



## Coventry Municipal Fire Commission - DOCKET

Chair John-Paul Verducci

CCFD Lieutenant Kevin McCann, Local 3372  
HHFD Captain Daniel McAloon, Local 4824  
Russell McGillivray, Central Coventry Fire District  
Peter Rondeau, Hopkins Hill Fire District  
Jillian Winemiller, Western Coventry Fire District  
Daniel Parrillo, Town Manager  
Robert Civetti, CPA, Finance Director

**Thursday, May 28, 2026 @ 7:00 PM**

Meeting of the Town Council will be held **in the Town of Coventry Council Chambers, Coventry Town Hall located at 1670 Flat River Road in Coventry, Rhode Island**, for the purpose of considering the agenda items so stated on this Docket.

Remote participation is also available by using the logon information provided below as posted on the Town's website at [www.coventryri.gov](http://www.coventryri.gov) and Secretary of State's website at [www.sos.ri.gov](http://www.sos.ri.gov):

### ***Zoom Webinar – Remote Meeting Participation***

You are invited to a Zoom webinar.

When: May 28, 2026 07:00 PM Eastern Time (US and Canada)

Topic: Coventry Municipal Fire Commission Meeting - May 28, 2026

Join from PC, Mac, iPad, or Android:

<https://us02web.zoom.us/j/89667531629?pwd=79t73x7x1SFWQmaT1nf4Cavh7BFexy.1>

Passcode:043567

Phone one-tap:

+13052241968,,89667531629#,,,,\*043567# US

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### ***YouTube Livestream – Viewing ONLY***

The meeting will be live streamed on YouTube. Click the link below to view the meeting. You will only be able to watch the proceedings.

<https://www.youtube.com/playlist?list=PLyqD7ZZ7yy3kovoJKl6GQubZITjyFYaY5>

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# Agenda Municipal Fire Commission

- Call to Order
- Attendance
- Pledge of Allegiance
- Emergency Evacuation Plan

Page

## **I. BUSINESS CARRIED OVER FROM PREVIOUS AGENDA (VOTE(S) MAY BE TAKEN**

- 3 - 28                    A.     Coventry Municipal Fire Department Presentation  
[Coventry Municipal Fire Presentation Updated 5-26-2026](#)
- 29 - 34                    B.     Robert Civetti - Finance Director
- Estimated Town Fire Department Budget Analysis  
[ESTIMATED TOWN FIRE DEPARTMENT BUDGET ANALYSIS - STAFFING OF 55](#)

## **II. PUBLIC COMMENT**

## **ADJOURNMENT (VOTE WILL BE TAKEN)**

Joanne Amitrano, Town Clerk

**Agenda posted May 26, 2026**

A photograph of firefighters in full protective gear, including helmets and oxygen tanks, standing at a fire scene. The background is filled with bright orange and yellow flames. The image is slightly blurred and has a dark overlay.

**Coventry Municipal Fire Commission:  
Municipal Department Analysis and Recommendation**  
Key Findings for the Town Council

# Purpose of the Municipal Fire Commission

## Commission Establishment and Purpose

Created in 2024 to evaluate and improve fire and emergency services for Coventry's growing community.

## Focus Areas

Focused on public safety, financial sustainability, governance, and operational efficiency of fire services.

## Collaborative and Data-Driven Approach

Inclusive collaboration with stakeholders and data-based analysis to inform policy decisions transparently.

## Implementation and Policy Guidance

Developed comprehensive frameworks to guide the Town Council in making informed fire service decisions.





# Why Coventry Evaluated Its Fire Service Structure

## **Fragmented Fire Districts**

Coventry's fire service structure includes four independent districts with separate governance and finances causing operational challenges.

## **Financial and Operational Instability**

Budget rejections and financial instability led to missed pay and reduced apparatus availability, impacting public safety.

## **Need for Modernization**

Growing community demands and geographic size require a coordinated, resilient fire and EMS delivery model for efficiency.

## **Municipal Model Benefits**

Unified budgeting and centralized oversight aim to stabilize finances, improve response times, and provide equitable service.



# Why the Fire Service Structure Is a Critical Issue

## **Operational Challenges**

Increasing call volumes, a large geographic service area, and declining staffing create operational strain affecting response reliability and safety.

## **Uneven Service Levels**

The district-based system causes inconsistent response times and coverage gaps.

## **Governance and Control Gaps**

The town lacks direct operational and financial control, complicating long-term planning and proactive issue resolution.

## **Future Demand and Resilience**

Growing community demands require addressing structural issues to support resilient and fair public safety services.

# Overview of the Current Fire District Model

## **Independent Fire Districts**

Four separate fire districts run independently, each with its own governance, budget, staffing model, and taxing authority.

## **Operational Challenges**

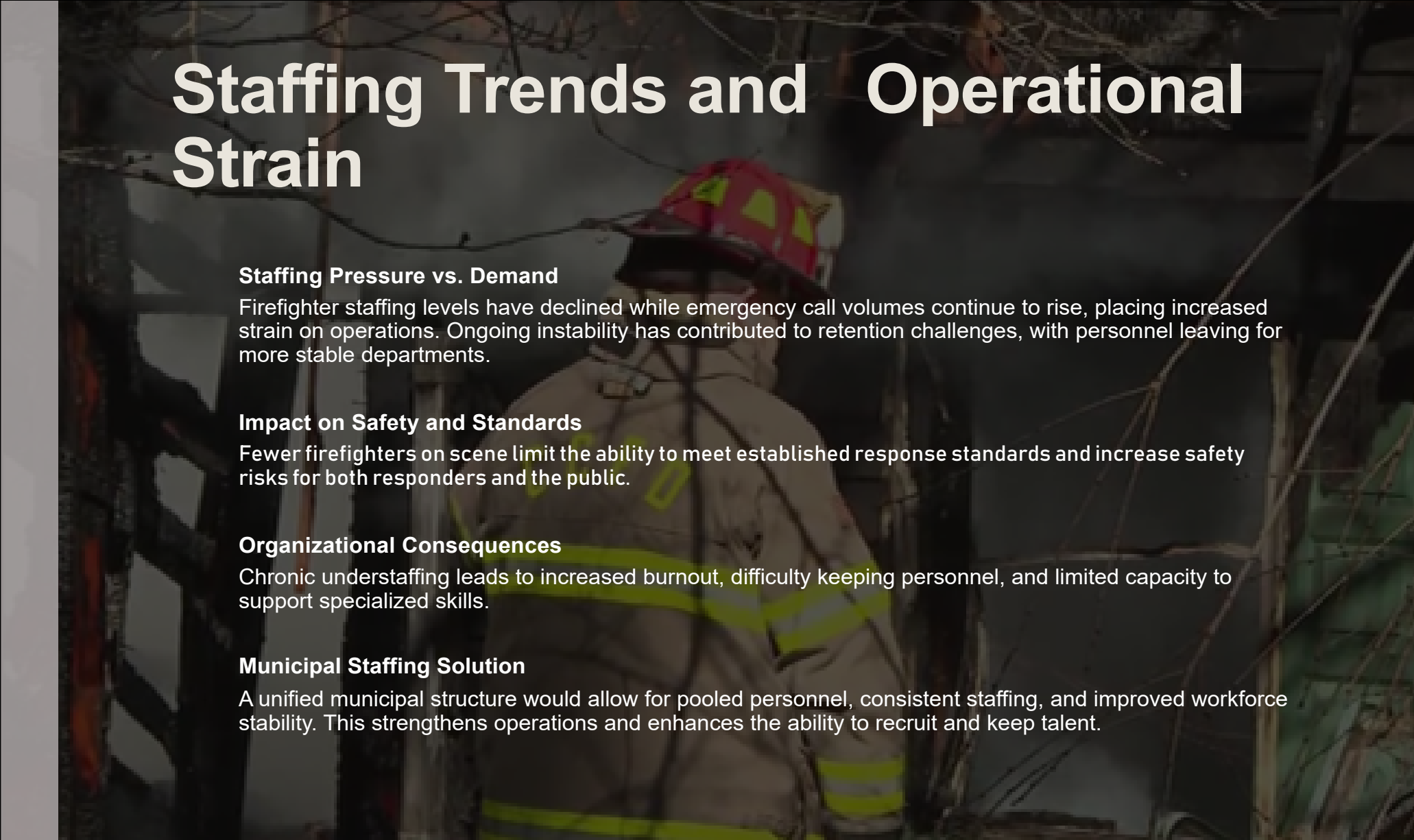
Independent operation complicates coordination and emergency response, requiring mutual aid and inter-district agreements. The absence of centralized oversight or a unified command structure limits system wide efficiency.

## **Financial Instability**

Recurring financial instability includes budget rejections and reliance on short term measures such as fund balance or emergency loans.

## **Fragmented Accountability**

This decentralized model results in inconsistent policies, uneven service levels, and a lack of performance benchmarks across the town.



# Staffing Trends and Operational Strain

## **Staffing Pressure vs. Demand**

Firefighter staffing levels have declined while emergency call volumes continue to rise, placing increased strain on operations. Ongoing instability has contributed to retention challenges, with personnel leaving for more stable departments.

## **Impact on Safety and Standards**

Fewer firefighters on scene limit the ability to meet established response standards and increase safety risks for both responders and the public.

## **Organizational Consequences**

Chronic understaffing leads to increased burnout, difficulty keeping personnel, and limited capacity to support specialized skills.

## **Municipal Staffing Solution**

A unified municipal structure would allow for pooled personnel, consistent staffing, and improved workforce stability. This strengthens operations and enhances the ability to recruit and keep talent.



# RESPONSE TIMES AND SERVICE CONSISTENCY

## Impact of Response Times

Response time is a critical factor in emergency outcomes, directly affecting survival, fire containment, and rescue effectiveness

## Challenges in Resource Availability

Uneven response times are driven by differences in staffing, station coverage, call demand, and fragmented operations across districts

## Role of Mutual Aid

Mutual aid is essential for support, but heavy reliance highlights gaps in local capacity & inconsistent service levels

## Improving Service Consistency

A more coordinated, centralized approach improves resource deployment, reduces variability, and promotes consistent service standards

**SERVICE QUALITY SHOULD NOT DEPEND ON WHERE YOU LIVE IN COVENTRY**

# Response Time Goals by Area

## Higher Density Areas

- The boundary between the Hill Farm Road to West Warwick encapsulates the Eastern end of Town.
- The response times for this portion of Town are dependent on how many simultaneous or high impact calls are happening.
- Average response times are between 5-8 minutes, faster towards the West Warwick section and slower towards the Hill Farm Road section.
- With the reinstatement of Rescue 7 as a continuously manned rescue, longer response times for the Hill Farm Road section would improve dramatically, while also reduce the frequency of Western rescues responding to the Western end of Town, enabling them to respond to calls within their jurisdiction and reduce lapses in service.

## Rural Areas

- The boundary between Hill Farm Road and the Connecticut border encapsulates the Western end of Town
- This area is the most at risk for longer dangerous response times, which can be up to 20 minutes long.
- A municipal department will not immediately alleviate this until Rescue 7 is put back in service. With this fully manned rescue, this area would be served by up to two rescues, when there is not another call happening. This improvement would be most beneficial when the apparatus of Station 8 is on a call. Response times for a rescue would drastically decrease from up to 20 minutes to under 10 minutes.
- Rescue 7 staffing is less challenging to accomplish in the municipal model as personnel are able to be moved to fill these spots. Hiring one vacancy to fill versus six is much more financially and timely efficient to accomplish.
- Commission recommends within the next 5 years to put Engine 8 into service. This would exponentially reduce response times for higher priority labor intensive calls, such as fires, CPR, etc.

## Growth and Call Volume

The Town is growing rapidly in population. This growth would be managed initially by the reinstatement of Rescue 7, allowing for two full time staffed rescues in town. This would then be improved with the addition of staff to Station 8, adding a third fully manned rescue to the Town. Developments are currently being added to the more rural sections of Town, which would be better staffed under this model to handle this increase.

# Reliance on Mutual Aid

## **Role of Mutual Aid**

Mutual aid allows departments to support each other during major incidents and periods of high demand, strengthening regional response capacity.

## **Concerns About Dependence**

Frequent reliance on mutual aid indicates gaps in local capacity and places added strain on neighboring departments as they are not available for their taxpayers use.

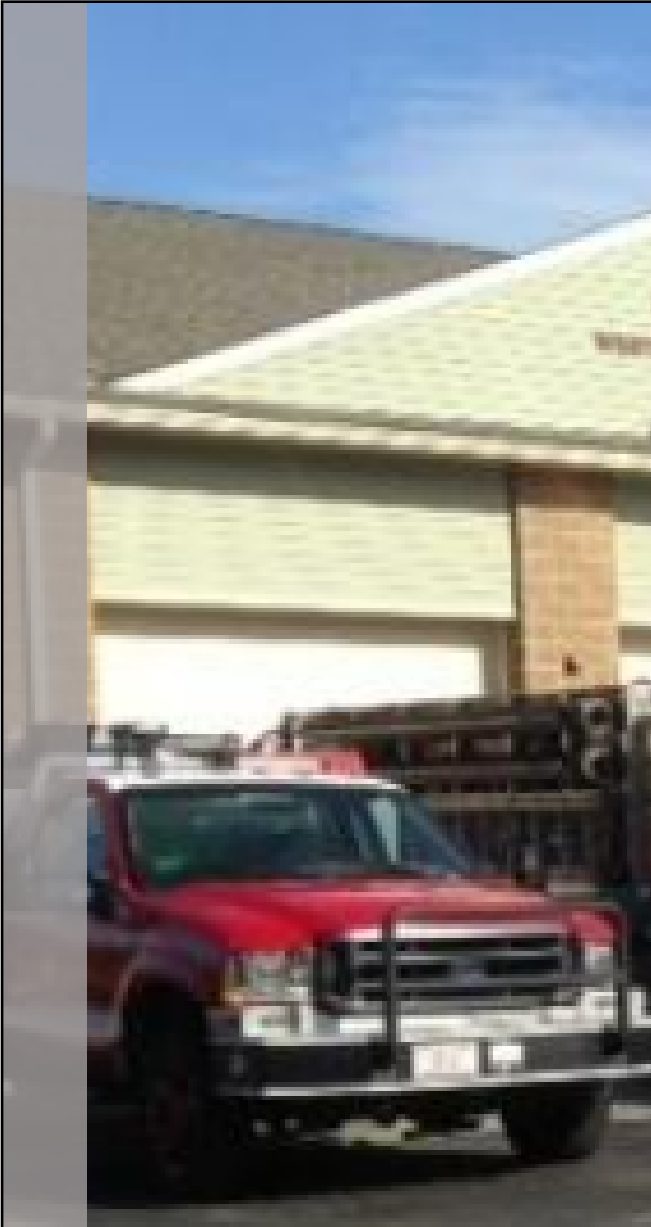
## **Impact on Planning and Accountability**

Heavy dependence on external support makes it difficult to accurately assess true staffing needs, service costs, and operational performance.

## **Need for an Integrated Model**

A more coordinated, townwide service model would strengthen baseline capacity and improve reliability for both Coventry and its regional partners.





# Current District Model Core Issues

In Summary, the outdated district model is no longer sustainable

It drives:

- Financial volatility
- Staffing instability
- Inefficient operations
- Unequal and sometimes unsafe service delivery



# Current District Finances vs Proposed Municipal Budget

11

# Town Authority and Accountability

The Coventry Town Charter specifies that responsibility for fire, EMS, and public safety rests with the Town

## Alignment of Authority and Responsibility

Effective governance requires decision making authority to align with responsibility to ensure accountability and prompt action.

## Current Limitations

Under the current structure, the Town Council lacks direct control over fire service operations and finances, limiting its ability to manage risk and set policy.

## Municipal Department Model

A municipal model centralizes governance, budgeting, and oversight under the Town, creating clearer accountability and more coordinated decision making.

## Governance Responsibilities

The Town would assume responsibility for labor agreements, capital planning, and existing liabilities as part of a unified and accountable governance structure.

# Tax Structure and Community Impact

## Current System: District-Based Taxes

Each fire district has its own tax rate	Tax rates continue to rise – fire districts do not have tax increase limits
Residents pay different amounts for similar or less services	Funding is fragmented and inconsistent
Limited coordination across districts	Each district pays for redundant services

## Municipal Model: Unified Tax Structure

Merging creates a single, consistent tax rate	Costs are shared across all residents
Fire taxes are rolled into the protection of the town tax increase limits	Funding is centralized and predictable
Ensures equal service levels for all residents	Creates 1 tax bill – Allows fire taxes to be included in escrow payments

Today's system distributes costs unevenly — a municipal model distributes them equitably

	Fiscal 2026 Budget CCFD	Fiscal 2026 Budget HHFD	Fiscal 2026 Budget CFD	Fiscal 2026 Budget WFD	Current Total District Budgets	Estimated Town Dept Budget Staffing 55	Estimated Increase (Decrease)
PERSONNEL	\$ 2,131,960	\$ 781,500	\$ 974,647	\$ 640,627	\$ 4,528,734	\$ 4,973,426	\$ 444,692
ADMIN SALARIES	95,131	29,000	117,000	35,103	276,234	-	(276,234)
OVERTIME ESTIMATE	702,665	96,500	329,510	22,000	1,150,675	1,243,357	92,682
CLOTHING ALLOWANCE	19,600	10,000	19,600	4,500	53,700	88,000	34,300
PAYROLL TAXES	226,238	33,000	23,960	55,000	338,198	482,316	144,118
PENSION	731,761	102,000	427,826	12,000	1,273,587	1,695,441	421,854
LIFE INSURANCE	8,000	-	3,200	-	11,200	13,750	2,550
HEALTH INSURANCE & MED DIRECTOR & WRI	435,461	178,000	278,264	64,707	956,432	1,514,700	558,268
DENTAL INSURANCE	21,695	-	25,000	-	46,695	63,037	16,342
PEHP - POST EMPLOYMENT	35,814	-	36,727	-	72,541	74,601	2,060
INSURANCE	109,700	68,000	63,300	74,822	315,822	359,480	43,658
INSURANCE - HSA/HRA	11,176	-	4,000	-	15,176	15,000	(176)
RETIREE MEDICAL	50,756	-	90,281	-	141,037	165,718	24,681
BOARD MEMBER STIPENDS	14,000	4,600	-	-	18,600	-	(18,600)
BOARD MEETINGS	3,500	-	1,500	-	5,000	-	(5,000)
LEGAL AND PROFESSIONAL/AUDIT	40,000	16,500	67,000	46,307	169,807	50,000	(119,807)
TREASURER/ACCOUNTANT	36,000	9,500	39,000	-	84,500	-	(84,500)
TAX COLLECTING EXPENSE	18,100	-	-	-	18,100	-	(18,100)
ADMINISTRIVE OFFICE SUPPLIES ETC	9,000	6,000	14,000	6,000	35,000	35,000	-
SOFTWARE & HARDWARE/INFO TECH	18,000	2,500	26,000	-	46,500	75,000	28,500
APPARATUS FUEL	52,900	23,000	23,000	-	98,900	125,000	26,100
REPAIRS & MAINT - APPARATUS	175,000	35,000	32,000	57,063	299,063	305,000	5,937
SUPPLIES - FIRE & GEAR	29,000	-	15,500	24,034	68,534	70,000	1,466
FIRE ALARM MAINTENANCE	-	6,000	-	5,000	11,000	11,000	-
SMALL TOOLS AND EQUIPMENT	-	1,000	-	-	1,000	25,000	24,000
RESCUE SUPPLIES	35,965	8,500	20,000	12,000	76,465	100,000	23,535
VEHICLE LEASES - LOANS	16,763	-	93,171	10,897	120,831	125,000	4,169
TELECOMMUNICATIONS	24,635	-	4,500	4,596	33,731	35,000	1,269
STATION - MORTGAGE	-	-	-	85,479	85,479	85,500	21
REPAIRS & MAIN - BLDG	25,000	4,000	20,000	55,595	104,595	105,000	405
STATION SUPPLIES	9,661	-	-	-	9,661	10,000	339
SERVICE CONTRACTS	1,000	2,500	19,265	3,075	25,840	12,000	(13,840)
ELECTRICITY	21,951	9,000	46,000	-	76,951	77,000	49
UTILITIES - GAS	11,911	8,000	8,000	-	27,911	28,000	89
UTILITIES - INTERNET/CABLE	-	3,400	4,000	-	7,400	7,400	-
UTILITIES - OIL	11,546	-	200	-	11,746	12,000	254
UTILITIES - PROPANE	-	-	300	-	300	300	-
UTILITIES - WATER	900	1,000	700	-	2,600	2,600	-
RESCUE BILLING FEES	19,875	-	29,000	-	48,875	52,500	3,625
HYDRANTS	242,973	46,000	160,000	-	448,973	449,000	27
STREET LIGHTS	265,133	21,000	14,000	-	300,133	301,000	867
PRISM	-	-	10,000	-	10,000	10,000	-
RIIB STREET LIGHT LOAN	-	-	-	-	-	60,526	60,526
TRAINING ACADEMY - FIRE/RESCUE	25,000	9,500	11,000	10,650	56,150	56,500	350

	Fiscal 2026 Budget CCFD	Fiscal 2026 Budget HHFD	Fiscal 2026 Budget CFD	Fiscal 2026 Budget WFD	Current Total District Budgets	Estimated Town Dept Budget Staffing 55	Estimated Increase (Decrease)
PROMOTIONAL EXAMS - RECRUITMENT MED	6,302	1,500	-	-	7,802	8,000	198
TELECOM - MOBILE	-	4,000	-	-	4,000	25,000	21,000
CAPITAL PURCHASES	20,000	7,500	-	10,000	37,500	40,000	2,500
ACCOUNTING AND PAYROLL COSTS	3,000	-	-	-	3,000	-	(3,000)
DUES & SUBSCRIPTIONS	1,700	-	-	-	1,700	1,700	-
MISCELLANEOUS	400	5,250	29,500	500	35,650	50,000	14,350
<b>ESTIMATED ANNUAL EXPENDITURES</b>	<b>\$ 5,719,172</b>	<b>\$ 1,533,250</b>	<b>\$ 3,080,951</b>	<b>\$ 1,239,955</b>	<b>\$ 11,573,328</b>	<b>\$ 13,038,852</b>	<b>\$ 1,465,524</b>
RESCUE REVENUE	530,000	120,000	460,000	220,000	1,330,000	\$ 1,400,000	\$ 70,000
STATE TANGIBLE PHASE OUT	19,664	-	-	-	19,664	25,000	5,336
PRIOR YEAR TAXES	200,000	-	88,675	-	288,675	289,000	325
PAYMENT IN LIEU OF TAXES	4,800	-	5,612	-	10,412	10,500	88
FIRE MARSHALL REVENUE	15,000	-	-	-	15,000	48,000	33,000
FIRE PREVENTION REVENUE	-	-	16,000	-	16,000	16,000	-
BANK INTEREST	25,000	-	15,000	8,000	48,000	48,000	-
INTEREST AND PENALTIES ON TAXES	100,000	25,000	17,000	17,000	159,000	150,000	(9,000)
GRANT INCOME	-	-	53,000	4,000	57,000	-	(57,000)
SALE OF VEHICLES	-	-	-	-	-	-	-
OTHER INCOME - MISC INCLUDING AMGEN	3,900	283,731	2,500	3,415	293,546	295,000	1,454
<b>ESIMATED ANNUAL REVENUE</b>	<b>\$ 898,364</b>	<b>\$ 428,731</b>	<b>\$ 657,787</b>	<b>\$ 252,415</b>	<b>\$ 2,237,297</b>	<b>\$ 2,281,500</b>	<b>\$ 44,203</b>
<b>ESTIMATED AMOUNT TO BE RAISED BY TAXES</b>	<b>\$ 4,820,808</b>	<b>\$ 1,104,519</b>	<b>\$ 2,423,164</b>	<b>\$ 987,540</b>	<b>\$ 9,336,031</b>	<b>\$ 10,757,352</b>	<b>\$ 1,421,321</b>

The fiscal 2026 operating budget did not include debt service estimate of \$60,000 and also presented a budgeted deficit of \$99,658. Budget essentially short \$159,658 structural deficit.

Actual Tax Rate and increase for FY 2026		1.57%
Residential Rate per \$1,000	\$	16.085
Commercial Rate per \$1,000	\$	22.613
Residential increase per \$1,000	\$	0.25
Commercial increase per \$1,000	\$	0.35

INCREASE IN TAX RATE FOR FISCAL 2026 IF THIS TOOK EFFECT 7/1/2025:		14.26%
Estimated Residential Rate per \$1,000	\$	18.095
Estimated Commercial Rate per \$1,000	\$	25.440
Estimated Residential increase per \$1,000	\$	2.01
Estimated Commercial increase per \$1,000	\$	2.83



# Understanding the Presented Municipal Budget

Transitioning to a municipal model creates a unified funding approach and sets up a consistent tax structure across the Town. Because current tax rates vary by district, moving to a fair, townwide structure will require increases in some districts and decreases in other districts.

## Balancing Taxes and Service Quality

### Tax Impact Context

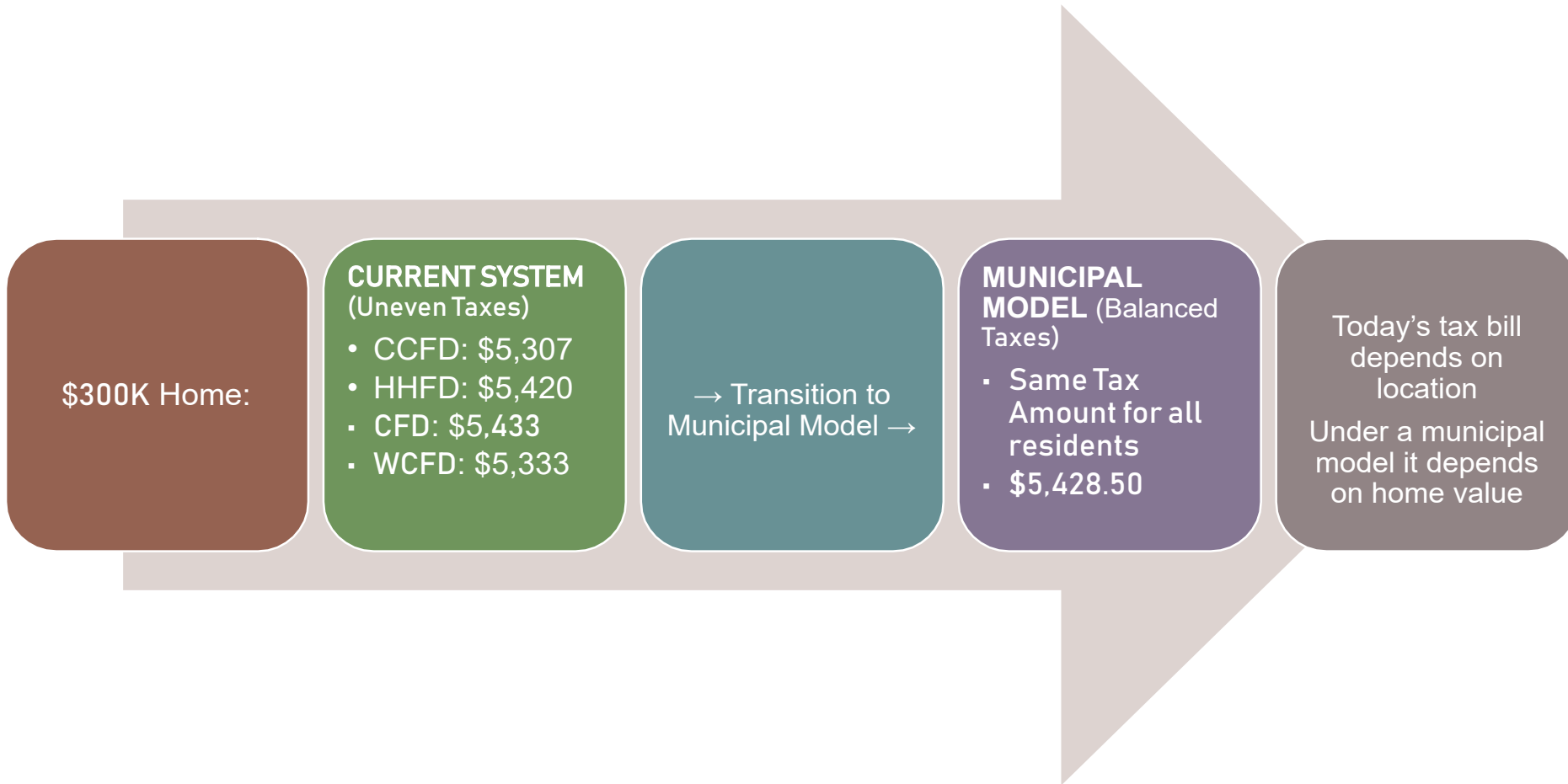
Combining municipal and district fire taxes shows tax increases align with historical growth. This would limit higher increases, such as the 13.91% increase that WCFD witnessed this year.

### Conservative Budget Assumptions

- The presented budget uses high-end assumptions including top pay scales and all employees taking family medical and dental plans to create a worst-case scenario buffer. This budget also does not include any collective bargaining agreement with employees, so it includes the highest levels for clothing allowances, longevity pay, stipends, etc.
- Presented budget is the worst-case scenario. Other budgets were also analyzed using current employee medical plan choices, years in service affecting longevity pay, credentials affecting stipends, etc. These analysis yielded a more realistic budget of almost breakeven numbers.

# Taxes Today vs One Unified Rate

(Value based on assessments prior to reevaluation)



# TAX IMPACT BY DISTRICT

(Analyzed from most conservative budget outlined in prior slides)

Hopkins Hill FD: +\$9.00 (0.17%)

Coventry FD: -\$4.50 (-0.08%)

Central Coventry FD: +\$121.50 (2.29%)  
Largest increase due to lowest current tax rate

Western Coventry FD: +\$95.10 (1.78%)

Tax Increase is based on a \$300,000 house valuation  
and current tax rates

\*Taxes based on the 2026 WCFD fire taxes. These taxes were increased 13.91% voted on April 2026 and actual tax impact would be less than these figures.

# Savings and Other Considerations

Annual cost savings can be compounded, allowing for more hiring potential and a stable financial department than the current district model. These savings are recurring, structural, and independent of service reductions. Importantly, they create fiscal capacity that can be reinvested into staffing, apparatus availability, and response time improvements without increasing the overall tax burden beyond historical norms.

## Administrative Cost Savings

Consolidating audit, payroll, legal, and clerical functions could save about \$455,000 annually in administrative costs.

## Leadership Consolidation Savings

Merging multiple chief positions into a single leadership role can save between \$175,000 and \$225,000 yearly and allow for more leadership positions within the stations / platoons to create more stability.

## Efficiency in Purchasing and Maintenance

Unified contracts for equipment and services have the potential to save. This cost savings would not be known until contracts with vendors are negotiated.

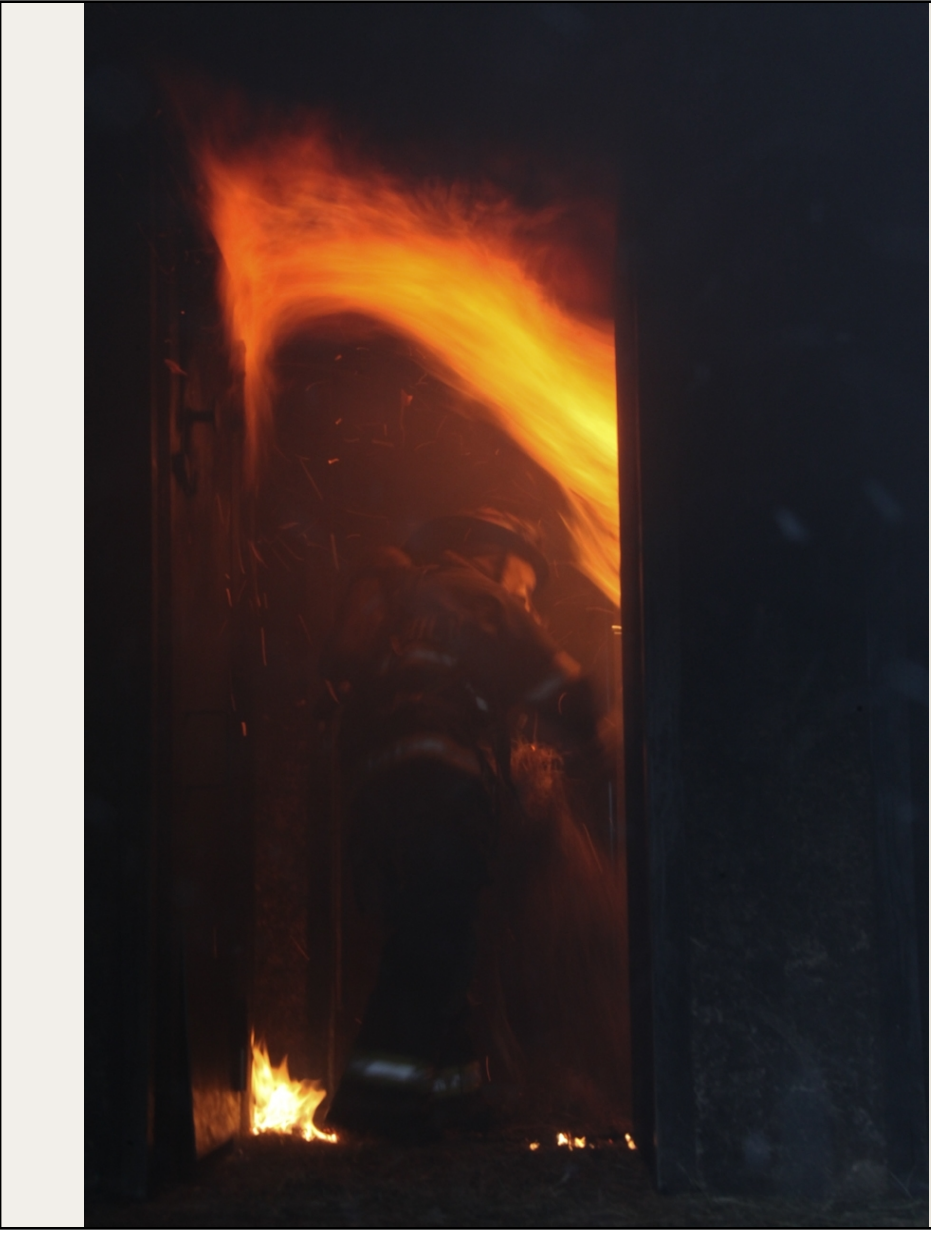
## Grant Monies

Historically municipal departments have better luck receiving federal grant money as compared to the district model. Access to dedicated grant writ

## Current Liquid Assets

One item not discussed in the municipal budget is the district liquid financials. The four districts have a combined total of \$3,446,574.36 cash assets at the time this presentation was created. It should be noted that some of these funds are allocated for apparatus purchases that are not yet ready for receipt.

# Recommendations and Final Thoughts





# Impact of Adding 1 Firefighter

## **Cost of Adding One Firefighter**

Adding one firefighter costs approximately \$153,000 annually including salary, medical benefits, retirement costs, etc.

## **Operational Impact**

As stated before, adding one firefighter improves coverage by being able to reinstate Rescue 7 to the Central/Western portion of Town.

## **Municipal Budget Flexibility**

The budget can absorb modest staffing increases without raising taxes, as the presence of a full-time staffed rescue allows for the increase in rescue recovery funds without the need for mutual aid rescues from out of town.

# Other Questions to Consider:

**How is existing district debt being incorporated into the proposed municipal model?**

Assumed into the budget lines. Under a municipal model it can be restructured with a better rate or paid off using district funds.

**How can a reliable operating budget be projected without a defined labor contract? What assumptions are being used for wages, benefits, staffing levels, and work rules?**

A defined labor contract was not a part of the municipal fire commission's scope as this is a legal process that should only be done when a municipal fire department is created by the Town. To offset this, the highest benefit of each district contract was incorporated into the budget. Realistically this budget is very conservative but in lieu of negotiating a contract, the Commission wanted to give a worst-case scenario number.

**Does the proposal assume cross-manning of apparatus? What is the projected cost impact of adding additional personnel?**

The budget proposed includes staffing apparatus as they are currently. The exception to this is the instances where there are more than two personnel. The recommendation would be to move those seven personnel to Rescue 7 and hire one more to fully staff that apparatus. After this, hiring eight personnel would allow for two apparatus to be manned at Station 8. The goal would be to eventually not cross man and staff each apparatus. This could lead to reduced overhead with consolidated stations, less total apparatus costs as the current model incorporates many vehicle duplicates that are not fully manned, etc.

**What is the final "fully built-out" cost of the municipal department? Does this include worst-case scenarios where operational flexibility (like cross-manning) is limited?**

The worst-case scenario of the fully built-out cost of the municipal fire department is outlined above in the financial slides. This accounts for the highest cost line items of each district contract, the current staffing model, the most expensive benefit plans, etc. As outlined in the previous question, eliminating cross-manning of apparatus could find cost savings in building consolidation and reduction of total apparatus needed.

**What are the projected costs for immediate facility repairs, apparatus replacement or upgrades in the near term? Are these costs included in the municipal projections, or treated separately?**

No immediate facility repairs or apparatus replacements were noted by the four districts. As such, they are not included in the municipal projections. However, each district has funds allocated towards building maintenance and apparatus funds that were carried over into the municipal budget.



## Municipal Dept. Timeline

### Improved Immediately

- Remove all Brown Outs of Rescue 8 due to staffing
- Provide 24/7/365 of ALS and dual EMS/Fire coverage of Station 8
- Single command structure to limit confusion on a fire scene
- Unified training

### Within the First Year

- Hire 1 for Rescue 7
- Negotiate contracts & consolidate obligations (financial, legal, etc.)
- All nonunion personnel entered into the MERS program (WCFD and any new personnel)

### Within the First Five Years

Hire 8 for Engine/Tanker at Station 8

### After the First Five Years

- Consolidate into four stations while not decreasing staffing/ apparatus. This will reduce the operational budget burden on the department and condense redundancies.
- Hire 8 for Engine / Ladder at Station 1
- Reduce/eliminate the need for cross manning to allow for the fulltime manning of all Town rescue apparatus and potential consolidation of apparatus and close proximity stations

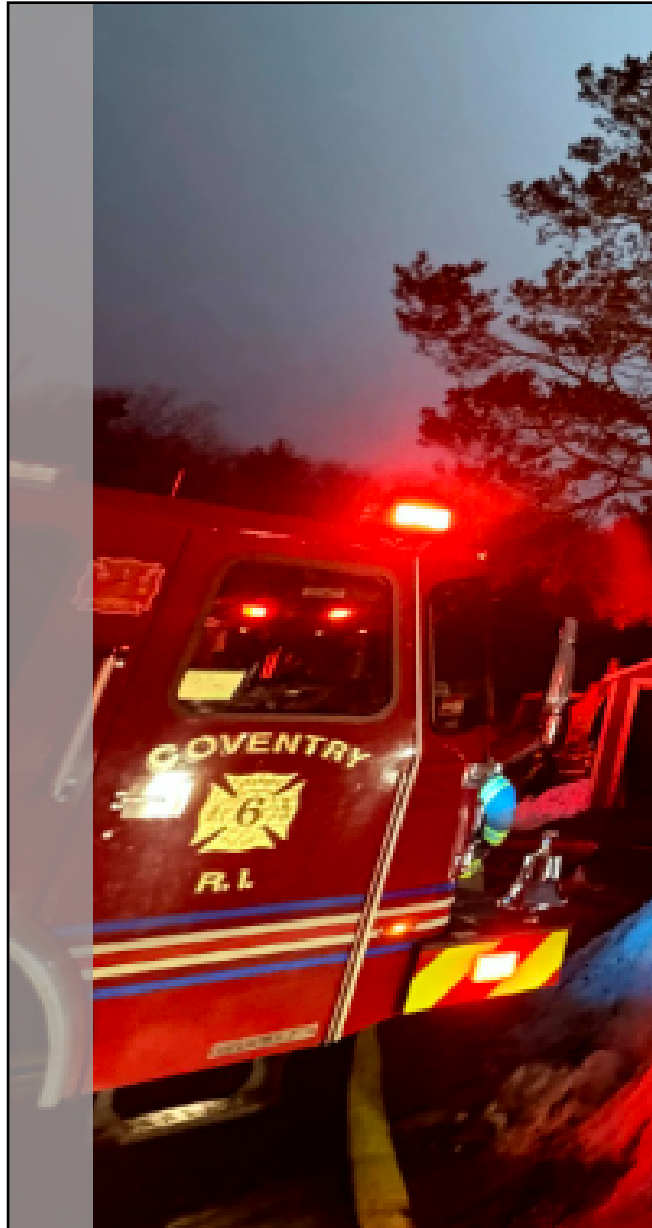
# How a Municipal Model can Fix Current Issues

## Operationally

Stabilizing staffing, restoring critical apparatus, and improving response times while reducing mutual aid dependency.

This can be seen by:

- Staffing shortages: Less turnover as staff no longer are using the districts as a steppingstone to a bigger municipal system. Less turmoil as historically seen under a central municipal leadership structure.
- Size of town: Coventry is unique in its size and length. Currently, the Western end is not staffed when on a call or is not reliably staffed with ALS or two personnel 24/7/365, which leads to more apparatus needed from other districts or towns. A municipal model can fix this by allowing for staffing flexibility, equal area staffing qualifications, and a smaller financial burden for the addition of a full-time rescue. This will reduce the amount of mutual aid burden on neighboring departments and shorten response times.
- Firefighter safety: Firefighter safety is utmost importance. In the current district model, there have been instances of injuries, close calls, and insufficient staffing for large scale incidents. Mentally, the reality of burnout due to improper staffing models is very real. A municipal mode eases this with dedicated apparatus staffing, equal personnel qualifications, and centralized training to ensure all members are up to date and trust their coworkers in very stressful and dangerous situations.
- Staffing model tied to call volume: Call volume keeps increasing as Coventry grows. The fire department needs to grow to meet these increased needs. The municipal model will allow for better appropriation of staff, reliable ALS rescue services, and dedicated apparatus staffing through financial stability and savings and a centralized operations and management.



# How a Municipal Model can Fix Current Issues (cont.)

## **Financially**

The municipal model reduces redundant administration salaries and processes and creates recurring savings to reinvest in public safety.

## **Governance and Accountability**

Accountability is centralized with elected town leadership, ensuring transparency and professional management.

Ownership of the municipal model would fall within the entity who is essentially responsible for it and potential legal action.

## **Equity for Residents**

Every resident receives equal fire and EMS services at the same tax rate regardless of district boundaries.

(shortages, size of town, growing call volume, reliance on mutual aid, response times, firefighter safety)



**Thank You**

**Questions?**



**TOWN OF COVENTRY**  
**1670 Flat River Road**  
**Coventry, RI 02816**

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May 21, 2026

The following is a brief explanation of some of the information/assumptions used to prepare the estimated budget for a fifty-five (55) employee Town Fire Department.

1. Total Fiscal 2026 budgets for all four Fire Districts is approximately \$13,038,852. The total taxes to be raised by each District based on the approved expenditure budgets would be approximately \$9,336,031.
2. Total estimated annual budget for a 55-person Town Department was projected to be \$13,038,852. Taking into consideration the various revenue streams of the Districts which would come over to the Town results in the Town estimating to have to increase taxes by \$1,421,321 (for a total additional Levy of \$10,757,352 above what the approved Levy was for the 2025 tax roll (fiscal 2026 Town budget).
3. Although the consolidation into the Town should realize savings for a number of line items (i.e. professional fees, administrative savings, tax collector expenses, ...etc.) these costs are more than offset by some other costs.
  - a. Personnel costs estimated to increase to align all contracts and pay all positions at the current highest contractual amount. Also, the projected composition of the Department staffing may be somewhat different than current staffing which would increase the personnel costs.
  - b. Payroll taxes are estimated to be higher due to the fact that the Town Department is projected to contribute to Social Security while I believe two of the Districts do not currently participate.
  - c. Pension – all employees are expected to participate in MERS and the budget estimates an annual rate of 34.09% while current rates range from 12.97% to 44.52% and Western does not currently participate.
  - d. Health and Dental benefits are budgeted as if ALL 55 employees take family coverage at projected annual costs of Health \$27,540 and Dental \$1,146. It is likely that not all employees will take family coverage but this is a conservative estimate in light of the fact that a number of current firefighters have indicated that they could retire.
4. The impact on taxes is not straight forward as the District do not offer a tax freeze and may also not offer any exemptions other than the state mandated exemption for tangible taxes.
5. Based on the proposed budget, if it were to have been incorporated into the Town on 7/1/2025, the fiscal 2026 Town residential rate would have increased to \$18.095 as compared to the current rate of \$16.085.
  - a. This rate is an estimate as it assumes that all taxpayers on the tax freeze would see an increase in their taxes to absorb the Fire District taxes. This component was estimated by adding an additional \$2 per \$1,000 of the frozen properties assessed values. This is an aggressive estimate. How those on the Freeze will be impacted is something to be determined.

- b. The residential rate is also impacted by the \$ amount that the Town can charge for tangible taxes. The State essentially froze the tangible rate as of 12/31/2022 (we can decrease but cannot increase). The projected tax rate assumes that the State will allow the Town's tangible rate to increase since we would be combining the Town's rate and the District's rate. If this is not allowed then the residential rate will have to increase further.
- c. The entire projection of the rate assumes that the State would grant permission for the Town to exceed the 4% tax levy increase.
- d. The tax rate analysis and budget analysis is based on fiscal 2026 adopted budgets and tax rates. Western Coventry recently passed their fiscal 2027 budget which included a tax increase of 14% to \$1.93 per \$1,000.

6. What does this mean:

- a. Fiscal 2026 **combined (Town and District)** tax rates currently are as follows:
  - o Coventry/Anthony District residential rate - \$18.11
  - o Hopkins Hill Fire District residential rate - \$18.065
  - o Central Coventry Fire District residential rate - \$17.69
  - o Western Coventry Fire District residential rate - \$17.778
- b. Fiscal 2026 **combined (Town and District)** tax rates **if the budget as presented were to have been rolled in 7/1/2025:**
  - o Coventry/Anthony District residential rate decreased by .08%
  - o Hopkins Hill Fire District residential rate increased by .17%
  - o Central Coventry Fire District residential rate increased by 2.29%
  - o Western Coventry Fire District residential rate increased by 1.78%
- c. See example/exhibit for projected impact on homes valued at \$300,000 to \$800,000.

Feel free to contact me if you have any questions or would like to discuss further.

*Robert J. Civetti*

**COVENTRY MUNICIPAL FIRE COMMISSION  
ESTIMATED BUDGET PROJECTION  
TOWN FIRE DEPARTMENT WITH TOTAL STAFFING OF 55  
FOR DISCUSSION PURPOSES ONLY**

*Robert J. Civetti  
May 21, 2026*

	Fiscal 2026 Budget CCFD	Fiscal 2026 Budget HHFD	Fiscal 2026 Budget CFD	Fiscal 2026 Budget WFD	Current Total District Budgets	Estimated Town Dept Budget Staffing 55	Estimated Increase (Decrease)
PERSONNEL	\$ 2,131,960	\$ 781,500	\$ 974,647	\$ 640,627	\$ 4,528,734	\$ 4,973,426	\$ 444,692
ADMIN SALARIES	95,131	29,000	117,000	35,103	276,234	-	(276,234)
OVERTIME ESTIMATE	702,665	96,500	329,510	22,000	1,150,675	1,243,357	92,682
CLOTHING ALLOWANCE	19,600	10,000	19,600	4,500	53,700	88,000	34,300
PAYROLL TAXES	226,238	33,000	23,960	55,000	338,198	482,316	144,118
PENSION	731,761	102,000	427,826	12,000	1,273,587	1,695,441	421,854
LIFE INSURANCE	8,000	-	3,200	-	11,200	13,750	2,550
HEALTH INSURANCE & MED DIRECTOR & WRI	435,461	178,000	278,264	64,707	956,432	1,514,700	558,268
DENTAL INSURANCE	21,695	-	25,000	-	46,695	63,037	16,342
PEHP - POST EMPLOYMENT	35,814	-	36,727	-	72,541	74,601	2,060
INSURANCE	109,700	68,000	63,300	74,822	315,822	359,480	43,658
INSURANCE - HSA/HRA	11,176	-	4,000	-	15,176	15,000	(176)
RETIREE MEDICAL	50,756	-	90,281	-	141,037	165,718	24,681
BOARD MEMBER STIPENDS	14,000	4,600	-	-	18,600	-	(18,600)
BOARD MEETINGS	3,500	-	1,500	-	5,000	-	(5,000)
LEGAL AND PROFESSIONAL/AUDIT	40,000	16,500	67,000	46,307	169,807	50,000	(119,807)
TREASURER/ACCOUNTANT	36,000	9,500	39,000	-	84,500	-	(84,500)
TAX COLLECTING EXPENSE	18,100	-	-	-	18,100	-	(18,100)
ADMINISTRIVE OFFICE SUPPLIES ETC	9,000	6,000	14,000	6,000	35,000	35,000	-
SOFTWARE & HARDWARE/INFO TECH	18,000	2,500	26,000	-	46,500	75,000	28,500
APPARATUS FUEL	52,900	23,000	23,000	-	98,900	125,000	26,100
REPAIRS & MAINT - APPARATUS	175,000	35,000	32,000	57,063	299,063	305,000	5,937
SUPPLIES - FIRE & GEAR	29,000	-	15,500	24,034	68,534	70,000	1,466
FIRE ALARM MAINTENANCE	-	6,000	-	5,000	11,000	11,000	-
SMALL TOOLS AND EQUIPMENT	-	1,000	-	-	1,000	25,000	24,000
RESCUE SUPPLIES	35,965	8,500	20,000	12,000	76,465	100,000	23,535
VEHICLE LEASES - LOANS	16,763	-	93,171	10,897	120,831	125,000	4,169
TELECOMMUNICATIONS	24,635	-	4,500	4,596	33,731	35,000	1,269
STATION - MORTGAGE	-	-	-	85,479	85,479	85,500	21
REPAIRS & MAIN - BLDG	25,000	4,000	20,000	55,595	104,595	105,000	405
STATION SUPPLIES	9,661	-	-	-	9,661	10,000	339
SERVICE CONTRACTS	1,000	2,500	19,265	3,075	25,840	12,000	(13,840)
ELECTRICITY	21,951	9,000	46,000	-	76,951	77,000	49
UTILITIES - GAS	11,911	8,000	8,000	-	27,911	28,000	89
UTILITIES - INTERNET/CABLE	-	3,400	4,000	-	7,400	7,400	-
UTILITIES - OIL	11,546	-	200	-	11,746	12,000	254
UTILITIES - PROPANE	-	-	300	-	300	300	-
UTILITIES - WATER	900	1,000	700	-	2,600	2,600	-
RESCUE BILLING FEES	19,875	-	29,000	-	48,875	52,500	3,625
HYDRANTS	242,973	46,000	160,000	-	448,973	449,000	27
STREET LIGHTS	265,133	21,000	14,000	-	300,133	301,000	867
PRISM	-	-	10,000	-	10,000	10,000	-
RIIB STREET LIGHT LOAN	-	-	-	-	-	60,526	60,526
TRAINING ACADEMY - FIRE/RESCUE	25,000	9,500	11,000	10,650	56,150	56,500	350

**COVENTRY MUNICIPAL FIRE COMMISSION  
ESTIMATED BUDGET PROJECTION  
TOWN FIRE DEPARTMENT WITH TOTAL STAFFING OF 55  
FOR DISCUSSION PURPOSES ONLY**

*Robert J. Civetti  
May 21, 2026*

	Fiscal 2026 Budget CCFD	Fiscal 2026 Budget HHFD	Fiscal 2026 Budget CFD	Fiscal 2026 Budget WFD	Current Total District Budgets	Estimated Town Dept Budget Staffing 55	Estimated Increase (Decrease)
PROMOTIONAL EXAMS - RECRUITMENT MED	6,302	1,500	-	-	7,802	8,000	198
TELECOM - MOBILE	-	4,000	-	-	4,000	25,000	21,000
CAPITAL PURCHASES	20,000	7,500	-	10,000	37,500	40,000	2,500
ACCOUNTING AND PAYROLL COSTS	3,000	-	-	-	3,000	-	(3,000)
DUES & SUBSCRIPTIONS	1,700	-	-	-	1,700	1,700	-
MISCELLANEOUS	400	5,250	29,500	500	35,650	50,000	14,350
<b>ESTIMATED ANNUAL EXPENDITURES</b>	<b>\$ 5,719,172</b>	<b>\$ 1,533,250</b>	<b>\$ 3,080,951</b>	<b>\$ 1,239,955</b>	<b>\$ 11,573,328</b>	<b>\$ 13,038,852</b>	<b>\$ 1,465,524</b>
RESCUE REVENUE	530,000	120,000	460,000	220,000	1,330,000	\$ 1,400,000	\$ 70,000
STATE TANGIBLE PHASE OUT	19,664	-	-	-	19,664	25,000	5,336
PRIOR YEAR TAXES	200,000	-	88,675	-	288,675	289,000	325
PAYMENT IN LIEU OF TAXES	4,800	-	5,612	-	10,412	10,500	88
FIRE MARSHALL REVENUE	15,000	-	-	-	15,000	48,000	33,000
FIRE PREVENTION REVENUE	-	-	16,000	-	16,000	16,000	-
BANK INTEREST	25,000	-	15,000	8,000	48,000	48,000	-
INTEREST AND PENALTIES ON TAXES	100,000	25,000	17,000	17,000	159,000	150,000	(9,000)
GRANT INCOME	-	-	53,000	4,000	57,000	-	(57,000)
SALE OF VEHICLES	-	-	-	-	-	-	-
OTHER INCOME - MISC INCLUDING AMGEN	3,900	283,731	2,500	3,415	293,546	295,000	1,454
<b>ESIMATED ANNUAL REVENUE</b>	<b>\$ 898,364</b>	<b>\$ 428,731</b>	<b>\$ 657,787</b>	<b>\$ 252,415</b>	<b>\$ 2,237,297</b>	<b>\$ 2,281,500</b>	<b>\$ 44,203</b>
<b>ESTIMATED AMOUNT TO BE RAISED BY TAXES</b>	<b>\$ 4,820,808</b>	<b>\$ 1,104,519</b>	<b>\$ 2,423,164</b>	<b>\$ 987,540</b>	<b>\$ 9,336,031</b>	<b>\$ 10,757,352</b>	<b>\$ 1,421,321</b>

The fiscal 2026 operating budget did not include debt service estimate of \$60,000 and also presented a budgeted deficit of \$99,658. Budget essentially short \$159,658 structural deficit.

<b>Actual Tax Rate and increase for FY 2026</b>	
Residential Rate per \$1,000	\$ 16.085
Commercial Rate per \$1,000	\$ 22.613
Residential increase per \$1,000	\$ 0.25
Commercial increase per \$1,000	\$ 0.35

<b>INCREASE IN TAX RATE FOR FISCAL 2026 IF THIS TOOK EFFECT 7/1/2025:</b>	
Estimated Residential Rate per \$1,000	\$ 18.095
Estimated Commercial Rate per \$1,000	\$ 25.440
Estimated Residential increase per \$1,000	\$ 2.01
Estimated Commercial increase per \$1,000	\$ 2.83

**COVENTRY MUNICIPAL FIRE COMMISSION  
PERSONNEL SUPPLEMENT  
FOR DISCUSSION ONLY**

*Robert J. Civetti  
May 21, 2026*

	<b>Salary incl</b>		
	<b>Stipends &amp; Long.</b>	<b>Holiday</b>	<b>Annual</b>
Division Chief/Assistant	\$ 97,403	\$ 5,294	\$ 102,697
Fire Marshall	\$ 94,559	\$ 5,134	\$ 99,693
Captain	\$ 90,411	\$ 4,883	\$ 95,294
Lieutenant	\$ 86,355	\$ 4,626	\$ 90,981
Fire Fighter (asssume over 30 Mo)	\$ 81,173	\$ 4,313	\$ 85,486

	<b># Positions</b>	<b>Annual Salary</b>	<b>Clothing Allow (b)</b>	<b>Est PR Tax</b>	<b>Est. Pension (a)</b>	<b>Life Insurance</b>	<b>Est. PEHP (c)</b>	<b>Est. Health Ins</b>	<b>Est. Dental Ins.</b>	<b>Total PR &amp; Benefits</b>	<b>Avg per Position</b>
Chief	1	\$ 125,000	\$ 1,600	\$ 9,685	\$ 42,613	\$ 250	\$ 1,875	\$ 27,540	\$ 1,146	\$ 209,710	\$ 209,710
Assistant Chief	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Battalion Chiefs	4	\$ 410,788	\$ 6,400	\$ 31,915	\$ 140,038	\$ 1,000	\$ 6,162	\$ 110,160	\$ 4,584	\$ 711,051	\$ 177,763
Captain	4	\$ 381,176	\$ 6,400	\$ 29,650	\$ 129,943	\$ 1,000	\$ 5,718	\$ 110,160	\$ 4,584	\$ 668,634	\$ 167,159
Lieutenant	20	\$ 1,819,629	\$ 32,000	\$ 141,650	\$ 620,312	\$ 5,000	\$ 27,294	\$ 550,800	\$ 22,922	\$ 3,219,627	\$ 160,981
FireFighters	25	\$ 2,137,140	\$ 40,000	\$ 166,551	\$ 728,551	\$ 6,250	\$ 32,057	\$ 688,500	\$ 28,653	\$ 3,827,727	\$ 153,109
Fire Marshalls	1	\$ 99,693	\$ 1,600	\$ 7,749	\$ 33,985	\$ 250	\$ 1,495	\$ 27,540	\$ 1,146	\$ 173,459	\$ 173,459
	<b>55</b>	<b>\$ 4,973,426</b>	<b>\$ 88,000</b>	<b>\$ 387,199</b>	<b>\$ 1,695,441</b>	<b>\$ 13,750</b>	<b>\$ 74,601</b>	<b>\$ 1,514,700</b>	<b>\$ 63,037</b>	<b>\$ 8,810,209</b>	

(a) - Estimated annual contribution at 34.09%

	<b>MERS FY 27 Contrib %</b>
<b>CCFD</b>	<b>32.97%</b>
<b>Anthony FD</b>	<b>44.52%</b>
<b>HHFD</b>	<b>12.97%</b>

Health is Estimated at a Family Plan projected annual cost for fiscal 2027 - \$1,951.82 + 17.5% increase = \$2,295/month \$ 27,540.00  
 Dental is Estimated at a Family Plan projected annual cost for fiscal 2027 - \$85.28 + 12% increase = \$95.51/month \$ 1,146.12

(b) - Estimated at \$1,600 annually

(c) - Estimated average 1.5%

**COVENTRY MUNICIPAL FIRE COMMISSION**  
**PRELIMINARY TAX RATE COMPARISON BASED ON BUDGET PROJECTION**  
**FOR DISCUSSION PURPOSES ONLY**

Robert J. Civetti  
 May 21, 2026

	<b>Town of Coventry</b>	<b>Coventry FD</b>	<b>Hopkins Hill FD</b>	<b>Central Coventry FD</b>	<b>Western Coventry FD</b>
<b>Current tax rates per 2025 Tax Rolls (Assessment 12/31/2024)</b>					
Residential	\$ 16.085	\$ 2.025	\$ 1.980	\$ 1.605	\$ 1.693
Commercial /Industrial	\$ 22.613	\$ 3.037	\$ 2.970	\$ 2.409	\$ 1.693
Tangible Personal Property	\$ 20.650	\$ 2.820	\$ 1.950	\$ 1.517	\$ 1.580
Combined Town and District Residential Rate '25 Tax Roll		\$ 18.110	\$ 18.065	\$ 17.690	\$ 17.778
FY 26 tax rate estimate 55 FF Personnel		\$ 18.095	\$ 18.095	\$ 18.095	\$ 18.095
Percentage increase from FY 2026 - '2025 Tax Roll		<b>-0.08%</b>	<b>0.17%</b>	<b>2.29%</b>	<b>1.78%</b>

**Estimated Analysis of Residential Property impact:**

**2025 Tax Roll (fy 26 tax) currently paid - combined Town and District taxes:**

\$300,000 valuation	\$ 5,433	\$ 5,420	\$ 5,307	\$ 5,333
\$400,000 valuation	\$ 7,244	\$ 7,226	\$ 7,076	\$ 7,111
\$500,000 valuation	\$ 9,055	\$ 9,033	\$ 8,845	\$ 8,889
\$600,000 valuation	\$ 10,866	\$ 10,839	\$ 10,614	\$ 10,667
\$700,000 valuation	\$ 12,677	\$ 12,646	\$ 12,383	\$ 12,445
\$800,000 valuation	\$ 14,488	\$ 14,452	\$ 14,152	\$ 14,222

**2025 Estimated tax roll (FY 26 tax) combined  
 if utilize budget estimate for 55 FF personnel:**

<b>Est. Tax As Town Dept:</b>	<b>Increase (Decrease) from 25 roll</b>				
\$300,000 valuation	\$ 5,428.50	\$ (4.50)	\$ 9.00	\$ 121.50	\$ 95.10
\$400,000 valuation	\$ 7,238.00	\$ (6.00)	\$ 12.00	\$ 162.00	\$ 126.80
\$500,000 valuation	\$ 9,047.50	\$ (7.50)	\$ 15.00	\$ 202.50	\$ 158.50
\$600,000 valuation	\$ 10,857.00	\$ (9.00)	\$ 18.00	\$ 243.00	\$ 190.20
\$700,000 valuation	\$ 12,666.50	\$ (10.50)	\$ 21.00	\$ 283.50	\$ 221.90
\$800,000 valuation	\$ 14,476.00	\$ (12.00)	\$ 24.00	\$ 324.00	\$ 253.60