



New England States Performance Measurement Project
Measure, Share, Improve

Measuring Government Performance: Fire, EMS, and Dispatch Services

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The Research Bureau



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PREFACE

In 2008, the New England States Government Finance Officers Association (NESGFOA) initiated a project to develop and implement a government performance measurement project that would serve as a catalyst for service improvement in participating local governments throughout its six-state jurisdiction. Performance measurement has several purposes:

- Produce reliable performance and cost data for internal and external comparisons over time for selected municipal services.
- Facilitate the use of performance and cost data for service improvement.
- Increase government responsiveness to citizens.

In order to fund this project, NESGFOA made a three-year commitment from its membership resources, secured a three-year grant from the Alfred P. Sloan Foundation, and requested a modest annual stipend from each participating community. NESGFOA contracted with the Worcester Regional Research Bureau to organize and manage the project because of its experience in working with the City of Worcester, MA in government performance measurement during the previous seven years under a grant from the Sloan Foundation.

The goal of this project is to expand the adoption of performance measurement practices at the local level by regularly collecting and reporting timely data on service delivery that are accurate and reliable. These data will assist policymakers, managers, and citizens in determining whether the delivery of a particular service is efficient and effective. The project's overall goal is to improve service delivery and to make government more responsive to its citizens.

TABLE OF CONTENTS

	<u>Page #</u>
I. Introduction	1
II. Study Framework	2
III. Reporting Format	3
IV. Emergency Dispatch Services – Benchmarking Data	4
V. Emergency Dispatch Services – Individual City Data Profiles and Performance Data	
Holden, MA	8
Lewiston, ME	10
South Burlington, VT	12
Biddeford, ME	14
Mansfield, CT	16
Freeport, ME	18
VI. Fire – Benchmarking Data	20
VII. Fire – Individual City Data Profiles and Performance Data	
Holden, MA	24
Lewiston, ME	26
South Burlington, VT	28
Biddeford, ME	30
Newport, RI	32
Mansfield, CT	34
Freeport, ME	36
VIII. Emergency Medical Service (EMS) – Benchmarking Data	38
IX. EMS – Individual City Data Profiles and Performance Data	
Holden, MA	42
South Burlington, VT	44
Biddeford, ME	46
Newport, RI	48
Mansfield, CT	50
Freeport, ME	52

I. INTRODUCTION

Performance measurement is...

- the regular measurement of results or outcomes and efficiency of services or programs
- a tool to create accountability for results and improve performance
- government's way of determining whether it is providing a quality product at a reasonable cost
- an inherent and indispensable part of the management process.

This is the first government performance benchmarking report completed as part of the New England States Performance Measurement Project. With the results contained in this report, the participating municipalities will have a baseline of their own performance by which they can measure future improvement, learn how other cities are providing the same service, and use this information to promote improvement in their own operations.

In addition to obtaining specific results for the participating cities, the public officials working on the project developed some important methodological milestones for the project:

1. They defined city and service profile data.
2. They selected performance measures.
3. They applied a common cost accounting methodology.
4. They developed data collection processes.

These accomplishments have produced accurate, comparable, and usable performance data.

This benchmarking initiative required significant collaboration and commitment of personnel from the participating cities toward a common goal of improving government performance of specific services. Further work is required by each municipality to better understand its data and identify improvement opportunities. This study is an important step toward their commitment to improving government services.

II. STUDY FRAMEWORK

There are many interrelated performance factors involved in the delivery of services. The *Balanced Performance Scorecard* measures five attributes of performance:

1. Quantity of Work
2. Quality of Work
3. Timeliness of Delivery
4. Cost Effectiveness
5. The Customer Perspective

Since changes to any one of these performance factors may require a performance trade-off with another factor, measuring as many of the five performance attributes as possible is important. This study measures at least three performance factors for each of the service areas studied.

All of the measures developed have been grouped into their reporting components: Workload Measures, Effectiveness Measures, and Efficiency Measures.

Workload Measures

These measures are used to establish the quantity of a service that is provided by a city. They help answer the question of why a service exists and establish the current level of services. These measures have been standardized by using a ratio to a common denominator (normally per 1,000 population) to allow comparison of workloads between cities of different sizes or characteristics.

Effectiveness Measures

These measures usually relate to the quality of work, timeliness of service delivery, and/or degree of customer satisfaction. They are usually referred to as “outcome measures.” They evaluate the impact of services on the end user, who in most cases, are the residents of the community.

Efficiency Measures

Efficiency measures are used to identify the resources, manpower, and/or costs committed to deliver the service to the community. The measures are usually a ratio of work units to the number of personnel, or the cost per service unit. Collecting cost information on a consistent basis across all cities required considerable effort by each participating community’s financial staff.

The participating communities as a whole decided what data were important to collect to determine how well a service was being provided. In the course of collecting data, however, some discovered that their communities had not been collecting particular pieces of data. As a result, some cities have already made changes to data collection and evaluation of performance.

III. REPORTING FORMAT

This is primarily a data report. It uses graphs, summary tables, and explanatory information to present performance and cost results for each service studied. Each of the three service sections (IV, VI, and VIII) will start with a two-page benchmarking overview of the study data. This will include a specific definition of the services provided, a Data Profile Table of all participating communities, a list of Performance Measures and their definitions, and a Performance Results Table with all measures listed. By analyzing these data, each city will be able to achieve the following:

- Understand the areas where they are performing well.
- Identify areas where there may be opportunities to improve service delivery.
- Establish goals for performance improvement.
- Identify high performing practices being used by other cities.

After each of the sections displaying data for all participating cities, a two-page report format is used to show the results for each city. The first page will graph six selected performance measures and provide a table with all the other measures listed. Each measure is listed in its appropriate group as Workload, Effectiveness or Efficiency Measures. When possible an “average” performance has been calculated using the data from all cities.

The second individual city page lists the Town, Service, and Cost Profile for each service area. This provides basic city characteristics and service structure information. An important section of the second city page is Explanatory Information. Comments here will recognize unique factors that impact the services provided. The *Service Level and Delivery Section* describes important operational factors that impact service delivery. The *Conditions Affecting Service, Performance, and Cost Section* describe any unique factors affecting the municipality’s ability to deliver a service and/or the impact on its current cost structure.

Each community’s two-page report section enables the city to see its baseline performance and to assess future performance as operations. These brief two-page reports can help to identify opportunities for improvement as well and performance goals.

IV. EMERGENCY DISPATCH SERVICES - BENCHMARKING

Service Definition

Emergency dispatch services refer to the receipt and disposition of 911 and other calls by an emergency communications center either as part of a shared, centralized center or a separate town operational unit. Such a center answers all calls to 911 lines and to regular non-emergency lines. Some calls result in the dispatch of a police, fire or other emergency response unit, while others do not. Several cities in the study do not handle their emergency communications themselves, but receive this service from a center shared with other communities.

Emergency Dispatch Services - Individual Town Data Profiles

	Holden, MA	Lewiston, ME	S.Burlington, VT	Biddeford, ME	Mansfield, CT	Freeport, ME
SERVICE PROFILE						
Service Population	16,581	65,801	17,445	25,968	20,545	25,164
Does town share dispatch services?	no	yes	no	yes	yes	yes
# of Dispatcher FTE	4	28	6.35	14	10	4.25
Total incoming calls	16,000	139,756	19,963	48,547	33,127	11,356
Total calls dispatched	5,000	72,598	20,952	45,067	16,306	8,798
COST PROFILE						
Total Payroll & Benefits	\$230,686	\$1,461,565	\$367,642	\$791,885	\$0	\$223,532
<i>Payroll & benefits as % of total cost</i>	91.90%	67.39%	84.45%	74.69%	0.00%	83.30%
Total Operating	\$13,635	\$424,416	\$55,430	\$191,884	\$35,956	\$33,389
<i>Operating as % of total cost</i>	5.43%	19.57%	12.73%	18.10%	100.00%	12.44%
Total Capital/Depreciation	\$6,707	\$282,908	\$12,280	\$76,489	\$0	\$11,412
<i>Capital/Depreciation as % of total cost</i>	2.67%	13.04%	2.82%	7.21%	0.00%	4.25%
TOTAL COST	\$251,028	\$2,168,889	\$435,352	\$1,060,258	\$35,956	\$268,333

Performance Measures Definitions (*Emergency Dispatch Services*)

Workload Measures:

- 1a - The total calls answered per 1,000 service population. Includes all calls that might be related to one incident.
- 1b - The number of calls dispatched to an emergency response unit per 1,000 service population.

Effectiveness Measures:

- 2a - The percentage of all calls received that are answered within 3 rings (18 seconds).
- 2b - The average time in seconds from the receipt of a call until an emergency dispatch is issued to a response unit.
- 2c - The number of dispatch service complaints per 10,000 calls received.

Efficiency Measures:

- 3a - The average number of incoming calls each Dispatcher (FTE) answers.
- 3b - The average number of emergency response dispatches that are initiated by each Dispatcher (FTE).
- 3c - The service population per capita cost for providing emergency dispatch services.
- 3d - The average cost of each call that results in an emergency dispatch being issued.
- 3e - The average payroll and benefit cost per call center Dispatcher (FTE).

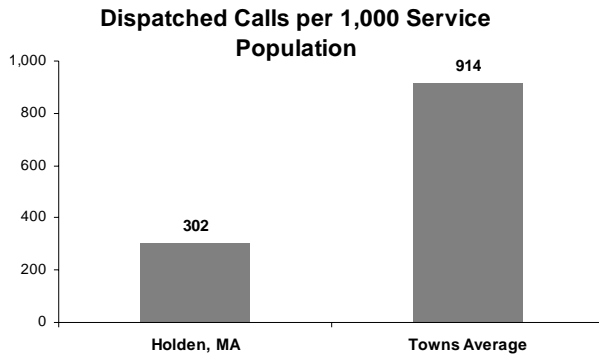
Emergency Dispatch Services – Performance Data

	Holden, MA	Lewiston, ME	S.Burlington, VT	Biddeford, ME	Mansfield, CT	Freeport, ME	Towns Average
1. Workload Measures							
a. Incoming calls per 1,000 service population	965	2,124	1,144	1,869	1,612	451	1,361
b. Dispatched calls per 1,000 service population	302	1,103	1,201	1,735	794	350	914
2. Effectiveness Measures							
a. % of incoming calls answered within 3 rings/ 18 seconds	80.00%	99.32%	NA	100.00%	96.00%	95.00%	94.06%
b. Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch	15	NA	NA	50	20	20	26.25
c. # of complaints per 10,000 calls	9.38	0.50	0.00	0.41	0.91	NA	2.24
3. Efficiency Measures							
a. Incoming calls per Dispatcher FTE	4,000	4,991	3,144	3,468	3,313	2,672	3,598
b. # of calls dispatched per # dispatcher FTEs	1,250	2,593	3,300	3,219	1,631	2,070	2,344
c. Per capita cost per dispatched services	\$15.14	\$32.96	\$24.96	\$40.83	\$1.75	\$10.66	\$21.05
d. Cost per dispatched call	\$50.21	\$29.88	\$20.78	\$23.53	\$2.21	\$30.50	\$26.18
e. Payroll & Benefits per dispatcher	\$57,672	\$52,199	\$57,896	\$56,563	NA	\$52,596	\$55,385

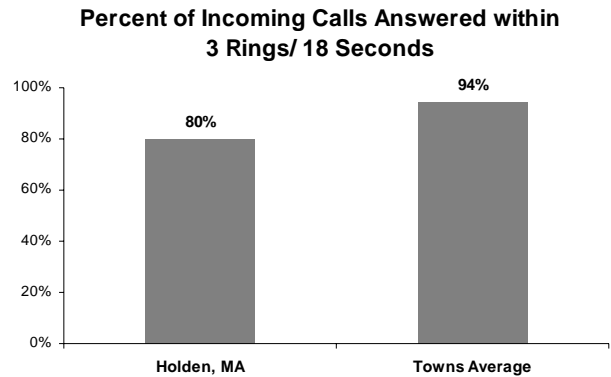
Holden, MA

Dispatch Services, Fiscal Year 2008

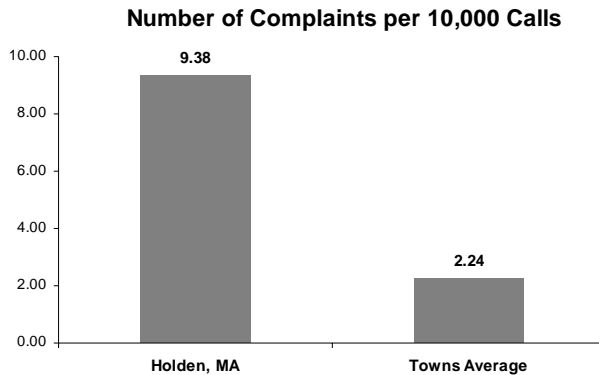
Workload Measure



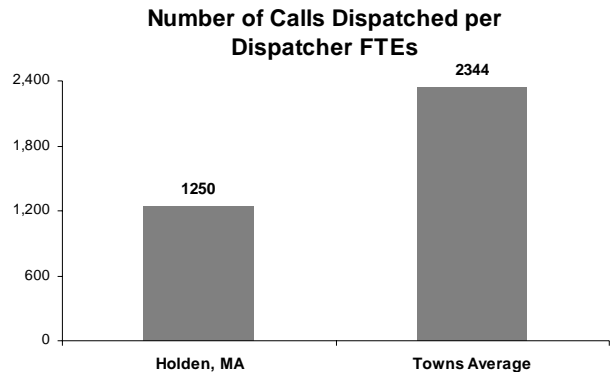
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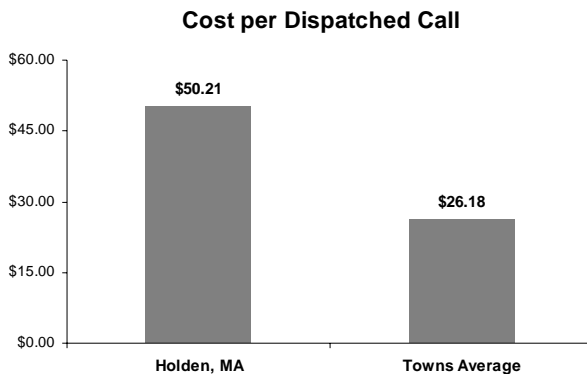
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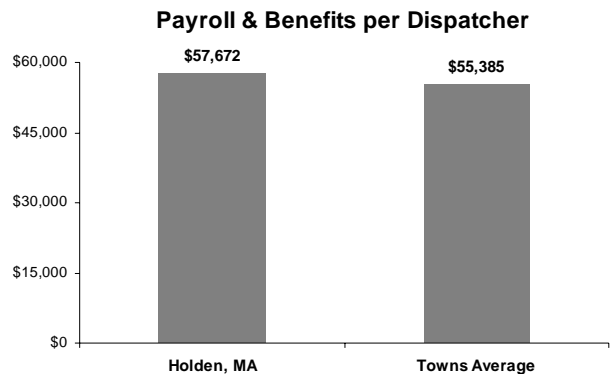
Efficiency Measure



Efficiency Measure



Efficiency Measure



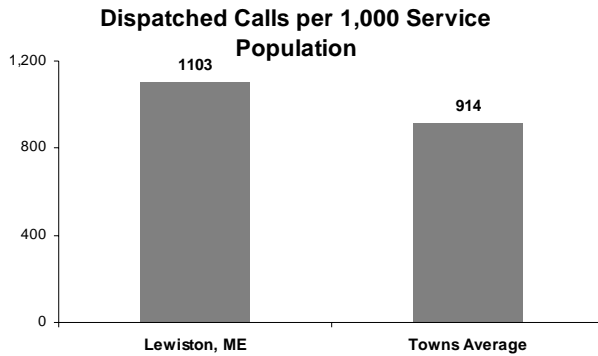
OTHER MEASURES		
	Holden	Towns Average
1. Workload Measures		
Incoming calls per 1,000 service population	965	1,361
2. Effectiveness Measures		
Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch (seconds)	15	26
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	4,000	3,598
Per capita cost per dispatched services	\$15.14	\$21.05

SERVICE PROFILE		EXPLANATORY INFORMATION		
Service Population:	16,581	A. Service Level and Delivery		
Does town participate in shared dispatch center?	No			
Number of Dispatcher FTEs:	4			
Total Incoming Calls:	16,000			
Total Calls Dispatched:	5,000			
COST PROFILE		B. Conditions Affecting Service, Performance, and Costs		
	\$			%
Total Payroll & Benefits	\$230,686			91.90%
Total Operating	\$13,635			5.43%
Total Capital/ Depreciation	\$6,707			2.67%
TOTAL COST	\$251,028	100%		

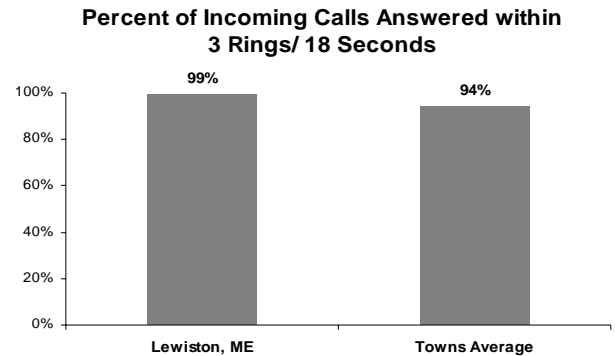
Lewiston, ME

Dispatch Services, Fiscal Year 2008

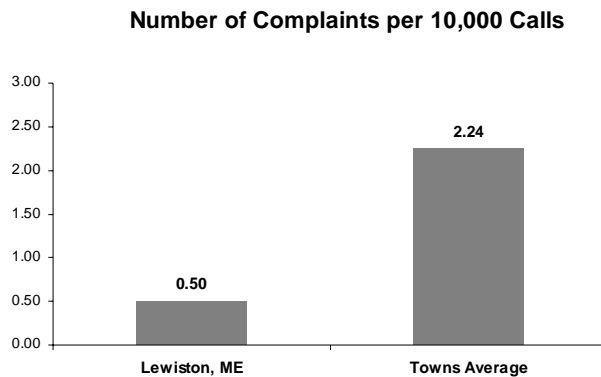
Workload Measure



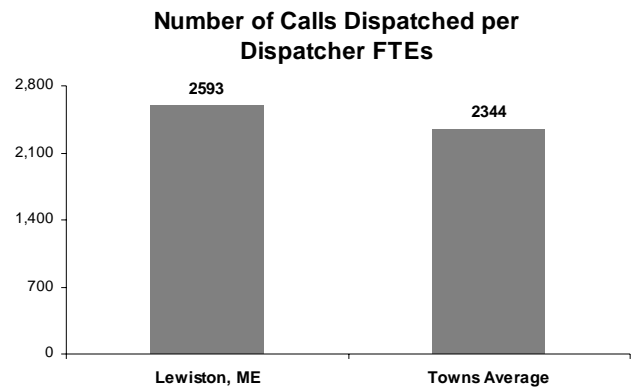
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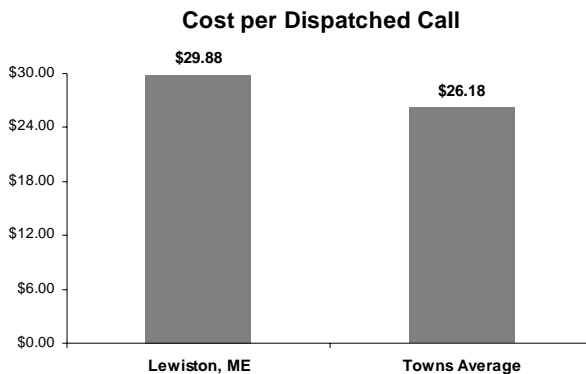
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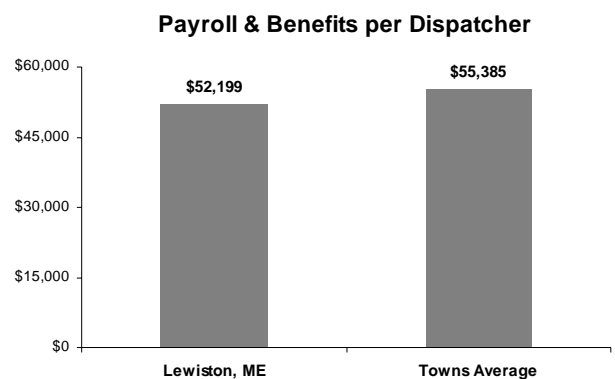
Efficiency Measure



Efficiency Measure



Efficiency Measure



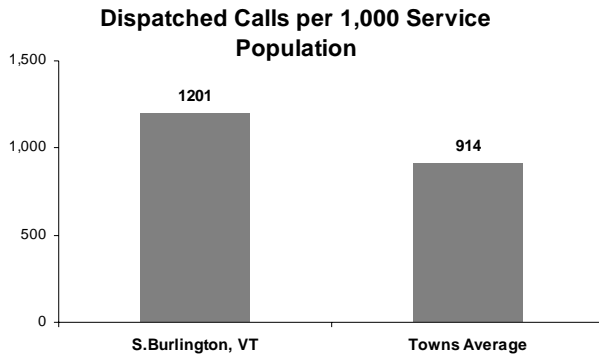
OTHER MEASURES		
	Lewiston	Towns Average
1. Workload Measures		
Incoming calls per 1,000 service population	2,124	1,361
2. Effectiveness Measures		
Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch (seconds)	NA	26
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	4,991	3,598
Per capita cost per dispatched services	\$32.96	\$21.05

SERVICE PROFILE		EXPLANATORY INFORMATION	
Service Population:	65,801	<p>A. Service Level and Delivery</p> <p>The Lewiston-Auburn 9-1-1 Center utilizes best practices and policies within their dispatch organization to include Quality Reviews of calls taken and dispatched. This level of quality and training, in addition to management expertise and perseverance, has earned the National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA).</p> <p>The Center is classified as a Public Safety Answering Point (PSAP), which enables our dispatchers to be certified in Emergency Medical Dispatch (EMD).</p> <p>B. Conditions Affecting Service, Performance, and Costs</p> <p>Lewiston has a residential population of 35,690. To recognize the significant impact of a large college population, several large employers and a shared Dispatch Center with the town of Auburn, a population adjustment of 30,111 has been added to Lewiston’s residential base. This results in a Dispatch Service population equivalent to 65,801 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)</p> <p>The Lewiston-Auburn 9-1-1 Center is a joint agency for the Cities of Lewiston and Auburn, with each municipality contributing 50% of the budgeted costs for police and fire dispatch services.</p> <p>Since this center operates as an independent entity, rather than a division within a public safety department, it is responsible for purchasing and financing its own building, equipment and infrastructure costs. Thus, our capital and depreciation costs are significantly higher than other participants in the NESMP. Our center has \$1.5 million invested in dispatching software, and \$398,000 and \$747,000 invested in leasehold improvements and towers, respectively.</p>	
Does town participate in shared dispatch center?	Yes		
Number of Dispatcher FTEs:	28		
Total Incoming Calls:	139,756		
Total Calls Dispatched:	72,598		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$1,461,565	67.39%	
Total Operating	\$424,416	19.57%	
Total Capital/ Depreciation	\$282,908	13.04%	
TOTAL COST	\$2,263,092	100%	

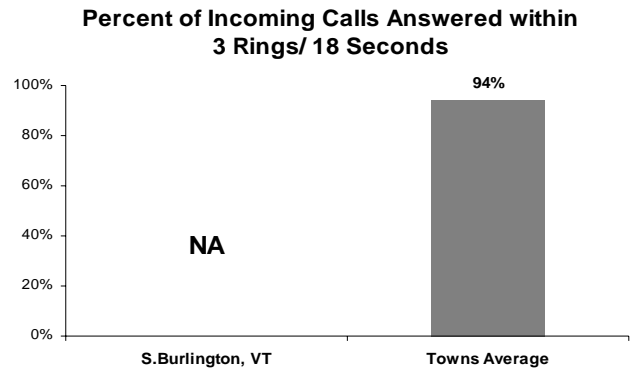
South Burlington, VT

Dispatch Services, Fiscal Year 2008

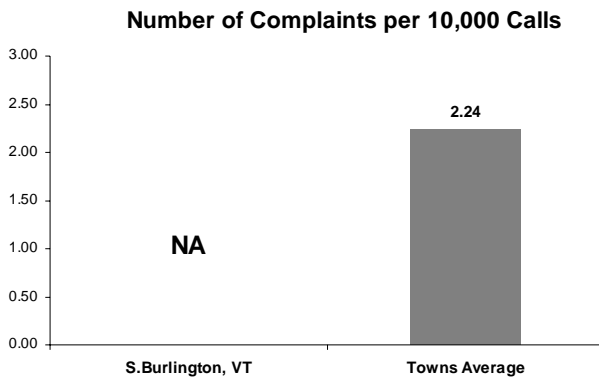
Workload Measure



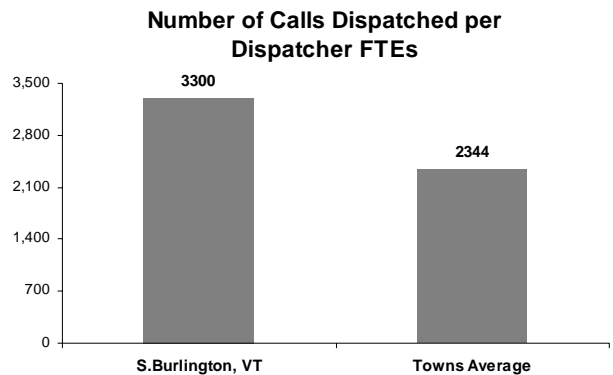
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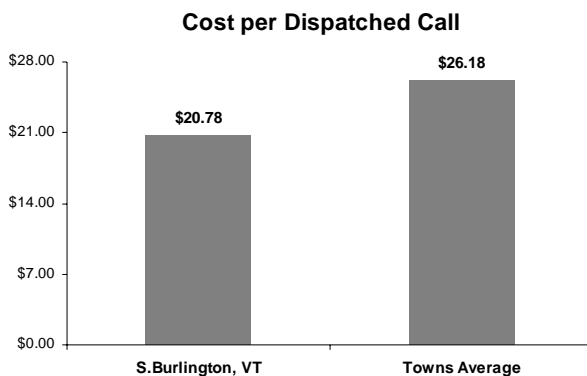
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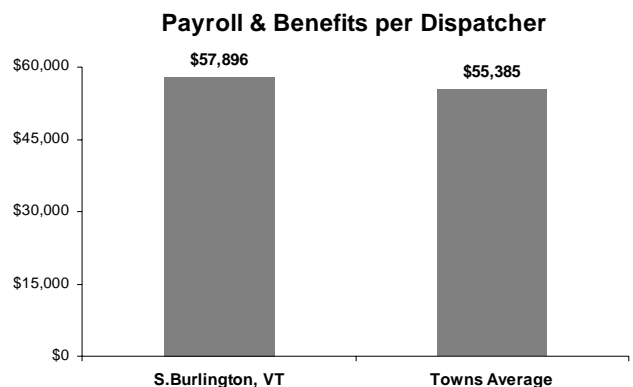
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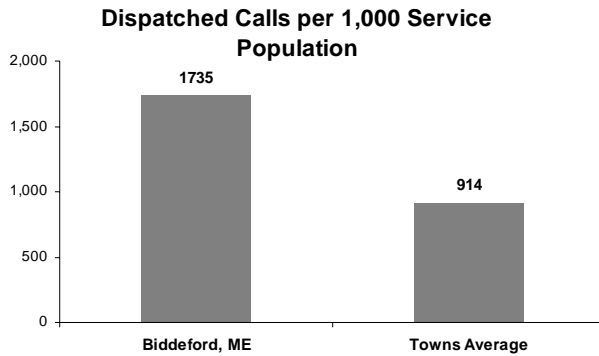
OTHER MEASURES		
	S. Burlington	Towns Average
1. Workload Measures		
Incoming calls per 1,000 service population	1,144	1,361
2. Effectiveness Measures		
Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch (seconds)	NA	26
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	3,144	3,598
Per capita cost per dispatched services	\$24.96	\$21.05

SERVICE PROFILE		EXPLANATORY INFORMATION		
Service Population:	17,445	<p>A. Service Level and Delivery</p> <p>In South Burlington, a single incoming call received for emergency services dispatching both Fire/EMS and Police, is counted as 2 calls dispatched.</p>		
Does town participate in shared dispatch center?	No			
Number of Dispatcher FTEs:	6.35			
Total Incoming Calls:	19,963			
Total Calls Dispatched:	20,952			
COST PROFILE		<p>B. Conditions Affecting Service, Performance, and Costs</p>		
	\$			%
Total Payroll & Benefits	\$367,642			84.45%
Total Operating	\$55,430			12.73%
Total Capital/Depreciation	\$12,280			2.82%
TOTAL COST	\$435,352	100%		

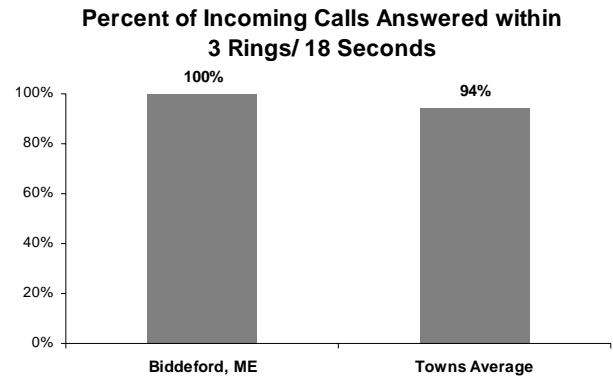
Biddeford, ME

Dispatch Services, Fiscal Year 2008

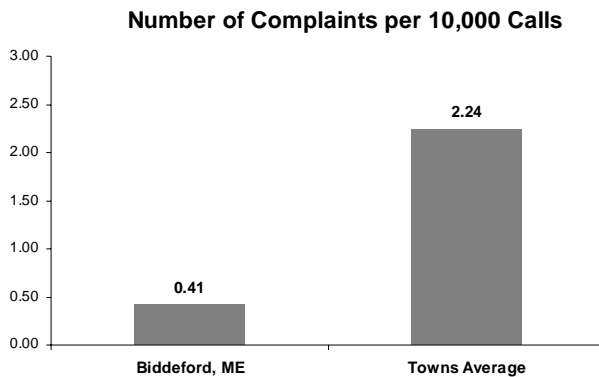
Workload Measure



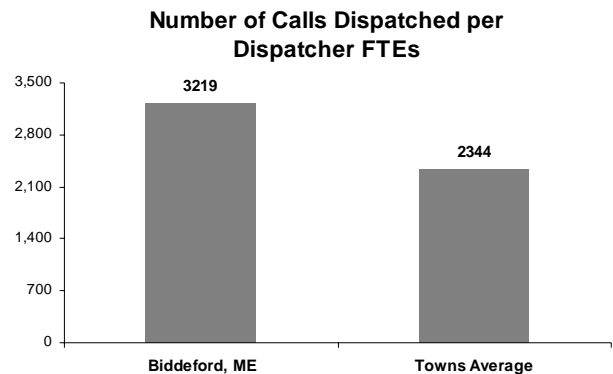
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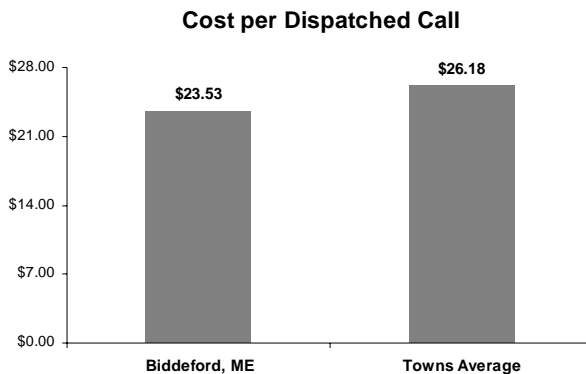
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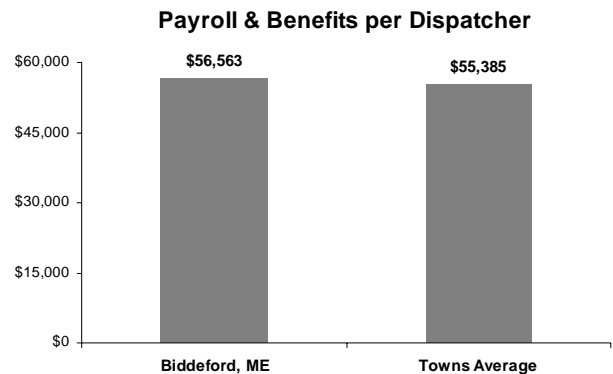
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Biddeford	Towns Average
1. Workload Measures		
Incoming calls per 1,000 service population	1,869	1,361
2. Effectiveness Measures		
Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch (seconds)	50	26
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	3,468	3,598
Per capita cost per dispatched services	\$40.83	\$21.05

SERVICE PROFILE

Service Population: **25,968**

Does town participate in shared dispatch center? **Yes**

Number of Dispatcher FTEs: **14**

Total Incoming Calls: **48,547**

Total Calls Dispatched: **45,067**

COST PROFILE

	\$	%
Total Payroll & Benefits	\$791,885	74.69%
Total Operating	\$191,884	18.10%
Total Capital/ Depreciation	\$76,489	7.21%
TOTAL COST	\$1,060,258	100%

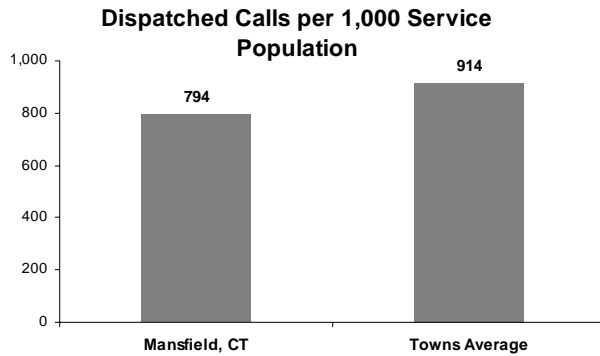
EXPLANATORY INFORMATION**A. Service Level and Delivery****B. Conditions Affecting Service, Performance, and Costs**

Biddeford has a residential population of 21,594. To recognize the significant impact of a large college population and several large employers, a population adjustment of 4,374 has been added to Biddeford's residential base. This results in a Dispatch Service population equivalent to 25,968 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

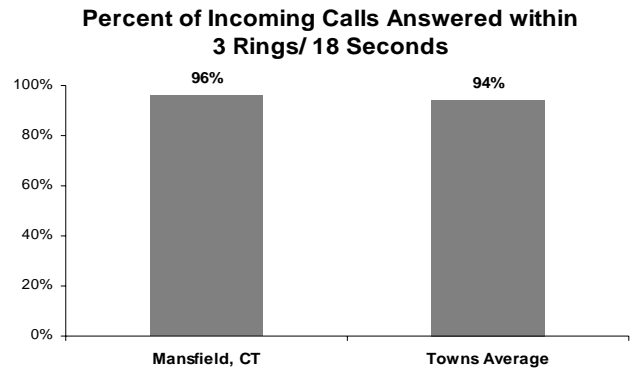
Mansfield, CT

Dispatch Services, Fiscal Year 2008

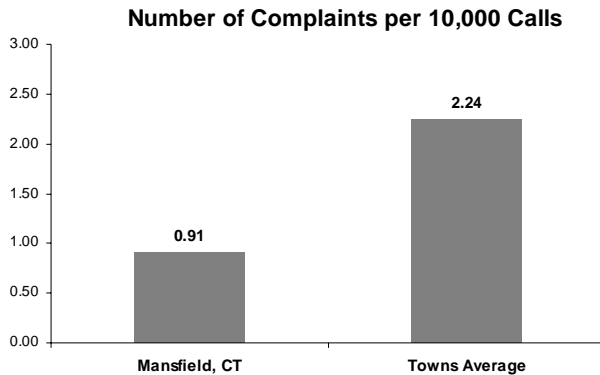
Workload Measure



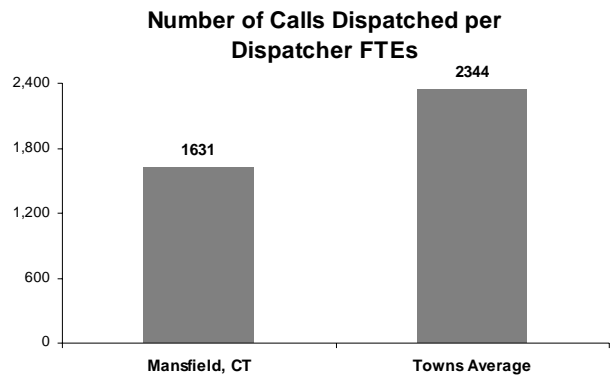
Effectiveness Measure



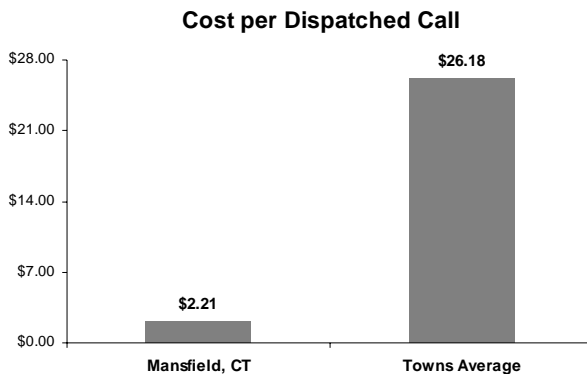
Effectiveness Measure



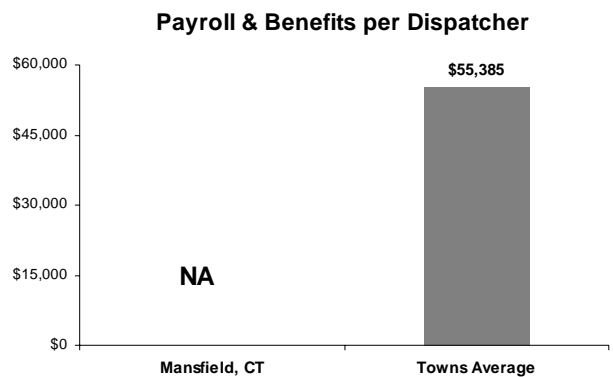
Efficiency Measure



Efficiency Measure



Efficiency Measure

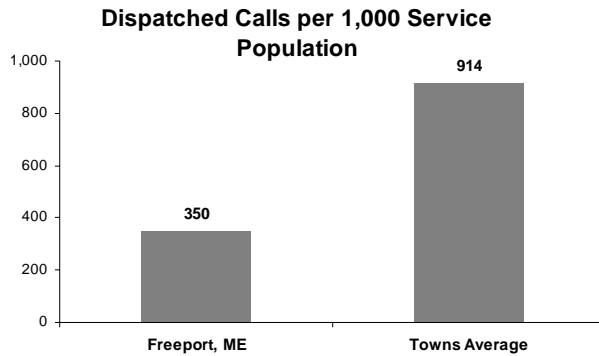


OTHER MEASURES		
	Mansfield	Towns Average
1. Workload Measures		
Incoming calls per 1,000 service population	1,612	1,361
2. Effectiveness Measures		
Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch (seconds)	20	26
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	3,313	3,598
Per capita cost per dispatched services	\$1.75	\$21.05

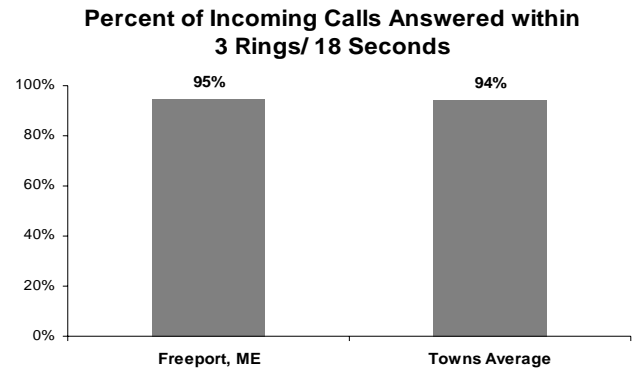
Freeport, ME

Dispatch Services, Fiscal Year 2008

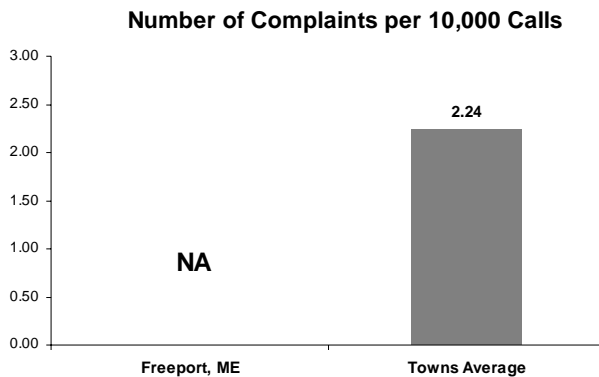
Workload Measure



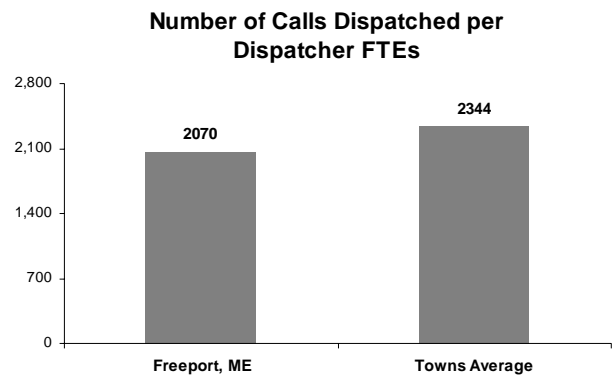
Effectiveness Measure



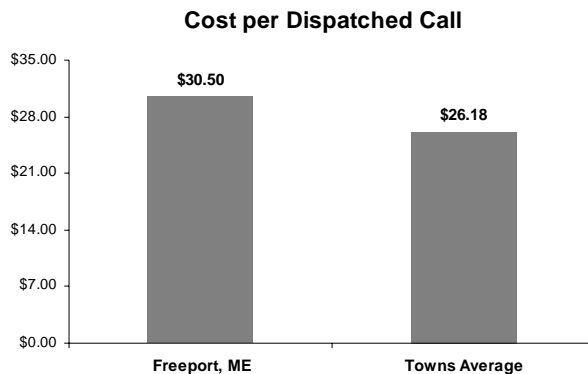
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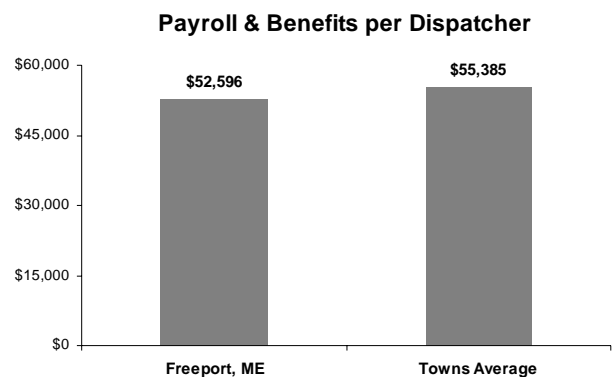
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Freeport	Towns Average
1. Workload Measures		
Incoming calls per 1,000 service population	451	1,361
2. Effectiveness Measures		
Average Time from Receipt of Call to Dispatch in Seconds for Calls Resulting in a Dispatch (seconds)	20	26
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	2,672	3,598
Per capita cost per dispatched services	\$10.66	\$21.05

VI. FIRE SERVICES - BENCHMARKING

Service Definition

Fire services means activities and programs relating to the prevention and suppression of fires, responses to calls for service, rescue service (if provided), fire inspections (if provided), responses to hazardous materials calls (if provided) and fire education services. The breadth of services provided by a fire department varies from city to city but the goal of all is to protect lives and property in the community served. This study of fire services is all-inclusive, even though all services are not provided in all cities. The specific services provided by each city are noted in the *Service Level and Delivery Section* of the individual city report section. Some cities also provide fire services for neighboring towns and service population adjustments have been made accordingly.

Fire Services - Individual Town Data Profiles

TOWN PROFILE	Holden, MA	Lewiston, ME	S.Burlington, VT	Biddeford, ME	Newport, RI	Mansfield, CT	Freeport, ME
Population	16,581	35,690	17,445	21,594	25,340	13,647	8,003
Total Service Sq. Miles	36	35	17	30	8	41	35
Total Service Road Miles	117	186	94	131	94	110	113
Total FTEs	18.33	79.00	16.00	26.75	83.00	8.00	6.65
# of Fire Stations	2	4	2	1	3	3	1
SERVICE PROFILE							
Service Population	16,581	42,598	17,445	25,968	32,225	20,545	23,560
Total no. Fire responses	577	1,816	751	2,116	2,201	635	591
# of structure fires	17	84	14	22	34	17	27
Fire ISO Insurance Rating	5	3	4	4	3	5	4
COST PROFILE							
Total Payroll & Benefits	\$741,902	\$5,417,595	\$1,494,301	\$1,770,264	\$7,861,161	\$805,345	\$268,619
<i>Payroll & benefits as % of total cost</i>	71.84%	85.37%	89.06%	77.64%	79.65%	82.10%	41.44%
Total Operating	\$130,044	\$737,709	\$129,241	\$439,340	\$1,649,178	\$104,976	\$242,578
<i>Operating as % of total cost</i>	12.59%	11.63%	7.70%	19.27%	16.71%	10.70%	37.42%
Total Capital/Depreciation	\$160,703	\$190,419	\$54,253	\$70,354	\$359,905	\$70,578	\$137,066
<i>Capital/Depreciation as % of total cost</i>	15.56%	3.00%	3.23%	3.09%	3.65%	7.20%	21.14%
TOTAL COST	\$1,032,649	\$6,345,723	\$1,677,794	\$2,279,958	\$9,870,244	\$980,899	\$648,263

Performance Measures Definitions (*Fire Services*)

Workload Measures:

- 1a - The number of fire responses each year per 1,000 service population.
- 1b - Average number of structure fires per month.
- 1c - Average number of fire responses per firefighter work shift.

Effectiveness Measures:

- 2a - Average fire response time from the receipt of an emergency dispatch to arrival on the incident scene (minutes).
- 2b - The percentage of fire responses when the arrival at the incident scene is less than 6 minutes from the receipt of emergency dispatch.

Efficiency Measures:

- 3a - The average service square miles that each fire station provides coverage.
- 3b - The number of fire stations per 10,000 service population.
- 3c - The number of firefighters (FTE) per service square mile of coverage.
- 3d - The number of firefighters (FTE) per 10,000 service population.
- 3e - The total payroll and benefit cost per firefighter (FTE).
- 3f - Rental cost per hydrant in service.
- 3g - Average fire hydrant cost per square mile of service
- 3h - Average capital depreciation cost per fire station.
- 3i - Total fire service cost per capita of service population.

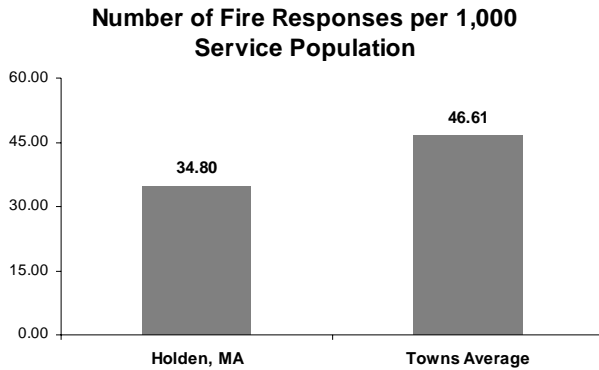
Fire Services – Performance Data

	Holden, MA	Lewiston, ME	S.Burlington, VT	Biddeford, ME	Newport, RI	Mansfield, CT	Freeport, ME	Towns Average
1. Workload Measures								
a. # of fire responses per 1,000 service population	34.80	42.63	43.05	81.48	68.30	30.91	25.08	46.61
b. Avg. # of structure fires per month	1.42	7.00	1.17	1.83	2.83	1.42	2.25	2.56
c. Avg. # of fire responses per work shift	0.79	1.24	1.03	5.80	1.01	0.29	1.62	1.68
2. Effectiveness Measures								
a. Mean Fire response time from receipt of call to arrival on scene (minutes)	4.50	7.20	4.20	5.00	4.42	6.00	NA	5.22
b. % of responses under 6 mins - received call to arrival on scene	51%	66%	81%	97.80%	92%	75%	NA	77.13%
3. Efficiency Measures								
a. # of sq. miles per fire station	18.00	8.75	8.50	30.00	2.65	13.67	34.70	16.61
b. # of fire stations per 10,000 service population	1.21	0.94	1.15	0.39	0.93	1.46	0.42	0.93
c. total # of firefighters per sq. miles	0.51	2.26	0.94	0.89	10.45	0.20	0.19	2.21
d. # of firefighters per 10,000 service population	11.05	18.55	9.17	10.30	25.76	3.89	2.82	11.65
e. Total Payroll & benefits per firefighter FTE	\$40,475	\$68,577	\$93,394	\$66,178	\$94,713	\$100,668	\$40,394	\$72,057
f. Rental cost per hydrant	\$0	\$515	\$0	\$507	\$783	NA	\$438	\$374
g. Avg. fire hydrant cost per sq. mile	\$0	\$10,571	\$0	\$8,821	\$54,742	NA	\$3,974	\$13,018
h. Capital/depreciation costs per fire station	\$80,352	\$47,605	\$27,127	\$70,354	\$119,968	\$23,526	\$137,066	\$72,285
i. Fire cost per capita	\$62.28	\$148.97	\$96.18	\$87.80	\$306.29	\$47.74	\$27.52	\$110.97

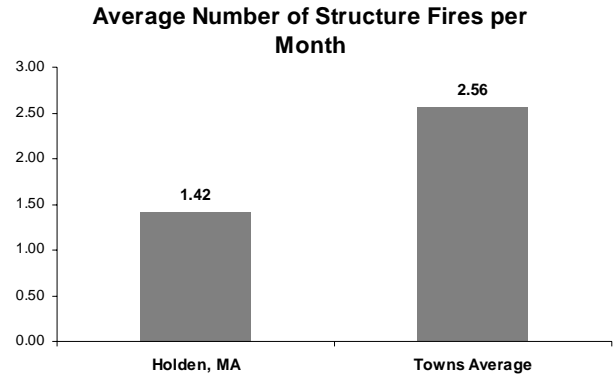
Holden, MA

Fire, Fiscal Year 2008

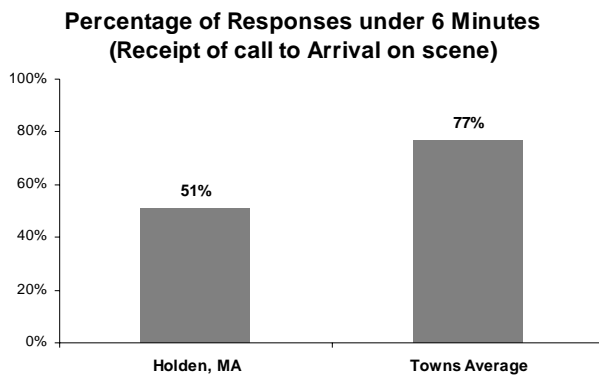
Workload Measure



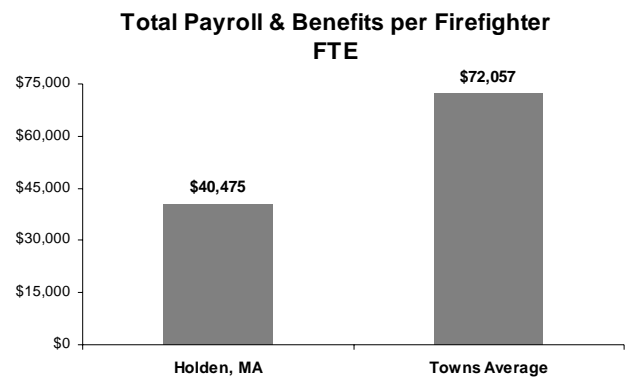
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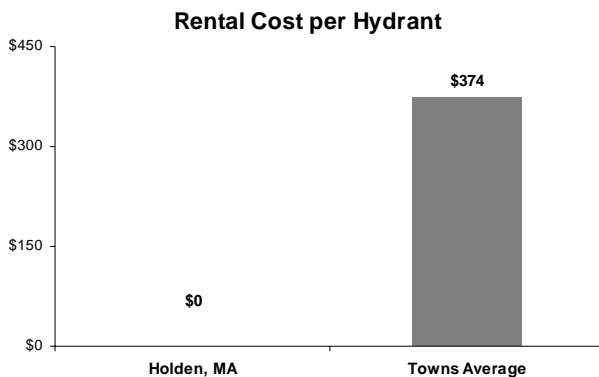
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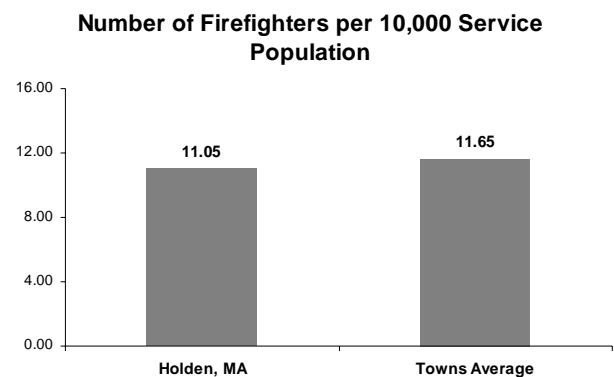
Efficiency Measure



Efficiency Measure



Efficiency Measure

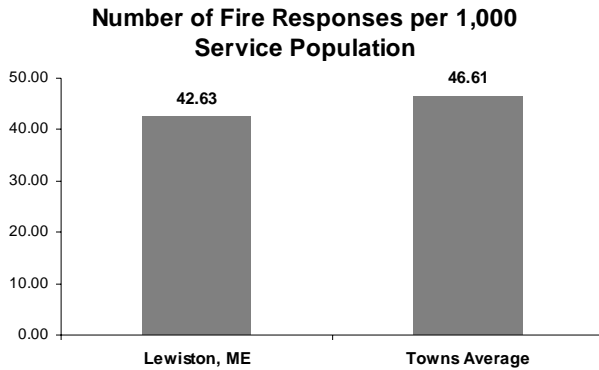


OTHER MEASURES

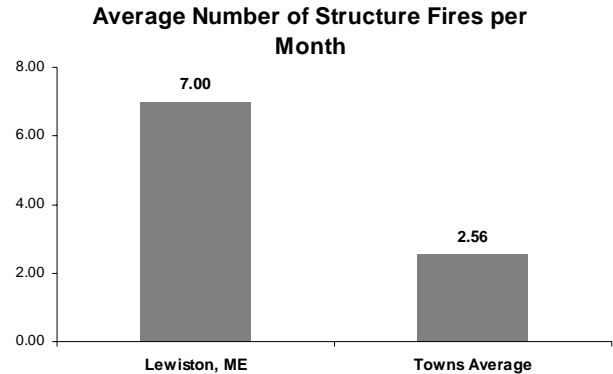
	Holden	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	0.79	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	4.50	5.22
III. Efficiency Measures		
# of sq. miles per fire station	18.00	16.61
# of fire stations per 10,000 service population	1.21	0.93
Total # of firefighters per sq. miles	0.51	2.21
Average fire hydrant cost per sq. mile	\$0	\$13,018
Capital/depreciation costs per fire station	\$80,352	\$72,285
Fire cost per capita	\$62.28	\$110.97

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	16,581	<p>A. Service Level and Delivery</p> <p>Holden Fire has 7 fulltime firefighter/EMTs that cover 6 AM to midnight and 35 call firefighters that back up the full timers during the day and provide coverage the rest of the night.</p>	
Total Service Sq. Miles:	36		
Total Service Road Miles:	117		
Total Firefighter FTEs:	18.33		
# of Fire Stations:	2		
SERVICE PROFILE		<p>B. Conditions Affecting Service, Performance, and Costs</p> <p>Holden has its own water department and it does not charge any type of hydrant rental.</p>	
Service Population:	16,581		
Total # of Fire Responses:	577		
ISO Insurance Rating	5		
# of Structure Fires:	17		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$741,902	71.84%	
Total Operating	\$130,044	12.59%	
Total Capital/Depreciation	\$160,703	15.56%	
TOTAL COST	\$1,032,649	100%	

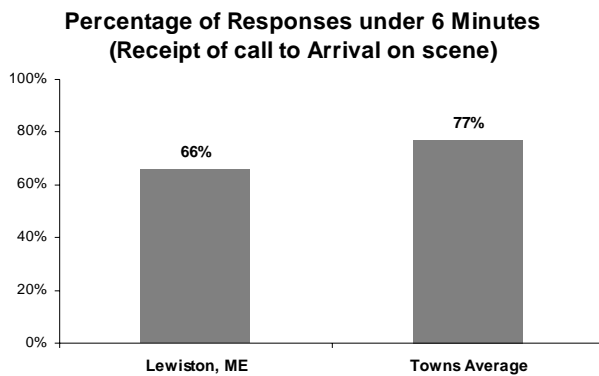
Workload Measure



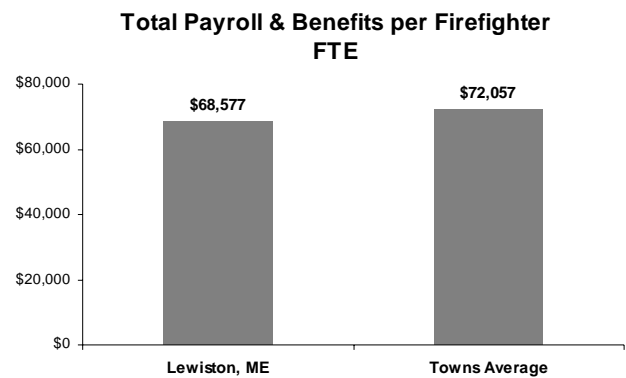
Workload Measure



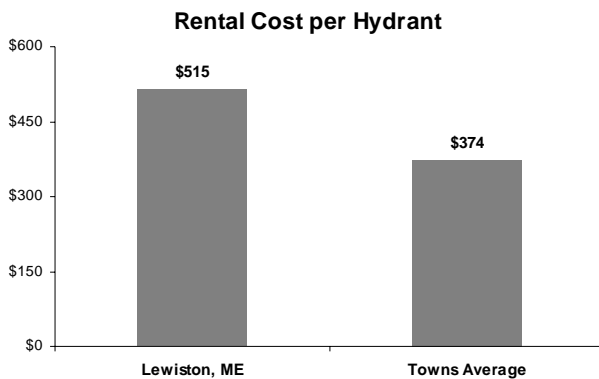
Effectiveness Measure



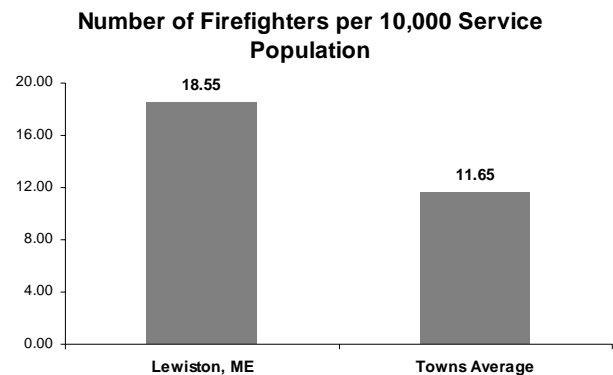
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Lewiston	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	1.24	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	7.20	5.22
III. Efficiency Measures		
# of sq. miles per fire station	8.75	16.61
# of fire stations per 10,000 service population	0.94	0.93
Total # of firefighters per sq. miles	2.26	2.21
Average fire hydrant cost per sq. mile	\$10,571	\$13,018
Capital/depreciation costs per fire station	\$47,605	\$72,285
Fire cost per capita	\$148.97	\$110.97

TOWN PROFILE

Population:	35,690
Total Service Sq. Miles:	35
Total Service Road Miles:	186
Total Firefighter FTEs:	79
# of Fire Stations:	4

SERVICE PROFILE

Service Population:	42,598
Total # of Fire Responses:	1,816
ISO Insurance Rating	3
# of Structure Fires per year:	84

COST PROFILE

	\$	%
Total Payroll & Benefits	\$5,417,595	85.37%
Total Operating	\$737,709	11.63%
Total Capital/Depreciation	\$190,419	3.00%
TOTAL COST	\$6,345,723	100%
Fire Revenue Collections	\$53,000	

EXPLANATORY INFORMATION

A. Service Level and Delivery

The Lewiston Fire Department is a career, full time department that operates from 4 stations, deploying 5 fire units (4 Pumpers & 1 Ladder Truck). Each unit is staffed with 1 Officer and 2 Firefighters. LFD runs a 3-platoon system with 1 Captain assigned as the Incident Commander for all multi-truck calls, structure fires and emergency incidents. Total on duty personnel is 16. Key fire ground support positions are filled by the Chief, Asst. Chief and Battalion Chief. Mutual Aid agreements and multiple alarm recall is employed to fulfill the additional alarm levels experienced during major fires. The department also provides in-kind mutual aid response to neighboring communities.

B. Conditions Affecting Service, Performance, and Costs

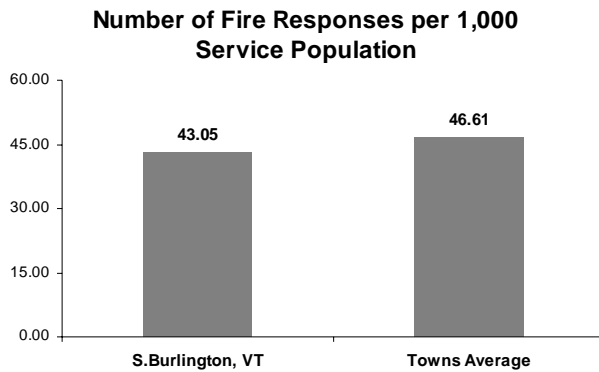
Lewiston has a residential population of 35,690. To recognize the significant impact of a large college population and several large employers, a population adjustment of 6,908 has been added to Lewiston's residential base. This results in a Fire Service population of 42,598. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

- Wages & benefits detailed in the Labor Agreement.
- OSHA and NFPA Standards related to fire ground operations.
- Rise in Service Population during day hours.
- Fire Service equipment is subject to testing and certification per NFPA Standards.
- Lewiston utilizes a Fire Alarm Box system and charges fees for this service and for false alarms in excess of two calls. This provides the municipality approximately \$53,000 in revenue annually.

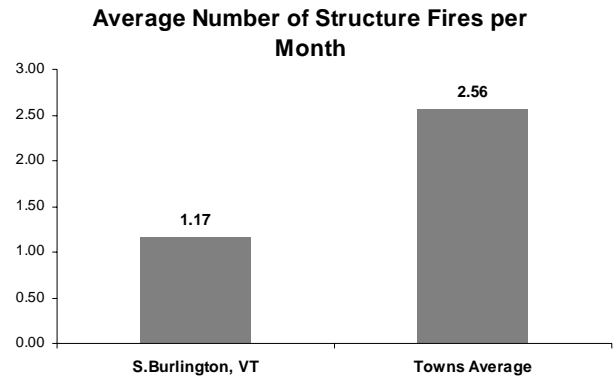
South Burlington, VT

Fire, Fiscal Year 2008

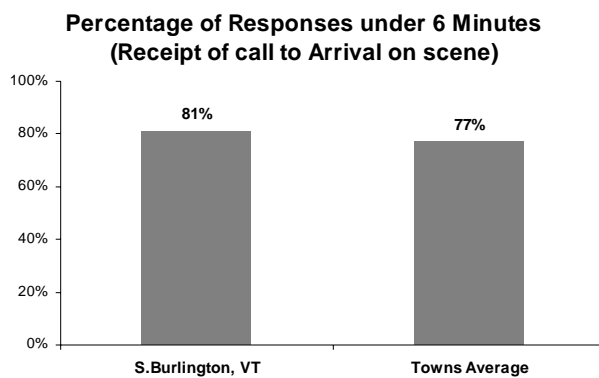
Workload Measure



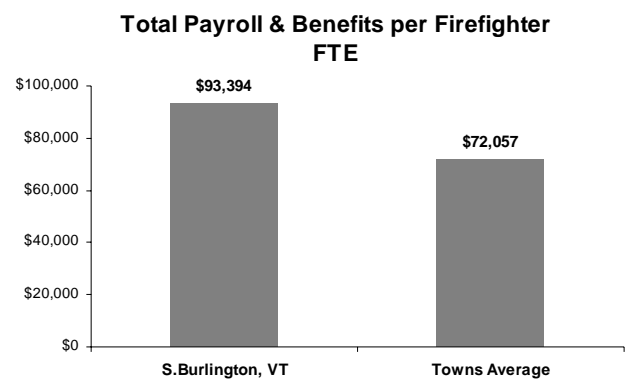
Workload Measure



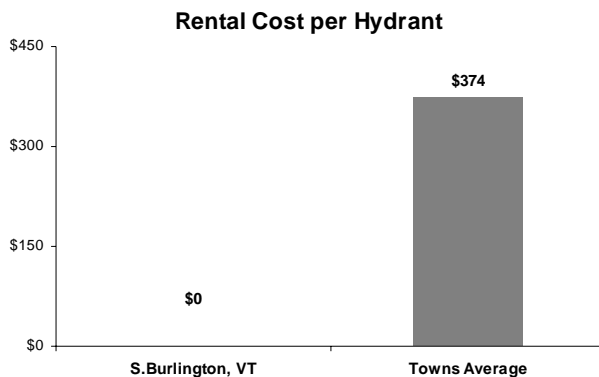
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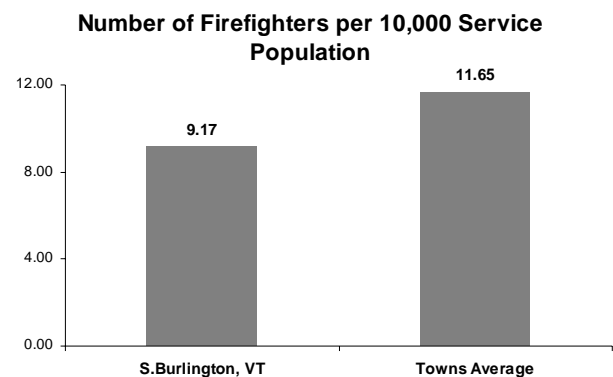
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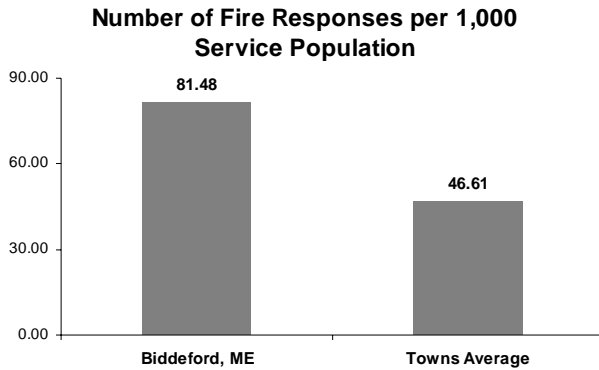
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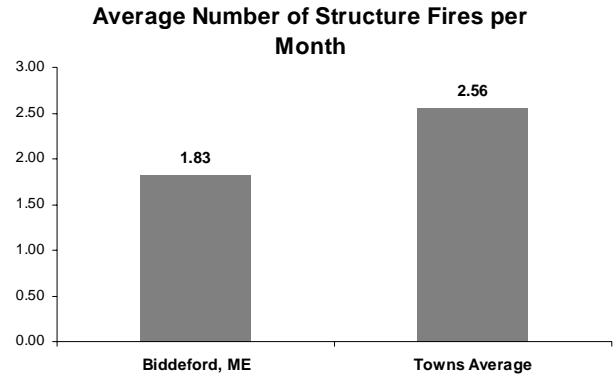
OTHER MEASURES		
	S. Burlington	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	1.03	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	4.10	5.22
III. Efficiency Measures		
# of sq. miles per fire station	8.50	16.61
# of fire stations per 10,000 service population	1.15	0.93
Total # of firefighters per sq. miles	0.94	2.21
Average fire hydrant cost per sq. mile	\$0	\$13,018
Capital/depreciation costs per fire station	\$27,127	\$72,285
Fire cost per capita	\$96.18	\$110.97

TOWN PROFILE		EXPLANATORY INFORMATION		
Population:	17,445	A. Service Level and Delivery		
Total Service Sq. Miles:	17			
Total Service Road Miles:	94			
Total Firefighter FTEs:	16			
# of Fire Stations:	2			
SERVICE PROFILE		B. Conditions Affecting Service, Performance, and Costs		
Service Population:	17,445			
Total # of Fire Responses:	751			
ISO Insurance Rating:	4			
# of Structure Fires per year:	14			
COST PROFILE		Hydrants within the City are owned and operated by the City's water utility. No capital or maintenance costs are allocated to the fire service.		
	\$			%
Total Payroll & Benefits	\$1,494,301			89.06%
Total Operating	\$129,241			7.70%
Total Capital/Depreciation	\$54,253			3.23%
TOTAL COST	\$1,677,794	100%		

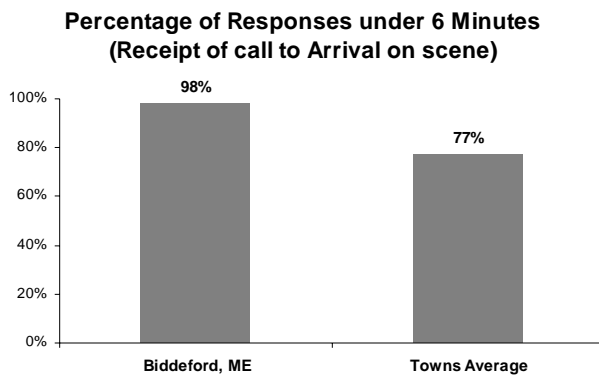
Workload Measure



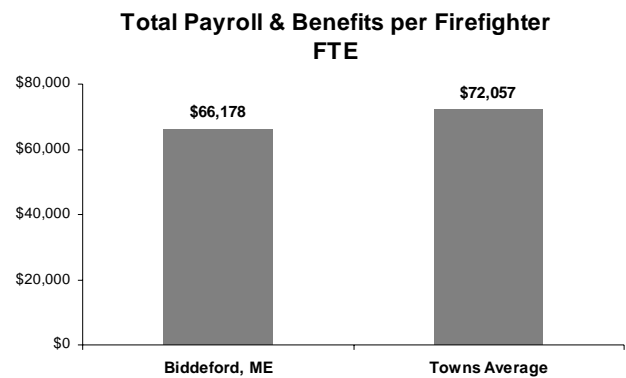
Workload Measure



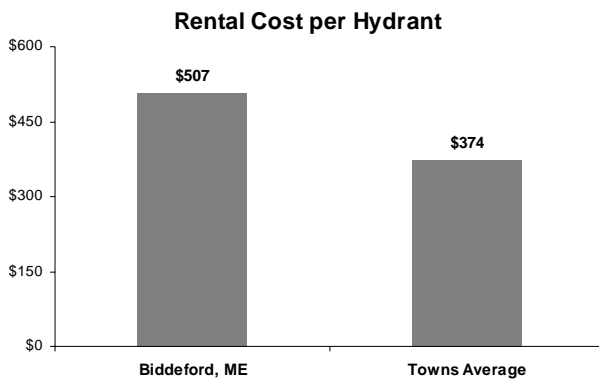
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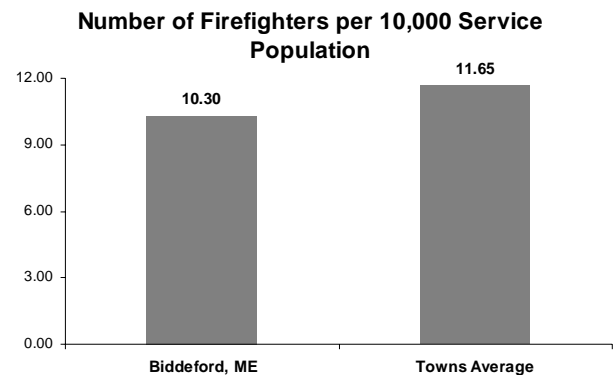
Efficiency Measure



Efficiency Measure



Efficiency Measure



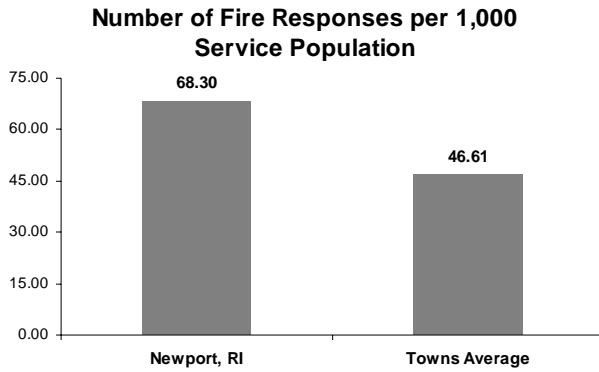
OTHER MEASURES

	Biddeford	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	5.80	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	5.00	5.22
III. Efficiency Measures		
# of sq. miles per fire station	30.00	16.61
# of fire stations per 10,000 service population	0.39	0.93
Total # of firefighters per sq. miles	0.89	2.21
Average fire hydrant cost per sq. mile	\$8,821	\$13,018
Capital/depreciation costs per fire station	\$70,354	\$72,285
Fire cost per capita	\$87.80	\$110.97

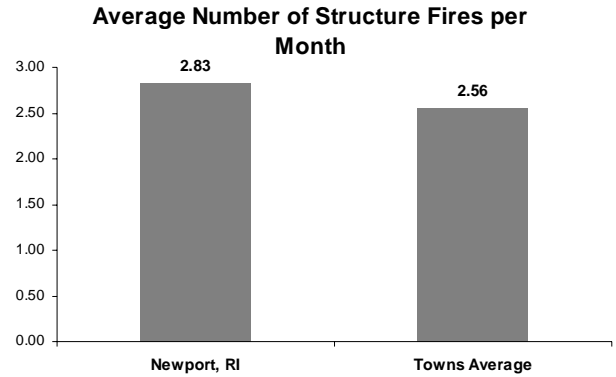
Newport, RI

Fire, Fiscal Year 2008

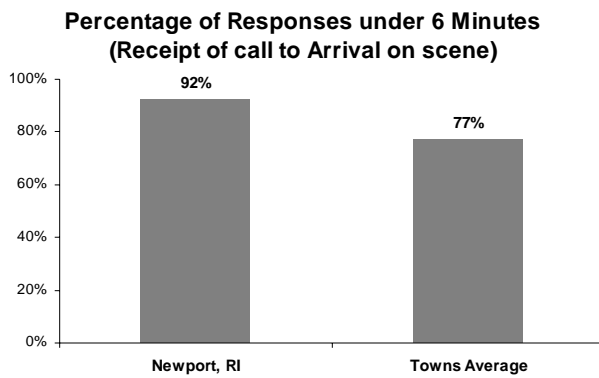
Workload Measure



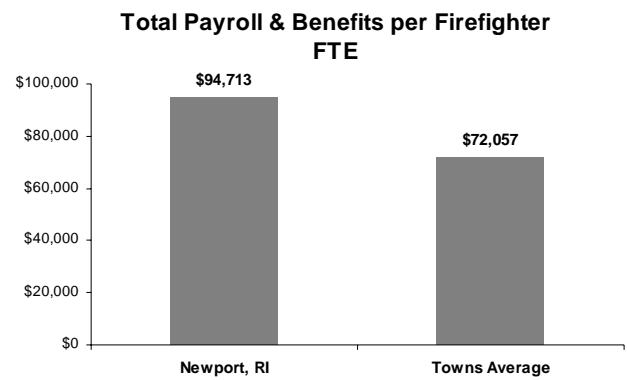
Workload Measure



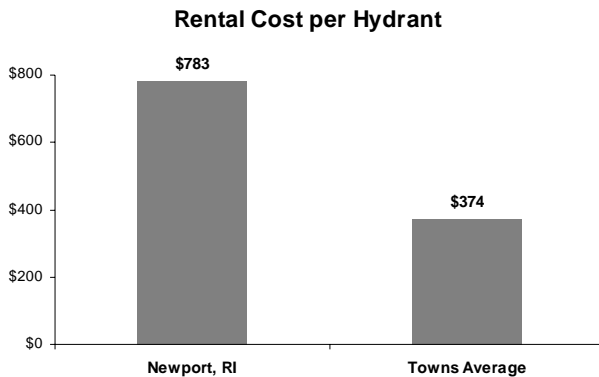
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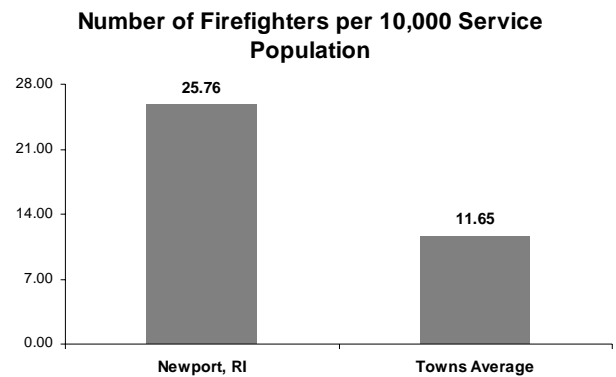
Efficiency Measure



Efficiency Measure



Efficiency Measure

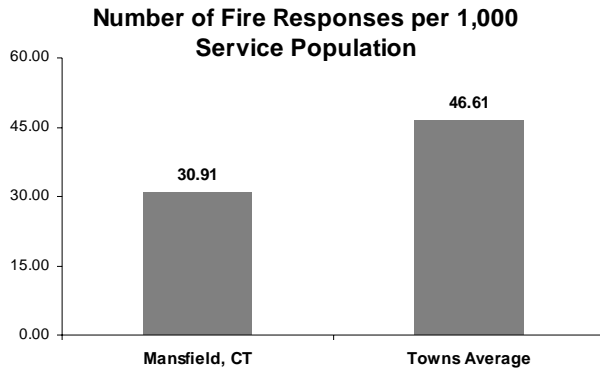


OTHER MEASURES

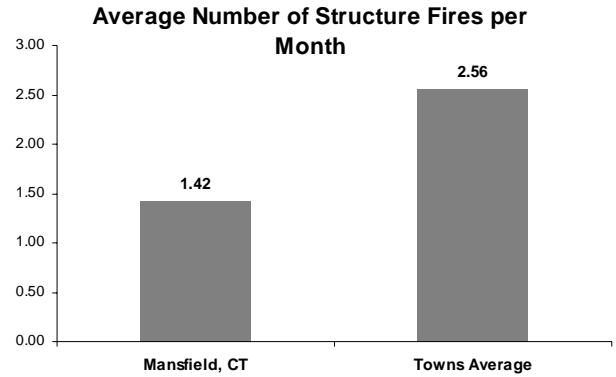
	Newport	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	1.01	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	4.42	5.22
III. Efficiency Measures		
# of sq. miles per fire station	2.65	16.61
# of fire stations per 10,000 service population	0.93	0.93
Total # of firefighters per sq. miles	10.45	2.21
Average fire hydrant cost per sq. mile	\$54,742	\$13,018
Capital/depreciation costs per fire station	\$119,968	\$72,285
Fire cost per capita	\$306.29	\$110.97

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	25,340	<p>A. Service Level and Delivery</p> <p>The City of Newport was incorporated in 1639. It is presently home to over three-hundred pre-revolutionary homes, more than any other community in the US. The majority of the downtown area was developed during the 17th, 18th and 19th centuries. Many of the buildings are of wooden construction and located in close proximity to one another. This building construction coupled with an antiquated roadway system proves challenging while responding to fire emergencies. Quite often modern fire apparatus cannot access narrow side streets and firefighters have to carry hose, tools and equipment to the fire building.</p>	
Total Service Sq. Miles:	8		
Total Service Road Miles:	94		
Total Firefighter FTEs:	83.00		
# of Fire Stations:	3		
SERVICE PROFILE		<p>B. Conditions Affecting Service, Performance, and Costs</p> <ol style="list-style-type: none"> 1) Costs do not include actuarial accrued liability for <i>Contribution to Pension</i> for prior years' service for both active and retired firefighters. 2) Cost of hydrant rental is based on current Rhode Island Public Utilities Commission (RIPUC) water rates. During FY 2008, current hydrant rental rates were approximately \$745.54 for each of the City's 583 hydrants. 3) Newport has a residential population of 25,340. To recognize the significant impact of tourism (over 1.9 million visitors) and a large college population, a population adjustment of 6,885 has been added to Newport's residential base. This results in a Fire Service population of 32,225. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.) 	
Service Population:	32,225		
Total # of Fire Responses:	2,201		
ISO Insurance Rating:	3		
# of Structure Fires per year:	34		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$7,861,161	79.65%	
Total Operating	\$1,649,178	16.71%	
Total Capital/Depreciation	\$359,905	3.65%	
TOTAL COST	\$9,870,244	100%	

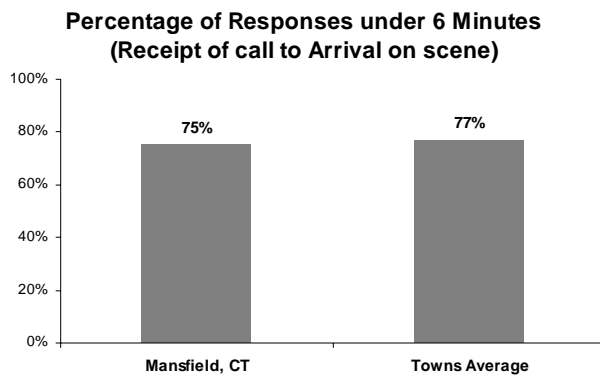
Workload Measure



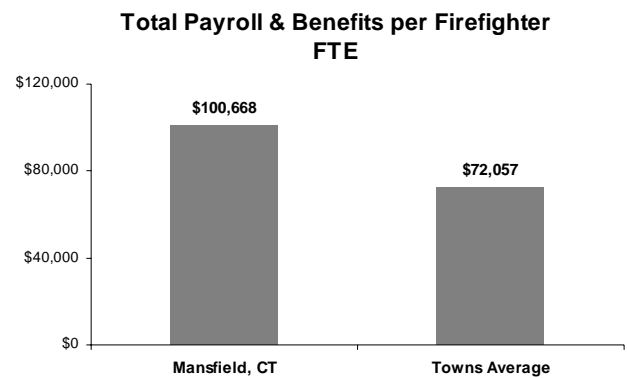
Workload Measure



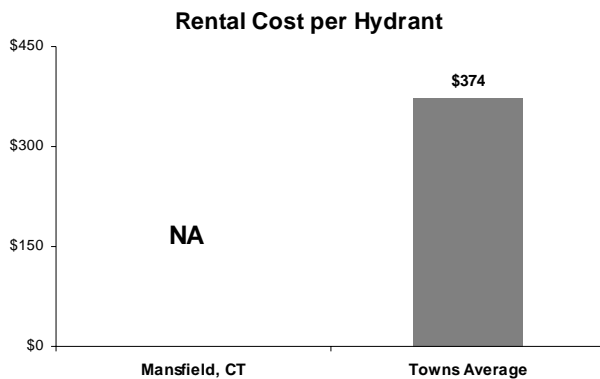
Effectiveness Measure



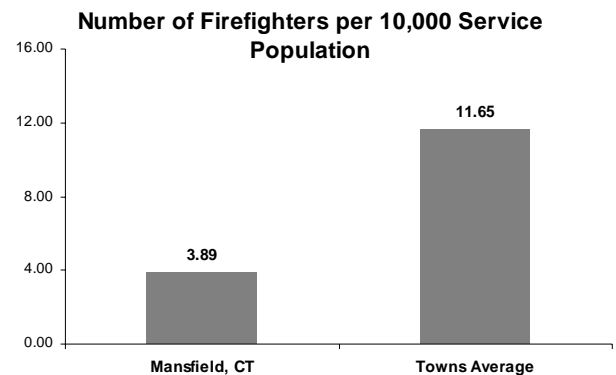
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Mansfield	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	0.29	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	6.00	5.22
III. Efficiency Measures		
# of sq. miles per fire station	13.67	16.61
# of fire stations per 10,000 service population	1.46	0.93
Total # of firefighters per sq. miles	0.20	2.21
Average fire hydrant cost per sq. mile	N/A	\$13,018
Capital/depreciation costs per fire station	\$23,526	\$72,285
Fire cost per capita	\$47.74	\$110.97

TOWN PROFILE

Population:	13,647
Total Service Sq. Miles:	41
Total Service Road Miles:	110
Total Firefighter FTEs:	8.00
# of Fire Stations:	3

SERVICE PROFILE

Service Population:	20,545
Total # of Fire Responses:	635
ISO Insurance Rating	5
# of Structure Fires:	17

COST PROFILE

	\$	%
Total Payroll & Benefits	\$805,345	82.10%
Total Operating	\$104,976	10.70%
Total Capital/Depreciation	\$70,578	7.20%
TOTAL COST	\$980,899	100%

EXPLANATORY INFORMATION

A. Service Level and Delivery

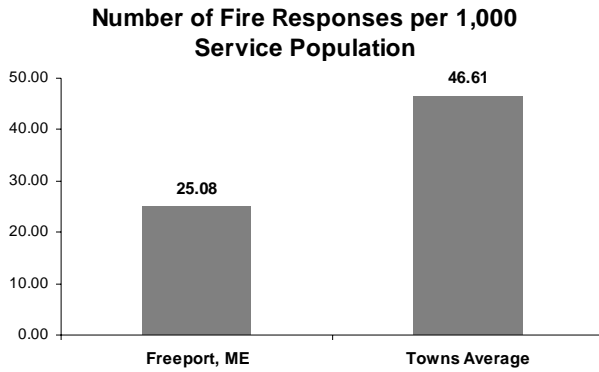
The Town of Mansfield has a Fire Department consisting of both volunteer and career personnel. At this time 2 fire stations are staffed with 1 career member at all times and another station is staffed with 2 career members at all times; the station with 2 career members also staffs the ambulance service. All of Mansfield's personnel function as firefighters and as EMTs. Volunteer personnel complement the career staff.

There are 29 public hydrants in Mansfield that are connected to the University of Connecticut water system. There are another 38 public hydrants that are connected to the Willimantic Water Works (WWW) system (neighboring town). The total area served by the Town from both sets of hydrants is 5 square miles.

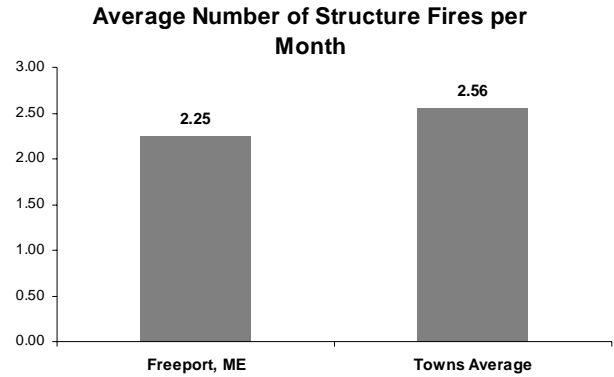
B. Conditions Affecting Service, Performance, and Costs

Mansfield has a year-round residential population of 13,647; when the university is in session, Mansfield has a much larger residential population. To recognize the significant impact of a large college population, a population adjustment of 6,898 has been added to Mansfield's residential base. This results in a Fire Service population equivalent to 20,545 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

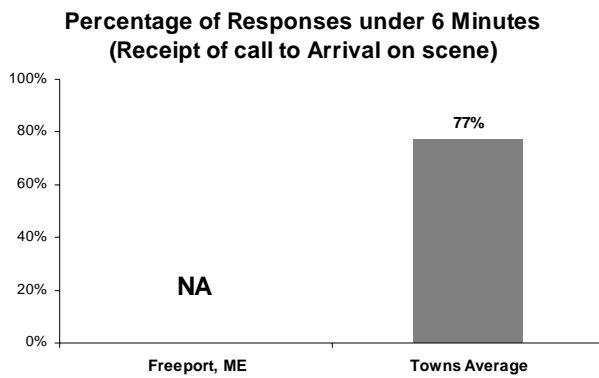
Workload Measure



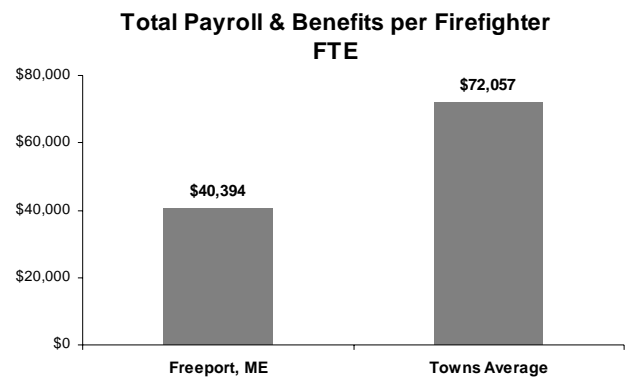
Workload Measure



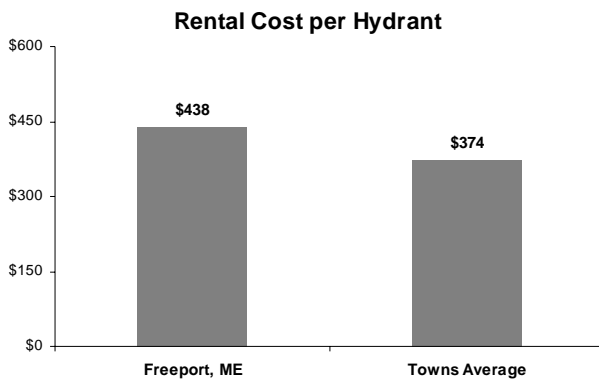
Effectiveness Measure



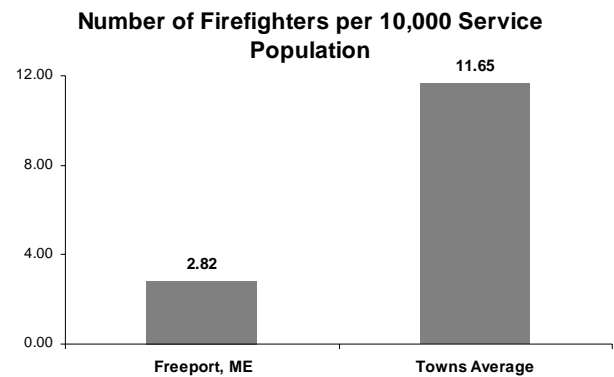
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Freeport	Towns Average
I. Workload Measures		
Avg. # of fire responses per work shift	1.62	1.68
II. Effectiveness Measures		
Mean Fire response time from receipt of call to arrival on scene (minutes)	NA	5.22
III. Efficiency Measures		
# of sq. miles per fire station	34.70	16.61
# of fire stations per 10,000 service population	0.42	0.93
Total # of firefighters per sq. miles	0.19	2.21
Average fire hydrant cost per sq. mile	\$3,974	\$13,018
Capital/depreciation costs per fire station	\$137,066	\$72,285
Fire cost per capita	\$27.52	\$110.97

TOWN PROFILE

Population: **8,003**
 Total Service Sq. Miles: **35**
 Total Service Road Miles: **113**
 Total Firefighter FTEs: **6.65**
 # of Fire Stations: **1**

SERVICE PROFILE

Service Population: **23,560**
 Total # of Fire Responses: **591**
 ISO Insurance Rating **4**
 # of Structure Fires: **27**

COST PROFILE

	\$	%
Total Payroll & Benefits	\$268,619	41.44%
Total Operating	\$242,578	37.42%
Total Capital/ Depreciation	\$137,066	21.14%
TOTAL COST	\$648,263	100%

EXPLANATORY INFORMATION

A. Service Level and Delivery

B. Conditions Affecting Service, Performance, and Costs

Freeport has a residential population of 8,003. To recognize the significant impact of tourism (over 4 million visitors) and several large employers, a population adjustment of 15,557 has been added to Freeport's residential base. This results in a Fire Service population of 23,560. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

VIII. EMERGENCY MEDICAL SERVICES (EMS) - BENCHMARKING

Service Definition

EMS is the emergency medical care and transportation by paramedics or other certified emergency technicians to a medical facility. Personnel are dispatched in specially equipped vehicles and provide advanced or basic life support services as well as emergency transportation of patients. Also measured is the administrative function for billing and collecting EMS fees.

Emergency Medical Services - Individual Town Data Profiles

TOWN PROFILE	Holden, MA	S.Burlington, VT	Biddeford, ME	Newport, RI	Mansfield, CT	Freeport, ME
Population	16,581	17,445	21,594	25,340	13,647	8,003
Total Service Sq. Miles	36	17	30	8	41	58
Total Service Road Miles	117	94	131	94	110	143
Does town share EMS services?	no	no	no	no	no	yes
SERVICE PROFILE						
Service Population	16,581	17,445	25,968	32,225	20,545	25,164
# of Full Service Hospitals	0	1	1	1	0	0
Miles from Hospital	9	3	2	4	8	9
# of regular duty EMS vehicles	1	2	2	2	1	2
# of EMS Vehicle Locations	1	1	1	2	1	1
# of EMS / Rescue FTEs	4.2	7	19.25	16	8	6.6
Total no. EMS responses	1,145	1,738	3,192	3,424	1,252	1,097
Total patient transports	1,050	1,718	NA	2,708	839	751
COST PROFILE						
Total Payroll & Benefits	\$121,752	\$808,028	\$1,269,029	\$1,515,224	\$805,345	\$302,879
<i>Payroll & benefits as % of total cost</i>	33.86%	85.65%	86.09%	81.37%	84.87%	59.05%
Total Operating	\$235,547	\$70,289	\$153,139	\$248,912	\$104,976	\$123,994
<i>Operating as % of total cost</i>	65.51%	7.45%	10.39%	13.37%	11.06%	24.18%
Total Capital/Depreciation	\$2,256	\$65,100	\$51,887	\$98,096	\$38,558	\$86,015
<i>Capital/Depreciation as % of total cost</i>	0.63%	6.90%	3.52%	5.27%	4.06%	16.77%
TOTAL COST	\$359,555	\$943,417	\$1,474,054	\$1,862,232	\$948,879	\$512,887
EMS Reimbursement Collections	NA	\$508,729	\$852,806	\$559,849	\$370,839	\$195,443

Performance Measures Definitions (*EMS*)

Workload Measures:

- 1a - The number of EMS responses per 1,000 service population.
- 1b - Average number of responses each day per EMS vehicle.
- 1c - The percentage of EMS responses that result in the transportation of a patient to a medical facility.

Effectiveness Measures:

- 2a - The average EMS response time from receipt of dispatch to arrival on the incident scene.
- 2b - The percentage of EMS responses when the arrival at the incident scene is less than 6 minutes from the receipt of emergency dispatch.
- 2c - Average length of time that an emergency EMS vehicle is in service responding to an incident.
- 2d - The percentage of all EMS responses that have fee for service bills prepared.
- 2e - The average administrative cost to prepare each fee for service bill.
- 2f - The average fee amount billed for EMS reimbursement.
- 2g - The average fee for EMS services billed as a percentage of the average cost of EMS response (see measure 3d).
- 2h - The percentage of total EMS costs billed out.
- 2i - The percentage of total EMS fees billed that are collected as revenue.
- 2j - The percentage of total EMS costs that are reimbursed through billed services.

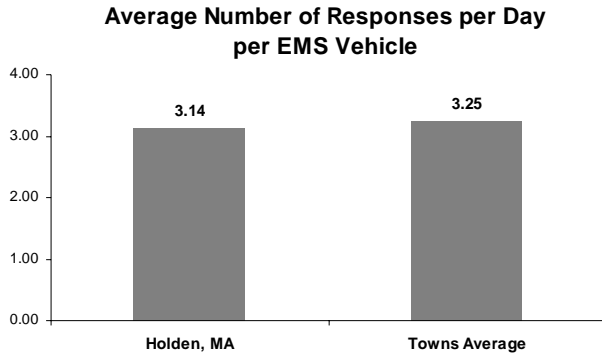
Efficiency Measures:

- 3a - The average number of EMS responses per work shift per day.
- 3b - Total payroll and benefit costs per EMS technician (FTE).
- 3c - Average cost per EMS response.
- 3d - Per capita net cost for EMS service (any fees collected for EMS reimbursement are deducted from total EMS costs).

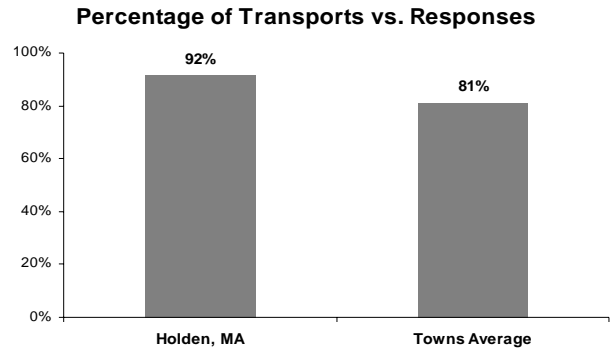
Emergency Medical Services – Performance Data

	Holden, MA	S.Burlington, VT	Biddeford, ME	Newport, RI	Mansfield, CT	Freeport, ME	Towns Average
1. Workload Measures							
a. # of EMS responses per 1,000 service population	69.05	99.63	122.92	106.25	60.94	43.59	83.73
b. Avg.# of responses per day per EMS vehicle	3.14	2.38	4.37	4.69	3.43	1.50	3.25
c. % of transports vs. responses	92%	99%	NA	79%	67%	68%	81.02%
2. Effectiveness Measures							
a. Mean EMS response time from receipt of call to arrival on scene	4.5	NA	NA	4.3	6.15	8.75	5.93
b. % of calls responded to (from receipt of call to arrival) in less than 6 mins	74%	NA	91%	94%	68%	70%	79.30%
c. Average length of time vehicle is in service (minutes)	45	NA	37	40	60	121.99	61
d. % of EMS responses that have collection bills prepared	NA	99%	68%	78%	70%	47%	72%
e. Avg. admin cost per bill issued	NA	\$21.28	NA	\$12.53	\$39.46	\$48.68	\$30.49
f. Avg. amount billed	NA	\$340	\$486	\$321	\$701	\$599	\$489
g. Amount billed as % of response cost	NA	63%	105%	59%	92%	128%	89.51%
h. % of EMS cost billed	NA	62%	71%	46%	64%	61%	60.87%
i. Collection rate	NA	87%	81%	65%	61%	63%	71.35%
j. % of EMS costs collected	NA	54%	58%	30%	39%	38%	43.81%
3. Efficiency Measures							
a. # of responses per EMS shift per day	1.57	2.38	8.75	2.35	1.72	3.01	3.29
b. Total payroll & benefits costs per EMS FTE	NA	\$115,433	\$65,924	\$94,702	\$100,668	\$45,891	\$84,523
c. Total costs per EMS response	\$314	\$543	\$462	\$544	\$758	\$468	\$514.66
d. Per capita net cost of EMS Delivery	\$21.68	\$24.92	\$23.92	\$40.42	\$28.14	\$12.62	\$25.28

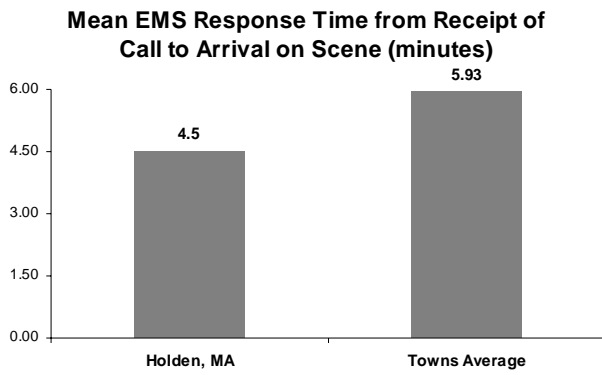
Workload Measure



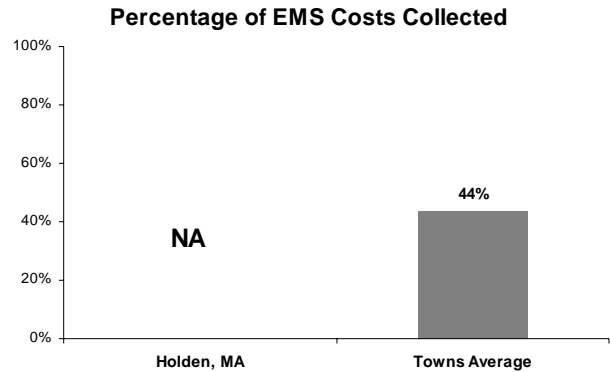
Workload Measure



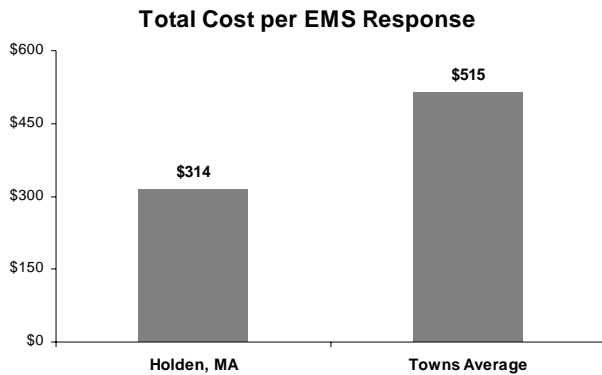
Effectiveness Measure



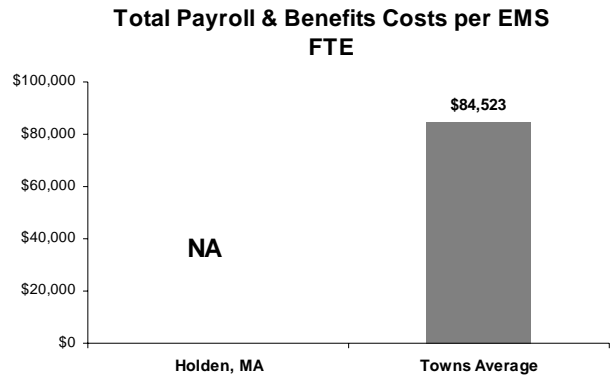
Effectiveness Measure



Efficiency Measure



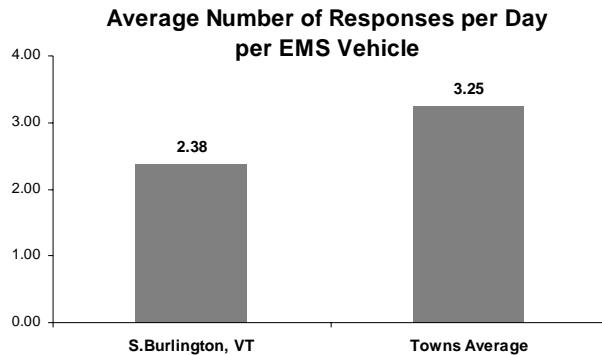
Efficiency Measure



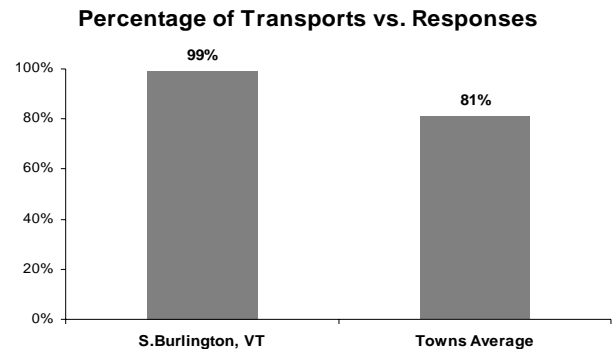
OTHER MEASURES		
	Holden	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	69.05	83.73
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	74%	79%
Average length of time vehicle is in service (minutes)	45	61
% of EMS responses that have collection bills prepared	NA	72%
Avg. admin cost per bill issued	NA	\$30.49
Avg. amount billed	NA	\$489
Amount billed as % of response cost	NA	90%
Collection rate	NA	71%
% of EMS cost billed	NA	61%
3. Efficiency Measures		
# of responses per EMS shift per day	1.57	3.29
Per capita net cost of total EMS Delivery	\$21.68	\$25.28

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	16,581	<p>A. Service Level and Delivery</p> <p>EMS transport is now handled by a private ambulance service with which the town contracts.</p> <p>The fire department sends a squad with two EMTs to all ambulance calls from 6 AM to midnight. If additional personnel are needed on the ambulance one or two firefighters will accompany the ambulance. The fire department also responds with a rescue and engine as needed for auto accidents, industrial accidents or other situations where additional help is required.</p>	
Total Service Sq. Miles:	36		
Total Service Road Miles:	117		
Does town participate in shared EMS services?	No	<p>B. Conditions Affecting Service, Performance, and Costs</p> <p>The Town pays the private service a fee for providing ALS Ambulance coverage 24/7. The fee for FY2009 was \$214,000. The private service also bills customers and keeps whatever revenue it generates.</p>	
SERVICE PROFILE			
Service Population:	16,581		
# of Full-Service Hospitals:	0		
# of EMS Vehicle Locations:	1		
Miles from Hospital:	9		
# of Regular-duty EMS Vehicles:	1		
# of EMS/ Rescue FTEs:	4.2		
Total # of EMS Responses:	1,145		
Total Patient Transports:	1,050		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$121,752	33.86%	
Total Operating	\$235,547	65.51%	
Total Capital/ Depreciation	\$2,256	0.63%	
TOTAL COST	\$359,555	100%	

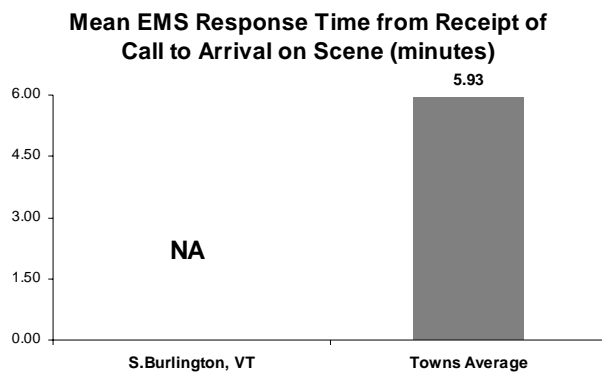
Workload Measure



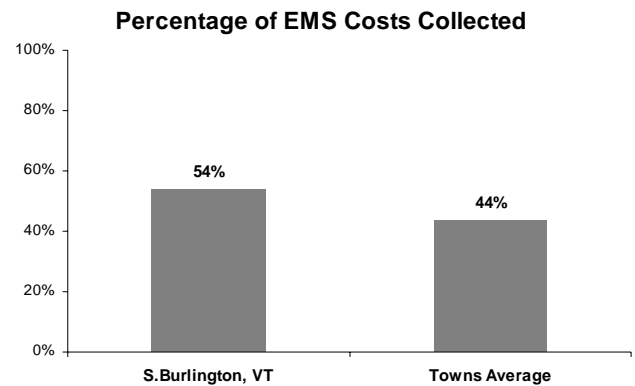
Workload Measure



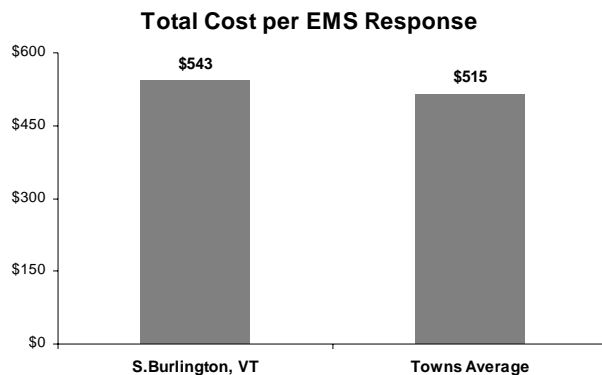
Effectiveness Measure



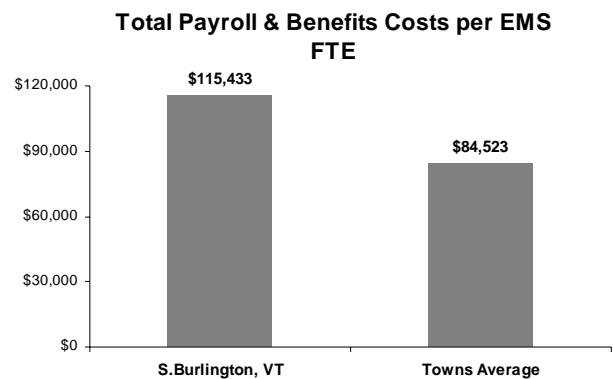
Effectiveness Measure



Efficiency Measure



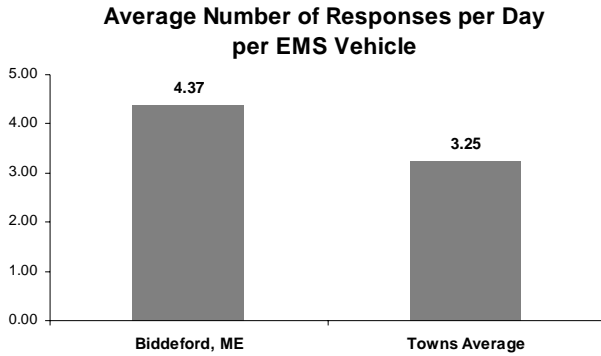
Efficiency Measure



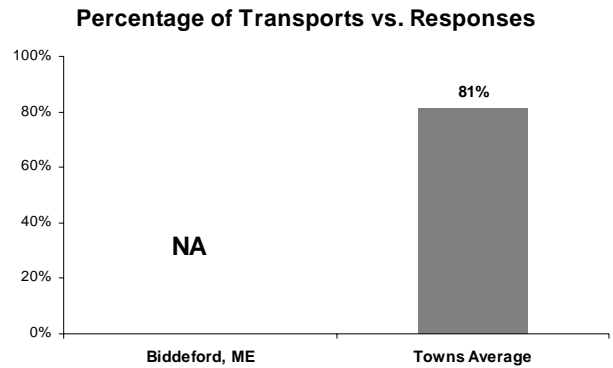
OTHER MEASURES		
	S. Burlington	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	99.63	83.73
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	NA	79%
Average length of time vehicle is in service (minutes)	NA	61
% of EMS responses that have collection bills prepared	99%	72%
Avg. admin cost per bill issued	\$21.28	\$30.49
Avg. amount billed	\$340	\$489
Amount billed as % of response cost	63%	90%
Collection rate	87%	71%
% of EMS cost billed	62%	61%
3. Efficiency Measures		
# of responses per EMS shift per day	2.38	3.29
Per capita net cost of total EMS Delivery	\$24.92	\$25.28

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	17,445	A. Service Level and Delivery	
Total Service Sq. Miles:	17		
Total Service Road Miles:	94		
Does town participate in shared EMS services?	No		
SERVICE PROFILE		B. Conditions Affecting Service, Performance, and Costs	
Service Population:	17,445		
# of Full-Service Hospitals:	1		
# of EMS Vehicle Locations:	1		
Miles from Hospital:	3		
# of Regular-duty EMS Vehicles:	2		
# of EMS/ Rescue FTEs:	7		
Total # of EMS Responses:	1,738		
Total Patient Transports:	1,718		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$808,028	85.65%	
Total Operating	\$70,289	7.45%	
Total Capital/ Depreciation	\$65,100	6.90%	
TOTAL COST	\$943,417	100%	
EMS Revenue Collections	\$508,729		

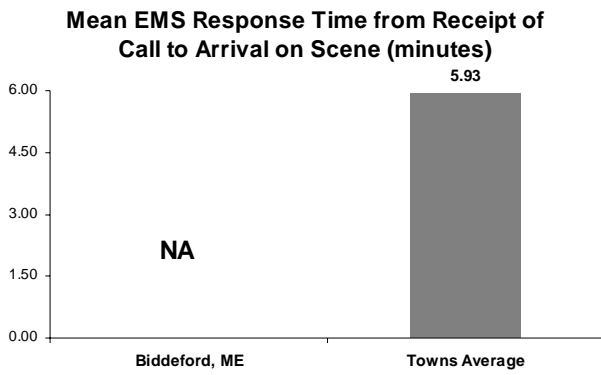
Workload Measure



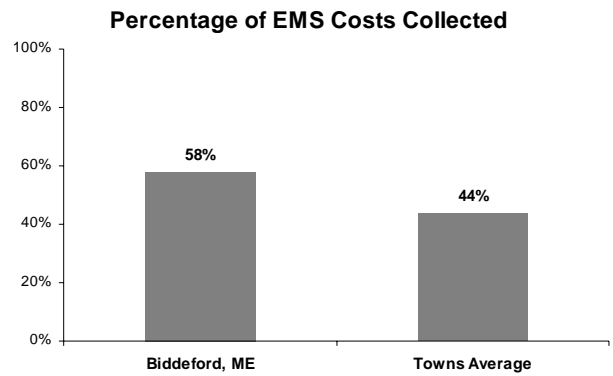
Workload Measure



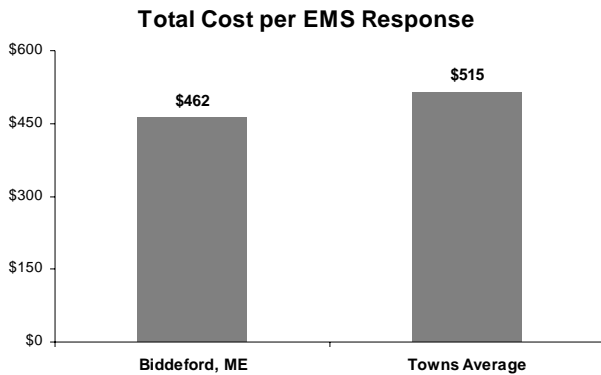
Effectiveness Measure



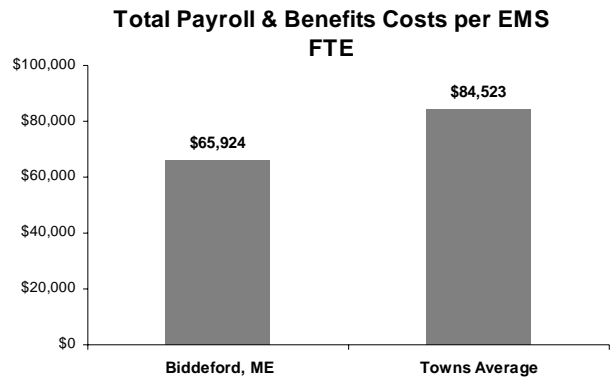
Effectiveness Measure



Efficiency Measure



Efficiency Measure

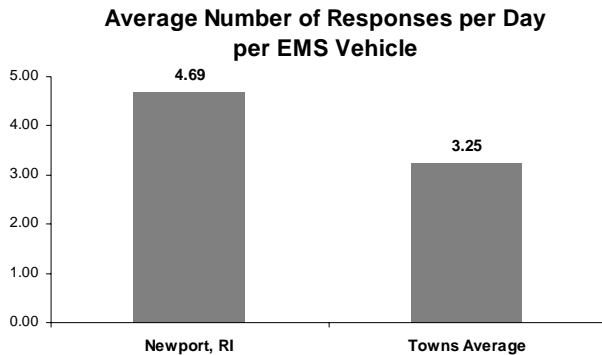


OTHER MEASURES

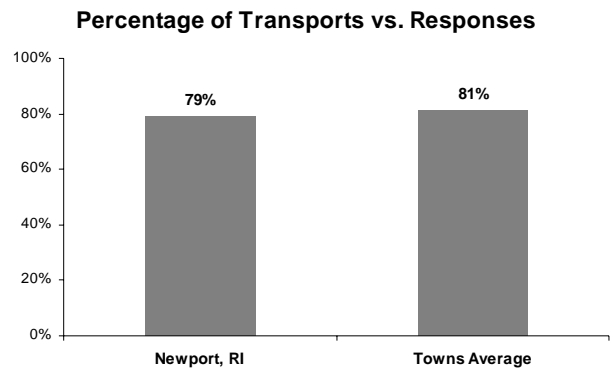
	Biddeford	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	122.92	83.73
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	91%	79%
Average length of time vehicle is in service (minutes)	37	61
% of EMS responses that have collection bills prepared	68%	72%
Avg. admin cost per bill issued	NA	\$30.49
Avg. amount billed	\$486	\$489
Amount billed as % of response cost	105%	90%
Collection rate	81%	71%
% of EMS cost billed	71%	61%
3. Efficiency Measures		
# of responses per EMS shift per day	8.75	3.29
Per capita net cost of total EMS Delivery	\$23.92	\$25.28

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	21,594	A. Service Level and Delivery	
Total Service Sq. Miles:	30		
Total Service Road Miles:	131		
Does town participate in shared EMS services?	No		
SERVICE PROFILE		B. Conditions Affecting Service, Performance, and Costs Biddeford has a residential population of 21,594. To recognize the significant impact of a large college population and several large employers, a population adjustment of 4,374 has been added to Biddeford's residential base. This results in a EMS Service population equivalent to 25,968 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)	
Service Population:	25,968		
# of Full-Service Hospitals:	1		
# of EMS Vehicle Locations:	1		
Miles from Hospital:	2		
# of Regular-duty EMS Vehicles:	2		
# of EMS/ Rescue FTEs:	19.25		
Total # of EMS Responses:	3,192		
Total Patient Transports:	N/A		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$1,269,029	86.09%	
Total Operating	\$153,139	10.39%	
Total Capital/ Depreciation	\$51,887	3.52%	
TOTAL COST	\$1,474,054	100%	
EMS Revenue Collections	\$852,806		

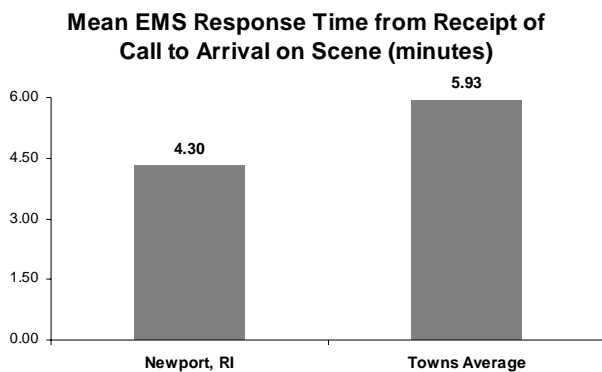
Workload Measure



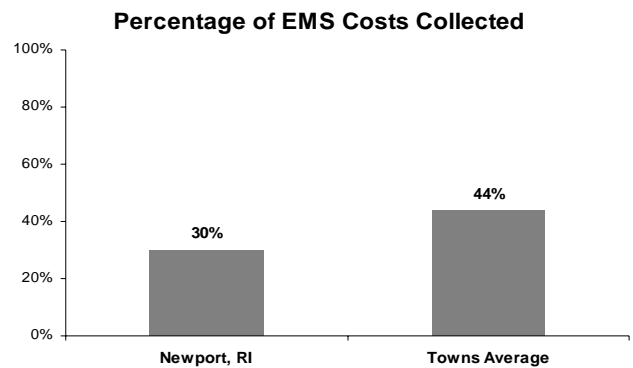
Workload Measure



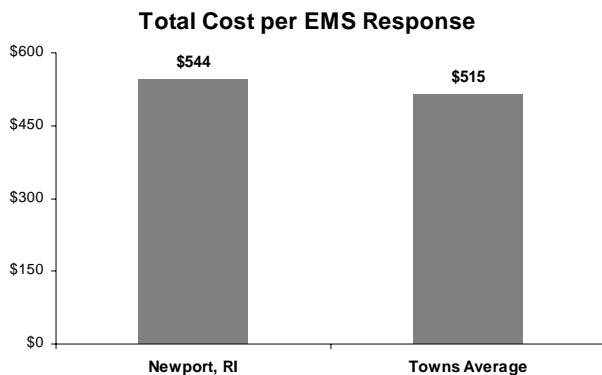
Effectiveness Measure



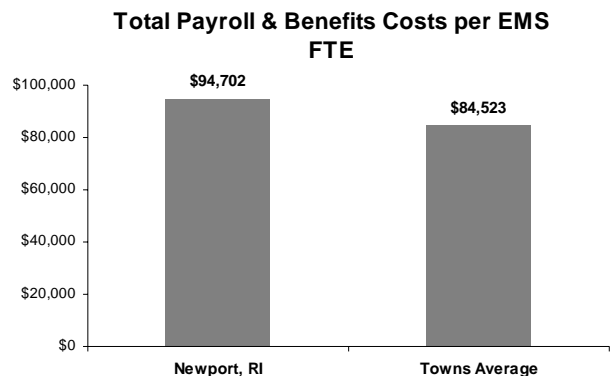
Effectiveness Measure



Efficiency Measure



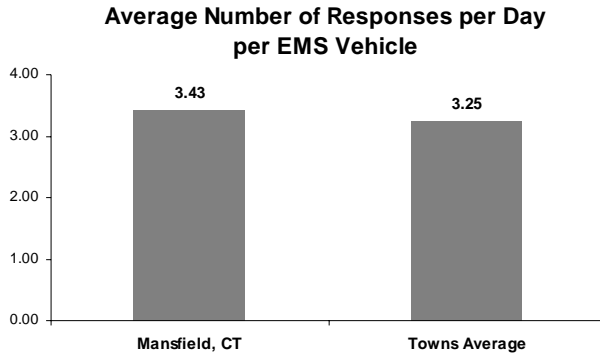
Efficiency Measure



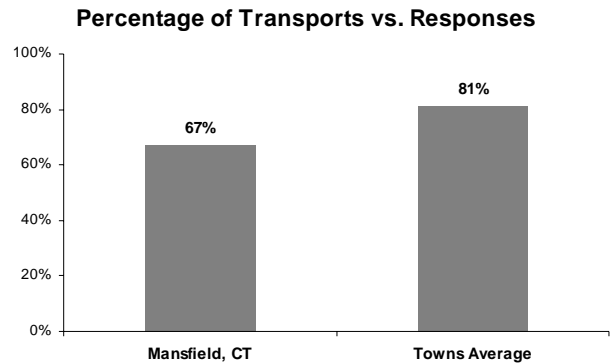
OTHER MEASURES		
	Newport	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	106.25	83.73
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	94%	79%
Average length of time vehicle is in service (minutes)	40	61
% of EMS responses that have collection bills prepared	78%	72%
Avg. admin cost per bill issued	\$12.53	\$30.49
Avg. amount billed	\$321	\$489
Amount billed as % of response cost	59%	90%
Collection rate	65%	71%
% of EMS cost billed	46%	61%
3. Efficiency Measures		
# of responses per EMS shift per day	2.35	3.29
Per capita net cost of total EMS Delivery	\$40.42	\$25.28

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	25,340	<p>A. Service Level and Delivery</p> <p>The City of Newport was incorporated in 1639. It is presently home to over three-hundred pre-revolutionary homes, more than any other community in the US. The majority of the downtown area was developed during the 17th, 18th and 19th centuries. Many of the buildings are of wooden construction and located in close proximity to one another. This building construction coupled with an antiquated roadway system proves challenging while responding to EMS emergencies. Quite often EMS personnel have to confront access limitations, carry equipment to the scene, and transport the patient(s) back to the rescue vehicles. Delays could lead to catastrophic results.</p>	
Total Service Sq. Miles:	8		
Total Service Road Miles:	94		
Does town participate in shared EMS services?	No		
SERVICE PROFILE		<p>B. Conditions Affecting Service, Performance, and Costs</p> <ol style="list-style-type: none"> 1) Costs do not include actuarial accrued liability for <i>Contribution to Pension</i> for prior years' service for both active and retired firefighters; 2) Revenue collection is restricted, in part, by the City's policy of not charging uninsured citizens for services provided. 3) Newport has a residential population of 25,340. To recognize the significant impact of tourism (over 1.9 million visitors) and a large college population, a population adjustment of 6,885 has been added to Newport's residential base. This results in a EMS Service population equivalent to 32,225 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.) 	
Service Population:	32,225		
# of Full-Service Hospitals:	1		
# of EMS Vehicle Locations:	2		
Miles from Hospital:	4		
# of Regular-duty EMS Vehicles:	2		
# of EMS/ Rescue FTEs:	16		
Total # of EMS Responses:	3,424		
Total Patient Transports:	2,708		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$1,515,224	81.37%	
Total Operating	\$248,912	13.37%	
Total Capital/ Depreciation	\$98,096	5.27%	
TOTAL COST	\$1,862,232	100%	
EMS Revenue Collections	\$559,849		

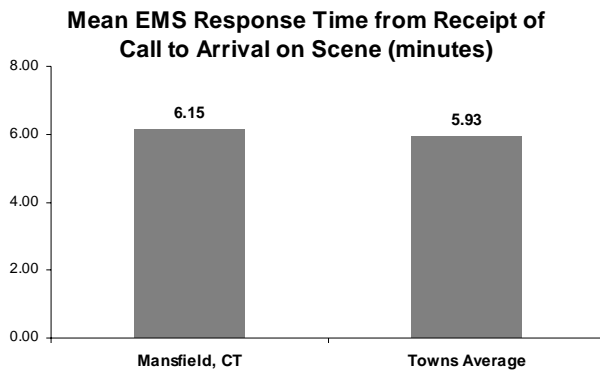
Workload Measure



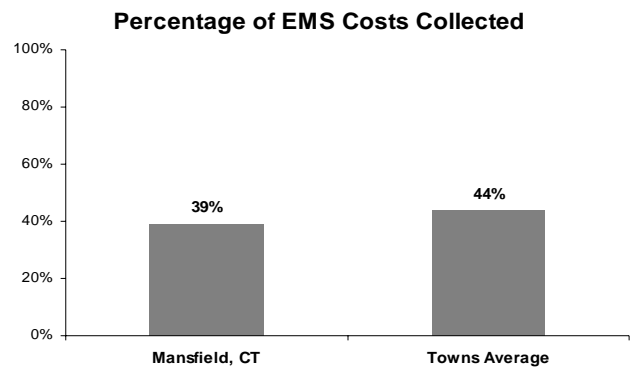
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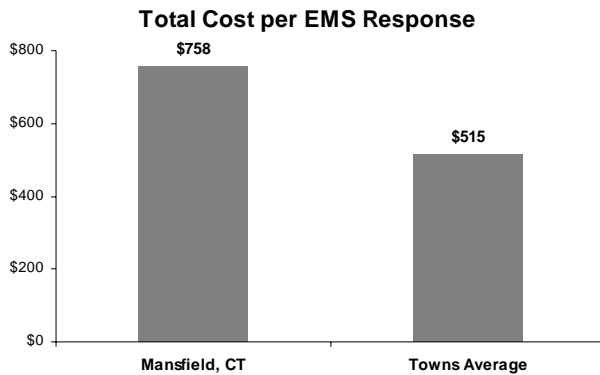
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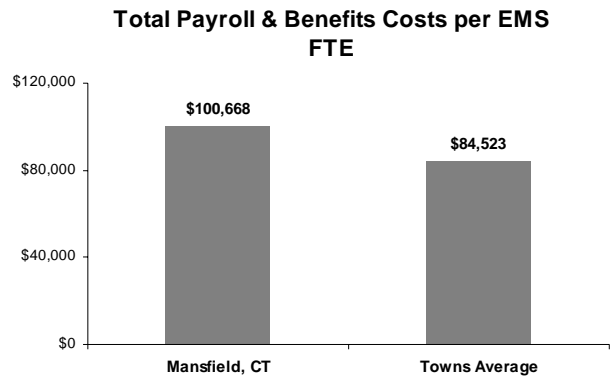
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Efficiency Measure



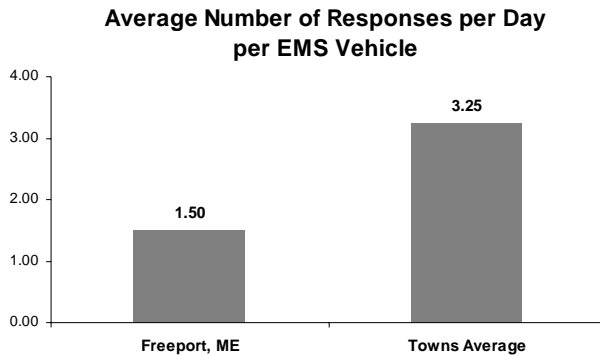
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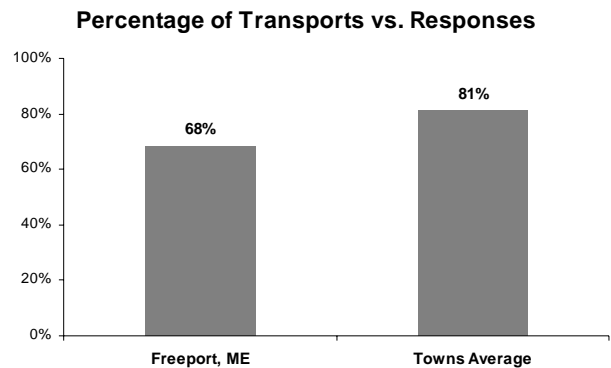
OTHER MEASURES		
	Mansfield	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	60.94	83.73
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	68%	79%
Average length of time vehicle is in service (minutes)	60	61
% of EMS responses that have collection bills prepared	70%	72%
Avg. admin cost per bill issued	\$39.46	\$30.49
Avg. amount billed	\$701	\$489
Amount billed as % of response cost	92%	90%
Collection rate	61%	71%
% of EMS cost billed	64%	61%
3. Efficiency Measures		
# of responses per EMS shift per day	1.72	3.29
Per capita net cost of total EMS Delivery	\$28.14	\$25.28

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	13,647	<p>A. Service Level and Delivery</p> <p>The Town of Mansfield Fire & Emergency Services Department and the University of Connecticut Fire Department, from time to time, respond to calls for service through mutual aid.</p>	
Total Service Sq. Miles:	41		
Total Service Road Miles:	110		
Does town participate in shared EMS services?	No	<p>B. Conditions Affecting Service, Performance, and Costs</p> <p>Mansfield has a year-round residential population of 13,647; when the university is in session, Mansfield has a much larger residential population. To recognize the significant impact of a large college population, a population adjustment of 6,898 has been added to Mansfield's residential base. This results in an EMS Service population equivalent to 20,545 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)</p>	
SERVICE PROFILE			
Service Population:	20,545		
# of Full-Service Hospitals:	0		
# of EMS Vehicle Locations:	1		
Miles from Hospital:	8		
# of Regular-duty EMS Vehicles:	1		
# of EMS/ Rescue FTEs:	8		
Total # of EMS Responses:	1,252		
Total Patient Transports:	839		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$805,345	84.87%	
Total Operating	\$104,976	11.06%	
Total Capital/ Depreciation	\$38,558	4.06%	
TOTAL COST	\$948,879	100%	
EMS Revenue Collections	\$370,839		

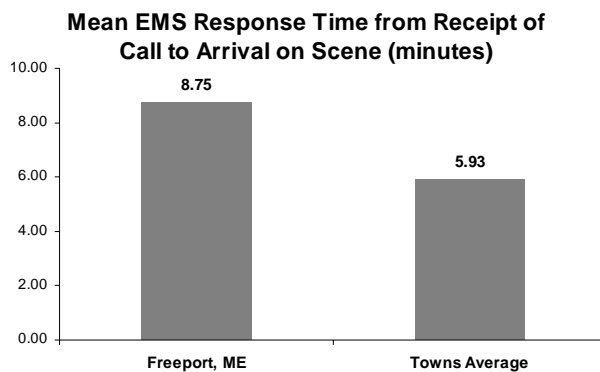
Workload Measure



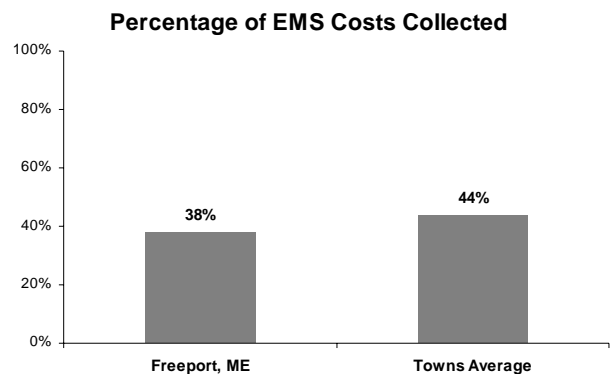
Workload Measure



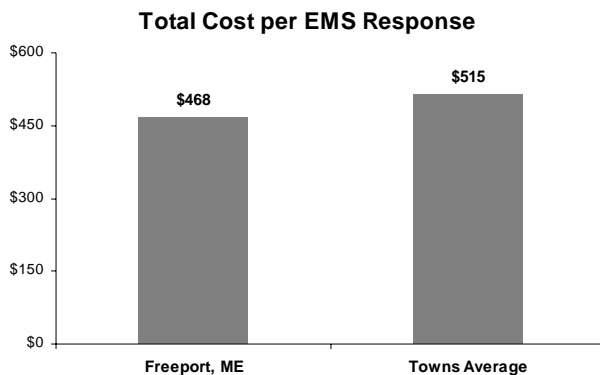
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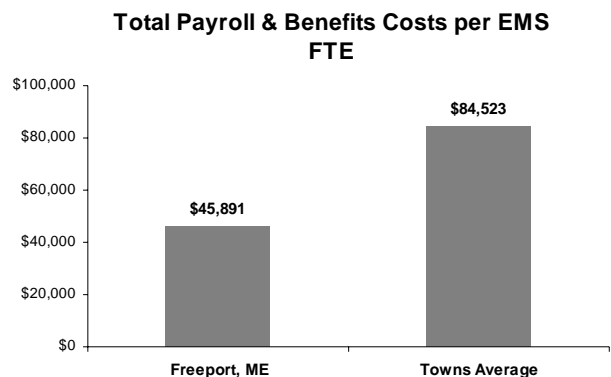
Effectiveness Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Freeport	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	43.59	83.73
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	70%	79%
Average length of time vehicle is in service (minutes)	122	61
% of EMS responses that have collection bills prepared	47%	72%
Avg. admin cost per bill issued	\$48.68	\$30.49
Avg. amount billed	\$599	\$489
Amount billed as % of response cost	128%	90%
Collection rate	63%	71%
% of EMS cost billed	61%	61%
3. Efficiency Measures		
# of responses per EMS shift per day	3.01	3.29
Per capita net cost of total EMS Delivery	\$12.62	\$25.28

TOWN PROFILE		EXPLANATORY INFORMATION	
Population:	8,003	<p>A. Service Level and Delivery</p> <p>The Town additionally provides Non-Emergency Transportation (NET) services to patients in the greater Freeport/Yarmouth/Brunswick area. This analysis did not include that program or the impact it has on emergency operations.</p>	
Total Service Sq. Miles:	58		
Total Service Road Miles:	143		
Does town participate in shared EMS services?	Yes		
SERVICE PROFILE		<p>B. Conditions Affecting Service, Performance, and Costs</p> <p>The Town provides EMS services to the Town of Pownal. Pownal paid Freeport \$16,000 for the year ended June 30, 2008. This amount has been included in EMS Revenue Collections.</p> <p>Freeport has a residential population of 8,003. To recognize the significant impact of tourism (over 4 million visitors), several large employers and shared EMS Services with Pownal, a population adjustment of 17,161 has been added to Freeport's residential base. This results in a EMS Service population equivalent to 25,164 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)</p>	
Service Population:	25,164		
# of Full-Service Hospitals:	0		
# of EMS Vehicle Locations:	1		
Miles from Hospital:	9		
# of Regular-duty EMS Vehicles:	2		
# of EMS/ Rescue FTEs:	6.6		
Total # of EMS Responses:	1,097		
Total Patient Transports:	751		
COST PROFILE			
	\$	%	
Total Payroll & Benefits	\$302,879	59.05%	
Total Operating	\$123,994	24.18%	
Total Capital/ Depreciation	\$86,015	16.77%	
TOTAL COST	\$512,887	100%	
EMS Revenue Collections	\$211,443		