

# Ambulance Services Discussion

August 16, 2023 - Board of Selectmen

Jim Pineo - Town Manager

Thomas Zotti – Fire Chief

Nathan Nichols – Deputy Fire Chief

# Ambulance Services

## Current Situation

- ◆ Town of Wolfeboro issued an RFP for Ambulance Services.
- ◆ Received Two Bids – containing multiple options.
- ◆ Incumbent provider did not bid on the contract.
- ◆ Current Ambulance Contract Expires December 31, 2023 (Stewarts Ambulance).
- ◆ Wolfeboro Fire Rescue currently licensed as “Non-Transport EMS Unit”
- ◆ Wolfeboro Fire Rescue is not equipped with an Ambulance for Transport Services.

# Ambulance Services

<b>Bid Results - Ambulance Services</b>			
<b>Action Contract Proposal</b>	<b>Option 1 2 ALS 24/7/365</b>	<b>Option II 1 ALS 24/7/365 Mutual Aid</b>	<b>Option III N/A</b>
<b>2024</b>	\$ 1,472,000	\$ 661,649	
<b>2025</b>	\$ 1,516,160	\$ 681,498	
<b>2026</b>	\$ 1,561,644	\$ 701,943	
<b>2027</b>	\$ 1,608,494	\$ 723,001	
<b>Brewster Contract Proposal</b>	<b>Option I 2 ALS 24/7/365</b>	<b>Option II 2 ALS May - Oct</b>	<b>Option III 2 ALS w/1 for IFT's</b>
<b>2024</b>	\$ 900,000	\$ 600,000	\$ 300,000
<b>2025</b>	\$ 927,000	\$ 618,000	\$ 309,000
<b>2026</b>	\$ 954,810	\$ 636,540	\$ 318,270
<b>2027</b>	\$ 983,454	\$ 655,636	\$ 327,818

**2023 Stewart's Ambulance Contract Equivalent to Option 1 = \$275,953**

# Ambulance Services



June 20, 2023

Members of the Wolfeboro Selectboard:

I want to explain our decision not to provide a proposal to Wolfeboro's RFP.

In addition to serving as the Chair of Stewart's for the last 17 years I also own the majority of Municipal Resources and have worked with dozens of communities to address their EMS needs. Given my experience and my discussions with the town, I believe that the best EMS option for Wolfeboro – in terms of both quality and cost - is to have Wolfeboro Fire provide the primary 911 response. Stewart's came to a similar conclusion in Laconia in 2018.

For over a decade, Stewart's has provided you a very high quality of service at an incredibly low cost to your taxpayers. Demographic changes (i.e. an older population that needs more EMS services) have significantly reduced our revenue per patient transported. This trend accelerated rapidly during COVID. Previously, Stewart's lost money on the Wolfeboro 911 contract but we made enough servicing Huggins Hospital to offset those losses. Today, we lose far more money on the 911 contract and no longer make enough servicing Huggins to offset our losses.

Although Stewart's is not providing a bid we are willing to help the town in any way that we can. Should Wolfeboro so choose, our help could include:

- Extending Stewart's existing contract in the short term if Wolfeboro needs additional time to operationalize its own ambulance service.
- Using our purchasing power to purchase an ambulance faster and cheaper than Wolfeboro might be able to on their own.
- Using Stewart's Wolfeboro ambulances as a back-up to the town's 911 needs.

We appreciate the opportunity to serve the residents of Wolfeboro for the last 12 years and hope to continue working together in whatever capacity is best for Wolfeboro and its residents.

Respectfully,

Justin M. Van Etten  
Executive Chairman

“Given my experience and my discussions with the town, I believe that the best EMS option for Wolfeboro – in terms of both quality and cost – is to have Wolfeboro Fire provide the primary 911 response. Stewart's came to a similar conclusion in Laconia in 2018.”

*Justin Van Etten – Executive Chairman  
Stewart's Ambulance*

# Ambulance Services

## Problem

- ◇ Ambulance services equitant to the level Wolfeboro is accustomed are expensive.
- ◇ The Town is currently not in position to take on such services.
  - ◇ PSB Construction
  - ◇ Equipment
  - ◇ Funding
  - ◇ Staffing
- ◇ Level of Service
  - ◇ Paramedic
  - ◇ Advanced-Emergency Medical Technician
  - ◇ Emergency Medical Technician

# Ambulance Services

## Solution

- ◆ Enter one-year contract with Stewarts Ambulance.
- ◆ Fire-Rescue hold Public Information Sessions prior to 2024 Town Meeting.
- ◆ Create three (3) Warrant Articles for consideration in 2024.
  - ◆ Fire-Based Ambulance Services Beginning January 1, 2025 (staffing).
  - ◆ Lease Purchase of New Ambulance.
  - ◆ Establishment of Ambulance Revolving Fund.
- ◆ Should Article(s) Fail – Re-issue RFP for New Contracted Ambulance Services to begin operations January 1, 2025.

# Ambulance Service

## ◆ Addressing Problem

- ◆ PSB will have reached a point where Ambulance Services could be operated from that location beginning January 1, 2025.
- ◆ Hold a Public Hearing on September 6, 2023, BOS meeting for the purpose of discussing use of existing Capital Reserve Funds to secure used & outfitted Ambulance.
- ◆ Secure one-year contract extension with Stewart's Ambulance. (December 31, 2024)
- ◆ January 1, 2025, Fire-Based Ambulance Services start date allows:
  - ◆ Time for staff to become confident & comfortable caring for patients during transport.
  - ◆ Time for staff to secure additional training.
  - ◆ Spreads start up costs over three fiscal years rather than two.
  - ◆ Reduces the chance of impact negotiation-current employment contract expires December 31, 2024.

# Ambulance Services

## ◆ Contracted Services

◆ 2023:	\$276,000
◆ 2024:	\$900,000
◆ 2025:	\$927,000
◆ 2026:	\$954,810
◆ 2027:	\$983,454



# Ambulance Service Staffing Level (15 FY 2024) Three Shifts of 5 (48-hour work week)

Budget Projections Fire Based Ambulance 1 Year Contract (Stewarts*)		Cost of Contracted Vs. Fire Based	Budget Projections Fire & Contracted Ambulance \$900,000 Contract	
2023 Actual	\$2,853,333	2023 =Equal	2023	\$2,857,333
2024	\$3,849,446*	2024 -\$218,029	2024	\$3,631,417
2025	\$3,198,587	2025 \$541,103	2025	\$3,739,690
2026	\$3,245,725	2026 \$623,650	2026	\$3,869,375
2027	\$3,391,385	2026 \$671,446	2027	\$3,962,831

Considers \$100,000 Lease Payment for  
Ambulance

Contracted Service will cost taxpayer more  
money

# Ambulance Service Staffing Level (22 FY 2026) Four Shifts of 5 (42-hour work week)

Budget Projections Fire Based Ambulance 1 Year Contract (Stewarts*)		Cost of Contracted Vs. Fire Based	Budget Projections Fire & Contracted Ambulance \$900,000 Contract	
2023 Actual	\$2,853,333	2023 =Equal	2023	\$2,857,333
2024	\$3,844,990*	2024 (\$213,573)	2024	\$3,631,417
2025	\$3,555,211	2025 \$184,479	2025	\$3,739,690
2026	\$3,928,747	2026 (\$59,372)	2026	\$3,869,375
2027	\$4,053,460	2026 (\$90,629)	2027	\$3,962,831

Considers \$100,000 Lease Payment for  
Ambulance

Contracted Service/Fire Based having  
similar costs

# Ambulance Services

<b>2020 - 2022 Revenues</b>			
	<b>2022 Collected</b>	<b>2021 Collected</b>	<b>2020 Collected</b>
<b>Bristol</b>	\$ 413,320	\$ 373,702	\$ 361,971
<b>Gilford</b>	\$ 384,789	\$ 348,904	\$ 285,269
<b>Hanover</b>	\$ 472,836	\$ 388,960	\$ 414,919
<b>Tilton</b>	\$ 568,057	\$ 516,168	\$ 418,815
<b>Average</b>	\$ 459,751	\$ 406,934	\$ 370,244

Billed vs Collected 43.83%

NHRSA 31:95-h Revolving Funds

A town may, by vote of the legislative body, establish a revolving fund. Each revolving fund shall be limited to one of the following purposes: Providing ambulance services, or fire services, or both

# Ambulance Services

## Staffing Level of 22

- ◇ 42-hour work week rather than 48 hour
- ◇ Greater depth of staff
- ◇ Minimum staffing level of 5
  - ◇ Two – Engine
  - ◇ Two – Ambulance
  - ◇ One – float between Engine/ Ambulance assignment
- ◇ Most closely represents services delivered today.
- ◇ Significant increases
  - ◇ Wages & Benefits

## Staffing Level of 15

- ◇ 48-hour work week – current operations
- ◇ Minimum staffing level of 4
  - ◇ Two – Engine
  - ◇ Two – Ambulance
- ◇ Most cost effective
- ◇ Opportunity for Staffing grants to grow Department reducing start-up costs to taxpayers.

Solution is likely somewhere in between these two options

# Ambulance Services

## Warrant Article I

Are you in favor of hiring \*\*  
Firefighter/EMT's effective December  
2024 for the purposes of operating 911  
ambulance services effective January 1,  
2025 as part of the Wolfeboro Fire  
Rescue Department. If this article passes  
it will funds will become part of the Fire  
Rescue Department Operating Budget in  
Future years. Should this Warrant  
Article Fail then the Town shall enter  
into a contract with a new ambulance  
service provider effective January 1,  
2025.

## Warrant Article II

To see if the Town will authorize the  
Board of Selectmen to enter into a long-  
term lease in the amount of \$XXX,XXX  
payable over a term of XX years for the  
purpose of entering into a lease purchase  
agreement for a new fire department  
ambulance, and to raise and appropriate  
the sum of \$XXX,XXX in 2024 for the  
down payment to be followed by XX  
annual payments currently estimated as  
follows

## Warrant Article III

To see if the Town will under NHRSA  
the provisions of NHRSA 31:95-h-I(b)  
and NHRSA 31:95-h-I(c) to establish an  
Ambulance and Fire services revolving  
fund. Monies in this account shall be  
used for the purchase of Capital  
Equipment and expendables for  
Ambulance and Fire operations. Any  
purchase in excess of \$xxxxx must  
receive authorization from the Board of  
Selectmen, expenses less than \$xxxxx  
maybe approved by the Town Manager.  
XX% of revenues from the operation of  
the 911 ambulance service shall be  
placed in this revolving fund with the  
balance to be accounted for in the  
general fund.

# Ambulance Services

## ◇ Next Steps

- ◇ September 6, 2023 – Public Hearing to receive input from citizen RE: using existing Capital Reserve fund to purchase a used Ambulance.
- ◇ Work with Stewarts Ambulance Service to Secure 1 year contract.
- ◇ Fire Chief to begin holding public input session.
- ◇ Continue development of the “911 Ambulance Services Business Plan” for 2024 Budget Process.

# Ambulance Services

◇ Questions?