



New England States Performance Measurement Project

Measure, Share, Improve

Measuring Government Performance: Fire, EMS, and Dispatch Services

NESPMP: 04

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The Research Bureau



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
South Portland, ME	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
South Portland, ME	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
South Portland, ME	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 government performance benchmarking report is part of the New England States Performance Measurement Project. It is the second report to focus on Fire, Dispatch and EMS Emergency service performance measurement. The first report (published in May, 2009) accomplished several important milestones. They included:

1. Defining city and service profile data;
2. Selecting performance measures;
3. Applying a common cost accounting methodology;
4. Developing data collection processes.

The results of the first project provided participating municipalities with a baseline of their own performance which they could use to measure the impact of service improvements, learn how other cities were providing the same service, and promote improvement in their own operations.

This report adds a second study year and provides an opportunity to build upon the foundation results of the first report. This study achieved:

1. The expansion of the number of service performance measures from 41 to 61 (49% increase). After reviewing and discussing the first year (2009) study results, additional analytical data was identified that would help understand the important "drivers" of performance levels. Collecting new data provides additional opportunities to promote service improvements.
2. An additional measurement year to compare performance results to prior year baseline data. Establishing a performance "direction" is very important after a baseline performance level has been established. Are services improving? Deteriorating? Or about the same? Are operational changes that were made impacting performance results? A second year of data can assist in evaluating these questions.
3. The addition of direct citizen evaluations on service performance levels. One important government goal is to deliver municipal services that citizens value. Providing timely, quality services that are cost effective are significant tests of performance. Letting citizens judge these performance factors can be a very valuable change and improvement driver. This study adds the voice of the citizens to the performance data.
4. The improvement of data collection processes. This second study provided an opportunity for several towns to improve their data collection processes to gather accurate information. Using new techniques to collect data provided new information not available before and improved the accuracy of data being collected.

These additional study accomplishments have expanded the use of performance data to evaluate service performance, identify improvement opportunities, and promote effective government services. 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. This study is another 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 (Citizen) 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 all of these 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, Efficiency Measures, and Citizen Perspective.

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.

Citizen Perspective

In the fall of 2009, most of the towns participating in this study conducted a citizen survey that covered a wide variety of town services and operations. Whenever possible, citizens that had used services during the past twelve-month period, were asked to evaluate performance attributes for Fire, EMS, and Dispatch services. This study includes the survey results for those towns that collected citizen data.

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. For towns that participated in the 2009 New England States Citizen Survey Project, service evaluation results based on citizen feedback are presented.

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 current performance and to assess future changes to operations. These brief two-page reports can help identify opportunities for improvement as well as establish 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	S. Portland, ME	Freeport, ME
SERVICE PROFILE						
Service Population	16,581	65,801	17,574	27,253	52,074	18,950
Does town share dispatch services?	No	Yes	No	Yes	No	Yes
# of Dispatcher FTE	4.00	25.00	5.43	13.00	12.00	4.00
Total incoming calls	16,000	145,719	19,491	46,655	55,047	14,630
Total calls dispatched	5,000	74,845	19,491	46,655	55,047	14,613
COST PROFILE						
Total Payroll & Benefits	\$238,361	\$1,544,352	\$401,829	\$885,409	\$801,421	\$234,658
<i>Payroll & benefits as % of total cost</i>	92.14%	71.41%	85.20%	79.04%	80.36%	84.86%
Total Operating	\$13,635	\$350,404	\$57,525	\$156,117	\$107,526	\$18,331
<i>Operating as % of total cost</i>	5.27%	16.20%	12.20%	13.94%	10.78%	6.63%
Total Capital/Depreciation	\$6,707	\$267,911	\$12,281	\$78,689	\$88,340	\$23,529
<i>Capital/Depreciation as % of total cost</i>	2.59%	12.39%	2.60%	7.02%	8.86%	8.51%
TOTAL COST	\$258,703	\$2,162,667	\$471,635	\$1,120,215	\$997,287	\$276,518
TOTAL DISPATCH COST REIMBURSEMENTS	\$0	\$1,081,333	\$0	\$73,371	\$0	\$8,910

Performance Measures Definitions (*Emergency Dispatch Services*)

Workload Measures:

- 1a - The incoming 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).
- 3f - The percentage of employee compensation that represents paid benefits (i.e., Health Insurance, Retirement Contributions, Payroll Taxes, etc.)

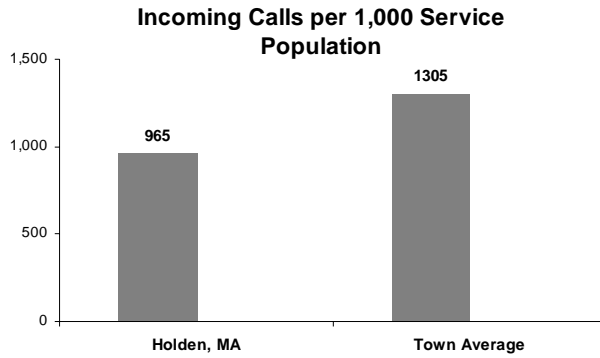
Citizen Survey Results:

- 4a - The level of citizen satisfaction with the *value of all town services* received for their tax dollars.
- 4b - How satisfied were citizens with the assistance they received from the dispatcher who took their 911 call?

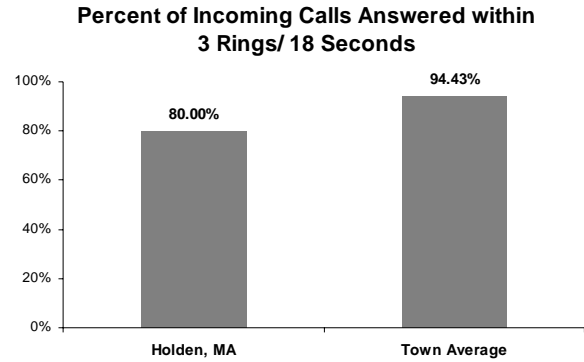
Emergency Dispatch Services – Performance Data

	Holden, MA	Lewiston, ME	S.Burlington, VT	Biddeford, ME	S. Portland, ME	Freeport, ME	Towns Average
1. Workload Measures							
a. Incoming calls per 1,000 service pop.	965.0	2,214.5	1,109.1	1,711.9	1,057.1	772.0	1,304.9
b. Dispatched calls per 1,000 service pop.	301.5	1,137.4	1,109.1	1,711.9	1,057.1	771.1	1,014.7
2. Effectiveness Measures							
a. % of incoming calls answered within 3 rings/ 18 seconds	80.00%	99.71%	0.00%	100.00%	98.00%	N/A	94.43%
b. Avg time from receipt of call to dispatch	15.00	159.00	N/A	60 (52%)	40.00	N/A	69.00
c. # of complaints per 10,000 calls	9.38	0.00	N/A	0.43	0.54	0.00	2.07
3. Efficiency Measures							
a. Incoming calls per Dispatcher FTE	4,000.0	5,828.8	3,589.5	3,588.8	4,587.3	3,657.5	4,208.6
b. # calls dispatched per # dispatcher FTEs	1,250.0	2,993.8	3,589.5	3,588.8	4,587.3	3,653.3	3,277.1
c. Per capita cost per dispatched services	\$16	\$33	\$27	\$41	\$19	\$15	\$25
d. Cost per dispatched call	\$52	\$29	\$24	\$24	\$18	\$19	\$28
e. Payroll & Benefits per dispatcher	\$59,590	\$61,774	\$74,002	\$68,108	\$66,785	\$58,665	\$64,821
f. Benefit Cost % of employee cost	31.20%	31.87%	60.89%	27.47%	23.54%	28.34%	33.88%
4. Citizen Survey Results							
a. Value of all town svcs rec'd for tax dollars:							
% very satisfied/satisfied	69.40%	56.00%	N/A	N/A	73.40%	70.50%	67.33%
b. How satisfied were you w/ the assistance rec'd from the person who took call?							
% very satisfied/satisfied	96.00%	97.60%	N/A	N/A	97.40%	100.00%	97.75%

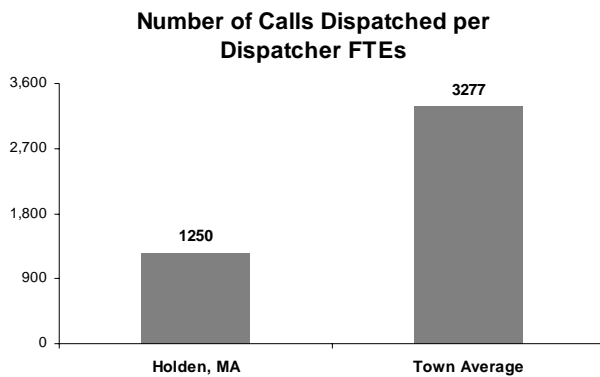
Workload Measure



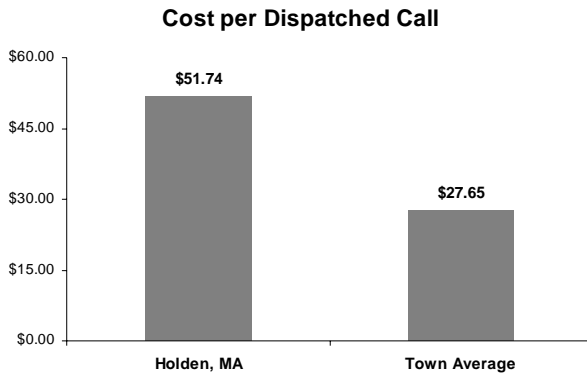
Effectiveness Measure



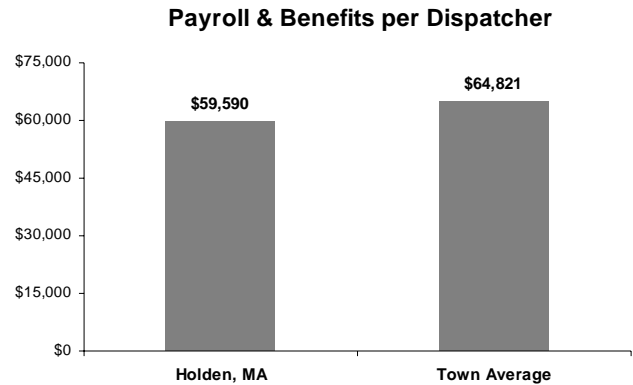
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES

	Holden	Towns Average
1. Workload Measures		
Dispatched calls per 1,000 service population	302	1,015
2. Effectiveness Measures		
Number of Complaints per 10,000 Calls	9.38	2.07
Average time from receipt of call to dispatch(seconds)	15	69
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	4,000	4,209
Per capita cost per dispatched services	\$15.60	\$25.00
Benefit Cost % of employee cost	31.20%	33.88%

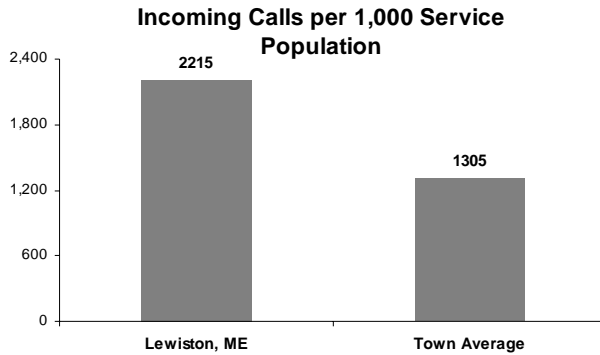
SERVICE PROFILE		COST PROFILE		
Service Population:	16,581		\$	%
Does town participate in shared dispatch center?	No	Total Payroll & Benefits	\$238,361	92.14%
Number of Dispatcher FTEs:	4	Total Operating	\$13,635	5.27%
Total Incoming Calls:	16,000	Total Capital/ Depreciation	\$6,707	2.59%
Total Calls Dispatched:	5,000	TOTAL COST	\$258,703	100%
		Total Dispatch Cost Reimbursements		\$0
		CITIZEN SURVEY		
			% Very Satisfied/ Satisfied	
		Value of all town services received for tax dollars	69.40%	
		How satisfied were you with the assistance received from the person who took call?	96.00%	

EXPLANATORY INFORMATION

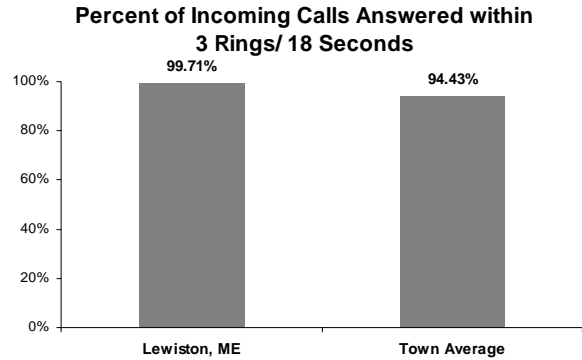
A. Service Level and Delivery

B. Conditions Affecting Service, Performance, and Costs

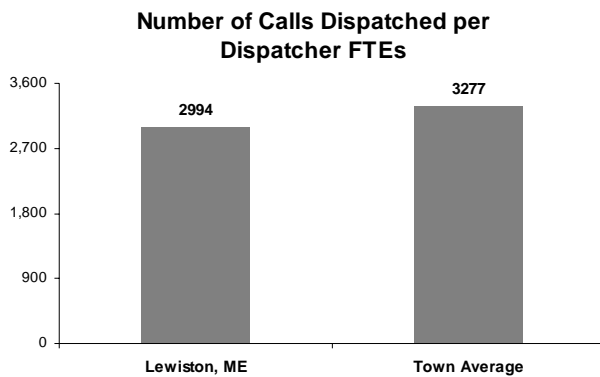
Workload Measure



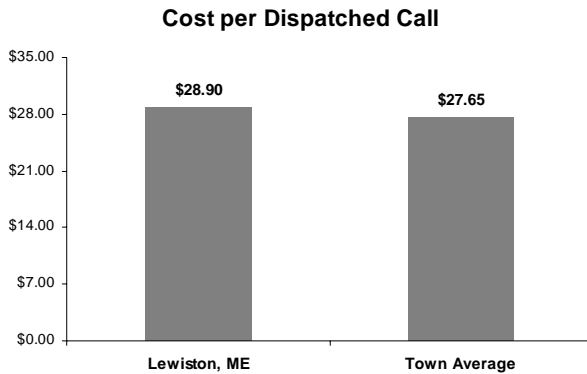
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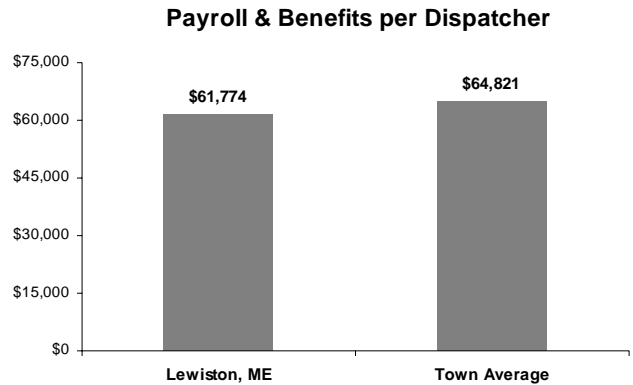
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES

	Lewiston	Towns Average
1. Workload Measures		
Dispatched calls per 1,000 service population	1,137	1,015
2. Effectiveness Measures		
Number of Complaints per 10,000 Calls	0	2.07
Average time from receipt of call to dispatch(seconds)	159	69
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	5,829	4,209
Per capita cost per dispatched services	\$32.87	\$25.00
Benefit Cost % of employee cost	31.87%	33.88%

SERVICE PROFILE		COST PROFILE		
Service Population:	65,801			
Does town participate in shared dispatch center?	Yes			
Number of Dispatcher FTEs:	25			
Total Incoming Calls:	145,719			
Total Calls Dispatched:	74,845			
		\$	%	
		Total Payroll & Benefits	\$1,544,352	71.41%
		Total Operating	\$350,404	16.20%
		Total Capital/Depreciation	\$267,911	12.39%
		TOTAL COST	\$2,162,667	100%
		Total Dispatch Cost Reimbursements		\$1,081,333
CITIZEN SURVEY				
				% Very Satisfied/ Satisfied
		Value of all town services received for tax dollars		56.00%
		How satisfied were you with the assistance received from the person who took call?		97.60%

EXPLANATORY INFORMATION

A. Service Level and Delivery

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).

The Center is classified as a Public Safety Answering Point (PSAP), which enables our dispatchers to be certified in Emergency Medical Dispatch (EMD).

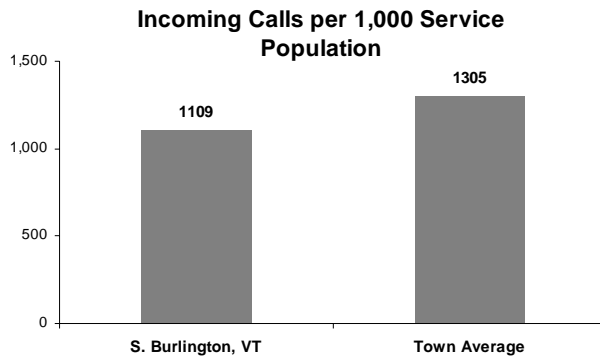
B. Conditions Affecting Service, Performance, and Costs

Lewiston has a residential population of 35,690. To recognize the significant impact of a large college population, 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.)

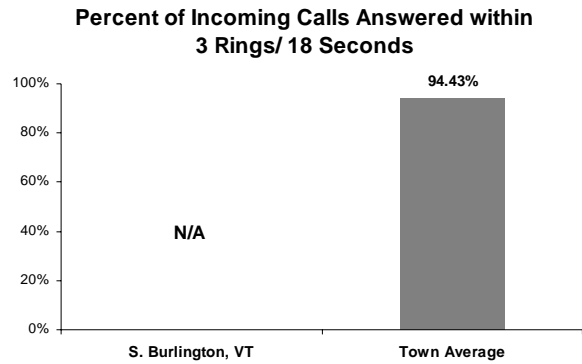
The Lewiston-Auburn 9-1-1 Center is a joint agency for the Cities of Lewiston and Auburn, with each municipality contributing 50% of the budgeted costs for police and fire dispatch services.

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 NESPMP. Our center has \$1.5 million invested in dispatching software, and \$398,000 and \$747,000 invested in leasehold improvements and towers, respectively.

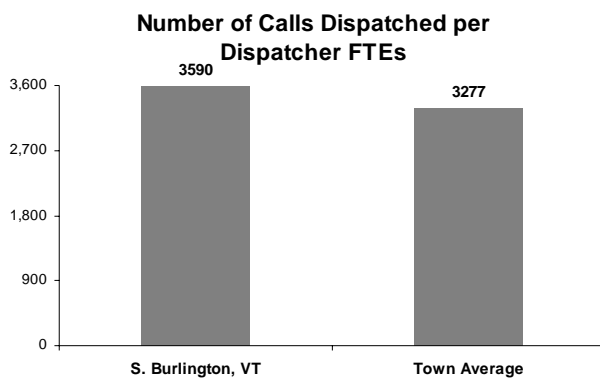
Workload Measure



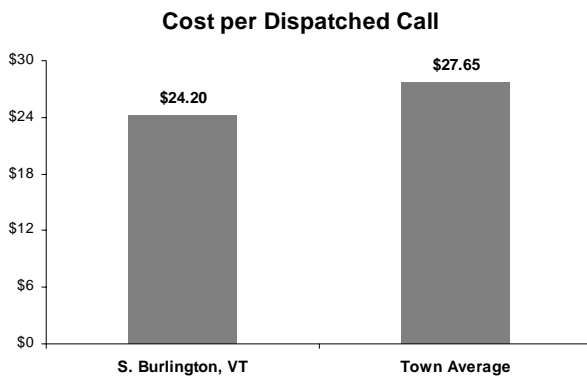
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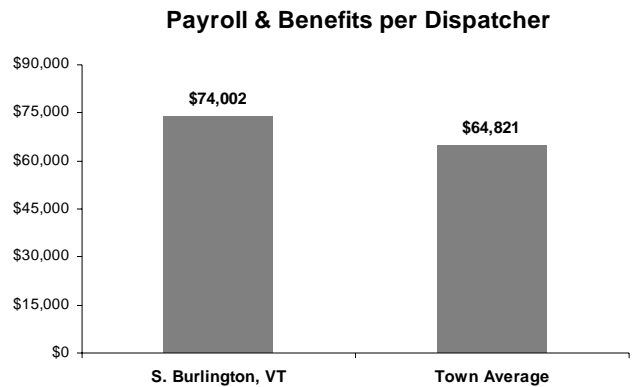
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES

	S. Burlington	Towns Average
1. Workload Measures		
Dispatched calls per 1,000 service population	1,109	1,015
2. Effectiveness Measures		
Number of Complaints per 10,000 Calls	N/A	2.07
Average time from receipt of call to dispatch(seconds)	N/A	69
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	3,590	4,209
Per capita cost per dispatched services	\$27.00	\$25.00
Benefit Cost % of employee cost	60.89%	33.88%

SERVICE PROFILE		COST PROFILE		
Service Population:	17,574		\$	%
Does town participate in shared dispatch center?	No	Total Payroll & Benefits	\$401,829	85.20%
Number of Dispatcher FTEs:	5.43	Total Operating	\$57,525	12.20%
Total Incoming Calls:	19,491	Total Capital/ Depreciation	\$12,281	2.60%
Total Calls Dispatched:	19,491	TOTAL COST	\$471,635	100%
		Total Dispatch Cost Reimbursements		\$0

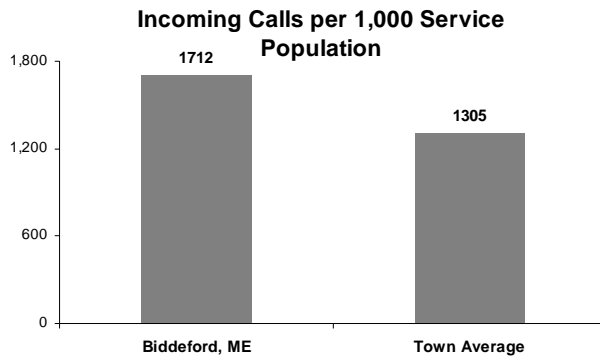
EXPLANATORY INFORMATION

A. Service Level and Delivery

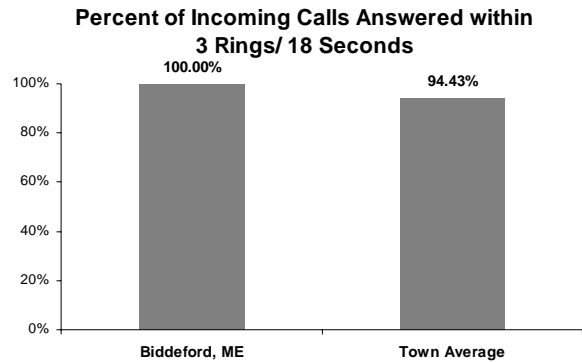
In South Burlington, a single incoming call received for emergency services dispatching both Fire/EMS and Police, is counted as 2 calls dispatched.

B. Conditions Affecting Service, Performance, and Costs

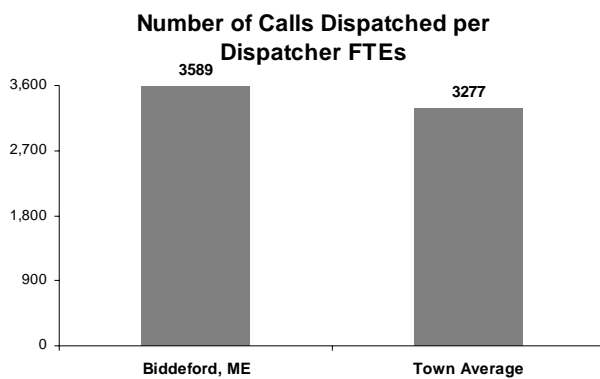
Workload Measure



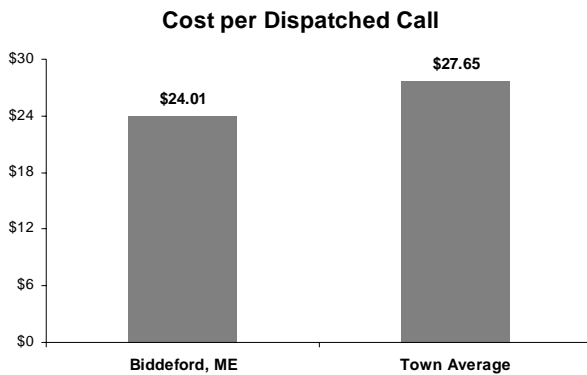
Effectiveness Measure



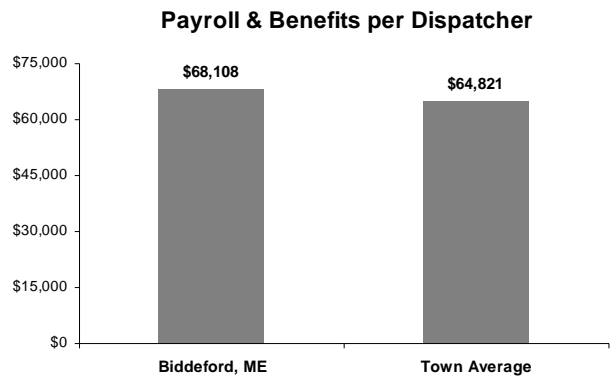
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Biddeford	Towns Average
1. Workload Measures		
Dispatched calls per 1,000 service population	1,712	1,015
2. Effectiveness Measures		
Number of Complaints per 10,000 Calls	0.43	2.07
Average time from receipt of call to dispatch(seconds)	60 (52%)	69
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	3,589	4,209
Per capita cost per dispatched services	\$41.00	\$25.00
Benefit Cost % of employee cost	27.47%	33.88%

SERVICE PROFILE		COST PROFILE		
Service Population:	27,253		\$	%
Does town participate in shared dispatch center?	Yes	Total Payroll & Benefits	\$885,409	79.40%
Number of Dispatcher FTEs:	13.00	Total Operating	\$156,117	13.94%
Total Incoming Calls:	46,655	Total Capital/ Depreciation	\$78,869	7.02%
Total Calls Dispatched:	46,655	TOTAL COST	\$1,120,215	100%
		Total Dispatch Cost Reimbursements		\$73,371

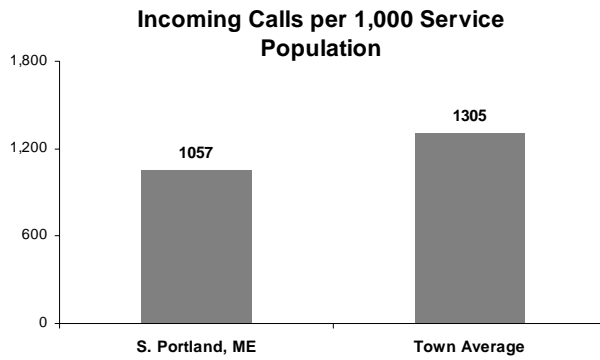
EXPLANATORY INFORMATION

A. Service Level and Delivery

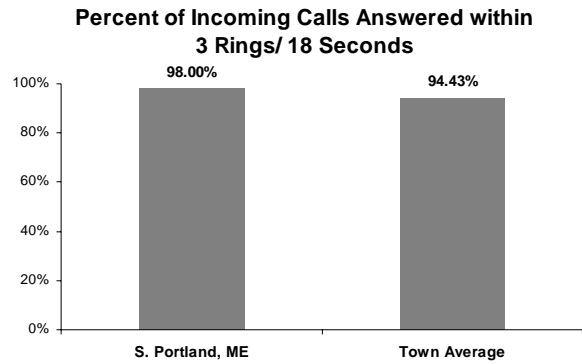
B. Conditions Affecting Service, Performance, and Costs

Biddeford has a residential population of 20,943. To recognize the significant impact of a large college population and several large employers, a population adjustment of 6,310 has been added to Biddeford’s residential base. This results in a Dispatch Service population equivalent to 27,253 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

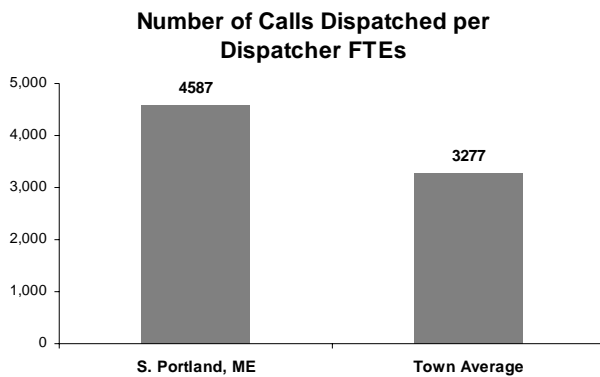
Workload Measure



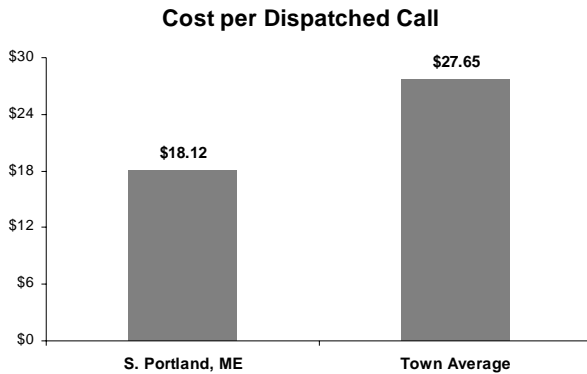
Effectiveness Measure



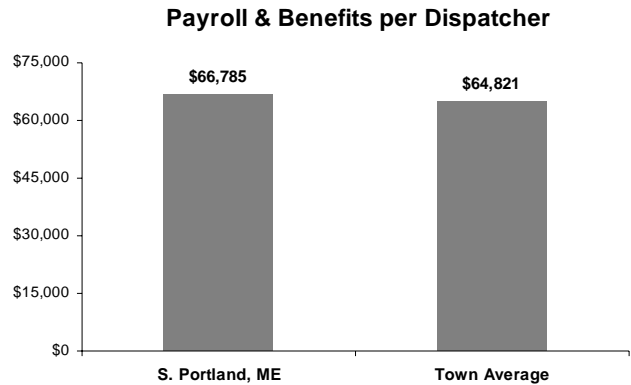
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES

	S. Portland	Towns Average
1. Workload Measures		
Dispatched calls per 1,000 service population	1,057	1,015
2. Effectiveness Measures		
Number of Complaints per 10,000 Calls	0.54	2.07
Average time from receipt of call to dispatch(seconds)	40	69
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	4,587	4,209
Per capita cost per dispatched services	\$19.00	\$25.00
Benefit Cost % of employee cost	23.54%	33.88%

SERVICE PROFILE		COST PROFILE		
Service Population:	52,074		\$	%
Does town participate in shared dispatch center?	No	Total Payroll & Benefits	\$801,421	80.36%
Number of Dispatcher FTEs:	12	Total Operating	\$107,526	10.78%
Total Incoming Calls:	55,047	Total Capital/ Depreciation	\$88,340	8.86%
Total Calls Dispatched:	55,047	TOTAL COST	\$997,287	100%
		Total Dispatch Cost Reimbursements		\$0
		CITIZEN SURVEY		
				% Very Satisfied/ Satisfied
		Value of all town services received for tax dollars		73.40%
		How satisfied were you with the assistance received from the person who took call?		97.40%

EXPLANATORY INFORMATION

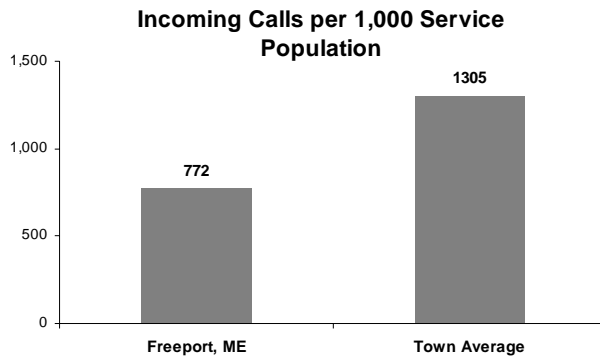
A. Service Level and Delivery

The City of South Portland is currently in the process of merging their dispatch services with the City of Portland. Over the past two years, the technology side of the consolidation process has been completed and the staffing consolidation is presently being addressed with expected consolidation within a year. This process should realize further financial benefits for both communities.

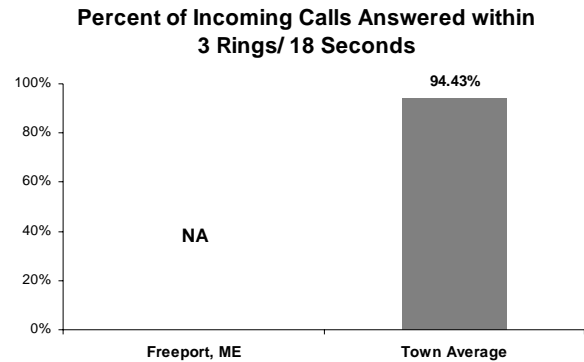
B. Conditions Affecting Service, Performance, and Costs

South Portland has a residential population of 23,324. To recognize the significant impact of tourism, several large employers, and a large college, a population adjustment of 28,750 has been added to South Portland's residential base. This results in a Service population of 52,074. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

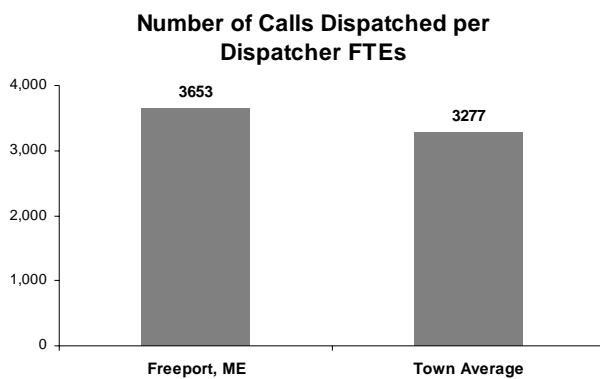
Workload Measure



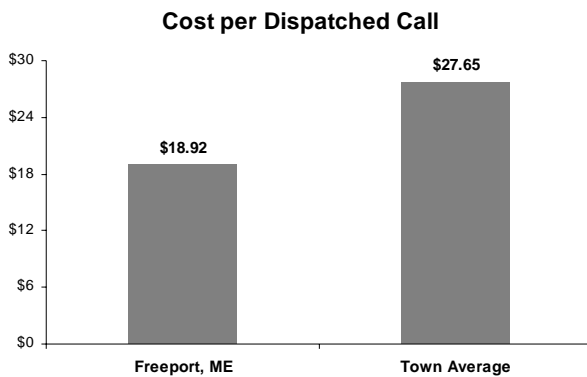
Effectiveness Measure



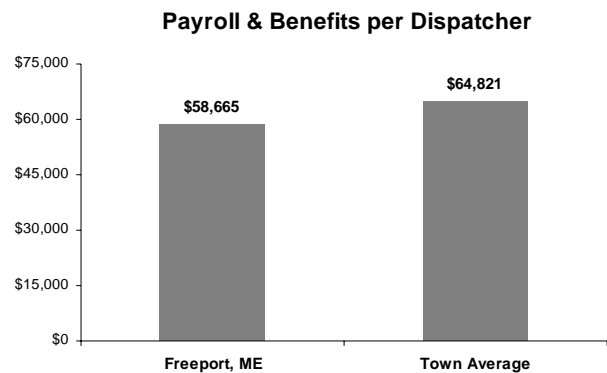
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES

	Freeport	Towns Average
1. Workload Measures		
Dispatched calls per 1,000 service population	771	1,015
2. Effectiveness Measures		
Number of Complaints per 10,000 Calls	0	2.07
Average time from receipt of call to dispatch(seconds)	N/A	69
3. Efficiency Measures		
Incoming calls per Dispatcher FTE	3,658	4,209
Per capita cost per dispatched services	\$15.00	\$25.00
Benefit Cost % of employee cost	28.34%	33.88%

SERVICE PROFILE		COST PROFILE		
Service Population:	18,950		\$	%
Does town participate in shared dispatch center?	Yes	Total Payroll & Benefits	\$234,658	84.86%
Number of Dispatcher FTEs:	4	Total Operating	\$18,331	6.63%
Total Incoming Calls:	14,630	Total Capital/ Depreciation	\$23,529	8.51%
Total Calls Dispatched:	14,613	TOTAL COST	\$276,518	100%
		Total Dispatch Cost Reimbursements		\$8,910
		CITIZEN SURVEY		
				% Very Satisfied/ Satisfied
		Value of all town services received for tax dollars		70.50%
		How satisfied were you with the assistance received from the person who took call?		100.00%

EXPLANATORY INFORMATION

A. Service Level and Delivery

B. Conditions Affecting Service, Performance, and Costs

Freeport has a residential population of 8,111. To recognize the significant impact of tourism, several large employers and a shared Dispatch Center with the town of Pownal, a population adjustment of 10,839 has been added to Freeport’s residential base. This results in a Dispatch Service population equivalent to 18,950 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

Freeport collected \$8,910 in revenue from Pownal for providing Dispatch services.

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	S. Portland, ME	Freeport, ME	Newport, RI
Population	16,581	35,690	17,574	20,942	23,324	8,111	25,340
Total Service Sq. Miles	36	37	16	30	13	35	8
Total # housing units	2,300	17,000	6,862	9,083	10,047	4,500	13,226
# of Fire Stations	2	4	2	2	5	1	3
Total firefighter FTEs	18.33	79.00	20.00	26.20	40.80	7.00	83.00
Minimum # of firefighters per work shift	3	16	9	8	9	1	19
Total # of firefighting vehicles	5	6	9	10	8	8	11
SERVICE PROFILE							
Service Population	16,581	42,598	17,574	25,316	30,424	9,111	35,154
Total # Fire responses	1,563	1,750	970	906	1,422	630	5,891
# of structure fires	7	78	16	59	17	18	11
Total # of volunteers on call	50	N/A	14	26	42	60	N/A
Total # of code inspections	449	417	N/A	400	2,132	140	725
Fire ISO Insurance Rating	4/9	3/9	4	4/9	2	4/9	3
COST PROFILE							
Total Payroll & Benefits	\$741,902	\$5,651,387	\$1,847,854	\$1,825,957	\$2,585,280	\$308,128	\$8,040,284
<i>Payroll & benefits as % of total cost</i>	71.84%	85.43%	82.71%	76.50%	82.42%	46.99%	79.55%
Total Operating	\$130,044	\$750,500	\$302,019	\$489,243	\$407,577	\$209,044	\$1,705,416
<i>Operating as % of total cost</i>	12.59%	11.34%	13.52%	20.50%	12.99%	31.88%	16.87%
Total Capital/Depreciation	\$160,703	\$213,692	\$84,235	\$71,820	\$143,805	\$138,534	\$361,863
<i>Capital/Depreciation as % of total cost</i>	15.56%	3.23%	3.77%	3.01%	4.58%	21.13%	3.58%
TOTAL COST	\$1,032,649	\$6,615,579	\$2,234,108	\$2,387,020	\$3,136,662	\$655,706	\$10,107,563
TOTAL FIRE SERVICE REIMBURSEMENTS	\$1,496	\$64,657	N/A	\$1,690	\$20,864	\$1,705	\$645,749

Performance Measures Definitions (*Fire Services*)

Workload Measures:

- 1a - The number of fire responses each year per 1,000 service population.
- 1b - Average number of actual fire fighting incidents per month.
- 1c - Average number of structure fires per month.
- 1d - Average number of fire responses per employee work shift.
- 1e - Average number of false alarms per month.
- 1f - Average number of false alarms per 1,000 service population.
- 1g - Average number of fire code inspection completed each month.

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 - Total number of firefighters available per 1,000 housing units.
- 3c - The number of firefighters (FTE) per 10,000 service population.
- 3d - The number of firefighters (FTE) per service square mile of coverage.
- 3e - The total payroll and benefit cost per firefighter (FTE).
- 3f - The percentage of firefighter compensation that represents paid benefits (i.e., Health Insurance, Retirement Contributions, Payroll Taxes, etc.)
- 3g - Rental cost per hydrant in service.
- 3h - Average fire hydrant cost per square mile of service
- 3i - Total fire service cost per capita of service population.
- 3j - Average capital depreciation cost per fire station.
- 3k - Total Fees collected for fire services (i.e., Alarm Box Fees, Fire Marshal Fees, False Alarm Fees, etc.)

Citizen Survey Results:

- 4a - The level of citizen satisfaction with the *value of all town services* received for their tax dollars.
- 4b - The level of citizen satisfaction with fire services they received during the last twelve months.
- 4c - The level of citizen satisfaction with the fire department's response time to an incident.
- 4d - The level of citizen satisfaction with the fire department's staff professionalism.

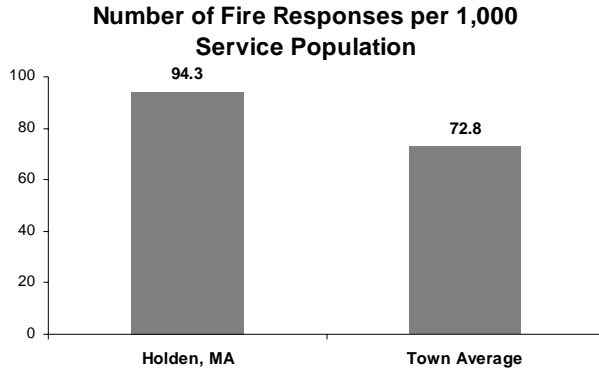
Fire Services – Performance Data

	Holden, MA	Lewiston, ME	S.Burlington, VT	Biddeford, ME	S. Portland, ME	Freeport, ME	Newport, RI	Towns Average
1. Workload Measures								
a. # of fire responses per 1,000 service population	94.3	41.1	55.2	35.8	46.7	69.1	167.6	72.8
b. Avg # of fire fighting incidents per month	7.3	12.3	4.3	29.3	5.8	4.8	6.5	10.1
c. Avg. # of structure fires per month	0.6	6.5	1.3	4.9	1.4	1.5	0.9	2.5
d. Avg. # of fire responses per work shift	4.3	1.2	1.3	1.2	1.3	0.9	2.7	1.8
e. # of false alarms per month	7.1	36.8	29.1	19.8	31.8	0.5	119.9	35.0
f. # of false alarms per 1,000 service pop.	5.1	10.4	19.9	9.4	12.5	0.7	40.9	14.1
g. Avg # of code inspections per month	37.4	34.8	N/A	33.3	177.7	11.7	60.4	59.2
2. Effectiveness Measures								
a. Mean fire response time from receipt of call to arrival on scene (minutess)	5.0	4.1	4.6	N/A	4.1	N/A	3.6	4.3
b. % of calls responded to (from receipt of call to arrival) in less than 6 mins	51.00%	70.00%	75.00%	90.50%	96.00%	N/A	89.30%	78.63%
3. Efficiency Measures								
a. # of sq. miles covered per fire station	18.0	9.2	8.0	15.0	2.6	35.0	2.6	12.9
b. Total # of firefighters per 1,000 housing units	8.0	4.6	2.9	2.9	4.1	1.6	6.3	4.3
c. # of firefighters per 10,000 service pop.	11.1	18.5	11.4	10.3	13.4	7.7	23.6	13.7
d. Total # of firefighters per sq. miles	0.5	2.1	1.3	0.9	3.2	0.2	10.5	2.7
e. Total Payroll & benefits per firefighter FT	\$40,475	\$71,537	\$92,393	\$69,693	\$63,365	\$44,018	\$96,871	\$68,336
f. Benefit cost % of total employee cost	24.69%	30.01%	37.83%	31.44%	27.13%	21.42%	44.25%	31%
g. Rental cost per hydrant	\$0	\$671	\$0	\$690	\$151	\$625	\$790	\$418
h. Avg. fire hydrant cost per sq. mile	\$0	\$13,405	\$0	\$10,351	\$10,651	\$3,877	\$55,499	\$13,398
i. Fire cost per capita	\$62	\$155	\$127	\$94	\$103	\$72	\$288	\$129
j. Capital/depreciation costs per fire station	\$80,352	\$53,423	\$42,118	\$35,910	\$28,761	\$138,534	\$120,621	\$71,388
k. Total \$ for fire services collected	\$1,496	\$64,657	N/A	\$1,690	\$20,864	\$1,705	\$645,749	\$122,694
4. Citizen Survey Results								
a. Value of all town svcs rec'd for tax dollars:								
% satisfied	70.30%	57.00%	N/A	N/A	74.50%	71.40%	53.40%	65.32%
b. Level of overall Satisfaction during last 12 months with fire dept:								
% very satisfied/satisfied	100.00%	97.10%	N/A	N/A	96.30%	100.00%	97.00%	98.08%
c. Level of satisfaction with Response time:								
% very satisfied/satisfied	100.00%	100.00%	N/A	N/A	93.50%	100.00%	97.70%	98.24%
d. Level of satisfaction with Professionalism of Staff:								
% very satisfied/satisfied	100.00%	95.80%	N/A	N/A	100.00%	91.70%	96.60%	96.82%

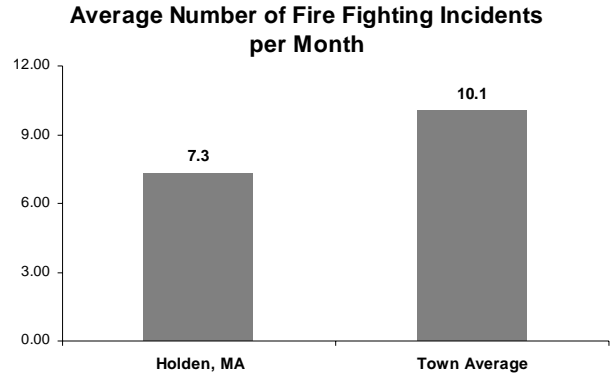
Holden, MA

Fire, Fiscal Year 2009

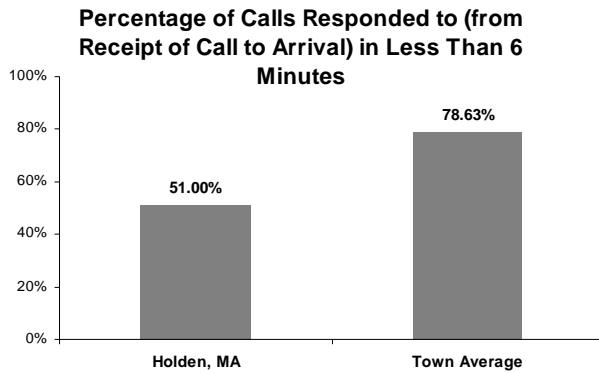
Workload Measure



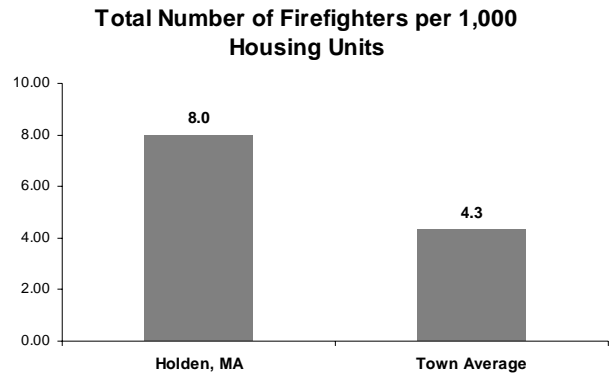
Workload Measure



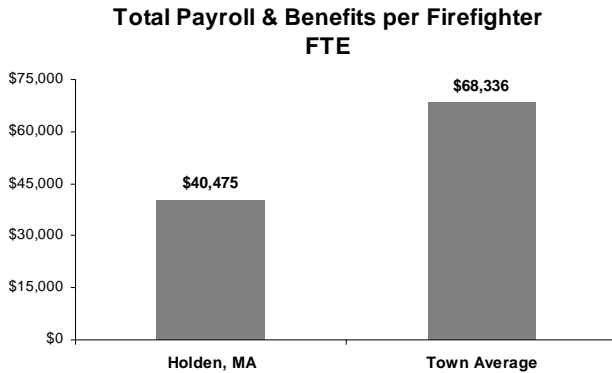
Effectiveness Measure



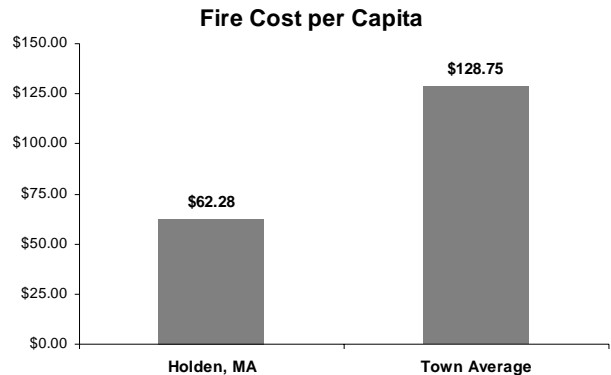
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
	Holden	Towns Average		Holden	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	4.30	1.80	# of sq. miles covered per fire station	18.00	12.90
Avg. # of structure fires per month	0.60	2.50	# of fire fighters per 10,000 service population	11.10	13.70
# of false alarms per month	7.08	35.00	Total # of firefighters per sq. miles	0.50	2.70
# of false alarms per 1,000 service pop.	5.13	14.10	Average fire hydrant cost per sq. mile	\$0	\$13,398
Avg # of code inspections per month	37.42	59.21	Capital/depreciation costs per fire station	\$80,352	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	24.69%	31.00%
			Rental cost per hydrant	\$0	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	5.00	4.30	Total \$ for fire services collected	\$1,496	\$122,694

TOWN PROFILE		COST PROFILE		
Population:	16,581		\$	%
Total Service Sq. Miles:	36	Total Payroll & Benefits	\$741,902	71.84%
Total # of Housing Units:	2,300	Total Operating	\$130,044	12.59%
Total # of Firefighting Vehicles:	5	Total Capital/ Depreciation	\$160,703	15.56%
Total Firefighter FTEs:	18.33	TOTAL COST	\$1,032,649	100%
Minimum # of Firefighters per Work Shift:	3	Total Fire Service Reimbursements		\$1,496
# of Fire Stations:	2			
SERVICE PROFILE		CITIZEN SURVEY		
Service Population:	16,581			% Very Satisfied/ Satisfied
Total # of Fire Responses:	1,563	Value of all town services received for tax dollars		70.30%
ISO Insurance Rating	4/9	Level of overall satisfaction during last 12 months with Fire Department:		100.00%
# of Structure Fires:	7	Level of satisfaction with response time:		100.00%
Total # of volunteers on call:	50	Level of satisfaction with professionalism of staff:		100.00%
Total # of code inspections:	449			

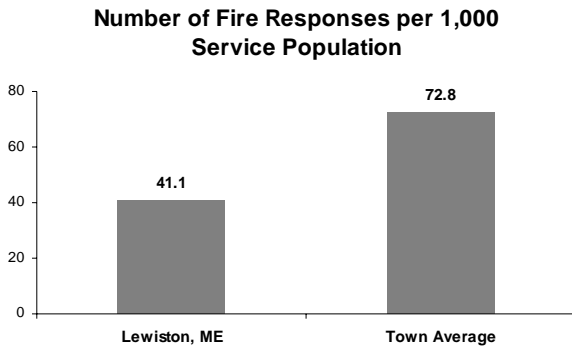
EXPLANATORY INFORMATION**A. Service Level and Delivery**

Holden Fire has 7 fulltime firefighter/EMTs that cover 6 AM to midnight and 50 call firefighters that back up the full timers during the day and provide coverage the rest of the night.

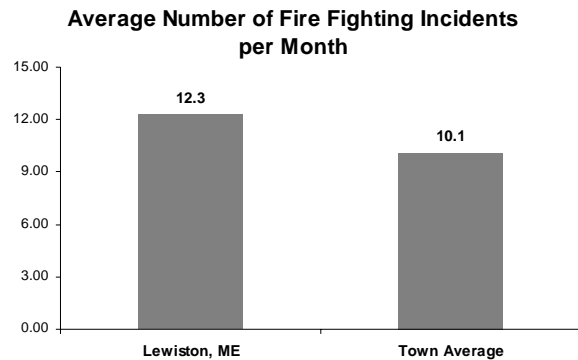
B. Conditions Affecting Service, Performance, and Costs

Holden has its own water department and it does not charge any type of hydrant rental.

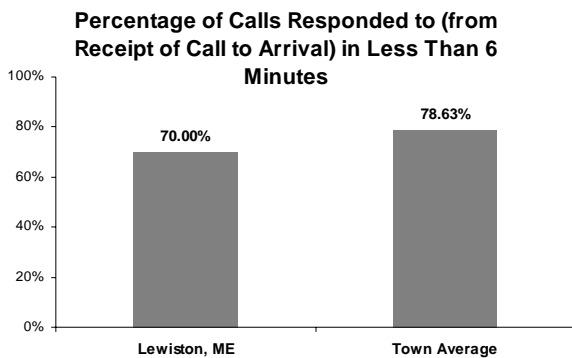
Workload Measure



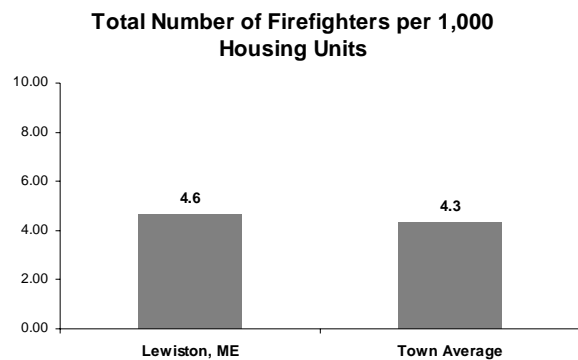
Workload Measure



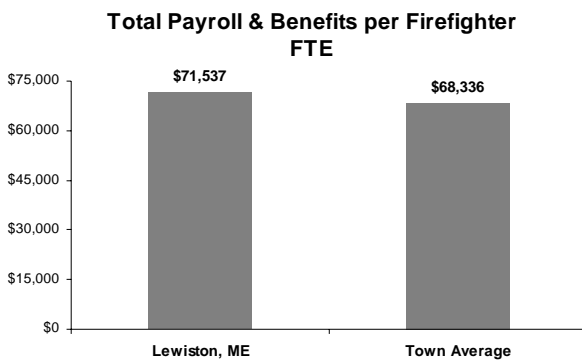
Effectiveness Measure



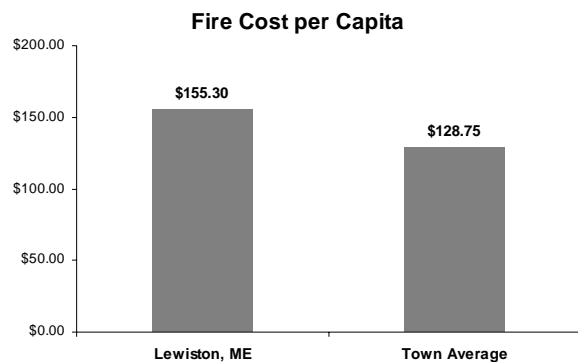
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
	Lewiston	Towns Average		Lewiston	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	1.20	1.80	# of sq. miles covered per fire station	9.20	12.90
Avg. # of structure fires per month	6.50	2.50	# of fire fighters per 10,000 service population	18.50	13.70
# of false alarms per month	36.80	35.00	Total # of firefighters per sq. miles	2.10	2.70
# of false alarms per 1,000 service pop.	10.40	14.10	Average fire hydrant cost per sq. mile	\$13,405	\$13,398
Avg # of code inspections per month	34.80	59.21	Capital/depreciation costs per fire station	\$53,423	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	30.01%	31.00%
			Rental cost per hydrant	\$671	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	4.10	4.30	Total \$ for fire services collected	\$64,657	\$122,694

TOWN PROFILE		COST PROFILE		
Population:	35,690		\$	%
Total Service Sq. Miles:	37	Total Payroll & Benefits	\$5,651,387	85.43%
Total # of Housing Units:	17,000	Total Operating	\$750,500	11.34%
Total # of Firefighting Vehicles:	6	Total Capital/ Depreciation	\$213,692	3.23%
Total Firefighter FTEs:	79.00	TOTAL COST	\$6,615,579	100%
Minimum # of Firefighters per Work Shift:	16	Total Fire Service Reimbursements		\$64,657
# of Fire Stations:	4			
SERVICE PROFILE		CITIZEN SURVEY		
Service Population:	42,598			% Very Satisfied/ Satisfied
Total # of Fire Responses:	1,750	Value of all town services received for tax dollars		57.00%
ISO Insurance Rating	3/9	Level of overall satisfaction during last 12 months with Fire Department:		97.10%
# of Structure Fires:	78	Level of satisfaction with response time:		100.00%
Total # of volunteers on call:	N/A	Level of satisfaction with professionalism of staff:		95.80%
Total # of code inspections:	417			

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.)

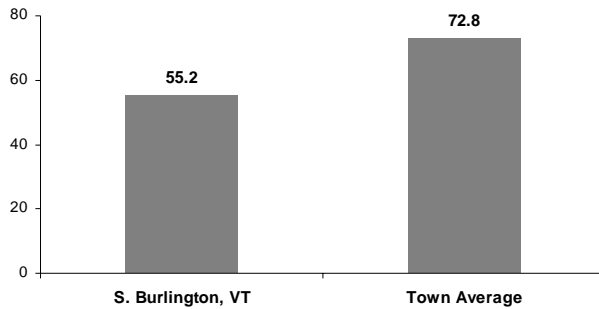
Lewiston utilizes a Fire Alarm Box system and charges fees for this service and for false alarms in excess of two calls. This provides the municipality approximately \$53,000 in revenue annually.

S. Burlington, VT

Fire, Fiscal Year 2009

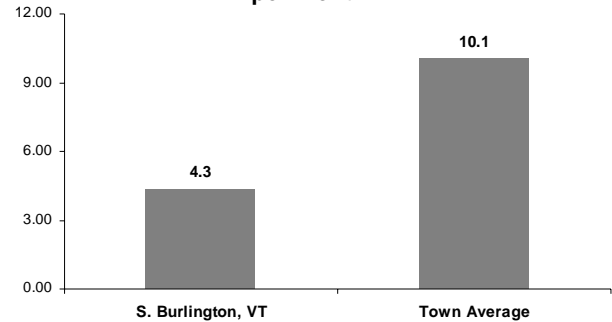
Workload Measure

Number of Fire Responses per 1,000 Service Population



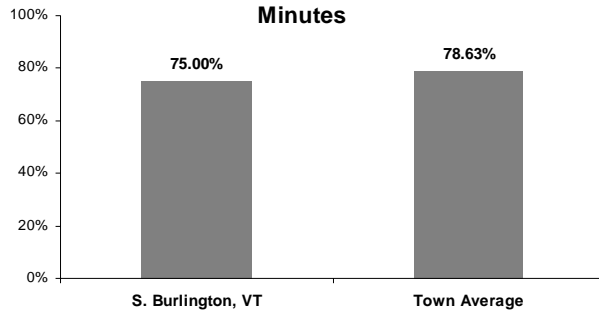
Workload Measure

Average Number of Fire Fighting Incidents per Month



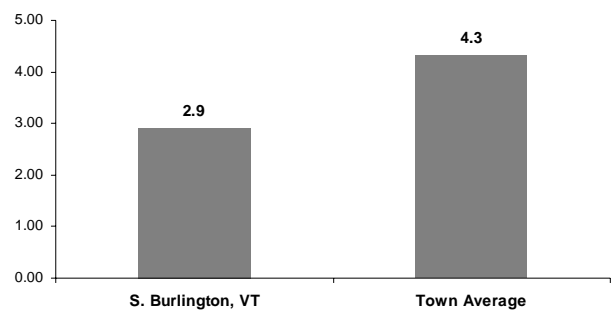
Effectiveness Measure

Percentage of Calls Responded to (from Receipt of Call to Arrival) in Less Than 6 Minutes



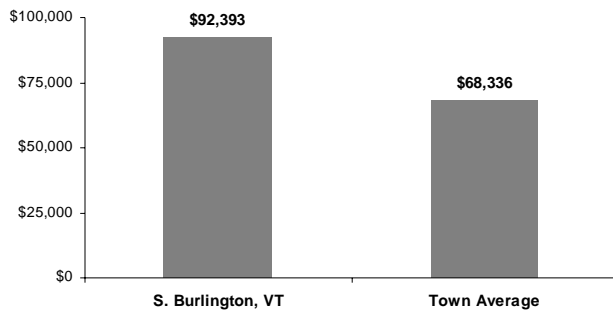
Efficiency Measure

Total Number of Firefighters per 1,000 Housing Units



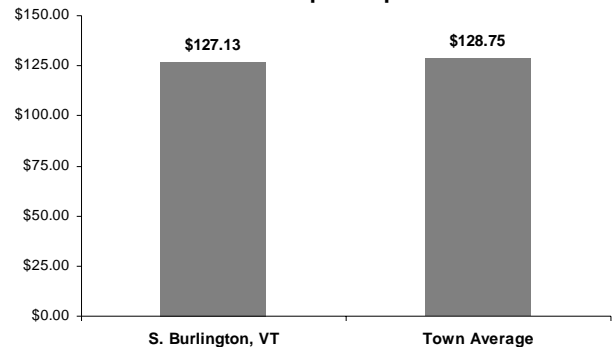
Efficiency Measure

Total Payroll & Benefits per Firefighter FTE



Efficiency Measure

Fire Cost per Capita



OTHER MEASURES

	S. Burlington	Towns Average		S. Burlington	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	1.30	1.80	# of sq. miles covered per fire station	8.00	12.90
Avg. # of structure fires per month	1.30	2.50	# of fire fighters per 10,000 service population	11.40	13.70
# of false alarms per month	29.10	35.00	Total # of firefighters per sq. miles	1.30	2.70
# of false alarms per 1,000 service pop.	19.90	14.10	Average fire hydrant cost per sq. mile	\$0	\$13,398
Avg # of code inspections per month	N/A	59.21	Capital/depreciation costs per fire station	\$42,118	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	37.83%	31.00%
			Rental cost per hydrant	\$0	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	4.60	4.30	Total \$ for fire services collected	N/A	\$122,694

TOWN PROFILE		COST PROFILE		
Population:	17,574		\$	%
Total Service Sq. Miles:	16	Total Payroll & Benefits	\$1,847,854	82.71%
Total # of Housing Units:	6,862	Total Operating	\$302,019	13.52%
Total # of Firefighting Vehicles:	9	Total Capital/ Depreciation	\$84,235	3.77%
Total Firefighter FTEs:	20.00	TOTAL COST	\$2,234,108	100%
Minimum # of Firefighters per Work Shift:	9	Total Fire Service Reimbursements		N/A
# of Fire Stations:	2			
SERVICE PROFILE				
Service Population:	17,574			
Total # of Fire Responses:	970			
ISO Insurance Rating	4/9			
# of Structure Fires:	16			
Total # of volunteers on call:	14			
Total # of code inspections:	N/A			

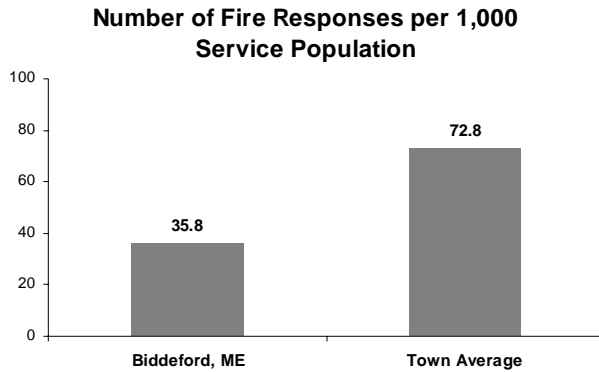
EXPLANATORY INFORMATION

A. Service Level and Delivery

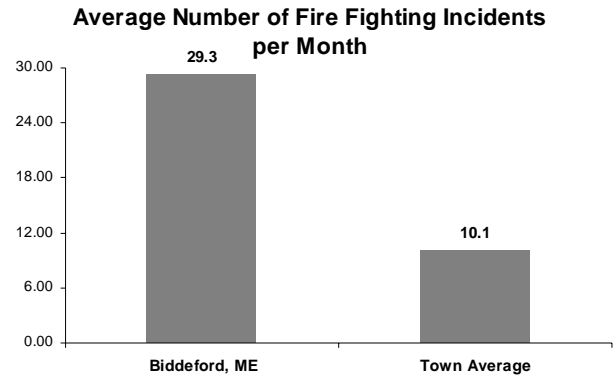
B. Conditions Affecting Service, Performance, and Costs

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.

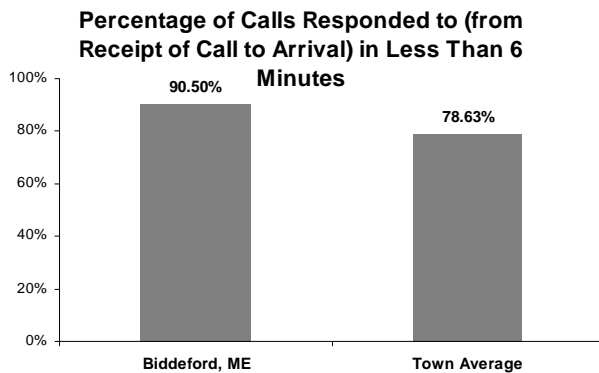
Workload Measure



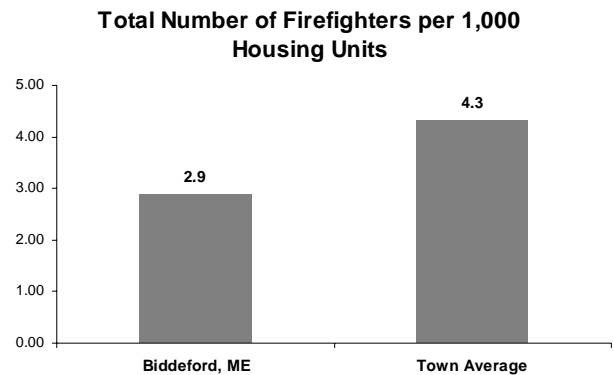
Workload Measure



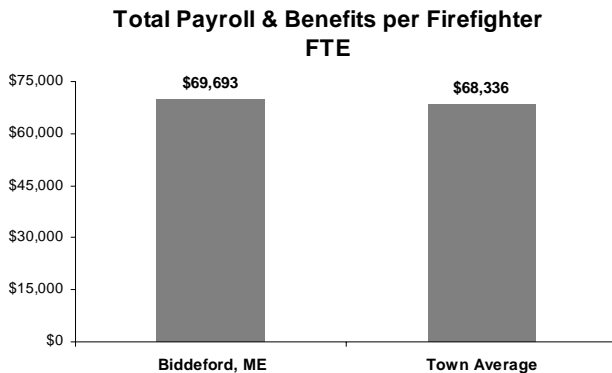
Effectiveness Measure



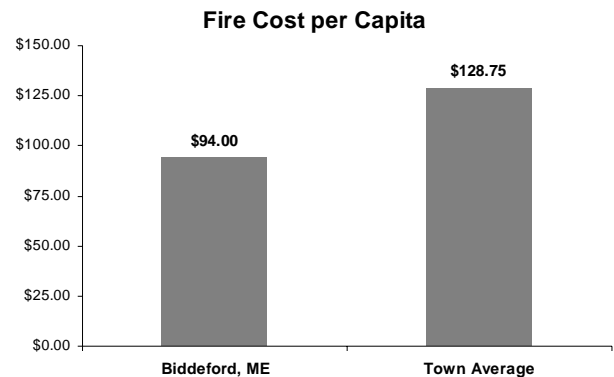
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
	Biddeford	Towns Average		Biddeford	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	1.20	1.80	# of sq. miles covered per fire station	15.00	12.90
Avg. # of structure fires per month	4.90	2.50	# of fire fighters per 10,000 service population	10.30	13.70
# of false alarms per month	19.80	35.00	Total # of firefighters per sq. miles	0.90	2.70
# of false alarms per 1,000 service pop.	9.40	14.10	Average fire hydrant cost per sq. mile	\$10,351	\$13,398
Avg # of code inspections per month	33.30	59.21	Capital/depreciation costs per fire station	\$35,910	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	31.44%	31.00%
			Rental cost per hydrant	\$690	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	N/A	4.30	Total \$ for fire services collected	\$1,690	\$122,694

TOWN PROFILE		COST PROFILE		
Population:	20,942		\$	%
Total Service Sq. Miles:	30	Total Payroll & Benefits	\$1,825,957	76.50%
Total # of Housing Units:	9,083	Total Operating	\$489,243	20.50%
Total # of Firefighting Vehicles:	10	Total Capital/ Depreciation	\$71,820	3.01%
Total Firefighter FTEs:	26.20	TOTAL COST	\$2,387,020	100%
Minimum # of Firefighters per Work Shift:	8	Total Fire Service Reimbursements		\$1,690
# of Fire Stations:	2			
SERVICE PROFILE				
Service Population:	25,316			
Total # of Fire Responses:	906			
ISO Insurance Rating	4/9			
# of Structure Fires:	59			
Total # of volunteers on call:	26			
Total # of code inspections:	400			

EXPLANATORY INFORMATION

A. Service Level and Delivery

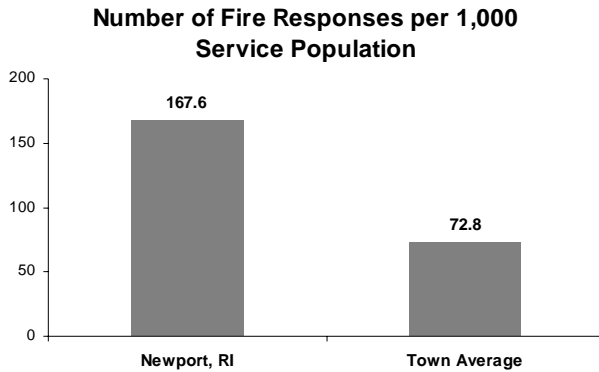
B. Conditions Affecting Service, Performance, and Costs

Biddeford has a residential population of 20,942. 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 Fire Service population equivalent to 25,316 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

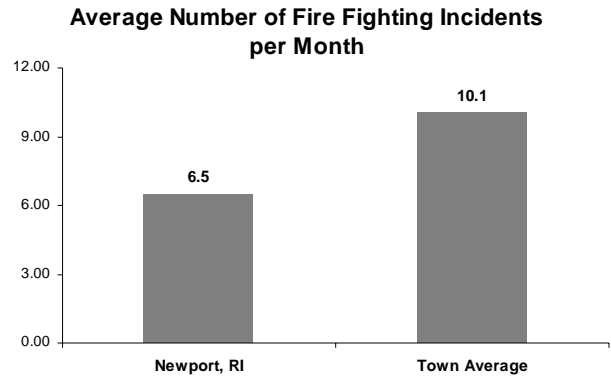
Newport, RI

Fire, Fiscal Year 2009

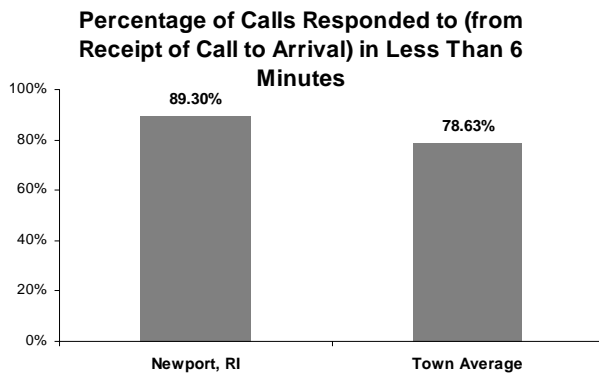
Workload Measure



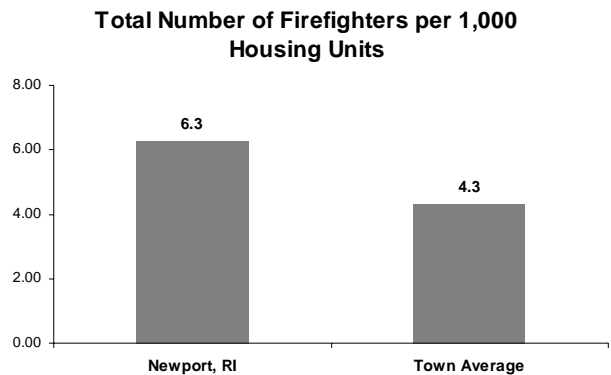
Workload Measure



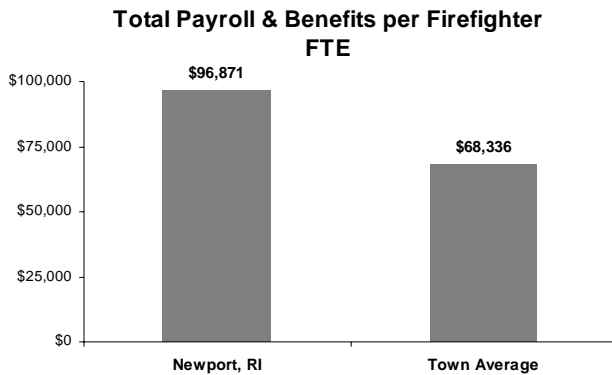
Effectiveness Measure



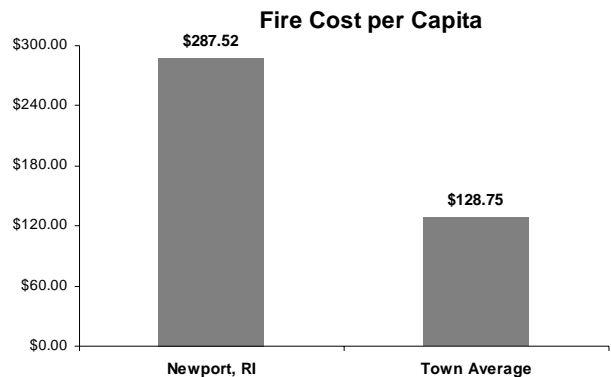
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
	Newport	Towns Average		Newport	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	2.70	1.80	# of sq. miles covered per fire station	2.60	12.90
Avg. # of structure fires per month	0.90	2.50	# of fire fighters per 10,000 service population	23.60	13.70
# of false alarms per month	119.90	35.00	Total # of firefighters per sq. miles	10.50	2.70
# of false alarms per 1,000 service pop.	40.90	14.10	Average fire hydrant cost per sq. mile	\$55,499	\$13,398
Avg # of code inspections per month	60.40	59.21	Capital/depreciation costs per fire station	\$120,621	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	44.25%	31.00%
			Rental cost per hydrant	\$790	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	3.60	4.30	Total \$ for fire services collected	\$645,749	\$122,694

TOWN PROFILE		COST PROFILE		
Population:	25,340		\$	%
Total Service Sq. Miles:	8	Total Payroll & Benefits	\$8,040,284	79.55%
Total # of Housing Units:	13,226	Total Operating	\$1,705,416	16.87%
Total # of Firefighting Vehicles:	11	Total Capital/ Depreciation	\$361,863	3.58%
Total Firefighter FTEs:	83.00	TOTAL COST	\$10,107,563	100%
Minimum # of Firefighters per Work Shift:	19	Total Fire Service Reimbursements		\$645,749
# of Fire Stations:	3			
SERVICE PROFILE		CITIZEN SURVEY		
Service Population:	35,154			% Very Satisfied/ Satisfied
Total # of Fire Responses:	5,891	Value of all town services received for tax dollars		53.40%
ISO Insurance Rating	3/9	Level of overall satisfaction during last 12 months with Fire Department:		97.00%
# of Structure Fires:	11	Level of satisfaction with response time:		97.00%
Total # of volunteers on call:	N/A	Level of satisfaction with professionalism of staff:		96.60%
Total # of code inspections:	725			

EXPLANATORY INFORMATION

A. Service Level and Delivery

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.

B. Conditions Affecting Service, Performance, and Costs

Costs do not include actuarial accrued liability for *Contribution to Pension* for prior years' service for both live and retired firefighters.

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 \$790.00 for each of the City's 555 hydrants.

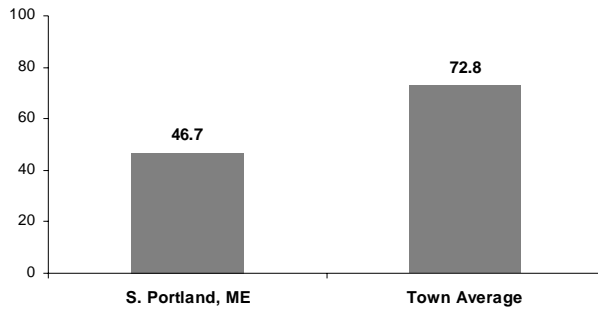
Newport has a residential population of 25,340. To recognize the significant impact of tourism (over 3.0 million visitors) and a large college population, a population adjustment of 9,814 has been added to Newport's residential base. This results in a Fire Service population of 35,154. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

S. Portland, ME

Fire, Fiscal Year 2009

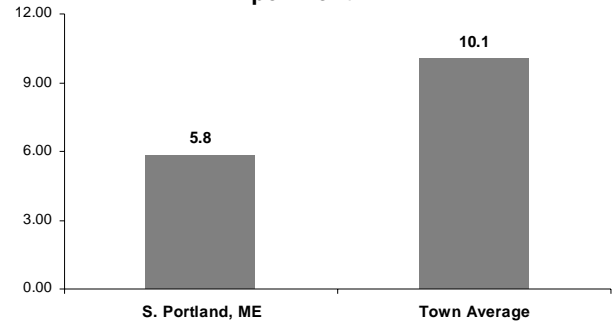
Workload Measure

Number of Fire Responses per 1,000 Service Population



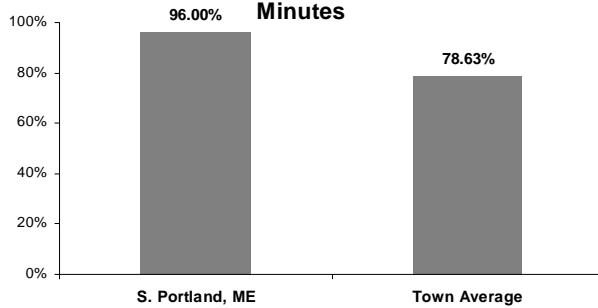
Workload Measure

Average Number of Fire Fighting Incidents per Month



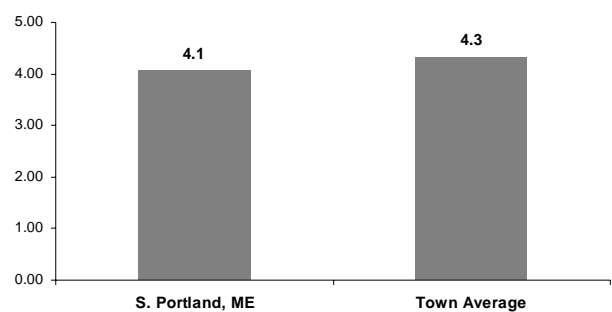
Effectiveness Measure

Percentage of Calls Responded to (from Receipt of Call to Arrival) in Less Than 6 Minutes



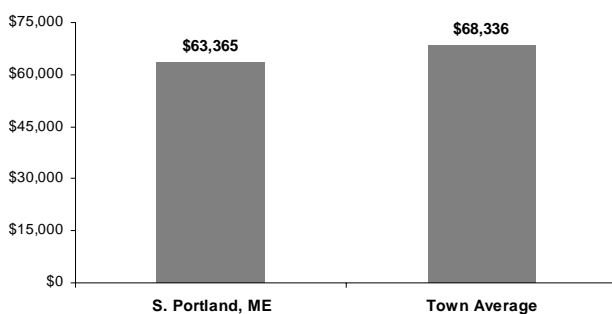
Efficiency Measure

Total Number of Firefighters per 1,000 Housing Units



Efficiency Measure

Total Payroll & Benefits per Firefighter FTE



Efficiency Measure

Fire Cost per Capita



OTHER MEASURES

	S. Portland	Towns Average		S. Portland	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	1.30	1.80	# of sq. miles covered per fire station	2.60	12.90
Avg. # of structure fires per month	1.40	2.50	# of fire fighters per 10,000 service population	13.40	13.70
# of false alarms per month	31.80	35.00	Total # of firefighters per sq. miles	3.20	2.70
# of false alarms per 1,000 service pop.	12.50	14.10	Average fire hydrant cost per sq. mile	\$10,651	\$13,398
Avg # of code inspections per month	177.70	59.21	Capital/depreciation costs per fire station	\$28,761	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	27.13%	31.00%
			Rental cost per hydrant	\$151	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	4.10	4.30	Total \$ for fire services collected	\$20,864	\$122,694

S. Portland, ME*Fire, Fiscal Year 2009*

TOWN PROFILE		COST PROFILE		
Population:	23,324		\$	%
Total Service Sq. Miles:	13	Total Payroll & Benefits	\$2,585,280	82.42%
Total # of Housing Units:	10,047	Total Operating	\$407,577	12.99%
Total # of Firefighting Vehicles:	8	Total Capital/ Depreciation	\$143,805	4.58%
Total Firefighter FTEs:	40.80	TOTAL COST	\$3,136,662	100%
Minimum # of Firefighters per Work Shift:	9	Total Fire Service Reimbursements		\$20,864
# of Fire Stations:	5			
SERVICE PROFILE		CITIZEN SURVEY		
Service Population:	30,424			% Very Satisfied/ Satisfied
Total # of Fire Responses:	1,422	Value of all town services received for tax dollars		74.50%
ISO Insurance Rating	2	Level of overall satisfaction during last 12 months with Fire Department:		96.30%
# of Structure Fires:	17	Level of satisfaction with response time:		93.50%
Total # of volunteers on call:	42	Level of satisfaction with professionalism of staff:		100.00%
Total # of code inspections:	2,132			

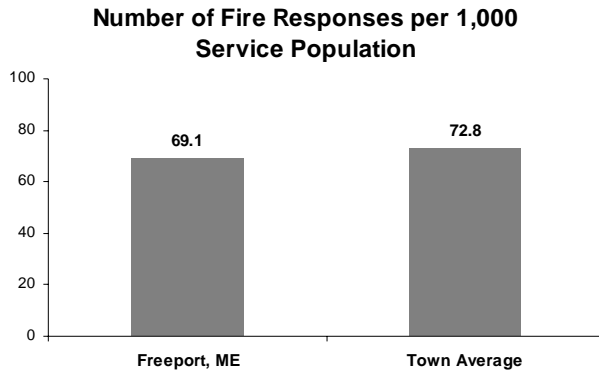
EXPLANATORY INFORMATION**A. Service Level and Delivery**

South Portland has an aggressive fire prevention program with a high level of commercial and multi family inspections done annually. South Portland is also responsible for some high risk occupancies which require a considerable investment in training and staffing (one of the busiest deepwater seaports on the east coast with 7 oil companies with numerous oil product warehousing tanks, 2 semi-conductor plants, a railroad station, and chemical warehouse). South Portland has 6 of the states 10 highest rated priority security locations within its 13 square miles.

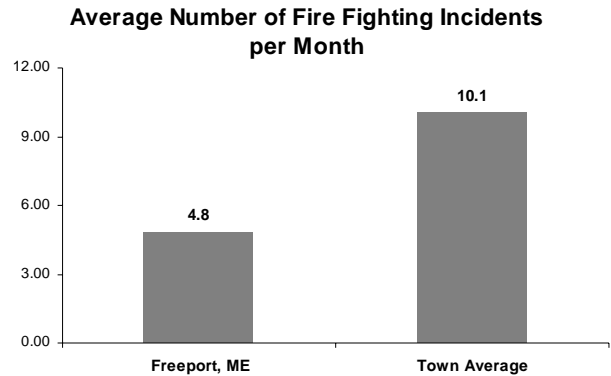
B. Conditions Affecting Service, Performance, and Costs

South Portland has a residential population of 23,324. To recognize the significant impact of several large employers and a large college, a population adjustment of 7,100 has been added to South Portland's residential base. This results in a Service population of 30,424. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

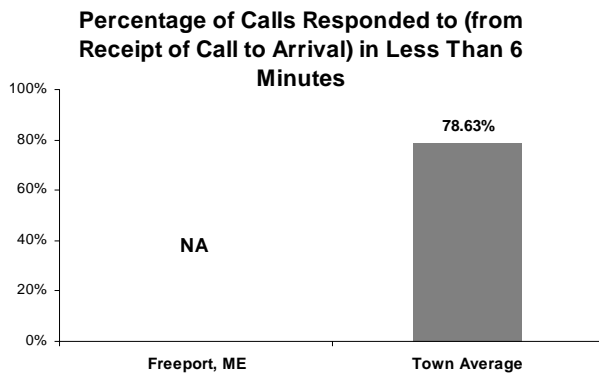
Workload Measure



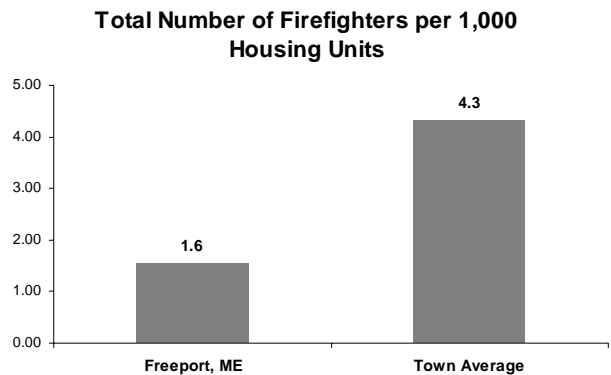
Workload Measure



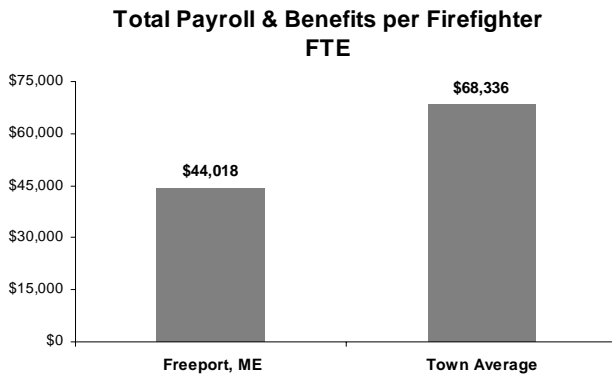
Effectiveness Measure



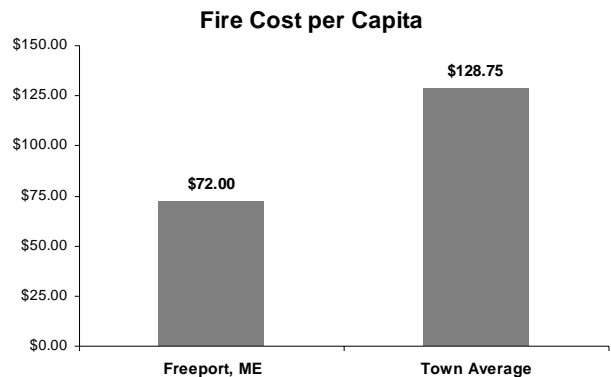
Efficiency Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
	Freeport	Towns Average		Freeport	Towns Average
I. Workload Measures			III. Efficiency Measures		
Avg. # of fire responses per work shift	0.90	1.80	# of sq. miles covered per fire station	35.00	12.90
Avg. # of structure fires per month	1.50	2.50	# of fire fighters per 10,000 service population	7.70	13.70
# of false alarms per month	0.50	35.00	Total # of firefighters per sq. miles	0.20	2.70
# of false alarms per 1,000 service pop.	0.70	14.10	Average fire hydrant cost per sq. mile	\$3,877	\$13,398
Avg # of code inspections per month	11.70	59.21	Capital/depreciation costs per fire station	\$138,534	\$71,388
II. Effectiveness Measures			Benefit cost % of total employee cost	21.42%	31.00%
			Rental cost per hydrant	\$625	\$418
Mean Fire response time from receipt of call to arrival on scene (minutes)	N/A	4.30	Total \$ for fire services collected	\$1,705	\$122,694

TOWN PROFILE		COST PROFILE		
Population:	8,111		\$	%
Total Service Sq. Miles:	35	Total Payroll & Benefits	\$308,128	46.99%
Total # of Housing Units:	4,500	Total Operating	\$209,044	31.88%
Total # of Firefighting Vehicles:	8	Total Capital/ Depreciation	\$138,534	21.13%
Total Firefighter FTEs:	7.00	TOTAL COST	\$655,706	100%
Minimum # of Firefighters per Work Shift:	1	Total Fire Service Reimbursements		\$1,705
# of Fire Stations:	1			
SERVICE PROFILE		CITIZEN SURVEY		
Service Population:	9,111			% Very Satisfied/ Satisfied
Total # of Fire Responses:	630	Value of all town services received for tax dollars		71.40%
ISO Insurance Rating	4/9	Level of overall satisfaction during last 12 months with Fire Department:		100.00%
# of Structure Fires:	18	Level of satisfaction with response time:		100.00%
Total # of volunteers on call:	60	Level of satisfaction with professionalism of staff:		91.70%
Total # of code inspections:	140			

EXPLANATORY INFORMATION

A. Service Level and Delivery

B. Conditions Affecting Service, Performance, and Costs

Freeport has a residential population of 8,111. To recognize the several large employers, a population adjustment of 1,000 has been added to Freeport’s residential base. This results in a Fire Service population of 9,111. (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

	Holden, MA	S.Burlington, VT	Biddeford, ME	S. Portland, ME	Freeport, ME	Newport, RI
TOWN PROFILE						
Population	16,581	17,574	20,942	23,324	8,111	25,340
Total Service Sq. Miles	36.0	16.0	30.0	12.9	58.0	7.9
Total Service Road Miles	117.0	94.0	131.0	153.0	129.0	94.0
Does town share EMS services?	No	No	No	Yes	Yes	No
SERVICE PROFILE						
Service Population	16,581	17,574	25,316	52,074	18,950	35,154
# of Full Service Hospitals	N/A	N/A	1	N/A	N/A	1
Miles from Hospital	9.0	3.0	N/A	3.0	9.0	N/A
# of regular duty EMS vehicles	2	1	2	2	1	2
# of EMS Vehicle Locations	1	1	1	2	1	3
# of EMS / Rescue FTEs	2.18	10.00	18.80	29.95	5.00	16.00
Total # EMS responses	1,177	1,779	3,042	2,903	1,023	3,692
Total # patient transports	1,050	1,374	2,200	2,092	863	2,892
COST PROFILE						
Total Payroll & Benefits	\$121,752	\$642,717	\$1,306,272	\$2,065,261	\$265,196	\$1,549,749
<i>Payroll & benefits as % of total cost</i>	33.86%	73.96%	85.58%	83.65%	49.10%	81.91%
Total Operating	\$235,547	\$106,886	\$168,243	\$301,915	\$151,195	\$244,207
<i>Operating as % of total cost</i>	65.51%	12.30%	11.02%	12.23%	27.99%	12.91%
Total Capital/Depreciation	\$2,256	\$119,352	\$51,887	\$101,845	\$123,718	\$98,068
<i>Capital/Depreciation as % of total cost</i>	0.63%	13.74%	3.40%	4.12%	22.91%	5.18%
TOTAL COST	\$359,555	\$868,955	\$1,526,402	\$2,469,021	\$540,109	\$1,892,024
EMS Reimbursement Collections	N/A	\$606,909	\$1,028,165	\$1,070,530	\$293,640	\$1,050,030

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.
- 1d - Average number of EMS responses per employee work shift.

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 - The percentage of employee compensation that represents paid benefits (i.e., Health Insurance, Retirement Contributions, Payroll Taxes, etc.)
- 3d - Average cost per EMS response.
- 3e - Per capita net cost for EMS service (any fees collected for EMS reimbursement are deducted from total EMS costs).

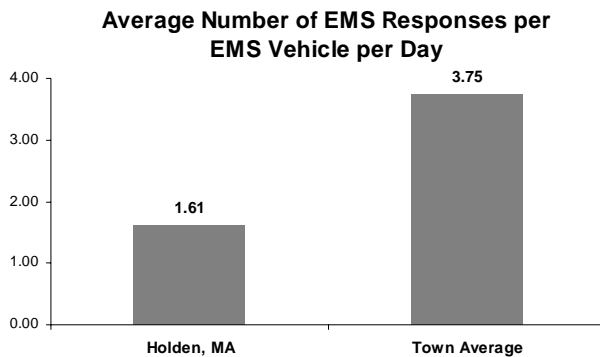
Citizen Survey Results:

- 4a - The level of citizen satisfaction with the *value of all town services* received for their tax dollars.
- 4b - The level of citizen satisfaction with EMS services they received in the last twelve months.
- 4c - The level of citizen satisfaction with EMS service response time to an incident.
- 4d - The level of citizen satisfaction with EMS service staff professionalism.
- 4e - The level of citizen satisfaction with the quality with the service provided by the EMS staff.

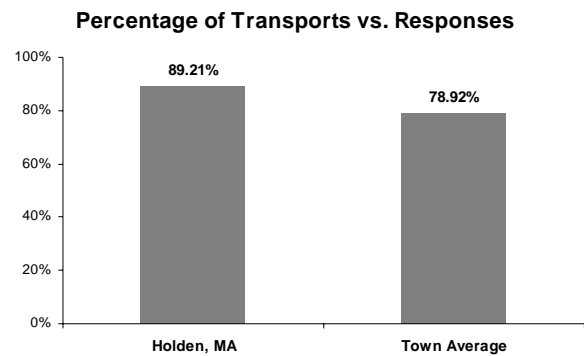
Emergency Medical Services – Performance Data

	Holden, MA	S.Burlington, VT	Biddeford, ME	S. Portland, ME	Freeport, ME	Newport, RI	Towns Average
1. Workload Measures							
a. # of EMS responses per 1,000 service population	70.98	101.23	120.16	55.75	53.98	105.02	84.52
b. Avg. # of EMS responses per EMS vehicle per day	1.61	4.87	4.17	3.98	2.80	5.06	3.75
c. % of transports vs. responses	89.21%	77.23%	72.32%	72.06%	84.36%	78.33%	78.92%
d. # of responses per EMS shift per day	3.22	4.87	8.33	2.65	2.80	2.53	4.07
2. Effectiveness Measures							
a. Mean EMS response time from receipt of call to arrival on scene (minutes)	4.50	4.00	N/A	4.20	9.50	3.00	6.65
b. % of calls responded to (from receipt of call to arrival) in less than 6 Mins.	92.00%	76.00%	90.50%	96.00%	17.60%	92.70%	77.47%
c. Avg length of time vehicle is in service-min	45	N/A	37	48	120	40	58
d. % of EMS responses that have collection bills prepared	N/A	77.2%	72.3%	71.0%	84.8%	78.3%	76.7%
e. Avg. admin cost per bill issued	N/A	\$43	\$30	\$16	\$56	\$12	\$31
f. Avg. amount billed	N/A	\$442	\$467	\$520	\$339	\$363	\$426
g. Amount billed as % of response cost	N/A	90.4%	93.1%	61.1%	64.1%	70.8%	75.9%
h. % of EMS cost billed	N/A	69.8%	67.4%	43.4%	54.4%	55.5%	58.1%
i. Collection rate	N/A	76.2%	90.0%	67.6%	70.6%	52.7%	71.4%
j. % of EMS costs collected	N/A	53.2%	60.6%	29.3%	38.4%	29.3%	42.2%
3. Efficiency Measures							
a. Avg. # of EMS responses per EMS vehicle per day	1.61	4.87	4.17	3.98	2.80	5.06	3.75
b. Total payroll & benefits costs per EMS FTE	\$55,850	\$64,272	\$69,483	\$68,957	\$53,039	\$96,859	\$68,077
c. Benefit cost % of employee cost	28.67%	43.27%	31.94%	28.26%	24.47%	44.25%	33.48%
d. Total costs per EMS response	\$305	\$488	\$502	\$851	\$528	\$512	\$531
e. Per capita net cost of EMS Delivery	\$22	\$23	\$24	\$34	\$18	\$38	\$26
4. Citizen Survey Results							
a. Value of all town svcs rec'd for tax dollars:							
% very satisfied/satisfied	69.40%	N/A	N/A	73.40%	70.50%	52.20%	66.38%
b. Rate your level of satisfaction with EMS services:							
% very satisfied/satisfied	91.70%	N/A	N/A	84.20%	100.00%	100.00%	93.98%
c. Level of satisfaction with Response time:							
% very satisfied/satisfied	100.00%	N/A	N/A	95.80%	100.00%	98.20%	98.50%
d. Level of satisfaction with Professionalism of Staff:							
% very satisfied/satisfied	100.00%	N/A	N/A	95.80%	100.00%	98.20%	98.50%
e. Quality of Service Provided:							
% very satisfied/satisfied	100.00%	N/A	N/A	95.80%	100.00%	98.30%	98.53%

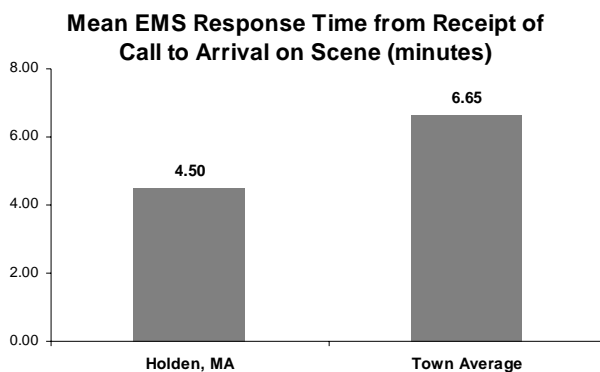
Workload Measure



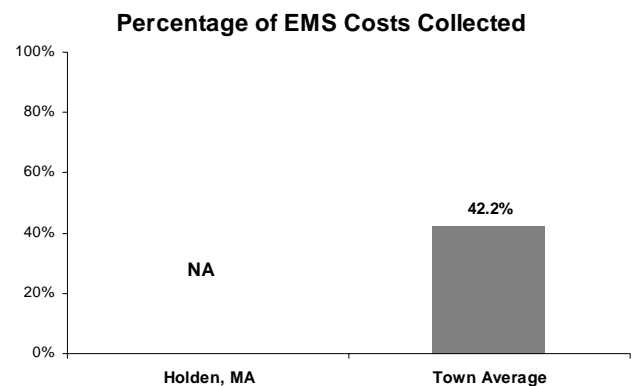
Workload Measure



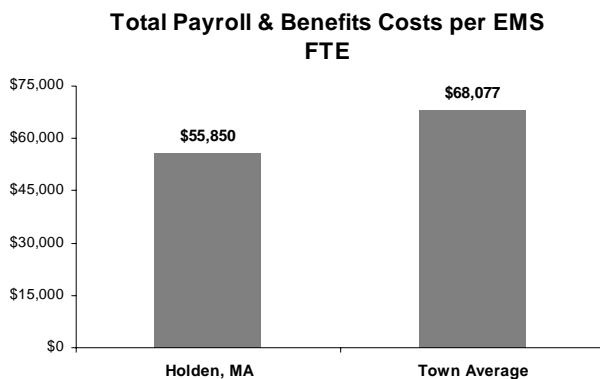
Effectiveness Measure



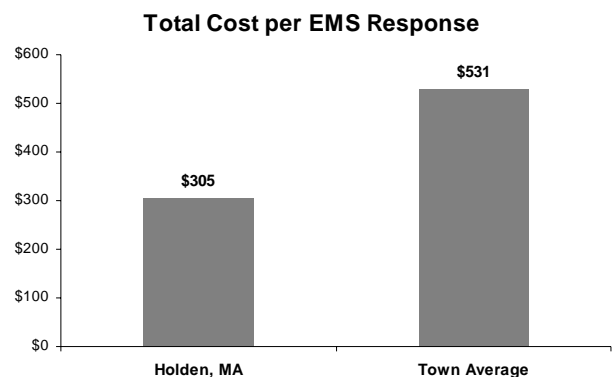
Effectiveness Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	Holden	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	70.98	84.52
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	92.00%	77.47%
Average length of time vehicle is in service (minutes)	45	58
% of EMS responses that have collection bills prepared	NA	76.70%
Avg. admin cost per bill issued	NA	\$31.00
Avg. amount billed	NA	\$426
Amount billed as % of response cost	NA	75.90%
Collection rate	NA	71.40%
% of EMS cost billed	NA	58.10%
3. Efficiency Measures		
Average # of EMS responses per EMS vehicle per day	1.61	3.75
Per capita net cost of total EMS Delivery	\$22.00	\$27.00
Benefit cost % of employee cost	28.67%	33.48%

TOWN PROFILE		COST PROFILE		
Population:	16,581		\$	%
Total Service Sq. Miles:	36	Total Payroll & Benefits	\$121,752	33.86%
Total Service Road Miles:	117	Total Operating	\$235,547	65.51%
Does town participate in shared EMS services?	No	Total Capital/ Depreciation	\$2,256	0.63%
SERVICE PROFILE		TOTAL COST	\$359,555	100%
Service Population:	16,581	EMS Reimbursement Collections		N/A
# of Full-Service Hospitals:	N/A	CITIZEN SURVEY		
Miles from Hospital:	9.0			% Very Satisfied/ Satisfied
# of EMS Vehicle Locations:	1	Value of all town services received for tax dollars		69.40%
# of Regular-duty EMS Vehicles:	2	Rate your level of satisfaction with EMS Services:		91.70%
# of EMS/ Rescue FTEs:	2.18	Level of satisfaction with response time:		100.00%
Total # of EMS Responses:	1,177	Level of satisfaction with professionalism of staff:		100.00%
Total Patient Transports:	1,050	Quality of service provided:		100.00%

EXPLANATORY INFORMATION

A. Service Level and Delivery

EMS transport is now handled by a private ambulance service with which the town contracts.

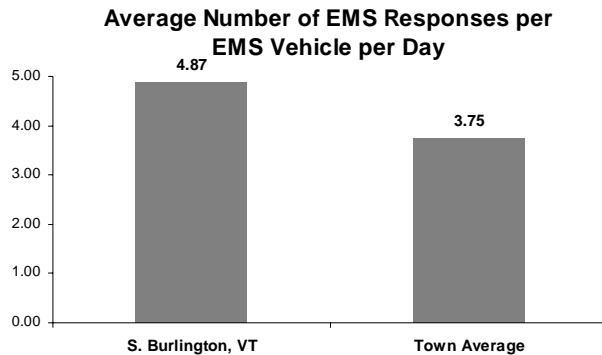
The fire department sends a squad with two EMTs to all ambulance calls from 6 AM to midnight. If additional personnel are needed on the ambulance one or two firefighters will accompany the ambulance.

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.

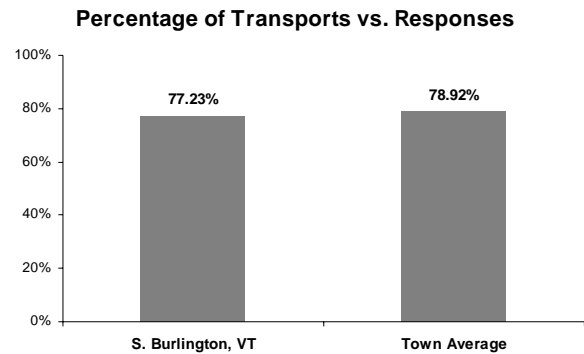
B. Conditions Affecting Service, Performance, and Costs

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.

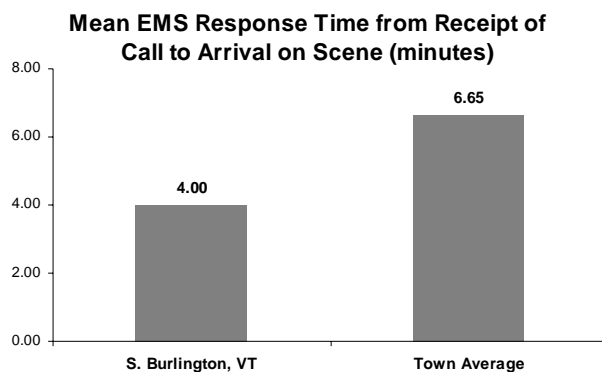
Workload Measure



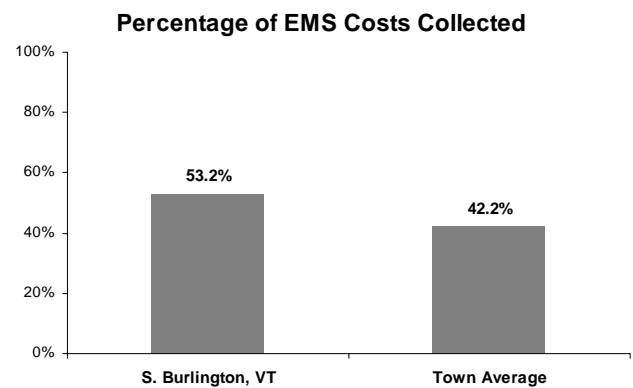
Workload Measure



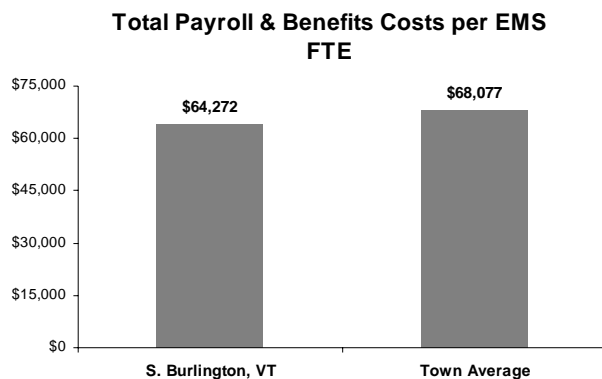
Effectiveness Measure



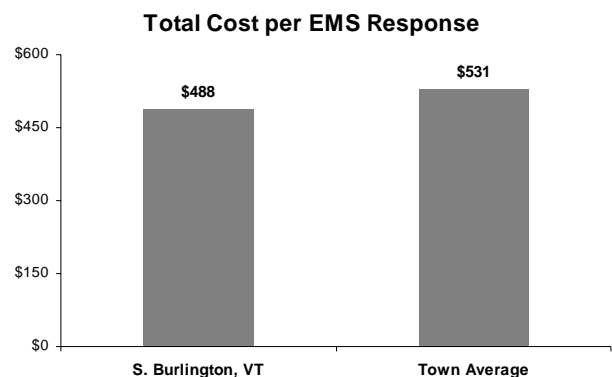
Effectiveness Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES		
	S. Burlington	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	101.23	84.52
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	76.00%	77.47%
Average length of time vehicle is in service (minutes)	NA	58
% of EMS responses that have collection bills prepared	77.20%	76.70%
Avg. admin cost per bill issued	\$43.00	\$31.00
Avg. amount billed	\$442.00	\$426
Amount billed as % of response cost	90.40%	75.90%
Collection rate	76.20%	71.40%
% of EMS cost billed	69.80%	58.10%
3. Efficiency Measures		
Average # of EMS responses per EMS vehicle per day	4.87	3.75
Per capita net cost of total EMS Delivery	\$23.00	\$27.00
Benefit cost % of employee cost	43.27%	33.48%

TOWN PROFILE		COST PROFILE		
Population:	17,574		\$	%
Total Service Sq. Miles:	16	Total Payroll & Benefits	\$642,717	73.96%
Total Service Road Miles:	94	Total Operating	\$106,886	12.30%
Does town participate in shared EMS services?	No	Total Capital/Depreciation	\$119,352	13.74%
SERVICE PROFILE		TOTAL COST	\$868,955	100%
Service Population:	17,574	EMS Reimbursement Collections		\$606,909
# of Full-Service Hospitals:	N/A			
Miles from Hospital:	3.0			
# of EMS Vehicle Locations:	1			
# of Regular-duty EMS Vehicles:	1			
# of EMS/ Rescue FTEs:	10.00			
Total # of EMS Responses:	1,779			
Total Patient Transports:	1,374			

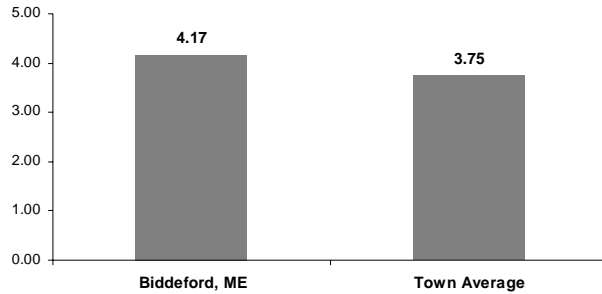
EXPLANATORY INFORMATION

A. Service Level and Delivery

B. Conditions Affecting Service, Performance, and Costs

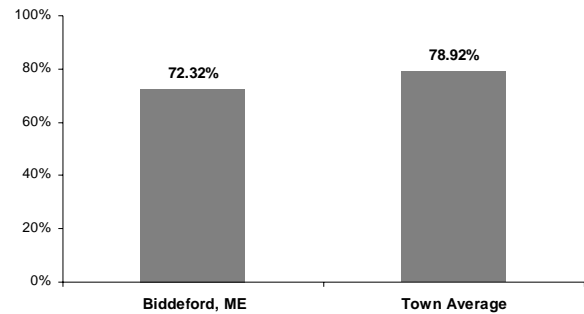
Workload Measure

Average Number of EMS Responses per EMS Vehicle per Day



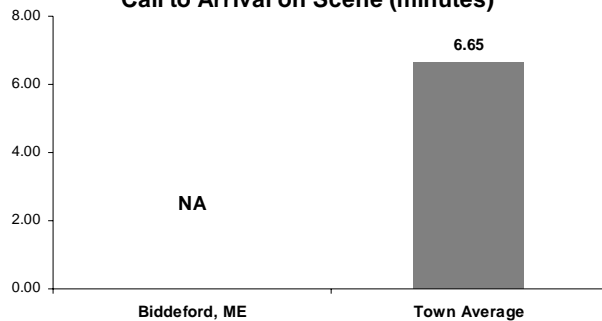
Workload Measure

Percentage of Transports vs. Responses



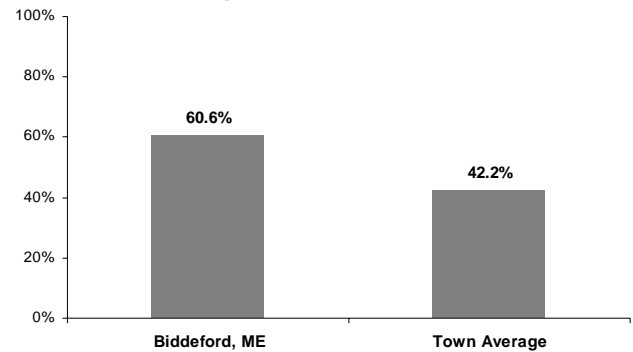
Effectiveness Measure

Mean EMS Response Time from Receipt of Call to Arrival on Scene (minutes)



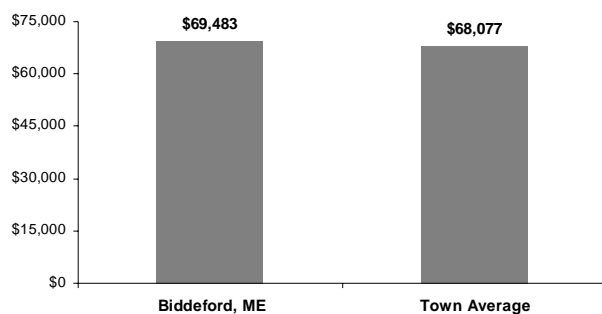
Effectiveness Measure

Percentage of EMS Costs Collected



Efficiency Measure

Total Payroll & Benefits Costs per EMS FTE



Efficiency Measure

Total Cost per EMS Response



OTHER MEASURES		
	Biddeford	Towns Average
1. Workload Measures		
# of EMS responses per 1,000 service population	120.16	84.52
2. Effectiveness Measures		
% of calls responded to (from receipt of call to arrival) in less than 6 mins	90.50%	77.47%
Average length of time vehicle is in service (minutes)	37	58
% of EMS responses that have collection bills prepared	72.30%	76.70%
Avg. admin cost per bill issued	\$30.00	\$31.00
Avg. amount billed	\$467.00	\$426
Amount billed as % of response cost	93.10%	75.90%
Collection rate	90.00%	71.40%
% of EMS cost billed	67.40%	58.10%
3. Efficiency Measures		
Average # of EMS responses per EMS vehicle per day	4.17	3.75
Per capita net cost of total EMS Delivery	\$24.00	\$27.00
Benefit cost % of employee cost	31.94%	33.48%

TOWN PROFILE		COST PROFILE		
Population:	20,942		\$	%
Total Service Sq. Miles:	30	Total Payroll & Benefits	\$1,306,272	85.58%
Total Service Road Miles:	131	Total Operating	\$168,243	11.02%
Does town participate in shared EMS services?	No	Total Capital/ Depreciation	\$51,887	3.40%
SERVICE PROFILE		TOTAL COST	\$1,526,402	100%
Service Population:	25,316	EMS Reimbursement Collections		\$1,028,165
# of Full-Service Hospitals:	1			
Miles from Hospital:	N/A			
# of EMS Vehicle Locations:	1			
# of Regular-duty EMS Vehicles:	2			
# of EMS/ Rescue FTEs:	18.80			
Total # of EMS Responses:	3,042			
Total Patient Transports:	2,200			

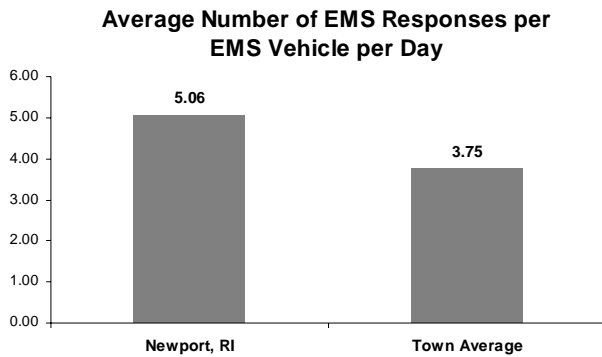
EXPLANATORY INFORMATION

A. Service Level and Delivery

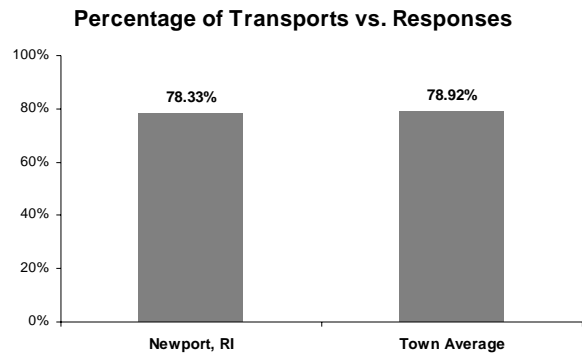
B. Conditions Affecting Service, Performance, and Costs

Biddeford has a residential population of 20,942. 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 25,316 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

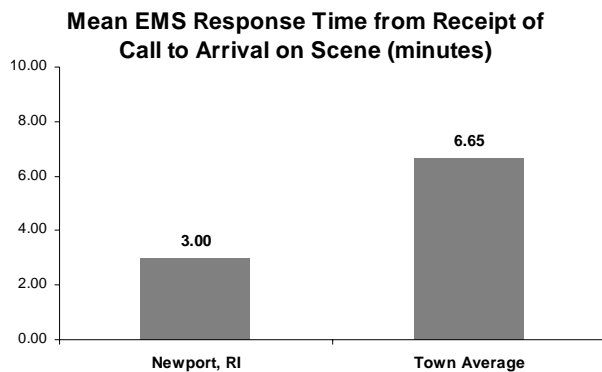
Workload Measure



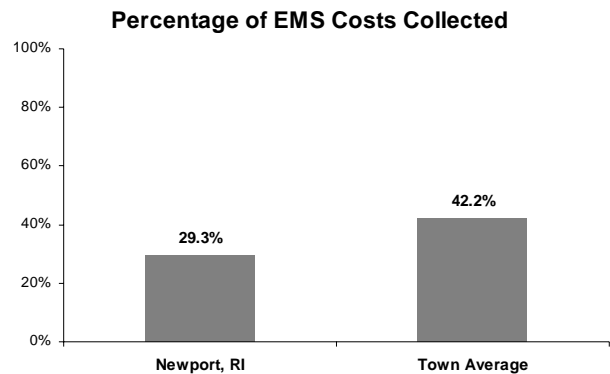
Workload Measure



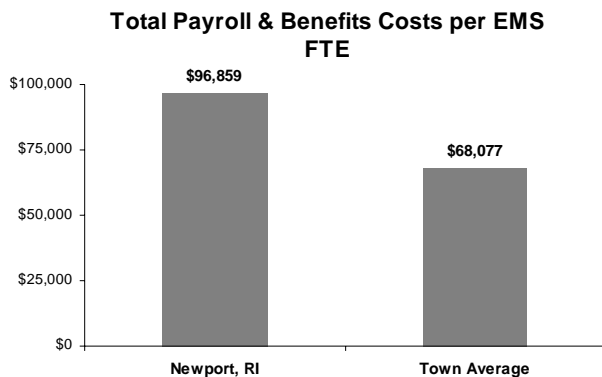
Effectiveness Measure



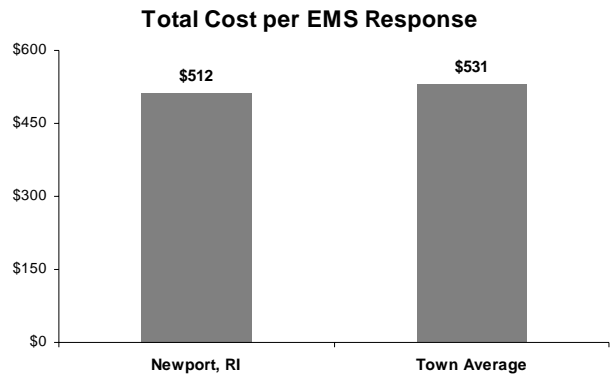
Effectiveness Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
	Newport	Towns Average		Newport	Towns Average
1. Workload Measures			2. Effectiveness Measures		
# of EMS responses per 1,000 service pop.	105.02	84.52	Amount billed as % of response cost	70.80%	75.90%
2. Effectiveness Measures			Collection rate	52.70%	71.40%
% of calls responded to (from receipt of call to arrival) in less than 6 mins	92.70%	77.47%	% of EMS cost billed	55.50%	58.10%
Average length of time vehicle is in service (minutes)	40	58	3. Efficiency Measures		
% of EMS responses that have collection	78.30%	76.70%	Average # of EMS responses per EMS vehicle per day	5.06	3.75
Avg. admin cost per bill issued	\$12.00	\$31.00	Per capita net cost of total EMS Delivery	\$38.00	\$27.00
Avg. amount billed	\$363.00	\$426	Benefit cost % of employee cost	44.25%	33.48%

TOWN PROFILE		COST PROFILE		
Population:	25,340		\$	%
Total Service Sq. Miles:	7.9	Total Payroll & Benefits	\$1,549,749	81.91%
Total Service Road Miles:	94	Total Operating	\$244,207	12.91%
Does town participate in shared EMS services?	No	Total Capital/ Depreciation	\$98,068	5.18
SERVICE PROFILE		TOTAL COST	\$1,892,024	100%
Service Population:	35,154	EMS Reimbursement Collections		\$1,050,030
# of Full-Service Hospitals:	1	CITIZEN SURVEY		
Miles from Hospital:	N/A			% Very Satisfied/ Satisfied
# of EMS Vehicle Locations:	3	Value of all town services received for tax dollars		52.20%
# of Regular-duty EMS Vehicles:	2	Rate your level of satisfaction with EMS Services:		100.00%
# of EMS/ Rescue FTEs:	16.00	Level of satisfaction with response time:		98.20%
Total # of EMS Responses:	3,692	Level of satisfaction with professionalism of staff:		98.20%
Total Patient Transports:	2,892	Quality of service provided:		98.30%

EXPLANATORY INFORMATION

A. Service Level and Delivery

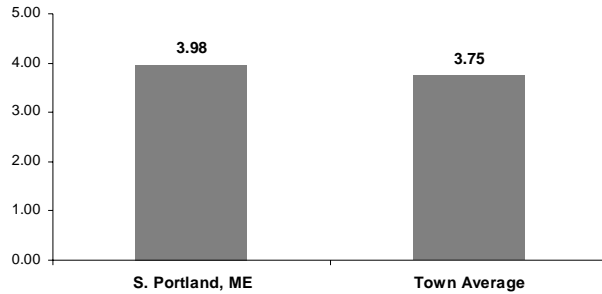
The City of Newport was incorporated in 1639. It is presently home to over three-hundred pre-revolutionary homes, more than any other community in the US. The majority of the downtown area was developed during the 17th, 18th and 19th centuries. Many of the buildings are of wooden construction and located 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.

B. Conditions Affecting Service, Performance, and Costs

- 1) Costs do not include actuarial accrued liability for *Contribution to Pension* 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 3.0 million visitors) and a large college population, a population adjustment of 9,814 has been added to Newport's residential base. This results in a EMS Service population equivalent to 35,154 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

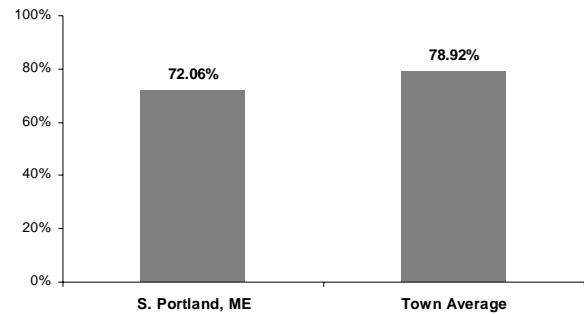
Workload Measure

Average Number of EMS Responses per EMS Vehicle per Day



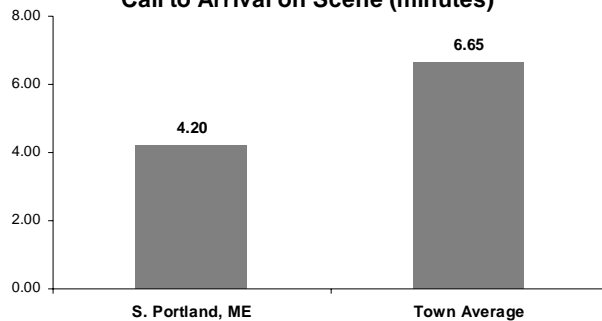
Workload Measure

Percentage of Transports vs. Responses



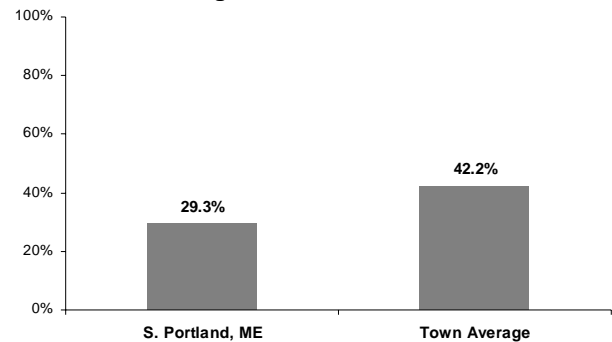
Effectiveness Measure

Mean EMS Response Time from Receipt of Call to Arrival on Scene (minutes)



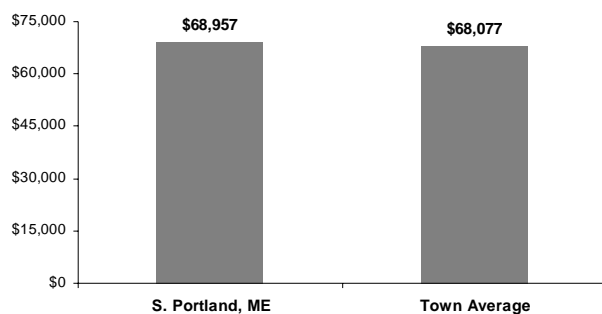
Effectiveness Measure

Percentage of EMS Costs Collected



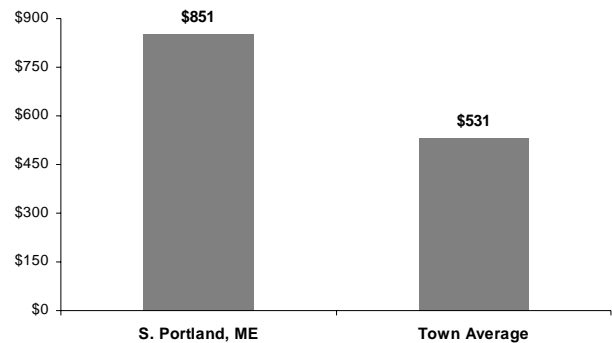
Efficiency Measure

Total Payroll & Benefits Costs per EMS FTE



Efficiency Measure

Total Cost per EMS Response



OTHER MEASURES					
	S. Portland	Towns Average		S. Portland	Towns Average
1. Workload Measures			2. Effectiveness Measures		
# of EMS responses per 1,000 service pop.	55.75	84.52	Amount billed as % of response cost	61.10%	75.90%
2. Effectiveness Measures			Collection rate	67.60%	71.40%
			% of EMS cost billed	43.40%	58.10%
% of calls responded to (from receipt of call to arrival) in less than 6 mins	96.00%	77.47%	3. Efficiency Measures		
Average length of time vehicle is in service (minutes)	48	58	Average # of EMS responses per EMS vehicle per day	3.98	3.75
% of EMS responses that have collection bills prepared	71.00%	76.70%	Per capita net cost of total EMS Delivery	\$34.00	\$27.00
Avg. admin cost per bill issued	\$16.00	\$31.00	Benefit cost % of employee cost	28.26%	33.48%
Avg. amount billed	\$520.00	\$426			

TOWN PROFILE		COST PROFILE		
Population:	23,324		\$	%
Total Service Sq. Miles:	12.9	Total Payroll & Benefits	\$2,065,261	83.65%
Total Service Road Miles:	153	Total Operating	\$301,915	12.23%
Does town participate in shared EMS services?	Yes	Total Capital/ Depreciation	\$101,845	4.12%
SERVICE PROFILE		TOTAL COST	\$2,469,021	100%
Service Population:	52,074	EMS Reimbursement Collections	\$1,070,530	
# of Full-Service Hospitals:	N/A	CITIZEN SURVEY		
Miles from Hospital:	3.0		% Very Satisfied/ Satisfied	
# of EMS Vehicle Locations:	2	Value of all town services received for tax dollars	73.40%	
# of Regular-duty EMS Vehicles:	2	Rate your level of satisfaction with EMS Services:	84.20%	
# of EMS/ Rescue FTEs:	29.95	Level of satisfaction with response time:	95.80%	
Total # of EMS Responses:	2,903	Level of satisfaction with professionalism of staff:	95.80%	
Total Patient Transports:	2,092	Quality of service provided:	95.80%	

EXPLANATORY INFORMATION

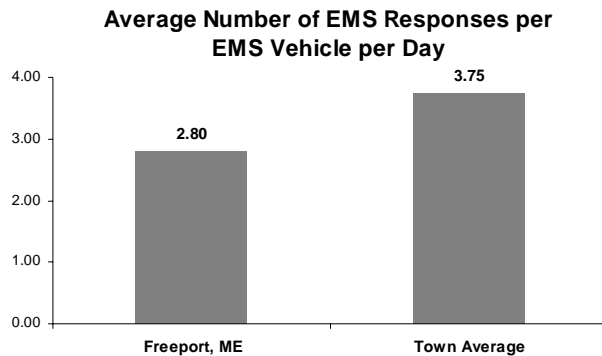
A. Service Level and Delivery

All staffing in the department are trained for both Fire and Rescue response. The dual Fire/Rescue staffing model provides flexibility in responding to both fire and rescue calls.

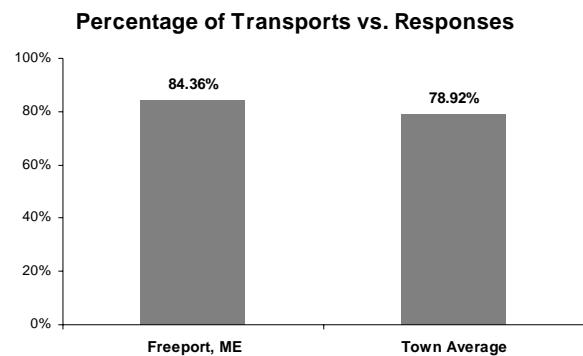
B. Conditions Affecting Service, Performance, and Costs

South Portland has a residential population of 23,324. To recognize the significant impact of tourism, several large employers, and a large college, a population adjustment of 28,750 has been added to South Portland’s residential base. This results in a Service population of 52,074. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)

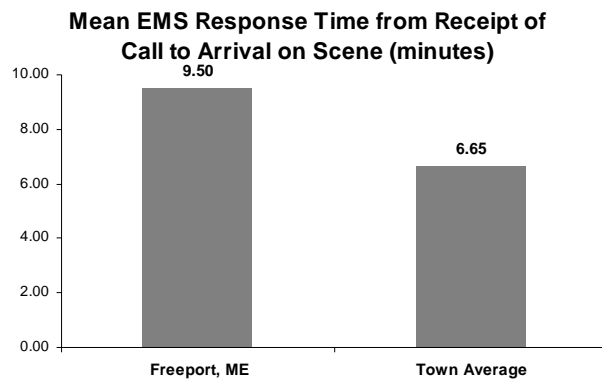
Workload Measure



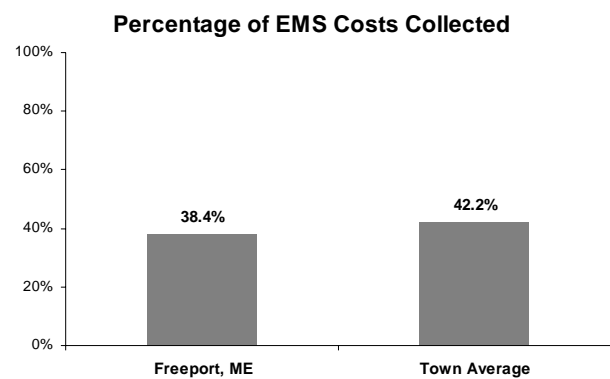
Workload Measure



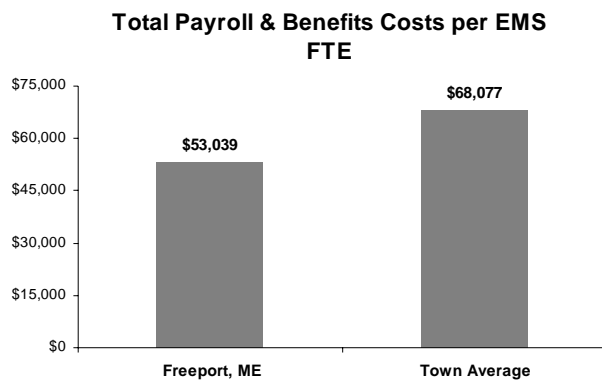
Effectiveness Measure



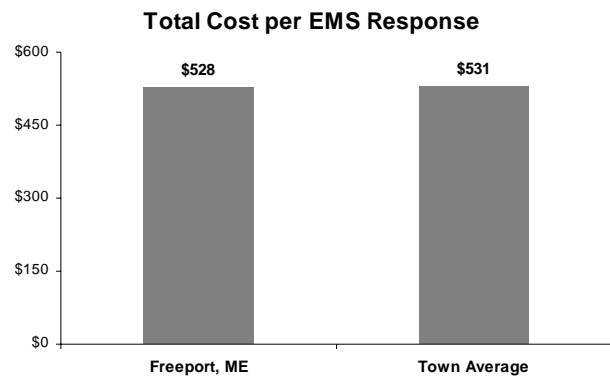
Effectiveness Measure



Efficiency Measure



Efficiency Measure



OTHER MEASURES					
1. Workload Measures		Freeport	Towns Average	2. Effectiveness Measures	
# of EMS responses per 1,000 service pop.		53.98	84.52	Amount billed as % of response cost	Freeport: 64.10%, Towns Average: 75.90%
2. Effectiveness Measures			Collection rate	Freeport: 70.60%, Towns Average: 71.40%	
% of calls responded to (from receipt of call to arrival) in less than 6 mins	17.60%	77.47%	% of EMS cost billed	Freeport: 54.40%, Towns Average: 58.10%	
Average length of time vehicle is in service (minutes)	120	58	3. Efficiency Measures		
% of EMS responses that have collection bills prepared	84.80%	76.70%	Average # of EMS responses per EMS vehicle per day	2.80	3.75
Avg. admin cost per bill issued	\$56.00	\$31.00	Per capita net cost of total EMS Delivery	\$18.00	\$27.00
Avg. amount billed	\$339.00	\$426	Benefit cost % of employee cost	24.47%	33.48%

TOWN PROFILE		COST PROFILE		
Population:	8,111		\$	%
Total Service Sq. Miles:	58	Total Payroll & Benefits	\$265,196	49.10%
Total Service Road Miles:	129	Total Operating	\$151,195	27.99%
Does town participate in shared EMS services?	Yes	Total Capital/ Depreciation	\$123,718	22.91%
SERVICE PROFILE		TOTAL COST	\$540,109	100%
Service Population:	18,950	EMS Reimbursement Collections		\$293,640
# of Full-Service Hospitals:	N/A	CITIZEN SURVEY		
Miles from Hospital:	9.0			% Very Satisfied/ Satisfied
# of EMS Vehicle Locations:	1	Value of all town services received for tax dollars		70.50%
# of Regular-duty EMS Vehicles:	1	Rate your level of satisfaction with EMS Services:		100.00%
# of EMS/ Rescue FTEs:	5.00	Level of satisfaction with response time:		100.00%
Total # of EMS Responses:	1,023	Level of satisfaction with professionalism of staff:		100.00%
Total Patient Transports:	863	Quality of service provided:		100.00%

EXPLANATORY INFORMATION

A. Service Level and Delivery

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.

B. Conditions Affecting Service, Performance, and Costs

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.

Freeport has a residential population of 8,111. To recognize the significant impact of tourism, several large employers and shared EMS Services with Pownal, a population adjustment of 10,839 has been added to Freeport's residential base. This results in a EMS Service population equivalent to 18,950 residents. (A similar Service Population adjustment has been made for all benchmark cities when appropriate.)