

# PUTNEY, VT

## *Fire & Rescue*

### *Advisory Taskforce*

Recommendations  
on Future Models  
for Service &  
Staffing of Putney  
Fire Department

**February 2025**

Presented To:  
**Putney Selectboard**

Presented By:  
**Putney Fire & Rescue Task Force**





## Mission of Putney Fire Department

The essential mission of the Putney Fire Department is to operate and function as a leading emergency service agency, while providing the best possible services to the citizens of Putney.

We will strive to meet the needs of the community with the provision of quality services by utilizing and improving the dedication and skills of our members; as well as continually improving all of our services and operations, while functioning as a team and communicating openly and honestly with the community we proudly serve.

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## A Brief History

Prior to 1898, fire protection in Putney was provided by each of 5 or 6 “villages” in the town. In 1898 at Town Meeting, residents voted to spend \$500 to support a Fire District in the center village only. Five years later the town purchased 700 feet of hose for the newly formed Putney Hose Company, and in 1930 the first motorized fire truck was purchased. In March 1934, \$500 was allocated for some new equipment and the purchase of a new fire station, and within a year, the whole town and the Fire District combined and renamed themselves The Putney Fire Department. Prior to 2000, no medical services were provided by the Putney Fire Department and first response capability for the Town of Putney relied on volunteer members of Rescue Inc., specifically members living or working in Putney. Around 2000, as the demand for medical calls surpassed fire calls, emergency medical service capability (EMS) was added. Putney EMS currently operates at the Advanced-Emergency Medical Technical (AEMT) level. In 2024, approximately 65% of 911 calls for service in Putney were medical in nature.

# Recent Changes

In March, 2024, Putney Fire Department's fire chief of 22 years stepped down from his post. Without a clear leadership transition plan in place, the Town of Putney Selectboard voted to temporarily shutter both fire and medical operations until such time as an interim plan could be enacted. Putney's medical responders continued to respond to calls uninterrupted with the support of Rescue, Inc. who onboarded Putney's providers and provided use of their rescue vehicle and medical supplies.

In May, 2024, the Selectboard re-activated the fire department with the appointment of a part-time fire chief. Subsequently, EMS operations transitioned back to the Putney Fire Department with the appointment of an EMS captain specifically overseeing all EMS operations. This is the leadership model under which the department is currently operating until such time as a new, permanent model is adopted by the Selectboard.



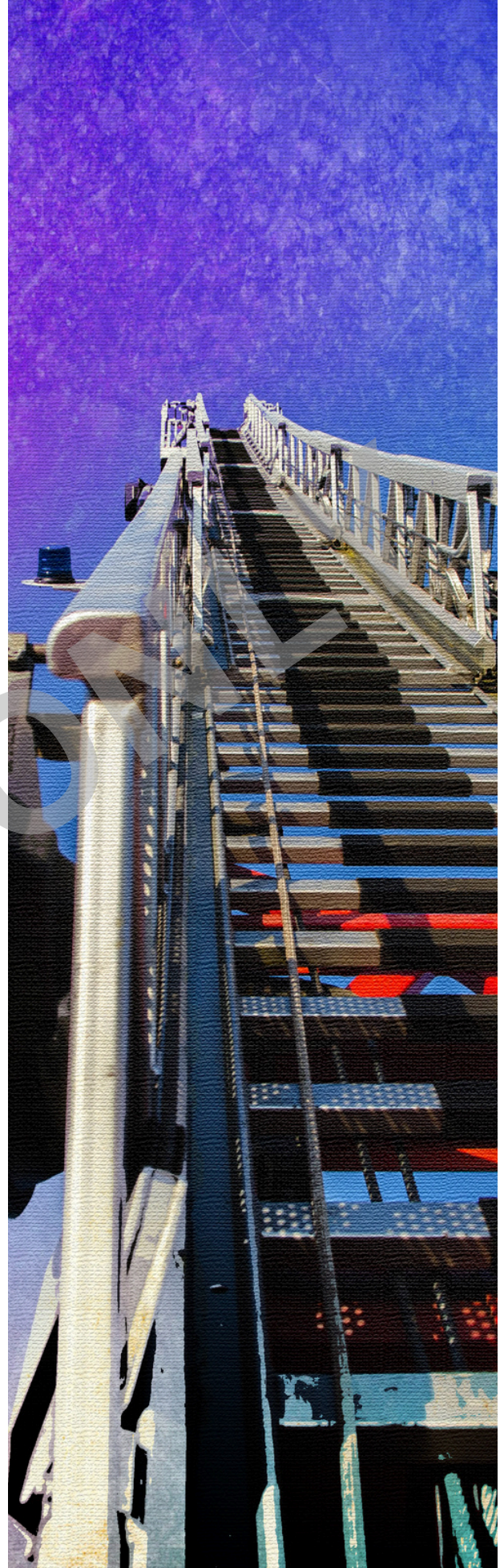
# 2024 AP Triton Report

As noted in the Select Board resolution establishing the Fire & Rescue Advisory Taskforce, this group was directed to review the January 2024 AP Triton Fire Department Operations Analysis (the "Triton Report"), paying particular attention to those aspects of the report that relate to service models and staffing. This taskforce determined that in order to complete this task, it was first necessary to assess each recommendation in the Triton Report, and decide a) what person or group was best equipped to address that recommendation and b) whether that recommendation fell within this taskforce's scope of work.

The result of this work, having undergone multiple iterations, is included in Appendix 1, with the recommendations sorted into the following categories:

1. those which the taskforce addressed most directly (primarily related to staffing and service models);
2. those which the taskforce did not address but which we recommend be addressed in the future;
3. those which were clearly outside the scope of this taskforce.

Category 1 is addressed in this report, with those recommendations primarily incorporated into the Department Structure and Leadership Structure sections. Please refer to the full list of recommendations included in Appendix 1 for this taskforce's proposals on which individual or group should address those recommendations which might have fallen within our scope of work, but which we were not able to address due to limited time.





# Putney Fire & Rescue Advisory Taskforce

## Selectboard Resolution

In a resolution dated April 18, 2024, the Putney Selectboard authorized the Fire & Rescue Advisory Taskforce as an advisory committee with the following charter:

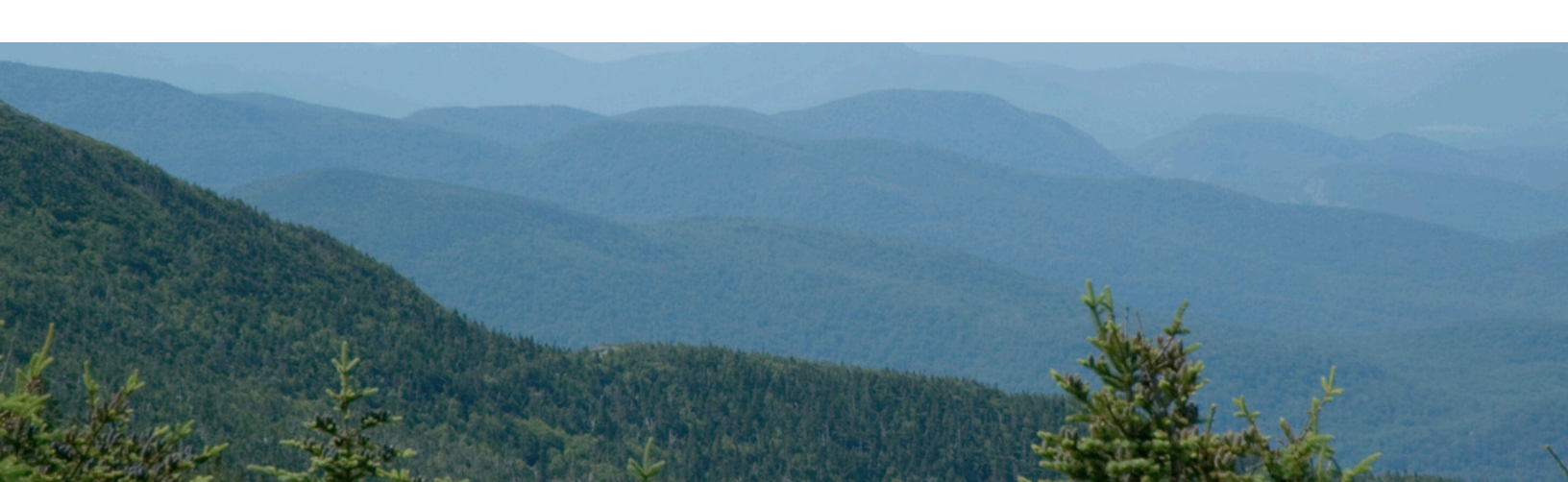
Reviewing the January 2024 AP Triton Fire Department Operations Analysis, paying particular attention to those aspects of the report that relate to service models and staffing.

Engaging the current and past membership of the Putney Fire Department & Putney Fire Association to glean their expertise.

Research possible models/staffing options for Putney's fire & rescue services, complete with cost and response time implications.

Facilitate and analyze a community conversation about options for fire & rescue services.

Present recommendations to the Selectboard by the beginning of September.



# Fire & Rescue Task Force Overview

**Purpose:** The Putney Fire & Rescue Advisory Taskforce was formed by the Putney Selectboard for the purpose of providing advisory guidance to the Selectboard regarding the leadership structure of the Putney Fire Department going forward.

**Context:** In March 2024, the former full-time Fire and EMS Chief stepped down following a twenty-two year tenure. An expedited, interim leadership structure was approved in May 2024 which currently provides a part-time Fire Chief with EMS leadership delegated to a part-time EMS Captain.

**Process:** The Fire & Rescue Advisory Taskforce met as a group approximately a dozen times over a six month period, with breakout assignments and sub-groups working on various research tasks with information reported out to the full group. Meetings were subject to open meeting law and were open to the public.

To gather input, interviews were held virtually and in person with representatives of other towns and state level emergency management professionals. In addition, a written survey followed by an in-person session was held on November 4, 2024 with current and past members of the Putney Fire Department, and a public input session was held on December 16, 2024 at the Putney Fire Station.

**Committee Members:** Peg Alden (selectboard), Karen Astley\* (town manager), Daniel Garcia-Galili, Brian Harlow\* (interim fire chief), Len Howard Sr., Brad King, Ruby McAdoo, Billy Straus, Jeanette White. Cindy Jerome was hired as the process facilitator.

(\* = non-voting)



## Key Sources of Input in Process

Early in the process, the taskforce identified the following sources as providing input critical to the necessary work:

- Neighboring and area Fire and EMS leaders
- State of Vermont resources appropriate to fire and EMS issues.
- Current and past Putney Fire Department firefighters and rescue personnel
- Putney community members, both individuals and businesses
- The AP Triton assessment, completed in late 2023

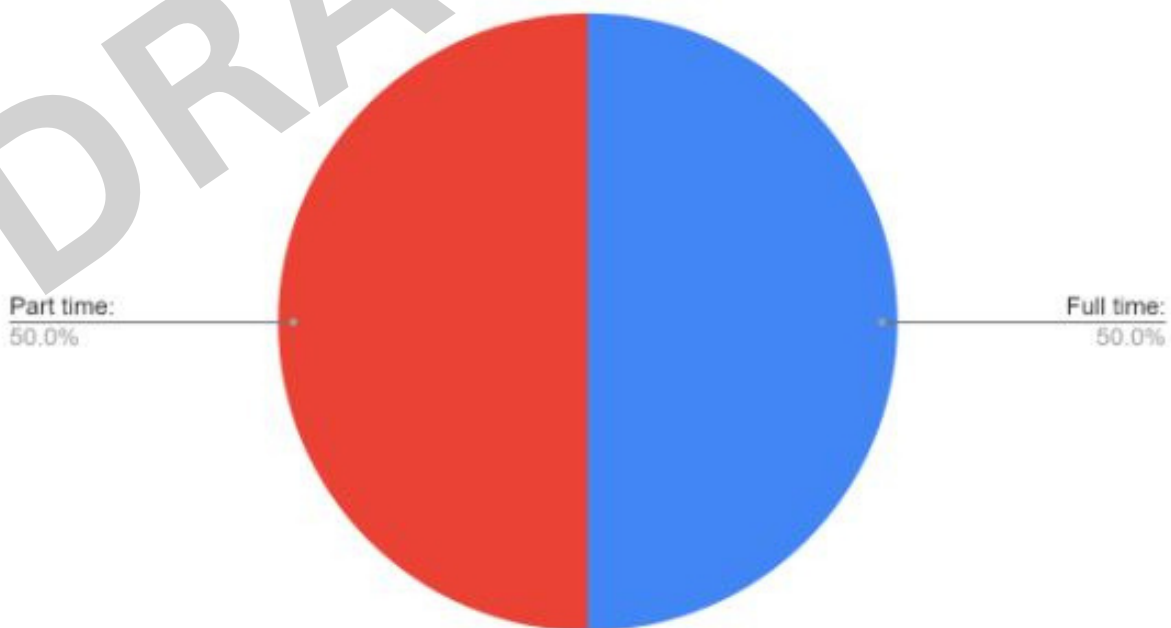
# Putney Fire Department Member Input

In October 2024, the taskforce created a survey that was distributed to Putney Fire Department members. The goal of the survey was to determine if there was any clear consensus around key questions pertaining to leadership. Questions included in the survey were:

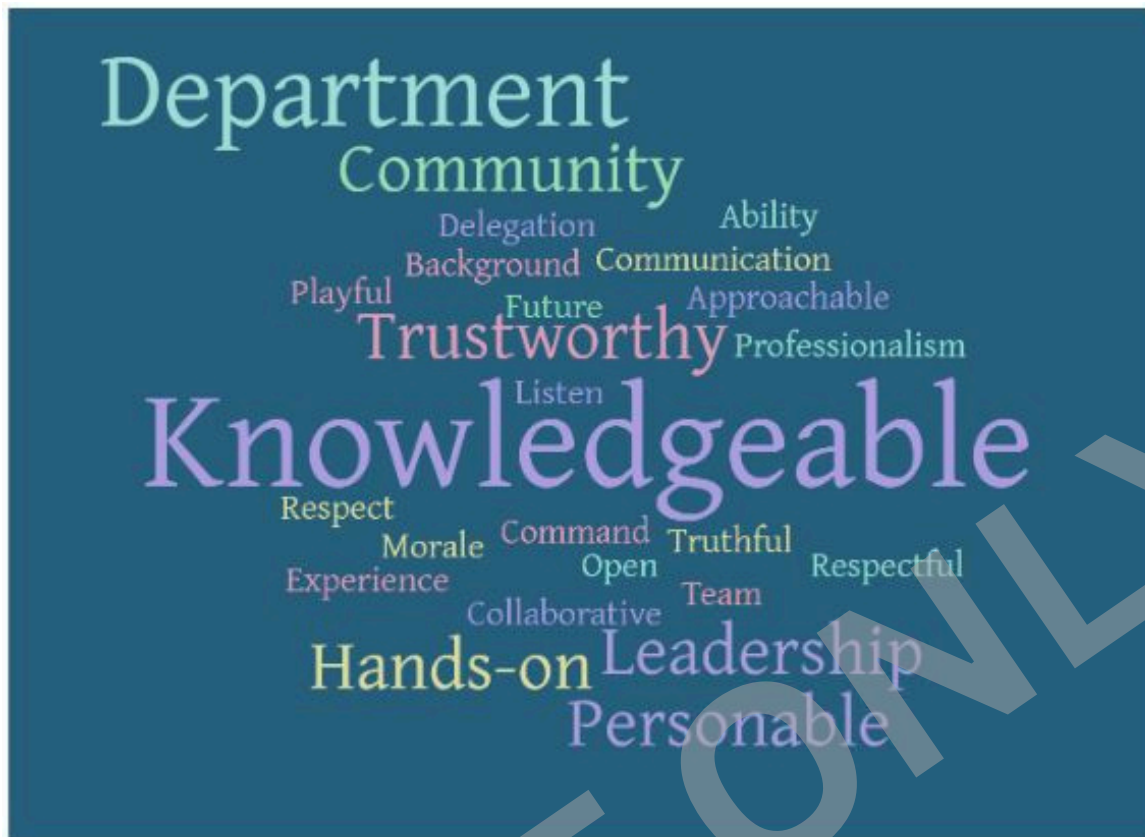
- *If you were making the decision on the structure of the department for the future, would you choose to hire a full-time chief or part-time chief? Why?*
- *Would you consider someone with only EMS or Fire experience, or would they need to have both?*
- *Rate these criteria on how important you think each is in Putney's future chief:*
  - *Advanced firefighting certifications?*
  - *Advanced EMT or Paramedic background?*
  - *History of senior leadership experience from another department or town?*
- *Do you plan to pursue EMS training (or further EMS training if you already have a VEFR or EMT cert) going forward?*
- *What is the most important quality you'd like to see a new chief bring to the job and to our department?*

Twenty current department members responded to the survey. The responses related to the preference for a full-time or a part-time chief were split evenly with no clear consensus regarding this issue.

Preference for Full or Part Time Chief



# Department Member Continued...



*"Word cloud" of most common words from department survey results*

It was determined by the taskforce that an in-person info-gathering session with department members would be beneficial. On November 4, 2024, a handful of taskforce members attended a Firefighters Association meeting to gain more insight into these questions:

- *What goes into Managing Department?*
- *Full-time vs. Part-time? (Pros & Cons)*
- *Qualities in Leadership?*

The overall results were similar to that of the department survey: no clear direction or preference determined.

# Public Session Input

The taskforce held a well publicized, community conversation about Putney Fire & Rescue services at the Putney Fire Station on December 16, 2024. Approximately 30 people attended the gathering that was facilitated by Meg Mott, Putney's town moderator. The taskforce reviewed its charge, per the Selectboard resolution, reported on its work-to-date and presented on the consensus they had found to-date on recommendations to the selectboard about the future of the department. Community members engaged with questions, comments, and feedback for further consideration.

**COMMUNITY CONVERSATION ABOUT**


# **PUTNEY**

**FIRE & RESCUE**

***FACILITATED BY MEG MOTT,  
PUTNEY TOWN MODERATOR***

Come hear what the Town of Putney Fire & Rescue Advisory Task Force has been doing and how their report to the Putney Selectboard is shaping up. There will be an opportunity to ask questions and share your perspectives.

***HOSTED BY THE PUTNEY FIRE &  
RESCUE ADVISORY TASK FORCE***



**MONDAY | DECEMBER 16, 2024**  
**5:30 - 7:00 PM**  
**PUTNEY FIRE STATION** **NEW DATE!!**  
**21 CARL SNYDER DRIVE, PUTNEY**

# Department Management Requirements

## Overview

- Planning, organizing, directing, and supervising all aspects of emergency medical services, fire suppression and fire prevention activities, training and preparedness
- Managing department personnel & recruitment, including certifications and licensure
- Managing department operational and capital budgets
- Fostering community engagement, and ensuring the effective delivery of EMS and fire services to the community.
- Administrative oversight of the department, accountable for its efficient functioning and compliance with all regulations including fire and EMS reporting.

## Key management responsibilities

- **Leadership and Management:** Overseeing all departmental operations, including personnel management, scheduling, performance evaluations, and disciplinary actions.
- **Budgeting and Finance:** Developing and managing the department budget, including equipment purchases, maintenance, and staffing costs.
- **Emergency Response:** Ensuring the department is prepared to respond to fire emergencies, medical calls, hazardous materials incidents, and other emergency situations.
- **Training and Development:** Facilitate ongoing training and education for personnel to maintain proficiency in fire suppression, emergency medical care, and technical rescue skills.
- **Community Outreach:** Engaging with the community to promote fire safety education, health and wellness, code enforcement, and public awareness campaigns.
- **Policy Development:** Implementing and enforcing departmental policies and procedures, ensuring compliance with local, state, and federal regulations, including reporting.
- **Collaboration:** Working with Town Manager and other local agencies, including police, public works, and emergency management, to coordinate response efforts.
- **Reporting:** Providing regular updates to Selectboard and Town Manager or other relevant authorities on department activities, budget status, and operational challenges. Assures timely compliance with all operational reporting including incident and medical reporting as required by NFIRS (US Fire Administration) and Vermont State EMS.

# Options for Department Structure

Three distinct options exist for the legal structure of a fire & rescue department in the State of Vermont:

**Municipal Department.** This structure is what Putney currently employs whereby the department exists as a department of the town much like the Highway Department, the responders are employees of the town, and department leadership is hired and managed directly by the Town Manager.

**Standalone 501(c)3 corporation.** This option requires forming a separate entity with its own Board of Directors. The entity must fundraise independently, may receive funds from the town, and then provide fire and first responder services to the town. But unlike in the municipal department structure, rescue personnel are not town employees in this model and thus would not be covered under the town's insurance policies.

**Fire District.** A separate municipality under state law that is independent of the town municipality. A fire district is set up completely independent of Town Hall, and the town meeting voters would approve a fire district budget that is separate and not connected to the town budget. The fire district would receive funds from Town of Putney each year and would be completely independent in providing services to town. There is a Prudential Committee made up of three individuals who are voted on by the town voters. The Prudential Committee is totally responsible for the district and presides over the leadership of the Fire District and the Chief of the department. Westminster is the only town in the state where such a structure exists solely for providing fire and rescue services.

# Leadership Models Considerations

The taskforce spent a great deal of time on the question of leadership models within the department. After 22 years with a full-time employee in the role of Fire Chief, there is an undeniable familiarity with this structure for most residents and businesses in town. At the same time, surrounding towns of a similar size and profile employ a number of different leadership models, all of which warrant consideration.

Beyond the exact configuration of the leadership team, the taskforce determined that it is necessary to define how much “job” is entailed in running the department since there are a number of ways to meet that need utilizing different configurations as articulated above.

Based on discussions with current membership, past Putney Fire Chiefs and leaders in surrounding towns, department leadership must address each of the tasks listed under the Department Management Requirements detailed in this report, regardless of structure.

The taskforce considered the department leadership position in its totality (e.g., all management requirements/responsibilities detailed in this report) and tried to determine the number of hours that will be required in leadership position(s). The taskforce believes it can reasonably be construed that department leadership will most effectively be the equivalent of 1.5 full-time staff person (i.e., 1.5 full time equivalent, or “FTE”). These ‘leadership hours’ can be allocated using a variety of different models, which could reflect leadership being compensated on a salary basis, with a stipend or on an on-call basis. Regardless of how leadership is structured, it would benefit from additional administrative support.

The taskforce extensively discussed the different leadership models, narrowing down conversation to two of the most compelling:

- **Full-time Leadership:** This model relies heavily on a single, full time senior leadership position (e.g. – Department Chief) managing all aspects of the department: fire, medical, and administrative, similar to what the town has had for the last 22 years. The Department Chief would be a full time, compensated position with limited dependence on a Deputy Chief and/or EMS and Fire Captains who would in turn oversee limited operational aspects of each department wing (e.g., fire and medical respectively).
- **Part-time Leadership:** This model relies less on a single individual and instead distributes senior leadership across several, integrated leadership positions. The Department Chief would be a more skeletal, part time position (possibly .25-.5 FTE) with increased distribution of operational leadership responsibility across a team, which could include Deputy Chief/Fire, Deputy Chief/EMS, Fire & EMS Captains, Training Officer, etc. (possible aggregate total 1.0 - 1.25 FTE).

# Leadership Models Continued...

The taskforce was unable to come to consensus over the best choice for a recommended leadership model for Putney. With the current part-time department chief structure in place and functioning, the selectboard and town manager should, no later than December 2025 and in advance of the fiscal year 2027 budget planning, re-assess whether a pivot to full-time leadership is warranted for the future of the department. This will provide for a full year of data in advance of an analysis.

It is important to note that the survey of the Association showed an even split in those who favored full-time vs. part time leadership. Following are some considerations for each of the possible models:

## **PART-TIME LEADERSHIP CONSIDERATIONS**

- Cheaper due to lower wage and no employee benefits payable
- Fosters leadership growth within department
- Less hierarchy encourages more input from all members
- Possible higher chance of retention beyond a few years
- Continuation of current model in place

## **FULL-TIME LEADERSHIP CONSIDERATIONS**

- Opportunity to conduct search for chief with fire and medical expertise
- Dedicated daytime emergency medical coverage
- Professional devoted 100% to Putney emergency services
- More space for strategic planning re: future of emergency services in town
- Potential to focus on income generation (eg - grants, use of upstairs, etc..)

# Restructuring in Phases

The process of restructuring Putney's emergency services rubric can be divided into two distinct phases. Phase 1 commenced when the Town re-activated the department on May 25, 2024 utilizing the current structure. Phase 1 planning has evolved to include characteristics of the part-time leadership structure: a part-time Department Chief (approximately .25FTE) with several Fire Captains and one EMS Captain.

While Phase 1 has allowed the department to re-open and function on an interim basis, a more permanent, Phase 2 rollout has yet to be fully conceived and is the subject of this committee's research and work.

## Regionalization Trends in Emergency Services

The three main areas of public safety - fire services, EMS and law enforcement - all struggle with staffing and funding. In our area, EMS regionalization has begun through Rescue, Inc; law enforcement is currently investigating a regional approach; and ultimately fire services will begin to address it. Regional approaches can be more effective and efficient. Sharing resources/equipment/staffing can be better managed and cheaper and might provide better quality services to the residents. A regional approach to public safety could be supported by a unified dispatch system. This would allow triaging calls, getting the right resources to the right situations, and making better use of limited resources.

Regionalization appears inevitable over the coming years in response to the cost of providing services. Services all around the state are evaluating what it might look like for them. State agencies are considering incentives, while more and more regulations are being imposed that are harder for small agencies to handle on their own. Putney has an opportunity to be a leader in the discussions both in our county and statewide, and this issue needs to be on our radar screen to keep ahead of, and help guide, this eventuality.



# Summary Recommendations

## Recommendation: Department Structure

***Department should remain a “municipal department”.***

The taskforce believes staying with the current Municipal Department structure is the best option (see options on page 13), with the addition of an Advisory Committee that would assist the department’s leadership.

## Recommendation: Leadership Model

***Selectboard should consult with and consider the feedback from the department membership.***

The taskforce recommends that the selectboard plan on a leadership structure equivalent to 1.5 FTE, with adequate administrative support. With the current part-time department chief structure in place and functioning, the selectboard and town manager should re-assess by December 2025 whether considering a pivot to full-time leadership is warranted for the future of the department.

## Recommendation: Hiring / Search Process

***If there is a search process for a chief, commit to a formal search with broad reach.***

If the selectboard elects to seek a paid chief to lead the department, either full-time or part-time, the taskforce recommends undertaking a formal search in order to find the most qualified candidate with the understanding that the eventual department leader may not currently reside within our local area.



# Summary Recommendations

## Recommendation: Administrative Support

***Regardless of department or leadership structure, admin should be assigned for department support.***

The administrative workload is significant given state and federal reporting requirements, insurance requirements and the potential liabilities to the department and town in connection with day to day operations. Regardless of what department or leadership structure is ultimately selected, the taskforce recommends the creation of a .25 FTE position dedicated solely to supporting the administrative needs of the department.

## Recommendation: Advisory Committee

***Regardless of department structure, the taskforce recommends that the selectboard appoint an ad-hoc committee to work with the department leadership in an advisory capacity.***

An Advisory Committee (AC) would be an ad-hoc committee appointed by the selectboard, consisting of 3-5 members and acting in an advisory capacity to department leadership. The AC would be comprised of residents of Putney and members of the greater Putney community (not affiliated with the fire department) who can help with visioning and sustainability. The AC would not act as an intermediary between the chief and the town manager or selectboard, and would not have decision making authority.



# Summary Recommendations

## Recommendation: Putney Fire Station

### ***Implement a plan for finishing and utilizing the second floor of the Putney Fire Station as a revenue-generating asset.***

Built in 2005, the fully accessible, two-story building was constructed to serve as the town's fire station, Emergency Operations Center (EOC) and ultimately a training center with accommodations for sleeping quarters. The land underneath is leased by the Town of Putney. Within the lease, the Town of Putney agreed the station will be maintained and utilized as an "emergency services" facility. Station 38 is a unified division of both fire and emergency medical responders. The building is 16,425 square feet with the 1st floor being 11,400 including an EOC watch room, a massive heated vehicle equipment area, large meeting space to accommodate 40 people, two office spaces, two bathrooms, a small kitchen and seating area. The unfinished 2nd floor is approximately 5,025 square feet which is intended to eventually house a training center, as well as sleeping quarters for emergency responders. Upon completion, this space would represent a significant asset to the town, potentially driving revenue if utilized as a training center for visiting emergency responders or perhaps in conjunction with VEMSA, our regional EMS training center. The second floor is currently unfinished and does not have a Certificate of Occupancy.

## Recommendation: Re-name Department

### ***Change the name of the department to more accurately reflect emergency medical services in the name.***

The taskforce recommends the department be renamed to explicitly incorporate the medical services provided by our responders. The taskforce wants to highlight a concern expressed by some that "Rescue" in the name could cause confusion with the organization Rescue, Inc. Specific recommendations include:

- *Putney Fire & Rescue*
- *Putney Emergency Services*
- *Putney Fire & EMS*

# Appendix 1: AP Triton Report Recommendation Dispositions (Page 1)

Recommendations which the Fire & Rescue Advisory Taskforce directly addresses in final report			
Recommendation	Original category	Already completed?	Taskforce Recommendation:
Initiate a strategic planning process after completing the Operations Analysis	General	No	Partially undertaken by committee, refer remaining work to proposed advisory committee
Establish localized response performance benchmarks	General	No	Refer to fire and EMS leadership
Reallocate the job duties of the current fire chief	Staffing	Yes	EMD, health officer, E911 coordinator all reassigned, fire inspections returned to state
Establish position of Fire Training Officer	Staffing	Partially	EMS training officer appointed, no fire training officer at this time
Contract for part-time fire prevention inspector and town health officer	Staffing	Yes	Fire inspections transferred to state, health officer appointed, added to budget as stipend position
Designate the Town Administrator as Emergency Management Director	Staffing	Yes	Selectboard chair has been designated EMD; Added stipend position in budget
FD department strategic plan that discusses future changes that may contribute to the high density population, buildings higher than three stories in Putney Village and additional construction of structure in higher elevations	Planning	No	Refer to proposed advisory committee and fire and EMS leadership

Recommendations not directly addressed within the report, but which Fire & Rescue Advisory Taskforce believes should be referred to appropriate elements of town government or department leadership			
Recommendation	Original category	Already completed?	Taskforce Recommendation:
Develop an internal/external communication process and policy	General	No	Refer town manager, proposed advisory committee, and fire chief, Review SOP
Review and update current, vision, and value statements reflecting the overall goals and purpose of the organization	General	No	Refer proposed advisory committee and fire chief
Implement a process for the periodic review of standard operating guidelines	General	No	Refer to fire chief
Review the fire department fee schedule and audit the inspection fee revenue compared to the number of complete inspections See town plan.	Finance	No	Refer to town manager, select board, and proposed advisory committee
Prepare a long range financial forecast	Finance	No	Refer to selectboard and town manager
Prepare and execute agreements with the schools making the private school contributions	Finance	No	Refer to selectboard, town manager, and tax exempt committee
Perform an analysis of the current apparatus fleet to determine the required quantity for efficient fire ground operations, retire aging apparatus, and maintain fiscal responsibility	Capital Equi...	No	Refer to town manager, proposed advisory committee, and fire chief

# Appendix 1: AP Triton Report Recommendation Dispositions (Page 2)

Improved data collection through 911 CAD and department records management systems	Service Deliv...	No	Refer to proposed advisory committee and fire chief
Incorporating response standards in renewing the private ambulance contract to enhance effectiveness (financial fines)	EMS	No	Refer to select board and town manager
Perform cost benefit analysis for medication/procedures performed/administered by PFD	EMS	No	Refer to proposed advisory committee and EMS leadership
Create training officer position	Training	Partially	Implemented for EMS, refer to proposed advisory committee and fire chief for fire training
Consider updating the PFD service reimbursement ordinance	Code Enforc...	No	Refer to selectboard and town manager
Develop fire, health, and building inspection requirements and inspection rates in town ordinance	Code Enforc...	No	Refer to selectboard and town manager
Develop FD inspection program	Code Enforc...	No	Refer to proposed advisory committee and fire chief
Improvement to emergency operation plan	Planning	No	Refer to selectboard, town manager, fire/EMS leadership and EMD
Apply for grants, FEMA, Assistance to Firefighters Grant Program, Flood Mitigation Assistance and Building Resilient Infrastructure and Communities	Grant	No	Refer to town manager and fire/EMS leadership

## Recommendations which are clearly outside the scope of Fire & Rescue Advisory Taskforce, either due to being town-wide questions beyond the fire department, or due to being daily operational matters to be resolved internally in the fire department

Recommendation	Original category	Already completed?	Taskforce Recommendation:
Prepare a capital improvement plan	Finance	No	Refer to proposed advisory committee?
Prepare an asset management policy and implement an asset management system	Finance	No	Refer to proposed advisory committee? Town Manager has an asset list.
Evaluate the safety and efficiency of the ladder truck	Capital Equi...	No	Refer to proposed advisory committee?
Conduct a forensic audit of the town's financial practices; prepare and implement a purchasing policy	Finance	No	This is a reommnedation for a town-wide financial audit and outside the scope of this committee.
Prepare and execute an agreement between the town and PVFFA outlining each party's roles and responsibilities.	Finance	Partially	This is in process between Town Manager and PVFFA.
Mount all battery bank chargers for battery operated equipment into the apparatus to ensure additional batteries are available on the emergency scene	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee

# Appendix 1: AP Triton Report Recommendation Dispositions (Page 3)

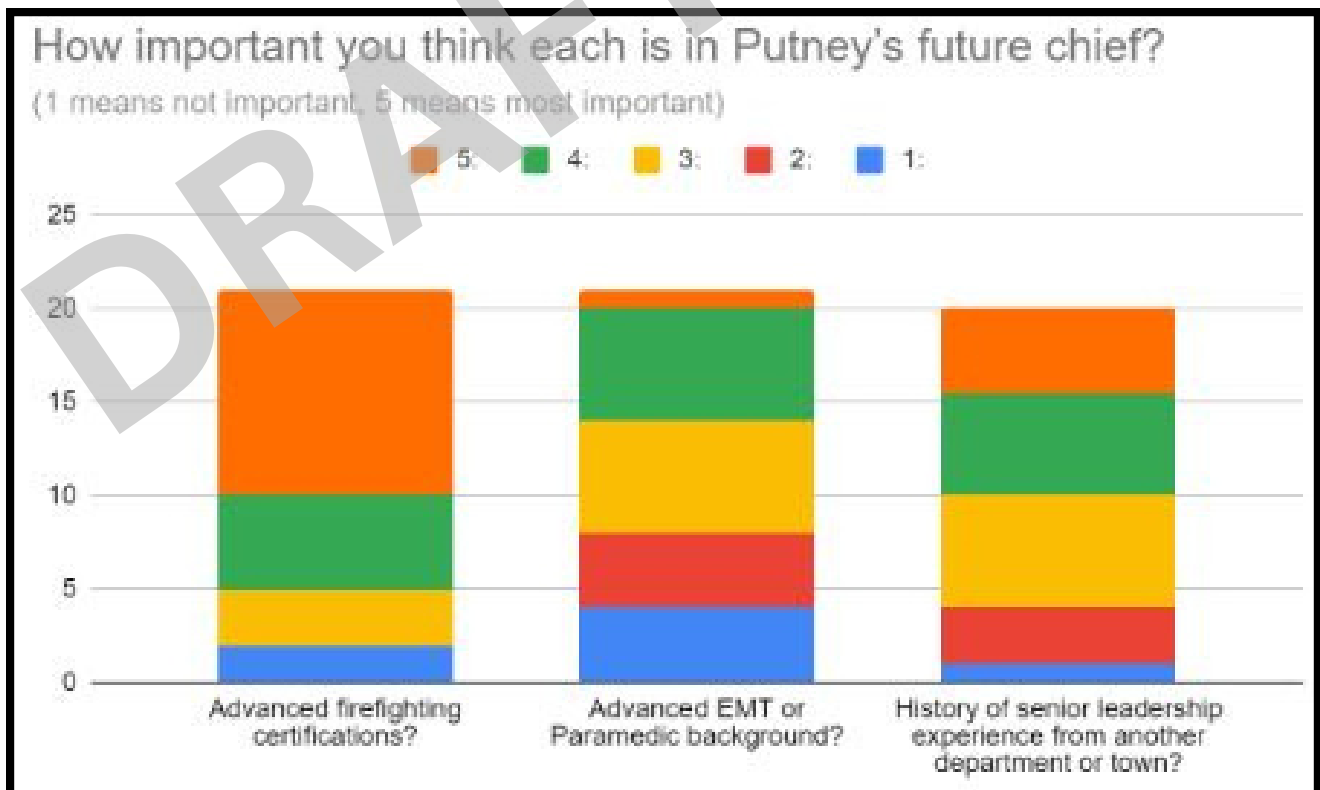
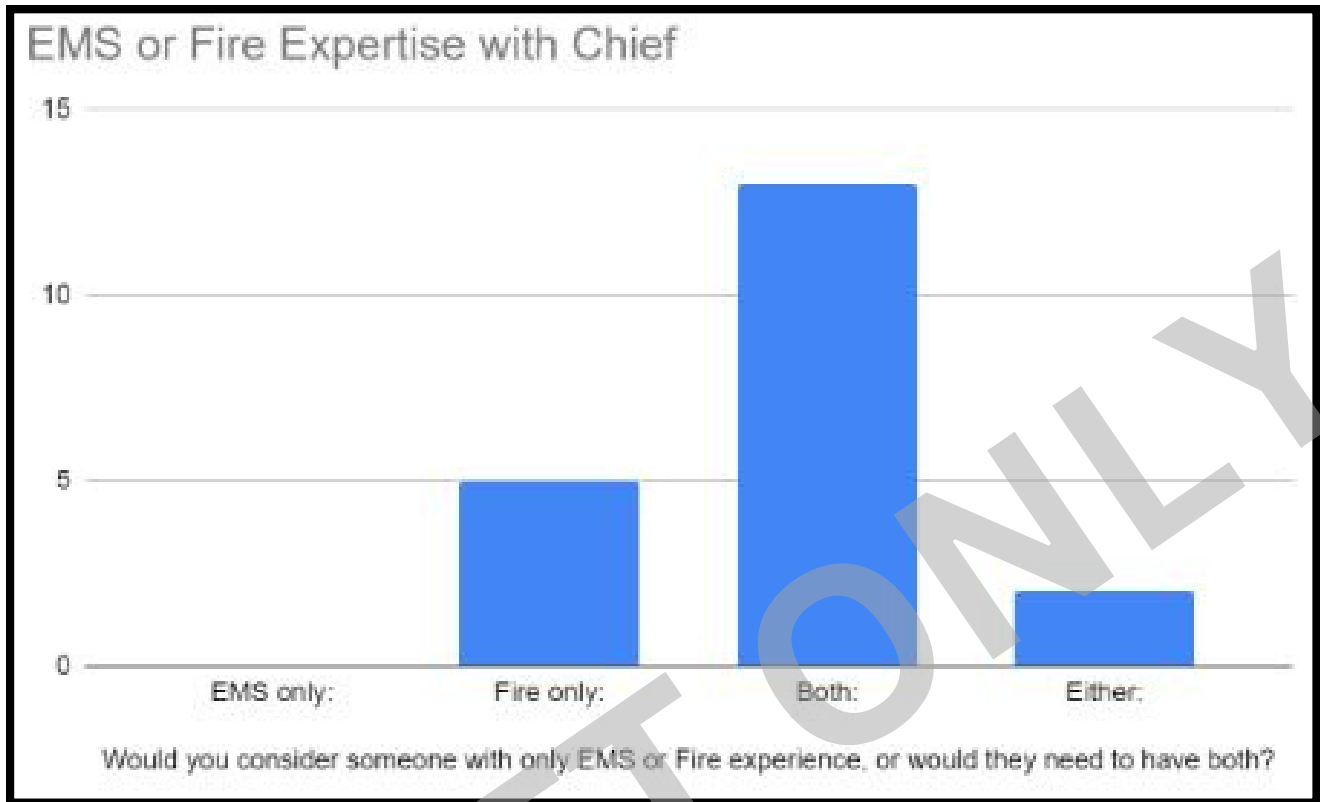
Eliminate the smoke ejector fans from all apparatus	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Inventory and organize the equipment, PPE, and EMS room	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Immediately replace the air filling system for SCBA air cylinders	Capital Equi...	Partially	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Remove all master keys from the college and other facilities from the apparatus and fire station. Establish a policy for the use of the Knox Box System	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Immediately perform thorough testing and inspection of ground ladders according to the current NFPA 1932 Standard on the Maintenance and service testing of in service FD ground ladders. Implement annual ground and aerial ladder testing	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Consider replacing all 1.75 to 3 inch cotton jacketed fire hoses with newer technology - color-coded, light- weight fire hoses	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Immediately remove all building materials from the station's elevator	Capital Equi...	Yes	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Establish a comprehensive inventory list encompassing all turnout gear and equipment issued to personnel. These items include portable radios and turnout gear ensembles	Capital Equi...	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Use a building contractor to complete the second floor of the fire station	Capital Equi...	No	This is an operational decision to be made by the selectboard and town manager, in consultation with the fire chief
Compile a comprehensive inventory of all equipment and apparatus used at PFD. Once completed, generate a database containing this information and provide it to Town Manager	Capital Equi...	No	This is an operational matter to be addressed by the town manager and fire chief, possibly in consultation with the proposed advisory committee
Consider making a checklist for equipment inspection on each apparatus that is regularly performed (daily)	Capital Equi...	No	This is an operational matter to be addressed by fire and EMS leadership. As a practical matter, daily equipment checks might prove challenging to complete absent at least one fulltime employee with fire and EMS experience.
Work with Southwest fire mutual aid to improve call processing time	Service Deliv...	No	This is an operational decision to be addressed by some combination of the selectboard, town manager, proposed advisory committee, or fire and EMS leadership.
Increase the use of statistically based quality management program	EMS	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee

# Appendix 1: AP Triton Report Recommendation Dispositions (Page 4)

Implement partial automated inventory control system	EMS	No	This is an operational decision to be addressed by some combination of the selectboard, town manager, proposed advisory committee, or fire and EMS leadership.
Define annual training requirements	Training	No	This is an operational decision to be addressed by the proposed advisory committee and fire and EMS leadership. For EMS providers, and to some extent for all members, these requirements are already defined by the state and by certifying organizations.
Enhance fire and EMS training	Training	No	This is an operational decision to be addressed by the proposed advisory committee and fire and EMS leadership.
Create master list of all businesses and short-term and long-term rental for FD and town officials	Code Enforc...	Yes	Completed already
Response policies for FD personnel during conditions related to flooding and ice/winter storms	Policy	No	This is an operational decision to be addressed by the proposed advisory committee and fire and EMS leadership, possibly in consultation with town manager as regards town liability in these circumstances.
Develop a policy by NFPA 1962, Standard for Care, Use, Inspection, Service testing and Replacement of Fire Hose.	Policy	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee
Policy for hoses	Policy	No	This is a day-to-day operational decision within the fire dept, and outside the scope of this committee. Is there an SOP?
Capital asset inventory within town	Policy	No	This is a recommendation for a town-wide financial policy and outside the scope of this committee. Town Manager's office working towards a comprehensive Capital Improvement Plan
Other road access points and second means of egress for East Putney Ferry Road Bridge area	Critical Infras...	No	This is a question well beyond the fire department, primarily involving the town manager and highway department, possibly with some input from the proposed advisory committee and/or department leadership
Diesel-powered generator in healthy pumping system capable of pumping water and adding chlorine when electrical grid is out	Critical Infras...	Partially	Grant awarded for purchase of two generators. One for WWTP and one for Sand Hill building. 40 weeks for delivery.
Create comprehensive computer system network that integrates all municipal departments and system within town	Critical Infras...	Partially	This is a town-wide project beyond the scope of the fire department, although it also includes fire and EMS leadership. This project is currently in process.

# Appendix 2: Data Results from Department Survey

Summary of data collected from a survey to the department in November 2024.





# Contact the Town of Putney for inquiries and information

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