

BOZRAH PUBLIC SAFETY ADVISORY COMMITTEE FINAL REPORT

February 4, 2019

Background and statement of the problem

The Bozrah Volunteer Fire Company (BVFC) is an all-volunteer organization that has faithfully served the emergency needs of our community since 1950. For the past several years, they have experienced a lack of sufficient volunteer personnel to respond to fire and medical emergencies, especially during weekdays when most volunteers are working out of town. During 2017, there were 43 missed emergency medical service (EMS) calls, 34 of which occurred on weekdays between the hours of 7 AM and 4 PM. That same year, there were 35 fire/rescue/hazmat/service calls that were not properly staffed. In 2018, there were 73 missed EMS calls, 61 of which occurred on weekdays between the hours of 7 AM and 4 PM. In addition, 28 fire calls in 2018 were not properly staffed. [See Appendix A.]

The main problem of missed calls, of course, is a risk of delays getting to fires or medical emergencies. However, missed EMS calls also result in a loss of ambulance billing revenue, of which 50% is used to maintain the firehouse and 50% is saved by the BVFC and the town for a replacement ambulance when needed. Ambulance billing revenue was about \$103,000 in 2015, but dropped to \$86,000 yearly from 2016 to 2018. The BVFC estimates that during those years there were 150 missed calls that eventually resulted in a patient being transported to the hospital by another ambulance. At an average rate of \$400 per call, those missed calls amounted to a loss in ambulance billing revenue of approximately \$20,000 per year, for a total of \$60,000 over the three-year period. [Source: BVFC Ambulance Fund]

Staffing during the work week is an increasing problem not only for Bozrah, but also for most other volunteer fire companies in New London County and around the state. Most of the previously all-volunteer companies have responded to this common situation by hiring some paid fire fighters and/or emergency medical technicians (EMTs), either full- or part-time, to supplement their volunteer force.

The BVFC did extensive research on solutions for addressing the gap in emergency coverage, and they presented a plan to the Bozrah Board of Finance (BOF), asking that the proposed town budget for the fiscal year 2018-19 include an item for the hiring of some part-time emergency medical responders/fire fighters on a per-diem basis to cover the understaffed periods. Accordingly, the Board of Selectmen did include two line items in the annual budget for the projected cost, one for per diem staff and one for the initial purchase of related equipment, for a total of \$120,000. The budget went to referendum, and the citizens of Bozrah voted it down. Cuts to the revised budget that was eventually approved included the line items for part-time paid firefighter/EMTS. Meanwhile, in 2018, the number of weekday calls for which there was not sufficient crew available increased. [See Appendix A.]

Therefore, in August 2018, the Bozrah Board of Selectmen (BOS) appointed 11 citizens of the town to the Bozrah Public Safety Advisory Committee (BPSAC) to take another look at the situation and to determine whether there were other solutions to the problems we have with emergency response. This Committee consisted of the Fire Chief, active and inactive volunteers from the BVFC, one Bozrah resident who is not affiliated with BVFC but is an experienced volunteer at the Gardner Lake Volunteer Fire Company, a member of the BOS, a member of the Board of Finance (BOF), and several citizens who have no connection to the BVFC. [See Appendix B.] The committee met 14 times between August 2018 and January 2019; surveyed and interviewed chiefs of volunteer fire companies in surrounding towns, including some of our mutual aid partners; conducted phone interviews with fire

administrators in a few small towns outside our mutual aid area; and heard presentations from American Ambulance Service, Inc. (American), who currently assists us with some of our medical calls, and from Vintech Management Services. Vintech is a business that supports volunteer fire companies by supplying paid emergency medical personnel to supplement their current volunteer emergency medical responders. The BPSAC set as one of its goals, in addition to taking a fresh look at the problem and reporting its final recommendations, to inform the public about the fire and medical emergency services now available in Bozrah and how they work in conjunction with other services in the Southeastern Connecticut region.

Why does Bozrah need our own fire and ambulance services?

By law, all cities and towns in Connecticut are required to either provide their own fire and emergency medical services or to be sure it is provided by contracts with other agencies. Depending on the population and finances of each town, they accomplish this either by supplementing the budgets of their local all-volunteer companies, by providing paid departments, or by arranging for some combination of volunteer and paid personnel.

However, fire and rescue services in most towns and small cities in Connecticut developed over time from the leather bucket brigades in colonial times to the large facilities and specialized vehicles fire companies have today. [For a history of BVFC, see their web page, bozrahfire.org. Also see Hashagan, "Firefighting in Colonial America," firehouse.com.] Currently, most towns in our area rely on some sort of combination of both trained volunteers and paid staff for both firefighting and emergency medical response.

The main reason each town in our area needs its own separate fire and medical response team is that the population of Southeastern Connecticut is spread out over a large geographical area, so bringing volunteers and equipment from a centralized place would take too long in an emergency.

In addition to serving local residents and their private properties and businesses, BVFC provides other important services to our region. For example, we have a major limited access highway, CT Rte. 2, a portion of which runs through our town. BVFC is the first responder to any motor vehicle accident or other incident on that stretch of highway that involves fire, rescue, or injury. For these emergencies, they provide not only ambulance service but also a truck equipped with water (there are no hydrants on the highway) and hoses sufficient to put out an automobile fire, as well as hydraulic rescue tools (also known as Jaws of Life) to extract injured people so that they can be cared for on site or transported to the hospital. In addition to volunteers to staff the emergency vehicles and provide assistance, more hands are often needed for traffic control and protection of personnel. Commercial ambulance services that come to an automobile accident scene have no fire-fighting equipment and no hydraulic rescue tools to extract injured persons from a crushed vehicle.

Along with our homes, school, farms, and small businesses, Bozrah also has three adult residential facilities, various manufacturing facilities, two seasonal campgrounds, and an ever-expanding, multi-structure egg production facility with hundreds of thousands of live chickens. A large senior living complex is currently being built on Rte 82 in town. This complex will offer apartments for independent living and assisted living, but will also have a unit for patients with dementia. The fire chief predicts that fire related and medical calls, along with false alarms and alarm malfunctions, are predicted to increase by over one half, or approximately 250 additional calls per year, when the units are filled with senior residents.

Finally, BVFC provides mutual aid to and receives mutual aid from other surrounding towns. [For a list of towns who share mutual aid agreements with Bozrah, see Appendix C.]

What possible solutions to the problem did the Bozrah Public Safety Advisory Committee consider?

Many suggestions were offered by town residents and committee members, and the committee considered many possible solutions, seven of which are outlined below. A discussion of each follows the recommendations.

1. One of the most basic components of the problem is the lack of volunteers at specific times of the day. Some people suggested that the BVFC needs to step up its recruiting efforts and find able-bodied people who work at night and would be willing to be trained to drive the trucks and the ambulance, perform emergency medical services, and also fight fires. Further, it was suggested that more use could be made of cadets or junior fire fighters (under 18), who would be available after school, on school holidays, and during the summer months.
2. We could simply rely on the mutual aid from neighboring towns to cover calls in Bozrah when the BVFC cannot make it.
3. Since we are already use American Ambulance to provide advanced life support (complex medical calls) in the town of Bozrah, why not just sell our ambulance and let American take over all medical calls?
4. As two other towns in our mutual aid area have done, we could reach an automatic mutual aid agreement with American Ambulance to provide first tone simultaneous response for all medical calls, including the basic life support Bozrah now provides. This means that when the first call comes in, both Bozrah and American would be contacted, and whichever was able to respond to the call first would take care of basic life support. If advanced life support is needed, American would take over, as they do now.
5. We could use a company that supplies paid medical staff in the local firehouse who will be on duty during prearranged, specified hours when volunteers are not available. Vintech Management Services in Torrington, for example, will interview, hire, schedule, and supervise emergency medical technicians. American also is considering launching a similar service.
6. It was suggested that BVFC could merge with a number of volunteer companies in the area, creating one big fire department that would cover the entire region.
7. We could do what most of the towns in our mutual aid area have already done: they changed over to a combined force of volunteers and full- or part-time paid personnel who are cross trained as fire fighter/EMTs.

What is the relationship between Bozrah Volunteer Fire Company and the Town of Bozrah?

To understand which solution or solutions would be best for Bozrah's residents and also its volunteer emergency personnel, the Committee first had to examine the relationship between BVFC and the town. The fire companies in our area each developed separately, and each has a slightly different relationship with town or city government. For example, the

Norwich Fire Department, which serves a city of 29.5 square miles and a population of 40,493, is a division of the city government, and it has two fire stations that employ paid staff. But Norwich also has five volunteer fire companies (East Great Plain, Occum, Taftville, Laurel Hill and Yantic) that are separately organized and cover specific areas of the city. These companies work in conjunction with the paid force with a typical mutual aid agreement.

In Bozrah, we have only one volunteer fire company that serves an area of 20.27 square miles and a population of 2,357. The BVFC, founded in 1950, is not a division of the town of Bozrah and is not governed by the Board of Selectmen. It is a separate 501(c)(3) nonprofit governed by a board of directors elected from its membership. The BVFC provides emergency services, such as fire protection, hazardous materials mitigation, and emergency medical service. BVFC owns and maintains the building and the ambulance; the town owns the fire apparatus and the equipment of the vehicles, consisting of six specialized vehicles that are designed to help battle specific kinds of fires.

BVFC has three main sources of income: donations, billed ambulance fees from individuals and their insurance providers, and an annual stipend of \$125,000 from the town. The organization has two divisions, the emergency service, led by the Fire Chief, and the incorporation side, led by the President of the company. Each of these has its own budget. Because the revenues from the Town of Bozrah, and thus from the taxpayers, go only into the emergency services budget, that is the budget relevant to this report [Appendix D].

Currently BVFC has 34 members, each of which has specific training related to fire fighting, hazardous material mitigation, emergency medical service, or all three. Different members are trained to drive and operate the seven specialized vehicles. To respond to a medical emergency, there has to be at least two staff, either two emergency medical technicians (EMTs) or one MRT (medical response technician) and one EMT. The department also allows non-medical trained members drive the ambulance as long as there are two medically trained personnel with them. To respond to all other emergency scenes (brush fire, motor vehicle accident, hazmat, structure fire, etc.) there needs to be a minimum of two people per vehicle who are both trained to drive and operate a specific apparatus and equipment. To respond to an automobile accident with injuries, two vehicles (small fire truck with hydraulic rescue tools and the ambulance) need to be staffed with two EMTs and two other fire fighters to drive and operate the truck. Large structure fires and accidents with multiple injuries or hazardous material spills require many more “boots on the ground,” and those are the emergencies most likely to require the use of mutual aid.

Why does Bozrah have so much trouble getting sufficient adult and teenage volunteers?

Bozrah is not alone in Southeastern Connecticut in finding it difficult to recruit and keep volunteers. For one thing, we are an aging population. The 2000 Census showed that Bozrah residents over 60 years old comprised 17.9 percent of a population of 2,357. By 2010 the population had increased to 2,627, but the percentage of elders over 60 had increased to 21 percent. People of the most likely age to be willing and able to work as first responders, that is age 20 to early 50s, comprised 50 percent of the Bozrah population in 2000 but only 38 percent in 2010. [Source: U.S. Census Bureau] Taken together, the census figures mean that we have more elders likely to need emergency services and fewer younger folks to provide them.

The teenage population, or people aged 15-19 as grouped by the Census Bureau, actually increased slightly from 2000 and 2010, from 6.2 to 6.5 percent of our population. This would seem to suggest that we have a larger group from which to draw recruits for cadets or junior firefighters. But here the problem is not the number of teens who might want to volunteer as first responders; instead, it is the changing state laws regarding what kinds of firefighting

and emergency medical response tasks people under 18 are allowed to do. A partial list of restrictions for Cadet/Explorers/Junior Firefighters was updated in 2004 and is markedly different from those that applied to youth volunteers a generation ago. [See Connecticut Department of Labor's page, ctemscouncils.org/wp-content/uploads/2015/10/Guidelines_for_minors.pdf.] Just a few examples from the Department of Labor are: youth volunteers may not operate department vehicles in emergency mode, fight forest fires or interior fires, enter a burning building, operate a personal vehicle with blue lights, or climb a ladder more than six feet tall. The ladder restriction means that cadets cannot even wash the top half of a fire engine. Neighboring fire companies report that youth quickly get bored with programs that train them to fight fires and rescue people but will not allow them to practice doing so.

Does this mean that the Committee thinks that BVFC should abandon the idea of recruiting volunteers of all ages? Not at all. Several of the fire companies our committee surveyed have developed innovative ways of recruiting, and we suggest that a coalition of fire companies in this region could share ideas, especially in the area of retaining youth volunteers and providing additional incentives for adults already volunteering.

Why don't we just rely on mutual aid to cover those times when BVFC cannot respond to an alarm?

Beginning in 1936, the New London County Fire Chiefs' Association [see nlcfca.com/fire] formed mutual aid agreements among neighboring towns. Bozrah participates in mutual aid with other volunteer companies in New London County. [For a list of towns who share mutual aid agreements with Bozrah, see Appendix C]. Most of these towns have some combination of paid and volunteer staff. Some have ambulances as well as one or more fire stations; others do not have their own ambulances.

In addition to mutual aid from area volunteer and town-owned fire companies, we also receive mutual aid from American Ambulance, a commercial medical response company licensed by the State of Connecticut and contracted for our area. Their ambulances, EMTs and paramedics are housed in Norwich and serve surrounding towns.

The purpose of mutual aid is to respond to fires and/or medical emergencies when (a) a member fire company cannot respond to the first notification (called the first tone), (b) when the member company needs additional responders (such as a multi-alarm fire or major accident involving several vehicles and injuries), (c) when the member company is already responding to another emergency in their own town or another mutual aid town, or (d) when the member fire company has a emergency medical call that is at the advanced life support (ALS) level. Bozrah's volunteers are trained to provide only basic life support (BLS); that is why we rely on American to come to Bozrah when there is a major medical emergency requiring the services of a paramedic.

The first problem with relying on mutual aid from the surrounding towns is that, like Bozrah, many of them are experiencing the same decline in volunteers, the same lack of adequate staffing during the work day, and a similar aging of the volunteer population (although Bozrah has a slightly larger percentage of elders than some surrounding towns).

The second problem is that mutual aid is meant to be just that, mutual. All the towns in our area rely on us as much as we rely on them. And most of them are paying for their equipment and at least part of their emergency personnel with their taxes. Our conversations with other towns have made it clear to the Committee how important our

mutual support is and how unfair it would be for one town to expect mutual aid from their partners to cover a disproportionate number of emergencies.

The third and most important problem with relying on mutual aid to make up for one town's inadequate coverage is that we run the risk of stretching all the neighboring towns' resources so thin that they are not able to respond to emergencies in Bozrah in a timely fashion. For example, if there is a fire in Baltic and another one in Lebanon and all their volunteers are engaged fighting their local fires, what happens when a barn catches fire in Bozrah and there is no one here to respond to it?

How are Bozrah Volunteer Fire Company and other fire and ambulance services notified when mutual aid is needed?

In addition to mutual aid from area volunteer and town-owned fire companies, we also receive mutual aid from American Ambulance, a commercial medical response company licensed by the State of Connecticut and contracted for our area. Their ambulances and staff are based at American Way in Norwich, near the marina area on the river. They receive remuneration in the form of ambulance fees billed to the patient and/or insurance, as well as a flat paramedic fee of \$250 per incident, paid by BVFC whenever one of American's paramedics provides "intercept" services, in other words, provides patient care in Bozrah's ambulance instead of in their own.

Many people have asked, what actually happens when you call 9-1-1? In order to facilitate a speedy response, the town of Bozrah and most of the towns in Eastern Connecticut subscribe to a regional dispatch service from Quinnbaug Valley Emergency Communications (QVEC). [For a complete list of members, see qvec.org/fireems-addresses]. They provide dispatchers who notify the appropriate emergency responders and also arrange for mutual aid when needed.

Most of the time when a medical or fire 9-1-1 call comes from Bozrah, the first alarm (or first tone) is referred to the BVFC. However, we have what is called automatic mutual aid agreements with some of the towns that border ours. Depending where you live in Bozrah, another town's firehouse may be closer to your property than the BVFC and thus will be able to get to you faster than the BVFC can [See Appendix E for Bozrah run card zone map.] For example, if you live near Gardner Lake, the Gardner Lake Volunteer Fire Company in Salem is automatically called when BVFC is. Both departments will respond to the call at the same time, and the crew who gets there first will provide the services that are needed to mitigate the emergency. Similar automatic mutual aid arrangements are made with fire companies in other towns that border Bozrah.

Why don't we expand our arrangement with American Ambulance so that they respond to all medical emergencies in Bozrah during the daytime? If we did, would it cost us anything?

Gregory Allard from American Ambulance met with the Committee and described the three levels of service American offers to communities in our area:

- 1) If a town has their own ambulance but can provide only basic life support, as BVFC does, American is automatically called by dispatchers at QVEC if the medical emergency is something major, such as a heart attack or stroke. If they end up transporting the patient in their own ambulance, they are paid by the person or his or her insurance. Mr. Allard emphasized at the meeting (and later in a follow-up written communication) that this service is free to the town, that their ambulance fee charge to the patient is the only cost. However, as stated above,

there are circumstances in which American's assistance is not free. If they transport in the Bozrah ambulance with the American paramedic on board, they charge a \$250 flat fee to the BVFC, not to the patient's insurance. This occurs often enough that the BVFC must allow for it in their annual operating budget.

- 2) American also makes agreements with some towns, such as our mutual aid partner Franklin, to provide "first tone simultaneous response" for basic life support situations (that BVFC volunteers are trained to handle) as well as advanced life support. This means that when QVEC gets a medical call from that town, it is automatically routed to American as well as to the local fire company. When one ambulance arrives, the other call is cancelled. This arrangement works best when the town has no ambulance of its own. However, BVFC does have its own ambulance, and ambulance fees brought in approximately \$86,000 per year from 2015-2017. The \$250 paramedic fee charged in some instances would apply in this agreement also.
- 3) Some Southeastern Connecticut towns contract with American to provide staff and an ambulance on site during specified times, either 24/7 if the town has no ambulance or for specific days and times when the town's ambulance is not likely to be available. The fee they charge is based on the number of calls that town experiences in a typical year, with the charge in inverse proportion to the call volume. For example, Mr. Allard told us that they charge the town of Ledyard \$75,000 per year for this exclusive service. Although he did not give a formal quote for Bozrah, he did tell us that they would have to charge Bozrah much more than they charge Ledyard, as we do not generate enough calls per week to justify tying up two staff members for a whole day. In a follow-up communication, he stated that the cost for this service would be prohibitive for Bozrah and did not recommend it. Even if it were not so far beyond our means, we would still have the problem of who would respond to fires during the work days.

The Committee points out, however, that the most important thing to consider in any of these potential agreements is that American is an emergency medical service. They have paramedics and ambulances; they do not have firefighters or firefighting equipment. Therefore, they would not be taking any fire calls, and the problem of lack of sufficient crew to respond to fires would continue. They did tell us that if we chose the option in which they supplied dedicated staff housed in our fire house, they would be willing to look for people with cross-training as paramedics and firefighters. However, they said the involvement of those people in the specific fire calls would be limited, as their primary focus is medical response. In addition, we would have to pay for personal equipment in various sizes to fit the employees.

If we see a need for part-time staff to supplement our volunteer force, why not engage a company such as Vintech Management Services to hire and manage them instead of taking on the burden of doing it ourselves?

Although Vintech serves another community in Eastern Connecticut, that recommends them highly, their staffing service is very expensive, because including the hourly rate EMTs are paid (\$15 to \$18), there is also a service fee involved, which brings the cost to Bozrah up to \$28 to \$34 per hour per person. [See "comparative costs" below.] Like American Ambulance, Vintech considered the idea of supplying cross-trained firefighter/EMTs, but would also limit activities their employees could engage in to medical and rescue only, as their focus is on emergency medical response. The insurance they supply for their

employees would not cover firefighting activities. And, as is the case with American Ambulance, they would require Bozrah to pay the cost of personal gear for their employees.

What about a merger of all the small towns in the region to form a large cooperative fire company?

The idea of regionalization comes up in our area from time to time, and the New London County Fire Chiefs' Association is already finding ways in which volunteer fire companies could join together for mutual benefit. They were responsible in the 1930s for setting up the first mutual aid agreements, which they continue to sponsor. In addition, the association is involved in volunteer recruitment across the county. [For an interesting recruitment video, see nlcfca.com/fire.]

The Committee is convinced that the New London County Fire Chiefs' Association would be the best organization to explore new ways the small volunteer companies can work together. However, cooperative arrangements down the road do not solve Bozrah's current and urgent lack of sufficient emergency staffing during the day. A centralized staff in a regional firehouse would not do us much good, as staff and vehicles would be spread too thin over too great a geographic area. New London County has 412.2 people per square mile, as opposed to New Haven County, which has 1361 people per square mile. [Source: U.S. Census 2012]

What are the comparative costs of all the solutions that the BPSAC examined?

Of all the seven suggested solutions we looked at, three were calculated in terms of cost.

- For American Ambulance's first tone simultaneous response and addition of basic life support to the advanced life support it provides now, there would be two costs. The BVFC would still pay \$250 for each American paramedic who rode in Bozrah's ambulance rather than in their own. The second cost would be the loss of ambulance revenue to BVFC when American transported a patient in their ambulance, a cost which is difficult to anticipate. They would not provide fire fighters or fire fighting equipment under this arrangement.
- If we hired Vintech Management Services to supply two per diem EMTs during prearranged, specified hours when volunteers are not available, It would cost between \$131,000 and \$159,000 per year, depending on whether they supplied us with EMTs or cross-trained firefighter/EMTs with limited firefighting involvement. In addition, in the first year we would pay an additional cost for assorted sizes of personal gear, \$41,794, and of station wear, \$1140.
- The only solution we looked at that would provide fully-trained firefighter/EMTs with full firefighting capabilities would be for the town to hire the per diem staff ourselves. At \$17 per hour for 9 hours each per day, five days per week, for 52 weeks per year, it would cost us \$79,560 per year to hire two per diem staff. There would be an additional first-year investment of \$41,794 for personal gear in assorted sizes and \$1140 for station wear. After the first year, gear and station wear would be replaced as needed. The town should prepare for an additional cost of \$2500-\$3000 per year for workers' compensation insurance to cover all the new part-time employees under the town's insurance (CIRMA), which now covers volunteers as well as paid workers in Bozrah.

In both of the paid per diem staff scenarios, we would have to provide training on Bozrah's equipment. If Bozrah hires its own per diem staff, there would be incidental administrative costs of adding people to the payroll program and providing IRS reporting. As we do for current volunteer firefighter/EMTs and for all paid town employees, we would need to perform background checks, random drug testing, etc. The per diem staff would not require health insurance but would be protected under the same workers' compensation insurance that covers the Town of Bozrah's paid and volunteer staff.

Recommendation

After we researched and discussed these alternatives for six months, the main recommendation of the Bozrah Public Safety Advisory Committee is that the Town of Bozrah hire several part-time trained fire fighter/emergency medical technicians (EMTs), drawing from a group of 10-12 qualified persons, to supplement our volunteer force. None of the other solutions we explored could provide both firefighting and emergency medical coverage during the work day.

Two of these paid staff would be at the firehouse during the work week, for approximately nine hours per day. The reason that two persons must be there for medical emergencies is that one can drive an ambulance and one can assist an injured person during transport if needed. At least two persons are also required to fight even a small brush fire. Note, however, that hiring paid staff will not eliminate the need for volunteers.

The firefighter/EMTs would be handled like any other town employees regarding required background checks, random drug testing, and reporting of income to the IRS. They would be insured against workplace injury under the town's policy, as all other paid and volunteer workers are now. As per diem workers, they would not require any other benefits.

The Board of Selectmen would supervise said staff, under the advice of the volunteer fire chief, and they would have the power to hire and fire them. The BVFC would be in charge of training the staff in our particular systems. Finally, if our recommendations are followed, the Bozrah Public Safety Advisory Committee would reconvene after six months to assess the success of the program and to suggest changes or additional actions.

Respectfully submitted for the Committee,
Mary Elizabeth Lang, Chair

APPENDIX A: TOTAL CALLS AND MISSED CALLS

	2017	2018
Emergency medical (EMS)	257	253
Fire/rescue/hazmat/service	96	145
Total calls for the year	353	398
Missed EMS calls, total	43	73
Missed EMS calls M-F 7-4	34	61
Understaffed fire/ rescue/hazmat/ service	35	28

[Sources: BVFC and Quinnebaug Valley Emergency Communications]

APPENDIX B: MEMBERS OF THE BOZRAH PUBLIC SAFETY ADVISORY COMMITTEE

Mary Elizabeth Lang, Chair

Philip Lavalley, Jr.

Frank Driscoll

John Lewitz, Jr.

Herbert Zickwolf

William Ballinger

Ryan Sholes

Fred Potter

Earl Lathrop

Jeremy Tarasevich

Barbara MacFadyen

APPENDIX C: COMPANIES THAT GIVE AND RECEIVE MUTUAL AID TO AND FROM
BOZRAH

The following regularly give and receive mutual aid:

Franklin Volunteer Fire Department*
Gardner Lake Volunteer Fire Company (Salem)*
Salem Volunteer Fire Company
Colchester Hayward Fire Department*
Lebanon Volunteer Fire Department*
Yantic Volunteer Fire Department (Norwich)
East Great Plain Volunteer Fire Department (Norwich)
Mohegan Volunteer Fire Company (Montville)*

* Starred companies have an ambulance.

The following also give and receive mutual aid if there is a larger incident:

Mohegan Tribal Fire Department
Baltic Fire Engine Company (Sprague)
Taftville Volunteer Fire Department (Norwich)
Montville Volunteer Fire Company
Oakdale Volunteer Fire Company (Montville)

APPENDIX D

2017 - 2018 BFVC Ops Budget

	A	B	C	D
1	LINE ITEM	BUDGETED	SPENT: 7/1/17 - 6/30/18	BALANCE
2				
3	Equipment	\$ 25,000.00	\$ (26,433.06)	\$ (1,433.06)
4	Training	\$ 7,000.00	\$ (5,772.75)	\$ 1,227.25
5	Utilities	\$ 25,000.00	\$ (20,135.05)	\$ 4,864.95
6	Repair & Maintenance	\$ 25,000.00	\$ (28,215.54)	\$ (3,215.54)
7	Chief's Account	\$ 4,000.00	\$ (964.18)	\$ 3,035.82
8	Office Supplies	\$ 4,000.00	\$ (2,671.17)	\$ 1,328.83
9	Physicals & Fit Testing	\$ 8,000.00	\$ (3,058.70)	\$ 4,941.30
10	Medical Supplies	\$ 5,000.00	\$ (9,794.17)	\$ (4,794.17)
11	Fire Prevention	\$ 1,500.00	\$ (1,120.46)	\$ 379.54
12	Insurance	\$ 9,500.00	\$ (8,096.00)	\$ 1,404.00
13	Banquet Awards	\$ 1,000.00	\$ (425.00)	\$ 575.00
14	Computer Software	\$ 6,000.00	\$ (7,505.78)	\$ (1,505.78)
15	FH Apparel	\$ 4,000.00	\$ (1,639.41)	\$ 2,360.59
16				
17				
18	TOTAL BUDGET	\$ 125,000.00	\$ (115,831.27)	\$ 9,168.73
19				
20	CHECK #1: 7/1/17 - 12/31/17	\$ 62,500.00	\$ (63,789.56)	\$ (1,289.56)
21	CHECK #2: 1/1/18 - 6/30/18	\$ 62,500.00	\$ (52,041.71)	\$ 10,458.29
22		TOTAL 16/17 BUDGET SPENT	\$ (115,831.27)	
23				
24	NOTE	AFG Grant 2017 for Lucas	\$ 19,445.58	

APPENDIX E

