

West Barnstable Fire Department Table of Organization

December 31, 2017

Fire Chief
Joe Maruca

Deputy Fire Chief
Dave Paananen

Assistant Fire Chief
Vacant

GROUP 1	
LT EMTF	Ed Clough
FF EMTB	John Mahoney
ENG EMTB	Steph Melanson
FF	Matt Cikins
FF EMTB	Conner McShera
FF EMTB	Fred Nogueira
FF EMTB	Roger Santos

Infection Control
Capt. Ed Crowley

GROUP 3	
LT EMTF	William Murray
LT	John Garofoli
ENG EMTB	Steve Frye
FF EMTB	Christian Andrewski
FF EMTB	Jason Stoots
FF EMTB	Luke Walsh

GROUP 2	
LT EMTF	Keith Stranger
FF EMTB	Curtis Cottrell
FF EMTB	Brendan Macdonald
FF EMTB	Andrew Mandel
FF EMTB	Ivaylo Pavlov
FF EMTB	Scott Thomas
FF EMTB	Kevin Young

Maintenance Chief
Jerry Queenan

Company Training
Roger Henson

Human Resources
Walter Lesiak

GROUP 4	
LT EMTF	Troy Jewett
FF EMTB	Ian Diaz
ENG EMTB	Ed Longo
FF	Claire Dewechter
FF	Charles Schneckloth
FF EMTF	Kimberly Sylvia
FF EMTB	Rebecca Tatzel

Administrative Assistant
Janice King

Master Mech.
Ryan Smith

Chief's Aide
FF EMTB Andy Heckler

Recruit Class	
N. Donnelly	C. Leary
P. Isernio	J. Robbins
S. Kilmurray	J. Senat

Non-Group Firefighters	
EMTB	Kathleen Mitchell
MEDIC	Laura Wildman
FF EMTB	Mike Whitely

Chaplin
James LaBelle

Collateral & Special Duty Assignments

Training Officer
Vacant

Ethics & NIMS
Dep. Paananen

Information Sys.
Lt. Murray

Hose & Ladder Testing
Dep. Paananen

Recruit Training
Lt. Jewett

Community CPR
Lt. Stranger

Communications
Lt. Clough

Health & Safety
Lt. Murray

EMS Training
Lt. Stranger

Port. Equipment
FF Young

Pre-planning
FF Stranger

EMS Officer
Lt. Stranger

Company Training
Roger Henson

Vehicle Training
Lt. Murray
Lt. Jewett
FF Mandel
FF Sylvia

Right to Know Coord.
FF Cottrell

Vehicle Maint.
Joe Queenan
Ryan Smith
Steve Frye

Wellness Coord.
FF Sylvia

PPE
Lt. Clough
FF Mandel

Public AED's
FF Cottrell

**2017 Fire Chief's Report
West Barnstable Fire Department
Chief Joseph V. Maruca**

In 2017, the West Barnstable Fire Department (WBFD) responded to 628 emergency calls. The most serious fire occurred on May 24, 2017 at 10:18 PM when a house on Lothrop's Lane was destroyed by fire. The year also saw three significant wildland fires in the springtime. The number of emergency medical service (EMS) calls remained about the same as previous years.

While emergency calls kept us busy on a day to day basis, 2017 was dominated by legal issues stemming from human resource (HR) issues, and the financial struggles that come with both. State privacy and HR laws prevent me from revealing much in this report. In summary, the department experienced two significant internal investigations and one external investigation of certain staff issues. One involved violations of state and department EMS regulations, and the other involved hostile workplace allegations.

The department delegated its internal investigation of the EMS regulatory violations to the Cape & Islands EMS, Inc. That investigation led to referring the incident for an investigation by the Massachusetts Department of Public Health (DPH), Office of Emergency Medical Services (OEMS).

Annual Emergency Call Volume	
Calendar Year	
1975: 156	2008: 561
1980: 309	2009: 533
1985: 326	2010: 567
1990: 305	2011: 649
1995: 396	2012: 608
2000: 431	2013: 654
2005: 536	2014: 630
2006: 502	2015: 758
2007: 534	2016: 627
2017: 628	

The department hired an attorney (Attorney Lisa Brodeur-McGan) to conduct its internal investigation into the hostile workplace allegations. The investigation found that there was not a hostile workplace at the WBFD, but did find some behaviors requiring correction, and made recommendations for avoiding similar problems in the future. The WBFD has implemented all of the recommendations of the investigator.

These incidents highlighted many of the difficulties faced by small organizations with limited HR staff. The department's internal investigations had to be delegated to outside investigators because of the time and expertise required. Additionally, these incidents caused the department's morale to slump. It will require a great deal of effort to restore our morale and esprit de corps in 2018.

Financially, the impact of these two investigations was tremendous. The department had to hire special labor counsel and an outside investigator, in addition to consulting with our corporate counsel. The legal expense for these incidents was \$28,756.

The department has taken steps through training, updating policies and adding new policies, and we continue to do so, to make sure we don't have repeat of 2017's HR problems.

The Big Fire

The fire on Lothrop's Lane was the most serious fire our community had experienced in more than three years, and was among the most destructive fires we've had in the past dozen years.

The fire was reported at 10:18 PM on Wednesday, May 24, 2017. I arrived on location at the fire seven minutes later at 10:25 PM, followed a minute later by WBFD Ladder 297 with three firefighters and WBFD Tanker 286 with one firefighter and 5000 gallons of water. Ultimately, fifty-nine firefighters (twenty-three from the WBFD) and 16 fire trucks from 11 fire departments fought this fire. The last unit cleared the incident scene at 9:44 AM, 11 hours and 45 minutes after the fire was first reported.

The fire was difficult to extinguish because nobody was home when the fire started, and there were no working fire alarms when the fire started, allowing the fire to spread throughout the house



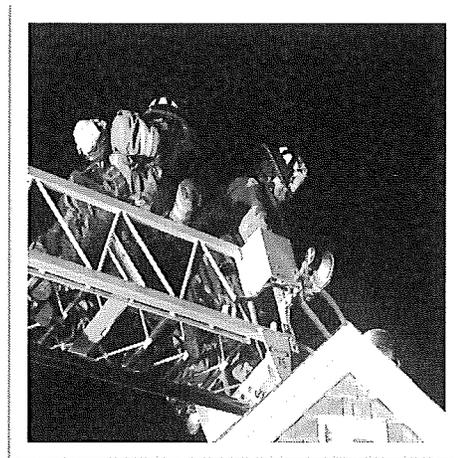
before neighbors spotted it and called 911. When the WBFD arrived, the fire had already broken through the front doors, some front windows on both the first and second floor, and the stairs were burned out. Because the floors were unsafe due to fire damage, firefighters had to fight the fire from the exterior using ladders and nozzles that pierce the walls.

Without fire hydrants, we had to truck water to scene from a fire hydrant in Marstons Mills. A total of 56,750 gallons of water was trucked to the fire scene by nine tanker trucks (two from WB and the rest from Sandwich, Plymouth, Joint Base CC, Mashpee, DCR Forest Fire Control and Eastham). Additional water was pumped from a swimming pool behind the house.

One WBFD firefighter suffered a minor injury and was transported to Cape Cod Hospital.

The fire was determined to be accidental. The house was being renovated. The wood floors had been sanded and refinished the day of the fire. Sawdust and rags with polyurethane on them were stored in the front hall of the house, and were the cause of the fire.

Two nights later, Friday, May 27, 2017 at 3:48 AM, a fire broke out in the attic and roof peak of this same house. This was a rekindle of the original fire caused by smoldering ashes inside the walls. This fire was extinguished by about



two dozen firefighters from the WBFD and the Barnstable Fire Department.

Wildland Fires

West Barnstable is in a high hazard area of the country for wildland fires, particularly when you leave California out of the comparison. Our pitch pine and scrub oak forest burns fast and furious when it is dry. Fortunately we haven't had enough of a drought to experience any extreme fires in the past twenty years. Typically, the wildland (or brush) fire season takes place in the late springtime. Many



years, we dry out just to the point of starting to experience wildland fires and then the weather changes to a wet pattern. Additionally, our more developed road system, faster reporting of fires and faster fire department response helps keep these fires from getting as big as they did in the past.

This spring the weather stayed drier and we started to experience more and bigger wildland fires. We had three large wildland fires, two on the same day. The first fire was on April 15, 2017 in the area between Oak Street and RT 132, including the state forest. The second and third fires both occurred on

June 13, 2017 in the area between Pine Street, the cranberry bogs and Route 6. All three fires required out-of-town assistance in addition to the WBFD response. Each fire required about two dozen firefighters to extinguish. There were no injuries and no damage to homes or buildings from these fires.

If you live in West Barnstable your home is likely located in a wildland-urban interface or intermix area. This means that your home is closely intermixed with the wildland areas. This places your house at a higher risk from wildland fires because of the close proximity of your house to wildlands. The WBFD recommends that you maintain at least 35' of lawn or other low cut fire resistant vegetation between your house and the woods around it. You should also avoid having trees overhanging your house and avoid a continuous canopy of tree cover from the wildland to your house. Also, to assist with firefighting operations, driveways and private roads should be kept clear to a width of at least 10' and height of 14' to accommodate fire apparatus.

Overlapping Emergency Calls

The department continues to track the frequency of overlapping emergency calls. In 2017, the WBFD experienced 74 overlapping emergency calls (12% of our emergencies). This is similar to what we've experienced in the prior three years, and the issue of overlapping calls does not seem to be increasing. It is challenging for any small town fire department to handle two emergencies at the same time, especially when they tend to occur during the daytime when the fewest number of staff are available.

Overlapping Emergency Calls		
2014	64	10%
2015	93	12%
2016	52	8%
2017	74	12%

A Requested 5% Tax Increase

The fire district is requesting that you approve an increase in your fire district tax of 5% for FY 2019 (technically 4.99%). This is a \$64 per year increase in the average household's annual tax bill.

Part of this increase is so that the WBFD can hire two additional part-time firefighters. Each part-time firefighter would work about 16 hours per week and be paid \$20/hour. These positions do not qualify for a pension or employee health insurance. Each part-time firefighter will cost about \$17,000 per year, which represents about a 1% increase in your annual tax bill.

Our plan is to add one part-time firefighter on Friday from 8AM to 6PM and a second part-time firefighter on Sunday from 8AM to 6PM. This will increase our paid on-duty staffing of the fire station from two to three on Friday and from one to two on Sunday.

In addition to their weekly ten-hour shifts, these part-time firefighters will participate in two to three hours of training each week, and also be available for emergency call-back.

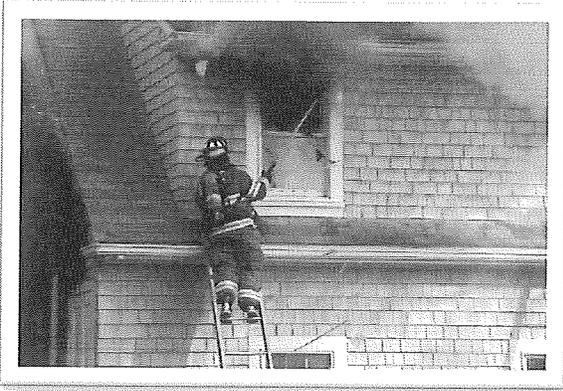


Currently, the WBFD has a part-time firefighter for its dayshift on Tuesday, Thursday and Saturday. Our longer-term goal is add a part-time firefighter to the dayshift each day of the week. Next year, we expect to be looking to add two more positions. Using part-time staff in this manner is a form of surge staffing. The WBFD's busiest times of the day are from 10AM to 6PM. One of our weakest times for volunteer staffing is mornings from about 7AM to Noon. The part-time staff will help us staff responses during these daytime hours, but leave us relying mostly on volunteer staff in the evenings and at

night when emergency call volume is slower.

Part-time staffing is a more affordable alternate to hiring full-time (career) staff. Hiring a single career firefighter to work a 40 or 42 hours workweek costs \$174,000 per year, including salary, pension benefits, employee health care, FICA, uniforms, and overtime. This translates into a 12.69% increase in your fire district tax bill, or \$151.83/year. Hiring two part-time staff to work the same 40 hours per week costs about \$42,000.

In addition to the social and economic issues of adding additional part-time jobs to the Cape's workforce (instead of full-time jobs), there are some disadvantages to hiring part-time staff over career staff. Part-time staff is more likely to leave the WBFD and take a career position with another department. This results in higher staff turnover, a problem the WBFD already struggles with. We are also limited by state law to using our part-time staff no more than 20 hours per week (based on a quarterly average). This limits our flexibility in staffing. However, at this time, the cost-benefit of using part-time staff is heavily weighted in their favor.



Additional staffing is not the only reason for the 5% tax bill increase. There are two significant expenses related to the retirement of one of our career firefighters that are increasing our cost. The district is responsible (under state law) for the retiree's health insurance. Until this retiree turns 65 (in about ten years), he and his family are eligible to remain on the district's employee health insurance plan at an annual cost to the district of about \$25,272 per year. This cost alone represents about a 1 ½% increase in taxes. When he turns 65, he will be required to sign-up

for Medicare and the district will then switch to providing a less expensive Medicare supplemental plan.

Additionally, there is one-time \$13,500 payment to our new retiree in FY 2019. This represents about a 0.75% increase in your tax bill. This payment represents a retirement bonus calculated as 20% of a retiree's unused sick time and is required under the collective bargaining agreement with our union staff.

The rest of the additional funds needed are part of the typical increases in cost that the department faces. There is a 2% increase in salaries for career staff. There are new borrowing costs. There are increases in our employee health insurance and commercial (building, trucks, liability) insurance.

It's a lot to ask, but we hope you'll say yes. We think that the WBFD provides you with excellent service that is worth the expense. Compared to our peers across the state and across the nation, we are among the top 15% of fire departments when it comes to response times and effectiveness at suppressing fires. We provide the highest level of medical care. And, we've kept our annual tax increases at an average of 2.17% over the past six years. Over the same six years, the Town of Barnstable annual tax increases have averaged 3.20%.

Special Articles – Project Requests

In addition to our annual operating budget, the WBFD is asking that you fund six Special Articles as part of the fire district's FY 2019 budget. **None of these result in any tax increase beyond the 4.99% increase discussed above.** The first of these special articles (ARTICLE 11) is a request for \$12,000 to fund the annual audit of the fire district. We've done annual audits for about a dozen years now. Our FY 2017 audit found that our books are presented fairly in all material respects and that we are in compliance with Generally Accepted Accounting Principles (GAAP). (This is auditor speak saying they found no problems.)

The second special article (ARTICLE 12) is a request for \$15,000 for the Whelden Memorial Library. This will be the 5th year that you've been asked to provide these funds to the library. Each year you've approved \$15,000. You can refer to their report in this booklet for more information about this.

The third special article (ARTICLE 13) is a request for \$25,000 to purchase a replacement pickup truck for the WBFD. If \$25,000 seems like too little money to buy a truck, it is, but the West Barnstable Firefighters Relief Association (WBFRA) has agreed to donate \$20,000 towards this purchase. The total

cost of the pickup truck, with warning lights and radios will be about \$45,000. This new truck will be a four-door, four wheel drive pickup. It will replace our 2007 pickup truck. It will be purchased through the Commonwealth's Joint Purchase Program, so the pricing is based upon a group purchase of trucks by the state and towns.

The existing pickup truck is a 2007. It has 133,720 miles on it. Annual maintenance costs on this truck have increased from \$682 in FY 2014 to \$2460 in FY 2017. So far in FY 2018, we've spent \$2510 for maintenance. This truck is used to respond with additional staff to EMS calls (rather than send a fire engine), for staff to attending meetings and training sessions, and for getting additional staff to a wide range of emergency incidents. In 2017, it responded to 226 emergency incidents. This truck is used every day.

While the truck is only 11 years old, it is ready for replacement. It has seen a lot of severe service in storms, off-road for wildland fires, on Sandy Neck Beach and having more than 100 different driver/operators.

Since this is a capital expense, we propose funding the district's share of the cost from free cash.



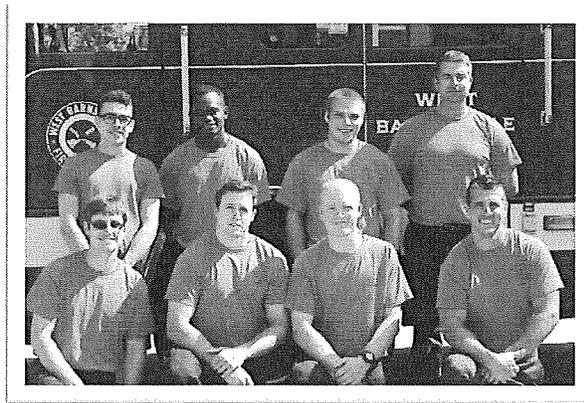
"Free cash" is un-appropriated revenue or appropriated funds that were not needed in prior years. Free cash constitutes a savings account for the district that is best used for one-time purchases. Using free cash means not having to raise additional taxes for this project.

The fourth special article (ARTICLE 14) is a request for \$6700 to purchase truck tires. The biggest cost is purchasing six new tires for Ladder 297. Each tire costs \$600. The current tires on the ladder truck are now seven years old and ready for retirement. The next biggest

cost is four new tires for our forestry truck. These all-terrain truck tires also cost about \$600 each. And, finally, our squad truck, a Ford F-350 utility truck needs four new tires at a cost of about \$200 each. The department is proposing to pay for these tires from free cash.

The fifth and final special article (ARTICLE 15) is a request for \$6500 to purchase replacement fire hose. The district's long-term capital plan calls for the replacement of hose in small batches at three-year intervals. This regular replacement will result in all of the department's fire hose being replaced over a 20-year period.

While there is no manufacturer or industry standard for how many years to keep fire hose, the WBFD choose 20-years based upon past experience and cost. The WBFD has 6600

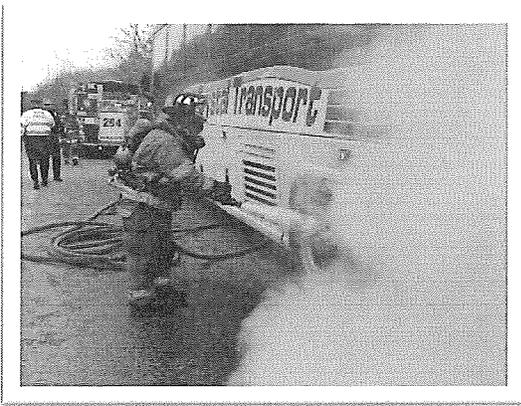


feet of fire hose with a total value of at least \$45,000. We test our hose annually and dispose of any hose that fails. This purchase is mostly to replace hose that has failed over the past two years, but some will also serve to replace old hose before it fails.

The district is asking to fund this purchase out of the stabilization fund. The stabilization fund is a formal savings account that the district annually puts money into in order to fund capital expenses. Spending money from the capitalization fund requires a 2/3-majority vote at the Annual Fire District Meeting. Currently (FY 17 Audit), there is \$258,668 in the stabilization fund.

Staff Losses

The Wbfd continues to experience high turnover among its volunteer staff. This turnover is driven by local economic conditions, a lack of career-type jobs, and high housing costs that drive our volunteers to other parts of the country, and it's driven by the bigger career fire departments around us hiring our volunteer staff away from us. While it's easy to focus on the financial aspects for this turnover, the bigger issue for the Wbfd is the time and energy we have to put into recruiting and training replacements.



Over the past two years we've been unable to keep up with the loss of volunteers to career firefighter jobs or for economic reasons. Our force size is smaller than it has been in over ten years. While we've been able to maintain effective service with our smaller force, I don't think we can continue to shrink in size and keep our response times and effective response force at the high levels you've become accustomed to. We are looking at and trying some new and different deployment models to address these issues, but it will take us a year or two to see if they work.

In 2017, the Wbfd lost fourteen firefighters. Of these, eight left for jobs at other local career fire departments, two left the Cape for employment or housing elsewhere, one career firefighter retired, one moved to Eastham, and two left due to time constraints related to family and work.

The Sandwich Fire Department hired four Wbfd volunteers this year: **Robert Archibald**, **Andrew Desmarais**, **Zach Hammond** and **Robert Silva**. **Robert Silva** volunteered at the Wbfd for five years, he managed our small truck preventive maintenance program and he is also paramedic. **Zach Hammond** served as a volunteer with the Wbfd for seven years, served as a lieutenant and Group 4 executive officer, and he was a high performer, coming to more than a third of our emergency calls. **Andrew Desmarais** is a paramedic who served with the Wbfd for three years, and **Robert Archibald** was the Executive Officer of our Group 2, was a highly qualified driver/operator of our apparatus, and served at the Wbfd for three years.

The Auburn, Massachusetts Fire Department hired Wbfd volunteer firefighter **Matt Ethier**. Matt had been a call firefighter at the Auburn FD, his hometown, before coming to the Wbfd. We only had the pleasure of Matt's participation for one year.

Dan Morizio left the WBFD for a career job at the Hyannis FD shortly after completing the WBFD's recruit firefighter training program and volunteering for the WBFD for only one year.

The Barnstable FD also hired away two WBFD staff in 2017. Volunteer firefighter **Brenden Aguiar** left us early in 2017 for a career job at the BFD after serving two years with us. And, in a big blow to our operations, our part-time firefighter/mechanic, **Ryan Smith**, was hired by the BFD after twelve years of service to West Barnstable. Ryan's loss was a double hit because he is also a West Barnstable resident who lives close to our station, so we lost someone who could get to emergencies quickly, and it has caused us to revamp our approach to apparatus maintenance. We now have to rely on more vendors and less internal sources for preventive maintenance and repairs to our trucks.

Lieutenant **Chris Greim** retired from the WBFD at the end of 2017. Chris, a career member of our staff, served with us for 17 years, starting in 2000. Prior to joining the WBFD he had been a call firefighter for the Eastham FD and the Barnstable FD. He served as our Group 2 Shift Commander and as our EMS Coordinator.

After four years of volunteer service, FF **Patrick Steemson** left the WBFD to move to New Jersey to start a new career. FF **Demi Miskiv** moved to Eastham for housing, career and family reasons after volunteering for two years. These two losses demonstrate how some of the turnover is caused by economic and housing conditions on Cape Cod.

Bruno Arraes and **Justin Mederios** left the WBFD in 2017 due to family and work commitments. Traditionally, this was the primary reason that volunteer fire departments lost members. Now it is a lesser reason, but still a real reason we lose staff. Bruno served with us for three years and Justin for two years.

And, we lost **Sean Stephens** to Columbia, South Carolina when he and his girlfriend decided to leave the Cape in search of careers, housing, and a new life together. Since arriving in Columbia, Sean has landed a career job with the Columbia Fire Department. Sean volunteered with the WBFD for three years, was an excellent driver/operator of our apparatus, and he responded to over a quarter of our emergency calls. He was also available for daytime responses.

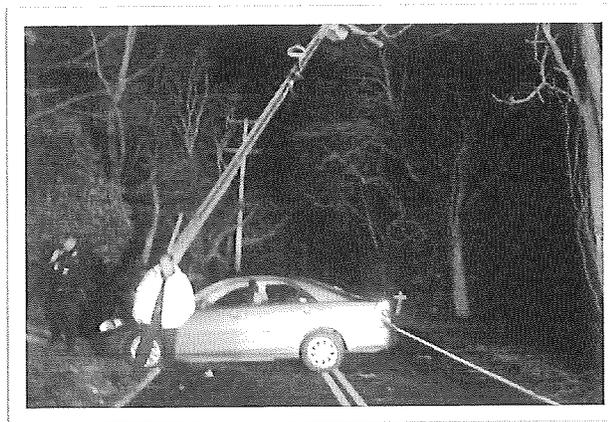
Each of these firefighters did great work for the WBFD and we hate see them go. We thank them all for their service. We know that when someone volunteers at the WBFD, it won't be forever, but that doesn't make losing them any easier.



New Recruit Class – Barnstable Fire Academy

In 2017, the WBFD returned to using the **Barnstable County Fire Rescue Training Academy (BCFRTA)** for part of its new volunteer firefighter training. For the prior five years, we had been teaching our new volunteers with an in-house training program led by our own **Lt. Troy Jewett**. In order to try and increase the number of new

volunteers we can train in a year, we decided to try sending one group to the BCFRTA and training one group in house. This experiment has so far led to mixed or inconclusive results.



We sent five new volunteer recruits to the BCFRTA in January 2017, only three, **Ivaylo Pavlo, Rebecca Tatzel and Brendan MacDonald**, successfully completed the program. The two that did not are repeating the class in 2018 and we hope they will be joining us as firefighters in July of 2018. The issue for us is that getting three out of five recruits into our ranks doesn't keep up with the drain of our staff to other departments and careers. So, at the start of 2018, we are sending a bigger group of eight new volunteers to the BCFRTA. The program runs from January to May each year. Classes are two nights a week and all day Saturday.

The BCFRTA is running an excellent training program for new firefighters. We don't believe that failure of two of our members to graduate is related to the program. We think it is more related to our candidate pool not having the skill sets to successfully take on the Commonwealth of Massachusetts Firefighter I/II written certification exam. We are looking at ways to provide for better exam prep in 2018.

New Recruit Class – Wbfd

In July of 2017, the Wbfd started its in-house volunteer firefighter recruit training program with seven new members, **Nicholas Donnelly, Peter Isernio, Steven Kilmurray, Cody Leary, Jonathan Robbins, Jean Senat and Jesse White**. Here, we also did not reap the expected rewards. Two members left the program to move off Cape for employment purposes. One person dropped out early because it just wasn't for him. Only two members passed the Commonwealth's written Firefighter I/II exam on the first try, and as we go into 2018, the remaining recruits are awaiting a retest.

Typically, we've had a much better success rate with our recruits and the state test. This is causing us to reevaluate how we run our in-house training program and how we bring in new recruits. If we are going to maintain an effective response force we need to train enough new staff to keep up with those who are leaving. In 2016 and 2017, we have failed to this. We are going to try some new approaches in 2018.

Fortunately we also added **Claire Dewechter and Laura Wildman** to our volunteer force in 2017. Claire comes to us as a fully trained and experienced firefighter. Prior to moving to Cape Cod, Claire served as career firefighter with the Tampa, Florida fire department. Laura is a paramedic, but not a firefighter. Laura volunteers every Monday dayshift with us and serves as our third EMS provider on-duty at the station when she's here. Both Laura and Claire bring a great deal of talent and experience the department, and we are glad to have them.

Additional Staff Changes

Last year, **Mike Daley**, our long-time Fire District Treasurer retired. In 2017, we hired a new treasurer, **Ray Pirrone**. Ray is the retired Director of Administration and Finance for Cape Abilities, Inc, and before that he was the Chief Financial Officer for Harrison Alloys, Inc. of New Jersey. He is a resident of Marstons Mills. The treasurer position at the WBFD is a part-time job requiring about 8 or 10 hours per week. Ray is also serves as the Treasurer of the Cotuit Fire District.

And then, at the end of 2017, our Fire District Accountant, **Kathleen Barrette**, announced she was leaving the WBFD for a full-time accounting position at Oyster Harbor Marine. Kathleen had served as our part-time accountant for the past seven years. She had been responsible for increasing our ambulance receipts from Medicare by about \$20,000 per year. She did a lot of great work for us and she'll be missed. As we start 2018, we are in the process of hiring a new part-time (about 16 hours a week) accountant.

New Fire Engine

In FY 2016, you approved the purchase of new fire engine to replace our 2002 engine. By the time you read this the new engine should have arrived and it should be in service.



The new engine is being built by the USA division of Rosenbauer, one of the largest manufacturers of fire apparatus in the world. The new truck is being built in a plant in South Dakota. It takes about year for a fire truck to be built and delivered once the order it placed. This new truck costs \$461,742.00. We've purchased a truck that we feel simpler than the one it is replacing in the hope having lower annual maintenance costs and reducing training needs.

We are paying for this new truck with \$160,000 from our savings (stabilization fund) and by financing the balance, \$300,000, over the next ten years. This is the only debt the fire district has. We have reduced the amount of money we put into savings by \$30,000 per year and redirected this money to pay the debt on this truck. This way we don't have to raise taxes to pay for the engine.

In 2018, we will be disposing of our 2002 engine. As this report is written, it's being listed for sale by public auction (in accordance with state law) on a national municipal auction site: <https://municibid.com>. We have low expectations about how much money we can get for it given its rust problems and high maintenance costs.

New Ambulance

In FY 2017, you approved the purchase of a new ambulance to replace our 2007 ambulance. The new ambulance should also be in-service by the time you read this.

The new ambulance will look a bit different from our current ambulance because it is being built on a Ford F-550 chassis. It will be a bit longer than our current truck and have more of a pick-up truck look to it. Otherwise, the patient compartment will be similar to our current ambulance and it should be an easy transition for our staff. It is being built by Lifeline Ambulances at their Iowa plant. This is the same manufacturer that built our current truck.

The new ambulance is also going to have four-wheel drive. This is the first four-wheel drive ambulance the Wbfd has had. We purchased this option (Heavy-duty chassis and 4x4 - \$6736.00) because we've encountered more need for traction during snowstorms and blizzards over the past decade.

The new ambulance costs \$281,904.00 and is being paid for entirely with fire district savings (ambulance stabilization fund). We don't have to raise taxes for this purchase. We don't have to incur any debt for this purchase.

Additionally, the new ambulance needs a new stretcher and stretcher loading system. After reviewing four systems, our staff recommended, and we purchased, a system from Ferno. It consists of an electric stretcher and an electric lift system that loads the stretcher into the ambulance. This new system costs \$41,708. Part of the cost, \$13,904.00, is being paid from fundraising (West Barnstable Fire & EMS Association) and the rest is being paid for with district funds.

Starting in FY 2019, our plan is to start putting \$30,000 each year into a special savings account (ambulance stabilization fund) to pay for the next ambulance in about 8 to 10 years.

Capital Projects on the Horizon

Over the next three, five and ten years, the Wbfd will be presenting a variety of additional capital projects for your approval. Planning for these projects can be complex and there are a lot of factors including need based upon worn-out or obsolete assets, external requirements imposed upon us, the financial ability of the district, operational needs that compete for funding, and grant or matching fund opportunities. Every year we review our capital plan in order to balance all of these factors. From there we try to bring forth reasonable requests to you for approval.

In our future is a significant fire station renovation and repurposing of fire station space project. This is among the most difficult for us to put forward because of its cost and complexity. We've projected the need for a three phased project costing \$3.9 million over 10-15 years. The outcome would be a fire station that we can continue to use for at least 30 more years.

We also have an old fleet. Even with our new engine and ambulance, the average age of our fleet of vehicles is 13.5 years old. Within the next ten years we'll need to replace at least one of our two tanker trucks (a 1985 and a 1991) and our ladder truck (a 2002). Purchasing a like kind tanker truck to replace our 1985 tanker will cost us about \$550,000, and purchasing a new ladder truck would cost today between \$850,000 and \$1,000,000. These prices are unaffordable for a community our size and we are committed to finding a more cost-effective approach to replacing these trucks. Additionally, we will soon need to replace our self-contained breathing apparatus, JAWS of Life, monitor/defibrillator and a wide variety of specialized equipment.

To learn more our trucks and how we use each one go to our website at <http://www.westbarnstablefire.com/apparatus.aspx> .

Finally, on the topic of capital projects, we have put on hold for another year a project to replace our mobile (truck) and portable radios (walkie talkies). The regional radio system we are a part of is owned by the Massachusetts State Police and they have notified us that we must soon upgrade our radios from analog to digital. This represents a cost of \$120,316.00. We originally planned to fund this upgrade in phases starting three years ago, however, we have been pursuing grant money to fund this. In December 2017, we submitted another grant application and have decided to wait and see if we get this grant before asking for any additional money for this project. We've applied for four radio grants in the past four years without any luck yet.

Strategic Plan – No Progress

I'm disappointed to report that the department made no progress in 2017 meeting the goals of its strategic plan. The legal and HR issues that dominated 2017 meant that we lost our focus regarding strategic goals. We expect that we'll be able to pick up on this in 2018 and have some positive results to report next year.

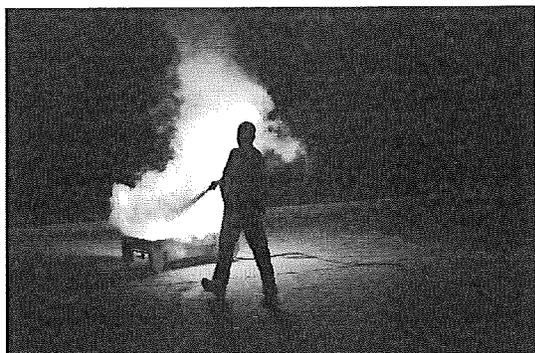
The department is in year three of its five-year strategic plan. You can view the strategic plan on our website at http://www.westbarnstablefire.com/WBFD_StrategicPlan.pdf .

Community Risk Analysis & Standards of Cover

The department's Community Risk Analysis came up for its five-year review and revision in 2017. **Lt. Keith Stanger** updated the document based upon a study of emergency incidents and changes (or lack of changes) to the community over the past five years. The department and the Prudential Committee, on May 17, 2017, approved a new West Barnstable Community Risk Analysis. You can view a copy of this document at our website at <http://www.westbarnstablefire.com/documents.aspx> .

In addition, the department's Standards of Cover come up for its five-year review and revision in 2018. **Lt. Keith Stranger** will be leading this review and revision.

The Standards of Cover are performance standards that the department strives to meet. They are determined in part by the community risk analysis. The community risk analysis tells us what kinds of hazards threaten the citizens of West Barnstable, and assigns levels of risk to them. It looks at the frequency, the potential social disruption, the economic harm, how widespread, and the danger to individuals each hazard represents. From this we determine which hazards we should be most prepared for.



Once we determine the hazards we should be most prepared for we develop a performance standard (Standard of Cover) that says how fast we

should respond, how many firefighters should respond, what types of equipment should respond and what level of training is needed for the response. For example, our Standard of Cover for emergency medical services (EMS) calls is to send an Advanced Life Support (ALS) ambulance with at least one paramedic and one EMT that arrives in eight minutes or less ninety percent of the time.

As part of developing our Standards of Cover, we also create a critical task analysis for each type of emergency we routinely respond to. This means we analyze the typical incident and determine each task that needs to be accomplished, and then we determine how many firefighters are needed for the task. Then we have to determine how we are going to get the appropriate number of firefighters to the incident. Using the Standards of Cover and the Critical Task Analysis, the WBFD establishes its staffing levels, training standards, equipment needs and deployment plan.

The use of a Critical Task Analysis and Standards of Cover in this manner is uncommon in the Northeastern United States. I believe we are the only fire department in Massachusetts that uses this methodology to determine its deployment model. This approach is more common in the South and on the West Coast, and it is an approach somewhat borrowed from military planners.

You can view the WBFD Standards of Cover and Critical Task Analysis at our website at <http://www.westbarnstablefire.com/documents.aspx> .

Awards

Each year the WBFD chooses a Firefighter of the Year, Fire Officer of the Year and EMT of the Year. These awards, along with awards recognizing years of service, excellence in report writing, physical fitness, and a sometimes-lengthy list of special recognitions, are given at an annual awards dinner at the West Barnstable Deer Club. Typically, this event is held on the Saturday night before Super Bowl Sunday.

The WBFD EMT of the Year 2017 went to **FF/EMT Luke Walsh**. Luke has volunteered at the department for three years and is a member of our Group 3. Luke's coworkers chose him for this honor because he performs well under stress, he always willing to teach new members, and he's professional, respectful, and sympathetic to others. Luke demonstrates excellent in everything he does.

Fire Officer of the Year 2017 was awarded to **Lieutenant Bill Murray**. Bill is the quiet guy who motivates others, shares his knowledge and treats everyone with respect. He's fun to work with and he goes above and beyond to help everyone in the department. Bill is a career member of our staff and is the leader of Group 3.

And, the award for Firefighter of the Year 2017 went to **Firefighter Ian Diaz**. Ian is in his fourth year as a WBFD volunteer. His peers will tell you he's great mentor and instructor. He's a strong participant, he's hardworking, and he's dedicated to the WBFD. He also proved himself a highly skilled pump operator at the fire on Lothrop's Lane.

Forward to 2018

Looking to 2018, I see a year of rebuilding. Not just rebuilding from the struggles of 2017, but rebuilding towards the needs of the future.

The Wbfd has had great success over the past dozen years. We all have a lot to be proud of. We have the best training program around. We've trained and created an entire new generation of firefighters and potential leaders for the Cape Cod fire service. We have fast response times that meet national standards. We improved operational effectiveness, and in doing so we've lowered insurance premiums for you. We've developed systems and accountability for managing the department that are well ahead of our peers. Financial and capital planning are strengths.

But, we can't sit on our past successes and think they will carry us into the future. The world around us all is changing fast, and our community, our fire department, and the people who staff our fire department have to change with it. Past success and past achievement is no guarantee of future success and achievement.

As we go into 2018 we need to reinvent the Wbfd to meet the challenges of the future. This is isn't easy. There will be resistance to new ways and new roles. We all get comfortable and wish we could just keep doing things the way we always have. As chief, I will have push us all past our comfort zones, my own included. While we are still called a fire department, and our self-image and community image are greatly tied to our firefighting role, this firefighting image is already out of step with who and what we are on a day to day basis. Our role and our image are much more complex. It's time for us to embrace a new image and role.

Looking ahead, much of what we do and what we think about our fire department won't be relevant in a decade or so. The next time we purchase an ambulance we'll be discussing an ambulance that drives itself. Our next fire engine may have a computer to run the pump instead of a firefighter. How these kinds of changes will affect our staff and the image of who we are is hard to precisely predict, but I do know it will be radical.

We need to start thinking about and planning for new deployment models, new technologies and new ways of firefighters doing their jobs. Firefighters of the future won't look and act and train and do their jobs the way firefighters of today do these things.

This has been my 12th year as your fire chief. I am proud to serve as Chief of the Wbfd.

Respectfully submitted,
Chief Joseph V. Maruca

*"Every success story is a tale of constant adaptation, revision and change."
Richard Branson*



**West Barnstable Fire District
Calls by Type**

Type of Call	2017	2016	2015	2014	2013	2012
Animal Rescue	3	-	6	3	-	-
Assist Police	8	10	6	7	5	14
Automatic Fire Alarm	69	61	76	41	66	57
Boat Fire	-	-	1	-	-	-
Burning Without a Permit	8	3	3	4	6	2
Carbon Monoxide	6	2	2	2	3	5
Cellar/Water Pumping	7	1	4	4	1	3
Dumpster Fire	-	-	1	-	-	1
Elevator Rescue	3	-	1	-	-	-
EMS	302	319	379	328	306	305
Explosion/Rupture/Overhead	4	2	2	3	4	4
Hazmat	11	9	12	7	12	8
High-angle Rescue	-	1	-	-	-	-
Lightning Strike	-	-	-	-	2	2
Missing Person	-	-	-	-	1	1
Motor Vehicle Crashes versus Pedestrian	2	2	1	-	-	-
Motor Vehicle Crashes with Injury	32	24	23	28	37	21
Motor Vehicle Crashes without Injury	22	20	28	19	24	19
Motor Vehicle Fire	7	3	3	1	4	6
Mutual Aid - EMS	23	30	45	45	50	44
Mutual Aid - Fire	4	17	9	12	9	10
Mutual Aid - MVC	15	10	19	11	10	12
Mutual Aid - Other	11	25	18	18	9	10
Mutual Aid - Coverage	10	18	15	15	14	11
Oil Burner Malfunction	-	-	-	1	1	1
Other	-	1	1	3	-	1
Prescribed Fire (Local and Regional)	2	3	10	-	-	-
Public Assist	26	21	34	32	11	11
Ring or Jewelry Removal	1	3	4	-	-	-
Smoke in the Building	-	3	3	4	2	3
Standby/Coverage	-	1	1	1	1	-
Structure Fire	4	-	3	2	3	7
Structure Fire - Chimney Fire	2	1	-	1	3	3
Structure Fire - Cooking Fire	1	2	2	-	-	2
Structure Fire - Electrical Fire	2	2	6	3	5	2
Structure Fire - Trash Fire	1	1	-	-	-	-
Unfounded/Mistakes/False	20	21	22	20	26	17
Utility Pole Fire/Wires Down	10	4	10	6	14	5
Water Rescue	2	-	4	2	1	1
Weather Emergencies	2	-	1	2	19	2
Wildland Fires	8	9	5	5	5	18
Total	628	629	760	630	654	608

Comments

The data indicates that the WBFD has entered a period of stability (except for 2015 which is looking like an exception or anomaly) when it comes to emergency call activity. The call volume for three of the past six years as been almost identical. This makes for easier planning and means our deployment model won't require radical changes.

West Barnstable Fire District Fire Loss Data

2017 Fire Loss Data by Property Type

Incident Type	Count	Total Value	Total Losses	Total Saved	Percent Saved
Structure Fire	4	\$ 1,907,600	\$ 696,020	\$ 1,211,580	63.51%
Vehicle Fire	7	\$ 509,500	\$ 25,000	\$ 484,500	95.09%
Total	11	\$ 2,417,100	\$ 721,020	\$ 1,696,080	70.17%

Fire Loss Data by Year

Year	Count	Total Value	Total Losses	Total Saved	Percent Saved
2012	11	\$ 2,470,200	\$ 262,600	\$ 2,207,600	89.37%
2013	9	\$ 1,668,950	\$ 371,700	\$ 1,297,250	77.73%
2014	6	\$ 817,300	\$ 215,000	\$ 602,300	73.69%
2015	6	\$ 226,020	\$ 25,020	\$ 201,000	88.93%
2016	6	\$ 5,431,001	\$ 13,901	\$ 5,417,100	99.74%
2017	11	\$ 2,417,100	\$ 721,020	\$ 1,696,080	70.17%

Comments

The 2017 fire loss data reflects one serious fire that destroyed a home on Lothrop's Lane. This was the greatest property loss the we've experienced in over five years.

Property values in this report are based upon the values determined by the Town of Barnstable Assessor's Office. Losses are based upon an estimate of the percentage of the property damaged or destroyed.



West Barnstable Fire District Emergency Response Times

Response time is measured from the time the dispatcher answered the 911 call to the time the 1st fire unit arrived on location. Response times are shown in minutes and seconds.

	2017	2016	2015	2014	2013	2012
Fire						
Number of Incidents	13	13	14	7	11	29
90% of the Time	07:50	10:03	07:07	09:06	07:55	08:45
50% of the Time (Average Time)	04:26	06:51	04:53	05:45	05:47	06:45
EMS						
Number of Incidents	271	295	347	277	271	286
90% of the Time	07:24	07:22	07:25	07:27	08:02	07:55
50% of the Time	04:58	05:03	04:37	04:57	05:43	05:40
MVC						
Number of Incidents	45	41	49	41	56	35
90% of the Time	06:55	07:13	09:32	08:26	06:58	06:58
50% of the Time	04:17	04:03	04:57	04:17	05:00	04:20
Other						
Number of Incidents	187	146	210	180	188	141
90% of the Time	09:29	08:25	08:36	08:29	10:47	08:46
50% of the Time	05:39	05:14	05:01	05:07	05:44	05:57
All Incident Types						
Number of Incidents	516	495	620	505	526	491
90% of the Time	08:02	07:54	07:55	08:01	08:54	08:04
50% of the Time	05:06	05:03	04:49	04:56	05:36	05:42

Comments

This year's data indicates the WBFD is consistent in its response times. Our response times are within national standards for a community of our size and nature. (See National Fire Protection Association 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments (2014 Edition).

This data indicates that 90% of the time you should expect the WBFD to arrive at your emergency in about 8 minutes from the time you call 911.

*90% Response Time means that the West Barnstable Fire Department arrived at an emergency scene within or sooner than the time shown 90% of the time.

**Average Response Time indicates that half of the time the WBFD will arrive sooner than the time shown, and half of the time it will arrive later than the time shown. The 90% Response Time is a more accurate and reliable expectation for the WBFD to respond to any particular incident.

West Barnstable Fire District Mutual Aid Summary

Mutual Aid Given												
	2017						2016	2015	2014	2013	2012	
	EMS	Fire	MVC	Other	Coverage	Total						
Barnstable	15	3	10	7	1	36	52	59	54	50	49	
COMM	2	1	2	1	4	10	8	9	9	7	3	
Hyannis	-	-	-	-	2	2	3	2	2	4	4	
Cotuit	-	-	-	-	-	-	2	-	1	-	1	
Sandwich	6	-	3	3	2	14	30	30	28	26	26	
Mashpee	-	-	-	-	-	-	1	-	1	-	-	
Falmouth	-	-	-	-	-	-	-	1	4	1	-	
Bourne	-	-	-	-	-	-	-	-	1	3	-	
Wareham	-	-	-	-	-	-	-	-	-	-	-	
Yarmouth	-	-	-	-	-	-	-	1	-	1	1	
Dennis	-	-	-	-	1	1	-	1	-	-	-	
Harwich	-	-	-	-	-	-	2	-	-	-	1	
Brewster	-	-	-	-	-	-	-	-	-	-	1	
Eastham	-	-	-	-	-	-	1	1	1	-	1	
Wellfleet	-	-	-	-	-	-	-	1	-	-	-	
Truro	-	-	-	-	-	-	-	-	-	-	-	
Brockton	-	-	-	-	-	-	-	1	-	-	-	
JBCC	-	-	-	-	-	-	1	-	-	-	-	
Total Mutual Aid Given	23	4	15	11	10	63	100	106	101	92	87	
Total Wbfd Incidents							628	629	760	630	654	608
Percent Mutual Aid Given							10.0%	15.9%	13.9%	16.0%	14.1%	14.3%

Mutual Aid Received						
	2017	2016	2015	2014	2013	2012
Total Mutual Aid Received	47	31	27	24	35	30
Total Wbfd Incidents	628	629	760	630	654	608
Percent Mutual Aid Received	7.5%	4.9%	3.6%	3.8%	5.4%	4.9%

Comments

In 2017 the amount of mutual aid sent by the Wbfd to other communities decreased from about 15% to 10%. This is mostly the result of the Sandwich Fire Department hiring an additional ten career firefighters and therefore not needing assistance as often. The increase in mutual aid received by West Barnstable in 2017 is partly the result of an increase in the severity of building fires and wildland fires we had. At the moment, nothing indicates this increase will continue into 2018.



**West Barnstable Fire District
Busiest Locations**

Busiest Locations							
Year	Route 6	CCCC	Burger King Complex	Kimber Woods	Lombard Farms	YMCA	Craigville Motel
2006	46	29	14	0	0	6	13
2007	62	30	18	0	0	5	18
2008	59	39	18	0	0	12	4
2009	46	41	15	6	12	22	9
2010	35	39	9	21	17	14	21
2011	37	52	24	19	15	20	21
2012	28	48	24	24	10	8	29
2013	40	49	17	19	5	8	37
2014	35	43	10	27	9	8	23
2015	55	32	26	18	15	11	4
2016	42	31	23	21	4	17	3
2017	39	47	20	20	6	9	3

Trailing Five Year Averages							
	42	40	19	21	8	11	14

Comments

Three properties continue to reduce the number of emergency calls at their locations: Lombard Farms Senior Housing, YMCA and Craigville Motel. It is unclear why the number of emergency calls at Lombard Farms and the YMCA has dropped. The Craigville Motel has changed its clientele from long-term housing for a homeless or semi-homeless population, to a short-term traveler population. This reduces emergency calls. (The Craigville Motel is now known as a Knight's Inn.)



**West Barnstable Fire District
2017 Inspection Data and Building Types**

Inspection Data						
Inspection Type	2017	2016	2015	2014	2013	2012
Smoke and Carbon Monoxide Detectors (GL Ch. 26F)	47	43	42	42	42	40
New Fire Alarm Systems	7	11	9	7	2	9
Ammo Storage	3	3	3	-	-	-
Propane Tank Installations	-	1	2	11	4	4
Oil Tank Removals (GL Ch. 21E)	5	1	2	7	-	-
Oil Tank Installations	6	2	1	4	9	7
Oil Burner Installations	2	6	1	4	6	5
Fire Suppression Systems Installations	-	-	1	-	-	-
Fuel Tank Truck	1	2	-	2	-	-
Fire Suppression Systems Installations	-	-	-	-	1	-
Propane Tank Installations - Above Ground	5	-	-	-	1	-
Welding Permits	-	2	-	-	-	-
Propane Tank Installations - Underground	2	1	-	-	-	-
Vent Free Gas Stove	1	-	-	-	-	-
Total	79	72	61	77	65	65

Fire Inspections by the Wbfd are increasing slightly. With few new buildings this is as expected. The majority of inspections are for smoke and carbon monoxide detectors at the sale of a home. Smoke detector inspections are an indicator of real estate sale activity in the village. Other inspections tend to indicate general economic activity and renovations.

Building Types						
Type	2017	2016	2015	2014	2013	2012
Single Family Homes	1,152	1,149	1,143	1,141	1,138	1,138
Multiple Houses per Lot	20	21	21	21	22	23
Apartments	6	6	6	6	6	6
Commercial	34	35	34	35	35	35
Industrial	8	8	8	8	7	7
Mixed Use	18	16	23	24	24	23
Total	1,238	1,235	1,235	1,235	1,232	1,232

The number and type of buildings in West Barnstable are among the indicators of both our community fire risk and our social-economic activity. Almost no change in our village has occurred over the past six years indicating a stable community with low economic growth and low to moderate fire risks.

Deputy Chief David Paananen handles our inspections.

In addition to legally required inspections, the Wbfd does pre-incident planning inspections of all businesses, commercial properties and public assemblies (churches, YMCA, pre-schools, etc.) on an annual basis. These inspections are handled by Lieutenant/Medic Keith Stranger.

**West Barnstable Fire District
Motor Vehicle Crash w/ Extrication Performance**

Incident	Date	Dispatch Time	Arrival Time	Patient Extrication Time	At Hospital Time	Dispatch to Extrication Time (min)	Arrival to Extrication Time (min)	Dispatch to Hospital Time (min)	Notes
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2017									
2017-259	6/16/17	5:46 PM	5:53 PM	6:02 PM	6:22 PM	15	9	35	
2017-388	8/18/17	9:08 PM	9:29 PM	9:38 PM	9:50 PM	30	9	42	Extricated by SFD
2017-433	9/2/17	12:54 PM	1:00 PM	1:16 PM	1:30 PM	22	16	36	
2017-578	11/29/17	3:55 PM	4:00 PM	4:16 PM	4:36 PM	21	16	40	
Average						22	13	38	

2016									
2016-043	2/5/16	11:48 AM	11:57 AM	12:02 PM	12:22 PM	14	5	34	
2016-454	9/11/16	12:36 PM	12:40 PM	12:55 PM	1:15 PM	19	15	39	
Average						17	10	37	

2015									
2015-748	12/23/15	12:57 AM	1:02 AM	1:14 AM		17	12	-	Not transported
2015-647	11/5/15	5:25 PM	5:36 PM			-	-	-	Sandwich call, no data
Average						17	12	0	

2014									
2014-231	5/18/14	5:58 AM	6:08 AM	6:19 AM	6:45 AM	21	11	47	
2014-067	2/4/14	7:04 PM	7:09 PM	7:41 PM	8:00 PM	37	32	56	
Average						29	22	52	

2013									
2013-624	12/12/13	8:17 AM	8:21 AM			-	-	-	Sandwich call, no data
2013-609	11/30/13	8:50 PM	8:53 PM	9:10 PM	9:33 PM	20	17	43	
2013-537	10/4/13	11:20 AM	11:24 AM	11:29 AM	11:55 AM	9	5	35	
2013-483	9/1/13	6:37 AM	6:42 AM	7:30 AM	7:41 AM	52	48	64	
2013-474	8/28/13	10:59 AM	10:59 AM	11:06 AM	11:32 AM	7	7	33	
2013-279	5/13/13	9:02 AM	9:06 AM	9:19 AM	9:35 AM	17	13	33	Extricated by COMM
2013-195	3/24/13	5:02 AM	5:11 AM	5:28 AM	5:47 AM	26	17	45	
2013-056	2/2/13	7:03 PM	7:05 PM	7:17 PM	7:36 PM	13	11	32	
Average						21	17	41	

Comments

The goal of the Wbfd with regard to extricating trapped patients from motor vehicle crashes is to have them extricated and transported to a hospital within one hour. In 2017 there were four crashes requiring extrication and in all four cases the occupants were extricated and arrived at the hospital in less than an hour from the time the 911 call was received. In one case, the Sandwich FD gets credit for the extrication (in West Barnstable) because both departments were out searching for the same crash and they found it first.

**West Barnstable Fire District
Ambulance Billing Activity**

2017	Number of Patients	Billing Activity			Annual % Change in Collected	Collection Rates		Average per Patient			Annual % Change in Collected per Patient
		Billed	Allowed	Collected		Billed	Allowed	Billed	Allowed	Collected	
Private Insurance	62	183,853	150,910	128,571		69.9%	85.2%	2,965	2,434	2,074	
Government Insurance	183	542,614	74,981	69,852		12.9%	93.2%	2,965	410	382	
Self Pay	21	61,922	59,216	1,057		1.7%	1.8%	2,949	2,820	50	
Total	266	788,389	285,107	199,480	-8.8%	25.3%	70.0%	2,964	1,072	750	-7.5%

Prior Year Totals

2016	270	776,697	319,557	218,804	-9.3%	28.2%	68.5%	2,877	1,184	810	14.9%
2015	342	937,766	369,505	241,284	37.8%	25.7%	65.3%	2,742	1,080	706	10.8%
2014	275	419,554	227,490	175,058	0.5%	41.7%	77.0%	1,526	827	637	14.4%
2013	313	372,638	185,225	174,232	-1.0%	46.8%	94.1%	1,191	592	557	-9.5%
2012	286	397,550	226,694	175,963	-11.0%	44.3%	77.6%	1,390	793	615	6.4%
2011	342	402,634	244,691	197,757	45.9%	49.1%	80.8%	1,177	715	578	12.6%
2010	264	282,457	162,793	135,514	1.8%	48.0%	83.2%	1,070	617	513	4.5%
2009	271	251,920	158,594	133,084	10.6%	52.8%	83.9%	930	585	491	-0.8%
2008	243	212,660	137,685	120,327	-2.4%	56.6%	87.4%	875	567	495	15.6%
2007	288	217,407	150,328	123,330		56.7%	82.0%	755	522	428	

Number of Patients

	Private Insurance			Government Insurance			Self Pay			Total		
	ALS	BLS	Total	ALS	BLS	Total	ALS	BLS	Total	ALS	BLS	Total
2017	43	19	62	141	42	183	17	4	21	201	65	266
2016	50	20	70	131	43	174	15	11	26	196	74	270
2015	71	33	104	147	64	211	14	13	27	232	110	342
2014			85			154			36			275
2013			187			94			32			313
2012			143			123			20			286
2011			129			178			35			342
2010			123			115			26			264
2009			112			133			26			271
2008			114			110			19			243
2007			144			115			29			288

Comments

The number of patients transported to the hospital seems to have entered into a fairly stable period (except for 2015, which spiked higher than most years). This stability means we aren't experiencing an increase in ambulance revenue based upon increasing emergency calls. Medicare and other government insurance programs covered 68% of our patients in 2017. This is up from 64% in 2016 and 61% in 2015. This results in a decrease in the amount of money we can collect for each patient transported to the hospital. Medicare typically pays us \$382 per patient and private insurance typically pays us \$2074 per patient. Without increases in volume, this trend towards more Medicare patients results in less revenue.

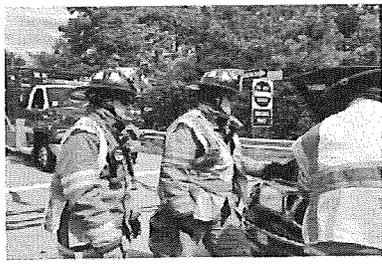


**West Barnstable Fire District
Calendar Year 2017 Compensation**

Career Firefighters/ Paramedics	Regular Earnings	Overtime Earnings	Total Earnings	Overtime Hours	Average Weekly Overtime Hours	Average Total Hours per Week
Clough, Edward	77,178	67,122	144,300	1,324	25.5	67.5
Greim, Christopher	79,207	2,370	81,577	46	0.9	42.9
Jewett, Troy	76,928	54,975	131,902	1,084	20.8	62.8
Murray, William	72,560	63,821	136,381	1,325	25.5	67.5
Stranger, Keith	72,859	32,851	105,710	679	13.0	53.0
Total	378,730	221,139	599,869	4,456		

Call/Volunteer Firefighters	Earnings
Aiguier, Brenden	556
Anderson, Sean	249
Andrewski, Christian	8,008
Archibault, Robert	4,873
Arraes, Bruno	54
Cikins, Matthew	2,892
Cottrell, Curtis	8,937
Crowley, Edward	1,900
Demoracski, Michael	2,119
Desmarais, Andrew	27
Diaz, Ian	8,151
Frye, Steven	14,604
Garafoli, John	7,431
Hammond, Zachery	423
Heckler, Andrew	1,092
Kalweit, Christel	577
Longo, Edward	5,115
Mahoney, John	3,858
McShera, Connor	4,412
Medeiros, Justin	940
Melanson, Stephanie	3,486
Miskiv, Demi	747
Nogueira, Frederico	2,609
Noyes, Emma	602
Rhude, Paul	1,877
Santos, Roger	393
Silva, Robert	639
Standish, Christopher	-
Steemson, Patrick	657
Stephens, Sean	12,792
Stoos, Jason	136
Tatzel, Rebecca	136
Thomas, Scott	4,159
Walsh, Luke	6,818
Whiteley, Michael	87
Wildman, Laura	4,553
Total	115,909

Other	Earnings
Part-Time Firefighters/EMTs	
Mandel, Andrew	19,696
Sylvia, Kimberley	24,132
Young, Kevin	15,469
Part-Time Mechanic/Firefighter	
Smith, Ryan	11,499
Part-Time Maintenance	
Ill, Eric	2,009
Administration	
Maruca, Joseph (Chief)	108,171
Paananen, David (Deputy Chief)	97,420
King, Janice (Admin Asst)	19,525
Henson, Roger	1,200
Lesiak, Walter	1,800
Queenan, Joseph	1,200
District Treasurer	
Pirrone, Raymond	22,172
District Accountant	
Barrette, Kathleen	24,471
Prudential Committee	
Grace, Elaine (Clerk)	5,500
LaPine, Chrystal	500
Northcross, Walter	500
Smith, Edward	500
Moderator/Town Collector	
Mitchell, Kate (Moderator)	50
Niemi, Maureen (Tax Collector)	220
Total Other	356,033



Summary	Earnings
Career Firefighters/Paramedics	599,869
Call/Volunteer Firefighters	115,909
Part-Time FF/EMTs	59,297
Part-time Mechanics	11,499
Administration, Staff, Elected	285,238
Total	1,071,811

**West Barnstable Fire District
Overtime Hours by Type**

Fiscal Year 2017 Hours													
Overtime Type	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Total
Emergency Calls	90	115	102	43	49	69	30	27	28	65	64	34	714
Shift Cov-Monday	40	35	35	45	25	20	45	17	30	25	28	40	384
Shift Cov-Vac	186	160	48	38	48	72	-	-	-	24	72	264	912
Shift Cov-Sick-Doc	130	7	-	-	24	36	52	41	33	97	14	-	434
Shift Cov-Injury	-	-	-	-	-	-	-	-	-	-	-	-	-
Shift Cov-Maternity	-	-	60	100	-	10	-	-	-	-	-	-	170
Shift Cov-Meetings	-	3	-	-	-	-	-	-	-	-	-	-	3
Shift Cov-Jury Duty	-	6	-	-	-	-	-	-	-	-	-	-	6
Shift Cov-Training	-	19	40	34	20	-	20	-	-	27	27	-	187
Shift Cov-Fire Prev.	-	2	-	2	-	-	-	-	-	-	-	-	4
Shift Cov-Detail	-	-	-	-	-	-	-	-	-	-	-	-	-
Shift Cov-Fire Acad.	-	-	-	-	100	150	160	50	-	-	-	-	460
Shift Cov-Bereave	-	-	-	-	-	-	-	-	-	-	-	-	-
Shift Cov-Union	-	-	-	-	-	-	46	162	190	150	97	114	759
Shift Cov-Holiday	-	-	-	-	-	-	-	-	-	-	-	-	-
Shift Cov-Fema	-	-	-	-	-	-	-	-	-	-	-	-	-
Shift Cov-Cis	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Education	2	5	2	3	2	2	2	-	-	-	2	6	26
Training	34	37	67	46	85	20	87	13	29	70	143	17	646
Fire Prevention	-	-	-	-	-	-	-	-	-	-	-	-	-
Storm Coverage	-	-	-	-	-	-	20	62	-	-	-	-	82
Special Detail	31	-	-	16	6	-	-	-	-	-	-	-	53
Staff Mtg.	-	-	-	-	-	3	-	3	-	-	-	-	6
Court Appearance	-	4	-	-	-	-	-	-	-	-	-	-	4
Hiring Committee	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	513	391	353	326	359	382	462	375	310	458	446	474	4,846

Prior Fiscal Year's Hours													
Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY16	305	310	484	486	466	384	290	386	279	248	424	452	4,511
FY15	297	258	484	437	407	341	524	351	487	324	429	513	4,849
FY14	423	319	304	382	403	423	462	318	300	309	438	361	4,439
FY13	282	296	321	463	335	234	367	450	380	436	358	419	4,336
FY12	322	448	384	407	414	359	435	240	387	415	418	428	4,655

Comments

There were 4846 hours of overtime in FY 2017 (July 1, 2016 to June 30, 2017) This is almost the same as FY 2015 and not greatly different from FY 2016. Much of the overtime, 759 hours, was a result of shift coverage while one of our career staff was on leave. We've increased the use of part-time staff for coverage when we can, however, there is a shortage of qualified part-time staff, state law limits part-time staff to 20 hours per week, and many of part-time staff have other jobs that conflict with the times we need the coverage. Otherwise, overtime in the areas of emergency calls and training fall within expected areas, and tend to be two of the three top reasons for overtime.

**West Barnstable Fire District
2017 Training Hours**

Actual Hours														
Name	Rank	Full Year	Fire Training	Hazmat Training	Driver Training	Officer Training	Recruit Training	Facility Training	EMS	MVC/				Total
										Extrication	Wildland / Brush	Fitness/ PT	Other	
Command Staff														
Maruca, Joseph	Chief	Yes	52	4	-	40	5	5	41	-	1	55	9	209
Paananen, David	Deputy	Yes	58	4	1	7	5	5	89	-	-	7	7	182
Clough, Edward	Lieut.	Yes	23	-	2	1	-	2	11	-	-	-	3	41
Greim, Christopher	Lieut.	No	-	2	-	-	-	-	5	-	-	-	-	6
Jewett, Troy	Lieut.	Yes	37	4	3	2	80	-	6	4	3	4	8	150
Murray, William	Lieut.	Yes	61	44	11	6	76	5	76	2	3	4	4	290
Stranger, Keith	Lieut.	Yes	249	-	25	8	12	3	129	2	3	18	2	449
Garofoli, John	Lieut.	Yes	67	4	10	9	31	5	13	4	3	2	3	149
Hammond, Zachery	Lieut.	No	-	2	-	-	-	-	2	-	-	-	-	4
Firefighters/EMTs														
Aiguier, Brenden		No	3	2	-	-	-	-	3	-	-	-	2	9
Anderson, Sean		No	1	2	-	-	-	-	4	-	-	-	-	6
Andrewski, Christian		Yes	74	4	8	6	44	5	24	2	3	5	6	179
Archibald, Robert		No	32	2	4	-	6	3	17	2	3	-	4	70
Arraes, Bruno		No	-	-	-	-	-	-	-	-	-	-	-	-
Cikins, Matthew		Yes	43	4	1	-	2	2	4	2	3	-	2	62
Cottrell, Curtis		Yes	124	10	21	163	46	5	43	4	3	-	6	422
Demoracski, Michael		Yes	20	-	1	-	3	-	7	-	-	4	2	37
Desmarais, Andrew		No	-	-	-	-	-	-	-	-	-	-	-	-
Dewechter, Claire		No	4	-	-	-	-	-	-	-	-	-	-	4
Diaz, Ian		Yes	73	4	4	45	45	5	31	2	3	61	4	274
Donnelly, Nicholas		No	15	-	-	5	89	2	9	-	-	-	2	122
Ethier, Matt		No	11	-	4	-	-	3	6	-	-	-	-	23
Frye, Steven		Yes	92	4	5	43	55	5	40	2	3	7	10	262
Hammond, Zack		No	-	-	-	-	-	-	-	-	-	-	-	-
Herges, Andrew		No	2	-	-	-	-	-	2	-	-	-	-	4
Isernio, Peter		Yes	8	-	-	-	79	2	28	-	-	-	-	117
Johnson, Tim		No	6	-	-	-	43	-	2	-	-	-	-	51
Jones, Ryan		No	-	-	-	-	-	-	-	-	-	-	-	-
Kilmurray, Steven		Yes	11	-	-	-	81	2	7	-	-	-	2	103
Leary, Jordan		Yes	2	-	-	-	73	2	-	-	3	-	2	81
Longo, Edward		Yes	43	-	2	-	25	-	28	2	-	-	4	104
Macdonald, Brendan		Yes	50	2	15	4	31	5	17	4	3	84	4	218
Mahoney, John		Yes	10	-	2	-	2	2	310	-	-	-	2	328
Mandel, Andrew		Yes	29	2	10	12	4	3	43	4	-	5	3	114
McShera, Connor		Yes	27	4	8	-	2	3	33	-	-	-	-	75
Medeiros, Justin		No	15	2	-	-	-	-	9	-	3	-	2	30
Melanson, Stephanie		Yes	35	-	1	35	-	-	4	-	3	-	-	78
Miskiv, Demi		No	20	2	1	-	5	-	3	-	3	-	2	35
Morzio, Dan		No	13	2	-	-	12	-	3	-	-	-	3	32
Nogueira, Frederico		Yes	76	2	3	37	5	2	17	2	3	-	5	151
Pavlo, Ivalylo		Yes	54	2	9	7	9	2	11	2	3	7	3	108
Robbins, Jonathan		Yes	12	2	-	5	83	2	3	-	-	-	-	107
Santos, Roger		No	11	2	-	2	-	-	2	-	-	-	-	17
Schneckloth, Hank		Yes	38	4	4	-	17	2	6	2	-	-	5	76
Senat, Jean		Yes	8	-	-	3	73	2	2	-	-	-	-	88
Silva, Robert		No	3	2	-	-	-	-	-	-	-	-	-	4
Smith, Ryan		No	43	2	-	35	-	3	7	-	-	-	-	89
Steemson, Patrick		No	2	-	-	-	-	-	-	-	-	-	-	2
Stephens, Sean		Yes	61	4	29	3	27	5	29	2	3	-	4	164
Stewart, Aaron		No	-	-	-	-	2	-	2	-	3	-	-	7
Stoots, Jason		Yes	70	4	8	2	29	5	8	2	3	1	11	140
Sylvia, Kimberly		Yes	49	2	3	67	22	5	29	4	-	4	3	186
Tatzel, Rebecca		Yes	38	2	3	6	30	2	30	4	3	1	1	119
Thomas, Scott		Yes	36	2	4	2	-	3	73	2	3	3	5	131
Truscott, Joshua		No	20	2	3	-	12	-	6	-	-	-	3	45
Walsh, Luke		No	76	2	9	37	56	3	42	-	3	-	4	230
Whiteley, Michael		No	8	-	1	-	-	-	4	-	-	-	-	13
Young, Kevin		Yes	37	-	3	24	3	5	13	2	-	-	1	86
Auxiliary/Seasonal														
Duchesney, Teddy		N/A	4	-	-	-	2	3	3	4	-	-	-	15
Heckler, Andrew		N/A	34	2	-	3	-	5	13	-	3	-	7	66
Mitchell, Kathleen		N/A	12	-	-	-	-	-	6	2	-	134	2	156
Noyes, Emma		N/A	3	-	-	-	2	-	24	-	-	-	-	29
Rhude, Paul		N/A	16	-	-	3	2	5	6	2	-	-	-	32
Stolte, Robert		N/A	-	-	-	-	-	-	-	-	-	-	-	-
Wildman, Laura		N/A	5	-	1	-	2	-	18	-	-	-	-	26
Total Actual Training Hours			2,017	132	212	615	1,226	116	1,400	66	61	404	149	6,396
Average Training Hours for Full Year			50	3	6	16	30	3	36	2	1	8	4	160