struggling with their own staffing issues. In response to questions about our ISO rating and NFPA compliance, Howley reported that the three areas of concern were staffing, training, and communications/dispatch, but that improvements in documentation and increased training have been implemented. He noted that businesses check IPO data before relocating and a town's rating has the biggest dollar impact on them; individual homeowners might see a \$25 increase in premiums. Our current ISO rating is 4.4, but his goal is to get it to 3.8 for the first update under his command (with an ultimate goal of 3-3.3). He added that staffing issues impact not just the risk to property, but also the risk to paid and volunteer responders. Attanasio reiterated his request for incident data showing response times by location of both responders and incident, particularly the response times to Quaker Hill incidents since QH does not have full-time staff. Howley noted that an ideal staffing target would be a ratio of 3 volunteers to 1 paid firefighter; presently we have 10 active volunteers and 16 part-time paid firefighters (after losing 5 in September who took full-time positions in other towns. Brule reported that the Town has increased part-timers' schedules to 24 hours a week and that work has started on expanding the volunteer incentive program. He asked the committee to look at the pace of adding paid staff and create a transition plan.
 - **Oswegatchie firehouse:** Town is still waiting for completed engineering analysis; the building has been deemed stabilized; engineer is inspecting functionality aspects. It was noted that the 2014 engineering study recommended replacement of mechanicals, which has not been done. Tuneski cited the need for updated information, including repair/renovate/replace options for short- and long-term recommendations.

Brule reported that the Town does not have an agreement yet with OSW volunteers regarding usage of a new building, and that "all plans should have a bridge." Attorney Kepple noted that the Town began reaching out to all five companies in 2020 to update service agreements that were written in the '70s. He has drafted a response to a proposal offered by attorneys for three of the companies and his goal is to report back to the committee to discuss filling in some gaps. He added that current sticking points are access, control of certain areas, and funding. OSW volunteer Rocco Bracciale interjected that existing agreements don't have expiration dates and that the Town is violating a requirement to give each company its own budget rather than fund the combined department. Patton mentioned the ongoing communication issues and adversarial relationships between paid and volunteer firefighters and described several functionality issues (e.g., can't open stove, can't close doors) that OSW has been dealing with for 8 years. Muckle stated there is no sense in discussing repair options, the building has to go and service agreements are outside the committee's purview. Tuneski noted the need for due diligence; Attanasio added that we need to confirm Town's legal authority to implement changes to buildings or agreements.

5. Next meeting: Nov. 15 at 6:00 p.m. confirmed as next meeting date; later start time to accommodate members' scheduling conflicts.

6. Adjournment: Motion by Muckle; second by Attanasio to adjourn at 7:11 p.m. Voice vote: Unanimous.

Submitted by

Susan Driscoll, FSRSC Secretary

encl: WFS Recruitment Plan
CCM Survey

ADDENDUM

Questions for Discussion

Bob Tuneski

Staffing Questions

Can we clarify our existing versus future staffing needs? How many do we have now?

What is the current staffing at Oswegatchie?

Are there federal, state, or municipal statutes/regulations regarding mandatory staffing levels?

Have we ever fully adopted NFPA? And are we compliant, exclusive of 1710?

Should our staffing reflect our population and incident trends? If not why?

What is our responsibility vis-à-vis Millstone? Does East Lyme share these responsibilities?

Has there been a recent incident or issues that indicate that we have a staffing shortage? IOW what emergencies could we not support?

Do we have any data that would support the substantial increase in staffing based upon current and/or past experience with managing emergency situations?

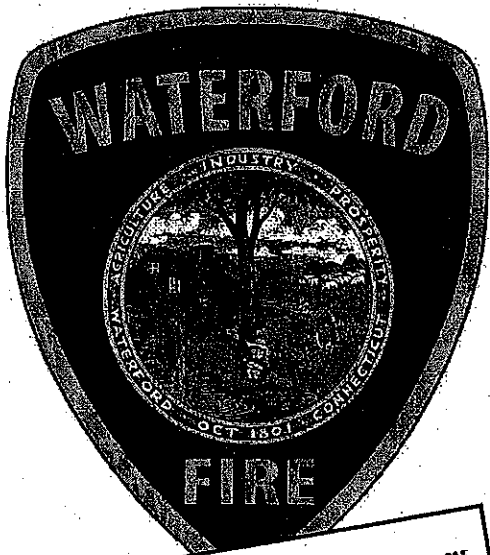
Fire Station Questions

What did the Oswegatchie engineering analysis tell us? Can the firehouse be operated at is?

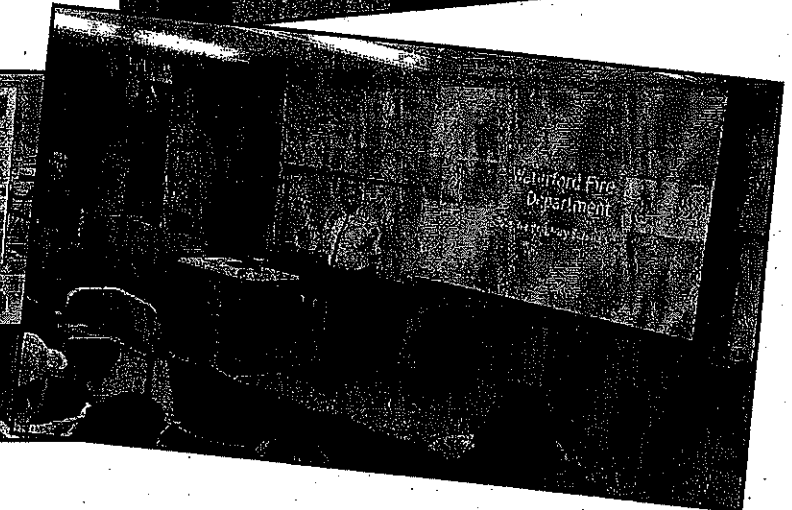
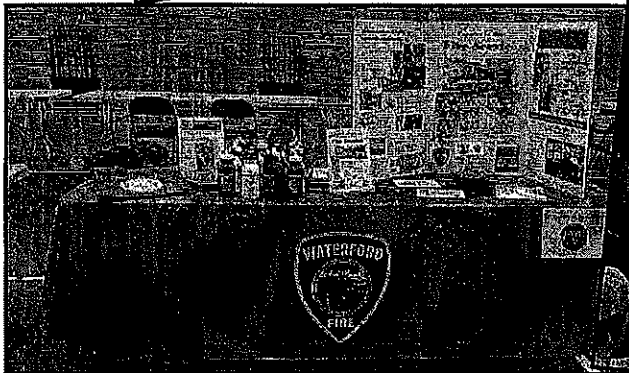
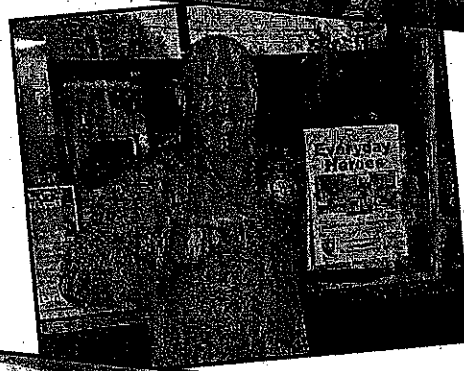
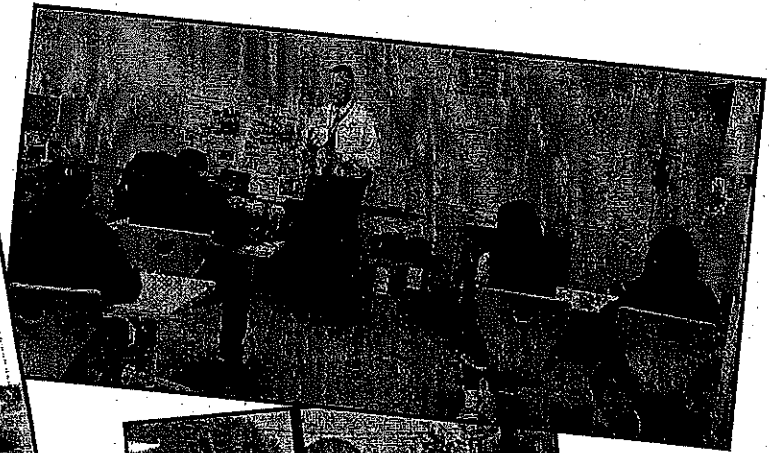
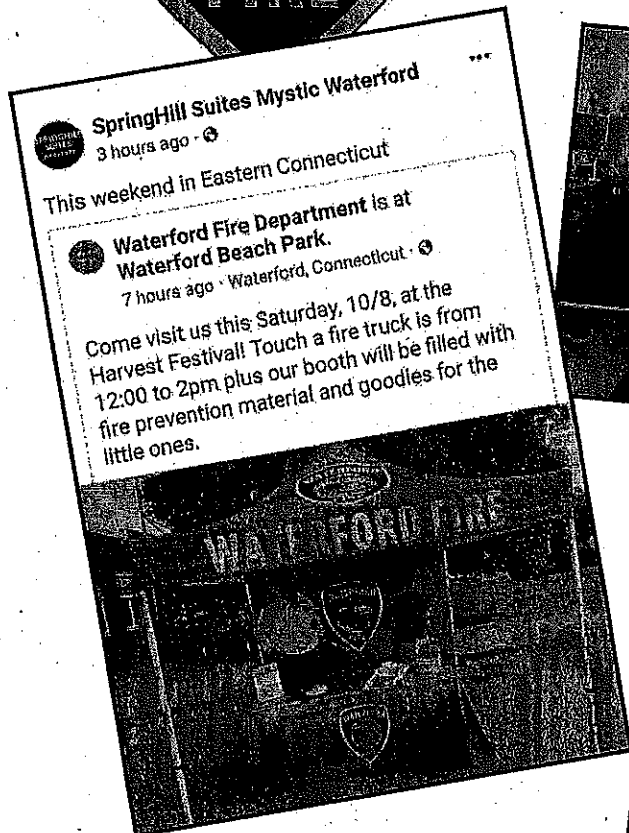
How is it sized, people, bays, etc.? And what is future sizing? Based upon what attributes?

Has the fire house grown in size over the last 20 years (physical additions) Did we ever achieve full capacity and what is current capacity (housing)?

What are the bare bones minimum attributes needed to support the current firefighting demand signal?



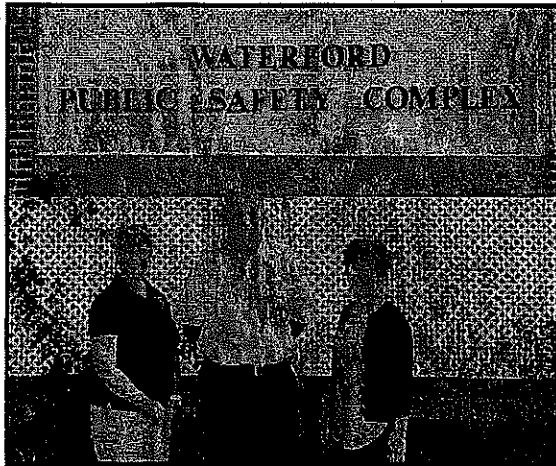
Waterford Fire Department Recruitment Plan FY 22/23



Waterford Fire featured on **mySidewalk**

How CRAIG 1300™ Can Help Your Organization Win Federal Grants

Customer Story: Written by Allison Lewis



In a dream world, if money were no object, how would you improve your community?

Have You Met CRAIG 1300™?

When we first met with Connecticut's Waterford Fire Department, they were part of a pilot program for CRAIG 1300™. Their mission was twofold: first, to improve the way that they shared information about their community. Secondly, they wanted an easier way to share community risk reduction (CRR) details internally with key department stakeholders.

A FEMA Grant Opportunity with CRAIG 1300™

Fast forward a little bit. In January of 2022, we met with the Waterford Fire Department again to discuss a Federal Emergency Management Agency (FEMA) grant opportunity with CRAIG1300™. For fire departments especially, having state-of-the art equipment, emergency vehicles and the best training often comes with a hefty price tag.

Federal grants, like the Assistance to Firefighters Grants (AFGs), provided by FEMA, offer resources to train and equip emergency responders to support their communities and increase operational efficiencies. These grants are typically awarded to fire departments, emergency medical services organizations and state fire training academies, according to FEMA.

The Waterford Fire Department realized that there were inconsistencies in their personnel training and equipment, which stemmed from the consolidation of five separate fire companies in 2019. This affected several groups that the department protects in Waterford. They act as first responders for the Millstone Nuclear Power Generation facility, and help in the protection of several critical infrastructures, including the DoD Naval Sub Base and General Dynamics Electric Boat. And of course, the department serves and protects the people and the town of Waterford.

The Waterford Fire Department provides services to 20,000 residents and a projected additional 1,800 residents followed planned housing developments," explains Kathleen Peterson, a Fire and Life Safety Educator for the Waterford Fire Department.

All of these factors led the Waterford Fire Department to apply for the FY 2021 AFG, under the program area of Operations and Safety: Training and Equipment for Confined Space Rescue. They believed that access to AFG funding could support access to quality equipment and training, so that Waterford fire personnel could more effectively respond to emergencies in their town. Additionally, the grant funding would allow the department to offer a six day "Confined Space and Rescue" course that meets National Fire Protection Association (NFPA) and Occupational Safety and Health Administration (OSHA) standards, ensuring that all personnel are trained at national regulations, Kathleen shares.

How CRAIG 1300™ Simplifies the Grant Application Process

The team that worked on the AFG Grant proposal included Chief Michael Howley, Director of Fire Services, Linda Finnegan, Fire Services Office Manager, and Kathleen. As they applied for the grant, Kathleen says “the CRAIG 1300™ Dashboard was a monumental help in gathering information on Waterford’s critical infrastructure and community description.”

Often, the application process can be time-consuming and tedious. But thankfully, CRAIG1300™ makes things easier.

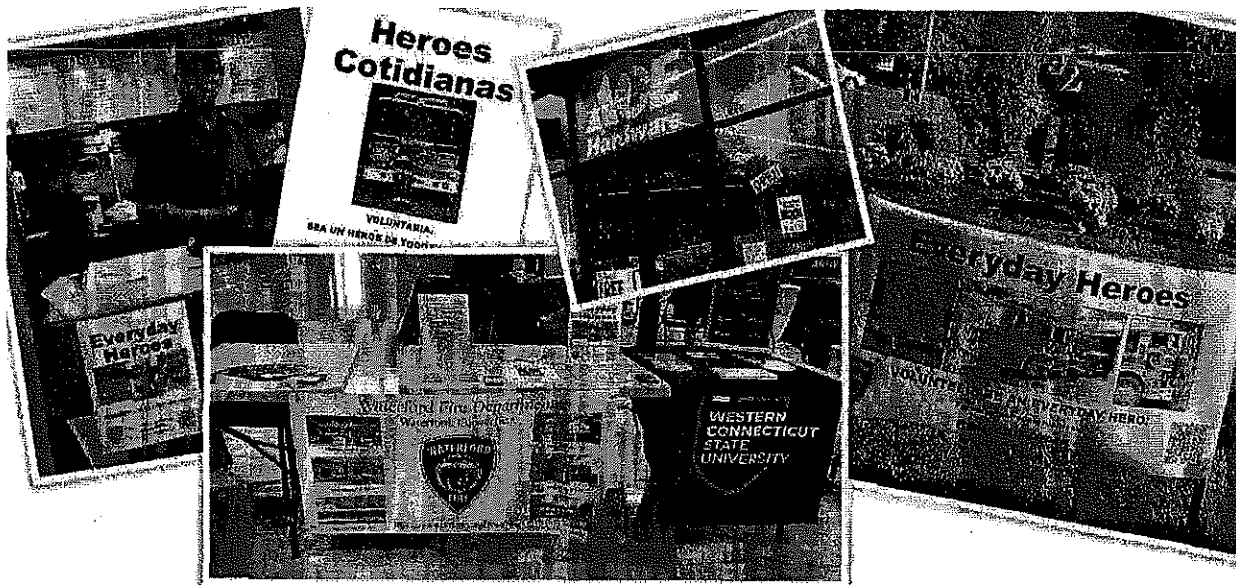
“The information provided by the CRAIG 1300™ insight generator was invaluable,” says Kathleen. “It saved our staff time in writing the application narratives for community characteristics and trends so we could concentrate our energies on our project description and associated details.”

Win with CRAIG 1300™

On September 9, 2022, our friends at the Waterford Fire Department were awarded a 2021 Assistance to Firefighters Grant (AFG) grant to the tune of \$91,392. Chief Howley, Linda and Kathleen were ecstatic. This is the first time the department has received federal funding, despite applying for grants in the past.

“This is our first federal grant success and with CRAIG 1300™, we anticipate it won’t be the last!” Kathleen says.

Recruitment



Volunteer recruitment is one of our top priorities for FY 22. As it is all over the country, volunteer recruitment and retention is a fire departments biggest challenge.

The Waterford Fire Department has started a bold recruitment campaign using exciting and innovated ways of getting our message to the community. Utilizing current volunteer personnel, new recruits and our Community Safety Educator's background in advertising, the Fire Department has brought our efforts beyond the standard methods to a new and diverse audience.

Using a simple but powerful message distributed over all forms of social media and using targeted demographic and geographic reach, provided by Facebook insights, our campaign post over several months had been viewed almost 16,000 times.

We have also partnered with some community businesses to support our efforts. They generously agreed to display our posters in their restaurants and stores as well as post our message on their business and personal social media pages.

For the first time in October 2021, The Fire Department participated in the Waterford High School College fair. It gave our young adults an opportunity to learn about career firefighting continuing education at the Connecticut Fire Academy and volunteering for their local fire department.

Everyday Heroes



VOLUNTEER. BE AN EVERYDAY HERO.



For volunteer opportunities:

860-440-0544

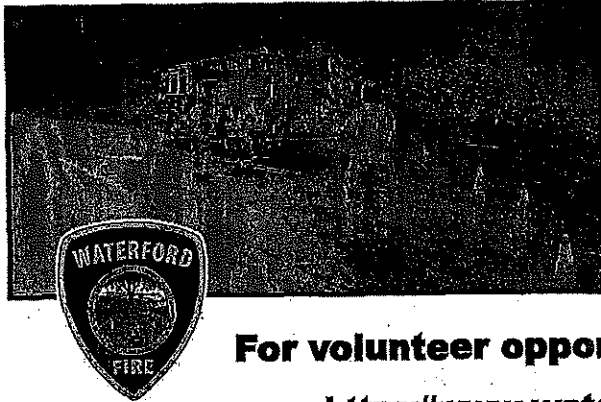
<https://www.waterfordct.org/fire-services>



Only have a little time to give back?

Consider volunteering for

Fire Police



Fire Police are a specialized type of first responder that are tasked with locating & identifying incidents, clearing access to emergency scenes for other responders and diverting traffic from areas affected by fire emergencies.

For volunteer opportunities: 860-440-0544

<https://www.waterfordct.org/fire-services>



How to become a Connecticut

Career Firefighter

General Qualifications:

To become a Connecticut Career Firefighter you must first apply for the position at the city or town that may be hiring or posting for the entry position.

In Connecticut a firefighter applicant must be 18 years of minimum age and have an education to a high school graduate level to receive the initial training.

For more information, scan the code for the CT state website:



Combination Fire Departments in CT Requested Survey from CT Conference of Municipalities

Question that were asked:

- 1. What their organizational structure looks like.*
- 2. What incentive programs they have in place for volunteers.*
- 3. What they do for volunteer recruitment.*

Municipalities that responded:

Branford, CT - Population: 28,020

Colchester, CT - Population: 15,860

Ledyard, CT - Population: 14,761

New Canaan, CT - Population: 20,276

Suffield, CT - Population: 15,668

Westport, CT - Population: 28,016

Windham, CT - Population: 24,655

General

ACS, 2013-2019

	Colchester	State
Land Area	49	4,842
Population Density, people per mi ²	324	738
Number of Households	5,985	1,370,746
Median Age	42.5	41.0
Median Household Income	\$105,281	\$73,444
Poverty Rate	7%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 Health Care & Social Assistance	667	48	\$39,851
2 Retail Trade	550	48	\$33,537
3 Local Government	545	13	\$60,591
4 Accommodation & Food Services	448	34	\$18,765
5 Manufacturing	284	13	\$58,031
All Industries	3,918	428	\$49,481

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 1,297

New Business Registrations by Year

2001 62	2006 90	2011 55	2016 71
2002 64	2007 95	2012 73	2017 78
2003 86	2008 96	2013 61	2018 93
2004 75	2009 85	2014 73	2019 75
2005 98	2010 65	2015 60	2020 90

Key Employers

Data from municipalities, 2021

- 1 S&S Arts And Crafts Factory
- 2 Caring Community
- 3 Incord
- 4 Carefree Building Co
- 5 Alpha Q

Demographics

ACS, 2015-2019

Age Distribution

	Colchester	State
Under 10	1,564 10%	11%
10 to 19	2,492 16%	13%
20 to 29	1,523 10%	13%
30 to 39	1,934 12%	12%
40 to 49	2,256 15%	13%
50 to 59	2,725 17%	15%
60 to 69	1,931 12%	12%
70 to 79	966 6%	7%
80 and over	469 3%	5%

Race and Ethnicity

	Colchester	State
Asian, Non-Hispanic (NH)	2%	4%
Black NH	2%	10%
Hispanic or Latino/a of any race	4%	16%
White NH	90%	67%
Other NH, Incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	2%	3%

Language Spoken at Home

	Colchester	State
English	88%	83%
Spanish	12%	12%

Educational Attainment

	Colchester	State
High School Diploma Only	24%	24%
Associate Degree	11%	11%
Bachelor's Degree	25%	25%
Master's Degree or Higher	4%	4%

Housing

ACS, 2015-2019

	Colchester	State
Median Home Value	\$255,500	\$275,400
Median Rent	\$1,263	\$1,180
Housing Units	6,454	1,516,629

	Colchester	State
Owner-Occupied	64%	64%
Detached or Semi-Detached	64%	64%
Vacant	10%	10%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Preschool Enrollment	Enrollment by Grade
Colchester School District	PK-12	2,193	81%	90%
Statewide		513,079	15,900	88%

Smarter Balanced Assessments

Most exceeded expectations 2018/19

	Math	ELA
Colchester School District	70%	70%
Statewide	48%	56%

Colchester, Connecticut

15,860

Labor Force

CT Department of Labor, 2019

Employed
Unemployed

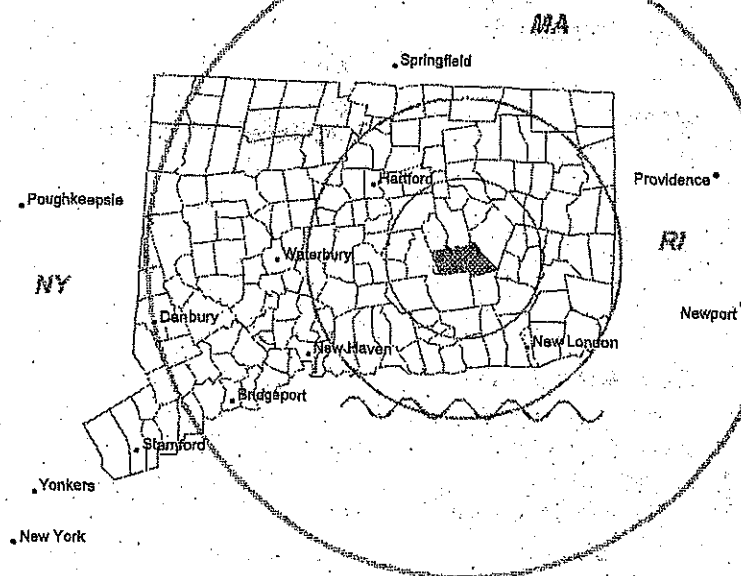
Colchester	State
8,652	1,724,621
571	148,010

Unemployment Rate
Self-Employment Rate*

*ACS, 2015-2019



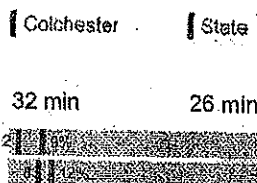
Catchment Areas of 15mi, 30mi, and 60mi



Access

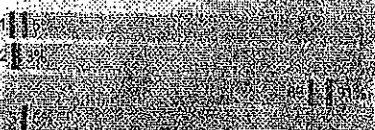
ACS, 2015-2019

Mean Commute Time *Pre-Covid*
No Access to a Car
No Internet Access



Commute Mode

Public Transport
Walking or Cycling
Driving
Working From Home *Pre-Covid*



Public Transit

CT Transit Service
Other Public Bus Operations
Train Service



Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$62,636,786
Property Tax Revenue	\$39,539,056
per capita	\$2,463
per capita, as % of state av.	81%
Intergovernmental Revenue	\$21,032,544
Revenue to Expenditure Ratio	105%

Boston*

Municipal Expenditure

Total Expenditure	\$59,632,042
Educational	\$47,020,602
Other	\$12,611,440

Grand List

Equalized Net Grand List	\$1,718,352,556
per capita	\$107,828
per capita, as % of state av.	70%
Comm./Indust. Share of Net Grand List	9%

Actual Mill Rate	32.37
Equalized Mill Rate	22.84

Municipal Debt

Moody's Rating	Aa3
Total Indebtness	\$20,927,467
per capita	\$1,313
per capita, as % of state av.	51%
as percent of expenditures	35%

Annual Debt Service	\$2,236,095
as % of expenditures	4%



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ctdata.org/sitefinder

About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for 2016-2019 are available from profiles.ctdata.org.

Feedback is welcome, and should be directed to info@ctdata.org.

These Profiles can be used free of charge by external organizations, as long as AdvanceCT and CT Data Collaborative are thanked. No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

Colchester

- **What your organizational structure looks like**

We are paramilitary structured like all fire departments. We have the following positions ranking from highest to lowest:

- Fire Chief – Department Head (career)
- Deputy Chief – Operations/2nd in Command (Career)
- Assistant Chief – Fire Division Head (Volunteer)
- Assistant Chief – EMS Division Head (Volunteer)
- Captain – Training and Incident Safety Officer (Volunteer)
- Captain – Fire Division (Volunteer)
- Captain – EMS Division (Volunteer)
- Captain – Fire Police (Volunteer)
- 1 Lt/Health & Safety Officer (Career)
- 2 Lts – Fire (Volunteer)
- 1 Lt. - EMS (Volunteer)
- 1 Lt. - Fire Police (Volunteer)
- Engineers on each apparatus (Volunteer)
- Career Firefighter/EMTs; Firefighters; EMTs; Fire Police

- **What incentive programs, if any, you have in place for volunteers**

Fuel Compensation – reimbursement for fuel usage for responders. Based on number of calls for 6 months and those members qualified for the program

Tax Exemption – Qualifiers to achieve \$500 & \$1,000 exemption on property taxes (We are working on add \$1500 & \$2,000 as options)

Ambulance Incentive – Stipends for ambulance shifts

Volunteer Retention Recognition Program – Recognition categories that provide qualifiers for gift cards, certificate and presentation at a monthly meeting in front of peers as well as posted in local paper

- **What do you use for volunteer recruitment?**

Social Media, Newspaper, Flyers/Posters at local businesses, Recruitment Table at Local Events, Word of mouth

Branford, Connecticut

28,020

General

ACS, 2015-2019

	Branford	State
Land Area mi ²	22	4,842
Population Density, people per mi ²	1,284	738
Number of Households	12,369	1,370,746
Median Age	49.0	41.0
Median Household Income	\$77,640	\$78,444
Poverty Rate	6%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 Retail Trade	1,821	141	\$35,216
2 Health Care & Social Assistance	1,789	112	\$44,852
3 Accommodation & Food Services	1,496	101	\$20,868
4 Manufacturing	1,193	51	\$74,248
5 Construction	1,134	96	\$77,970
All Industries	12,840	1,202	\$52,837

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 4,315

New Business Registrations by Year

2001 227	2006 253	2011 235	2016 235
2002 272	2007 223	2012 250	2017 232
2003 228	2008 238	2013 215	2018 270
2004 256	2009 228	2014 219	2019 255
2005 288	2010 214	2015 225	2020 310

Key Employers

Data from municipalities, 2021

- 1 Blakeslee Prestress Inc
- 2 Seton Safety & Identification
- 3 John D Thompson Hospice Inst
- 4 Blakeslee Arpaia Chapman Inc
- 5 Branford Gun Club

Demographics

ACS, 2015-2019

Age Distribution

	Branford	State
Under 10	2,343 8%	11%
10 to 19	2,656 9%	13%
20 to 29	2,972 11%	13%
30 to 39	3,377 12%	12%
40 to 49	2,966 11%	13%
50 to 59	5,001 18%	15%
60 to 69	4,498 16%	12%
70 to 79	2,372 8%	7%
80 and over	1,935 7%	5%

Race and Ethnicity

	Branford	State
Asian Non-Hispanic (NH)	5%	4%
Black NH	1%	10%
Hispanic or Latino/a of any race	6%	16%
White NH	86%	67%
Other NH, incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	2%	3%

Language Spoken at Home

	Branford	State
English	97%	97%
Spanish	1%	1%

Educational Attainment

	Branford	State
High School Diploma Only	28%	28%
Associate Degree	8%	8%
Bachelor's Degree	24%	24%
Master's Degree or Higher	21%	21%

Housing

ACS, 2015-2019

	Branford	State
Median Home Value	\$293,100	\$275,400
Median Rent	\$1,368	\$1,180
Housing Units	13,632	1,516,629

	Branford	State
Owner-Occupied	66%	66%
Detached or Semi-Detached	64%	64%
Vacant	1%	1%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2018-19)
Branford School District	PK-12	2,590	43	88%
Statewide		513,079	15,300	88%

Smarter Balanced Assessments

	Math	ELA
Met or exceeded expectations 2018/19		
Branford School District	56%	60%
Statewide	48%	56%

Branford, Connecticut

28,020

Labor Force

Department of Labor

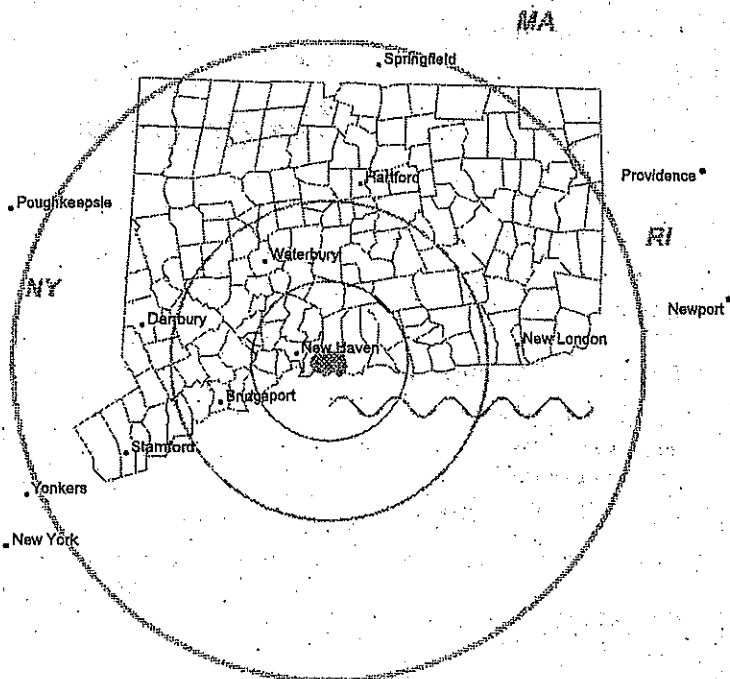
Employed	15,117	1,724,621
Unemployed	1,109	148,010

Unemployment Rate

Self-Employment Rate*

*ACS, 2015-2019

Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015-2019

Mean Commute Time *Pre-Covid* 23 min 26 min

No Access to a Car

No Internet Access

Commute Mode

Public Transport

Walking or Cycling

Driving

Working From Home *Pre-Covid*

Public Transit

CTtransit Service

Other Public Bus Operations

Train Service

Shore Line East

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$122,093,385
Property Tax Revenue	\$101,530,521
per capita	\$3,611
per capita, as % of state av.	119%
Intergovernmental Revenue	\$14,347,991
Revenue to Expenditure Ratio	106%

Boston*

Municipal Expenditure

Total Expenditure	\$114,953,787
Educational	\$67,243,333
Other	\$47,710,454

Grand List

Equalized Net Grand List	\$5,299,801,671
per capita	\$189,245
per capita, as % of state av.	123%
Comm./Indust. Share of Net Grand List	13%

Actual Mill Rate	28.47
Equalized Mill Rate	19.08

Municipal Debt

Moody's Rating	-
Total Indebtness	\$38,586,596
per capita	\$1,378
per capita, as % of state av.	53%
as percent of expenditures	34%

Annual Debt Service	\$8,086,493
as % of expenditures	7%



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Dear Kathy,

The following is in response to your request for comparisons between other Combination Fire Departments within the state.

Specifically you are looking for:

- What their organizational structure looks like
- What incentive programs they have in place for volunteers
- What they do for volunteer recruitment

I surveyed fifteen municipalities with combination departments and received the following five responses from Branford, Colchester, New Canaan, Westport and Windham:

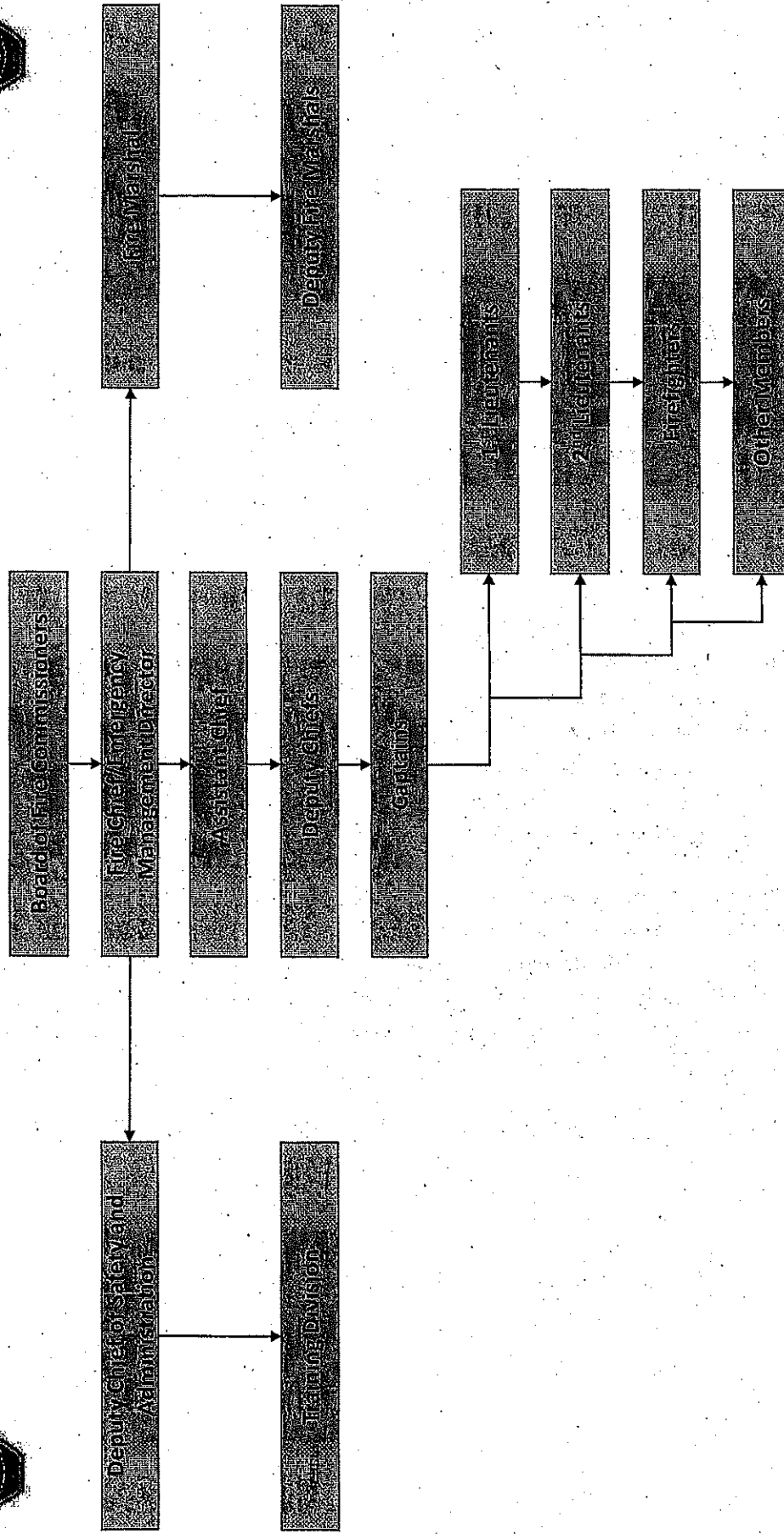
Branford

In response to your request for information I submit the following:

- The organizational structure of the Branford Fire department is attached. We currently have one volunteer Deputy Chief who assists the Chief in managing and directing the volunteers. Each of our four volunteer companies is led by a Captain and two lieutenants. All volunteer companies work as part of an integrated response plan and are not independent entities. The training and certification levels expected of both career and volunteer firefighters are the same. All members work within the incident command system and there is very little conflict between career and volunteer members.
- Branford has both a volunteer retirement plan and a volunteer incentive program. I've attached both for reference. It is worth noting that we've seen a 46% decline in the total number of volunteers since we began the program in the 90's. We have also closed three volunteer companies and are about to close another due to the total number of members falling below the minimum necessary to maintain any reliability. We've made up for the loss by hiring additional career staff and adding automatic mutual aid on reported building fires. We currently have a 10 person career staff 24/7 with an additional 2 part-time person shift staffing an ambulance 8 am -12 pm each day. Branford Fire Department is also the first responder and ambulance transport provider for the Town. Like most departments, EMS accounts for 74% of all calls. All of our career staff are cross trained dual role firefighter/ EMS providers. The cost is off-set by ambulance revenue collection but remains a very expensive option when compared to an all-volunteer force. Our current call volume is over 6,200 calls for service annually. We have a population density in many areas of Town >1000 people per square mile putting us into the urban category. Many of those same areas are also densely built so that a fire in one building can quickly spread to another without a timely response. NFPA 1710 and 1720 are the standard of care for the organization, operation and deployment of Fire Suppression, Emergency Medical and Special Operations to the public by Fire departments.
- We have tried many methods of volunteer recruitment but word of mouth remains the most effective. Branford participated in the International Association of Fire Chiefs Volunteer Work Force Solutions Program with no noticeable result. The program involved a study of the volunteer recruitment and retention problem in CT by a hired consulting group. They then came up with various methods of recruiting including, social media, print and television marketing that would be tested by willing departments. The result was that the best way of recruiting was the same way we've been doing it for more than 100 years, word of mouth. We have noticed that almost all of the younger members joining our department today are looking for a career and have little interest in simply volunteering. We are working on a program with the High School to develop a credited curriculum that gives the student the

needed credits for graduation while earning their EMT and FF I certifications. We hope that these students would join as volunteer cadets and eventual volunteer firefighters once they are 18 years old and certified. If we only get a couple of years it will be better than nothing.

Branford Fire Department Organizational Chart



Date: December 6, 2016

To: Board of Selectman

From: James Finch, Finance Director

Re: Volunteer Fire Incentive Plan

I am writing at the request of the Fire Chief and the Volunteer Pension Committee to seek the Board's approval for changes to the annual requirements for receiving pension credit. As the Board may be aware, the town operates a Length of Service Awards Program (LOSAP) for volunteer firefighters from date of membership to retirement at age 65. Additionally the town operates a volunteer stipend program in which members receive annual payments in February/March provided they have met the service requirements in the prior calendar year. It is important to underscore that the stipend program references the requirements of the LOSAP, therefore the proposed changes will impact both programs.

The LOSAP program was created in 1992 and throughout the years changes were made to the requirements as the town endeavors to attract and retain volunteers. Essentially the requirements established minimum standards for calls, continuing education and drills. Last Spring Chief Mahoney and Deputy Chief Murray discussed changes to the plan they would like to implement. The proposed changes listed below also reflect the recommendations of the committee and were discussed previously with the First Selectman.

- To increase the required number of incident responses by a member from 10 to 40 per year.
- To require the member to be in good standing and up to date with all department requirements at the end of the calendar year.

I anticipate Chairwomen Clem and Fire Chief Mahoney will be available to present and discuss these changes.

Cc M. Clem

Chief Mahoney



TOWN OF BRANFORD

THE VOLUNTEER FIRE PENSION & INCENTIVE PLAN

(Revised 7/5/2006, effective 1/1/2005)

Purpose

The Branford Fire Department as a means of attracting new members and retaining current members has provided two separate and distinct financial programs, namely The Branford Fire Department Pension Plan for Volunteer Fire Fighters and the annual Volunteer Incentive Program. (VIP) The two programs are administered by the Volunteer Pension Committee working with the Finance Director. The Pension Committee is composed of up to seven members as defined by the Pension Plan under Article VIII, section 8.02.

Qualifications

The following outlines the requirements and qualifications as well as procedures for administering the VIP.

Call Requirements

The requirements for the Branford Fire Department Pension Plan for Volunteer Fire Fighters are to be used for the VIP. These requirements are identified in Article II, Section 2.03 and are summarized below:

Call Type	Calls Required	Points Per Call	Total Points
Fire/EMS	36	One	36
Company Drill	16	Two	32
Town Drill	8	Four	32
Total			100

Credit for Town drills may come from attending a drill during the year that is based on the Town Drill topic schedule released from the Training Captain. Town drill credit may also be received for a Town parade or attending outside courses that result in the awarding of certification, i.e. EMT, CFA courses, EPA Hazmat courses, and etc. All calls will accumulate on a calendar year basis.

Procedures

The following procedures are designed to offer guidance to all participants in administering the VIP.

1. The Company Captain or his/her designee will record all approved service credits for each volunteer as specified in the approved plan on a monthly basis on a form provided by the town finance department. The form will identify the activity of each volunteer member by type of call and drill.

2. At least on a monthly basis, the Company Captain shall post all service credits in a conspicuous location within their respective station for all company members to review. Members should review the records to ensure their accuracy and report any discrepancy to the Company Captain. If the issue remains unresolved the issue will be referred to the Fire Chief.

3. By the 15th of the following month, the Company Captain or his/her designee shall provide the monthly service activity report to the Pension Clerk for recording. The clerk will date the information and return a copy to the company. If the company fails to provide records in a timely manner the chief of the Branford Fire Department will notify the company and institute corrective action if required.

4. Within ten (10) working days of receiving the service credit information, the Pension Clerk shall have the recording completed.

5. The Pension Clerk will maintain a copy and provide a copy of the recently submitted call records along with year to date activity total to the Company Captain.

6. It will be the responsibility of the Company Captain to ensure the information is accurately recorded by the Pension Clerk and to inform the Clerk of any changes within ten (10) working days.

7. The Pension Committee shall meet in February to review and approve all yearly activity reports to determine eligibility for receiving stipend payments. Once eligibility is determined the Committee will make a payment request to the Finance Director. The Finance Director has the authority to review the submissions before sending them to payroll for processing.

Stipends

The following stipends will be payable at the end of February and will be contingent upon Town appropriations:

Years of Qualifying Service	Firefighter	Firefighter EMT or Paramedic
1	\$750	\$1,000
2	\$750	\$1,000
3	\$750	\$1,000
4	\$750	\$1,000
5 and over	\$1,500	\$1,750

The Pension Clerk will receive a stipend equal to that of a firefighter and the amount will be adjusted based on years of service to the pension committee.

For purposes of this plan the years of service will begin in 2002 for qualifying members.

Date: February 25, 2019
To: All Volunteer Firefighters
From: James Finch
Mt. Clem
Re: Pension Changes

We are writing to provide you with an updated copy of the qualifying requirements for the volunteer pension program. We previously distributed a letter (attached) outlining the changes made by the Board of Selectman in 2016 however the Pension Committee suggested that we send you a memo incorporating the changes to further clarify volunteer activities that qualify for the pension and stipend programs.

Excerpts from the plan related to the requirements are listed below:

2.03 QUALIFYING REQUIREMENTS:

A Participant must accumulate 100 points within a calendar year to earn a Year of

Credited Service. Points may be accumulated in the following categories:

	Points Earned	Minimum Annual Required Training	Earned points
I. Company and Town Drills	3	20	60
II Continuing Education Units (Classes)	2	None	Maximum 30
III Fire/EMS	1	40	40
IV Administrative Drills (Company Meetings One per month)	1	None	Maximum 12

- Drills must be Branford Fire Department Training Division approved.
- Sanctioned parades may be substituted for fire calls.
- A Participant must accumulate a minimum of 60 points per year in Minimum Annual Required training, as per the above schedule.
- Notwithstanding the above, the Chief, in his discretion, may waive the qualifying requirements provided the total number of qualifying points exceeds 100 points.

Example: A firefighter earns 120 qualifying but is short on drills by 12 points. The Chief waives the drill requirement to enable the firefighter to qualify.

- Points in excess of 100 per calendar year do not result in additional Years of Credited Service.
- Continuing Education Credits (CEU's) are earned at a rate of one CEU per training hour.

The changes in the plan provide increased flexibility and different ways to qualify as illustrated in the following examples.

Example A

This example represents a firefighter whose primary activity in the department is responding to calls and participating in training activities (drills) but does not attend company meetings.

Activity	Pts	#	Qualifying Pts
I. Company and Town Drills	3	20	60
II Continuing Education Units (Classes)	2	0	0
III Fire/EMS	1	60	60
IV Administrative Drills (Company Meetings One per month)	1	0	0
Annual Total			100

Example B

This example represents a firefighter who is attending classes approved by the training division and while the firefighter is able to meet the minimum requirements for fire calls he is unable to meet the Company and Town Drill requirements. Nevertheless the Chief may recommend using the excess points to offset the shortfall in Company and town Drills

Activity	Pts	#	Qualifying Pts
I. Company and Town Drills	3	18	54
II Continuing Education Units (Classes)	2	15	30
III Fire/EMS	1	70	70
IV Administrative Drills (Company Meetings One per month)	1	0	0
Annual Total			154

Please be advised the Training Division is programming the Firehouse software to capture and report on the various qualifying events. Therefore those members responsible for entering the data into firehouse should familiarize themselves with these changes. All other volunteers should retain a copy of this memo for their records.

New Canaan, Connecticut

20,276

General

ACS, 2015-2019

	New Canaan	State
Land Area	22	4,842
Population Density: people per mi ²	914	738
Number of Households	7,116	1,370,746
Median Age	43.9	41.0
Median Household Income	\$190,227	\$78,444
Poverty Rate	3%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
Local Government	1,144	13	\$72,914
Health Care & Social Assistance	953	51	\$56,760
Other Services (ex Public Admin.)	794	251	\$35,914
Retail Trade	663	94	\$42,240
Accommodation & Food Services	648	60	\$33,213
All Industries	6,685	1,012	\$75,987

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 3,909

New Business Registrations by Year

2001 175	2006 252	2011 210	2016 275
2002 198	2007 204	2012 251	2017 262
2003 223	2008 243	2013 271	2018 264
2004 238	2009 214	2014 277	2019 270
2005 256	2010 220	2015 236	2020 242

Key Employers

Data from municipalities, 2021

- 1 Wavely Lifecare Network
- 2 Silver Hill Hospital
- 3 Country Club of New Canaan
- 4 New Canaan Country School
- 5 Hobbs Inc

Demographics

ACS, 2015-2019

Age Distribution

	New Canaan	State
Under 10	2,932 (14%)	11%
10 to 19	3,465 (17%)	13%
20 to 29	995 (5%)	13%
30 to 39	1,810 (8%)	12%
40 to 49	2,964 (15%)	13%
50 to 59	3,550 (18%)	15%
60 to 69	2,211 (11%)	12%
70 to 79	1,481 (7%)	7%
80 and over	1,038 (5%)	5%

Race and Ethnicity

	New Canaan	State
Asian Non-Hispanic (NH)	5%	4%
Black NH	2%	10%
Hispanic or Latino/a of any race	5%	16%
White NH	86%	67%
Other NH, incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	2%	3%

Language Spoken at Home

	New Canaan	State
English	98%	94%
Spanish	1%	12%

Educational Attainment

	New Canaan	State
High School Diploma Only	27%	27%
Associate Degree	1%	1%
Bachelor's Degree	22%	22%
Master's Degree or Higher	17%	17%

Housing

ACS, 2015-2019

	New Canaan	State
Median Home Value	\$1,355,800	\$275,400
Median Rent	\$2,228	\$1,180
Housing Units	7,655	1,516,629

	New Canaan	State
Owner-Occupied	89%	79%
Detached or Semi-Detached	91%	85%
Vacant	1%	1%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	1-Year Grad Rate (2018-19)
New Canaan School District	PK-12	4,232	44	98%
Statewide		513,079	15,300	88%

Smarter Balanced Assessments

Met or exceeded expectations (2018/19)

	Math	ELA
New Canaan School District	88%	90%
Statewide	48%	56%

New Canaan, Connecticut

20,276

Labor Force

CT Department of Economic Development

	New Canaan	State
Employed	7,564	1,724,621
Unemployed	448	148,010

Unemployment Rate

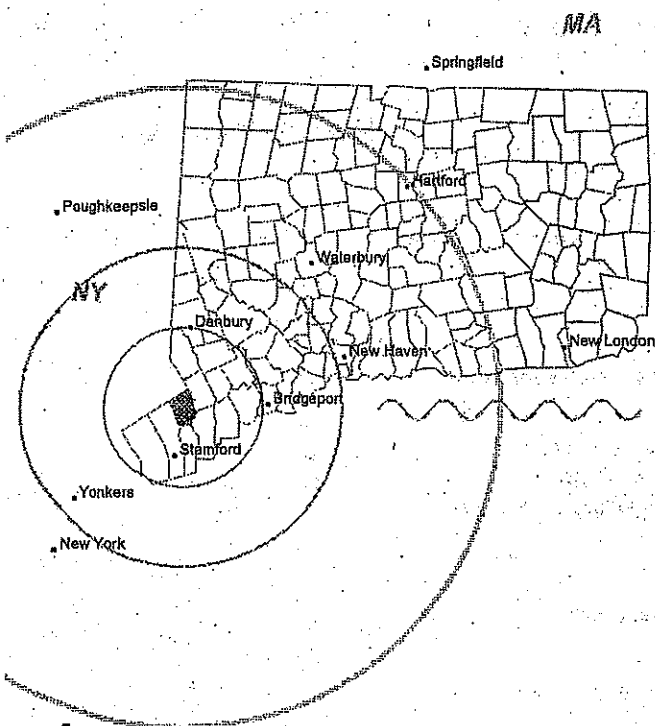


Self-Employment Rate*



*ACS, 2015-2019

Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015-2019

	New Canaan	State
Mean Commute Time <i>Pre-Covid</i>	41 min	26 min

No Access to a Car



No Internet Access



Commute Mode

	New Canaan	State
Public Transport	5.1%	2.4%
Walking or Cycling	4.1%	2.4%
Driving	86.1%	95.2%
Working From Home <i>Pre-Covid</i>	6.1%	1.2%

Public Transit

CTtransit Service

Other Public Bus Operations

Train Service

Metro-North

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$164,501,836
Property Tax Revenue	\$138,764,292
per capita	\$6,865
per capita, as % of state av.	227%
Intergovernmental Revenue	\$18,968,080
Revenue to Expenditure Ratio	102%

Boston*

Municipal Expenditure

Total Expenditure	\$160,501,886
Educational	\$103,797,257
Other	\$56,704,629

Grand List

Equalized Net Grand List	\$11,927,334,536
per capita	\$590,082
per capita, as % of state av.	384%
Comm./Indust. Share of Net Grand List	5%

Actual Mill Rate	16.67
Equalized Mill Rate	11.63

Municipal Debt

Moody's Rating	Aaa
Total Indebtness	\$123,581,534
per capita	\$6,114
per capita, as % of state av.	237%
as percent of expenditures	77%

Annual Debt Service	\$18,211,275
as % of expenditures	11%



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New Canaan Fire Department

What your organizational structure looks like

Career Fire Chief

2 Assistant Chiefs (1 Career and 1 Volunteer)

5 Captains (4 Career Shift Commanders, 1 Volunteer)

6 Lieutenants (4 Career, 2 Volunteer)

16 Career firefighters, 20 Volunteers

What incentive programs, if any, you have in place for volunteers

Tax abatement (2,000)

Passes for numerous town parks and pools

Social events

Apparel

What do you use for volunteer recruitment?

Media campaign (local news and social)

Public education events

Word of mouth

Lawn signs

Westport, Connecticut

28,016

General

ACS, 2015-2019

	Westport	State
Land Area (mi ²)	20	4,842
Population Density (people per mi ²)	1,404	738
Number of Households	9,916	1,370,746
Median Age	45.8	41.0
Median Household Income	\$206,466	\$78,444
Poverty Rate	4%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 Retail Trade	2,646	214	\$44,014
2 Finance & Insurance	2,281	263	\$357,628
3 Health Care & Social Assistance	1,609	158	\$49,202
4 Accommodation & Food Services	1,524	107	\$30,218
5 Local Government	1,522	17	\$74,852
All Industries	14,929	2,054	\$114,992

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 7,899

New Business Registrations by Year

2001 411	2006 504	2011 458	2016 494
2002 486	2007 506	2012 471	2017 491
2003 426	2008 413	2013 551	2018 492
2004 492	2009 420	2014 512	2019 534
2005 448	2010 426	2015 456	2020 590

Key Employers

Data from municipalities, 2021

- 1 Bridgewater Associates
- 2 First Equity Group Inc
- 3 Marriott Global Sales Office
- 4 Velocity Sports & Entertainment
- 5 Greens Farm Academy

Demographics

ACS, 2015-2019

Age Distribution

	Westport	State
Under 10	3,305	11%
10 to 19	4,952	13%
20 to 29	1,571	13%
30 to 39	2,171	12%
40 to 49	4,098	13%
50 to 59	5,290	15%
60 to 69	3,313	12%
70 to 79	2,080	7%
80 and over	1,236	5%

Race and Ethnicity

	Westport	State
Asian Non-Hispanic (NH)	6%	4%
Black NH	1%	10%
Hispanic or Latino/a of any race	4%	16%
White NH	86%	67%
Other NH, Incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	2%	3%

Language Spoken at Home

	Westport	State
English	79%	79%
Spanish	18%	18%

Educational Attainment

	Westport	State
High School Diploma Only	22%	22%
Associate Degree	9%	9%
Bachelor's Degree	27%	33%
Master's Degree or Higher	40%	40%

Housing

ACS, 2015-2019

	Westport	State
Median Home Value	\$1,150,400	\$275,400
Median Rent	\$1,956	\$1,180
Housing Units	10,931	1,516,629

	Westport	State
Owner-Occupied	68%	68%
Detached or Semi-Detached	91%	91%
Vacant	10%	10%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2015-16)
Westport School District	PK-12	5,358	69	99%
Statewide		613,079	15,300	88%

Smarter Balanced Assessments

Met or exceeded expectations: 2018/19

	Math	ELA
Westport School District	83%	84%
Statewide	48%	56%

Westport, Connecticut

28,016

Labor Force

CT Data Collaborative, 2020

	Westport	State
Employed	11,707	1,724,621
Unemployed	686	148,010

Unemployment Rate

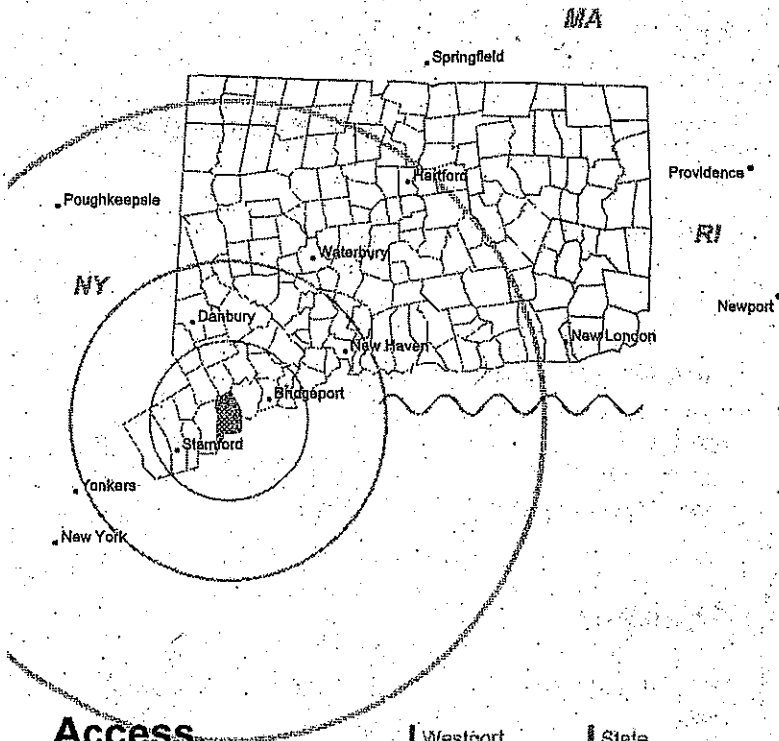


Self-Employment Rate*



*ACS, 2015-2019

Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015-2019

	Westport	State
Mean Commute Time <i>Pre-Covid</i>	43 min	26 min

No Access to a Car



No Internet Access



Commute Mode

Public Transport	1.1%	1.1%
Walking or Cycling	1.1%	1.1%
Driving	97.8%	97.8%
Working From Home <i>Pre-Covid</i>	1.1%	1.1%

Public Transit

CTransit Service	0%
Other Public Bus Operations	Norwalk Transit District
Train Service	Metro-North

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$230,309,359
Property Tax Revenue	\$186,894,912
<i>per capita</i>	\$6,623
<i>per capita, as % of state av.</i>	219%
Intergovernmental Revenue	\$24,886,290
Revenue to Expenditure Ratio	100%

Boston*

Municipal Expenditure

Total Expenditure	\$231,103,342
Educational	\$142,119,496
Other	\$88,983,846

Grand List

Equalized Net Grand List	\$16,088,221,534
<i>per capita</i>	\$572,229
<i>per capita, as % of state av.</i>	372%
Comm./Indust. Share of Net Grand List	12%

Actual Mill Rate	16.86
Equalized Mill Rate	11.57

Municipal Debt

Moody's Rating	Aaa
Total Indebtness	\$103,184,898
<i>per capita</i>	\$3,670
<i>per capita, as % of state av.</i>	142%
<i>as percent of expenditures</i>	45%

Annual Debt Service	\$16,846,703
<i>as % of expenditures</i>	7%



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Westport

Technically we are a combination department; unfortunately, the volunteers in Westport are all but gone. There are seven members of the Westport Volunteer fire department, 3 are firefighter-1 certified, and none can go interior on fires. They have an elected deputy chief who reports to me directly. We have tried to offer more and different times for training, but they never show up. We have contacted a contractor that provides training to get them up to a minimum capability, but they have not met with them yet. The town does give the standard \$1000 tax abetment; only one owns property in town. As far as recruitment, we have left that up to them. Generally speaking, we have a hard enough time recruiting to fill paid jobs. I don't have time to recruit volunteers.

Windham, Connecticut

24,655

General

ACS, 2010-2019

	Windham	State
Land Area mi ²	27	4,842
Population Density people per mi ²	914	738
Number of Households	8,590	1,370,746
Median Age	30.8	41.0
Median Household Income	\$47,481	\$78,444
Poverty Rate	25%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
Health Care & Social Assistance	2,562	86	\$51,333
Retail Trade	1,577	88	\$31,643
State Government	1,405	8	\$54,961
Local Government	973	16	\$55,232
Accommodation & Food Services	923	60	\$20,201
All Industries	10,117	616	\$46,055

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 1,227

New Business Registrations by Year

2001 77	2006 70	2011 59	2016 76
2002 66	2007 94	2012 42	2017 76
2003 75	2008 55	2013 53	2018 80
2004 84	2009 60	2014 52	2019 77
2005 66	2010 50	2015 51	2020 102

Key Employers

Data from municipalities, 2021

- Eastern Connecticut State University
- Prysmian Group
- Hartford Healthcare/Windham Hospital
- United Abrasives
- Berkshire Bank

Demographics

ACS, 2010-2019

Age Distribution

	Windham	State
Under 10	2,800 11%	11%
10 to 19	4,123 17%	13%
20 to 29	5,134 21%	13%
30 to 39	3,120 13%	12%
40 to 49	2,673 11%	13%
50 to 59	2,361 10%	15%
60 to 69	2,307 9%	12%
70 to 79	1,197 5%	7%
80 and over	940 4%	5%

Race and Ethnicity

	Windham	State
Asian Non-Hispanic (NH)	2%	4%
Black NH	4%	10%
Hispanic or Latino/a of any race	41%	16%
White NH	51%	67%
Other NH, Incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	2%	3%

Language Spoken at Home

	Windham	State
English	70%	70%
Spanish	12%	3%

Educational Attainment

	Windham	State
High School Diploma Only	27%	35%
Associate Degree	7%	10%
Bachelor's Degree	12%	22%
Master's Degree or Higher	6%	17%

Housing

ACS, 2010-2019

	Windham	State
Median Home Value	\$159,700	\$275,400
Median Rent	\$883	\$1,180
Housing Units	9,447	1,516,629

	Windham	State
Owner-Occupied	70%	68%
Detached or Semi-Detached	47%	54%
Vacant	9%	6%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Pk-K Enrollment	4-Year Grad Rate (2018-19)
Windham School District	PK-12	3,256	188	75%
Statewide		513,079	15,300	88%

Smarter Balanced Assessments

Met or exceeded expectations 2018/19

	ELA	Math
Windham School District	32%	37%
Statewide	48%	56%

Windham, Connecticut

24,655

Labor Force

CT Office of Policy and Management, SFY 2017-18

	Windham	State
Employed	11,222	1,724,621
Unemployed	1,109	148,010

Unemployment Rate

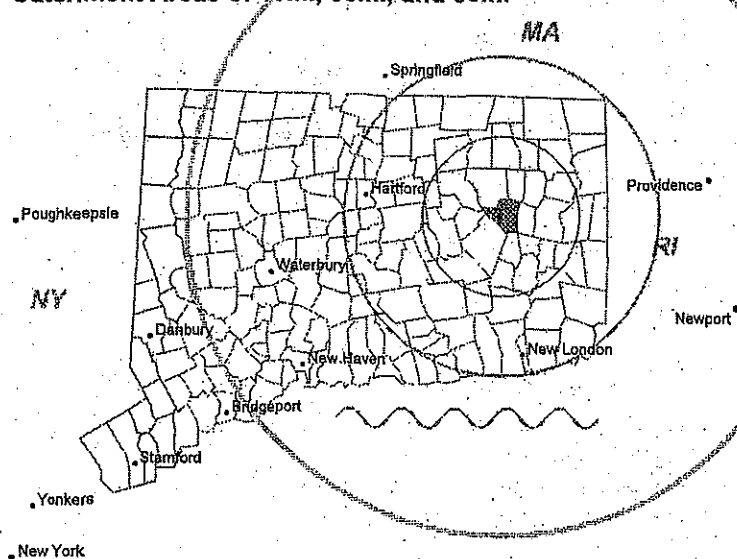


Self-Employment Rate*



*ACS, 2015-2019

Catchment Areas of 15mi, 30mi, and 60mi



Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$81,348,779
Property Tax Revenue	\$38,071,658
per capita	\$1,520
per capita, as % of state av.	50%
Intergovernmental Revenue	\$40,637,599
Revenue to Expenditure Ratio	98%

Municipal Expenditure

Total Expenditure	\$83,006,785
Educational	\$57,224,238
Other	\$25,782,547

Grand List

Equalized Net Grand List	\$1,291,164,325
per capita	\$52,261
per capita, as % of state av.	34%
Comm./Indust. Share of Net Grand List	19%

Actual Mill Rate	36.65
Equalized Mill Rate	29.08

Municipal Debt

Moody's Rating	A2
Total Indebtness	\$12,911,100
per capita	\$523
per capita, as % of state av.	20%
as percent of expenditures	16%

Annual Debt Service	\$2,826,783
as % of expenditures	3%

Access

ACS, 2015-2019

	Windham	State
Mean Commute Time <i>Pre-Covid</i>	21 min	26 min

No Access to a Car



No Internet Access



Commute Mode

Public Transport	2%
Walking or Cycling	3%
Driving	94%
Working From Home <i>Pre-Covid</i>	1%

Public Transit

CT Transit Service	Express
Other Public Bus Operations	Windham Region Transit District (WRTD)
Train Service	



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Windham

We are not a combo FD; but, rather one of four separate and autonomous FDs in the Town of Windham. We're career, and the other three are volunteers.

Suffield, Connecticut

15,688

General

ACS, 2015-2019

	Suffield	State
Land Area <i>mi²</i>	42	4,842
Population Density <i>people per mi²</i>	371	738
Number of Households	5,158	1,370,746
Median Age	43.5	41.0
Median Household Income	\$114,208	\$78,444
Poverty Rate	1%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 State Government	761	2	\$68,992
2 Wholesale Trade	589	54	\$51,630
3 Local Government	505	14	\$63,276
4 Health Care & Social Assistance	480	26	\$41,134
5 Manufacturing	442	13	\$67,645
All Industries	4,226	350	\$54,034

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 1,205

New Business Registrations by Year

2001 54	2006 73	2011 52	2016 71
2002 76	2007 77	2012 66	2017 70
2003 72	2008 69	2013 68	2018 74
2004 94	2009 77	2014 48	2019 67
2005 81	2010 61	2015 69	2020 117

Key Employers

Data from municipalities, 2021

- 1 C&S Wholesale Grocers
- 2 HP Hood
- 3 Kongsberg Automotive
- 4 State of CT - Prison
- 5 The Suffield House - Nursing Home

Demographics

ACS, 2015-2019

Age Distribution

	Suffield	State
Under 10	1,265 8%	17%
10 to 19	2,141 14%	13%
20 to 29	1,868 12%	13%
30 to 39	1,919 12%	12%
40 to 49	2,239 14%	13%
50 to 59	2,774 18%	15%
60 to 69	1,728 11%	12%
70 to 79	1,181 7%	7%
80 and over	583 4%	5%

Race and Ethnicity

	Suffield	State
Asian Non-Hispanic (NH)	4%	4%
Black NH	7%	10%
Hispanic or Latino/a <i>Of any race</i>	8%	16%
White NH	79%	67%
Other NH, Incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	2%	3%

Language Spoken at Home

	Suffield	State
English	91%	97%
Spanish	1%	1%

Educational Attainment

	Suffield	State
High School Diploma Only	22%	22%
Associate Degree	1%	1%
Bachelor's Degree	22%	22%
Master's Degree or Higher	12%	12%

Housing

ACS, 2015-2019

	Suffield	State
Median Home Value	\$310,500	\$275,400
Median Rent	\$1,250	\$1,180
Housing Units	5,601	1,516,629

	Suffield	State
Owner-Occupied	61%	67%
Detached or Semi-Detached	21%	21%
Vacant	18%	10%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	1 Year Grad Rate (2018-19)
Suffield School District	PK-12	2,073	41	95%
Statewide		513,079	15,300	88%

Smarter Balanced Assessments

Met or exceeded expectations 2018/19

	Math	ELA
Suffield School District	61%	70%
Statewide	48%	56%

Suffield, Connecticut

15,688

Labor Force

CT Department of Labor, 2019

	Suffield	State
Employed	6,951	1,724,621
Unemployed	467	148,010

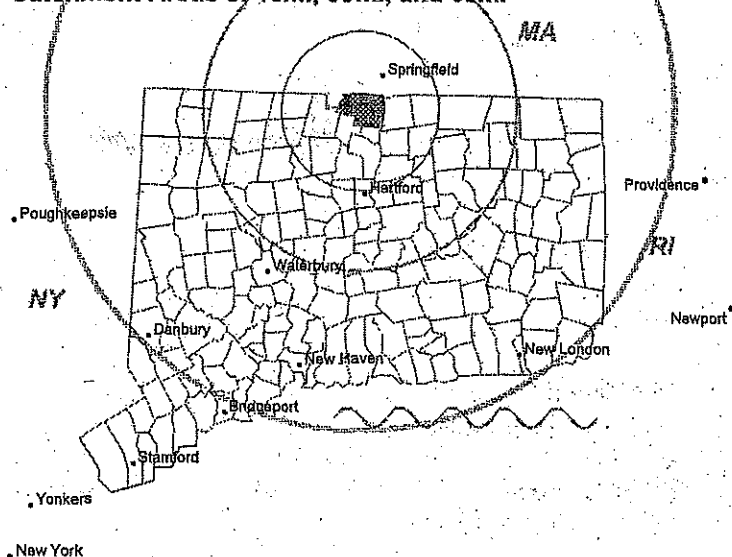
Unemployment Rate

Self-Employment Rate*

*ACS, 2015-2019



Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015-2019

	Suffield	State
Mean Commute Time <i>Pre-Covid</i>	25 min	26 min
No Access to a Car	2.1%	2.1%
No Internet Access	1.1%	1.1%

Commute Mode

	Suffield	State
Public Transport	0.1%	0.1%
Walking or Cycling	1.1%	1.1%
Driving	88.1%	88.1%
Working From Home <i>Pre-Covid</i>	10.7%	10.7%

Public Transit

CT Transit Service
Other Public Bus Operations
Train Service

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$60,927,079
Property Tax Revenue	\$40,320,629
per capita	\$2,557
per capita, as % of state av.	84%
Intergovernmental Revenue	\$17,399,353
Revenue to Expenditure Ratio	105%

Boston*

Municipal Expenditure

Total Expenditure	\$58,051,818
Educational	\$39,968,226
Other	\$18,083,592

Grand List

Equalized Net Grand List	\$2,056,960,887
per capita	\$130,659
per capita, as % of state av.	85%
Comm./Indust. Share of Net Grand List	7%

Actual Mill Rate	28.89
Equalized Mill Rate	19.57

Municipal Debt

Moody's Rating	-
Total Indebtness	\$19,843,492
per capita	\$1,260
per capita, as % of state av.	49%
as percent of expenditures	34%
Annual Debt Service	\$2,809,804
as % of expenditures	5%



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Suffield

- What your organizational structure looks like? **Suffield has a career Chief, volunteer Deputy Chief , 4 volunteer Captains, one career Lieutenant and two volunteer lieutenants, 6 career firefighters and 28 volunteer firefighters. Rank is treated as it is , career firefighters follow volunteer officers. All meet the same training and certification or education requirements.**
- What incentive programs, if any, you have in place for volunteers? **Volunteers receive \$ 15.00 a call, a training stipend based on their certification and ability limited to \$ 800 annually and a tax abatement of \$ 1000 annually.**
- What do you use for volunteer recruitment? **Recruitment is done through social media, volunteers needed posters , annual open houses and town events. commitment of current and past members to sell the value of volunteering and opportunities for personal growth and achievement.**

Ledyard, Connecticut

14,761

General

ACS, 2015-2019

	Ledyard	State
Land Area in	38	4,842
Population Density <i>people per mi²</i>	386	738
Number of Households	5,769	1,370,746
Median Age	38.1	41.0
Median Household Income	\$94,099	\$78,444
Poverty Rate	4%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 Local Government	6,515	15	\$43,262
2 Accommodation & Food Services	1,260	38	\$24,531
3 Retail Trade	918	71	\$22,889
4 Health Care & Social Assistance	284	28	\$47,723
5 Admin. & Support & Waste Mgmt	229	28	\$30,395
All Industries	10,219	364	\$39,586

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 858

New Business Registrations by Year

2001 34	2006 62	2011 47	2016 49
2002 43	2007 71	2012 56	2017 52
2003 56	2008 56	2013 37	2018 75
2004 60	2009 49	2014 44	2019 57
2005 56	2010 53	2015 43	2020 71

Key Employers

Data from municipalities, 2021

- 1 Foxwoods Resort Casino
- 2 Boq Investments
- 3 Forte Rts Inc
- 4 Hard Rock Cafe
- 5 Two Trees Inn

Demographics

ACS, 2015-2019

Age Distribution

	Ledyard	State
Under 10	1,895	11%
10 to 19	1,573	13%
20 to 29	1,610	13%
30 to 39	2,719	12%
40 to 49	1,572	13%
50 to 59	2,115	15%
60 to 69	1,919	12%
70 to 79	1,080	7%
80 and over	378	5%

Race and Ethnicity

	Ledyard	State
Asian Non-Hispanic (NH)	5%	4%
Black NH	2%	10%
Hispanic or Latino/a <i>of any race</i>	6%	16%
White NH	81%	67%
Other NH, incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander	6%	3%

Language Spoken at Home

	Ledyard	State
English	95%	95%
Spanish	2%	12%

Educational Attainment

	Ledyard	State
High School Diploma Only	25%	27%
Associate Degree	8%	10%
Bachelor's Degree	23%	22%
Master's Degree or Higher	17%	19%

Housing

ACS, 2015-2019

	Ledyard	State
Median Home Value	\$235,200	\$275,400
Median Rent	\$1,183	\$1,180
Housing Units	6,390	1,516,629

	Ledyard	State
Owner-Occupied	69%	65%
Detached or Semi-Detached	44%	66%
Vacant	16%	15%

Schools

CT Department of Education, 2020-21

School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2018-19)
Ledyard School District	PK-12	2,358	69	92%
Statewide		513,079	15,300	88%

Smarter Balanced Assessments

Met or exceeded expectations* 2018/19

	Math	ELA
Ledyard School District	47%	53%
Statewide	48%	56%

Ledyard, Connecticut

14,761

Labor Force

CT Department of Labor, 2020

Employed	6,969	1,724,621
Unemployed	708	148,010

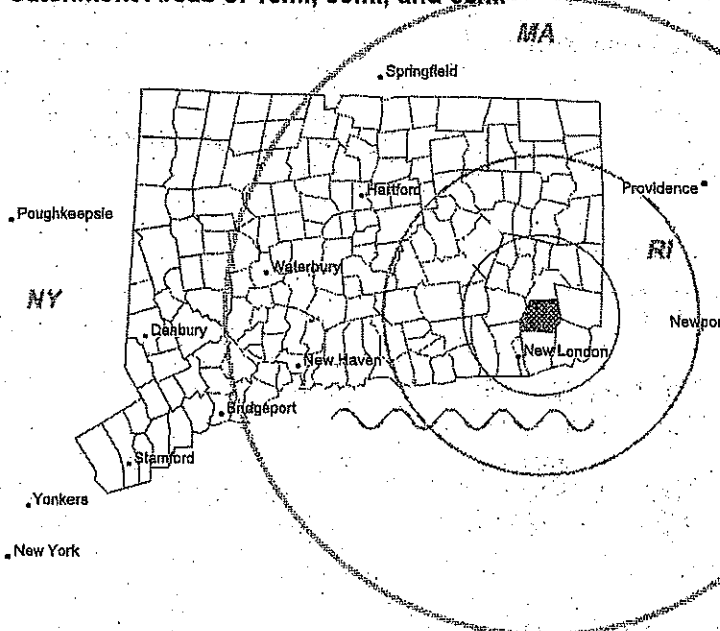
Unemployment Rate

Self-Employment Rate*

*ACS, 2015-2019

Ledyard	State
6,969	1,724,621
708	148,010

Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015-2019

Mean Commute Time *Pra-Covid* 22 min 26 min

No Access to a Car

No Internet Access

Ledyard	State
22 min	26 min

Commute Mode

Public Transport

Walking or Cycling

Driving

Working From Home *Pra-Covid*

Public Transport	1%
Walking or Cycling	2%
Driving	85%
Working From Home <i>Pra-Covid</i>	12%

Public Transit

CT Transit Service

Other Public Bus Operations

Train Service

Southeast Area Transit District (SEATD)

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$61,869,699
Property Tax Revenue	\$36,825,006
per capita	\$2,480
per capita, as % of state av.	82%
Intergovernmental Revenue	\$21,926,067
Revenue to Expenditure Ratio	103%

Municipal Expenditure

Total Expenditure	\$60,278,224
Educational	\$38,319,872
Other	\$21,958,352

Grand List

Equalized Net Grand List	\$1,639,827,665
per capita	\$111,280
per capita, as % of state av.	72%
Comm./Indust. Share of Net Grand List	5%

Actual Mill Rate	32.54
Equalized Mill Rate	22.29

Municipal Debt

Moody's Rating	Aa3
Total Indebtness	\$31,875,772
per capita	\$2,163
per capita, as % of state av.	84%
as percent of expenditures	53%

Annual Debt Service	\$2,887,736
as % of expenditures	5%



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Ledyard

1. All the career firefighters work for their respective chief, two in Ledyard, three in gales ferry; we are their immediate supervisor,
2. There is a career LT, non-supervisory.
3. All the volunteer officers trump the career LT, however, rarely do the junior officers take over an incident.
4. Volunteers: each fire company gets about 20 k to split amongst all fire fighters responded to at least 10 % of calls, or about 75 calls...for a year
5. Recruitment, we pay for training after your probations period, also the incentive money.