



OLD NORTH BRIDGE

TOWN OF CONCORD
TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

Select Board Agenda

Monday, October 7, 2024 at 5:00 PM

Town House, Select Board Room, 22 Monument Square

Join Zoom Meeting

<https://us02web.zoom.us/j/88558926206?pwd=GeWBc9s0e17aIXP86xb1Lwy1xQvewz.1>

Meeting ID: 885 5892 6206

Passcode: 080069

833 928 4610 US Toll-free

#	Time*	Agenda Item
I.	5:00 PM	Executive Session under G.L. c. 30A, § 21(2) to discuss and conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel regarding the TM contract renewal and FY25 compensation where meeting in an open meeting may have a detrimental effect on the litigating positions of the Town (if the chair so declares).
II.	6:00 PM	Open Public Meeting
III.	6:00 PM	Discuss and Vote to Approve FY2025 Salary increase for the Town Manager Presenter: Mary Hartman, Select Board Chair
IV.	6:05 PM	Public Comment: Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
V.	6:20 PM	Consent Agenda a. Town Accountant Warrants: September 19, 2024; September 26, 2024
VI.	6:25 PM	Select Board Appointments: Town Manager with Select Board Approval Appointments: i. Appointment of James A. Smith of 14 Edmonds Road to the Natural Resources Commission for a term to expire May 31, 2027
VII.	6:30 PM	Town Manager's Report
VIII.	6:40 PM	Chair's Report
IX.	6:45 PM	Select Board Liaison Reports

X.	7:00 PM	Discuss and Accept FY25 Town Manager Goals Presenter: Kerry Lafleur, Town Manager
XI.	7:15 PM	Discuss Update on Ambulance ALS Presentation at FinCom Presenters: Tom Judge, Town of Concord, Fire Chief Brian Whitney, Assistant Fire Chief Dr. Ryan Kring, Medical Director Lt. Peter Ostroskey
XII.	7:40 PM	Discuss MCI Concord Advisory Board Q1 Update Presenters: Dan Gainsboro, Co-chair MCI Concord Advisory Board; Patrick McCurdy, Co-Chair MCI Advisory Board
XIII.	7:55 PM	Evaluate Town-owned properties for possible reuse or disposition Presenter: Megan Zammuto, Deputy Town Manager
XIV.		Adjournment

Times are approximate and subject to change

Upcoming Meetings:

Monday, October 21, 2024

Monday, November 4, 2024

Monday, November 18, 2024

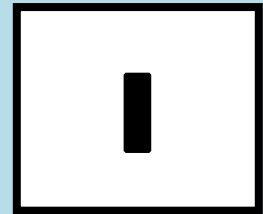


The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024



Executive Session

Requested by: SB Chair

Action Sought: Executive Session

Proposed Motion(s)

Move to Executive Session

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

2

Public Meeting

Requested by: SB Chair

Action Sought: Public Meeting

Proposed Motion(s)

Move to Open Public Meeting

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

3

**Discuss and Vote to Approve FY2025
Salary increase for TM**

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Move to Discuss and Vote to Approve FY2025 Salary increase for TM

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

EMPLOYMENT AGREEMENT

between

Town of Concord, Massachusetts

and

Kerry A. Lafleur, Town Manager

This Agreement (the "Agreement") is made and entered into this 27th day of June, 2022, by and between the Town of Concord, Massachusetts, a municipal corporation (the "Town"), acting by and through its Select Board (the "Board"), and Kerry A. Lafleur, 31 Baniulis Road, Billerica, Massachusetts ("Ms. Lafleur").

1. APPOINTMENT

In accordance with Chapter 280 of the Acts of 1952 of the Commonwealth of Massachusetts, as amended (the "Charter"), the Board hereby appoints Kerry A. Lafleur as Town Manager of the Town of Concord. Pursuant to Chapter 41, Section 108N of the General Laws, the Board hereby enters into this contract with Ms. Lafleur for her services as Town Manager.

2. DUTIES

A. Ms. Lafleur shall, as Town Manager of the Town of Concord, perform such functions and duties as are set forth in the Charter, the Massachusetts General Laws, and any other laws applicable to the position of Town Manager, and shall perform such other legally permissible and proper duties and functions as the Board shall from time-to-time assign.

B. As Town Manager, Ms. Lafleur shall supervise, direct and be responsible for the efficient administration of all functions under her authority as assigned by the Board and as provided by the Charter. Ms. Lafleur agrees to perform faithfully and dutifully the duties of the position of Town Manager.

C. Ms. Lafleur agrees to devote full time and attention to the business of the Town and will not engage in any other business during office hours, except with the prior approval of the Chair of the Board. It is recognized that the Town Manager must devote a great deal of time outside normal office hours to the business of the Town, and to that end Ms. Lafleur will be allowed to take, during normal office hours, reasonable time off for prolonged work hours as she shall deem appropriate.

D. Ms. Lafleur agrees to remain in the exclusive employ of the Town and not become employed by another employer while this Agreement is in effect, but may, with prior approval of the Board Chair, undertake activities designed to advance her professional reputation, even though she may be compensated therefor.

E. If Ms. Lafleur continues to serve as Town Manager after the expiration of this Agreement, and the parties have not agreed to a successor agreement, Ms. Lafleur shall continue to receive the salary she was most recently being paid under this Agreement with the same benefits she was receiving under this Agreement until such time as her salary and benefits shall be otherwise provided for by the Town or her employment is terminated. This sub-section shall survive the expiration of this Agreement.

3. TERM OF AGREEMENT

A. This Agreement shall be for a three (3) year period and shall take effect July 1, 2022, and remain in effect until June 30, 2025, subject to Section 3.

B. This Agreement may be renewed on the same terms and conditions as herein provided, or upon any amendment which the parties may mutually agree, for additional terms of three (3) years or less, unless the Board gives written notice to Ms. Lafleur of its intention not to renew this Agreement prior to 5:00 p.m. on December 31, 2024 (six months prior to the termination date provided herein). Ms. Lafleur shall notify the Town in writing of her intention to accept or reject such renewal within two (2) weeks of receipt of notice of same.

C. If the Board elects not to renew this Agreement, the Board agrees to provide Ms. Lafleur six (6) months' prior written notice of such non-renewal. In the event the Board fails to give six (6) months' notice of non-renewal prior to the expiration of this Agreement, the term of the Agreement shall be extended to permit the Board to provide Ms. Lafleur with six (6) months' notice of non-renewal. It is understood, however, that Ms. Lafleur shall remain subject to removal in accordance with Section 4 during any extension of this Agreement.

D. Nothing contained in this Agreement shall prevent, limit, or otherwise interfere with the right of Ms. Lafleur to resign at any time as Town Manager, subject only to the provisions set forth in Section 4D of this Agreement.

E. Nothing contained in this Agreement shall prevent, limit or otherwise interfere with the right of the Board to remove Ms. Lafleur from the office of Town Manager at any time, subject only to the provisions set forth in Sections 4A and 4B of this Agreement.

4. REMOVAL OF TOWN MANAGER AND SEVERANCE PAY

A. The Board may remove Ms. Lafleur at any time and for any reason not contrary to law, in accordance with the vote required by Section 7 of the Town Charter and subject to Section 4C of this Agreement.

B. In addition to the provisions of Section 7 which provides a process the Board shall follow if it wishes to remove Ms. Lafleur, the Board may terminate this Agreement and remove Ms. Lafleur from serving as Town Manager for "just cause," so long as the Charter is followed. Just cause shall mean a failure to meet agreed-upon objectives in a satisfactory manner or time, after reasonable written notice and an opportunity to correct such failure; malfeasance, misfeasance, nonfeasance, or any cause that renders Ms. Lafleur's continued

appointment as Town Manager detrimental to the discipline or efficiency of her office, and without limiting the generality of the foregoing shall include:

- (i) Failure to perform adequately the duties and responsibilities attendant to her position as Town Manager;
- (ii) Failure to comply with and/or disregard express instructions of the Board, to the extent such instructions were not inconsistent with the Charter or other applicable law; and
- (iii) Failure to conduct herself in a professional manner as expressed in the Code of Ethics of the International City Management Association.
- (iv) The inability to perform the essential functions of the position of Town Manager on a full-time basis with or without reasonable accommodation.

C. In the event the Select Board votes to remove Ms. Lafleur from the Office of Town Manager pursuant to Section 4A, the Board agrees to pay Ms. Lafleur a lump sum cash severance payment equal to six (6) months' salary (less any applicable payroll deductions), and Ms. Lafleur will have been deemed to waive the preliminary written resolution and public hearing outlined in Section 7 of the Charter. Ms. Lafleur shall also execute a full release of claims in a form acceptable to the Board. The Board shall have no obligation to pay the severance sum provided in this Section if Ms. Lafleur is removed for just cause pursuant to Section 4B of this Agreement.

D. Ms. Lafleur may resign her position as Town Manager at any time prior to the expiration of this Agreement; provided, however, that she gives the Board ninety (90) days prior written notice, unless the parties agree otherwise. During the 90-day period, after notice, the Town Manager shall continue to perform the duties of Town Manager unless the Select Board directs otherwise. Such resignation shall not preclude the Board from providing the severance sum enumerated in Section 4C, or such other severance amount the Board may determine (less any applicable payroll deductions).

5. DISABILITY

If Ms. Lafleur is permanently disabled or is otherwise unable to perform her duties because of sickness, accident, injury, mental incapacity, or other failure of health, she shall be required to use all accrued paid leave prior to any unpaid leave. After four (4) weeks of successive or intermittent unpaid leave, consistent with applicable law, the Board shall have the right, then or at any time thereafter, to terminate this Agreement and Ms. Lafleur's employment based on her inability to perform the essential functions of the position of Town Manager in accordance with Section 4B (iv).

6. COMPENSATION

A. Beginning upon her appointment, the Town shall pay Ms. Lafleur, for her services rendered pursuant hereto, a weekly base salary of \$4,326.92 (\$225,000 divided by 52

weeks), paid on a biweekly basis. Ms. Lafleur's base salary shall not be subject to a salary range.

B. Ms. Lafleur shall be eligible to receive a cost of living adjustment (COLA) to her annual base salary in the second and third year of this Agreement in an amount not to exceed the annual cost of living adjustment (COLA) provided to other non-union employees. Such salary adjustments shall take effect on July 1 of each fiscal year.

C. Ms. Lafleur shall be eligible to receive a merit bonus in consideration of the prior year's performance evaluation, in accordance with the provisions of Section 11. For satisfactory performance, she will earn a bonus of 3.5% of base salary. She has the opportunity to earn an additional bonus of up to 1.5% of base salary if her performance is deemed to be above satisfactory. Said merit bonus shall not be added to the following year's base salary.

D. Ms. Lafleur shall not be entitled to overtime or compensatory time. The position of Town Manager is an exempt position under the Fair Labor Standards Act.

E. Ms. Lafleur's salary shall not be reduced except by written mutual agreement between the parties.

F. On or before September 1 of each year of the Agreement, the Town shall make a payment of \$5,000 to Ms. Lafleur's account in one of the deferred compensation plans offered by the Town and selected by Ms. Lafleur (the "Deferred Compensation Account"), provided Ms. Lafleur was actively employed as of the July 1 immediately preceding the payment date. Ms. Lafleur shall notify the Town's Chief Finance Officer in writing of the Deferred Compensation Account in which the payment is to be made. For the purposes of this Section, a Deferred Compensation Account shall be deemed to include a 457 and Retirement Health Savings Account under United States Treasury Regulation 301.7701-1(a)(3).

7. PAID LEAVE AND OTHER BENEFITS

A. Ms. Lafleur shall accrue twenty-five (25) days of paid vacation leave during each year of service, accrued and payable under the same terms and conditions as other senior management employees of the Town. If Ms. Lafleur's accrued vacation balance reaches thirty (30) days, she shall not accrue additional vacation leave unless approved by the Board Chair. Where policies applicable to other senior management employees of the Town only allow accrual and use of vacation leave at the discretion of the Town Manager, such benefits shall be subject to approval of the Board Chair. When the use of more than ten (10) consecutive workdays of vacation is planned, Ms. Lafleur shall consult with the Board Chair.

B. Ms. Lafleur shall be entitled to such sick, personal, holiday, bereavement and other leave benefits available to, and under the same terms and conditions as, the Town's other senior management staff; provided, however, that where policies applicable to other senior management employees of the Town only extend benefits at the discretion of the Town Manager, such benefits shall be subject to the approval of the Board Chair.

C. Ms. Lafleur shall be eligible to participate in the Town's group health, dental, life and long-term disability insurance and other benefit programs under the same terms and conditions as other senior management employees of the Town.

D. The Town agrees not to reduce any benefit for Ms. Lafleur during the term of this agreement unless such reduction is applied to all other senior management staff of the Town.

8. ALLOWANCES

A. Because the use of her personal automobile will be required for the performance of her duties, the Town agrees to provide Ms. Lafleur a vehicle allowance of \$231.00 per biweekly pay period (\$6,000 annually).

B. Because the use of personal mobile devices, computers, data plans, and other technology will be required for the performance of her duties, the Town agrees to provide Ms. Lafleur a technology allowance of \$46.15 per biweekly pay period (\$1,200 annually).

9. REIMBURSEMENTS

A. The Town shall reimburse Ms. Lafleur for all reasonable business expenses incurred in connection with the performance of her official duties provided reasonable and customary supporting documentation is supplied in accordance with the standard procedures of the Town.

B. The Town agrees to reimburse Ms. Lafleur \$5,000 towards the cost of purchasing an electric or plug-in electric vehicle. Once purchased, Ms. Lafleur agrees to regularly use an electric or plug-in electric vehicle for commuting and travel required in the performance of her duties. Ms. Lafleur shall be granted access to plug-in her vehicle at Town-owned charging facilities, during regular business hours, as needed, at no cost to her. The parties agree this provision may be accomplished by reimbursing Ms. Lafleur for the cost of charging her vehicle. Ms. Lafleur shall be responsible for all other costs associated with ownership, maintenance, and use of her vehicle.

10. PROFESSIONAL DEVELOPMENT, DUES, AND SUBSCRIPTIONS

The Town agrees to pay up to \$3,500 each year of the Agreement for professional dues and subscriptions as well as travel and subsistence expenses of Ms. Lafleur for professional and official travel to meetings and events, adequate to maintain Ms. Lafleur's professional development and to pursue necessary official and other functions of the Town, including but not limited to the Annual Conference of the International City Management Association, and such other national, regional, state and local government organizations and committees of which Ms. Lafleur is a member. Costs exceeding \$3,500 may be approved by the Board upon Ms. Lafleur's request.

11. ANNUAL PERFORMANCE REVIEW

A. Unless otherwise agreed to in writing by the parties, the Board shall review and evaluate the performance of Ms. Lafleur at least once annually. Such review and evaluation shall be in accordance with specific criteria developed jointly by the Board and Ms. Lafleur. Such criteria may be expanded or reduced as the Board may from time to time determine, after discussion with Ms. Lafleur. The Board shall provide Ms. Lafleur with a written summary statement of the findings of the Board regarding the review/ evaluation criteria and an adequate opportunity to discuss the evaluation with the Board. In the event the Board fails to complete an annual evaluation of Ms. Lafleur's performance before June 30th each year, her performance will be deemed satisfactory, and she shall be entitled to the merit bonus the Board awards to her under Section 6C.

B. Annually, no later than July 15th, after the Annual Town Meeting, the Board and Ms. Lafleur shall define in writing such goals and performance objectives as they determined desirable for the proper operation of the Town.

12. INDEMNIFICATION

The Town shall indemnify, defend, and save harmless Ms. Lafleur for acts performed by her in good faith and within the scope of her employment with the Town, including reimbursement for any reasonable attorneys' fees and costs incurred by her in connection with such claims or suits involving Ms. Lafleur in her professional capacity as Town Manager for the Town, in accordance with and to the extent permitted by G. L. c. 258. Said indemnification shall include alleged civil rights violations. The indemnification shall continue to apply to Ms. Lafleur after she leaves employment of the Town. The Town shall not defend, save harmless or indemnify Ms. Lafleur for any criminal act or for any intentional violation of civil rights of any person or for any claims arising under this Agreement. This paragraph shall survive the termination of this Agreement or the repeal of G. L. c. 258, §13.

13. SURETY BONDS

A. The Board agrees to bear the full cost of any surety or other bonds required of Ms. Lafleur by reason of her appointment as Town Manager under State law, Town Charter or bylaw.

14. GENERAL PROVISIONS

A. No modification of this Agreement shall be valid unless it shall have been made in writing and executed by both parties. No other agreement, either oral or written, will be considered to exist or to bind the parties on matters covered by this Agreement.

B. This Agreement shall be construed and governed by the Laws of the Commonwealth of Massachusetts and by the Town Charter.

C. If any clause or provision of this Agreement is determined to be illegal or void, the remainder of the Agreement shall not be affected thereby.

D. This Agreement shall be binding upon and inure to the benefit of the heirs at law and executors of Ms. Lafleur.

E. Ms. Lafleur understands and agrees that all compensation and benefits provided under this Agreement are subject to appropriation from year to year by the Town, and Ms. Lafleur shall have no rights hereunder in the absence of such appropriation.

F. Notices pursuant to this Agreement shall be given in writing by first class mail, postage prepaid, to:

Town: Chair of the Select Board
Town of Concord
22 Monument Square
Concord, MA 01742

Ms. Lafleur: to Ms. Lafleur's last known residential address on file with the Town's Human Resources Department

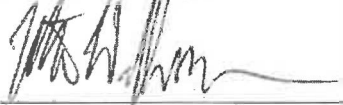
IN WITNESS WHEREOF, the Chair of the Board, on behalf of the Town, and Ms. Lafleur have signed and executed this Agreement, in two counterparts, one of which shall be retained by Ms. Lafleur, and one of which shall be retained by the Town Clerk.

EMPLOYEE



Kerry A. Lafleur, Town Manager

FOR THE TOWN



Matthew Johnson, Chair, Select Board



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

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Public Comment

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

5

Consent Agenda

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Move to Approve Consent Agenda

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

6

Appointments

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Move to Approve

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

7

TM Reports and Updates

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

8

Chair's Reports and Updates

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

9

Select Board Liaison Reports

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

10

Discuss and Accept FY25 Town Manager Goals

Requested by: SB Chair

Action Sought: Accept

Proposed Motion(s)

Move to accept FY25 TM Goals

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

11

Discuss and Update on Ambulance ALS Presentation

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



**Concord
Fire / EMS**

PRESENTATION AGENDA

- Why this ALS change - Benefits to Concord
- A brief history of EMS delivery in Concord
- Difference between BLS and ALS
- What happens when someone calls 9-1-1 for a medical emergency?
- Analysis of ALS proposal
- Answers to previously submitted questions regarding the transition to ALS –
 - Area ALS delivery
 - Expense and revenue
 - Response metrics
- Summary

SHOULD CFD PROVIDE ALS?

WHAT ARE THE BENEFITS OVER CONTRACTING WITH A THIRD-PARTY?

1. Will improve ALS availability and arrival time.
 - *Reduces ALS response time for arrival at patient.*
 - *Will increase the availability of ALS.*
 - *Better able to meet national medical response benchmarks.*
2. Enhance the stability of ALS available in Concord.

Exeter Hospital to end paramedic intercept service: Here's why and what it means



Aqeel Hisham
Portsmouth Herald

Published 7:23 p.m. ET Sept. 10, 2024 | Updated 3:02 p.m. ET Sept. 11, 2024

[Exeter Hospital to end paramedic intercept service: Here's why \(seacoastonline.com\)](https://www.seacoastonline.com)

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

- The Concord Fire Department has been the EMS provider for the town since 1951 when it was transferred from the Police Department.
- Ambulance staffing in both cases required very limited medical training.
- In the 1970s, Massachusetts began requiring Emergency Medical Technician (EMT) certification to staff an ambulance. Concord Fire saw its first EMTs at that time. Early days of the modern EMS systems.
- Early 1980s – Emerson Hospital introduced an Advanced Life Support (ALS) service to the region staffed by EMT-paramedics. That service responded with local fire departments as a 3rd party service to provide ALS-level care.

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

- Initially a Monday through Friday service, Emerson's ALS service grew quickly to a 24/7 asset that made a positive impact on patients and their outcomes.
- In 2009, Emerson Hospital stopped providing paramedic services. The local communities, in partnership with Emerson Hospital, formed the Central Middlesex Emergency Response Agency (CMERA) to keep paramedic service in the region.
- Professional Ambulance Service (PRO EMS) was selected as a 3rd party provider and contracted with CMERA to provide paramedic coverage to the region.

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

- For several years, PRO EMS provided ample resources to serve the region because the EMS call volume supported the assets that they deployed.
- Beginning in the early 2000s, other fire departments in the area began increasing their certification levels from BLS to ALS.
- Over time, the Wayland, Acton, Sudbury, Littleton, Westford, Lexington*, and Bedford* Fire Departments transitioned to the ALS level.

* not CMERA communities, but occasionally used the service and their departure had some impact on revenue.

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

The impact of those communities leaving the CMERA group has created a service gap for our community. The reduced call volume for the CMERA group has meant less revenue to maintain the level of resources available in the area.

The two most significant departures were Acton and Sudbury. Before those towns' ALS transition, PRO EMS staffed two ALS units in the area, each with two paramedics capable of "splitting." Meaning they could handle up to four responses in the region at once. Losing Sudbury and Acton has resulted in two units assigned to the area, often with only one paramedic each, reducing availability.

Difference Between BLS and ALS

BLS (EMT-BASIC)

Mostly non-invasive life saving procedures with primary focus of stabilization until intercepting with a paramedic unit or arrival at a hospital.

- Spinal Immobilization
- Bandaging / Splinting
- Obstetrics
- Blood Glucose Monitoring
- Vital Signs
- CPR
- Automatic Defibrillation
- Basic Airway Management
- Limited Medications

ALS (EMT-PARAMEDIC)

Advanced pre-hospital care procedures conventionally used in the hospital setting, in addition to all BLS skills.

- Cardiac Monitoring
- EKG Interpretation
- Synchronized Cardioversion
- Manual Defibrillation
- Transcutaneous Pacing
- Advanced Airway Management
- IV / Fluid Therapy
- Pain Management
- Administration of Critical Care Medications.

EXAMPLES OF BLS AND ALS PROTOCOL EMERGENCY RESPONSES

BLS (EMT-BASIC)

- Non-urgent illness or injury with stable vital signs.
- Broken bone / fracture (non-compound).
- General complaint of not feeling well with no other medical symptoms.
- Psychiatric evaluations.
- Lift assist / other assistance request.

ALS (EMT-PARAMEDIC)

- Altered LOC.
- Allergic Reaction.
- Burns.
- Cardiac Emergencies, including CPR.
- Diabetic.
- Hyperthermia / Hypothermia.
- Obstetrics.
- Overdose / Poisoning.
- Respiratory Distress / Arrest.
- Seizures.
- Stroke / CVA.
- Syncope (Fainting).
- Severe Pain.
- Trauma, including MVC Entrapment.

MEDICATIONS CARRIED BY AMBULANCES AS REQUIRED BY MASSACHUSETTS OEMS PROTOCOL

BLS

BASIC LIFE SUPPORT (BLS) MEDICATION LIST VERSION 2023.1		
ALL of the following medications are required. These medications are to be carried by ALS vehicles at the Advanced EMT and Paramedic levels as well.		
REQUIRED MEDICATIONS		
Medication Name	Suggested Concentration/ Formulation	Minimum quantity per vehicle
Epinephrine Auto-Injector OR Epinephrine Check and inject	Adult and Pedi; 1mg/ml	2 Adult, 2 Pedi 2 kits
Aspirin (chewable)	81mg Tablets	648mg
Naloxone (prefilled syringe with nasal atomizer)	2mg	20mg
Oral glucose or equivalent	25g	2
Diphenhydramine PO liquid (In addition, a service may carry tablets) with measuring cup for liquid administration	50mg	At least 100mg of medication in a multi-patient liquid form.
Ibuprofen PO liquid (In addition, a service may carry tablets) with measuring cup for liquid administration	200mg	At least 1200mg of medication in a multi-patient liquid form.
Acetaminophen PO liquid (In addition, a service may carry tablets) with measuring cup for liquid administration	1000mg	At least 2000mg of medication in a multi-patient liquid form.

EMT ADVANCED– IN ADDITION TO BLS MEDS

ADVANCED LIFE SUPPORT (ADVANCED EMT LEVEL) MEDICATION LIST VERSION 2023.1		
ALL of the following medications are required (in addition to those required for BLS vehicles):		
REQUIRED MEDICATIONS		
Medication Name	Suggested Concentration/ Formulation	Minimum quantity per vehicle
Albuterol - may carry metered dose inhaler (MDI) single use	2.5mg for Nebulizer	10mg MDI-2
Dextrose	25g of D10, additional Medication as D10, D25 or D50	50g
Glucagon	1mg	2mg
Ipratropium Bromide (Atrovent)	0.5mg	2000mcg/ 4 doses
Lidocaine HCL 2%	Pre-Filled syringes. 20mg/ ml	200mg
0.9% Normal Saline (in sterile packaging)	1000mL 500mL	2 2
3% hypertonic Normal Saline in sterile packaging (packaged separate and distinct from 0.9% Normal Saline)	500mL	1
Nitroglycerin Tabs	1 Bottle or 6 prepackaged units	1 /6 Units
Nitroglycerin Spray	1 Bottle of 400mcg per spray dose	
Odansetron (Zofran)	4mg ODT prepackaged tablet or 2mg/ml vial for IV	8mg
Diphenhydramine for IV administration	50mg	100mg

* Charts are excerpts from the [Massachusetts OEMS Administrative Requirements](#)

MEDICATIONS CARRIED BY AMBULANCES AS REQUIRED BY MASSACHUSETTS OEMS PROTOCOL

ALS – IN ADDITION TO BLS AND ADVANCED MEDS

ADVANCED LIFE SUPPORT (ALS-PARAMEDIC LEVEL) MEDICATION LIST

VERSION 2023.1

ALL of the following medications are required (in addition to those required for ALS-Advanced and Basic Life Support [BLS] vehicles):

REQUIRED MEDICATIONS		
Medication Name	Suggested Concentration	Minimum quantity per vehicle
Adenosine (Adenocard)	6mg/2mL	36mg
Amiodarone	150mg/3mL	450mg
Atropine Sulfate	1mg	3mg
Calcium Chloride	10% solution—100mg/mL	2 g
Dextrose 5% * Diluent packaged with norepinephrine		250mL
Diltiazem		100mg
Dopamine ** (typically comes in two options)	400mg/250mL Or 800mg/500ml	1 pre-mixed bag
Epinephrine	1:1000 for Infusion	2mg

Epinephrine	1:10,000 (1 mg pre-filled syringes)	12mg
Fentanyl (Sublimaze)	50mcg/mL	450-900mcg
Furosemide (Lasix)		80mg
Haloperidol (Haldol)	5mg	10mg
Ketorolac	15mg IV or 30mg IM	60mg
Lidocaine HCL	Viials for infusion or pre-mixed bags	2gm/1 bag
Magnesium Sulfate		4g
Methylprednisolone (Solu-Medrol) OR Hydrocortisone (Solu-Cortel)	125mg OR 100mg	125mg OR 100mg
Metoprolol (Lopressor)	5mg	15mg
Midazolam (Versed)	2mg/mL	12mg
0.9% Normal Saline (in sterile packaging)	100mL	2
Nitroglycerin Paste	1 tube	2 doses

Norapinephrine * (Levophed)	4mg/4mL	4mg
Racemic Epinephrine	11.25mg/2mL	2 doses

Sodium Bicarbonate	2 pre-filled @ 50mL	100 mEq
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OPTIONAL MEDICATIONS

Cyanide antidote kit - 2	Tetracaine - 1	NeoSynephrine/Phenylephrine nasal - 1
Vasopressin - 40 units	Lidocaine Jelly - 1	Nerve Agent antidote kit - 2
Tranexamic Acid - 2g/vehicle	Morphine - 20mg/vehicle	Ketamine - 1000mg/vehicle
Acetaminophen IV - 2000mg/vehicle	Any other medications, as authorized by DPH	
***Nitroglycerin for IV Infusion	Hydroxocobalamin - 5-10g/vehicle	

* Charts are excerpts from the [Massachusetts OEMS Administrative Requirements](#)

WHAT HAPPENS TODAY WHEN SOMEONE CALLS 9-1-1?



- In Concord, a call to 9-1-1 is answered by one of our Public Safety Dispatchers.
- The dispatcher will obtain relevant information, including the nature of the emergency (what), address, etc., and possibly pre-arrival instructions.
- Based on EMD protocols, the dispatcher will determine whether the response will be BLS only or also ALS, depending on the nature of the emergency.
- The closest ambulance, a fire engine, and the police are dispatched. If the criteria meet the ALS level, PRO-EMS also responds.

WHAT HAPPENS TODAY WHEN SOMEONE CALLS 9-1-1? (CONTINUED)

The Concord Fire Department currently provides BLS and ALS services to all residents and visitors in a two-tiered system:

- *The BLS tier is provided by fire department ambulances staffed with EMT-Basic trained personnel.*
- *The ALS tier includes the above BLS resources, along with a paramedic response provided by a third-party vendor obtained through the CMERA consortium.*

WHAT HAPPENS TODAY WHEN SOMEONE CALLS 9-1-1? (CONTINUED)

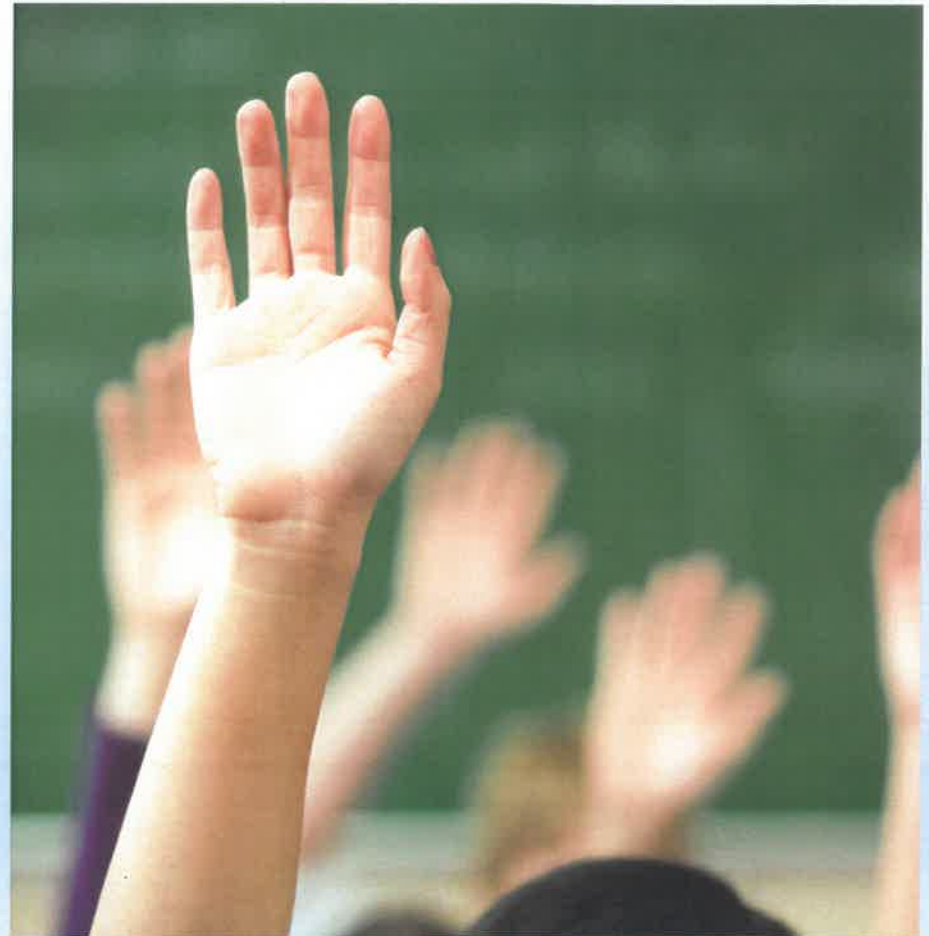
BLS Level Call –

- Fire Department BLS Ambulance
 - *Provides BLS assessment and treatment. Transports patient to hospital.*
- Fire Department Fire Engine
 - *All are EMT-Basic. They assist with patient care, equipment, supplies, the safe movement of the patient, and frequently being the first on the scene.*
- Concord Police Officer
 - *Provide first aid until CFD arrival.*
 - *Assist with traffic and scene safety.*
 - *Provide safety in certain instances.*

ALS Level Call –

- All resources from the BLS level call plus a paramedic intercept vehicle provided by CMERA
 - *Provide ALS assessment and treatment of patient. Rides in a Concord ambulance to continue treating patient while enroute to hospital.*

**Answers to
questions received
in advance from
Finance Committee
Members**

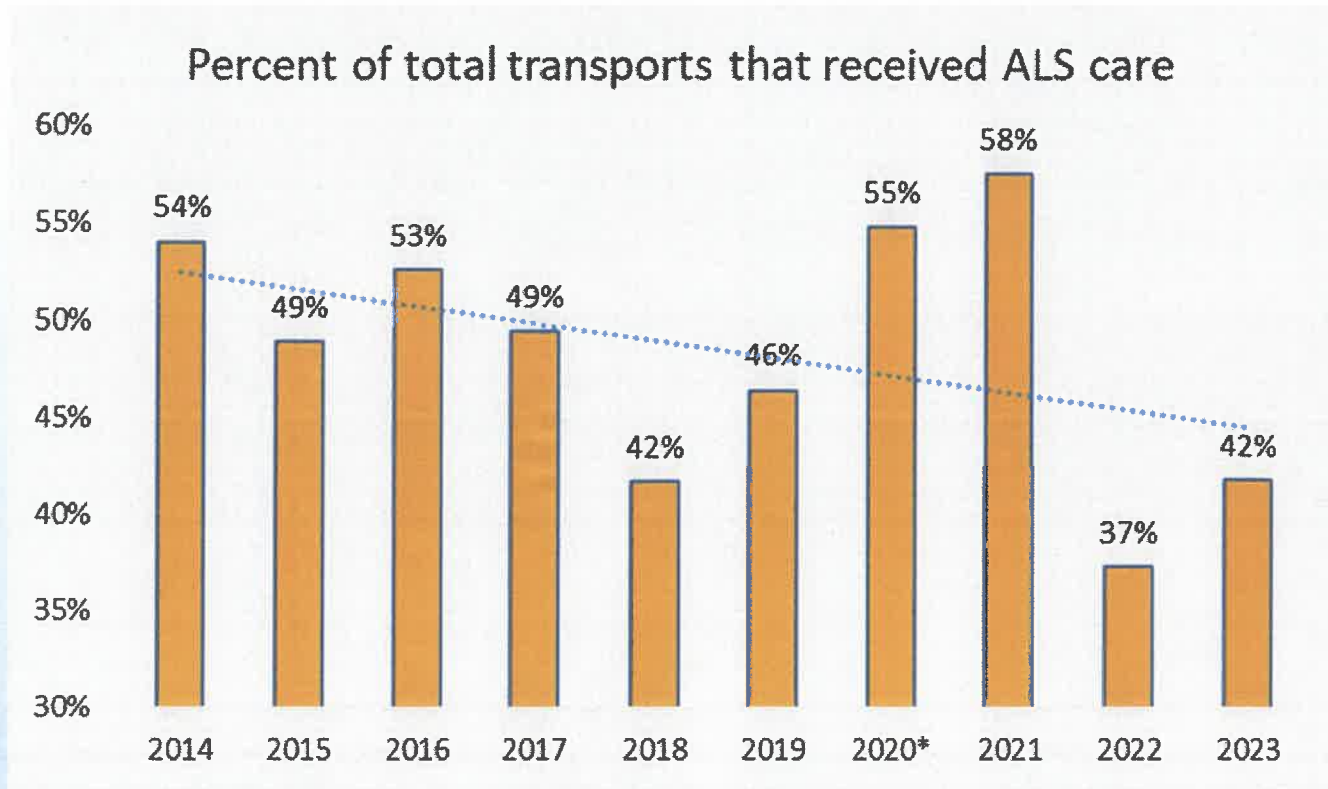


What other towns in our region provide ALS? Which are comparable to Concord? Does their transition from BLS to ALS offer any “lessons learned” for Concord?

Community	Total # of EMS transports	Percentage of transports receiving ALS care
Lexington	2606	66%
Acton	1562	65%
Sudbury	1277	62%
Wayland	955	62%
Westford	1644	61%
Littleton	1100	60%
Bedford	1300	60%
Concord	1820	42%



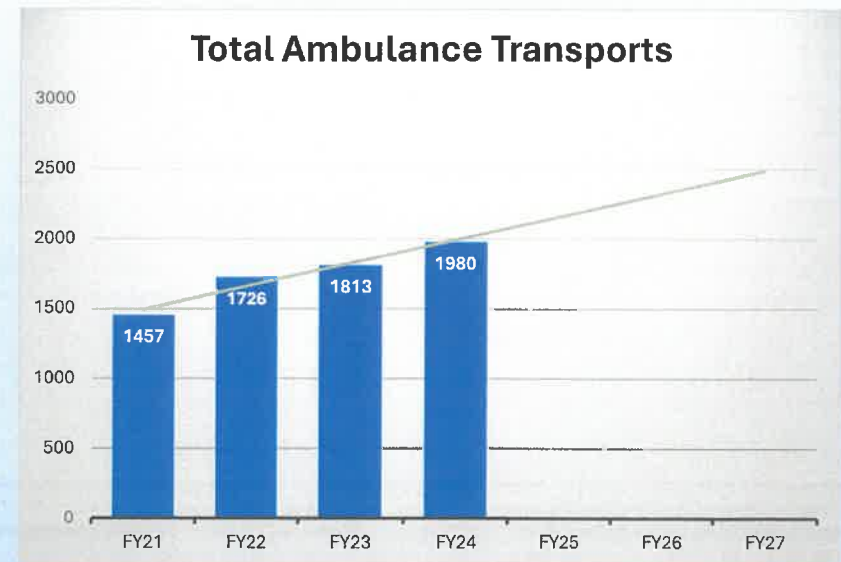
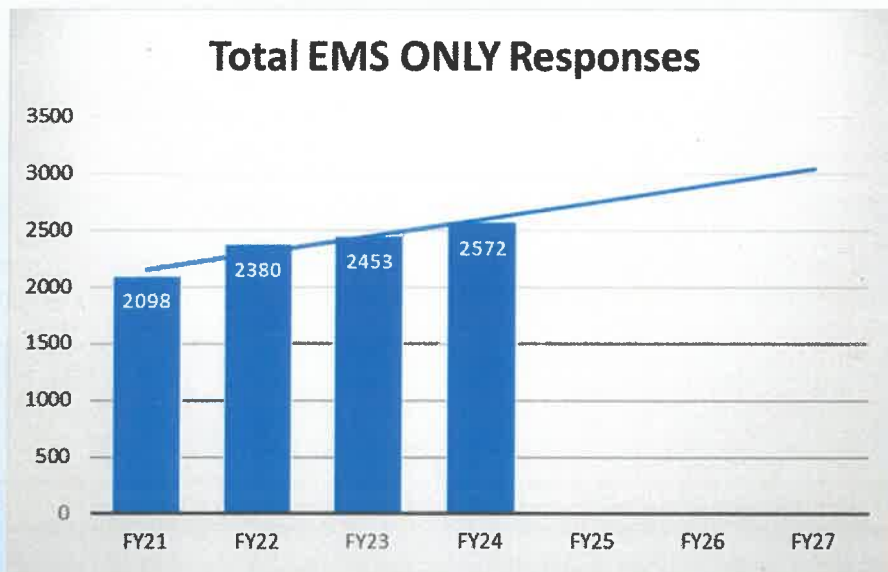
HISTORICAL ALS TRANSPORTS IN CONCORD



As noted, the percentage of patients transported from Concord at the ALS level is lower than all our surrounding communities that provide their own ALS. This is not due to a different patient demographic, but rather the availability of ALS.

PATIENT TRANSPORTS

Below are the number of patient transports to a hospital from the total EMS responses.

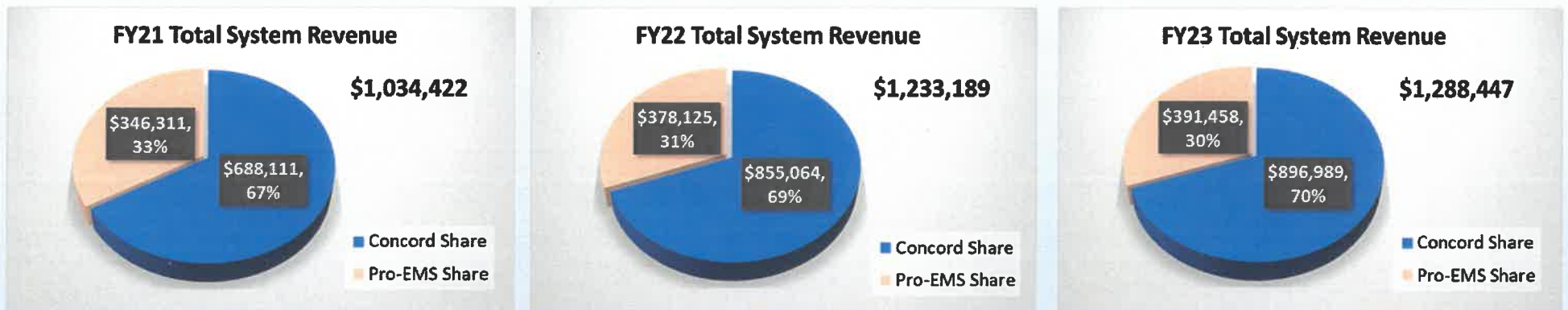


What is the expected revenue generation from ALS for FY25? FY26? FY27? And what are the assumptions for this projection?

Ambulance revenue projections are based on various complex factors, including type of insurance (Medicare/Medicaid vs. other insurance), impact of deductibles, write-offs, charges allowed by insurers, collection rate, etc.

The estimates provided in this presentation are based on the projection formulas provided by our current EMS billing vendor (also Pro-EMS). The most recent report indicates a collection rate of approximately 80%.

What is the expected revenue generation from ALS for FY25? FY26? FY27? And what are the assumptions for this projection? (New Slide)



Revenue projections for CFD personnel to deliver ALS services are based on existing run volume, current billing methodology, and recent collections experience.

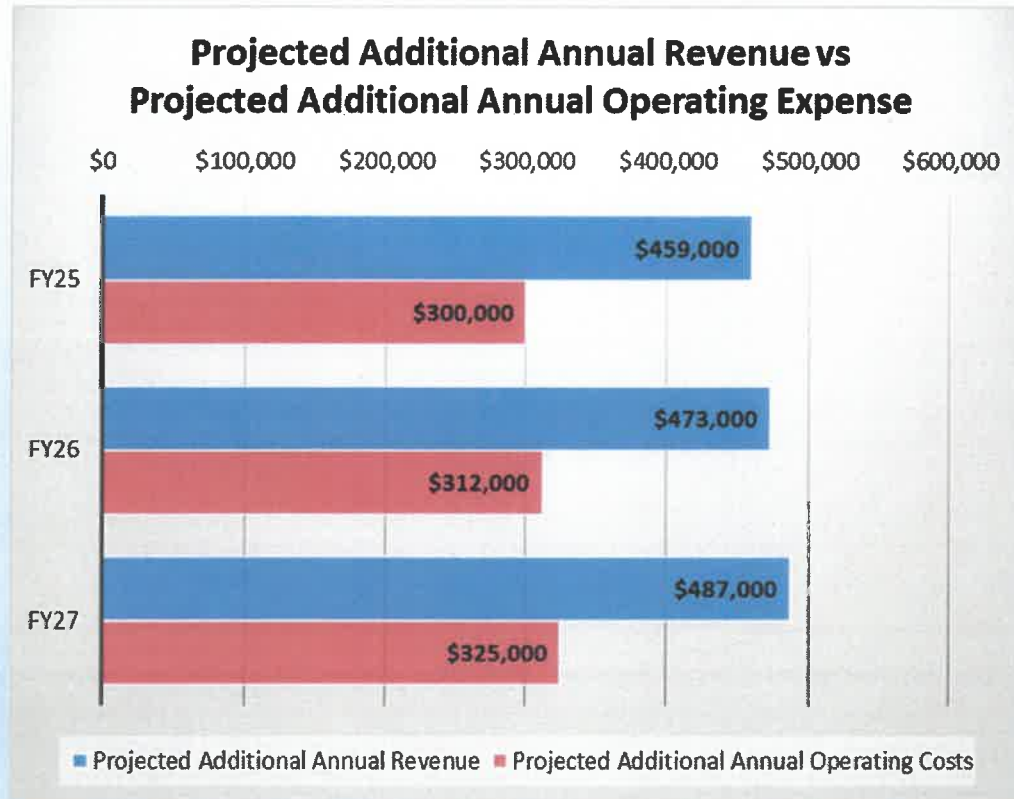
REVENUE PROJECTIONS (UPDATED)

Fiscal Year	Based on FY24 Transports	Projected Additional Revenue
FY25 <i>(not actual revenue, for comparison only)</i>	1980	\$459,000
FY26 <i>(not actual revenue, for comparison only)</i>	1980	\$473,000
FY27 <i>(projected Concord revenue)</i>	1980	\$487,000

Revenue projections are based on the current CMERA billing rate and collection history provided by our ambulance billing vendor. These revenue numbers reflect an updated estimate due to a portion of projected transports being mis-categorized at the private insurance rate rather than the Medicare rate, resulting in a slightly lower revenue estimate.

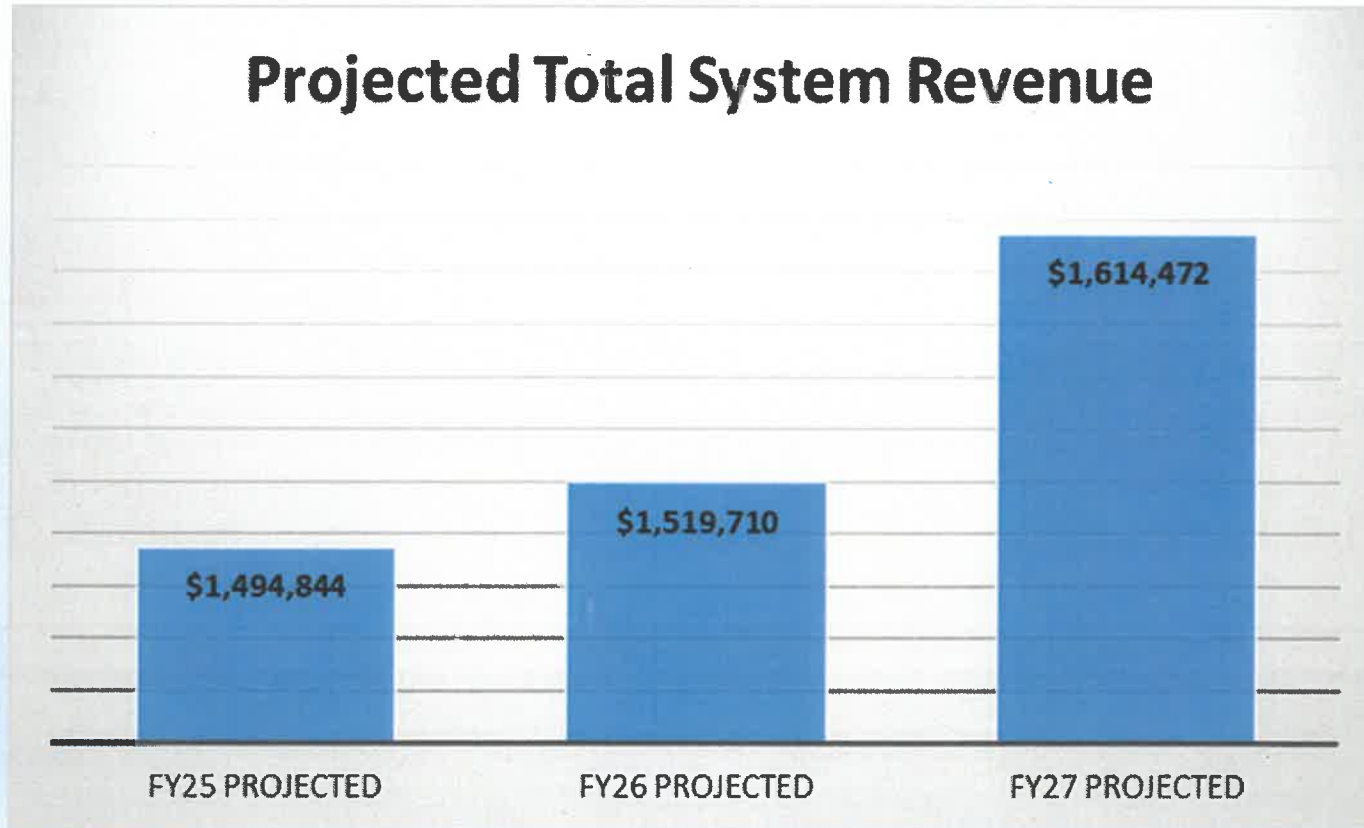
The agreement with CMERA determines the split of total revenue between providers and is not a precise split based the level of service (BLS or ALS). This chart is provided to isolate the actual projected difference in revenue based solely on CFD providing ALS services.

REVENUE PROJECTIONS (UPDATED)



*Projections are based on 1,980 transports each year.
FY25 and FY26 are not actual revenue but are provided for comparison.*

REVENUE (NEW SLIDE)



WHAT ARE THE EXPECTED COSTS TO CONCORD OVER THE SAME TIME HORIZON? AND WHAT ARE THE ASSUMPTIONS FOR THIS PROJECTION?

	Expense	FY25	FY26	FY27	Assumption
Operational – Personnel Cost	Paramedic pay scale, annual training	\$250k	\$258k	\$266K	Based on current EMT-P salary scale
Operational – Supplies	ALS supplies	\$50k	\$54k	\$57k	Based on other fire department ALS service expenses
Capital – Equipment, facilities	Cardiac Monitors / IV Pumps/ Med Storage	\$275	\$0	\$0	Based on quotes. Replacement at 10-year intervals
Additional Vehicles	None	\$0	\$0	\$0	Responses are the same as now. Level of EMT service increases
Vehicle Maintenance cost increase	None	\$0	\$0	\$0	Responses are the same as now. Level of EMT service increases

How will Concord set its ALS rates? Will Concord establish a committee to oversee the ALS service and rates?

- Currently, our rates are set by the CMERA group and increase automatically by 3% annually.
- Non-CMERA area communities typically set rates each year after surveying other towns. Most tend to stay around the average of the surveyed communities.
- Fees are an administrative function. Modeling after non-CMERA communities is our recommended approach.

What metrics do you track and report? E.g., ambulance response time, call volume, number of responses, number of patient transports to a hospital, etc.?

Yes, the department tracks all those data points and uses these metrics for various annual town reports. These metrics were also used to analyze the feasibility and benefit of having fire department personnel provide ALS service as a direct fire department service rather than contracting with a third-party vendor.

This data was also very useful and supported the department's proposal and subsequent award of the \$995,680 federal AFG Grant, which will cover most of the employee training start-up costs.

EMS RESPONSE TIMES

Fire Department response times are reported annually in town reports and are benchmarked to the NFPA 1710 response standard. The Authority Having Jurisdiction (AHJ) determines the if the department will provide BLS and/or ALS response and/or transport. Contracting EMS delivery does not waive response standards.

BENCHMARKS	RESPONSE OBJECTIVES
Alarm answer	15 seconds 95% of the time
Alarm processing	64 second 95% of the time
Turnout time (EMS)	60 seconds
Travel time for first arriving unit first responder with AED capability or higher (is BLS in Concord)	240 seconds 90% of the time
Travel time for first arriving until with ALS capability (provided that the first responder component is met)	480 seconds 90% of the time
Total response time benchmark from receipt of call to first arriving unit (BLS / ALS)	379 seconds / 619 seconds

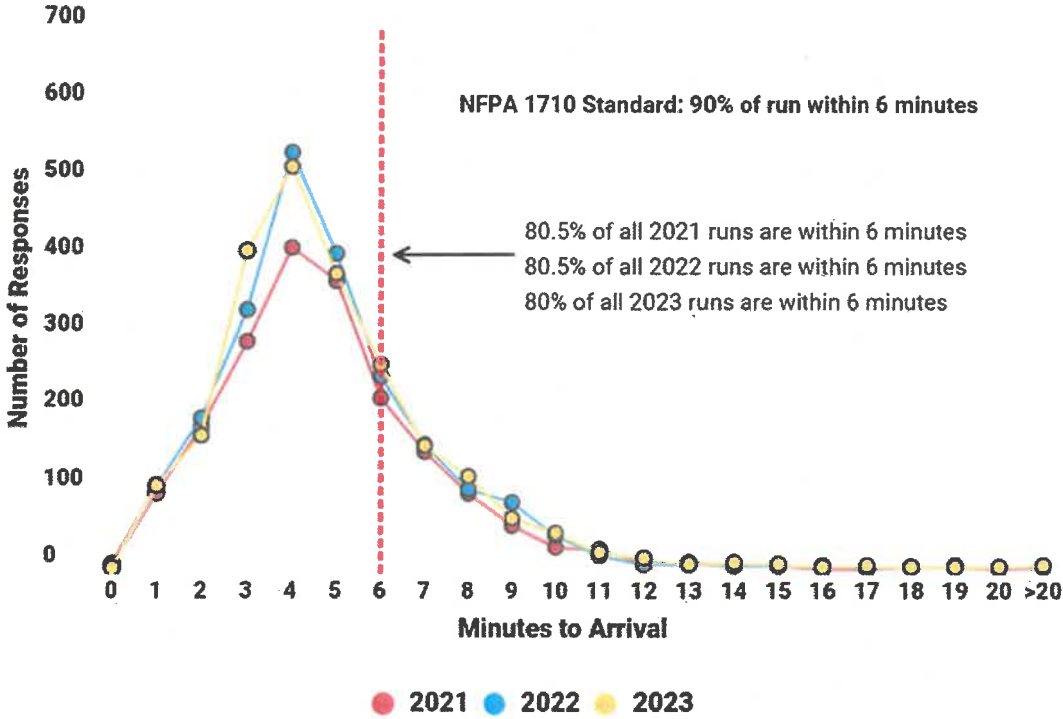
EMS RESPONSE TIMES

Fire Department response times are reported annually and are benchmarked to NFPA response standards. This standard recommends arrival of a BLS capable unit within six minutes and an ALS capable unit within ten minutes from receipt of call to first arrival for 90% of responses*.

- Concord meets the BLS (first responder/AED) total response time approximately 80% of the time. A primary driver for 80% versus a higher percentage is the geographical size of the town.
- Concord meets the ALS total response time approximately 53% of the time.

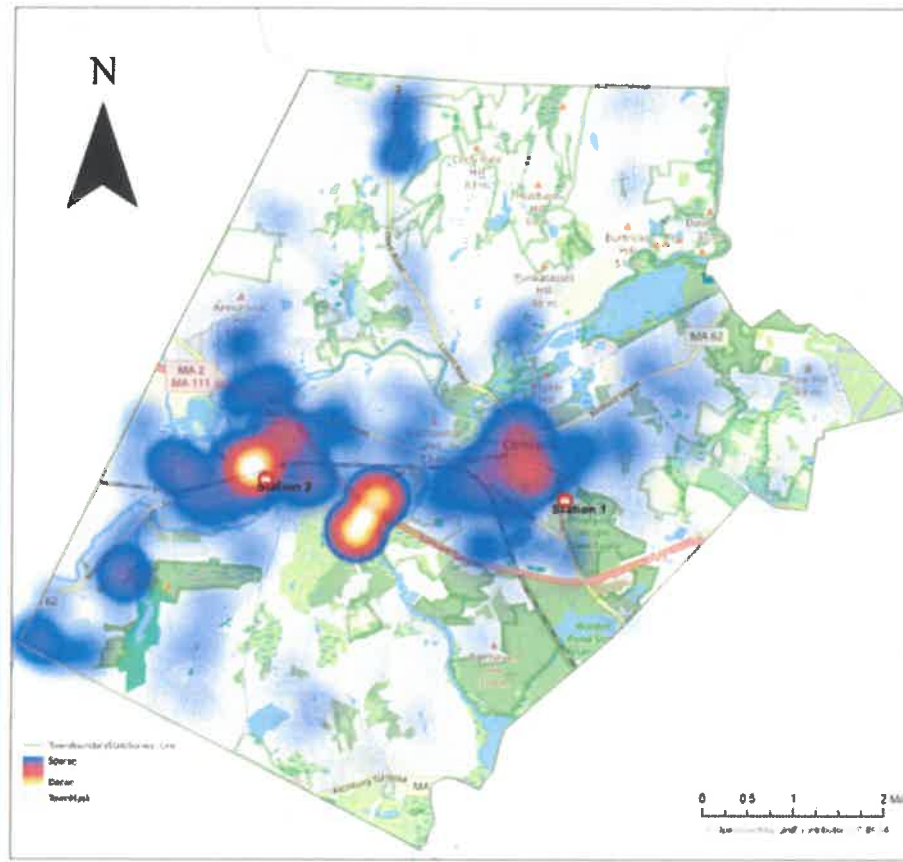
EMS RESPONSE TIMES

EMS Apparatus Response Times



**Above response times are BLS benchmark.*

FIRE DEPARTMENT ALL RESPONSE HEATMAP



Response Density

SUMMARY

- The Concord Fire Department delivers less ALS service than it is capable of providing.
- The community is receiving a different service level than similar communities.
- The Concord Fire Department is positioned to eliminate the service gap.
- Advanced Life Support is a service level change. No additional personnel are needed.
- The service level change will provide a higher level of service, and any added cost will be offset by additional revenue.

Questions?



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

12

Discuss MCI Concord Advisory Board Q1 Update

Requested by: SB Chair

Action Sought: None

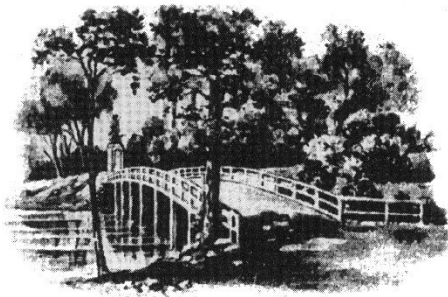
Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

To: Concord Select Board

From: Dan Gainsboro and Patrick McCurdy, MCI Concord Advisory Board Co-Chairs

Date: October 7, 2024

Re: Quarterly Report (Q1) on Advisory Board Work

In accordance with the charge of the MCI Advisory Board (AB), we are pleased to present our first quarterly report for your consideration. Given the complexity and far-reaching nature of this charge we are restating the goals and duties and provide an update (*in italics*) on the progress of each bullet below:

The purpose of the Advisory Board is to educate and advise the Select Board on the most effective strategy to achieve a disposition of the MCI Concord property most favorable to the interests of the Town. The Board will rely on community input and the expertise of its members.

Duties of the Advisory Board as outlined in the Charge

- Begin community outreach to learn the preferences of Concord residents and create a foundation for informed, sustained dialogue with townspeople. Hold at least one public forum to solicit community ideas. *The AB has created and populated three subcommittees to effectively distribute and expedite the completion of the duties. These three subcommittees include: Legal/Government, Visioning, Planning and Land use and Community Engagement. The AB plans to introduce itself to the Concord residents at DCAMM's MCI-Concord Redevelopment first Public Hearing & Information session scheduled for 7PM on the night of September 12th. With the help of town staff, the AB created a one-page project explainer flyer with contact information and a QR code to enable residents to learn more about the project.*
- Convene listening sessions, focus groups and interviews with community stakeholders to deepen understanding of the site and identify the opportunities and challenges of the site. *The AB views this duty as one of the most critical aspects of its charge and has begun to develop a scope of work and outcomes to facilitate the hiring of an outside communications consultant.*
- Coordinate and communicate with DCAMM. Serve as a community voice to DCAMM efforts regarding the site. Approved: April 16, 2024. *The AB has met with DCAMM project staff on*

multiple occasions to familiarize themselves with the status of the project and critical timetables. Dan Gainsboro meets biweekly with members of the DCAMM project team as well as town staff to ensure efforts are well coordinated.

- Explore other state agencies (MAPC, Mass Development, MADOT, etc.) and advise the Select Board on how to integrate their services. *The AB has received and reviewed a memo from DOT regarding the status of planning for the Route 2 Corridor improvements. The AB will be meeting with DOT later this fall.*
- Determine the criteria and priorities of the town to evaluate potential scenarios should the project advance into the Planning Phase. *The AB has begun to develop goals and success criteria for this effort and expects to further refine these criteria in the three subcommittees over the next several weeks.*
- Research “Best Practices” from successful state projects and “What to Avoid” from failed – or delayed – projects. *Individual members of the AB have collected and shared with the entire AB recent examples of similar state projects. In addition, the AB is exploring the feasibility and benefits and costs of utilizing the Urban Land Institute (ULI) Technical Assistance Program (TAP) and is scheduled to meet with members of the ULI program at the September 23rd meeting of the AB.*
- Work with the Town Manager’s MCI staff team to highlight municipal needs, opportunities, and concerns. e.g. Waste Water Treatment Facility. *The AB has met with Alan Cathcart, DPW Director, to better understand the approach the town is using to consider and plan for the possibility of acquiring the existing wastewater treatment plant the state owns located at the MCI site. Consideration will be given to how this additional capacity would fit into the town’s comprehensive wastewater plan (CWP). In addition, the AB expects to meet with CMLP as well as the Comprehensive Sustainable Energy Committee and affordable housing groups at future meetings.*
- Keep abreast of legislation and legislative hearings to propose and/or respond to potential changes. *The AB is in regular contact with State Representative Simon Cataldo’s office and State Senator Mike Barret to ensure that they are kept abreast of the latest developments relative to the MCI property.*
- Explore funding opportunities to offset lost PILOT, utility and any other revenues as well as funds for planning efforts. *The AB envisions this being a key part of the Visioning, Planning and Land use subcommittee’s work and will incorporate analysis of economic build out scenarios as part of the outside consultant work.*
- Develop likely scenarios and the fiscal impacts to the town from incremental revenues and demands on services. *Same as above*
- Evaluate short and longer-term zoning methods available. *The AB met with town counsel to review existing zoning and better understand zoning options for shaping the future development*

of the site. This task will most likely be augmented by an outside zoning consultant and it is expected will include consideration of the application of a form-based code.

- *Review available traffic and transportation studies, including the Route 2 Corridor Study, and recommend other new studies if needed. The AB has received and reviewed a memo from DOT regarding the status of planning for the Route 2 Corridor improvements. The AB will be meeting with DOT later this fall. The AB has reviewed the Envision Concord 2030 plan and West Concord Master Plan. In addition, the AB will review latest iteration of Concord's Transportation Plan*
- *Identify and recommend local stakeholders and community experts who can be considered for advancement to the next phase of the project, if applicable. The AB has developed a comprehensive list of stakeholders for this project and will continue to refine this list as their work progresses and new committees emerge.*
- *Recommend duties and membership if/when the Advisory Board's charge expands. The AB continues to monitor its effectiveness as it organizes itself for the endeavor. As of mid-September, the AB has organized into three subcommittees: Community Outreach; Land Use Planning & Strategy; Legal and Government Affairs. The subcommittees are working to finalize their individual charters, work plans, and budgetary requests in collaboration with the Deputy Town Manager's work to propose a budget to the Town Manager.*

Additional questions from the Selectboard

Q. How can we be sure that having ALS won't result in escalating calls to this level simply b/c it is available? Or what data do we have to support the need for a higher service level?

A. There are several reasons why this is not expected or likely:

- ALS care is only provided when necessary.
- Massachusetts OEMS Statewide Protocol governs EMT care and determines the applicable level.
- Q/A Q/I from the department's medical director.
- The ALS rate is only paid when the emergency warrants it.

Q. Why are we training 14 people when the annual expenses suggest we only need 2-3 to deliver the service?

A. The total number of paramedics needed to staff two ambulances at the ALS level is 16. There are two paramedics on each ambulance in each group. The department has four working groups. Regarding the annual expense part of the question, something in our material may have been unclear, and we are happy to discuss it.

Q. When will we shift from the external vendor to in-house? It appears that revenue goes to the outside vendor through FY26.

A. This is correct. The target date for starting is July 1, 2026.

Q. What will the incremental \$150K ARPA request be spent on?

A. The ARPA request is to fund capital startup costs: cardiac monitors and I/V pumps. We hope to reduce our capital budget request with ARPA.

Additional questions from the Finance Committee

Q. When will Concord begin to offer ALS?

A. The target date for Concord Fire to begin providing ALS service is July 1, 2026. This is dependent the availability of programs to enroll staff for training and to complete all policy and licensing requirements.

Ambulance Rates

Q. How much will the ALS rates be?

- ***Note: The March 2023 Massachusetts Health Policy Commission (MHPC) report on municipal ambulance services and rates indicates that the average transport cost for municipal-owned ambulance facilities was \$2000 / transport. Ambulance service costs can include a base rate and additional fee-for-service, such as ASL Emergency, specialty care transport, paramedic intercept, mileage, provide care w/o transport, itemized services, Concord resident discount, etc.***

A. We recommend following the model of other municipalities, which set rates independently. Each year, we receive surveys from communities requesting our rates; they compile the rates and use them to inform their decisions.

Q. Will Concord include a 3% annual escalation increase, as did CMERA?

A. We recommend participating in the annual surveys with other communities and using that information to inform our decisions, not necessarily tied to a predetermined percentage. This decision will be made in conjunction with the Town Manager.

Q. Will the Fire Department/Town Manager submit BLS and ALS rate proposals to the Select Board for review and consideration at a public rate hearing?

A. Ambulance fees will be set like other fees.

Q. If not, how else will the Fire Department/Town Manager inform Concord residents about the BLS and ALS rates and ensure the rates are not too high?

A. Reviewing other communities' rates through annual surveys will help inform rate decisions. Like all other fees charged by the fire department, our rates will be published online.

Q. Which towns will the Fire Department/Town Manager use as comparables to set the BLS and ALS rates?

A. The communities below are part of a survey that we participate in each year. Using this as a baseline and then adding communities not on this list is out recommendation.		
Andover	Lexington	Wilmington
Bedford	Lynnfield	Westford
Belmont	North Andover	Weston
Billerica	North Reading	Wilmington
Burlington	Melrose	Woburn
		Tewksbury

Q. Please provide an Excel spreadsheet that lists the comparable towns and their BLS and ALS rate components (Example: Holliston 2024 billing proposal, link attached).

A. Attachment.

Revenue generation and collection

Q. What was the total revenue billed and total revenue collected by the Fire Department for BLS and ALS services for FY23? FY24?

A. Gross billing is the total based on the billing rate. The net billed amount is after adjustment for contractual allowances. Included is the total revenue, and the distribution to both Concord and Pro-EMS. FY24 is still in the collection process. The amount provided should be considered a partial amount. The CMERA agreement distributes revenue based on insurance provider and not a strict BLS/ALS split. The above includes all revenue and the amount received by each provider.

Revenue	FY23 Total System Revenue	FY24 Total System Revenue*
System gross billing:	\$3,357,442	\$3,588,858
System net billing:	\$1,446,148	\$1,507,771
Total system receipts:	\$1,288,447	\$1,312,497
Concord portion:	\$896,989	\$936,089
Pro-EMS portion:	\$391,458	\$376,408

Q. What is the projected total revenue the Fire Department expects to bill and to collect for BLS and ALS service in FY25? FY26? FY27?

A. Revenue from FY25 and FY26 is total revenue, including the portion allotted to Pro-EMS while Concord continues to participate in CMERA. Revenue from FY27 would be Concord revenue once ALS is provided by CFD. Projections are based on 1,980 patient transports.

YEAR	System Revenue	Concord Portion	Pro-EMS Portion
FY25 projected	\$1,494,844	\$1,087,224	\$407,621
FY26 projected	\$1,519,710	\$1,099,861	\$419,849
FY27 projected	\$1,614,472	\$1,614,472	\$0

- **Note: FY25 and FY26 ALS revenues go to CMERA; FY27 revenue projections: 2348 ALS transports = \$567K additional revenue (\$255/transport), offset by \$323K additional expense, for net \$244K additional revenue.**
- A. Transport projections include both BLS and ALS. If transports did increase to 2,348, approximately 1,408 would be at the ALS level. The remaining are projected to be BLS level service. The total revenue per transport (BLS and ALS combined) is projected to be \$849.

Q. Will Concord's ALS be available to the remaining members of CMERA: Boxborough, Carlisle, Lincoln, Maynard, Stow, and Weston?

A. Concord will remain available to these communities as mutual aid partners in the same manner that we are now. We respond on request when they need additional resources. We will not be providing service as their primary ALS service. Our own call volume would make that difficult and cause us to rely on more mutual aid, thereby creating longer response times.

We will likely be available to Lincoln, Maynard, and Carlisle if their primary ALS is not available. This is how we currently work with Acton and Sudbury Fire Departments when our primary ALS is not available.

Q. Based on CMERA's current collection rate of 80%, what collection efforts will Concord use to collect unpaid ambulance bills?

A. The collection rate of 80% is considered to be a good rate in the industry. CMERA adopted a humane billing practice 15 years ago. The practice is to bill the insurance company, Medicare,

Medicaid, or self-pay. Once payment is received from the insurer, the patient will be billed for the difference; if a payment is 325% or more of the established Medicare rate it is considered paid in full. If a bill is not paid it will be sent to collections, but as part of the humane billing practice, this does not trigger a blemish on a credit report. At the time a bill is sent to collections it is moved to “write-off” status because the most likely reason is that the person cannot pay the bill and as an emergency response agency, we do not want to create an environment where people are afraid to call 911.

Q. What is the current balance of Concord’s ambulance special revolving account?

A. The ambulance revolving fund was established at the 2024 Town Meeting. The current balance is the receipts since the inception of the account on July 1, 2024.

Projected Expenses

Q. What were the total expenses incurred by the Fire Department for BLS services for FY23? FY24?

A. The Fire Department is charged with providing fire, rescue, and EMS services and has never tracked expenses by response category. All personnel are cross-trained/multi-role responders for fire, rescue, and EMS services. Our response volume is 64 percent for EMS related responses.

Q. What is the projected total expense the Fire Department expects to incur for BLS and ALS service in FY25? FY26? FY27?

A. We can project additional expenses, but as we do not track expenses by response category, we cannot report an exact number of current EMS-related expenses.

Q. How often will paramedics need to renew their certifications?

A. EMT – Paramedics recertify every two years. This is the same interval as EMT – Basics.

Q. What is the estimated cost for renewing the paramedics’ certification for FY26? FY27?

A. Based on current fees for paramedics: \$125 Massachusetts, \$36 National Registry of EMTs, \$161 each. The EMT-paramedic recertification is \$7.00 more than EMT-basic.

Based on additional training hours required for EMT – Paramedics: \$11,000 total per year (not per employee).

Q. What are the estimated costs for obtaining and storing the medications needed for BLS and ALS services for FY26 and FY27?

A. Start-up cost for obtaining the initial ALS supplies and medications is approximately \$19,000 per ambulance. Upgrading to ALS service license is \$600.

OEMS regulates medication storage. Medications and some supplies will be stored using a vending machine type of storage system. This offers an audit trail and inventory control as well as compliance with our regulatory agency. This will not require facility renovation. Cost ranges from \$10,000 to \$15,000 per machine. Two to three machines will be needed.

Q. Which fire department ALS service units were used in the packet’s expected cost chart?

A. Lexington and Sudbury.

Q. What capital equipment and facilities will be needed for FY25 (\$275?), FY26, and FY27?

A. Capital needs include cardiac monitors, which account for the majority of this cost. Each are approximately \$56,000, including the maintenance agreement. The remaining items include mounting brackets, IV pumps, upgraded EMS bags, etc. The total for these items is approximately \$63,000 per ambulance.

There is no need for facility renovation or upgrades. Existing ambulances qualify to be licensed for ALS and will be housed in the same locations.

Q. Why are there no expected costs for additional vehicles or vehicle maintenance, if the number of EMS and ambulance transports keep going up?

A. The slides that included vehicle expenses were intended to state that there would be no additional cost. We will not need any additional vehicles or incur any additional maintenance costs because of the transition to ALS. At either the BLS or ALS level, the vehicles are responding to the same calls. Yes, vehicle maintenance will increase year over year because of increased volume, but that is not a product of this initiative.

Q. Why are a fire engine, ambulance, and police car dispatched for a 911 call?

A. Fire engine:

- All CFD personnel are trained and certified as EMT-B's.
- Ambulances are only staffed with two personnel.
- Often, more than two personnel are needed to address all patient needs. For example:
Assessing and monitoring vitals.
- Trauma.
- Splinting.
- CPR.
- Safe movement of the patient for both the patient and CFD crews, especially from upper or lower levels.
- Shuttling of equipment.
- Gather information from family and by-standers.
- The NFPA 1710 response time benchmark standard also requires four personnel at any ALS level response: two EMT-P personnel and two EMT-B personnel in for ALS calls.
- The fire engine may arrive first and other than transport to the hospital, can provide all EMS care needed until arrival of the ambulance.
- A fire truck can be considered more of an all-purpose emergency response vehicle. They are equipped and staffed to respond to various emergencies, including EMS. They remain available to respond to other emergencies once clearing a medical scene directly.

Police:

- All are first responders and equipped with an AED and Narcan.
- May arrive first and begin first responder-level EMS care.
- May be needed for traffic and/or other scene safety items.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

13

Evaluate Town-owned Properties for Possible Reuse or Disposition

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

None Anticipated

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

To: Concord Select Board
From: Megan Zammuto, Deputy Town Manager; Delia Kaye, Natural Resources Director; Ann Clifford, Senior Planner; Russ Karlstad, Facilities Director
Date: October 7, 2024
RE: Select Board Goal: 20. Evaluate Town-owned properties for possible reuse or disposition.

Update on Town-Owned Properties: Harrington House and Peabody School

Town staff is currently evaluating Town-owned properties for potential reuse or disposition. Below is an update on the status of the **Peabody School** and **Harrington House**.

Peabody School

Request:

Authorize the use of the Land Fund to procure an appraisal of the three Peabody School parcels.

Background:

The Peabody School, currently an active middle school, is anticipated to cease operations by February 2024. The property consists of three parcels:

Address	Parcel ID	Acreage	Description
1231 Old Marlboro Road	2999	7.99	Includes 54,892 sq foot school building
7B Old Pickard Road	3000	9.96	School fields
68B Powder Mill Road	2991-7	2	Used for septic

Further Analysis Required:

To determine the highest and best use of the property, staff recommends commissioning an appraisal for these parcels. The Town Budget includes a Land Fund with a balance of \$41,030.52. Appraisals typically cost under \$10,000. With the Board's support, staff will initiate this appraisal to assess current conditions and future opportunities.

Peabody School parcels



Harrington House

The Facilities Division is using the existing maintenance budget for this property to procure a firm to complete an existing conditions analysis for environmental hazards, with a completion date expected by December, 2024. Data from this study will be helpful in evaluating options for reuse, including the following:

1. Property Sale

Land Swap Required:

The land on which the Harrington House sits is Town Conservation Land. The structure is owned by the Town of Concord. To sell the structure and the land on which it sits, as well as access, yard etc. the Town would use the Article 97 disposition process which would include a land swap. Marshall Farms, 169-171 Harrington Ave and 141 Harrington Ave are both municipal parcels, owned by the Town under the care and custody of the Select Board. The 4.6 acre parcel at 141 Harrington Avenue could serve as replacement land for the house lot carved out from Harrington Park. It is not currently protected, is substantially larger than the house lot would need to be, is linked by a trail to existing conservation land parcels and is currently in agricultural use. This option is in line with the one of the four overarching goals of the 2015 Open Space and Recreation Plan to protect agricultural land.

Steps to request a property transfer through Article 97 would include legal resources as well as the following:

- Meet with the EEA to review the project
- Prepare a metes and bounds survey that carves out a conforming Residence B parcel
- Obtain an Approval Not Required Plan
- Obtain an Appraisal
- Prepare an Alternatives Analysis
- Submit application to EEA
- Work with EEA/Town Counsel to draft language for a vote at the Natural Resources Commission, Town Meeting, and bills to the state legislature
- Prepare and record deeds for the new house lot, new Harrington Park configuration, and the municipal parcel to conservation

Preservation Decision:

The local significance and historic preservation of the property has been identified as a reason to reconsider the ownership of this property. While the community is interested in preserving this property – the resources to maintain a historic building among competing facilities needs is a challenge. There are options to ensure the preservation of the property if the ownership is transferred, including:

- Creating a single property **Local Historic District** – this would require Town Meeting vote, and would expand the scope of the existing HDC to review alle exterior elevations, landscape

features, and new construction on this property. This option does not include oversight into the interior of the structure.

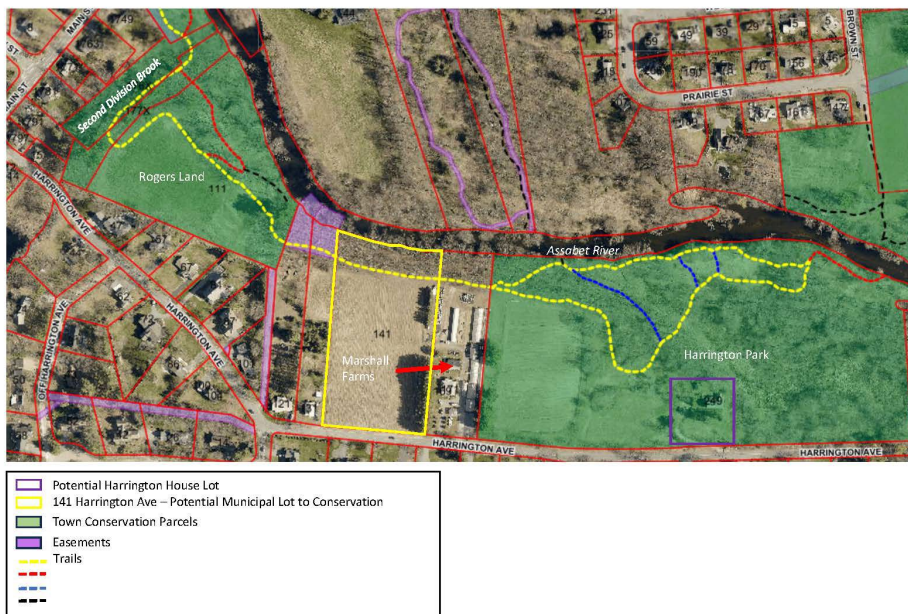
- Create a **Preservation Restriction (PR)** with a non-profit. This option would be more costly as it would include additional legal fees, and require an endowment. The specific character-defining features of the property to be preserved would be carefully documented and monitored. Interior features can be included in the PR (which would not be the case in a Historic District).

2. Long Term Lease of Property – Would Require Town Meeting Vote

Possible Uses:

- Residential – could be used for affordable housing
 - Town would be required to maintain the structure
 - Lease could include historic requirements to preserve the façade without a formal restriction or district
- Educational Use
 - Lease could include language to require the organization to maintain the structure to a certain extent
 - Lease could include historic requirements to preserve the façade without a formal restriction or district

Harrington House Map





Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, October 7, 2024

14

Adjournment

Requested by: SB Chair

Action Sought: Adjournment

Proposed Motion(s)

Move to Adjourn

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>