



CITY OF HARTFORD

FIRE DEPARTMENT



TASK FORCE

June 1, 2015

The Task Force conducted a review of the Department's current command structure, training, on/off duty behavior, line of duty death of Firefighter Kevin Bell and Hartford Fire Department Board of Inquiry. The Task Force recommendations are listed in the body of this document.

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
EXECUTIVE SUMMARY.....	2
BACKGROUND INFORMATION.....	3
RECOMMENDATIONS	
(1) COMMAND STRUCTURE.....	4
(2) FIREFIGHTER KEVIN BELL LODD.....	6
(3) HFD BOARD OF INQUIRY.....	7
(4) TRAINING.....	8
(5) FIREFIGHTER OFF/ON DUTY BEHAVIOR.....	10
(6) ADDITIONAL STATEMENTS.....	11
CONCLUSION.....	13
APPENDIX.....	14

EXECUTIVE SUMMARY

Honorable Mayor Pedro E. Segarra,

On behalf of the Hartford Fire Department Task Force we wish to thank those who assisted us in working through our review. This was not an easy endeavor as the work required us to adjust our personal and professional lives to continue our support of our Fire Department and the City of Hartford. Although we did not achieve all of our goals, we do believe we accomplished most of objectives that you asked of us. As a result we sincerely hope we will never see the lack of Professional Training as a reason for another breakdown within the Department.

We believe our recommendations, if implemented, will begin to positively address the concerns associated with the Department. The primary recommendation is in regards to the Training Division.

"Training does not just make perfect, it makes permanent" (Author Unknown)

It is the belief of the Task Force that the current leadership in the Training Division has not and is not effectively performing the critically important job function they are paid to perform.

As with all Department leadership, but especially the Training Division, it is imperative that there is respect for the Department's Chain-of-Command, commitment to discipline, diversity and respect for all regardless of rank. It is the opinion of the Task Force that the current leadership in the Training Division has not met the training standards as documented in their own Division records.

In closing, I again thank all who participated in any way with their time and effort in assisting this Task Force.

God Bless,


Fire Chief John B. Stewart, Jr. (Ret.), Chairman
Hartford Fire Task Force

BACKGROUND INFORMATION

On December 12, 2014 Mayor Pedro E. Segarra announced an Independent Task Force of previous Hartford Fire Chiefs and the current Hartford Police Chief.

“The incidents over the past few months have tested the department and it is important to maintain public confidence,” said Mayor Segarra.

The Task Force has completed its review of the Hartford Fire Department (HFD). The Task Force provides the following recommendations to the Mayor and Fire Chief Carlos M. Huertas.

TASK FORCE DUTIES & RESPONSIBILITIES

The Task Force was directed to examine the Department’s command structure, resources, training, and recruitment. The Task Force was also tasked with reviewing federal, state, and the HFD Board of Inquiry into the death of Firefighter Kevin Bell. Pursuant to Connecticut General Statute §1-200 this task force was considered a “public agency.”

TASK FORCE MEMBERS

- Retired Fire Chief John B. Stewart, Jr., Chairperson
- Retired Fire Chief Nelson K. Carter, Sr., Vice Chairperson
- Retired Fire Chief Edward Casares, Jr., Secretary
- Retired Fire Chief Charles Teale, Sr.
- Police Chief James C. Rovella

TASK FORCE 2015 MEETING SCHEDULE

- January 6th
- January 29th
- February 19th
- March 9th
- March 19th
- April 2nd
- April 16th

RECOMMENDATION ONE

COMMAND STRUCTURE

The Task Force conducted a review of the Department's Command Structure. The HFD has a total of 336 members. The Department consists of the following divisions or units, Emergency Services, Fire Prevention, Special Services, Training, Communications, Equipment Maintenance, and Management Services. Each division is staffed with a Division or Unit head. The Division or Unit head is to report to the Assistant Fire Chief of Emergency Services or Assistant Fire Chief of Support Services under the Command Structure.

The Assistant Fire Chief positions were temporarily staffed by Deputy Fire Chiefs. There was a brief period in which both positions were concurrently staffed by temporary or detailed assignment. The Human Resources Department posted and tested for the vacant Assistant Fire Chief positions. A Certified List of candidates was provided to the Fire Chief for consideration. The Fire Chief did not appoint an Assistant Fire Chief from the Certified List provided by the Human Resources Department. On April 13, 2015 The Fire Chief appointed an interim Assistant Fire Chief.

During the early review of the Command Structure, Task Force members observed the following:

- Chief Stewart stated the Task Force looked into the basic criteria needed to create recommendations. The position of Fire Chief alone could not individually manage the entire department, which is the current reality. The Task Force recommends with the cooperation of the Union, Mayor and City Council, the restoration of the management structure consisting of two Assistant Fire Chiefs. In addition, the Mayor should reconsider the Hartford residency requirements for certain positions. For example, if a firefighter served the City for 15 to 20 years, coming up through the ranks and wanted to move out of the City it could be beneficial to the City to accommodate him/her. The Department needs to look at a cooperative spirit to regain its Class 1 Fire Department designation through working with the Union. The HFD needed support especially from the Department of Human Resources, City Council and Mayor.
- Chief Carter noted that the Fire Chief's administration and Training Division were both down in personnel. It was critical for the Assistant Fire Chiefs positions to be filled as soon as possible. Proper training is fundamentally essential to an effective fire department. It was the duty of the Task Force to see to it that the firefighters and the Fire Chief received the staffing and training they need to effectively serve the City.
- Chief Casares stated being retired from the Department for only two years he would focus on measurements and assessments, best practices and training to determine performance. Noting his interest in the information from the HFD's Board of Inquiry investigation of the death of Fire Fighter Kevin Bell.
- Chief Teale stated he had two Assistant Fire Chiefs during his term and would not have been able to be effective without the two positions. Fire Chief Huertas is challenged because he does not have a sufficient Command Staff to manage the areas of span of control, division of labor,

unity of command and discipline. Without a full Command Staff Chief Huertas cannot fully address any areas, in particular discipline. Chief Teale recommended returning to staffing two Assistant Fire Chiefs that can handle the job from technical knowledge, human relations and economic development aspects. Chief Teale's estimate is that the Department will not *get back on track* for a few years because the culture has to change. The Department has to put into place individuals who would direct people on how to follow the written policies of the Fire Department's Employment Procedures & Practices.

- Chief Rovella stated that the first thing he noticed was the lack of staff leadership under the Fire Chief position, which are the Assistant Fire Chief positions. Chief Rovella's professional conclusion with regard to the HFD command structure is at least two Assistant Fire Chiefs are needed, if not a third. The positions should have their responsibilities divided into operations, training and administration/professional standards. Leadership matters and becoming leaner on the side of leadership usual comes at a cost.

The addition of the second Assistant Fire Chief position is funded in the Department's Adopted FY2016 Budget. It has been reported to the Task Force that promotional examinations for other critical leadership positions are ongoing.

RECOMMENDATION

Based on the review of the current and past HFD command structures, the Task Force recommends that the Department staff at a minimum two (2) Assistant Fire Chiefs to effectively manage the organization. Due to the fact that there is an Assistant Chief vacancy, the Department should consider rehiring recently retired Deputy Chiefs for a year or less, to fill said vacancies until such time as both permanent Assistant Fire Chiefs are hired. A retiree is currently serving as Interim Assistant Fire Chief and seems to be making a real difference. The previous tension seems to be leveling off.

The Special Services Division is the *eyes and ears* of the Department as it relates to the total Hartford community and Greater Hartford community. This Division in the past has reported directly to the Fire Chief as some investigations are of a very sensitive nature. The vacancies in this Division should be filled immediately. The administrative Captain heading this Division should have direct contact with the Fire Chief every day. In addition, the Fire Marshal's Office should continue to use the resources of the line fire fighting forces as it relates to area surveying. Fire fighters should be trained to know the difference between a violation and a hazard. This is a way to enhance building inspection efforts. The need for more Fire Prevention Lieutenants instead of Fire Prevention Inspectors is questionable. The question also arises: Why is the Fire Marshal in the overtime rotation when he receives 5% pay in Lieu of Overtime? The Task Force has determined the Fire Chief cannot be evaluated effectively until his command staff positions are filled.

RECOMMENDATION TWO

FIRE FIGHTER KEVIN BELL, LINE OF DUTY DEATH (LODD)

Task Force members understand that the agencies conducting the investigations into Fire Fighter Kevin Bell's Line of Duty Death have not completed their investigations or have not made reports public.

RECOMMENDATION

The Task Force was unable to reach a conclusion with regard to the Line of Duty Death of Fire Fighter Kevin Bell.

RECOMMENDATION THREE

HARTFORD FIRE DEPARTMENT BOARD OF INQUIRY

Task Force members have not attended any HFD Board of Inquiry meetings.

RECOMMENDATION

The Task Force is unable to make a conclusion regarding the HFD's Board of Inquiry. Labor and Management should revisit the HFD's Board of Inquiry and determine if the structure is sufficient for the task at hand. The Shooting Review Board of the Hartford Police Department which included Department members and civilians is a better example of how this board should be structured.

RECOMMENDATION FOUR

TRAINING

Staffing at the Training Division is comprised of the following:

- One (1) Deputy Chief
- Two (2) Training Captains
- Four (4) Training Lieutenants, Two (2) Training Lieutenant Positions are vacant.

The Training Division was able to account for 1,339 hours of activity from August 1, 2013 to January 15, 2015. HFD is unable to provide the Task Force with any data that explains the unaccounted hours. The Training division is responsible for training the over 300 members of the Department in the following subjects:

- Live Fire Training
- First Responder
- Technical Rescue
- Hazardous Materials
- Water Rescue

RECOMMENDATION

The Task Force recommends that the Fire Chief initiate an investigation into employee use of time. This initiative is recommended Department-wide.

The Task Force is unable to verify and validate the need to fill the vacant positions in the Training Division due to lack of documentation. Deficiencies are identified in accounting for employee time and training of Department members. The Training Division has been unable to effectively train the members of the Department. Based on prior Command Structure review the Task Force recommends the filling of the vacant Assistant Fire Chief positions. Until the Assistant Fire Chief positions are filled the Fire Chief must work to correct these deficiencies immediately. The Fire Chief is responsible for ensuring that training of Department members is completed through the Command Structure. The Task Force concludes based on the submitted data that the Training Division is an underperforming unit. The deficiencies have been extensive in time and scope. These deficiencies are a result of lack of direct management or supervision.

Task Force members are concerned with the lack of training. It is suggested that the HFD implement District 3 in order to enhance scene safety at all emergency incidents, or reauthorize a 2nd Tactical Unit.

This is strongly recommended. The Task Force also recommends that there be an in depth review of each Division of the HFD. There is specific and strategic training required for each Division.

The Task Force recommends immediate resolution of the training conflict between Police and Fire training facilities. Each facility, Police and Fire, should have a separate site. Police have upgraded firing range mandates and fire fighters have upgraded training mandates. The training cannot be done simultaneously.

RECOMMENDATION FIVE

ON/OFF DUTY BEHAVIOR OF FIREFIGHTERS

In recent months several incidents of inappropriate on/off duty behavior of department personnel have been highly publicized by the media. These incidents have cast a negative light on the Department and the moral balance of the HFD.

- Criminal Arrest
- Weapons Arrest
- Fitness for Duty

RECOMMENDATION

The lack of training, education, investigation, and discipline of Department members has negatively impacted the Department. The Task Force does not anticipate any immediate improvements as long as the Fire Chief lacks Assistant Fire Chiefs. The position of Assistant Fire Chief ensures that training, education, investigations, and discipline are carried out efficiently and effectively. The Task Force recommends the following Professional Development Training for the HFD:

- Ethics
- Supervisory
- Diversity and Sensitivity
- Policies and Procedures

Chief Charles A. Teale, Sr. (ret.)
145 Terry Road
Hartford, CT
06105

April 26, 2015

Chief John B. Stewart, Jr.
Chairman of the Mayor's Task Force
on the Hartford Fire Department

Chief Stewart,

The following describes my findings regarding the current state of the Hartford Fire Department. In the interest of full and open disclosure I should state the following:

1. I am the second cousin of fallen Fighter Kevin Lamont Bell.
2. I have been named in a law suit by the Training Chief of the Hartford Fire Department.

Throughout the meetings of the Mayor's Task Force, I have tried to remain objective. If I thought that it was not possible to do so, I simply did not attend those meetings designed to address topics I could not address objectively. However, there were several areas that I decided to address, which have been listed below:

Span of Control

In addition to 2 months serving as Acting Chief of the Hartford Fire Department in 1995, I also served as Acting Chief/Chief of the Hartford Fire Department from March of 2000 until April of 2010. During these ten years, my administration was able to achieve eighty seven major accomplishments. However, none of those accomplishments would have been possible without my 2 Assistant Chiefs. The reason why this is true, is because of how information flows in a paramilitary organization like the fire department. Essentially, the Chief creates a practice which becomes policy. Once members of the department are trained in the use of that policy, it must be implemented throughout the organization. Although it is the responsibility of lower and middle management to transform those policies into direct action, it must be assumed that a misunderstanding or lack of desire to implement those policies will be present in the minds of some supervisors. That's where the Assistant Chief comes in. The Assistant Chief is responsible for insuring that the orders (or policies) of the Chief are followed. If one or more of the Assistant Chief positions is left vacant for extended periods of time, then essential policies will not be followed. That is the current situation of the Hartford Fire Department. Although the decision to fill the 2 vacant Assistant Chief positions has been made, until both position are filled chaos will continue to reign within the department. All the efforts of the current Chief and his temporary Assistant will not correct the problem. This is a matter that boils down to one simple fact of the fire service...."people do what you inspect, not what you expect."

Discipline

"Discipline is like the rudder on a ship, and only real winners have one..."

Earl Nightingale

The Hartford Fire Department is suffering from a lack of discipline. Ideally, discipline is either self discipline or training. However, even in the best departments it is sometimes necessary for a Chief to implement negative or punitive discipline. Such is the case when members engage in such errant behavior that it interferes with the organizations ability to perform the duties spelled out in its mission statement safely, effectively or efficiently. During my assessment of the amount of training done during one year, it became apparent that very little training was done at all. As a former Lieutenant, Captain, and Chief of Training, I know how much is possible with as few as only one officer in the Training Division. I know this because during the months following the retirement of Deputy Chief of Training Wayne Bindas, I was the only training officer in the Hartford Fire Department's Training Division. To make matters even more challenging I had 4 OSHA citations that had to be addressed. I had to train firefighters during the morning, afternoon and even during the evenings. Sometimes I had to train them at the Training Academy and sometimes I trained them in the firehouse, but I got it done. I fail to see that degree of diligence in the current Training Division. However, I am not certain that this lack of productivity exists only in the Training Division. Because I was presented with only the records of that division and not the records of the other divisions and because there has not been an Assistant Chief supervising any of these divisions consistently, I believe the problem of a lack of productivity may exist in other divisions as well. A review of their records must be conducted to determine if they are as unproductive as the Training Division.

Firefighter Kevin Bell

Many statements made by O.S.H.A. and by representatives of the media have mislead the general public into believing that the problem leading up to the death of Firefighter Bell was caused solely by equipment failure. However, those organizations informing the general public have all been mislead and therefore are misinformed by a person or persons attempting to shift blame away from themselves. We must keep in mind that the future well being of the residents of the City of Hartford, the members of the Hartford Fire Department and individual reputations are all at stake. Therefore, it is necessary to proceed in a much broader fashion. An assessment must be made to determine which divisions have been unproductive and if so, why? Determining why a division has been unproductive can take many forms but because it is easy to assess, it must include an evaluation of communication. During working hours and using City equipment, who has the division head been talking with via telephone when he should have been working? Who has he been emailing? What web sites has he been visiting? All of this information can be assessed through city records and will give us an indication of who truly has lived up to their oath of office when the members of the Hartford Fire Department has needed them the most.

Respectfully,



Chief Charles A. Teale, Sr. (ret.)

CONCLUSION

The Task Force recommends an in depth review of each division of the Hartford Fire Department to ascertain the level of performance in relation to required standards. There is specific and strategic training for each division.

The Special Services Division is the *eyes and ears* of the Department as it relates to the total Hartford community as well as the Greater Hartford community. This division in the past has reported directly to the Fire Chief as some investigations are of a sensitive nature. The vacancies in this division should be filled immediately.

The Fire Marshal's Office should continue to use the resources of the line fire fighting forces as it relates to area surveying. Fire fighters should be trained to know the difference between a violation and a hazard. This is a positive way to enhance building inspection efforts. The need for more Fire Prevention Lieutenants instead of Fire Prevention Inspectors is questionable.

Due to the fact that there is one Assistant Fire Chief vacancy, the Department should consider rehiring recently retired Deputy Fire Chiefs (1 year or less) to fill said vacancies until such a time as permanent Assistant Fire Chief are appointed. Some retirees have expressed a desire to return on an interim basis. One such retiree is now serving as Interim Assistant Fire Chief and from all indications he is a calming influence in a very positive manner.

The Task Force recommends an immediate resolution of training conflict between Police and Fire training facilities. Each facility, Police and Fire, should have a separate site. Police have upgraded firing range mandates and fire fighters have upgraded training mandates. The required training cannot be accomplished simultaneously at the current location.

In anticipation of an increasing population in Hartford as a result of new apartments, new businesses and the new stadium complex, the Task Force strongly recommends that the City considers reauthorizing Tactical Rescue Unit 2. It would be advantageous to the City of Hartford to have one located north and one in the south.

APPENDIX



PEDRO E. SEGARRA
MAYOR

CITY OF HARTFORD

550 Main Street
Hartford, Connecticut 06103-1822

www.hartford.gov



DARRELL V. HILL
CHIEF OPERATING OFFICER
JOHN B. STEWART, JR.
TASK FORCE CHAIRMAN

Hartford Fire Department Task Force Immediate Recommendations Thursday, February 19, 2015

Honorable Mayor Pedro E. Segarra
Hartford City Hall
550 Main Street
Hartford, Connecticut

Dear Mayor Pedro E. Segarra

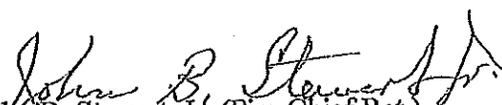
As Chairperson of the Hartford Fire Department Task Force the following immediate recommendation is submitted for your review.

- Authorize the hiring of two (2) Assistant Fire Chiefs
- Authorize that the two (2) Acting Assistant Fire Chiefs that will serve as interim during the civil service hiring process
- Authorize that the two (2) Acting Assistant Chiefs serve no more than six (6) months.
- Authorize the Fire Chief to recruit and hire two (2) Assistant Fire Chiefs of his choice.
- Consider removing the residency requirement for the Assistant Fire Chief Position.

These recommendations are being made after carefully reviewing Fire Department data and interviewing the Fire Chief.

This Task Force strongly believes that the implementation of these immediate recommendations will provide for a stronger command staff which in turn enhances the Fire Department.

Respectfully,


John B. Stewart, Jr. (Fire Chief Ret.)
Chairperson
Hartford Fire Department Task Force.

**MEMORANDUM OF AGREEMENT
BETWEEN THE
CITY OF HARTFORD
AND
THE HARTFORD FIRE FIGHTERS ASSOCIATION, LOCAL NO. 760**

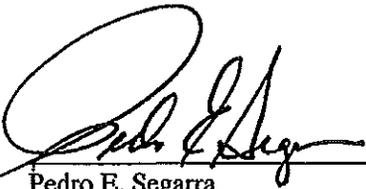
This Memorandum of Agreement (hereinafter, "Agreement") is made by and between the City of Hartford (hereinafter, "the City") and the Hartford Fire Fighters Association, Local No. 760 (hereinafter, "Local 760").

The City and Local 760 agree that the following shall govern the assignment of the Local 760 bargaining unit member who is selected on a temporary acting basis to the position of Assistant Fire Chief (hereinafter, "Acting Assistant Fire Chief"):

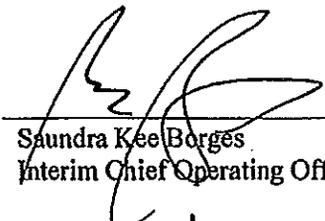
1. The Acting Assistant Fire Chief will enjoy the duties, responsibilities and authority of the position of Assistant Fire Chief without the loss of or decrease in pay, rights and/or benefits contained in the current Collective Bargaining Agreement between the City and Local 760, I.A.F.F AFL-CIO-CLC effective July 1, 2009 through June 30, 2016 (hereinafter, "Bargaining Agreement").
2. The Acting Assistant Fire Chief shall not have the authority to discipline members of Local 760 or recommend discipline to the Chief of the Department. However, the Acting Assistant Fire Chief shall be allowed to hold fact finding investigations on behalf of the Chief of the Department, and the findings of the investigation may be utilized in any potential discipline.
3. If the Local 760 member selected to the Acting Assistant Fire Chief is later changed to another Local 760 member or the selected Local 760 member no longer desires to remain in the Acting Assistant Fire Chief position, he or she shall be allowed to immediately return to the position of Deputy Fire Chief (Class Code 5181) without the loss of seniority, rights and/or any other benefit under the Bargaining Agreement for the period during which he performed the duties of Acting Assistant Fire Chief.

This Agreement shall not prejudice wither Local 760 or the City and does not create any future precedent for either party.

FOR THE CITY OF HARTFORD:

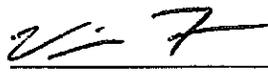
By: 
Pedro E. Segarra
Mayor

Date: 7/11/2013

By: 
Sandra Kee Borges
Interim Chief Operating Officer

Date: 7/11/13

**FOR THE HARTFORD FIRE FIGHTERS
ASSOCIATION:**

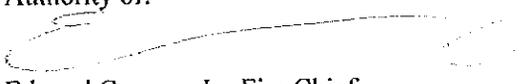
By: 
Vincent Fusco, President

Date: 7-15-13

HARTFORD FIRE DEPARTMENT



DEPARTMENT DIRECTIVE

Number: DD2. 42	EMERGENCY SERVICES
Date of Issue: January 1, 2013	
Subject: Investigative Procedures Involving Critical Injury or Line of Duty Deaths	
Authority of:  Edward Casares, Jr., Fire Chief	

PURPOSE:

Establish a Standard Operating Procedure to enable an internal investigation for critical injuries or Line of Duty Death. It is the intent of this document to provide standards for the establishment of a Fire Department Board of Inquiry.

RESPONSIBILITY:

All Department Personnel

PROCEDURE:

EMERGENCY SCENE, (OTHER THAN FIRE)

The Fire Chief or his designee working with the Police Department shall immediately secure scene and restrict access to the area.

The following will be notified to respond to the scene:

Fire Chief, Assistant Fire Chief's, Deputy Chief of Training, Fire Marshal, Health & Safety Members, and EAP Liaison

FIRE INCIDENT

Immediately secure scene and treat as a crime scene until fire cause is determined by the Fire Marshal's Office, and the Board of Inquiry has completed their on-scene investigation.

- Keep control of scene/building until all investigation needs are completed.
- Establish liaison with Police Department for around the clock scene security.
- Notify the State Fire Marshal's Office (CGS 29-310), and request support.
- Request Inspector from States Attorney's Office.
- Secure and impound all related and/or involved equipment, treat/handle as evidence using chain of custody practices.

- Request that the Building Department provide scale drawings of the building.
- Establish a location (Training Division preferably) as an interview and Critical Incident Debriefing Site.
- Assign a Chief Officer as Coordinator
- Mobilize Office Staff
- Mobilize the department Chaplains Corps and Crisis Intervention Team for Critical Incident Debriefing.
- Take written statements of all Officers/Firefighters who were involved in the incident prior to releasing them from duty. These statements are to be confidential and forwarded to the Board of Inquiry.
- Notification of family members to be done as soon as possible by Chief of Department.

Board Of Inquiry Members Shall Be:

Chief of Department
 Assistant Fire Chief's
 Deputy Chief of Training
 Fire Marshal
 Health & Safety Members
 District Deputy Chief (not directly involved with incident)
 EAP Liaison

Purpose of Board of Inquiry

The purpose of the Board of Inquiry shall be to investigate the incident, outline the Department's objectives of the investigation and appoint a Chairperson. This Board shall be established within 24 hours of the incident/death.

The Board's general duties shall include:

- On site familiarization of the incident scene and actions that occurred.
- Ensure all necessary photos and video documentation is completed.
- Review written statements.
- Coordinate any necessary equipment testing with outside agencies, (SCBA, Protective clothing, PASS Device, Radio, etc.)
- Prepare a written Press Release for the news media.
- Interview all involved Officers/Firefighters.
- View all personnel protective equipment.
- Emergency Services & Tele-Communications shall secure communications.

- Prepare a Chronology, A time line sequence of events chart.
- Reconstruct scene from statements, (interviews, diagrams, designs).
- Write report.
- Corporation Counsel review final report.
- Submit report including Lessons Learned and Recommendations from the Board.
- Review report with effected families and involved personnel prior to making report public.

Other Agencies

- Make arrangements for representatives of State and Federal agencies.
- Ensure scheduling and dedicated space is provided for Critical Incident Stress Support Group meetings.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE FINAL MEETING MINUTES

Tuesday, January 6, 2015, 2:00pm
City Hall - Mayor's Function Room 2nd Floor
550 Main Street
Hartford, CT 06103-1822

Bob. Brown

2015 JAN 30 PM 3 03

TOWN & CITY CLERK
HARTFORD

Members of the Task Force

Retired Fire Chief John Stewart, Retired Fire Chief Nelson Carter, Retired Fire Chief Edward Casares, Retired Fire Chief Charles Teale, Police Chief James Rovella, and assigned staff, Breyonne Golding, Assistant to the Chief Operating Officer; were in attendance.

I. Call to Order

Meeting was called to order at 2:02pm by Retired Fire Chief Edward Casares. A motion to switch the ordered of Agenda item #4 with item #3 was made by Casares. The motion was seconded by Carter. Motion passed unanimously.

II. Welcome & Introductions

Each member of the Task Force stated their name and title for the record.

III. Selection of Officers

A motion was made by Casares to elect Stewart as Chairman. The motion was seconded by Teale. Motion passed unanimously. A motion was made by Casares to elect Carter as Vice-Chairman. The motion was seconded by Stewart. Motion passed unanimously. A motion was made by Casares to elect Casares as Secretary. The motion was seconded by Rovella. Motion passed unanimously.

IV. Task Force's Duties & Responsibilities

Stewart as the Chair stated the Task Force's purpose is to use their experience and knowledge to improve the Fire Department, as the Pride of Public Service. He discussed his 41 years of service to the Hartford Fire Department, 12 years as the Fire Chief. Stewart described being a part of the first six African-American recruits into the Department, the first person of color as an officer and the first minority as a Fire Chief in the Department. He stated in 1980 being the chair of the commission that hired the first Hispanic recruits to serve their community which included Casares and Fire Chief Carlos Huertas; and two years later hiring the first two women into the Department. Stewart mentioned how he hired the other Fire Chiefs on this Task Force and all are qualified to take a positive look to improve the Department.

Teale stated during his 10 year tenure he ran a merit-based organization. He will focus on human relations, written policies, analyzing resources such as training and the time responses, in order to effectively determine the course of action and assist in improving the Department.

Carter stated he served 32 years in the Hartford Fire Department and will focus on policies, procedures and protocol. He mentioned the goal is to have firefighters go to work and come back home safely.

Casares stated his retirement from the Department two years ago. He will focus on measurements and assessments, best practices and training, claiming the citizens wants performance. In addition to being interested in the information of the Board of Inquiry investigations of Firefighter Kevin Bell's death.

Rovella noted all the members of the Task Force have a combined experience of 150+ years and that he will serve as a liaison between the investigation and the Administration regarding Firefighter Kevin Bell's investigation. Rovella said he was qualified to discuss and comment on the organizational structure of the department. He stated the Police Department has a Code of Conduct which the Fire Department does not and a development of that code could improve the Department. Rovella claimed he will be looking for fairness within the Fire Department's management and suggested subcommittees to be formed to analyze the different areas.

The Task Force members stated they are looking for the City's departments to prepare the following information:

- Organizational Chart of the Fire Department listing vacant positions
- 18 months of records, sorted by month, of in-house company training with subjects and descriptions
- 18 months of records, sorted by month, from the training academy
- List of all activities during training
- Schedule of the Board of Inquiry meeting dates
- List of the Board of Inquiry meeting dates that has occurred
- 18 months of records, sorted by month, by company, of response times
- List of the Community Risk Reduction Division activities
- Memorandum of Understanding and Bargain Unit agreement between the City of Hartford and the Fire Department for the position of the Assistant Fire Chief
- What are the current discipline challenges being faced by the Department?
- 18 months of records, sorted by month, of disciplinary records which includes suspensions, paid administration leave, termination and written reprimands
- The date of the up-coming Fire Union contract negotiations
- Information on the present work schedule(s)
- Ask Corporation Counsel if it is possible to request information regarding Firefighter Kevin Bell investigations

Teale requested to be excluded from any discussions regarding the investigation of Firefighter Kevin Bell's death do to family relations.

V. 2015 Task Force Meeting Schedule

Stewart asked the Task Force to decide what day and time they would like to conduct the following meetings. It was decided Thursday, January 29th, 2015 from 11:00am- 1:00pm, Thursday, February 19th, 2015 from 11:00am- 1:00pm, Thursday, March 5th, 2015 from 11:00am- 1:00pm, Thursday, March 19th, 2015 from 11:00am- 1:00pm and Thursday, April 2nd, 2015 from 11:00am- 1:00pm. During the April 2nd meeting the Task Force would decide if they need additional meeting dates to finish their recommendations. Rovella confirmed he would head the subcommittee on investigations which would include the input of the Department's Fire Marshall. Teale would head the subcommittee on training. Focusing on the fire academy training records, training within the firehouses and what is required of each of the senior management of the Department. Stewart would head the subcommittee on work schedules and contracts. Teale volunteered to assist this subcommittee considering he was a part of establishing the current contract.

VI. Open Discussion

The Task Force members determined there were no further items that needed discussion.

VII. Adjourn

A motion to adjourn was made by Casares at 2:47pm. The motion was seconded by Rovella. Motion passed unanimously.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE FINAL MEETING MINUTES

Tuesday, January 29, 2015, 11:00am
City Hall - Mayor's Function Room 2nd Floor
550 Main Street
Hartford, CT 06103-1822

2015 FEB 23 AM 11 52

TOWN & CITY CLERK
HARTFORD

Members of the Task Force

Retired Fire Chief John Stewart, Retired Fire Chief Nelson Carter, Retired Fire Chief Edward Casares, Police Chief James Rovella, and assigned staff, Breyonne Golding, Assistant to the Chief Operating Officer; were in attendance. Retired Fire Chief Charles Teale, was unable to attend.

I. Call to Order

Meeting was called to order at 11:11am by Retired Fire Chief Edward Casares.

II. Matter of Consent

A move to approve the Minutes of the January 6, 2015 meeting, upon the correction of adding Rovella's qualification to discuss and comment on the organizational structure of the Department. A motion to accept the Minutes as amended was made by Casares. The motion was seconded by Carter. Motion passed unanimously.

III. Opening Report from the Chair

Stewart began his report by stating he has been working through the Fire Department's contract, the Collective Bargaining Agreement, specifically in regards to the responsibilities of each classified position from the Firefighter to the Assistant Fire Chief, in order to gain a better understanding of the work standards set forth. He said it would take some time to see how these positions interact within and outside of the fire service. The Sub-Committees, will review items that need further discussion to present at the next meeting. Stewart repeated he will review the classified positions to ensure those duties are positively being adhered to. Carter commented that the Fire Department, being a para-military organization, has a chain-of-command and if each position is acting in its capacity then everything should work. However, if there is a breakdown the Task Force will be analyzing performance records and possibly speaking with people to determine where and why the breakdown exists, especially on emergency scenes.

IV. Review of Requested Information

Stewart stated the Task Force received information materials during the meeting and will be requesting follow-up information as these meetings progress. He requested that materials and minutes should be provided a day or two in advance for the members to review prior to each meeting. Casares noted that the previously provided information, members had received the organizational chart and would be able to look at the structure of the department; in addition to the present work schedule. The data on response times by company by month would need to be refined, due to reviewing response times that were outside of the normal. A few of the data outliers had response times that are not realistic, and require further review. The Fire Department has a history of

responding within four minutes, 90% of the time throughout the entire City. It may be an issue with where the Department pulled the data from within its management system. For an engine company not indicating when they were back in service or have arrived on a scene. Casares requested the Fire Department to review the data, resubmit the data according to their 90% percentile and present what is causing those outliers.

Casares addressed the training records pertaining to the ISO order Class 1 rating, in which all training records should include as a minimum the date of the session, start and end times, a list of attendees, subject(s) of the session and names of the instructors. The information presented was a summary of the activities that staff was engaged, which did not meet the requirements. In addition, who attended the trainings and how often did the trainings occur. The Training Academy records were not sufficient and the hours of training did not make sense. The hours of training seemed to be hours of attendance and not activities. The Task Force would like to know what the participants did while at the Academy. Of the ten-hour workday how many activities were conducted by the Department's Personnel in regards to training? Carter agreed the Task Force wanted to know who attended the trainings and what those trainings were at each particular time, the presented data did not give the full picture.

Casares stated in his initial review of the in-house company trainings by month that the firehouses are meeting their required two hour trainings per day. However, it was noted that for a few months the number of training hours did not correlate with the number of trainings. Reasons could vary due to training being disrupted by calls for service or other priorities. Casares said in the review of the community involvement activities the Special Services Unit is highly engaged, conducting several activities. In regards to the disciplinary records over 18 months the Department has had 18 cases, averaging one case per month which is standard for a Department with roughly 300+ employees. Carter stated the area of disciplinary records should be challenged.

Casares addressed the data on administrative leave with pay, which the dollar amount has cost the City over the past 18 months over six figures. He would like to look into that area more in-depth. The schedule for the Board of Inquiry showed the last meeting was held on January 22, 2015. The Task Force wanted to know if more meetings were scheduled than what was presented. Casares noted this was his quick review of the data submitted and will conduct an in-depth analysis. Working with Rovella on the Department's organization structure and creating recommendations under his leadership.

Carter clarified for the in-house training under the 24-hour schedule in which staff must have two hours of training per day. Casares stated based on the data presented the Department met those requirements. Carter mentioned staff having two hours of training per 24-hour shift compared to the old shift of three days on and three days off, which needs to be looked into. Casares asked the Chair to make a recommendation for the current Fire Chief to come in and provide data to compare the training from the fire stations based on the old schedule. How many contact hours were being performed under the old schedule versus the new schedule? Review the three days on and three days off schedule versus the 24-hour schedule. Casares then requested Fire Chief Huertas and the Fire Labor Union (Local 760) to be present during the next Task Force meeting. The Labor Union would have information in regards to the safety of their members and if the members are being trained.

Rovella stated the Hartford Police Department will make an updated call to the State Police in regards to Firefighter Kevin Bell's death investigation and individual that they are trying to conclude the investigation and get it announced. In addition, this was the first time he was reviewing the requested information and did not have any comments at that time.

Stewart had concerns in regards to the overall training program. He stated when reviewing the classified positions and what each person was responsible for, the Task Force should see if this information could be incorporated into training. The information becomes a key element in determining how many hours of responses actually take place in a 24-hour shift. Is staff currently getting adequate training versus needing more time? Is the current fire training for a City like Hartford effective? The Task Force needs the proper materials to determine that case. A City

that is growing the Department needs to be adequately equipped and the key to that is training in order to be fully aware. In addition, how many hours are spent of the in-house companies doing inspections per day? Out conducting area surveys and inspections, getting to know the neighborhood they serve. Trainings plus area surveys are major factors that make a firefighter aware of its response time in the community.

Casares' thoughts regarding pre-fire planning inspections were it is critical for a district to know their area and understand the hazards in their neighborhood so they can be better prepared to respond. NHPA standards dictates inspections be a part of training, thus knowing the neighborhood and knowing how to mitigate the hazard is important. Every survey is critical, how many times are they going out in the area, how many buildings are being surveyed and how many buildings are being documented that were surveyed? Casares requested 18 months of area surveys by company.

Carter stated each firefighter should be able to respond to any emergency and have all the proper training. A firefighter should be able to step in at any time during any shift and be told they are in charge and need to perform. The Task Force wants them to be safe, follow procedures and protocol and then be able to go home safe. Rovella noted regarding both service of Police and Fire there is no substitution for training, equipment, leadership and knowing your community.

Casares asked the Chair if the Task Force could have time to review the information. For the next meeting they have an agenda item that list by Task Force member what questions they have based on the data. Have the Fire Chief Huertas and the Fire Labor Union present to answer questions regarding the schedule, how the schedule impacts the training in-house and at the academy compared to the old schedule? What are the pros and cons? Carter noted the Task Force must look at the overall picture since Hartford is growing and determine if the Department has proper personnel due to the growth of the City. Casares commented based on the organization chart the Department lacks the staff in its command structure. For success, the Fire Chief needs all the resources available to him. Rovella noted a strong operations support and command structure are the key points that can assist.

V. Open Discussion

Stewart reconfirmed the Task Force decision to meet on Thursdays as opposed to Tuesdays. Casares stated he will not be able to attend the March 5th, 2015 meeting. Stewart wanted the Task Force members to view the Board of Inquiry meeting, once confirmed that the Board does have additional scheduled meetings. Casares and Rovella were task to attend. Carter recapped the attendance of the Fire Chief and Union representative for the next meeting and for the Task Force to individually review the present data. Rovella recommended waiting for the entire investigation to conclude before requesting the records. Casares noted the purpose of attending the inquiry meeting is to see if the process according to policy is being followed. Stewart requested the most recent Departmental of Directive Policy regarding the Board of Inquiry. Stewart concluded the meeting by stating the Task Force has more research to conduct, which limited what they can do or say at that moment.

VI. Adjourn

A motion to adjourn was made by Stewart at 11:54am. The motion was seconded by Carter. Motion passed unanimously.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE FINAL MEETING MINUTES

Thursday, February 19, 2015, 11:00am
City Hall - Mayor's Green Room 1st Floor
550 Main Street
Hartford, CT 06103-1822

2015 MAR 9 PM 1 15

TOWN & CITY CLERK
HARTFORD

Task Force Members Present:

Retired Fire Chief John Stewart, Retired Fire Chief Charles Teale, Retired Fire Chief Edward Casares, and Police Chief James Rovella

Task Force Members Absent:

Retired Fire Chief Nelson Carter

Staff Present:

Breyonne Golding, Assistant to the Chief Operating Officer

I. Call to Order

Meeting was called to order at 11:22am by Retired Fire Chief John Stewart.

II. Review and Acceptance of Previous Minutes

A motion was made by Teale to accept the Minutes of the January 29, 2015 meeting. The motion was second by Casares. Motion passed unanimously.

III. Opening Remarks from the Chair

Stewart stated the Task Force has begun to look at the basic criteria needed to create recommendations. The Mayor has requested recommendations to improve the department. The position of Fire Chief alone cannot individually manage the entire department, which is currently the case. The Fire Chief is operating without any Assistant Fire Chiefs. The quicker the Task Force can reach a resolution with the cooperation of the Union, Mayor and City Council, the faster we can restore the management structure of two Assistant Fire Chiefs. In addition, the Mayor should reconsider the Hartford residency requirements for certain positions. If a firefighter serves the City for 15 to 20 years, coming up through the ranks and they want to move out of the City it may be beneficial to the City to accommodate them. We need to look at a cooperative spirit to give the City back its Class 1 destination Fire Department through working with the Union, to bring our moral back to 100%. Another recommendation is the need to have a better relationship with the media, meaning telling the public what can be told. The Hartford Fire Department needs support especially from the Department of Human Resources, City Council and Mayor.

IV. Review of Requested Information

Rovella stated that the first thing he noticed once joining the Task Force was the lack of leadership under the Fire Chief position, which are the Assistant Fire Chief positions. After reviewing the materials, at this time he could

professional say at least two Assistant Fire Chiefs are needed if not a third. The positions should be broken down to include operations, training and administration/professional standards. Leadership matters, becoming leaner on the side of leadership usual comes at a cost. An update regarding the Connecticut State Police they are not close to completing the investigations on FF. Kevin Bell's death and could not give a timeline for completion.

Teale expressed it is difficult to summarize how he felt about the Department. He always had an appreciation for the Hartford Fire Department and would go to the library and look up the history of the Department. He always felt it was important to know in order to be better prepared to serve in the organization. He has studied the accomplishments of every Chief in the Hartford Fire Department since December of 1789 and without a shadow of a doubt the best Fire Chief has been Fire Chief John B. Stewart, Jr. In particular Chief Stewart's ability to interact with people from all walks of life in the Department. This is important because anyone can hire a person who is the best trained, educated and strongest. Yet, if they cannot get along with other people from different background they will not be asset to the Department but an obstacle. When everyone else is focused on fighting fires this person will be fighting people.

Teale stated he had two Assistant Fire Chiefs during his term and would not have been able to make it without them. Fire Chief Huertas is having a challenging time because he does not have a sufficient command staff to manage the areas of span of control, division of labor, unity of command and discipline. Without two Assistant Fire Chief he cannot fully address any of the four areas, in particular discipline. Does the Task Force have the time to address some of the challenges people are facing in the Department through training? In the end, controlling behavior through the consequences and understanding each person and their loss. As the Task Force examines and analyze from a technical sense, it is important to take into account what is actually happening in the lives of these Fire Fighters. Teale noted the most serious concern is the shift in culture of unwritten laws triumphing over the written laws and procedures of the Department, which must be changed. They only way to combat this problem to get the Fire Chief the leadership staff he needs to be successful, at a minimum. In addition to the stress on the body and mind due to the types of responses these Fire Fighters are reporting to, compared to prior years. Teale's recommendation include Fire Chief Huertas getting two Assistant Fire Chiefs that he determines can handle the job from technical knowledge, human relations and economic development aspects.

Stewart stated Fire Fighters work a 24-hour shift from 9:00am to 9:00am the next day, with three days off. There is not a constant command staff of interaction. How can effective training be conducted during this timeframe? There are not enough first responses on duty to assist with incoming calls. And if a Fire Fighter does overtime that means they are on duty for 48 hours straight which is unhealthy and cause too much stress. The Task Force needs the Union and City's cooperation to address these matters.

Teale commented regarding the 24 hour schedule, when he began serving as Fire Chief in 2000 the administration was demanding cuts to the budget. This consisted throughout his term as Fire Chief which resulted in straight pay overtime, reducing the number of personnel and hiring overtime. Every solution to every problem may result in other problems. Even when Chief Huertas hires two Assistant Fire Chiefs of his selection, his estimate is the Department will not get back on track for three years because the culture has to change. The Department has to put into place those individuals who will direct people on how to follow the written policies of the Fire Department's Employment Procedures.

Casares requested a breakdown of the summary of the area surveys by company. In addition to following up on the request of information for the 90% percentile of response times within four minutes, which is still being collected. In review of the data, there is a critical issue with the lack of command staff (Assistant Chiefs, Strategic Planning Captain, Line Captains etc.) which is impacting the Department. Labor relations, discipline, health and safety are being impacted by the Chief Huertas not having a full command staff. Casares' intent was to determine if the off duty behavior is impacting daily services to the City. With the current data provided he is not able to make that determination yet, however with more information requests he is getting there. Residents expect a certain level of service and demand that the Fire Department is effective and efficient when they call. The number of hours available by the training academy to equip the staff has been 16,000 hours in the past 18 months and less than ten percent of those hours are accounted for, that is a problem. The Chief needs Assistant Chiefs to help monitor the activities of training, the activities of the fire prevention bureau, the equipment maintenance

division and the fire alarm, communications & technology. When looking at the data and seeing that the Department had more training on Ebola than fire training, that is a problem. When seeing annual live fire training had four members in the last 18 months which represents one percent of the Department and that the Town of West Hartford has used our live fire training academy more than we do, that is a problem. If Chief Huertas had a command staff of his choosing then that would ensure that these numbers would be much different. Huertas was Chief Casares' Assistant Fire Chief and it made a difference to know when Casares handed an assignment it would get done. Chief Huertas does not have that luxury and it is the taxpayers who are paying the price. The Department's Division leaders need to start taking pride in their outputs. Services need to validate what the taxpayers are paying for. As far as employee assistance, Fire Fighters are exposed to human suffering on a regular basis when they come to work from domestic abuse calls, miscarriages, child abuse, people burned, people cut or decapitated. Employee assistance is critical with guidance and discipline of behavior can improve the Department.

Teale summarized Casares main points of Chief Huertas getting two Assistant Chiefs of his selection and the Fire Department providing a level of service that the taxpayers deserve.

Rovella noted there is currently a Restructuring Committee taking place for the City of Hartford. The committee is going over the Budget for Fiscal Year 2015-2016. Rovella suggested the Task Force make a sound preliminary recommendation to the Mayor in order present the need positions to the Chief Operating Officer and the Restructuring Committee.

V. Questions by Task Force Members concerning the Requested Information

Casares started by asking why Captain Thomas J. Garrahy's signature was on the training academy activities submission instead of the Division Head? Chief Huertas responded the Division Head, Deputy Chief Dan Nolan is currently on a worker's comp claim called injury A status. In his absence, Capt. Garrahy is responsible for the day-to-day operations. The injury occurred during the request of this information. Capt. Garrahy was not responsible for the management of the training activities in the past 18 months. Deputy Chief Costello was partial responsible for some of the training in the past 18 months before his retirement. Casares asked what kept him up at night? Chief Huertas responded the fact that he does not have a command staff while being the Emergency Management Director. The fact that he worries about the men and women that serve the City of Hartford in reference to maintaining a professional organization and the conduct of his staff while underneath his command. He mentioned his lack of sleep to say the least, working on average in roughly 80 hours per week. Chief Huertas stated his commitment to the City although he is facing many challenges, through the adversity he is growing.

Casares asked the Chief was he able to review the training data? Chief Huertas responded yes he did and was very concerned about the data. The data itself demonstrates that the lack of command staff is pressing, stating he needs help. Casares commented that most of the Task Force members have had a 30+ years of service and that off-duty behaviors have always been an issue under any Chiefs command. These behaviors are now more publicized due to social media and the today's world of technology and access. Information gets out quicker and sometimes the information is accurate and at times it is not depending on the source. Casares asked Chief Huertas in his 35 years with the Department does he see a difference in behavior or the reporting of the behavior? Chief Huertas responded he felt his administration is under more scrutiny than ever. Stating that within the Department's 300 staff that substance abuse is extremely low, but even one person is too much because it compromises the public's trust, which is not acceptable.

Rovella questioned Chief Huertas asking how should his command staff look considering the position of Chief, Assistant Fire Chiefs, Deputy Chiefs and Captains? Chief Huertas responded starting with the two Assistant Fire Chiefs and wanting to mirror some of the success in the Police Department; it is time for the Fire Department to have professional standards. An individual in the command staff to monitor the members of the Department and make sure they adhere to these standards through evaluations. He is working with the President of the Union to form a Code of Conduct Committee that would both select members to review case for example DUI etc. He has to follow due process (the presumption of innocents), which is to place staff on administration leave although the residents of Hartford get upset because it is as if we are giving them a free vacation. It is a difficult situation and

one of the challenges with having Deputy Chiefs in the same union with the staff they command. He would like to see the Deputy Chiefs in a separate collective bargaining unit. On occasion, when orders are given to a Deputy Chief the response is a call from their Union President, instead of executing the order. Another concern is when staff is charged with committing a crime they are not obligated to conduct a self-report unlike the Police Department. Rovella stated he could not fathom his staff not reporting especially since they deal with public safety.

Chief Huertas stated he would like to see a continual evaluation process because currently the only time staff is evaluated is when they are up for a promotion or on probation for three to six months. He noted he was prior military having monthly performance reviews that would check his conduct, physical ability to perform his duties and a drug test. Huertas would also like to see it be mandatory to perform annual drug test. However, these issues have to be addressed with the collective bargaining unit. Chief Huertas expressed the quality of pay this staff earns compared to surrounding Fire Departments is high thus the conduct standards should be high. In no instance does he want to compromise public safety for individuals that compromise themselves.

Rovella noted he utilizes an Assistant Police Chief with six Deputy Chiefs and they have a unique agreement with the union, which allows his Deputy Chiefs to step out of the union while they work for the Chief of Police. However, if the organizational structure changes they have the ability to go back into their previous rank and be protected by the Union. A follow up question from Rovella was does the Chief conduct inspections, not necessary for discipline but for compliance? Does the Chief have any component in the Fire Department that inspects the firehouses, training, equipment etc.? Chief Huertas responded as of now because of the lack of staffing, he personally conducts random inspections at firehouses on equipment on any given day or time. Division Heads are responsible for those duties including reporting any deficiency to the Fire Chief. Rovella can attest to the fact that the Chief should not be doing inspections, it is an administrative function. That duty should be performed done by an independent group.

Rovella asked the Chief if he had two or three Assistant Fire Chiefs positions how would he like their responsibilities divided? Chief Huertas responded he would have one Assistant Fire Chief strictly for professional standards maintaining code of conduct and making sure staff is adhering to the policy of their position. The fact that someone in his Department can be arrest and he has no knowledge of the occurrence is unacceptable. Another position responsible for labor relations, right now he has a numerous investigations and he is the only one that can conduct them and then turn around to administer the disciplinary action. As Chief there is no separation between him being the judge and jury, Human Resources being present can only do so much. He does not have staff that can report to him their findings and then he issue disciplinary action. The last would be a position to cover the Emergency Services Division. No division of labor, each of the positions would be linked to each other in order for any of the Assistant Fire Chiefs to be able to conduct their colleagues' role. Chief Huertas shared an example of him falling on ice hurting his back and still coming in to work because there is no one in place to step in and fill his role. He has now trained the Fire Marshall on the responsibilities, just in case however that would be in addition to the Marshalls' other duties. Chief Huertas expressed his experience is extensive when it comes to emergency management. He was there during the 2013 blizzard and gaining tremendous experience and knowledge that cannot be found in a textbook. The result has been the Fire Department's response to storms by embracing, collaboration and working together with the Police and Public Works.

Chief Huertas ended with the challenge is he is doing his best but he cannot do it by himself. He is giving his all and will not give up. He has sacrificed time with his family, reduction in pay in comparison to his Deputy Chiefs; his health has declined due to the stress into putting in 80 hours per week which is more like 100 if we count the hours put in at home. It is a 24/7 job and he embraces it. He knew the position would be challenging when he was appointed. Rovella thanked the Chief for his service and asked him to consider the changes to the Fire Department's organizational structure.

VI. Open Discussion

Rovella noted he would not be able to attend the March 5th meeting. In addition, Casares stated he will not be available on March 5th as well. The Task Force decided to reschedule the March 5th meeting to March 9th at

11:00am in City Hall. He stated the Task Force should be ready to make a preliminary statement regarding to two positions by the next meeting. Stewart asked to see if there is a legal time in which the Task Force could meet outside of the public so they could begin to get their materials together. Rovella stated Corporation Counsel should be asked because he believed there is a way for the Task Force to meet but they have to report exactly what they spoke about and the results of their conversations. Stewart asked if the Chief Operating Officer could find out if they can meet.

Stewart stated there is problem with selecting a bona fide resident at the time of application for the Assistant Fire Chief positions. There was a reason the residency requirement was instated however it needs to be reconsidered because it is a different society now. If a fire fighter spends 10 to 15 years serving the Department and moving up the ranks the residency should not apply because it is restricting. Good qualified people are leaving their jobs within the Department because of the residency requirement, some that would love to come back. The Task Force with the cooperation of the Mayor, City Council and Human Resources can find a way to address this concern. For the reality is we are not finding qualified people who resided in Hartford to fill these vacant positions. This is a change that can be done now. If a person has been retired less than a year and they want to come back they should be able to. There are dedicated people in the Department willing to fill these positions if they do not have to uproot their families. The Task Force wants to recommend that criteria for the Assistant Fire Chief position no longer have a residency requirement, but rather only have 10 to 15 years of service. Timeliness of running the required test and filling positions is an issue. The Task Force needs to expedite their recommendation to the Mayor. Chief Huertas responded as of right now there is a Captain's test being conducted for line personnel and the Fire Marshall's office for a position of Captain of Training.

Teale expressed his concern for the well-being of the Department. Having known Chief Huertas for over 30 years, he has consistently been one of the finest people and best professionals Teale has ever known. Teale' concern is now focused on Chief Huertas' health. The amount of hours he is putting in is disturbing which is a directly result of the lack of command staff. Teale question to Huertas was what could be done right now to deal with these vacancies? Chief Huertas responded he has been meeting with the Chief Operating Officer and Human Resources Director. He currently has a Certified List of three candidates, two of which are on injury status. This is a work in progress as we are looking at several alternatives, including interim hires or a consultant to help managed certain aspects of the job. Teale stressed the need for Huertas to hire two Assistant Fire Chiefs and that is essential as soon as practical possible, because his health is in jeopardy and so is the safety of the City.

Casares stated there is an immediate need for help to plug the gap. When he retired he began to find issues with his health due to the stress of this position and he had two Assistant Fire Chiefs, Huertas being one of them. Chief Huertas' health and well-being concerns him as well being someone he worked with for 30 years. What worries him is that Chief Huertas must get to hire the people he wants and that there are no political issues or games involved. Nobody knows what it is like to be in that position unless they have previously served in that position. There are several challenges for a Deputy Chief moving up to an Assistant Fire Chief. They make more money and they have better medical coverage as a Deputy Chief. It does not benefit them to risk their livelihood and all they have worked for after all the years of service to take the Assistant Fire Chief position although they may desire to finish their career in the command staff. Chief is always going to be limited in identifying qualified candidates because of this fact, unless he can choose from Captains since the jump to the Assistant Fire Chief position is beneficial due to the pay raise. The other option is seeking candidates outside the Department. Chief Huertas replied he has personally met and interviewed with each Deputy Chief to discuss the position with them and they all have referenced the cost-benefit of remaining in their current position. There is a significant lost in income that would have to be compromised.

Teale stated when he applied for the position of Fire Chief he was the only candidate. The reason being is if he took the job he was going to take a \$21,000 pay cut per year. He talked to his wife and they decided he should take the position and she got a part-time job while working full time to make up the difference; but he had that type of support. It is sad although true, that the City has to rely on the pay and benefits to get the Chief the help he needs. Unfortunately, the Chief will promote someone and they are going to get the experience necessary needed to do the job well and the attraction to go somewhere else is going to be immediate. If it is about money then you will not hold on to them for long. Chief Huertas needs to also look for the people who are committed to

the Hartford Fire Department and the residents of the City of Hartford. Chief Huertas responded that when he took this position he took a \$30,000 cut in pay due to the elimination of earning overtime pay. But he saw the big picture and wanted to do his duty to the City of Hartford. The current Deputy Chiefs are the highest paid Fire Fighters in the State when including their overtime, making more than other City' Fire Chiefs. Teale commented the pay will never be enough to recruit a Fire Chief you do it because you love it. Chief Huertas responded he needs people with a common vision and core values or it is not going to work.

Casares mentioned that in the process of looking for candidates that Dr. Morris, the testing vendor has a great resource of individuals and retirees from all over the country to identify someone to assist for the time being. Teale asked could the Task Force assist in expediting the process to fill the Assistant Fire Chiefs positions even in the interim? What is the course of action?

Stewart stated he did not forget that a change was made to allow Deputy Chief Waller to be made Assistant Fire Chief. A change can be made to remove the residency requirement for those that have served at least 10 years in the Department. Changes can be made again for the good and the welfare of the Department by the Mayor and the City Council. Chief Huertas could find at least one person who could serve if this requirement is lifted.

Casares stated the course of action is for the Chair to recommend to the Mayor his immediate recommendation instead of waiting for the end report. Whatever the process, the Fire Chief has the ability to select his Assistants Fire Chiefs. No one is blind to the political pressures that impact these decisions but it is not what other people want but what the Chief needs. Chief Huertas mentioned that it be good to see some continuity across City related residency requirements because teachers do not have to live in the City, nor do police officers and most City employees. Casares commented it is necessary for the Department Head to be held to those requirements but not those who are second in command.

VII. Adjourn

A motion to adjourn was made by Teale at 1:01pm. The motion was second by Casares. Motion passed unanimously and the meeting was adjourned.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE FINAL MEETING MINUTES

Monday, March 9, 2015, 11:00am
Mayor's Function Room 2nd Floor

2015 MAR 20 PM 4 35

TOWN & CITY CLERK
HARTFORD

Task Force Members Present:

Retired Fire Chief John Stewart, Retired Fire Chief Charles Teale, Retired Fire Chief Edward Casares, Retired Fire Chief Nelson Carter and Police Chief James Rovella

Staff Present:

Breyonne Golding, Assistant to the Chief Operating Officer

I. Call to Order

Meeting was called to order at 11:15am by Retired Fire Chief John Stewart.

II. Review and Acceptance of Previous Minutes

A motion to accept the Minutes of the February 19, 2015 meeting as amended was made by Casares and second by Rovella. The motion was unanimously approved.

III. Opening Remarks from the Chair

Stewart stated that the Task Force submitted a recommendation to the Mayor to immediate fill the vacant Assistant Fire Chief position as well as to add and fill a second Assistant Fire Chief position. The Task Force's recommendation also states that the need for the assistant fire chiefs to reside in the City of Hartford is no longer a necessity in today's society. However, it is difficult for a fire chief to operate without having an assistant fire chief. The Task Force wants to release the residency requirement pressure from those who desire to move up in rank. Interest in the assistant fire chief position would be greater if the residency requirement is removed. The Task Force believes this can be accomplished through the Mayor and the City Council as soon as possible, to provide the Fire Chief with the necessary management structure. Stewart stated before the meeting he was informed that the Mayor and Fire Chief are moving forward to fill the current vacancy and will address the addition of a second assistant fire chief in the FY2016 Budget process that is already underway.

Teale stated that if consideration is being given by the Mayor and Council regarding those who live outside the City of Hartford, he has one concern regarding the assistant fire chief(s) residency that he did not mention earlier. If the assistant fire chief(s) live outside the City, will the individual(s) live close enough to respond to their day-to-day responsibilities including assuming the role of the Fire Chief in the absence of Chief Huertas? The assistant fire chief(s) need to live relatively close to the City to accomplish their assigned responsibilities.

IV. Review of Requested Information

Stewart noted the Task Force has received the requested Training Academy records for 2013 and 2014. Stewart stated that during this meeting and the next, Task Force members assigned to review training will need to make a recommendation based on the provided materials.

V. Questions by Task Force Members concerning the Requested Information

Teale asked Training Division Captain Thomas J. Garrahy Jr. how many positions are funded in the Training Division? Currently there are five funded positions in the Division, a deputy chief; two (2) captains; and two (2) lieutenants. Garrahy stated that last year they lost three positions: a deputy chief and two lieutenants. Teale stated he would need to take those facts into consideration when review the training materials. Teale stated that as a former Lieutenant, Captain and Deputy Chief of Training, he knows the impact vacancies can have on the Division. Teale indicated he could predict the training academy results based on the magnitude of mandated training. It was noted that Garrahy is leading the Training Division due to Deputy Chief Dan Nolan being out on injury administrative leave. As such, the Training Division is currently staffed with the two (2) captains and two (2) lieutenants.

Carter noted that the Fire Chief's administration and Training Division are both down in personnel. It is critical for the Assistant Fire Chief position to be filled as soon as possible. Proper training is essential to an effective fire department. It is our duty as a Task Force to see to it that the firefighters and the Fire Chief get what they need to effectively serve the City.

Casares asked Garrahy how has off-duty behaviors impacted on-duty behavior and the delivery of services to the residents of Hartford? Response times are good indicators of performance. In reviewing the response time data sets that were provided to the Task Force, the engine companies are responding 92% of the time in four (4) minutes or less. The ladder companies are responding 83% of the time in four (4) minutes or less. And the tactical/rescue units are responding 80% of the times in four (4) minutes or less. It was noted that the tactical unit covers the entire City. The ladder companies cover larger districts than the average and the engine companies are performing above the national standards. There are two engine companies below the 90% percentile, one being Engine 16 which covers a large territory in a mostly residential area with small streets – external factors impact response times. Garrahy stated that overall he believes there is no impact on service deliveries. Casares stated he has to review the recent Area Survey summary and compare it to the previously submitted data. The numbers he had a concern with were the 16,000 hours that are available for training. Casares indicated that 90% of the time, based on the data, he cannot determine what the Training Division was doing. If the Training Division is under staffed that is one issue; however, being unaccounted for is another. Hopefully the new data sets will present information that demonstrates training staff was actually doing during the hours reported. Casares stated the companies are responding on time but are they properly trained when they arrive at a scene?

Casares questioned specific information in regards to the Blue Hills Engine Company. How much training did that Company receive and how efficient were they in a structure fire? When was the last time Firefighter Kevin Bell, and his Company, received live fire training? Casares requested the training records of the Blue Hills Engine Company for the past 18 months, including their live fire training and live fire training for the first alarm assignment. Casares stated the Hartford Fire Department does great when they are trained to do great. Casares requested that if possible the Task Force should review the incident reports related to the fire that resulted in Firefighter Bell's death as well as a visit of the site. In addition, what is the status of the Board of Inquiry's efforts in regards to establishing the timeline of events and the other aspects of the policy directive? Casares thanked the President of HFFA Local 760, Vincent Fusco for attending the meeting to address concerns and answer questions.

Teale stated that live fire training at the "smokehouse" has been greatly reduced due to the adjacent Hartford Police Department shooting range. Teale continued that both training/practicing activities cannot occur simultaneously, which is a problem that has not been resolved since his administration. Teale stated that he honestly does not know the answer to the problem since the "smokehouse" has to be shut down if the Police are going to use the shooting range. In 1987, there were four (4) training officers; however, the Fire Department at that time did not have the responsibilities of EMS as the primary first responders and hazardous materials technician training. The Training Division is receiving all these new unfunded mandates with limited staff and limited time to train in their outdoor facility. From experience all that can be done is the Fire Department does their best to coordinate with the Police Department.

Stewart asked Garrahy if this situation is still hindering training at the "smokehouse?" Garrahy replied they have several barriers to training. Currently the Police are scheduled to shoot for 6 hours every day for the month of March. The firefighters cannot train outside below 40 degrees, nor when it is raining or snowing, thus limiting the training to be conducted within the firehouses. The Police and Fire Departments have a good relationship and try their best to schedule use of the facilities. Currently, the Training Division is not conducting live fire training due to the Department's EMS recertification. Stewart asked what does the Task Force need to do to improve these conditions because it is a problem to not have live fire training? Garrahy stated he did not have all the answers to that question at that moment.

Carter asked Fusco and Garrahy what recommendations are needed to make live fire training a priority because training is the key to better performance and safety. Garrahy responded that he has an OSHA study from over 20 years ago that recommended the City increase the height of the shooting range wall, but he assumes due to funding it was never achieved. He knows maintenance is conducted on the wall. Rovella stated that the Police Department is required to shoot four times a year. As far as the condensed March schedule, the Department could not shoot due to the snow on the range thus the need to make up for lost time. Rovella stated that the Police and Fire Departments have a good relationship and try their best to schedule for these activities. The repair issues with the wall are on the berm facing the dike, running from east to west, not where the police officers actually shoot. Garrahy affirmed the Police and Fire Departments relationship is great and that the Police Department has agreed to utilize the shooting range in the evenings to allow the Fire Department to conduct training during the daytime. Garrahy stated that more contract hours are needed for training giving the example that scheduling to detail drivers is difficult. There are 13 fire fighters that need EMR training, nine (9) of them are drivers. They can only pull three drivers off at a time resulting in three days of training needed instead of one day. In addition, EMR trainings are conducted through the State Department of Public Health and Hartford Hospital based around their availability, not the City's.

Fusco responded OSHA said 20 years ago what the City needs to do in order for both Police and Fire activities to occur. The berm needs to be reconfigured because the rounds buckle out from the berm towards the "smokehouse," which is the basis for OSHA's recommendation. Fusco continued that the City not spending the money to address the issue has negatively impacted the Fire Department's ability to conduct outdoor training - limiting training to the indoors or offsite. The detailing issue for drivers has been a problem under every fire chief. The weather restrictions were put in place to not over fatigue firefighters during training so when they go back on duty they can be effective responding to calls. The weather is not a concern if they are going home after the training, but that is rarely the case. Fatigued firefighters do not provide effective response performance in life and death situations. Modifications to this standard are possible. As far as meeting the training hours, he does not know if it is the weather standards or the detailing issue that are the problems, yes the shooting range plays a part in it. Fusco stated that he does not know what is not being accomplished by the existence of these training issues. Staffing in the Training Division is an issue being short a deputy chief and two lieutenants. Fusco stated that part of the issue is that Deputy Chief Costello passed his test and was promoted then the Division lost that position because of labor disputes. In a perfect world, there would be two Deputy Chiefs one in charge of EMS training and the other in charge of Fire Suppression training all year round.

Carter questioned Fusco on how the 24-hour schedule has impacted training. Fusco responded with the 24-hour schedule all four work groups come in Monday through Friday and a few groups have the ability to be trained twice during the week. The old schedule did not allow that opportunity; resulting in a loss in training time due to the night shifts, holidays and early release at 4:00pm or 4:30pm for shift changes. In the 24-hour schedule, staff has the ability to train up until a firefighter's shift ends. The training staff can get the same amount of work done regardless of the schedule. Teale indicated that what he heard from the Fusco and Garrahy is that there is no one to inspect the training work since based on the organizational chart it is an Assistant Fire Chief that must oversee this Division. People do what you inspect not what you expect. Fusco responded it is human nature for people to slow down when no one is watching. There are no Assistant Fire Chiefs to help in overseeing the Divisions which is hurting the Department. It is impossible for one person to manage the entire department without a number two that assists. We have given the Fire Chief all the duties and responsibilities of the Department without proper support to manage its operations, which is the role of the Assistant Fire Chief(s). The Fire Department needs the Assistant Fire Chief(s) to report to the Fire Chief.

Casares asked Fusco his opinion on how the vacant Assistant Fire Chief positions are impacting off-duty behavior? Fusco responded there are the same amounts of cases of off-duty behavior. However, the amount of time to address these cases has greatly increased due to the lack of Assistant Fire Chiefs. The assistant fire chiefs conduct the case investigations and the fire chief decides the discipline if necessary. There is not enough administrative oversight in the Department - by the time management gets around to discipline an employee they had a few months to do whatever they wanted. It gives the appearance that discipline and accountability is not important. As Union President I make sure the punishment fits the crime, not to assist with investigations or discipline. However there is not enough administration to conduct the necessary investigations to close out these disciplinary cases in a timely fashion. From 1981-1991 there were on average 33 grievances a year with an average of 6.1 of the cases ending in discipline. From 1992-2002 there were on average 34 grievances a year with an average of 5.2 of the cases ending in discipline. From 2003-2014 there were on average 11 grievances a year with an average of 2.5 of the cases ending in discipline. Fusco continued that there is an average of 10 investigations that come across his desk per year. The cases are long and dragged out due to the lack of assistant fire chiefs. Fusco stated that under Teale and Casares a month used to be long to close a case, 1-2 weeks was the average. Today it is 4-5 months to complete an investigation. During this amount of time people are not working, on paid administrative leave and their positions are being covered by overtime.

Stewart questioned what can be done immediately to bring stability to the Department? Fusco responded that his opinion is that the lack of interest in the Assistant Fire Chief position in part an issue with residency, although he does not know how big of an issue this is, and second that there is a decrease in their benefit package if promoted from Deputy Chief (union position) to an Assistant Fire Chief (non-union position). Fusco would recommend that if the Fire Chief promotes an assistant fire chief from within the Department that the assistant fire chief maintain the high union benefits and if the Fire Chief hires an assistant fire chief from outside the Department then the lower non-union benefits would apply.

Garrahy stated for the record that the Training Division is not taking advantage of having no oversight, but truly lacking in staff compared to the mandated training requirement. His recommendation is to create three sections of training: special operation, EMS and fire suppression. Each section would have a Captain and two Lieutenants. Special operation by itself is so detailed and time consuming that it needs its own team of people to keep up with the trainings. Currently there are only four people in the Training Division for the entire Department. Fusco stated that it costs less to provide the recommended staff to train the Department compare to the potential costs of a lawsuit. Garrahy stated it cost \$80,000 a year in overtime to get a captain and two lieutenants to cover the rescue technician training.

Casares stated he could not see the justification for what the training division was doing based on the data presented to the Task Force. Casares stated that if the Training Division is shorthanded, the leadership in the Division must account for all of staff's time. Garrahy responded he did not know what numbers the Task Force was

previously provided; however, he compiled the most recently provided data that should answer the Task Force's questions. Casares asked how is the staff inputting their time and daily activities? Garrahy stated they use Firehouse for daily activities in the Training Division. Casares stated he reviewed what was given to him and that all this information should be in one place for record management. Casares questioned the condition of the "smokehouse?" Garrahy responded the "smokehouse" is operational.

VI. Open Discussion

Stewart stated he appreciated the presence of Fusco and Garrahy at the meeting and their willingness to answer the Task Force's questions. The Task Force will move a recommendation to the Mayor forward to address the matters discussed today. We need to make the Assistant Fire Chief position appealing to draw interest and get candidates that have the training and management abilities necessary to be successful.

Teale confirmed that he was sharing the responsibility of reviewing the training data with Carter.

Casares stated the Task Force needs to discuss how they want to organize the report and final recommendations.

VII. Adjourn

A motion to adjourn was made by Teale and second by Casares. The motion passed unanimously and the meeting was adjourned at 12:32pm.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE FINAL MEETING MINUTES

Thursday, March 19, 2015, 11:00am
Mayor's Function Room - 2nd Floor

2015 APR 6 PM 12 08

TOWN & CITY CLERK
HARTFORD

Task Force Members Present:

Retired Fire Chief John Stewart, Retired Fire Chief Edward Casares and Retired Fire Chief Nelson Carter

Task Force Members Absent:

Retired Fire Chief Charles Teale and Police Chief James Rovella

Staff Present:

Breyonne Golding, Assistant to the Chief Operating Officer

I. Call to Order

Meeting was called to order at 11:20am by Retired Fire Chief John Stewart.

II. Review and Acceptance of Previous Minutes

A motion to accept the Minutes of the March 9, 2015 meeting was made by Casares and second by Carter. The motion was unanimously approved.

III. Opening Remarks from the Chair

Stewart stated the Task Force's request to the Mayor to fill the assistant fire chief position is still pending. The Fire Chief Huertas mentioned that the three (3) candidates on the internal list were interviewed for the vacant Assistant Fire Chief position. The Task Force needed to follow-up on the request to add a second Assistant Fire Chief position, as well as the request to remove the residency requirement for the assistant fire chief position(s).

IV. Review of Requested Information

Casares stated the Training Division information requested at the March 9th meeting for Firefighter Kevin Bell's training for the prior 18 months has been received. The records reflect 1,899 hours of training in the 18 month period. Casares noticed in reviewing the data for September 13, 2014 that there was an entry of 1,754 hours of training logged in for that one day. That revealed a data entry issue considering it is impossible to have that many hours of training in one day. Upon removing that outlier from the dataset, the new total for the 18 month period is 145 hours of training provided by the Training Division. Fire Fighter Bell had approximately 3,300 available hours to work in the 18 month period, resulting in just under 5% of his time

being trained by the Training Division. Casares stated in reviewing the Live Fire training data that there were two (2) dates in which training was conducted, April 15, 2013 and August 6, 2014. Casares noted the activities on those dates were not Live Fire training, but demonstrations for the International Association of Firefighters Local 760 Fire Ops 101 on April 15, 2013 and for the Youth Public Safety Summer Program on August 6, 2014. Participating in a hands-on demonstration of the Smokehouse for the community does not replace actual training. He had difficulty understanding why the Training Division would count demonstrations as live fire training. Casares stated his belief that based on the data given to the Task Force, Firefighter Bell was not provided with sufficient Live Fire training as required. Firefighter Bell would have had to participate within the Smokehouse in order for it to be recognized as Live Fire training.

V. Questions by Task Force Members concerning the Requested Information

Casares stated the requested records of the Live Fire training for the first alarm assignment during the last meeting have not been received. In response to the Task Force's request to review the incident reports regarding the Blue Hills fire that resulted in Firefighter Bell's death, the Fire Department responded the incident reports are not being released as the investigation is on-going. Casares was under the impression that the Fire Department would cooperate with the Task Force considering they were appointed by the Mayor. Casares noted there would be no public disclosure of the incident reports provided to the Task Force. The Task Force also requested a visit to the site of the Blue Hills fire. The Fire Department responded that the State Fire Office has returned control of the property to the owner and renovation work has started. Casares stated that was not the response he was expecting and again requested a site visit with the personnel that inspected the site, even if they could not go on the premises. Casares continued that the request is so that the Task Force to get specifics of the incident such as the building construction, property access and some of the hazards the firefighters may have encountered. Casares stated that the request for the Board of Inquiry's next meeting dates is still pending. The Fire Department responded that the Board of Inquiry is still actively working on and finishing the timeline and sequence of events. All items that are per the Directive are also being worked on. Casares stated the Task Force is interested in being able to attend a Board of Inquiry meeting and so far they have not been provided what they requested. Carter noted that two Task Force member would attend the meeting once the date and time is provided.

Casares stated he wants to look deeper into the type of training Firefighter Bell received, when he received it, and who conducted the training. All the Task Force has are some dates and the class descriptions with the hours. The information received does not include who and where the training was conducted. Casares questioned where the training was conducted, at the Company or did the Company go off-site? Did the entire Company participate in these trainings? Casares stated that in his reviewing the class descriptions and the timeframes, that data entry may be an issue because he did not recall companies going down to the Training Academy to do Personnel Rules & Regulations training. This training is usually conducted at each company's station. Carter noted there are some questions regarding the latest information they received.

Casares stated that he heard the interviews were conducted for the vacant Assistant Fire Chief, and indicated that he looks forward to the Fire Chief's decision. The Task Force has requested that the vacancy be filled as quickly as possible. Casares continued that as discussed at the last meeting, the lack of Command Staff has negativity impacted the Department. Casares stated that what is not known is if there is an impact on the delivery of services. Casares noted his concern that based on the information he is reviewing, the Fire Department is not being adequately trained and changes regarding training have to occur. What are the needs and issues of the Training Division? Carter stated he agreed with Casares that the Fire Department needs to move forward filling vacant positions as soon as possible.

Casares stated he wants each firefighter to make it home safely at the end of the day. When there is a building fire or hazardous materials there is an essential need for all safety measures to be adhered to, which is the work of the Safety Officer. Casares recommended reinstating District Three to insure at every incident there would be a dedicated Safety Officer on site. The District Three Safety Officer would make sure the scene is secure and that firefighters are following safety protocols making any necessary corrections immediately on site. The District Three Safety Office would also analyze the site for hazardous materials. District Three was a

great resource to have in the overall management structure of command, operations and safety. In the event a safety officer was overwhelmed in one area or called to physically assist with the situation, there is always an active safety officer on site. Casares stated he does not know how well these firefighters are being trained to conduct their duties and respond to emergency situations. Having District Three respond to emergency calls and make sure personnel are being held accountable for their actions can help with firefighters returning home safely.

Carter stated when District Three was active it gave the Command Staff some ease to know there were available assistance throughout each part of the City. District Three was removed; however, the City is growing with apartments especially in downtown. Casares continued for example in an emergency the District Three Deputy Chief can always step in and assume the role as safety officer while the District Two Deputy Chief is in command. This would improve safety coverage. Most fire departments are mandated to have a safety officer within the structure of their organization. Casares stated during his term he had a safety officer but funding was always an issue due to high overtime hours.

Casares asked Vincent Fusco, President of the Local 760 Fire Union, if a Third District led by a deputy chief help with supplying an extra safety officer? Fusco responded that all the captains under the deputy chiefs are trained as safety officers. A condition of being a deputy chief or captain is to perform and account for safety measures. What happens with the two Districts is that one deputy chief is in command while the other serves as the safety officer. If the fire expands to a point of concern, the safety officer will assume the operation chief position leaving the safety officer role vacant, which is what happened on October 7, 2014. Fusco continued that in his opinion adding District Three would supply an extra safety officer; for example, if there is a fire the District One Deputy Chief can assume Command, the District Two Deputy Chief can assume Operations and the District Three Deputy Chief can assume Safety. The Hartford Fire Department is supposed to have a Safety Officer on duty 24/7 for 365 days a year to cover all specialized incidents such as structural fires, technical rescues, etc. The Department does not have the capabilities to insure this although it is stated on paper and works in theory. In reality the Department's current span of control does not allow for this to happen. Fusco continued that his belief is that without District Three things tend to fall apart. The same conditions that the Department was operating in on October 7th the Department is operating in today. Training is a big component which needs to be addressed. Discipline is one of the things training accomplishes. Fusco stated he believed the Training Division needs to be fully staff and additional positions are needed. It would take two-years of constant training to truly see the benefits on the streets. Training takes longer because the Department has to rotate all the companies through each course/class. Training is repetitive and they have to conduct yearly refreshers as well. However, reinstating District Three and the safety officer role the city would see benefits when the position(s) is filled. Fusco stated that whenever a deputy chief has to switch roles from safety officer to deal with command or operations, safety oversight is gone.

Casares made a follow up statement in regards to the retirement of firefighters that had the experience being a part of a district management structure. Casares also noted a third of the Department is below five (5) years of service. Fusco stated the Safety Officer makes corrections with the firefighters regarding safety or behavior on the scene in real time. The Safety Officer is the only one on the ground that can overrule the commander based on tactics or safety. The safety Officer can stop the behavior when it is happening and make changes, which adds value to the firefighters learning experience during an actual event. Carter stated it is the difference between a violation and a hazard. The violations can be addressed back at the firehouse but the hazards are addressed on site in the moment. Carter noted he has always been a supporter of District Three and recognizes that Hartford is moving fast. Carter suggested each firefighter within themselves should be a safety officer and that if they see something wrong they should say something. Fusco replied that if the Department instills a culture of enforcing safety standards on a regular basis then it will become second nature to the firefighters.

Stewart stated the Task Force still needed the information on training; however, their priority is filling the vacant positions within training, being down two lieutenants. Fusco responded two weeks ago some firefighters took the tests to be eligible for several positions within the Department including: Captain of

Training, Lieutenant of Training, Line Lieutenant and Lieutenant of the Fire Marshal's Office. The Fire chief requested these positions to the Personnel Review Committee. Casares explained although a position maybe in the Budget, a justification proposal has to be reviewed and approved by the Personnel Review Committee in order to fill the position. Casares stated his opinion that it is another step in hiring that has hindered the organization, slowing down the process and costing the Department in overtime wages. Casares continued that it is more cost effective to fill any position through promotion than to fill the position through overtime. The process was established towards the end of Chief Teale's term. Casares stated he could see this process if the Department was seeking additional positions outside of the approved Budget.

Stewart asked can the Department use the detail firefighters to fill the vacant training positions? Fusco clarified the detail firefighters are only available to assist the training staff with their sessions not to lead training.

VI. Open Discussion

Stewart stated filling the vacant training positions and adding District Three are priorities that should be in the final recommendations report. Casares stated he will begin putting a framework together for the final report for the Task Force's review.

Stewart stated diversity training within the Department is important. These trainings used to be conducted by the Human Relations Department during his term. Today, it would be the Human Resources Department. Sensitivity and diversity trainings are necessary. Even if the Department needs to hires an outside vendor to conduct these trainings. The Department has more women firefighters and the incident with the two lieutenants fighting on the scene proves these trainings are needed. Casares asked does the City have any plans to reestablish this training? Carter asked if a representative from Human Resources could attend the next meeting?

VII. Adjourn

A motion to adjourn was made by Casares and second by Carter. The motion passed unanimously and the meeting was adjourned at 12:25pm.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE FINAL MEETING MINUTES

Thursday, April 2, 2015, 11:00am
Mayor's Function Room - 2nd Floor

TOWN & CITY CLERK
HARTFORD
2015 APR 21 PM 3 01
Joan Segarra

Task Force Members Present:

Retired Fire Chief John Stewart, Retired Fire Chief Edward Casares and Retired Fire Chief Nelson Carter. Police Deputy Chief Dustin J. Rendock attended in Chief Rovella's absence.

Task Force Members Absent:

Retired Fire Chief Charles Teale and Police Chief James Rovella

Staff Present:

Breyonne Golding, Assistant to the Chief Operating Officer

I. Call to Order

Meeting was called to order at 11:08am by Chairman Stewart.

II. Review and Acceptance of Previous Minutes

A motion to accept the Minutes of the March 19, 2015 meeting was made by Casares and second by Carter. The motion was unanimously approved.

III. Opening Remarks from the Chair

Stewart requested the appearance of Fire Chief Huertas and the Chief of Training, Deputy Chief Daniel Nolan at the next meeting. The Task Force would like to hear from the Chief of Training, regarding training schedules, and his views on the 24 hours on and 72 hours off work schedule. The Task Force will finalize their recommendation after the next meeting. They want to present recommendations, which have been given serious thought to Mayor Segarra. The Task Force is considering the potential benefits of diversity training for the entire Fire Department. The Task Force questioned if the Human Resources Department could be a catalyst to bring in and schedule supportive training for the entire Fire Department?

IV. Review of Requested Information

Casares stated that there are protocols in place within the Department regarding recommending improvements to Training. Division heads have an opportunity to express their needs to the Fire Chief. Casares believes this protocol should be used and the Fire Chief should be the person to report to the Task Force all the recommendations of the Division of Training on behalf of his Department. This would result in

the Department having one voice, one goal and one objective. Instead of having three different views and recommendations from Fire Chief Huertas, Deputy Chief of Training Dan Nolan and Captain of Training Thomas Garrahy. Casares read an email that was provided to the Task Force dated April 1, 2015, from the Chief of Training to the Captain of Special Services Unit. The email stated,

"Please pass the following information to the Task Force Members. This email is in response to your queries dated March 19, 2015. To the best of my knowledge and as indicated on department training records, Firefighter Kevin Bell did not participate in any "Live Fire" training for the time period between 4/03/2013 through 10/07/2014. The dates of "Live Fire" training that were included in the last submittal were for the entire department for the above mentioned time period. Engine 1 Tour A and Engine 5 Tour A received "Live Fire" training on 4/15/2013; neither of these companies was on the 1st alarm assignment. Engine 7 Tour C received "Live Fire" training on 8/06/2014 and they were not on duty the night of 10/07/2014."

Casares stated the answer to his question was no Live Fire training was conducted for the assignment that was on duty the night of 10/07/2014 on Blue Hills Avenue. He continued with the email stating,

"In regards to your final query, training records for Firefighter Bell have been previously submitted to the task force containing the requested information. To the best of my knowledge there is not a training summary that includes all the requested information in one report. Therefore, the Task Force members may have to cross reference certain records to achieve your desired results."

Casares stated when he reviewed the submitted records most of the hours were company training not the Training Division contact hours. Regular SBA Monday trainings occur at the company level, rope and knots training are usually conducted at the company level as well. There is an integration of data. However, the Task Force does have the training data that was requested for Fire Fighter Bell. The Task Force did not receive the training information for the First Alarm assignment, Fire Fighter Bell and the Department. After reviewing the information the Task Force has issues and concerns. Casares stated that there are issues with the Training Division, which is resulting in them not training effectively. There are protocols in place through the Chief's office, Health & Safety, and the Training Division to properly present their recommendations to the Task Force through the Fire Chief and the President of the Union. Casares stated he would support the Task Force in whichever direction it chooses to move forward. Casares stated the Task Force has made several requests for certain information resulting in some of the information being presented while other information has not been received. He has begun documenting and formatting the final recommendation and agrees an additional meeting is required to hear the Training Division' recommendations.

Carter agreed with Casares that at the next meeting with the Fire Chief and the Chief of Training, the Task Force can resolve the outstanding issues and move forward in a positive matter. In the end, this is being done for the City of Hartford and its Class 1 Fire Department.

V. Questions by Task Force Members concerning the Requested Information

Rendock addressed the conflict with the close proximity of the Fire Department's smokehouse to the Police Department's shooting range. Rendock provided photos of the location to the Task Force members. Rendock stated Stewart visited the smokehouse and the shooting range last week to view the location on behalf of the Task Force. The shooting range was built over 20 years ago to the standards of outdoor ranges. The National Rifle Association (NRA) set the policy for shooting range construction and maintenance. In 2012, the latest version of these standards was released. The Environmental Protection Agency (EPA) is involved due to lead standards and the Occupational Safety and Health Administration (OSHA) due to noise and protection regulations. The eastside of the range buffers the fire training area. The concern is that buffer should be off limits to all personnel and vehicles. The current agreement is when the shooting range is in use it will not overlap with the use of the smokehouse and versus. This has been a historical practice between the two Departments. The State decree requires Police Officers to shoot quarterly firing 120 rounds, in addition to the Emergency Response Team requirement to qualify monthly. The Department has 416 officers that must meet

these requirements thus the range is in use very frequently. Casares noted during his term the NRA was consulted to conduct a review of the range site and a contract was submitted. However, Corporation Counsel wanted language changed from NRA's national standardized contract and there was a stand still. The result was being without an agency that can assess the range. The goal is to have an agency make a qualified assessment of the range The NRA was not willing to change their standardized \$500 contract to meet the City's requirements.

Stewart asked Casares if during his tenure outdoor and Live Fire training was an issue? Casares responded the effort to coordinate with the Police Department to conduct training has always been there. The difference is under his term he had a different Deputy Chief of Training until his last three months. Deputy Chief Costello would talk to Casares regarding the different training options and the new challenges based on Union decisions. Casares would negotiate with the Union and the Health & Safety committee to get what the Department needed. OSHA mandated the order not to use the smokehouse while the range was in use and the Training Division would consistently mention it as an issue. Training has the responsibility to follow OHSA's protocols and rules. Casares stated his issue was short cuts around following the protocol in order to conduct training, which was addressed.

Vincent Fusco, Local Union 760 President, stated the Training Division cannot detail the drivers or captains. It is the Training Division's responsibility to work around these two staffing requirements (drivers and captains) as they cannot detail and train the other staff. Casares stated when he was having conversations with the Union it was regarding following protocol to cover drivers not being detailed, not the lack of training. Fusco stated there are personnel not being trained due to long-term Injury A, Injury B and vacations; the Union has made a few exceptions to the rules. Fusco stated he has told the Department the Union is willing to make an agreement to allow for make ups days to train the detail drivers and captains; however, the document was never brought to his desk to review or sign by multiple administrations. In addition, Fusco stated the current 24-hours work schedule is not the issue. Under the old schedule (three days on and three days off) most of the engine companies were not being trained until the second half of the year. In the new schedule the Training Division can train all four work groups Monday through Friday. Two hours of training has been added due to the new schedule, for example if the training is continuous then they can train past 6:00pm. Fusco stated the issue is the Training Division has to use their allotted time to conduct training and due to no oversight and lack of staff this is not occurring. Carter stated the Task Force understood the vacant positions within the Training Division; however, without Live Fire training the Department is at a standstill. Fusco stated there is always a solution. He would need to be provided with proof to make changes to the side agreement.

Stewart stated that hopefully the Training vacancies are being taken care of with the help of the Union. The Department cannot detail Firefighters off the line to fill vacancies. The Task Force is still pushing to fill these vacancies. The 24-hour work schedule which began in 2010 was working at one time. The Department also needs to continue to collaborate with the Police Department in order to use the smokehouse. The City is looking at the Fire Department to get back on track. Fusco responded that all the people who have applied have been tested for Training Lieutenant and the oral examination will occur April 14 through April 16. He expects a Certified List by the end of May 2015. Stewart stated the need for diversification training and was glad to hear Human Resources will be restarting their professional development trainings.

Carter stated at the next meeting Fire Chief Huertas and Deputy Chief Nolan would be present to discuss training matters and at that time the Task Force can ask their questions. Carter confirmed the date of the next meeting for Thursday, April 16, 2015 in the Mayor's Function Room at 11:00am. Stewart stated the Task Force's intent is for the April 16th meeting to be the last meeting before writing the final recommendation to the Mayor.

VI. Open Discussion

Stewart opened the floor for any questions for the Task Force or the Union President. A question from the floor (#1): Did Chief Stewart feel like the three days on and three days off schedule was better than the current schedule? Stewart responded he came into the Task Force with that mindset. He found out the 24-

hour schedule was working at some point in time. In addition to all the new specialized training requirements making it impossible to take an A-Line firefighter and fill him in a vacant area, like during his tenure. In his opinion there needs to be two tactical units as it was in the past. Stewart stated he is willing to just rebuild what was lost and then advance. He has listened to Teale who implemented the schedule, to the Union and the employees in regards to the current schedule. A question from the floor (#2): Is training the biggest issue? Carter responded Live Fire training is the most important training for firefighters. The City has to make sure the smokehouse is up to standard so training can occur. Carter continued that there should be a Department effort to get the smokehouse back up and running or build a new smokehouse However; training is the key in the Fire Department that is why they are required to train everyday while on duty. Firefighters conduct a few trainings at the firehouse and all the outdoor training is conducted at the drill school. Everyone has to be up to par with their trainings. A question from the floor (#3): Does the Task Force believe the training issue is directly related to the inability to use the smokehouse or that the Training Division is not doing their job? Carter stated it is not that the Training Division is not doing their job but the fact that Live Fire training is critical to performing effectively, and with the smokehouse down the Department needs to do something to get it back to standard and conduct necessary trainings. Stewart stated in his conversation with Chief Huertas he has the process going to get the interior of the smokehouse up-to-date. A question from the floor (#4): What is the timeframe for the Task Force recommendation report? Stewart stated it would be within 30 days from the last meeting on April 16, 2015. A question proposed from the floor, has the gap in the command structure, specifically the Assistant Fire Chief vacancy affected training? Casares stated the vacancy in this position has impacted every division in the Department. The Assistant Fire Chiefs are critical to the command structure since the Fire Chief manages the Department through these positions. The data that has been submitted shows there is a gap of time, almost 90% of time in which the Task Force cannot tell what is going on. This should not happen in any organization. A question from the floor (#5): Did the Task Force ask how many hours Firefighter Bell did work in the 18-month span including holidays and sick day? Casares responded even if they cut the numbers in half his training hours still would have been insufficient. He will be asking the Fire Chief of the Department these questions.

VII. Adjourn

A motion to adjourn was made by Carter and second by Casares. The motion passed unanimously and the meeting was adjourned at 12:11pm.



CITY OF HARTFORD

OFFICE OF THE MAYOR
550 Main Street
Hartford, Connecticut 06103

P: (860) 757-9514
F: (860) 722-6619
www.hartford.gov

HARTFORD FIRE DEPARTMENT TASK FORCE DRAFT MEETING MINUTES

Thursday, April 16, 2015, 11:00am
Mayor's Function Room - 2nd Floor

Task Force Members Present:

Retired Fire Chief John Stewart, Retired Fire Chief Edward Casares, Retired Fire Chief Nelson Carter and Police Chief James Rovella.

Task Force Members Absent:

Retired Fire Chief Charles Teale

Staff Present:

Breyonne Golding, Assistant to the Chief Operating Officer

I. Call to Order

Meeting was called to order at 11:10am by Chairman Stewart.

II. Review and Acceptance of Previous Minutes

A motion to accept the Minutes of the April 2, 2015 meeting as amended was made by Carter and second by Casares. The motion was unanimously approved with Rovella abstaining due to his absent from the last meeting.

III. Opening Remarks from the Chair

Stewart introduced and invited Fire Chief Huertas and Deputy Chief Nolan to the floor to be interviewed. He stated the need to have both personnel present in order to hear their concerns regarding training. The Task Force would be objective in their questions towards the Chief of Training. The questions the Task Force has are the benefits of the 24 hours on and 72 hours off schedule. The current conditions of the smokehouse and tower, does it fit the needs of the Department and the Training Division? Does the Training Division need positions and/or additional positions in order to have a complete staff? The Department and the Training Division must consider all the developments occurring downtown and how that is going to impact Fire's services and responses. The Task Force requested the Fire Chief and Deputy Chief opinions.

IV. Open Discussion

Stewart began the interviews by stating the Task Force welcomes the Fire Chief and Deputy Chief opinions. They recognize Nolan was on an Injury-A leave during the time his Division was requested to provide training information. (#1) Question presented by Carter: With the old work schedule vs the new schedule how was training conducted differently? Carter stated one of the recommendations will be to fill all the vacant positions with the Training Divisions for it is vital to have that area fully staffed. He expressed maybe it is time to invest in a new smokehouse and tower but would like the Fire Chief and his Deputy Chief to reflect that topic. Chief Huertas responded in regards to the old vs new schedule, the new schedule is better since it provides more time for more personnel to be trained. Huertas stated it is a very detailed formula to explain but through his research more engine companies can be trained under the new schedule. Deputy Chief Nolan responded in agreement with Chief Huertas in regards to the new schedule. He stated the 24 hours on and 72 hours off schedule is being adopted nationwide by larger Fire Departments. For example, the Bridgeport Fire Department reviewed their training productive. With 6 staff personnel they have 4 lieutenants working the 24 hour shift like the Hartford Fire Department granting them the ability to have a safety officer available for every fire incident. They conduct their trainings during the 10 hour schedule day, with some training conducted at night on top of response to incidents. The Bridgeport's Training Division changed over their schedule in the last 2 years. Nolan had some information regarding Bridgeport Fire Department Training Division which he provided to the Task Force.

(#2) Question presented by Casares: Directed to Fire Chief Huertas, what recommendations would he give the Task Force in regards to the Training Division and training activities? Huertas responded it is important for the Division to have a complete staff as Carter stated. The demands and complexity of the job is changing constantly, increasing with new requirements on a day to day basis. From the technological aspect, Huertas is researching web-based training options to offset some of the training in which the Division already conducts. These online trainings could be held at the Fire Stations during personnel's down time, saving time for the Training Division to conduct practical and hands-on training. He is also looking into creating a training bulletin to inform all staff of the training schedules, drills and sessions. Another suggestion was to establish a promotional and professional development officers program. The program would help prepare future Fire Service leaders in every rank and division, which are things that have to be addressed with the Collective Bargaining Unit. Nolan commented that the biggest problem was Chief Huertas and Nolan does not communicate at all. The last 4 or 5 months they have only corresponded by email. In which most of his emails are not responded to. Nolan stated the key thing to training is the Chief may have a goal in mind however if he is not informed of those goals then they will be in conflict, which has been the case for the last 5 months. Nolan stated he has been reaching out to the Chief but has not been getting any response back. In order for training to be effective their needs to be solid communication between a Division Head and the Chief of the Department, which is not occurring.

(#3) Question presented by Casares: Directed to Fire Chief Huertas, is there information to validate that the Training Division is at capacity with its current staffing? Based on the information that has been presented to the Task Force they do not see the evidence. Huertas responded it is difficult to request more positions when the current staff does not meet their mandates with the available time allotted to them. Many of the training staff is away whether on leave, vacation or off-duty which adds to the problem. Some of Training's data was distorted since it is not truly reflective of what they are doing. There is a great need for accountability to hold the Division responsible for its training regiments. In reference to Nolan's comment that he does not communicate with him that is not the truth. Huertas stated he does communicate to Nolan. He is the Fire Chief; when he calls and gives Nolan a directive he expects him to follow his orders. Sometimes Nolan desires a detailed narrative on Huertas' orders, in the content of his email it suggest as if Huertas is reporting or answering to him. Huertas restated he is the Fire Chief, Nolan is the Deputy Chief of Training a support function, not the other way around. Nolan feels like there is an issue of communication but he defers. Huertas stated he gives out orders and wants them executed not for the orders to be interpreted which is an issue.

(#4) Question presented by Casares: Directed to Fire Chief Huertas, as far as the Department's record management is there a plan to have training, equipment maintenance and all the other support Divisions to enter those activities to get an idea of what those Divisions are doing and their time accounted for? Casares stated he knows other Divisions in the Department have these measures of reporting. Huertas responded all the divisions are currently reporting in those measures. As far as the Training Division, due to Chief Huertas' lack of command staff he does not have a person to review the training activities. He needs concrete information for what the division is doing on a daily basis which is not being provided. The system is in place and for the most part the division is inputting their activities however their needs to be more details with their input of the data. This can be accomplished with an Assistant Fire Chief overseeing them.

(#5) Question presented by Casares: Directed to Fire Chief Huertas, what has been the impact of not having a permanent Assistant Fire Chief over the past 20 months and how has that impacted he to lead the Fire Department? Huertas responded he is held back by handling more duties than the average Fire Chief and the Department has taken on all Emergency Response efforts in the entire City which is rarely recognized. The area of Emergency Response had a division head within the Department. The lack of command staff has left the Emergency Response without a Division Head, the Department without oversight and no Department support. This has hurt Department enormously and is effecting how effectively the Department is being managed.

(#6) Question presented by Casares: Directed to Fire Chief Huertas, could he share what the Fire Department's 2015-2016 Fiscal Year budget recommendation? Huertas responded the Fire Department recommended a \$31 million dollar budget which included a 10% reduction in payroll across the Department.

(#7) Question presented by Casares: Directed to Fire Chief Huertas, could he discuss the OSHA findings? Huertas responded he is not able to discuss at this time considering it is still an on-going investigation. After the investigation is concluded he is can to discuss the information.

(#8) Question presented by Casares: Directed to Fire Chief Huertas, when reviewing the data for the past 18 months of training Casares did not see anything regarding mandate training and personnel accountability report training. Chief Huertas was asked if he could explain the lack of data information. Huertas responded he could research and see if the Training Division could provide the data. Currently, he is not aware of those training activities.

(#9) Question presented by Casares: Directed to Fire Chief Huertas, on the Board of Inquiry's investigation of Fire Fighter Kevin Bell what are the updates and are there any scheduled meetings? Huertas responded the Board of Inquiry is moving along although he could not elaborate. That question should be directed towards the Board of Inquiry and that staff.

(#10) Question presented by Casares: Directed to Fire Chief Huertas, is there any way to measure the amount of trainings hours impacted by lost time, workers compensation, the weather or the shooting range? Could this information be calculated to be given to the Task Force? Huertas responded he could research that information and provide it to the Task Force.

(#11) Question presented by Carter: With the new schedule there are 2 hours set a part for training per shift. Can the engine companies train at night? Nolan responded the Hartford Fire Department is not allowed to however any cities like Bridgeport Fire Department does conduct night trainings. Bridgeport Fire Department has a different staff setup to allow them to train at night.

(#12) Question presented by Stewart: Directed to Deputy Chief Nolan, how does Bridgeport's handle their training staff? Nolan responded Bridgeport has 4 personnel training staff that works the 24 hour on/ 72 hour

off shifts, allowing them to a staff on duty 24 hours/ 7 days a week. They are able to conduct some training at night. At the end of the day, this is a Collective Bargaining Unit agreement that has to be negotiated. Stewart stated Bridgeport has a city size comparable to Hartford and their Department figured it out. Hartford's Fire Chief and Union President need to come to an agreement to fix the training staffing issue. The Task Force has asked the City to put funding in place to have two Assistant Fire Chiefs and hopefully that is being done. The Task Force is grateful that the city has brought in acting Assistant Fire Chief Scott Brady. The Fire Department needs the proper personnel as the city continues to grow. The Fire Department must put aside differences in order to provide the best services to the residents of this city. Bottom line we want everyone to get home after their hours of duty.

(#13) Question presented by Carter: Directed to Deputy Chief Nolan, could he gather the training information from Bridgeport's Fire Department? Nolan provided Carter with copies of the information.

(#14) Question presented by Stewart: Directed to Deputy Chief Nolan, what else needs to change in order to move forward? Nolan responded many things need to be examined regarding training. There is a great need for more training staff. The demand of training has increase since Stewart and Carter's tenure. EMS is nearly 70% of the training's job along with recently obtaining the rescue tech disciplines that requires a large amount of time separate from the normal training duties. The Division is using other staff with the two lieutenants to stay afloat. In addition to the hazardous materials technician courses and recertification that is conducted a minimum once a week per month. These responsibilities were once handled by the state and now are handled by the Training Division. Increase staffing and the primary thing are improving communication with leadership. Nolan stated Chief Huertas tells us what to do and that does not work in the Fire Department like that, giving orders especially when they are unlawful and jeopardize the safety of the Fire Fighters. That is why he questioned Chief Huertas. Nolan stated, the Chief said I answer to him and he does not answer to us, well he does answer to us. He answers to the City of Hartford, all the citizens and all the Fire Fighters with himself included. Chief Huertas rank does not exclude him from that. Until there is effective communication with everyone on board there will continue to be problems in the Hartford Fire Department.

Carter stated the Task Force wants to make sure the personnel in the Fire Department are safe. There has to be communication and there is a way to put a stop to the lack of communication. And we all know what that is so everyone simply needs to do what needs to be done for the Department.

(#15) Question presented by Rovella: Directed to Fire Chief Huertas, do the Fire Fighters go outside the Department for training? If so what type? Huertas responded yes the Fire Fighters go outside the Department for trainings at the state fire academy and other avenues. These trainings occur on their off-duty personal time although the Fire Fighters get authority from the Department. For example they do not get paid for extra classes that they conduct on their own.

(#16) Question presented by Rovella: Directed to Fire Chief Huertas, is there any reason the Fire Department has not sent Fire Fighters to other academies for training? Huertas responded that outside training will have to be researched and discussed with the Union under the Collective Bargain Agreement since there will be a cost for the city.

(#17) Question presented by Rovella: Directed to Fire Chief Huertas, is there a line item in the budget for these outside trainings? Huertas responded not to his knowledge. There are funds for outside training of new personnel entering the Fire Department but not for current Fire Fighters. Rovella stated he send his officers to training outside of the Department and even to out of state academies for training and education. Would that be a viable recommendation for the report regarding training? Huertas responded yes it would be great to utilize that opportunity to enhance the Department.

Stewart stated the issue of the shooting range in which the Police Department has their own standards to adhere to. They have national standards that requires more time at the shooting range. At the same time, the Fire Department training has increased. Perhaps either the smokehouse facility or the shooting range should move to a new location, for the City of Hartford has land that can be used. It is a fact that the smokehouse need repairs and is required to get up to par.

Rovella responded the shooting range has been there for twenty years. The Police Department recently renovated a portion of the second floor at 50 Jennings Road and will be operating a Police Unit from that location. After these investments it would be hard for the Department to relocate. Huertas responded there is a very simple solution; it would be more cost effective to elevate the height of the wall instead of relocating although the renovation itself would be costly. For the time being, the Training Division can conduct their Live Fire training on the ground. Deputy Chief Nolan responded that he agreed with Chief Huertas that the simplest solution is to heighten the wall however this has been mentioned over decades and nothing has changed. Unless it is put into action nothing is going to be accomplished.

Stewart stated there is nothing you do in the city that does not cost. The problem is going to increase over time and the city has land available, relocation can be done. The City of Hartford has a Grant Division that may be able to assist in finding CDBG resources to reduce the cost. The Department must be creative in coming up with solutions to these problems. In addition there needs to be diversity training for everyone from the Fire Chief down to the Fire Fighters.

Carter stated again he believes that training is the key and always will. The Task Force will come up with recommendations to better serve the Department and keep Hartford services advancing. There will be a funding figure included within the recommendation. To say Hartford is a Class 1 Fire Department we have to move forward. Recommendations will consist of these vacancies to be filled and for a better form of communicating within the Department.

Casares stated he is familiar with the Bridgeport Fire Department and he understanding is after 7:00pm their Training Division cannot conduct any trainings. They do not have access to the entire 24 hour shift. Further research with Bridgeport would be needed to review how that is working for them. As far as the regional Hazardous Materials course is a one day per month commitment. In addition, there was no data provided showing evidence of rescue training conducted in the Department. Casares stated he agreed that all the Divisions in the Department need to be fully staff but it is critical that there is data to validate the need for these positions. And the Task Force does not have that information which is the same data that would need to be shown before City Council. Whether the data is not being input is another issue. Casares asked to have the acting Assistant Fire Chief Scott Brady replace Deputy Chief Daniel Nolan for questioning.

(#18) Question presented by Casares: Directed to acting Assistant Fire Chief Scott Brady, how is his communication with the Fire Chief? Brady responded his communication is excellent with the Fire Chief for the four days he has been back. Brady stated he has noticed because of the lack of command staff many of the Support Divisions feel that they are not required to directly report to the administrative policies that the Fire Chief presents. Brady believes getting the authority structure back in place is the first order of business; educating the Department on the chain of command, its division of resources and reporting expectations. Brady stated he hopes to address some of the issues the Fire Chief is having until permanent staffing has been hired. It is to the point in which the number of emails the Fire Chief is expected to respond and its repetitive nature is outrageous. A staff of three people could not respond to all the emails he is currently receiving. Brady stated he would caution Deputy Chief Nolan on his choice of words while discussing the Chief of this Department. Off duty, Nolan can do whatever he wants and express how he feels however while on duty he must follow the command structure and respect the Chief of this Department.

(#19) Question presented by Casares: Directed to Fire Chief Huertas, any relief now that he has some assistance with the command staff? Due to the duration of not having a command staff did he have to put

personnel in positions which had them working out of class and how has that impacted labor relations? Huertas responded the Union has been extremely tolerate and accommodating due to the lack of staff; giving thanks to the President Fusco and the union representatives. Huertas stated in conversations with Fusco that he understands what is going on and the stains on the Department however there will be a breaking point. Huertas believes the Department has reached that point. The challenge is he has a great staff with many good employees yet everyone cannot be in the Fire Chiefs' position, it is not that simple. Huertas notes this is the only time in history that the Fire Chief has been put through these burdens of challenges in the Hartford Fire Department. Casares stated we are living in a different era and the amount of negativity towards the Department, due to social media is at an all-time high. The information being presented in the media and blogs are not clear representations of what is going on within the Department. There are hard working men and women in the Department that are committed to the City and they show it every day. Off duty behaviors is another aspect.

Casares stated as far as the data given to the Task Force, they have not received satisfactory responses to their inquiries. They even had personnel in the Department state it was not practical for a few of the requests that the Task Force was making which was an insult. The data presented raised red flags and there is no justification of this data. The Task Force looked for cooperation but because of the Chief lack of command staff there were information submitted, if Assistant Fire Chiefs existed, would have been corrected or explained. The Task Force expects the best from this Fire Department. Carter stated he disagreed with Casares on the fact that off-duty behavior do reflect on the Department and does make a difference.

(#20) Question presented by Stewart: Directed to Fire Chief Huertas, has the Department presented the Assistant Fire Chief positions within their budget? Huertas responded the Department has placed the two Assistant Fire Chief positions within the 2015-2016 Fiscal Year Budget. Stewart stated the Task Force main priority is still filling those positions in order to rebuild the Department's command structure. Stewart thanked Fire Chief Huertas; acting Assistant Fire Chief Scott Brady for coming out of retirement and stepping up to the task; President Vincent Fusco and the Local 760 Union; Mayor Pedro Segarra; the Hartford Fire Department; and the residents of the City of Hartford.

Stewart stated the Task Force would have their recommendation report to the Mayor within 30 days. Casares stated he has begun drafting and formatting the final recommendation report.

V. Adjourn

A motion to adjourn was made by Carter and second by Rovella. The motion passed unanimously and the meeting was adjourned at 12:15pm.