



Holliston Fire & EMS Study

May 31, 2022



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Municipal Resources Incorporated



Project Team

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Executive Summary

- The Chief
- EMS improvements
- Station enhancements
- Dispatch Concerns
- The future



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The Process

- On site visit
- Data Collection
- One on one interviews
- Review data
- Draft report



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Items considered part of the study

- *Policies that determine staffing levels and types of staffing used*
- *Community population and demographics*
- *Response times and actions*
- *Services provided*
- *Special hazards and risks (i.e., nursing homes, assisted living facilities, lakes, rivers and waterfronts, industrial facilities, hotels, road network, and multi-story buildings)*
- *Inter-department relationships*



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Information Analyzed

- Analyzed resources and equipment;
- Reviewed budget and expenditures;
- Reviewed practices and policies of the Departments;
- Analyzed call volume against the availability of resources;
- Reviewed the hours of operation;
- Reviewed organizational structure for appropriateness;
- Assessed the Department's part-time staffing, and recruitment and retention efforts that exist within the community;
- Identified major issues and concerns of the community regarding the operations of the organization;
- Achieved an understanding and appreciation of the values and "personality" of the community and the local government;
- Identified potential areas of risk/liability and made recommendations to reduce those exposures.



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Steps Taken to Date

- Data Collection and Analysis
 - Dispatch records
 - EMS Data
 - Emails
 - Agreements
 - Budgets
 - Dispatch Records
 - Toured the Town of Holliston
 - Evaluated information relative to service demand and response times;
 - Reviewed current operational policies;
 - Reviewed quality of service issues and interagency communication;



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Steps Taken to Date cont.

- Met with the Town Administrator;
- Met with the ATA- Human Resources;
- Met with the Fire Chief;
- Interviewed Police Staff;
- Interviewed members of Holliston Fire;
- Interviewed members of Holliston EMS;
- Spoke with Chiefs in the Fire District

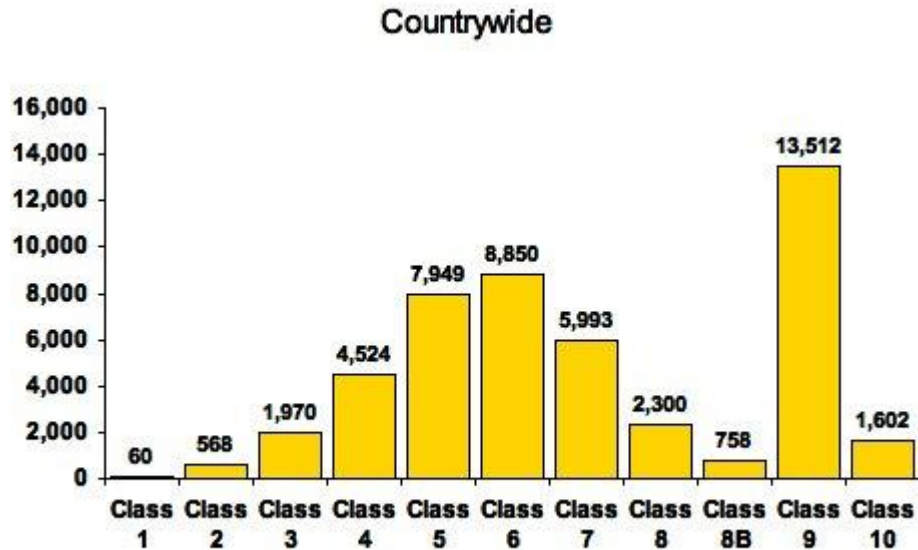


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Insurance Service Rating

Holliston is currently Class 4



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Facilities

- Common Improvements
- Central will require the most immediate work
- EMS staff not living in Holliston must stay at the station for a 12 hour shift... Living improvements needed.
- Station 4 – Rented space – not recognized by ISO
- Future – Build one substation and combine stations



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Equipment

- Very good fleet of equipment
- Actual response for each piece is lower than average
- Drop one ambulance from the fleet



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Incident Statistics

NFIRS	2021	
100 Fires	16	2.63%
200 Rupture Explosion	2	0.33%
300 Rescue and EMS	131	21.51%
400 Hazard Condition	78	12.81%
500 Service Call	64	10.51%
600 Good Intent	65	10.67%
700 False alarm or call	223	36.62%
800 Severe Weather	12	1.97%
900 Special Incident	18	2.96%
TOTAL	609	100.00%



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Incidents by the Hour

Time	Sun	Mon	Tues	Wed	Thu	Fri	Sat	Total	Average
0000-0359	15	7	9	11	8	10	14	74	6%
0400-0759	14	14	21	17	18	16	16	116	10%
0800-1159	34	46	36	38	48	43	34	279	24%
1200-1559	31	30	37	26	43	40	39	246	21%
1600-1959	29	39	40	32	42	42	35	259	23%
2000-2359	31	20	26	22	24	19	31	173	15%



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Dispatching

- Major concern
 - Needs direct supervision and management
 - Not up to Industry standards on equipment and procedures
 - Three options
 - Stay in current location
 - Move to Police station
 - Move to a RECC



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S.W.O.T. Analysis



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Current Staffing Levels

Title	Roster	Active
Chief	1	1
Admin (part time)	1	1
Inspector (part time)	1	1
Deputy	2	2
Captain	5	5
Lieutenants	4	4
Firefighters	34	34
EMT- B	40	13
EMT- Paramedic	4	3
EMR	1	1
TOTAL	93	65
* Some EMS staff are also Fire Department Staff		



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Human Resources

- Overall fire staff is very well compensated
- EMS staff wages need adjustments
- Create a pool of per diem paramedics
- Assistant Chief
- Create job descriptions for all positions



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7 Most significant Challenges Facing Fire and EMS

- Rapidly diminishing staffing pool for fire and EMS
- Emerging Generational differences
- Time Commitment
- Ability to market fire and EMS
- Elongated response times
- Skill set required in high tech will need to be adapted to.
- Need to train the new before active members age out.



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Implications for not taking change

- “A Crisis without evidence”
 - Holliston is a very good example of this.
 - Departments hold true to the tradition of “just get it done”.
 - There is a crisis that is slowly building in Holliston and most people are unaware.
 - All stake holders need to engage and to plan for the future.



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Mapping out the future

- “ A road map to success with proper timing and funding”
- The report has over 100 recommendations



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Questions & Comments



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Thank You!

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