



Shared Fire & Emergency Medical Services Cost Analysis

**Towns of Stockbridge,
West Stockbridge &
Richmond, MA
10/24/2024**



Here's The Idea

- Combine fire/EMS services
- Hire multiple full-time fire/EMS professionals who can be backed up by volunteer support
- Provide training, professional support, and backup service for the town of Richmond

Options Overview



Stockbridge, West Stockbridge & Richmond 24/7 Operation

Enhanced Coverage: A 24/7 operation ensures that emergency services are always available, providing primary protection and response capability across all three towns.

Shared Resources: Such as personnel, equipment, and facilities, which can lead to cost efficiencies and reduced redundancy.

Increased Professional Support: With a larger, combined team, there will be more professional support available, enhancing the quality of service and enabling better training and development opportunities for staff.

Improved Response Times: With staff on duty at all times, the response times to emergencies will likely improve, potentially saving lives and property. Location of the building would impact the response time.

High Initial Costs: The setup of a 24/7 operation across three towns requires upfront investment in staffing, infrastructure, and equipment.

Increased Operational Costs: Including salaries, benefits, and maintenance, will be higher than in a more limited service model, putting pressure on town budgets.

Stockbridge & West Stockbridge 24/7 Operation

Enhanced Coverage: A 24/7 operation ensures that emergency services are always available, providing primary protection and response capability across Stockbridge & West Stockbridge, support to Richmond.

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Increased Professional Support: With a larger, combined team, there will be more professional support available, enhancing the quality of service and enabling better training and development opportunities for staff.

Richmond retains its independence, allowing it to manage its own Fire and EMS services according to its specific financial capacity and operational needs.

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Increased Operational Costs: Including salaries, benefits, and maintenance, will be higher than in a more limited service model, putting pressure on town budgets.

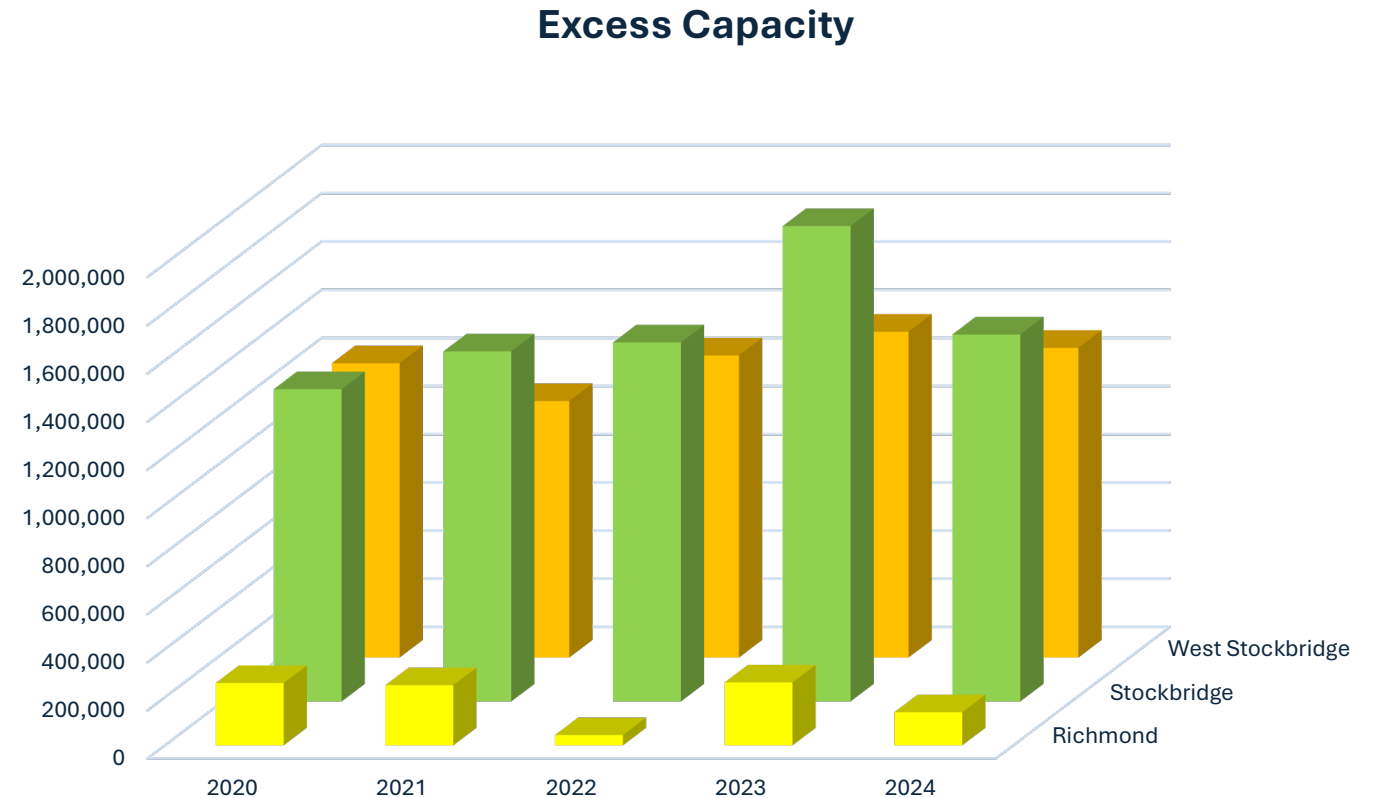
Current Financial Conditions

The importance of ensuring that any shared services arrangement is financially viable for all participating municipalities.

Richmond's involvement in a 24/7/365 department could impose undue financial stress on the town.

Richmond would see a little to no improvement over current Fire/EMS Operations with the paid department operating out of Stockbridge on Route 102.

Preferred Option –
Stockbridge & West Stockbridge 24/7 Operation



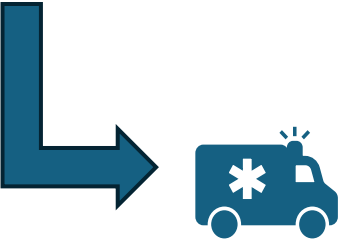
**Stockbridge, West
Stockbridge & Richmond**

24/7 Operation

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- **Shared Resources:** Such as personnel, equipment, and facilities, which can lead to cost efficiencies and reduced redundancy.
- **Increased Professional Support:** With a larger, combined team, there will be more professional support available, enhancing the quality of service and enabling better training and development opportunities for staff.
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- **High Initial Costs:** The setup of a 24/7 operation across three towns requires upfront investment in staffing, infrastructure, and equipment.
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Options

Stockbridge & West Stockbridge 24/7 Operation



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Shared Resources: Combining services across towns allows for the sharing of resources, such as personnel, equipment, and facilities, which can lead to cost efficiencies and reduced redundancy.



Increased Professional Support: With a larger, combined team, there will be more professional support available, enhancing the quality of service and enabling better training and development opportunities for staff.



Independence: Richmond retains its independence, allowing it to manage its own Fire and EMS services according to its specific financial capacity and operational needs. This may foster a greater sense of local control and community satisfaction.

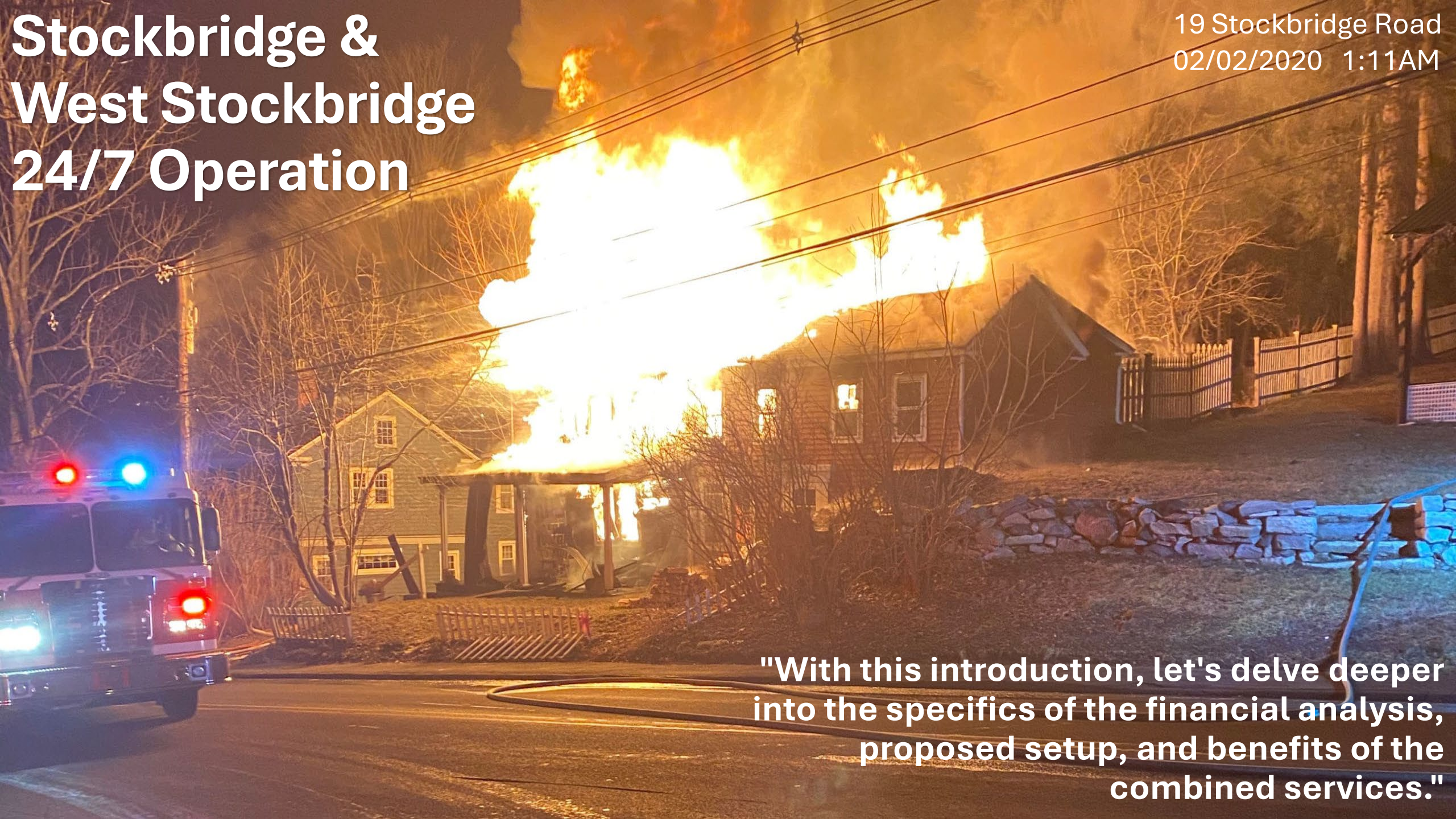


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Stockbridge & West Stockbridge 24/7 Operation

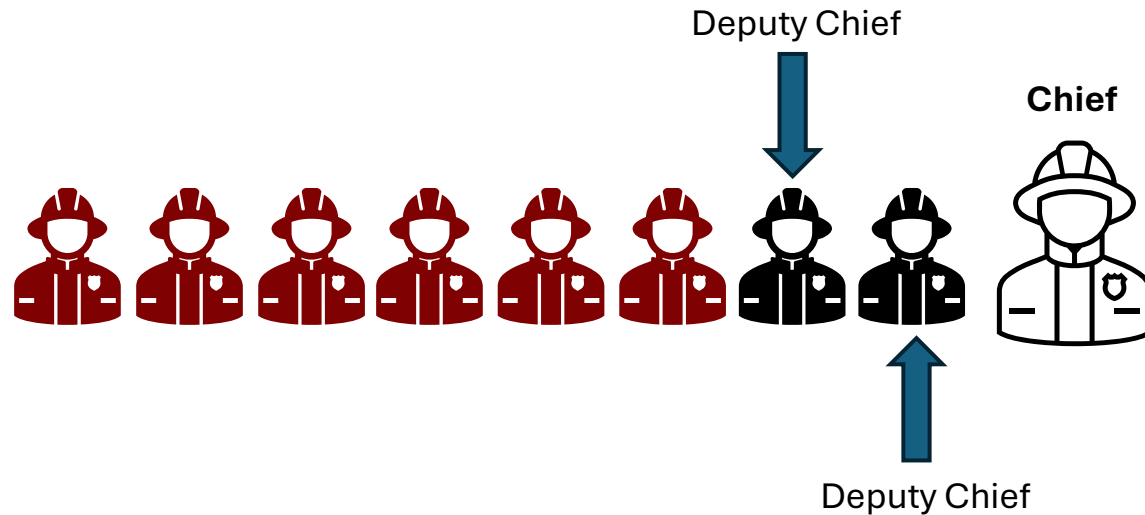
19 Stockbridge Road
02/02/2020 1:11AM



"With this introduction, let's delve deeper into the specifics of the financial analysis, proposed setup, and benefits of the combined services."

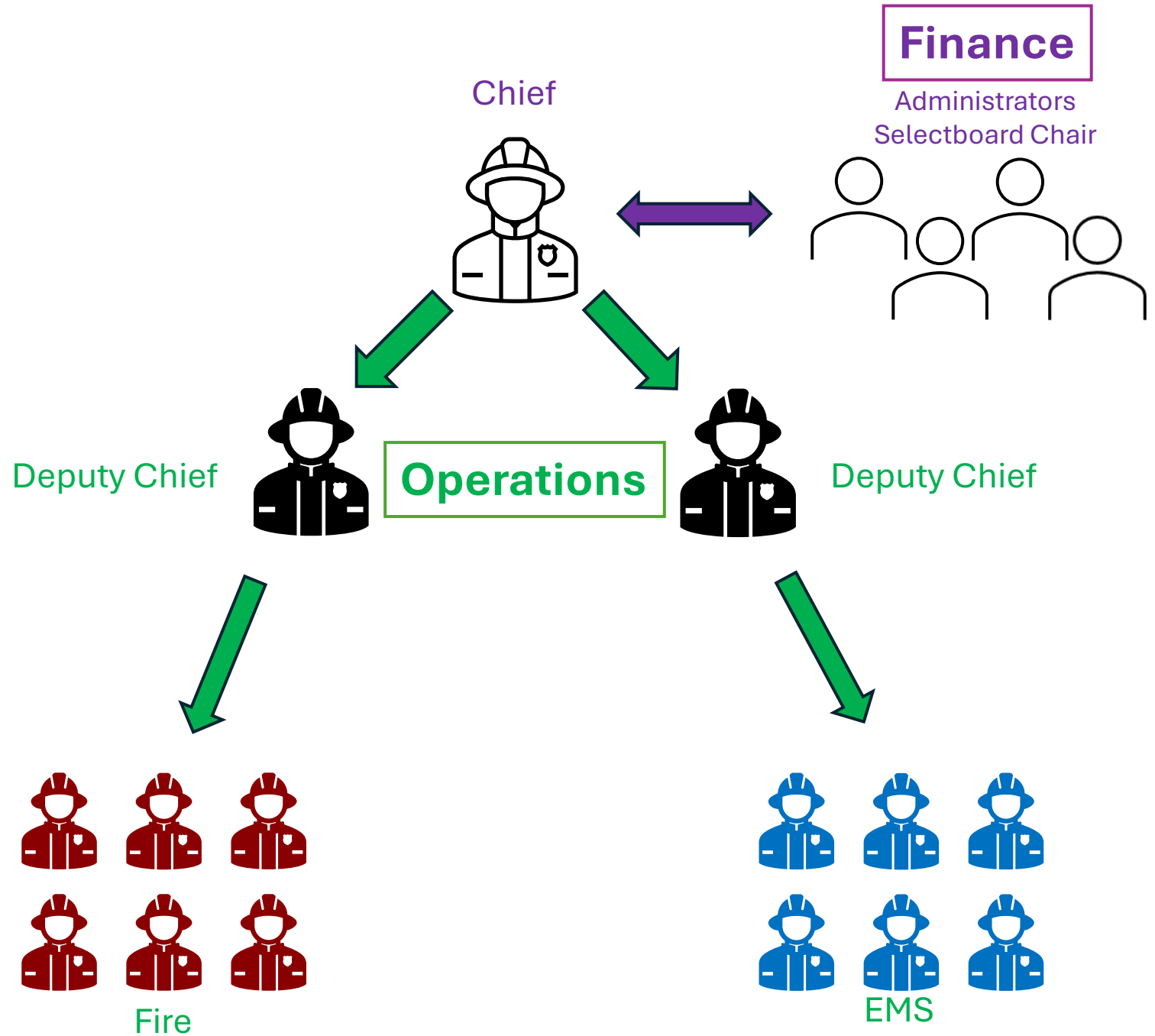
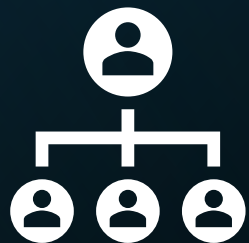
Salary Estimate

The salary estimate is based on eight full time fire/EMS professionals plus one full time chief. Two staff members will serve as deputy chiefs.



A crew of this size will require an approximate annual salary & benefit Cost of **\$977,205**, derived from Fiscal Year 2025.

Command Structure



Finance Oversight & Status Reporting

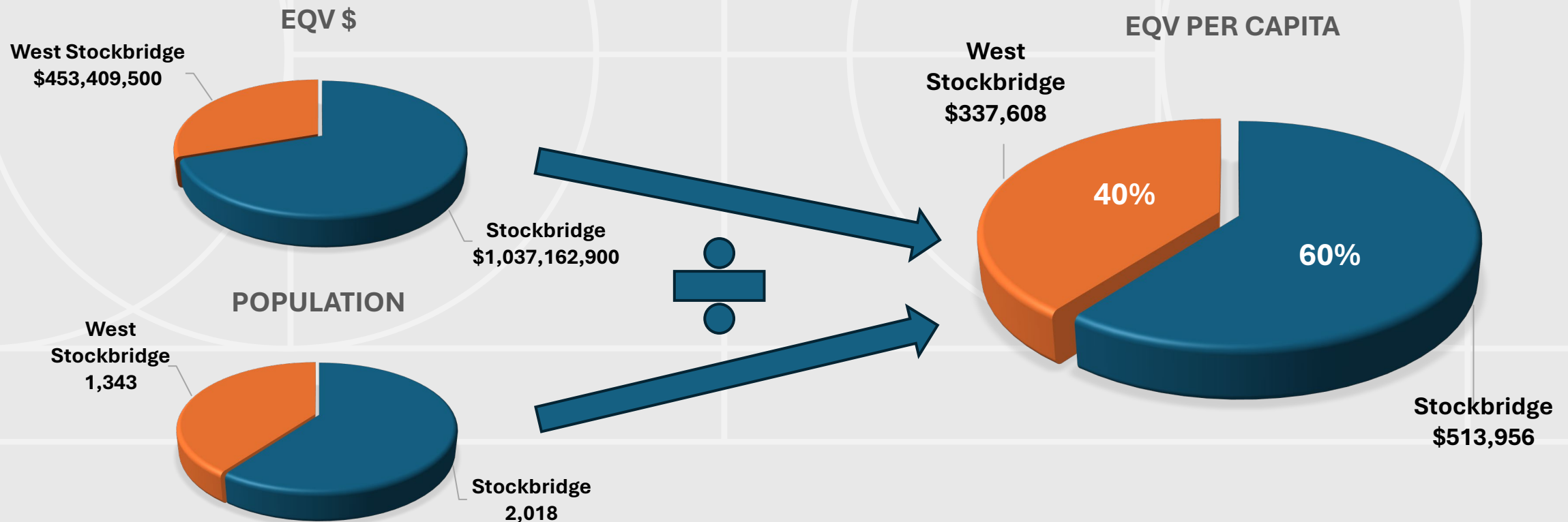
Establish an Oversight Board that will consist of the Fire Chief, Stockbridge & West Stockbridge Administrators and Select Board Chairs

Quarterly Meetings

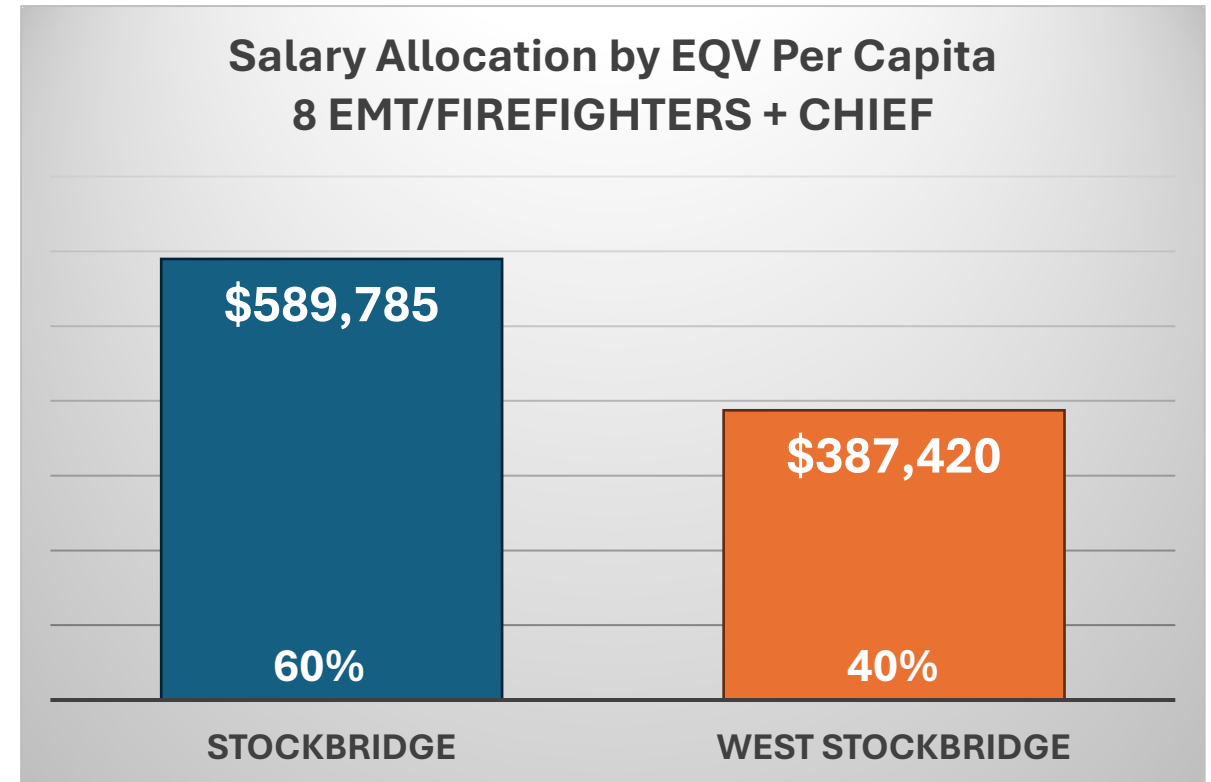
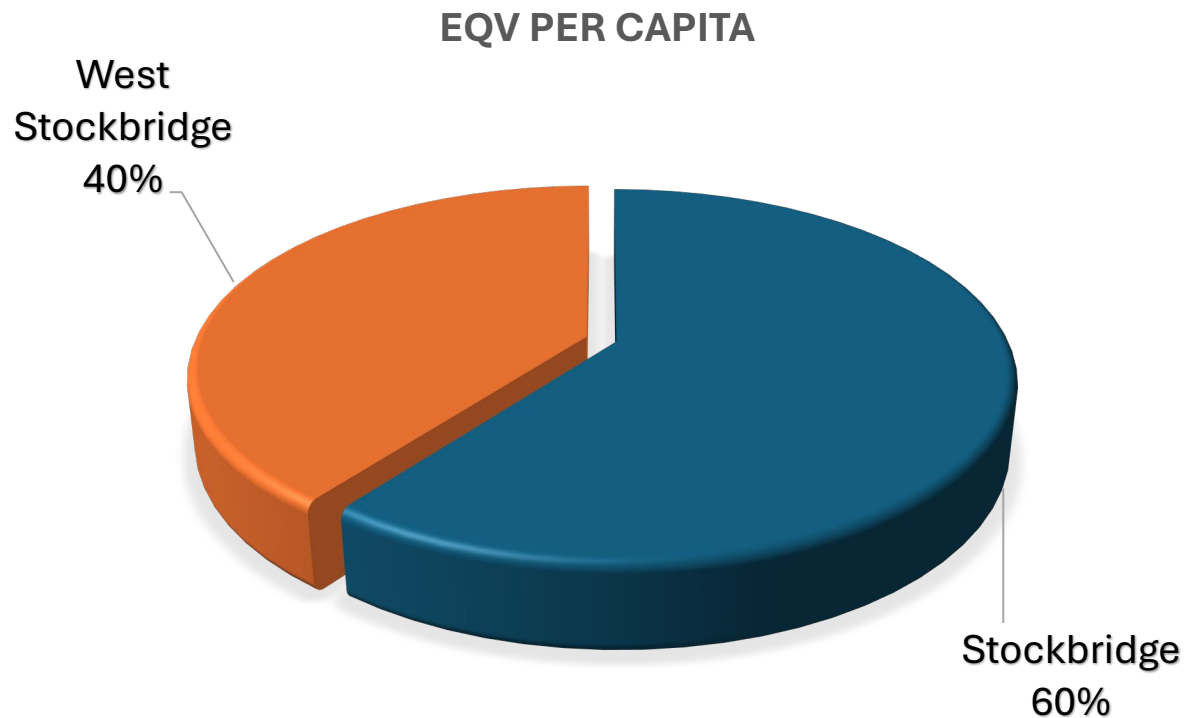
- Financial Report
 - Budget Status
 - Projected Needs (equipment, staffing, etc.)
- Status Report by Fire Chief
 - Operations
 - Fire Prevention
 - Training

How should we divide the salary costs?

One method will be to find the equalized value (EQV) per capita (average per person)

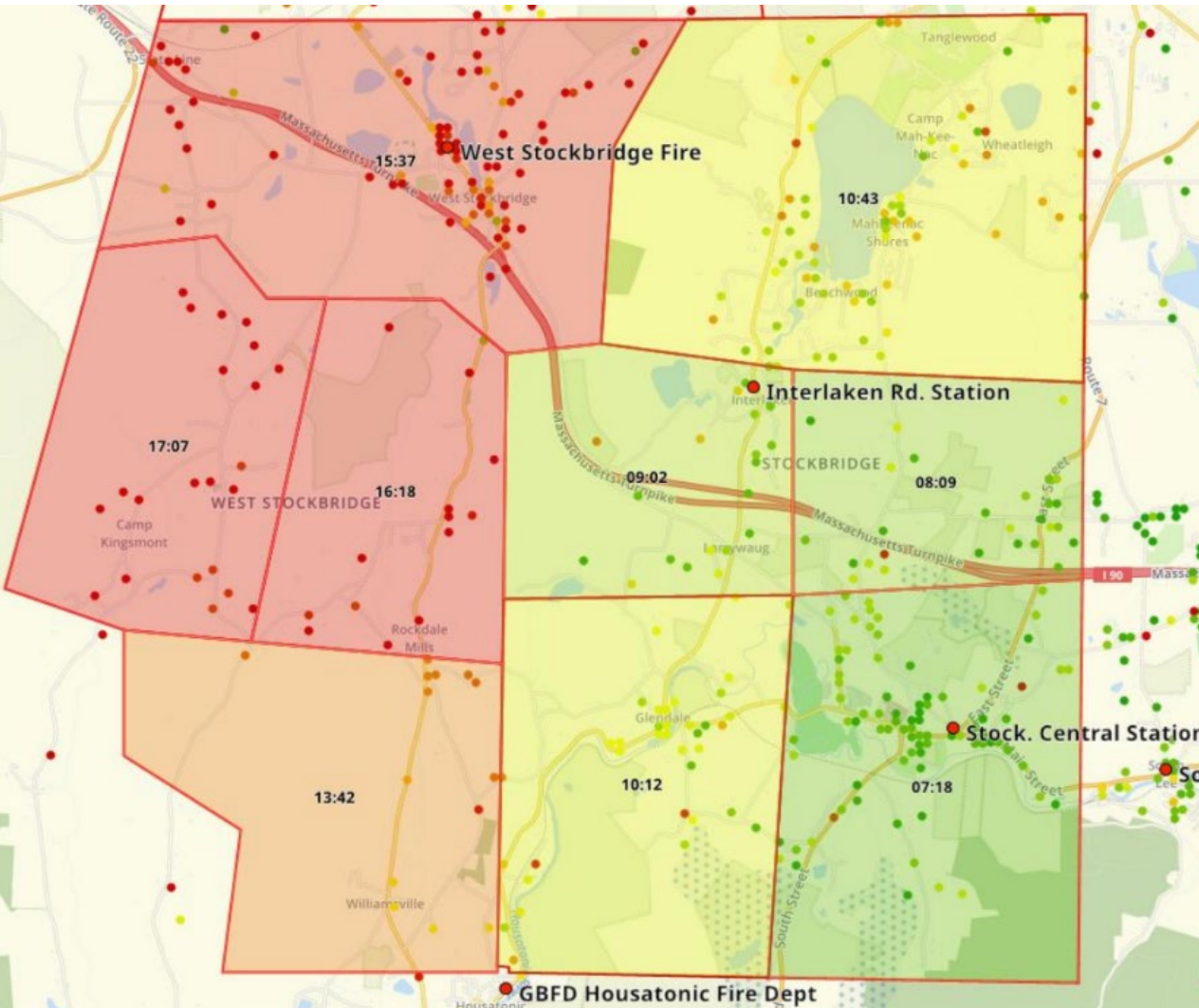


Salary Allocation - EQV Per Capita

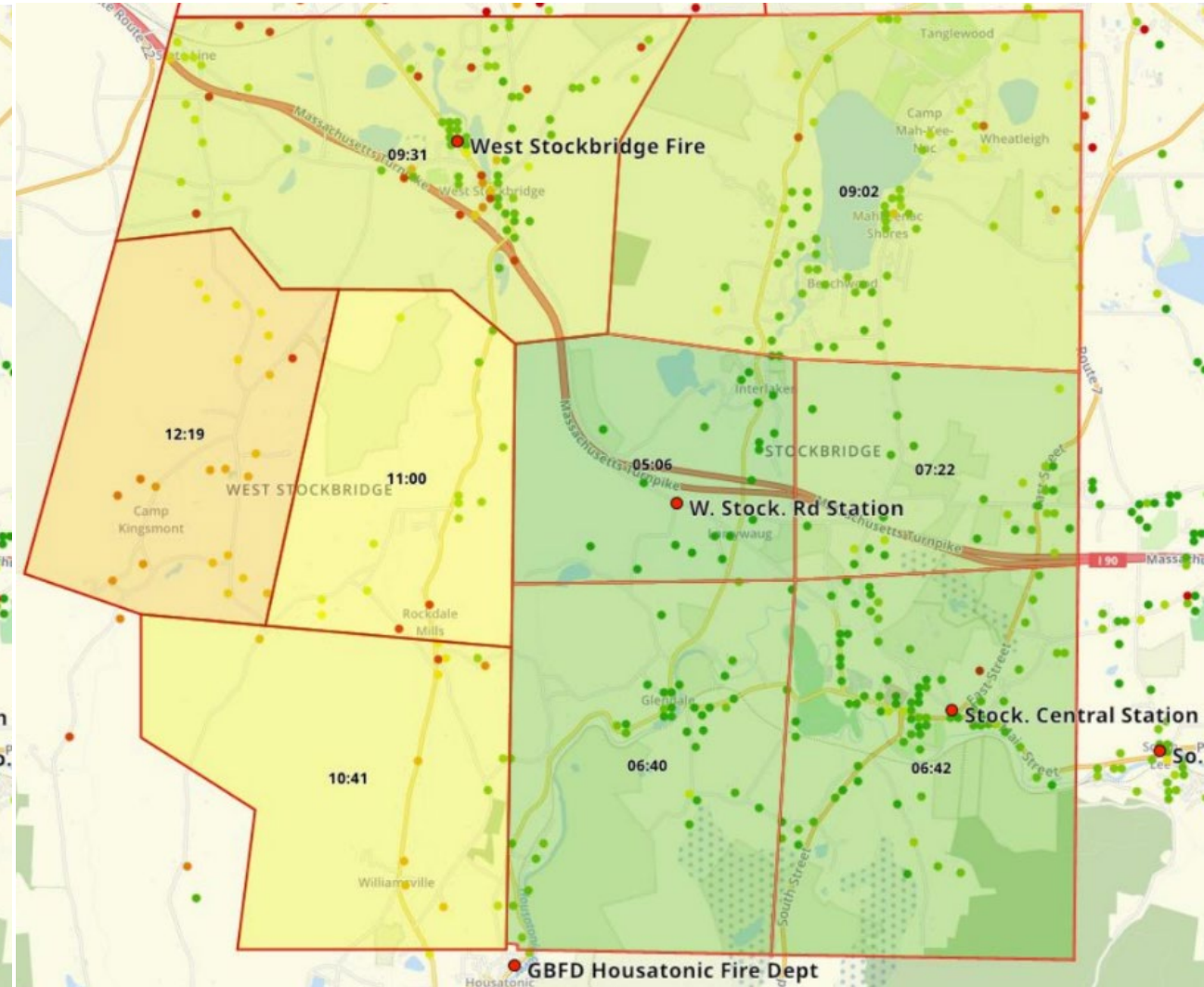


Total Salaries: **\$977,205**

Response Times!



Using just the existing stations



Using existing stations plus a new station on W. Stockbridge Rd

A new fire station in Stockbridge

- Our cost estimate for a new fire station was derived from the cost per square foot of a recently constructed substation in Hadley, MA
- The design of Hadley's station provides the desired layout, however, our needs justify a slightly larger building with an additional 50x18 foot vehicle bay
 1. Hadley's station cost \$3.7 million at 5,300 square feet
 2. $\$3.7 \text{ million} / 5,300 = \text{\$698.11 per sq.ft}$
 3. $50' \times 18' = 900 \text{ sq.ft}$
 $900 + 5,300 = 6,200 \text{ sq.ft}$
 4. $6,200 \text{ sq.ft} \times \$850 \text{ (estimated current cost)} = \$5,270,000 \text{ (rounded)}$
 5. This means we can expect the cost of a new station to be somewhere in the ballpark of **\$5,270,000**



Substation, Hadley, MA

Cambridge NY

- Another Fire Station recently built was Cambridge NY.
- The design of Cambridge station provides a similar desired layout.
- The building was completed in July 2021.
- Cost was \$4,000,000



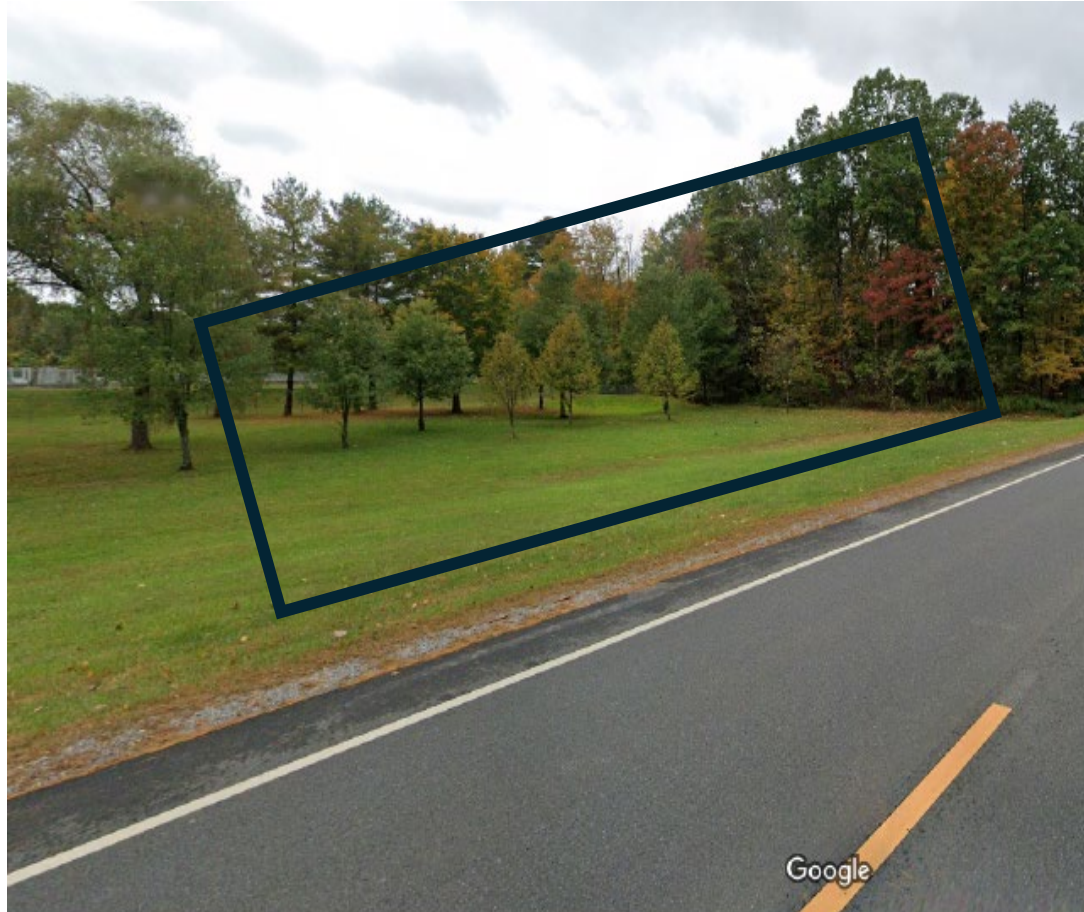
Williamsburg, MA

- A Fire/Police Station recently built was Williamsburg MA.
- The design of Williamsburg station provides a larger station at 8,000 square feet.
- The building was completed in November 2023.
- Cost was \$5,300,000
- Tax Credit reimbursement for energy improvements resulted in the building costing tax payers \$4,100,000.



Williamsburg, MA

Default Location – Town Property (DPW)

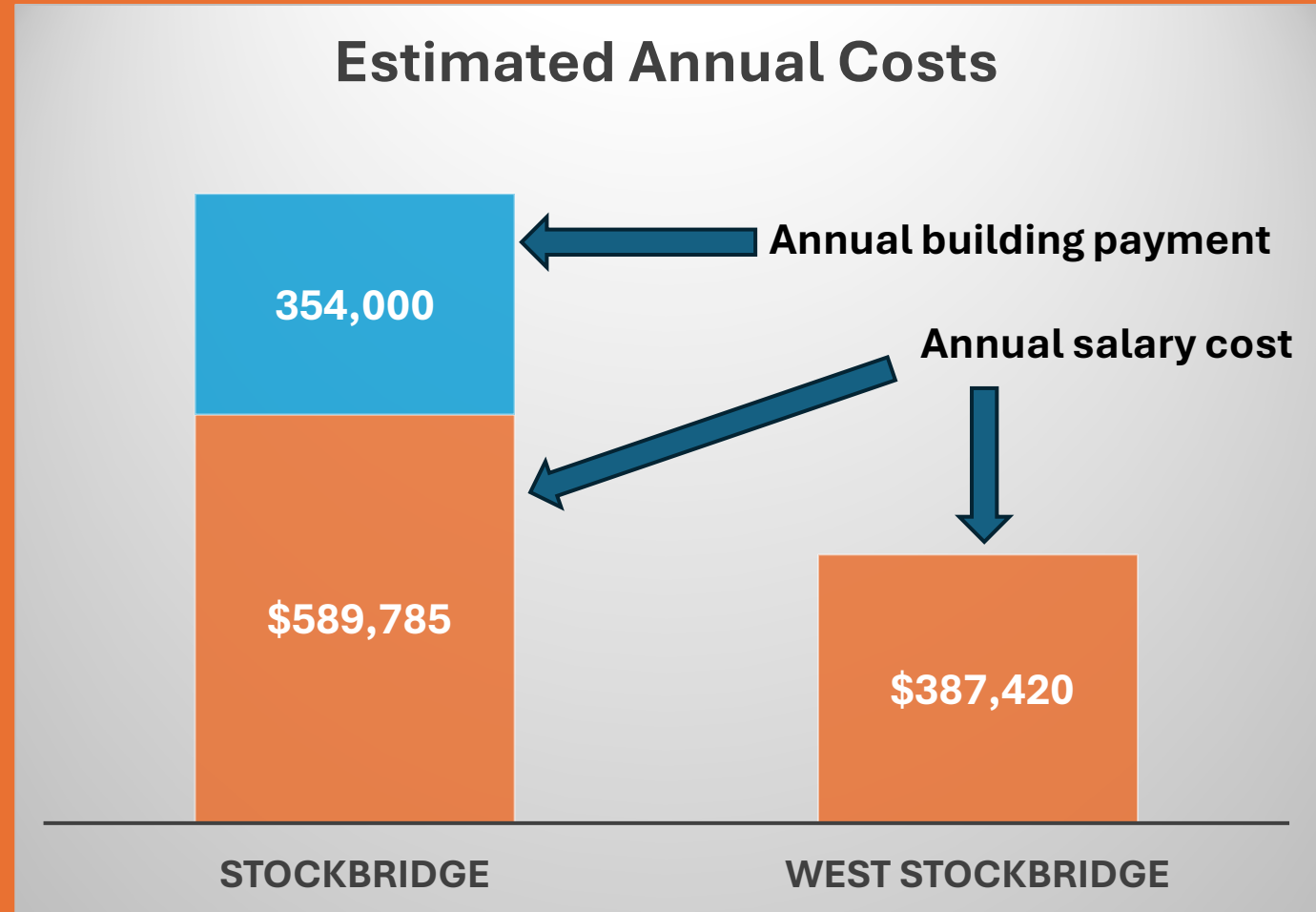


Annual Costs

- The new station would be built in Stockbridge, therefore Stockbridge would be responsible for its cost
- Using excel, we developed a debt amortization schedule for a \$5,270,000 loan
- At a 3.5% interest rate over 20 years, our annual payment would be **\$354,000**

Potential methods for reducing the debt on a new fire station could include:

- Revenues from the sale of the Glendale and Interlaken fire stations.
- Tax Credit reimbursement for energy improvements could result savings on the station construction



Richmond

Richmond would provide their own Fire / EMS based around the needs of their town.

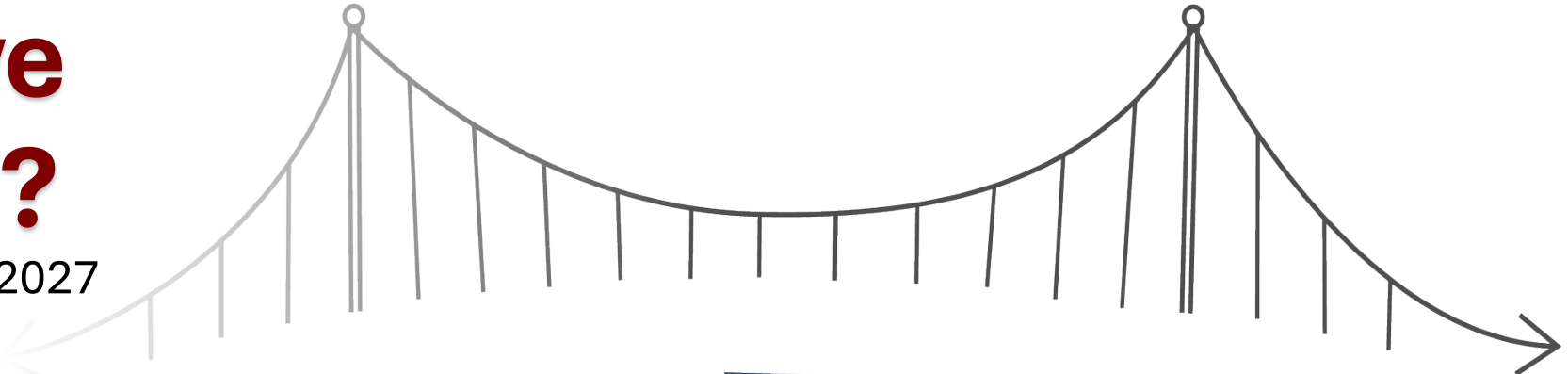
The expansion to 24/7 operations in a combine Stockbridge –West Stockbridge Fire / EMS would help provide improve response and mutual aid for the region and for Richmond.



How do we transition?

January 1, 2025 – July 1, 2027

Bridge Years Planning:
We need to establish a plan for the transitional "bridge years" before the Stockbridge–West Stockbridge Fire/EMS service becomes fully operational.



BRIDGE
Years

EMS Coverage FY26 & FY27



- Stockbridge is in an agreement with Lee and Lenox to provide EMS coverage until FY 28.
- West Stockbridge would need to enter into an agreement with Richmond for them to provide EMS coverage until FY28.

Fire & Command Support FY26 & FY27

The Town of Stockbridge will provide the following:

- Fire support during FY26 & FY27
- Provide Command Structure for both departments.
- Provide daily coverage up to 10 hours 7/days per week
 - Stockbridge proposing to bringing on 2 additional firefighters in FY26

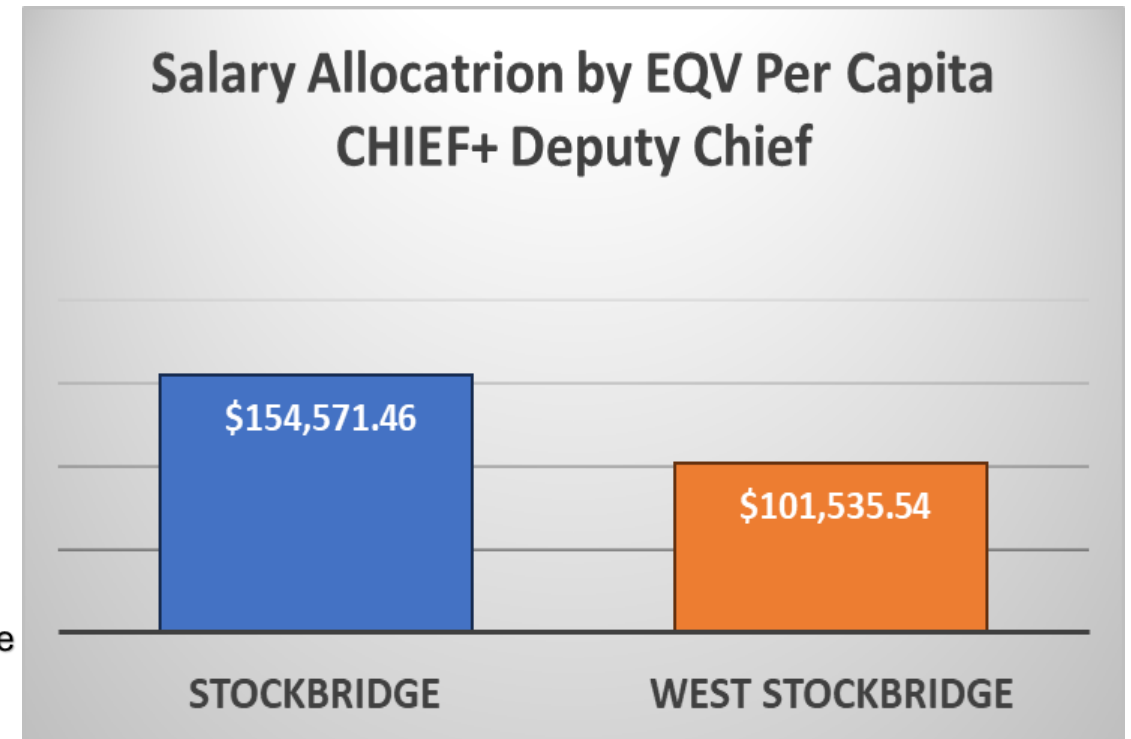
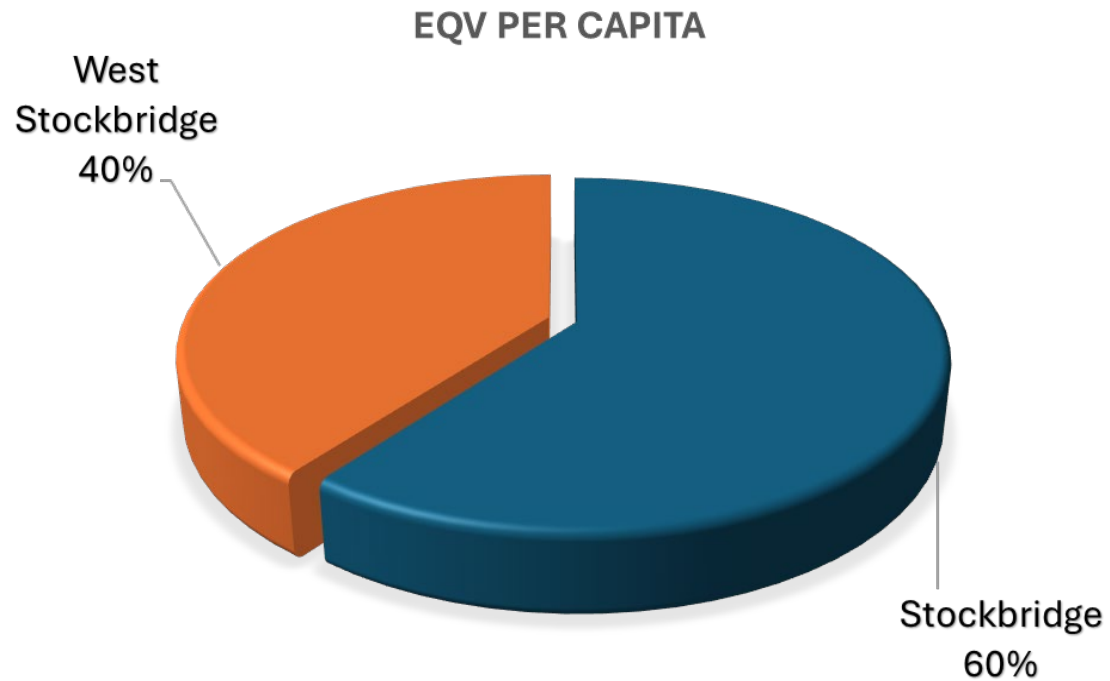


The Town of West Stockbridge

- Provide 40% cost of the Chief and Deputy Chief for FY26 & FY27

Stockbridge – West Stockbridge

Estimated cost for Chief and Deputy Chief for FY26 & FY27

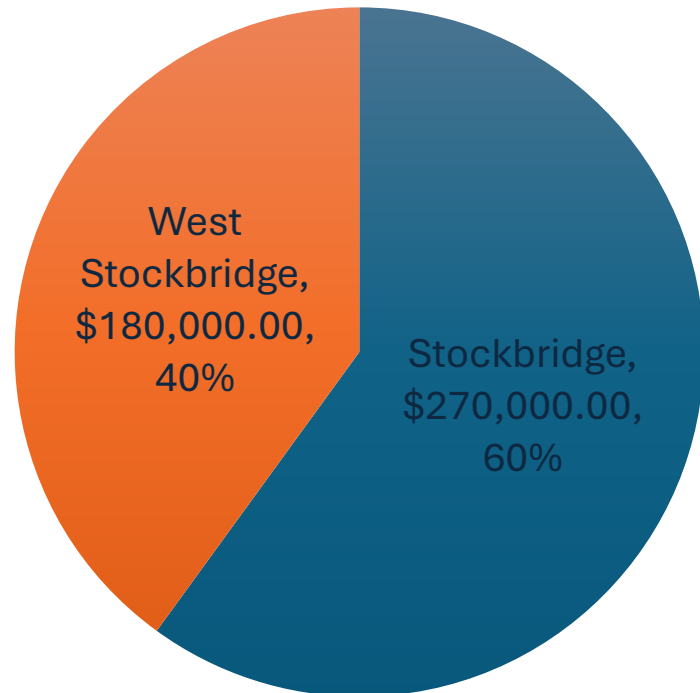


Ambulances

In order to reach operability by FY28, we would need to purchase the primary ambulance in FY26.

We have an ambulance from the Town of Lee that is adequate to be a backup but not to serve as the primary ambulance.

Approximate Cost: \$450,000



Bridge Years (July 1, 2025 – June 30, 2027)

Additional Costs

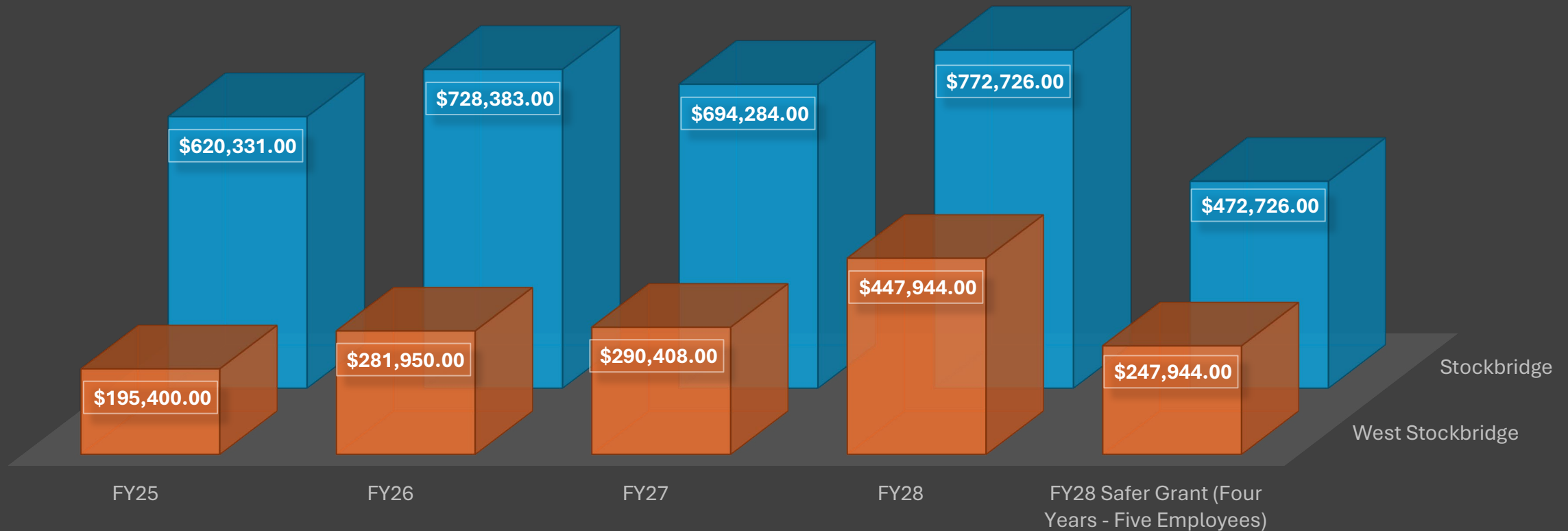
Stockbridge

- 2 Additional Firefighters \$200,000/year - \$400,000
- Ambulance Purchase: \$270,000
- Total Cost: \$670,000

West Stockbridge

- Chief & Deputy Chief \$102,000/year - \$204,000
- Ambulance Purchase: \$180,000
- Total Cost: \$384,000

Estimated operational costs of Fire/EMS Services FY25 – FY28

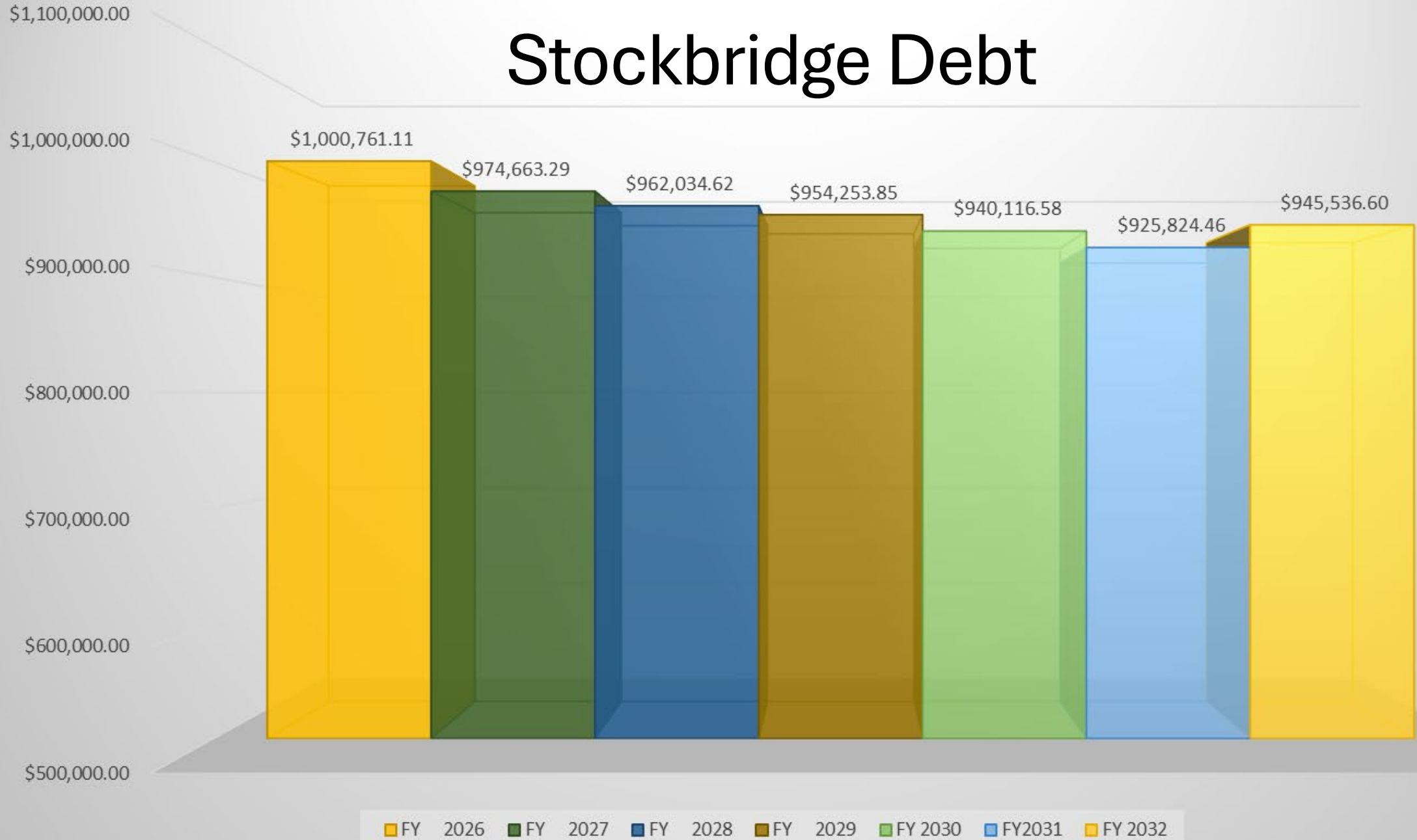


Does not include the cost of a new fire station for Stockbridge, \$354,000, starting in FY29

New Fire Station – Stockbridge Debt Proposal

Debt Schedule (For budget)	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY2031	FY 2032
Chime Tower - Principal	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Chime Tower - Interest	\$ 16,250.00	\$ 14,500.00	\$ 13,800.00	\$ 13,100.00	\$ 11,350.00	\$ 9,600.00	\$ 8,550.00
Pump Station - Principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pump Station - Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town of Stockbridge Twenty Year Term (May 1,2017) Principal	\$ 86,478.00	\$ 88,357.00	\$ 90,277.00	\$ 92,240.00	\$ 94,244.00	\$ 96,292.00	\$ 98,385.00
Town of Stockbridge Twenty Year Term (May 1,2017) Interest	\$ 23,424.36	\$ 21,694.80	\$ 19,927.66	\$ 18,122.12	\$ 16,277.32	\$ 14,392.44	\$ 12,466.60
Town of Stockbridge Twenty Year Term (May 1,2017) Administration	\$ 1,756.82	\$ 1,627.12	\$ 1,494.58	\$ 1,359.16	\$ 1,220.80	\$ 1,079.44	\$ 935.00
Water Tank and Update - Principal	\$ 131,677.28	\$ 134,293.91	\$ 136,960.91	\$ 139,682.01	\$ 142,456.90	\$ 145,286.26	
Water Tank and Update - Interest	\$ 15,290.37	\$ 12,630.66	\$ 9,918.11	\$ 7,151.68	\$ 4,330.29	\$ 1,452.86	
Water Tank and Update - Administration	\$ 1,146.78	\$ 947.30	\$ 743.86	\$ 536.38	\$ 324.77	\$ 108.96	
2.6 Million Bridge and Road Replacement and Repair - Principal	\$ 125,000.00	\$ 125,000.00	\$ 130,000.00	\$ 130,000.00	\$ 135,000.00	\$ 140,000.00	
2.6 Million Bridge and Road Replacement and Repair - Interest	\$ 52,512.50	\$ 48,762.50	\$ 45,012.50	\$ 41,112.50	\$ 37,212.50	\$ 33,162.50	
2.3 Million Highway Garage Bond - Principal	\$ 115,000.00	\$ 115,000.00	\$ 115,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00
2.3 Million Highway Garage Bond - Interest	\$ 49,150.00	\$ 43,400.00	\$ 39,950.00	\$ 36,500.00	\$ 32,750.00	\$ 29,000.00	\$ 25,250.00
4 Million Highway Infrastructure - Principal	\$ 195,000.00	\$ 190,000.00	\$ 190,000.00	\$ 190,000.00	\$ 190,000.00	\$ 190,000.00	\$ 190,000.00
4 Million Highway Infrastructure - Interest	\$ 153,075.00	\$ 143,450.00	\$ 133,950.00	\$ 124,450.00	\$ 114,950.00	\$ 105,450.00	\$ 95,950.00
New Fire Station				\$ 354,000.00	\$ 354,000.00	\$ 354,000.00	\$ 354,000.00
Pay from Free Cash (Rest of River - \$1,062,000)				\$ (354,000.00)	\$ (354,000.00)	\$ (354,000.00)	
TOTAL DEBT	\$ 1,000,761.11	\$ 974,663.29	\$ 962,034.62	\$ 954,253.85	\$ 940,116.58	\$ 925,824.46	\$ 945,536.60

Stockbridge Debt



Sources



A Division of Colliers Engineering & Design

THE 193RD GENERAL COURT OF THE
COMMONWEALTH OF MASSACHUSETTS

Images:

<https://www.gl.com/telecom-test-solutions/911-public-safety-network-test-solution.html>

<https://www.indystar.com/story/news/local/2019/01/22/911-hold-times-getting-longer-indianapolis-marion-county/2344128002/>

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theberkshireedge.com

EMS ORGANIZATIONAL ANALYSIS FOR THE SOUTHERN BERKSHIRE REGION

Official Report prepared by:
Hanifen & Associates, LLC
in Partnership with
Kramer & Associates and Meyers EM



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Emergency Medical Services (EMS)

Maine Rural Health Research Center (MRHRC)

8-2023

A Consensus Panel Approach to Estimating the Start-Up and Annual Service Costs for Rural Ambulance Agencies

Yvonne Jonk PhD

University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center

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National Association State EMS Officials

JB Consulting Group

Strategic Response Analysis
For Fire and EMS

LEVRUM
DATA TECHNOLOGIES

CODE 3
STRATEGIST

