Thompsonville Fire District #2

Five-Year Strategic Plan (2026–2030)

Contingency Plan: Independent Operations (Without Consolidation)

Executive Summary

This Five-Year Strategic Plan outlines the priorities, goals, and operational strategies for Thompsonville Fire District #2 in the event that consolidation with other districts does not occur. The plan focuses on sustaining high-quality emergency services, strengthening financial stability, modernizing infrastructure, and enhancing community risk reduction.

Mission, Vision, and Core Values

Mission: To protect life, property, and the environment through professional fire suppression, emergency medical services, prevention, and public education.

Vision: To be a progressive, community-focused fire district recognized for operational excellence, fiscal responsibility, and innovative risk reduction strategies.

Core Values:

- Integrity
- Accountability
- Professionalism
- Service Excellence
- Community Engagement

Situational Analysis (SWOT)

Strengths:

- Dedicated personnel and leadership
- Strong community identity
- Existing apparatus and facilities
- Established EMS response capability

Weaknesses:

- Limited tax base compared to larger districts
- Aging infrastructure and apparatus
- Staffing constraints (career staff balance)
- Limited economies of scale

Opportunities:

- Grant funding (AFG, SAFER, state programs)
- Local mutual aid agreements (without full consolidation)
- Technology improvement adoption (GIS, data analytics, heat mapping)
- Expanded community risk reduction programs

Threats:

- Rising operational costs
- Recruitment and retention challenges
- Increased call volume and service demand
- Political and public pressure for consolidation

Strategic Goals & Objectives

Goal 1: Operational Excellence

Objectives:

- Maintain NFPA-compliant response times (90 seconds or less out the door)
- Enhance EMS delivery capabilities (Possible FD run ambulance / BLS/ALS)
- Improve incident command and accountability systems
- Expand training programs and certifications opportunities

Key Initiatives:

- Annual training plan aligned with NFPA / OSHA standards
- Implement incident reporting and analytics software
- Develop officer development program

Goal 2: Financial Sustainability

Objectives:

- Maintain balanced and realistic annual budgets
- Reduce reliance on contingency appropriations
- Build capital reserve fund

Key Initiatives:

- Five-year capital improvement plan (CIP)
- Pursue federal and state grants when available
- Conduct annual financial audits and transparency reporting

Goal 3: Staffing & Workforce Development

Objectives:

- Improve recruitment and retention
- Evaluate staffing models (career)
- Enhance employee wellness and safety

Key Initiatives:

- Recruitment citizen fire academy campaigns targeting local community
- Incentive programs for our members residency in the district
- Mental health and peer support programs

Goal 4: Apparatus & Infrastructure Modernization

Objectives:

- Replace aging apparatus on a scheduled lifecycle
- Maintain and upgrade facilities
- Improve equipment reliability

Key Initiatives:

- Apparatus replacement schedule (10–20-year lifecycle)
- Facility condition assessment
- Preventative maintenance program improvements

Goal 5: Community Risk Reduction (CRR)

Objectives:

- Reduce fire and EMS incidents through prevention
- Increase public education and outreach
- Identify high-risk areas using data models

Key Initiatives:

- Develop GIS-based risk mapping
- Smoke detector and home safety programs
- Business inspection and compliance program

Goal 6: Technology & Data-Driven Decision Making

Objectives:

- Improve data collection and reporting
- Utilize GIS for response planning
- Enhance and upgrade communications systems

Key Initiatives:

- Implement records management system (ESO RMS)
- Develop response heat maps and risk models
- Upgrade radio and dispatch integration

Goal 7: Regional Collaboration (Without Consolidation)

Objectives:

- Strengthen mutual aid agreements
- Share specialized resources
- Improve interoperability and operations

Key Initiatives:

- Automatic aid agreements with neighboring departments
- Joint training exercises
- Shared purchasing agreements

5. Implementation Timeline

Year 1 (2026):

- Finalize strategic plan adoption
- Begin capital improvement planning
- Launch retention initiatives

Year 2 (2027):

- Implement improved RMS and data systems
- Begin apparatus replacement planning
- Expanded CRR programs

Year 3 (2028):

- Evaluate staffing model effectiveness
- Upgrade facilities as needed
- Increase regional collaboration with our partners

Year 4 (2029):

- Continuing apparatus and equipment upgrades
- Expand technology integration
- Conduct mid-plan assessment

Year 5 (2030):

- Evaluate plan outcomes
- Update strategic priorities
- Prepare next five-year plan

6. Performance Metrics

- Response times (NFPA benchmarks)
- Call volume trends
- Budget adherence
- Training hours per member
- Recruitment/retention rates
- Community outreach participation

7. Risk Management

- Annual review of operational risks
- Safety audits and compliance checks
- Continuity of operations planning (COOP)

8. Communication Plan

- Monthly reports to commissioners
- Annual public report
- Community engagement via meetings and social media

9. Conclusion

This strategic plan positions Thompsonville Fire District #2 to remain independent while continuing to provide high-quality, efficient, and responsive emergency services. Through careful planning, fiscal responsibility, and innovation, the district can successfully navigate the challenges of operating without consolidation.

David Deskis, Fire Chief

4/13/26

Thompsonville Fire District #2
35 North Main Street
Enfield, CT 06082