CONSULTANT REPORT

EMERGENCY MEDICAL SERVICES IN HARDYSTON TOWNSHIP

ESTABLISHING A LONG-TERM SOLUTION

JULY 15, 2015

PREPARED BY

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Table of Contents

I. Executive Summary..... 1

II. Scope and Methodology..... 3

III. Background Information..... 5
- a. A Brief Overview of New Jersey's EMS System..... 5
- b. The State of EMS in New Jersey: Past and Present..... 6
- c. EMS Services in Hardyston Township..... 7

IV. Observations and Findings..... 9
- a. Viability of a Volunteer EMS Service..... 9
- b. Viability of a Regional/Shared EMS Service..... 9
- c. Viability of a Paid Municipal EMS Service..... 10
- d. Viability of a Hybrid EMS Service..... 12
- e. Viability of Outsourcing EMS Services to a Commercial Provider..... 12
- f. Existing Supplies and Equipment..... 13

V. Recommendations..... 14

VI. Summary..... 17

APPENDIX A: Summary of Responses from EMS Survey..... 18

APPENDIX B: Projected Annual Costs for a Municipal EMS Agency..... 29

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EXECUTIVE SUMMARY

The Hardyston Township is located in Sussex County, New Jersey, with an estimated population of 8,023.[1] Geographically, the Township consists of a total area of 32.6 square miles. Emergency Medical Services (EMS) for the Township was provided by the Hardyston First Aid Squad, a volunteer 501(c)3 agency, from its creation in 1967 until its disbandment in December 2014. EMS coverage for the Township has been provided via mutual aid coverage agreements with surrounding agencies since December 2014.

Following the December 2014 disbandment of the Hardyston First Aid Squad, the Hardyston Township Council commissioned a study to determine the best options for providing a long-term Emergency Medical Services (EMS) solution. In February, the Council retained the services of The Rehberg Konin Group, LLC, to conduct a review of existing conditions and recommendations for options, including:

- Dissolving the existing but disbanded Hardyston First Aid Squad, a 501(c)3 corporation.
- Creation of a new 501(c)3 volunteer EMS agency
- Development of a new hybrid, quasi-paid/volunteer EMS agency
- Consideration of a regional/shared service/multi-dimensional agency
- Creation of a municipal paid EMS agency
- Outsourcing to a commercially paid EMS service (a.k.a. "third service„)

Summary Findings of the Rehberg Konin study:

- Two viable options exist for the provision of a long-term EMS solution for Hardyston Township, including the creation of a partnership with Sparta Ambulance, or the creation of a new volunteer EMS service with municipal oversight.
- Several qualified volunteers still reside in the Township, and several have expressed interest in serving their community by volunteering with a newly-created service.
- Creation of a municipal paid EMS service would be cost prohibitive, given the geographical size of the Township and comparably low call volume.
- Outsourcing to a commercially paid EMS service would be cost prohibitive, due to the limited availability of commercial and hospital-based ambulance services in the region, the limitation of services as compared to other options, and the potential costs involved

1. Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2014 - 2014 Population Estimates for New Jersey municipalities, United States Census Bureau. Available at: http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk. Accessed May 21, 2015.

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- Adequate resources (vehicles, medical equipment, and supplies) exist for the provision of EMS services.

Specific Recommendations of the study:

- Dissolution of the Hardyston Township First Aid Squad should be completed, and its assets transferred to a successor organization.
- Hardyston Township should explore entering into a collaborative relationship with Sparta Ambulance to create a regionalized service, which would include a Hardyston Division.
- If a collaborative partnership with Sparta Ambulance is not a viable option, Hardyston Township should consider creating a new volunteer EMS service with municipal oversight.

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II: SCOPE AND METHODOLOGY

Scope and Limitations

This report has been prepared at the request of the Hardyston Township Council, and is limited to the Council's charge to explore the best options for providing a long-term EMS solution for the Township and its residents. Specifically, the Council requested recommendations in the following options:

- Dissolving the existing but disbanded Hardyston First Aid Squad, a 501(c)3 corporation.
- Creation of a new 501(c)3 volunteer EMS agency
- Development of a new hybrid, quasi-paid/volunteer EMS agency
- Consideration of a regional/shared service/multi-dimensional agency
- Creation of a municipal paid EMS agency
- Outsourcing to a commercially paid EMS service (a.k.a. "third service")

While this report does refer to the former Hardyston First Aid Squad and its volunteers, it does not offer analysis or opinions regarding its operations or the events which led to its disbandment. Additionally, this report does not include advice for implementation of any of the recommendations contained herein. Such recommendations and advice are available upon request as part of Phase II of this project.

Methods

Methods used by TRKG's consulting team conducted research and collected information using the following methods:

- On-site and telephone interviews and meetings, including:
    - Meetings with Marianne Smith, Hardyston Township Manager
    - Meeting with Chief Bret Alemy of the Hardyston Township Police Department
    - "Town Hall" style meeting with members of the former Hardyston First Aid Squad
    - Meeting with Mr. Andrew Smetana, Chief Executive Officer, Sparta Ambulance Service
    - Meetings with the Sparta Ambulance Command Staff and Board of Trustees
    - Telephone interview with Justin Perrier, Chief of Milton First Aid Squad

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- Telephone interview with Joyce Oheler, Captain of the Hamburg First Aid Squad

- Review of available data and documents, including:
  - EMS call statistics for Hardyston Township (years 2013, 2014, and January-April 2015)
  - United States Census Bureau statistics for Hardyston Township and Sussex County, NJ
  - Sparta Ambulance Bylaws
  - Results from online survey of former Hardyston First Aid Squad members
- On-site inspection of the Hardyston First Aid Squad building and equipment
- Other research and analysis

Basis for Recommendations

It is important to note that no single standard or set of guidelines exist for the establishment, operation or provision of EMS services. Hence, the recommendations contained in this report are based on expert opinion and grounded by the information and data collected by TRKG consultants, guiding authoritative documents, position statements, industry research, and the consulting team's collective expertise in the field of emergency services.

Guiding authoritative documents referenced in this study include:

- EMS System Review (2007). New Jersey Department of Health and Senior Services, Office of Emergency Medical Services:
- EMS Agenda for the Future (U.S. Department of Transportation)
- EMS at the Crossroads (National Academies of Science's Institute of Medicine)
- Community Guide to Ensure High Performance Emergency Ambulance Service (American Ambulance Association)
- Blue Ribbon Report: Preserving and Improving the Future of the Volunteer Fire Service. International Association of Fire Chiefs
- Orange Ribbon Report: Leading and Managing EMS in Volunteer and Combination Fire Departments: International Association of Fire Chiefs
- The Emergency Medical Services Workforce Agenda for the Future (NHTSA)

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III. BACKGROUND INFORMATION

A Basic Overview of New Jersey's Current EMS System

Emergency Medical Services is recognized by experts and citizens alike as an essential service, similar to police and fire service. Though there is no legal definition of "essential service," EMS fits the criteria because is identified as a service whose interruption would endanger the life, personal safety or health of the whole or part of the population, and as a service to which all residents should be guaranteed access.[2] Despite this consensus, there currently exists no legal obligation for New Jersey municipalities to provide EMS services to its residents. For decades, municipalities in the state have arranged for EMS services for its residents in the absence of any legal requirement.

Emergency medical services in New Jersey are provided through a state-mandated, two-tiered system: Basic Life Support (BLS), and Advanced Life Support (ALS).

> **Basic Life Support (BLS)** is a basic level of pre-hospital care that includes patient stabilization, airway clearance and maintenance, cardiopulmonary resuscitation (CPR), bleeding control, initial wound care, fracture stabilization, victim extrication and other techniques and procedures.[3] BLS is provided by both paid and volunteer ambulance services. In New Jersey, the terms "EMS Squad", "First Aid Squad", and "Ambulance Squad/Service" are often used interchangeably to describe a BLS service. BLS ambulances respond to all emergency medical calls, provide basic level emergency care, and provide transport to the hospital.
>
> **Advanced Life Support (ALS)** is an advanced level of pre-hospital, interfacility or emergency medical care that includes basic life support functions, cardiac monitoring, cardiac defibrillation, telemetered electrocardiography, administration of anti-arrhythmic agents, intravenous (IV) therapy, administration of specific medications, drugs and solutions, utilization of adjunctive ventilation devices, trauma care and other techniques and procedures.[4] ALS is provided by hospitals designated "Mobile Intensive Care Hospitals" that have been authorized by the State to develop and maintain Mobile Intensive Care Units (MICU) staffed by paramedics and/or specially trained nurses. MICUs work under the direction of a medical command physician, and MICUs can be considered an extension of the hospital's emergency department, and are dispatched for emergency medical calls requiring more advanced medical care. Examples of emergency medical calls that would prompt an MICU response include chest pain, seizures, difficulty breathing, unresponsive victims, and overdose, among others. MICUs also help facilitate the pronouncement of death, in consultation with the medical command physician. MICUs are dispatched for approximately one third of all emergency calls.

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[2] Van Milligan M, Mitchell III JP, Tucker J, Arkedis J, Caravalho D. An Analysis of Prehospital Emergency Medical Services as an Essential Service and as a Public Good in Economic Theory. (Report No. DOT HS 811 999a). Washington, DC: National Highway Traffic Safety Administration; May 2014.

[3] N.J.A.C. 8:41-1.3

[4] Ibid.

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Generally, MICUs are prohibited from transporting patients except for very specific situations. Instead, MICU personnel provide patient care on scene and en route to the hospital in, concert with BLS personnel, in the BLS ambulance.

In addition to the two-tiered system, other professionals and agencies play a key role in emergency medical response. In particular, Emergency Medical Dispatchers and police are two services that play an integral role in responding to medical emergencies.

Emergency Medical Dispatch: In New Jersey, 911 calls for medical emergencies are ultimately handled by a call taker who is trained by an Emergency Medical Dispatcher. Emergency Medical Dispatchers are responsible for receiving and processing calls for EMS assistance, dispatching EMS units, coordinating with other public safety resources, relaying medical information to the responding services, and when indicated, providing basic care instructions to bystanders via telephone prior to the arrival of the responding EMS units ("pre-arrival instructions").

Police: Often first on the scene, police officers are trained to provide first aid and basic emergency care until EMS units arrive. Police officers can also initiate CPR, and apply/use an automated external defibrillator.

EMS in New Jersey: Past and Present

To best understand the options available to Hardyston Township for the provision of a long-term EMS solution, it is important to understand the history and the current state of EMS in the State of New Jersey, especially when considering a volunteer service as an option. Oftentimes, the knee-jerk reaction to addressing a community EMS solution is to suggest that a volunteer EMS workforce is no longer viable. However, most EMS services in the United States are still provided by volunteers, and there is consensus among EMS experts that volunteers are an essential component of the EMS workforce and will remain so for the foreseeable future.[5]

Historically, New Jersey boasts some of the oldest and deepest roots of providing emergency medical services in the country. The very first New Jersey squads formed in the early 1920's, 46 years before the National Research Council's landmark white paper, *Accidental Death and Disability – The Neglected Disease of Modern Society*, which is widely considered the birth of the modern EMS movement. In fact, many New Jersey services pre-date the invention of the term "EMS," hence the reason some squads still use the traditional "First Aid Squad" title. These squads began as volunteer organizations, where civic engagement by community members fueled the volunteer squads. Today, there are over 26,000 certified Emergency Medical Technicians in the state, of which approximately 20,000 are volunteers.[6]

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[5] Chapman SA, Lindler V, Kaiser JA. The Emergency Medical Services Workforce Agenda for the Future. May 2011; page 3. U.S. Department of Transportation, National Highway Traffic Safety Administration.www.ems.gov/pdf/2011/EMS_Workforce_Agenda_052011.pdf. Accessed May 5, 2015.

[6] Van Orden S. (2009). Volunteer EMS – An invaluable, free lifeline for communities. New Jersey Municipalities, 86(5).

Over the years, home rule and the increase in population in New Jersey's many municipalities prompted the creation of hundreds of first aid squads, the overwhelming majority of which have been, and continue to be, operated by volunteers. For decades, volunteer squads provided reliable service, as the number of citizens in towns across the state interested in serving their community was high. However, despite a brief uptick following the 9/11 attacks, volunteerism has seen an overall steady decline for years. Several factors are believed to have contributed to the decline in volunteerism, including increasing time and training demands, an aging population, and changes in sociological conditions.[7]

According to a 2007 study commissioned by the New Jersey Office of Emergency Medical Services, approximately 60 percent of the EMS services to NJ citizens were provided by volunteers. There were over 500 volunteer EMS squads in New Jersey, each varying extensively in size and coverage area. While the study acknowledges the decline in volunteerism, it still identifies the dedication of the volunteer EMS community as a strength in New Jersey's present-day EMS system, stating *"While their numbers are decreasing, some continue to provide excellent services. This could be true in New Jersey, especially in areas where squads merge into strong organizations that can guarantee response and quality management."* The study further recognized that while many volunteer EMS squads are able to provide a consistent level of service, others struggle to stay in service due to human or financial resources, prompting a recommendation that the NJ Office of Emergency Medical Services and the New Jersey State First Aid Council *"work to devise a plan that will encourage consolidation of squads in areas where geographic, human resources, or economies of scale issues make consolidation logical."*[8] The study further advised that *"Critical decisions that favor good patient care and wise uses of resources may help keep the volunteer system strong. Leaning towards territorialism and resisting change will likely continue the current spiral toward the demise of volunteer services."*

EMS in Hardyston Township

It is clear that Hardyston Township recognizes EMS as an essential service, as it has ensured emergency calls have been answered for over 47 years through its relationship with the Hardyston First Aid Squad, a volunteer 501(c)3 agency. The squad was the primary EMS service for the Township from its creation in 1967 until its disbandment in December 2014. According to news reports and other information gathered during this investigation, events which led to the disbandment included low numbers of volunteers, and a theft that led to the convictions of both the former treasurer and president.[9] EMS coverage for the Township has been provided via mutual aid coverage agreements with surrounding agencies (primarily by the Sparta, Hamburg, Milton, and Wallkill Valley) since the December 2014 disbandment.

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[7] Department of Homeland Security, National Volunteer Fire Council, & United States Fire Administration. (2007). Retention and recruitment for the volunteer emergency services. [FA-310]. Available at: www.usfa.dhs.gov/downloads/pdf/publications. Accessed May 5, 2015.

[8] Schaenman P. The State of New Jersey EMS System Review, DHSS, OEMS. New Jersey Department of Health and Senior Services, Office of Emergency Medical Services; September 2007. Available at: http://www.nj.gov/health/ems/documents/ems_study_report.pdf. Accessed May 5, 2015.

[9] EMS1.com (December 17, 2014). NJ volunteer ambulance squad to shut down following scandal. Available at: http://www.ems1.com/arrest/articles/2042358-NJ-volunteer-ambulance-squad-to-shut-down-following-scandal/. Accessed February 15, 2015.

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The Township's commitment to providing EMS service to its residents has been evident though its actions following the 2014 disbandment. Township officials were proactive at addressing both immediate and long term EMS needs, and worked quickly to establish mutual aid agreements with neighboring EMS agencies to ensure EMS coverage was available to the Township as they worked to establish a long-term solution.

Through agreements reached with the Hamburg First Aid Squad, Milton First Aid Squad, Sparta Ambulance, and Wallkill Valley First Aid Squad, the Township has streamlined mutual aid coverage for the short term. As a result, the number of EMS agencies providing mutual aid to the Township was cut in half as compared to calendar year 2014, when 10 EMS agencies provided mutual aid to the Township when the Hardyston First Aid Squad was unavailable.[10] Additionally, the Township's approach to developing a long-term solution by hiring a consultant, exploring all options, engaging in discussions with former first aid squad members, mutual aid agencies, and other stakeholders, and especially avoiding a "band-aid" solution is commendable.

[10] Based on EMS call statistics provided by the Hardyston Police Department, January 1 through December 19, 2014.

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IV. OBSERVATIONS AND FINDINGS

Viability of a Volunteer Service

For the majority of its existence, the former Hardyston Township First Aid Squad had been successful at providing quality, reliable EMS services to the Township as a volunteer service. A review of call response records for calendar years 2013 and 2014 reveals there were calls for 734 and 707 EMS calls in each respective year. The Squad maintained sufficient staff to respond to over 80% of calls in 2013, but fell to only 65% of calls in 2014. In our opinion, this downward trend should not be considered an indicator as to the viability of a new volunteer service. Based on discussion at the February 23rd, 2015 meeting between Township officials and members of the former squad, it appears the decrease in call coverage by the former Hardyston squad may have been due in large part to a decrease in membership caused by the adverse situation that ultimately led to the organization's disbandment. Based on comments made at this meeting, it appears there is still interest in volunteering among former members of the disbanded Hardyston squad. TRKG also conducted an online survey of former squad members (see Appendix A). Although the number or responses to the survey was low (n=5), the information collected suggests that there are still a number of residents who would be interested in serving their community by volunteering for a new EMS service.

EMS squads in several surrounding municipalities have thriving volunteer bases, and are examples of what is possible in Hardyston Township. One example is Milton EMS, which has an annual call volume of approximately 1,000 – 1,200. According to Milton EMS Chief James Perrier, the squad consists of a strong member base (between 35 and 40 active members), due in large part to an aggressive recruitment campaign initiated in 2012. According to Hamburg First Aid Squad Captain Joyce Oheler, her squad which is smaller than Milton, has a dedicated core group of volunteers that has been successful at effectively covering the significant increase in call volume (nearly double) since providing first due mutual aid to Hardyston in December 2014. Another example is Sparta Ambulance, also with an annual call volume of approximately 1,200, which boasts a membership of 80 volunteers (in addition to a paid daytime shift). Based on conversations with the Sparta Ambulance leadership, their success in recruiting and retaining volunteers is due in large part to programs such as their generous tuition reimbursement program, and their robust cadet program.

> ***Finding: Given Hardyston Township's geographic location, EMS volunteer history, existence of volunteers, and the success of volunteer squads in surrounding communities, establishment of a volunteer EMS service is a viable option for the provision of long-term emergency medical services for the Township.***

Viability of a Regional/Shared EMS Service

The concepts of shared services and regionalization are not foreign to municipalities in New Jersey. In fact, the concept is encouraged as a solution for ensuring the long-term viability of volunteer EMS services. Regionalization makes even more sense when it involves at least one stable and dynamic squad that is capable of adapting its current operations to include an additional division. The squads that are currently providing service to Hardyston Township

(Sparta, Hamburg, and Milton) are strong volunteer squads who may be well-positioned to create a regionalized EMS service.

The regionalization concept was discussed with CEO Andy Smetana, Captain Margaret Carbery, and other members of the Sparta Ambulance leadership. Based on these discussions, it appears there is little interest in extending the current first-due mutual aid arrangement. However, there is interest in exploring a regionalized service solution what would include the creation of a new volunteer EMS division of Sparta Ambulance in Hardyston Township. Sparta Ambulance, which currently operates as a hybrid squad, has experienced tremendous success as a stable and reliable EMS service for the past several years. It has successfully established a daytime paid squad, and still maintains a volunteer membership base of over 80 members who cover night and weekend shifts. Sparta Ambulance has been providing first-due mutual aid assistance to Hardyston Township since December, and routinely provides mutual aid service to surrounding communities as well. Sparta Ambulance possesses the infrastructure and leadership capable of working with Hardyston Township to establish a volunteer EMS service in the Township.

The concept of regionalization was also discussed with Chief Perrier of Milton, Captain Oheler of Hamburg, and several officials from Sparta Ambulance, including Andy Smetana. Based on these discussions, it is clear that regionalization of EMS services is not a concept that is consistent with the strategic vision of either squad, and there is no interest in exploring a regionalized service at this time. However, Captain Oheler indicated that a longer term agreement that would include Hamburg continuing to provide first-due coverage to the north side of Hardyston Township is a concept that her squad would be willing to explore further. Accordingly, Chief Perrier indicated that a longer term commitment for providing night/weekend coverage for the south side of Hardyston may be possible under the right circumstances. Both squads have provided excellent service to the Township, and further dialogue regarding mutual aid services is encouraged. However, extending first-due mutual aid agreements with both squads would not provide a single, comprehensive long-term solution, and coverage of weekday emergency calls may be problematic without additional assistance.

> ***Finding: Collaboration with Sparta Ambulance to create a regionalized service is a viable option for providing comprehensive EMS coverage for Hardyston Township.***

> ***Finding: Extending first-due mutual aid agreements with Milton EMS and the Hamburg First Aid Squad may be a viable option, and further discussion with both squads is encouraged, but would not provide a single, comprehensive long-term solution.***

Viability of a Paid Municipal EMS Service

Establishing an EMS service operated by the municipality and staffed by paid employees is a common option considered following the failure of a volunteer service. Like paid law enforcement and fire agencies, establishing such a service can result in at least one guaranteed primary responding EMS unit in service at all times. However, municipalities must not view this approach as a one-size-fits-all option. There are many ways in which a paid municipal EMS agency can be implemented, and what may work well for one municipality may not work at all

for another. Some of the prohibitive factors associated with a paid municipal EMS service include:

Cost: Annual employee salary and benefit costs to staff one ambulance with two emergency medical technicians would cost over $550,000. If an EMS supervisor is added, the cost would be upwards of $600,000 annually. This does not include the cost of equipment, supplies, maintenance, training, or other operational costs. Appendix B illustrates the approximate annual cost of maintaining a paid municipal EMS service that consists of one two-person crew on duty at all times. This estimate was created in part using the Emergency Medical Services Cost Analysis Project (EMSCAP)[11]

Turnover: Employee turnover for paid EMS positions at the basic life support (EMT) level is much higher than other jobs in the health care and public safety sectors, resulting in constant employee recruitment, onboarding, and training. In New Jersey, basic life support (EMT) positions are often not viewed as career positions, and average salaries are generally low, with a starting average of $15 to $18 per hour. Most employees in these positions work part-time for extra income, are currently pursuing education to advance to a higher-level profession (e.g. paramedicine or nursing). High turnover can be costly, due to separation costs, recruitment, advertising, onboarding, and other training. High turnover can also have an adverse effect on operations, especially when there is insufficient manpower in between termination and new hire.

Depth of Service: Costs illustrated in Appendix A are factored for one full crew (two EMTs) 24 hours per day. Naturally, costs nearly double for each additional full crew desired, making additional crews even less affordable. Given Hardyston Township's annual call volume is under 800, staffing more than one full crew would not be financially viable, and the Township would need to rely solely on mutual aid agreements when additional EMS units are needed.

Geography: Although Hardyston Township has secured mutual aid agreements with surrounding agencies, mass casualty incidents can be taxing on single response services. Multiple mutual aid responses (e.g. multiple responding ambulances) to mass casualties are usually easier in areas with smaller towns, where there are several more EMS services in a geographic region (Bergen County, for example). The large land area of Hardyston Township and expanse of Sussex County make multiple mutual aid responses difficult in a mass casualty situation. In contrast, volunteer squads with multiple ambulances have a greater ability to respond to large events due to the number of vehicles and number of volunteers available to respond to a general alarm or "all-call."

Finding: Due to the high cost of operating a full-time, paid municipal EMS service, combined with the inherent staffing and operational challenges, establishment of a full-time, paid municipal EMS service is not a viable option at this time.

[11] National Association of State EMS Officials. EMS Cost Analysis Project (EMSCAP). Available at: https://www.nasemso.org/Projects/EMSCostAnalysis/. Accessed April 28, 2015.

Viability of a Hybrid EMS Service

Establishment of a Hybrid EMS service, in which paid EMTs cover daytime shifts and volunteers cover night and weekend shifts, can be an effective option for municipalities, but again, one size does not fit all. Some hybrid services are able to strike the right balance between paid and volunteer personnel, while others experience the difficulties of both paid and volunteer squads. To be successful, hybrid EMS services must have a clear table of organization, standard operating procedures, and company policies to help minimize the "paid vs. volunteer" issues that often arise between crews.

Since no volunteer EMS service currently exists in Hardyston Township, it is difficult to determine if a paid daytime shift would be necessary. Moreover, creating a new volunteer service with a paid daytime shift component would be the most complicated option, and implementation could take longer than any other solution.

> ***Finding: The creation of a hybrid (volunteer/paid) EMS service is not a viable option for providing long-term EMS coverage for Hardyston Township.***

Viability of Outsourcing EMS Services to a Commercial Provider or Hospital-Based Service

Some municipalities in New Jersey have begun to enter into contracts with commercial or hospital-based ambulance services after their volunteer-based solutions fail. Most commercial services in the state were originally created to provide inter-hospital emergency and non-emergency transfers. More recently, many of these commercial services have begun providing emergency medical services coverage to municipalities. Some hospital systems have also established basic life support EMS services to meet the need for inter-facility transportation, as well as to serve as a backup in areas where volunteer squads have difficulty responding to emergency calls. While this option can be an economically viable option in suburban municipalities that are geographically within or close to a commercial provider or hospital's primary operations area, committing an ambulance and full crew is less viable, and in many cases not possible, in more remote areas.

Depth of service is another factor that must be examined when considering a commercial provider or hospital-based service. In a hypothetical situation where a full-time commercial or hospital-based ambulance dedicated to Hardyston Township were even feasible, it would only include one ambulance and one crew, with no secondary units to serve as backup (other than mutual aid from surrounding squads). In contrast, volunteer EMS services consist of multiple ambulances and a larger pool of crew members to draw from during a large-scale event or mass casualty incident.

Outsourcing to a commercial or hospital-based service is not a viable long-term solution for Hardyston Township. Hardyston's geographic location and distance from the major commercial ambulance services would prohibit the deployment of a dedicated EMS unit so far outside their primary service area.

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There is potential interest in providing EMS coverage for Hardyston Township from the two major hospital systems in the region (Atlantic Health System and St. Clare's Health System), however, neither can commit to deploying a full-time, dedicated ambulance and crew in the Township. Instead, any potential hospital-based solution would consist of ambulances responding to calls in the Township from the hospital or existing sub-stations, all of which are outside of Hardyston Township. Responses would be based on crew/unit availability. Each hospital system indicated that additional information would be required before this option could be considered, and that some level of subsidy from the Township would be required. After consultation with the Township Manager, it was determined that no formal proposals from either hospital system would be solicited during this investigation, as this solution would result in a lower level of service than other the other options under consideration.

> ***Finding: Due to the limited availability of commercial and hospital-based ambulance services in the region, the limitation of services as compared to other options, and the potential costs involved, outsourcing for EMS services to a commercial or hospital-based provider is not a viable option at this time.***

Existing Supplies and Equipment

An inspection of the Hardyston Township First Aid Squad Building in Stockholm was conducted during this investigation. A complete inventory of existing supplies and equipment was not completed, and testing of equipment and vehicles was not conducted. However, an overall survey of the presence and condition of available supplies and equipment suggests that adequate supplies and equipment are available to provide basic life support emergency medical services, provided that all equipment is in working order. Ambulances and first response vehicles, which were not tested, range in age from 12 to 17 years old, with some showing significant signs of wear. It is assumed that the ambulances are in working order, but given the age of each, a fleet management and vehicle replacement plan should be implemented.

Finally, the First Aid Squad building appears to be operational, but may be in need of renovations. Additionally, the Township should consider future plans to construct an EMS building more centrally located in the response area.

> ***Finding: The existing equipment and vehicles used by the former Hardyston Township First Aid Squad appear to be sufficient to provide basic emergency medical services, and there appear to be adequate supplies. A complete inventory of supplies and testing of equipment and vehicles is necessary to make a final determination of operational readiness.***

IV. RECOMMENDATIONS

Based on our research and investigation into the most viable options for a long-term EMS solution for Hardyston Township, we offer the following recommendations.

Recommendation 1: Dissolution of the Hardyston Township First Aid Squad should be completed, and its assets should be transferred to a successor organization. Attempting to re-establish the former First Aid Squad is not a viable option. Due to the recent events which led to the disbandment of the squad, attempts to revive the existing squad would serve only to re-open old wounds. Re-constituting the old squad would likely create a toxic environment, and it is unlikely that former members would return to the existing squad. Moving forward, any provision of EMS services in the Township should include best practices for management and controls to ensure transparency and fairness to volunteers. This would likely require that the existing squad bylaws, and perhaps its constitution, be rewritten.

Recommendation 2: Hardyston Township should explore entering into a collaborative relationship with Sparta Ambulance, and potentially other squads in the region to create a regionalized service, which would include a Hardyston Division.

> *"Volunteer leadership must step forward and encourage squad consolidations as an effort to enhance the volunteers' strength within their community. Logic dictates that if a similar area can be covered by one organization from one location with one set of administrators and line officers and a pool of experienced people, then three or four separate squads are unnecessary."* [12]

Overview: The concepts of shared services and regionalization are not foreign to municipalities in New Jersey. In fact, the concept is encouraged as a solution for ensuring the long-term viability of volunteer EMS services. Regionalization makes even more sense when it involves at least one stable and dynamic squad that is capable of adapting its current operations to include an additional division. Sparta Ambulance, which currently operates as a hybrid squad, has experienced tremendous success as a stable and reliable EMS service for the past several years. It has successfully established a daytime paid squad, and still maintains a volunteer membership base of over 80 members who cover night and weekend shifts. Sparta Ambulance has been providing extended mutual aid assistance to Hardyston Township since December, and routinely provides mutual aid service to surrounding communities as well. Sparta Ambulance possesses the infrastructure and leadership capable of working with Hardyston Township to establish a volunteer EMS service in the Township.

Naturally, this concept would require acceptance and approval of Sparta Ambulance's Board of Trustees. During the investigation period, this concept was discussed with members of the Sparta Ambulance CEO, as well as members of the Board of Trustees, and based on these conversations, it appears there is enough interest to further explore this option.

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[12] Schaenman P. The State of New Jersey EMS System Review, DHSS, OEMS. New Jersey Department of Health and Senior Services, Office of Emergency Medical Services; September 2007. Available at: http://www.nj.gov/health/ems/documents/ems_study_report.pdf. Accessed May 5, 2015.

Proposed Structure: Sparta Ambulance would need to implement organizational changes to accommodate the creation of a new ambulance division in Hardyston Township. The following is an outline of how the creation of a regionalized Sparta-Hardyston Ambulance Service could work:

- Sparta Ambulance would become a regional service and establish and operate a division in Hardyston.
- Sparta Ambulance – Hardyston Division would be staffed primarily by volunteers from Hardyston Township, and overseen by an appointed Captain, who is a Hardyston resident.
- Sparta Ambulance would create a full or part-time position of Chief of Emergency Medical Services, which would oversee the Sparta Division, Hardyston Division, and paid daytime shifts.
- The Sparta Ambulance Board of Trustees would appoint one Captain for each Division. Captains would report directly to the Chief of Emergency Medical Services.
- Hardyston would allow Sparta Ambulance to use its existing EMS vehicles and equipment.
- Hardyston would help facilitate the transfer of existing equipment and supplies from the former First Aid Squad to Sparta Ambulance
- Hardyston would provide fuel for EMS vehicles used in the Hardyston Division
- Hardyston Township agrees to cover volunteers of the Hardyston Division under their Worker's Compensation program.
- Hardyston would provide funding to Sparta Ambulance at a rate to be negotiated.
- Hardyston Township will provide assistance in the development of and recruiting for the Hardyston Division.
- Volunteer EMS services will be available to the Township 24/7. Sparta's paid daytime crew will provide backup during daytime hours when no volunteer crew is available.
- Sparta Ambulance would add a member to its Board of Trustees. This member must be a Hardyston Resident and active volunteer of the HD.
- Sparta Ambulance will establish a liaison relationship with the Hardyston Township Council, and provide regular reports to the Council.

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Benefits: Creating a regionalized service that provides coverage to both Sparta and Hardyston will ultimately result in a stable and reliable EMS solution for Hardyston Township (in addition to Sparta Ambulance's existing coverage area). Specific examples of benefits from this arrangement include:

- Better use of existing resources, resulting in decreased costs.
- Existing infrastructure would decrease duplication of services.
- Larger pool of volunteers from which to draw.
- Extension of Sparta's successful volunteer programs will help attract and retain Hardyston volunteers.
- The collaborative effort between Sparta Ambulance and Hardyston Township will result in greater transparency and oversight.
- Quicker Implementation: although the goal of this investigation is to determine the best long-term solution, this option would likely result in quicker implementation than other options.
- "Future-Proofing" EMS for the region: this option, if executed well, would strengthen the EMS service in this region, thus ensuring a long-term solution. It could also serve as an example for other areas in the state, where municipalities could benefit from regionalization.

Recommendation 3: If a collaborative partnership with Sparta Ambulance is not a viable option, Hardyston Township should consider creating a new volunteer EMS service with municipal oversight.

At present, the provision of EMS services to Hardyston Township is best achieved by re-establishing a strong volunteer base. While our primary recommendation is the creation of a regional EMS service with Sparta Ambulance, the creation of a new Hardyston EMS volunteer service would be the next best option.

Based on responses from former squad members, and in light of the success of volunteer squads in surrounding communities, development of a new volunteer based EMS service is a strong option as a long-term solution. That said, creation of such a service would not be without its challenges. If this option is chosen, the Township should consult with the Sparta, Hamburg, and Milton squads regarding assistance with establishing a new volunteer service, and extending current mutual aid agreements until the new service is fully operational.

Creation of a new volunteer EMS service would take a considerable amount of time and energy, as the service would have to be built anew, and would not be a reconstruction of the former First Aid Squad. A new incorporation, application for not-for-profit status, and a new constitution and bylaws would be required. A new table of organization, and standard operating procedures would be necessary. The Township would bear the burden of recruiting volunteers for this new service, and ensuring transparency. It would be imperative that a new service include municipal oversight, and perhaps report directly to the Township Council.

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V. SUMMARY OF FINDINGS AND RECOMMENDATIONS

Based on the information gathered during this investigation, and subject to change should additional information become available, we offer the following Findings and Recommendations:

- Given Hardyston Township's geographic location, EMS volunteer history, existence of volunteers, and the success of volunteer squads in surrounding communities, establishment of a volunteer EMS service is a viable option for the provision of long-term emergency medical services for the Township.

- Collaboration with Sparta Ambulance to create a regionalized service is a viable option for providing comprehensive EMS coverage for Hardyston Township.

- Extending first-due mutual aid agreements with Milton EMS and the Hamburg First Aid Squad may be a viable option, and further discussion with both squads is encouraged, but would not provide a single, comprehensive long-term solution.

- Due to the high cost of operating a full-time, paid municipal EMS service, combined with the inherent staffing and operational challenges, establishment of a full-time, paid municipal EMS service is not a viable option at this time.

- The creation of a hybrid (volunteer/paid) EMS service is not a viable option for providing long-term EMS coverage for Hardyston Township.

- Due to the limited availability of commercial and hospital-based ambulance services in the region, the limitation of services as compared to other options, and the potential costs involved, outsourcing for EMS services to a commercial or hospital-based provider is not a viable option at this time.

- The existing equipment and vehicles used by the former Hardyston Township First Aid Squad appear to be sufficient to provide basic emergency medical services, and there appear to be adequate supplies. A complete inventory of supplies and testing of equipment and vehicles is necessary to make a final determination of operational readiness.

- Dissolution of the Hardyston Township First Aid Squad should be completed, and its assets transferred to a successor organization.

- Hardyston Township should explore entering into a collaborative relationship with Sparta Ambulance to create a regionalized service, which would include a Hardyston Division.

- If a collaborative partnership with Sparta Ambulance is not a viable option, Hardyston Township should consider creating a new volunteer EMS service with municipal oversight.

Respectfully Submitted,

Robb S. Rehberg, PhD, ATC, NREMT, FACFE

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Appendix A: Responses to Hardyston EMS Online Survey

Event Satisfaction Survey

Submission Date	2015-02-26 15:42:41
Were you an active or former member of the Hardyston Township First Aid Squad?	Yes
Were you an active member at the time the squad disbanded in December, 2014?	No
Why did you leave the squad?	illegal termination
How long were you an active member of the squad?	1-5 years
Are you currently certified as an EMT by the NJ Department of Health Office of Emergency Medical Services	No
What is your age range?	46-50 years old
Which of the following best describes your volunteer activity with the squad?	I volunteered whenever needed
How many hours per week did you volunteer for the Hardyston Township First Aid Squad?	15+ hours per week
What is the primary motivating factor that caused you to volunteer with the squad?	Thought I could help the town
If a new all-volunteer EMS service were to be established, would you have an interest in serving as an active member?	No
Why would you not have an interest in serving on a new volunteer service?	Too busy at this time
If a new hybrid EMS service were to be established, whereby paid crews would be supplemented by volunteer crews depending on need, would you have an interest in serving as an active volunteer member?	No

Why would you not have an interest in serving on a new hybrid (paid/volunteer) service?	two different crews would fight
If you have an interest in volunteering, would you be willing/interested in serving in a leadership position in a new EMS service? If so, in what capacity?	I would be interested in more than one of the above areas
Do you feel that a volunteer EMS service is a viable long-term solution for the Towhship?	Yes
Based on your experience and knowledge, why do you feel that a volunteer service is a viable long-term solution for the Township?	Many people have always expressed interest, they just got turned down or thrown out.

Please rate which of the following are most important in terms of attracting and retaining volunteers for an EMS service in Hardyston Township (please note, this list is an example of common incentives, and should not be considered a list of incentives under active consideration).

	Critical	Very important	Somewhat important	Not Important	No opinion
LOSAP program	-	-	-	✔	-
Child care when covering shifts	-	-	-	✔	-
Paid uniforms	-	-	-	✔	-
Tax credit	-	-	-	✔	-
Monetary stipend	-	-	-	✔	-
Tuition assistance for you or your children	-	-	-	✔	-
Awards/Service recognition programs	-	-	-	✔	-
Discounts at local businesses	-	-	-	✔	-
Squad building where members can relax and gather when off-duty	-	-	-	✔	-
Term limits for command staff and governing board	-	-	✔	-	-

What other benefits do you feel are important to attracting and retaining volunteers for an EMS service in Hardyston Township?	Make sure that it is a good enviroment for people to serve and enjoy.
In your opinion, what are the most important factors to consider in re-establishing a volunteer EMS service in Hardyston Township?	Keep certain ex members away
Please provide any additional ideas, concerns, or thoughts you have regarding the EMS situation in Hardyston Township.	With the good leadership a fully volunteer service can be a success, HTFAS did not have that.

Event Satisfaction Survey

Submission Date	2015-02-25 12:16:49
Were you an active or former member of the Hardyston Township First Aid Squad?	Yes
Were you an active member at the time the squad disbanded in December, 2014?	Yes
How long were you an active member of the squad?	1-5 years
Please list any leadership positions you held in the squad.	1. Driver trainer 2. Part Time Vech. maintainance 3. Refilled oxyegen using cascade system
Are you currently certified as an EMT by the NJ Department of Health Office of Emergency Medical Services	No
What is your age range?	60+ years old
Which of the following best describes your volunteer activity with the squad?	I volunteered mostly on weekends
How many hours per week did you volunteer for the Hardyston Township First Aid Squad?	5-8 hours per week
What is the primary motivating factor that caused you to volunteer with the squad?	Give back service to people in need.
If a new all-volunteer EMS service were to be established, would you have an interest in serving as an active member?	Yes
If a new hybrid EMS service were to be established, whereby paid crews would be supplemented by volunteer crews depending on need, would you have an interest in serving as an active volunteer member?	Yes

If you have an interest in volunteering, would you be willing/interested in serving in a leadership position in a new EMS service? If so, in what capacity?	I would be interested in more than one of the above areas
Do you feel that a volunteer EMS service is a viable long-term solution for the Towhship?	Yes
Based on your experience and knowledge, why do you feel that a volunteer service is a viable long-term solution for the Township?	I now believe that its possible if we get full support from town council including but not limited to financial. New Charter and full cooperation from residents.

Please rate which of the following are most important in terms of attracting and retaining volunteers for an EMS service in Hardyston Township (please note, this list is an example of common incentives, and should not be considered a list of incentives under active consideration).

	Critical	Very important	Somewhat important	Not Important	No opinion
LOSAP program	-	✔	-	-	-
Child care when covering shifts	-	-	-	-	✔
Paid uniforms	-	-	-	-	✔
Tax credit	-	-	✔	-	-
Monetary stipend	-	-	-	✔	-
Tuition assistance for you or your children	-	-	✔	-	-
Awards/Service recognition programs	-	-	✔	-	-
Discounts at local businesses	-	-	✔	-	-
Squad building where members can relax and gather when off-duty	✔	-	-	-	-
Term limits for command staff and governing board	✔	-	-	-	-

What other benefits do you feel are important to attracting and retaining volunteers for an EMS service in Hardyston Township?	The Charter and new bylaws are critical. Must have total support from town council. Must provide new vechicles (ambulances).
In your opinion, what are the most important factors to consider in re-establishing a volunteer EMS service in Hardyston Township?	I cannot think of any.
Please provide any additional ideas, concerns, or thoughts you have regarding the EMS situation in Hardyston Township.	Past members and qualified people that can provide training must be allowed to join and participate.
Do you wish to provide your contact information	No, I wish to remain anonymous

Event Satisfaction Survey

Submission Date	2015-02-24 16:14:31
Were you an active or former member of the Hardyston Township First Aid Squad?	Yes
Were you an active member at the time the squad disbanded in December, 2014?	No
Why did you leave the squad?	I left Aug 12, 2014 due to the lack of leadership from the Captain, the absolute abandon of the By-Laws by him (and the President and majority membership) by putting a non member in as President in that month, the lack of any sort of support for rebuilding our image to reintroduce ourselves to the community from the Captain, President and majority membership and the fact that I took 3 weeks rewriting the ByLaws by speaking with other Squads for input around my hometown of Glen Rock and they were never shared with the Town Council. I was not only the Service Secretary and the Recording for 2012-2014, but also volunteered to take over the role Treasurer upon the removal of Mr. Ross. I put in at least 40 hours a week trying to rebuild, but each suggestion and idea was struck down. It gets frustrating after a while. So I left.
How long were you an active member of the squad?	1-5 years
Please list any leadership positions you held in the squad.	Treasurer Recording Secretary Service Secretary
Are you currently certified as an EMT by the NJ Department of Health Office of Emergency Medical Services	No
What is your age range?	41-45 years old
Which of the following best describes your volunteer activity with the squad?	I volunteered mostly on weekends
How many hours per week did you volunteer for the Hardyston Township First Aid Squad?	15+ hours per week
What is the primary motivating factor that caused you to volunteer with the squad?	I wanted to give back to the community and be there for people when they need someone. I've had many struggles in my life and if it wasn't for First Responders, I might not have made it through some of those situations. I also have many friends who are Police Officers, Firefighters and EMS and always admired what they did.
If a new all-volunteer EMS service were to be established, would you have an interest in serving as an active member?	Yes

If a new hybrid EMS service were to be established, whereby paid crews would be supplemented by volunteer crews depending on need, would you have an interest in serving as an active volunteer member?	Yes
If you have an interest in volunteering, would you be willing/interested in serving in a leadership position in a new EMS service? If so, in what capacity?	Other active staff (i.e. training officer, logistics, quartermaster, etc.)
Do you feel that a volunteer EMS service is a viable long-term solution for the Towhship?	Yes
Based on your experience and knowledge, why do you feel that a volunteer service is a viable long-term solution for the Township?	I answered yes, however, the nature of EMS in this country is that 100% Volunteer agencies are on the decline. My thought of a more viable solution would be a hybrid Squad.

Please rate which of the following are most important in terms of attracting and retaining volunteers for an EMS service in Hardyston Township (please note, this list is an example of common incentives, and should not be considered a list of incentives under active consideration).

	Critical	Very important	Somewhat important	Not Important	No opinion
LOSAP program	-	-	-	✔	-
Child care when covering shifts	-	-	✔	-	-
Paid uniforms	✔	-	-	-	-
Tax credit	-	✔	-	-	-
Monetary stipend	-	-	✔	-	-
Tuition assistance for you or your children	-	-	✔	-	-
Awards/Service recognition programs	-	✔	-	-	-
Discounts at local businesses	-	-	✔	-	-
Squad building where members can relax and gather when off-duty	-	-	✔	-	-
Term limits for command staff and governing board	✔	-	-	-	-

What other benefits do you feel are important to attracting and retaining volunteers for an EMS service in Hardyston Township?	I think that to attract membership you might need to offer benefits such as those listed above. In addition flexible scheduling that allows for someone with kids or duties at home to still be able to be fulfilled in the role of volunteering. For retention, I think that there needs to be good communication between membership and what THEY want as a Squad i.e.- more training, more community out reach programs, etc. Offering service awards for each year of service instead of just at the 15-20 year that we had. Keep it fresh, exciting and new.

In your opinion, what are the most important factors to consider in re-establishing a volunteer EMS service in Hardyston Township?	I think an important steps is to make it clear to the public that this is a NEW Squad and is run by a governing body that reports to the Township much like the Fire Department. Instilling faith in the public in that any donation that is given is used for THEIR care not to line the pockets of members. I also think that being more involved with PD and FD would also benefit us. Myself and another member were invited by Det. Masters to participate in the DARE graduation this past May. It was wonderful, we enjoyed it and it was nice to be seen with the other First Responders in town so that the Township residents feel comfortable in seeing each agency working together.
Please provide any additional ideas, concerns, or thoughts you have regarding the EMS situation in Hardyston Township.	After 8 months of fighting the Captain and President and the majority membership that was just there for the "social" aspect of the Squad, I was completely burned out. Like I said, 40 hours a week on trying to make things work was a challenge, and fell on deaf ears. Quite frankly, before the meeting last night I almost backed out because I still pretty run down from all of it! However, seeing and hearing the ideas and support, how could I not take the opportunity and try to recreate what we should have had all along. We have the most UNBELIEVABLE and SUPPORTIVE Mayor, Manager, Deputy Mayor and for that matter, the ENTIRE Council. You will find NO better Officers then those of the HTPD and a Chief who clearly takes pride in his Team, it shows, 2800 Patrol is the best I've ever worked with! That being said, I would love to see a Squad that wears Uniforms not torn jeans and hoodie sweatshirts. I would love to see a Squad that has pride in themselves for the service they provide and represent to the community. A Squad that encourages ideas and giving new things a try as well as being supportive of our Officers and Fire Department and surrounding agencies. A Squad where no one is afraid to voice an opinion or a concern, total transparency!
Do you wish to provide your contact information	No, I wish to remain anonymous

Event Satisfaction Survey

Submission Date	2015-02-24 10:13:10
Were you an active or former member of the Hardyston Township First Aid Squad?	Yes
Were you an active member at the time the squad disbanded in December, 2014?	No
Why did you leave the squad?	Never actually joined the squad as was never accepted.
How long were you an active member of the squad?	Option6
Are you currently certified as an EMT by the NJ Department of Health Office of Emergency Medical Services	No
What is your age range?	50-55 years old
What is the primary motivating factor that caused you to volunteer with the squad?	I am a healthcare provider and wanted to be able to serve my community.
If a new all-volunteer EMS service were to be established, would you have an interest in serving as an active member?	Yes
If a new hybrid EMS service were to be established, whereby paid crews would be supplemented by volunteer crews depending on need, would you have an interest in serving as an active volunteer member?	Yes
If you have an interest in volunteering, would you be willing/interested in serving in a leadership position in a new EMS service? If so, in what capacity?	I would be interested in more than one of the above areas
Do you feel that a volunteer EMS service is a viable long-term solution for the Towhship?	No

Based on your experience and knowledge, why do you feel that a volunteer service is not a viable long-term solution for the Township?

Concerned that there would not be enough volunteers to keep the squad functioning.

Please rate which of the following are most important in terms of attracting and retaining volunteers for an EMS service in Hardyston Township (please note, this list is an example of common incentives, and should not be considered a list of incentives under active consideration).

	Critical	Very important	Somewhat important	Not Important	No opinion
LOSAP program	-	-	-	✔	-
Child care when covering shifts	-	-	-	✔	-
Paid uniforms	-	-	✔	-	-
Tax credit	-	-	-	✔	-
Monetary stipend	-	-	-	✔	-
Tuition assistance for you or your children	-	-	-	✔	-
Awards/Service recognition programs	-	✔	-	-	-
Discounts at local businesses	-	-	-	✔	-
Squad building where members can relax and gather when off-duty	-	-	✔	-	-
Term limits for command staff and governing board	✔	-	-	-	-

What other benefits do you feel are important to attracting and retaining volunteers for an EMS service in Hardyston Township?

Provide on site continuing education for the members. Make the EMS Service one that members will be proud to belong to once again.

In your opinion, what are the most important factors to consider in re-establishing a volunteer EMS service in Hardyston Township?

Have over-site by the Township Council. Have a Board of Trustees that is made up of a Council member, members of the squad, and a member of the community. Rewrite the SOPs, By Laws and Constitution of the Unit so as to allow the most people to be able to join the organization.

Please provide any additional ideas, concerns, or thoughts you have regarding the EMS situation in Hardyston Township.

I believe that the volunteer EMS Unit should be given a chance to revamp and return. It will need to be an entirely new EMS service. The members will need to work hard to restore the faith of the community.

Do you wish to provide your contact information

No, I wish to remain anonymous

Event Satisfaction Survey

Submission Date	2015-02-23 16:27:23
Were you an active or former member of the Hardyston Township First Aid Squad?	Yes
Were you an active member at the time the squad disbanded in December, 2014?	Yes
How long were you an active member of the squad?	10-15 years
Are you currently certified as an EMT by the NJ Department of Health Office of Emergency Medical Services	Yes
What is your age range?	41-45 years old
Which of the following best describes your volunteer activity with the squad?	I volunteered whenever needed
How many hours per week did you volunteer for the Hardyston Township First Aid Squad?	9-12 hours per week
If a new all-volunteer EMS service were to be established, would you have an interest in serving as an active member?	Yes
If a new hybrid EMS service were to be established, whereby paid crews would be supplemented by volunteer crews depending on need, would you have an interest in serving as an active volunteer member?	Yes
If you have an interest in volunteering, would you be willing/interested in serving in a leadership position in a new EMS service? If so, in what capacity?	Other active staff (i.e. training officer, logistics, quartermaster, etc.)
Do you feel that a volunteer EMS service is a viable long-term solution for the Towhship?	Yes

Please rate which of the following are most important in terms of attracting and retaining volunteers for an EMS service in Hardyston Township (please note, this list is an example of common incentives, and should not be considered a list of incentives under active consideration).

	Critical	Very important	Somewhat important	Not Important	No opinion
LOSAP program	✔	-	-	-	-
Child care when covering shifts	-	-	-	-	-
Paid uniforms	-	✔	-	-	-
Tax credit	-	-	-	-	-
Monetary stipend	-	-	-	-	-
Tuition assistance for you or your children	-	-	-	-	-
Awards/Service recognition programs	-	-	-	-	-
Discounts at local businesses	-	-	-	-	-
Squad building where members can relax and gather when off-duty	-	-	-	-	-
Term limits for command staff and governing board	-	-	-	-	-

Do you wish to provide your contact information

No, I wish to remain anonymous

Appendix B: Projected Costs for a Municipal EMS Agency*

Personnel	Annual cost		Notes
EMT Employee Salary	$	314,496.00	8.4 FTE 2 EMT 24/365 @ 18.00/hour
Pension/FICA/Disability	$	69,189.12	22%
Health Insurance	$	168,000.00	20,000/year /8.4
Training	$	7,300.00	48 hours /year/8.4 FTE
Uniforms	$	2,100.00	$250 /year per staff 8.4
Sub-Total	**$**	**561,085.12**	
Operations			Notes
Insurance	$	20,000.00	vehicle/liability, unknown if town is self insured
Equipment: repairs maint.	$	2,000.00	maint agreemens for stretchers, and CPR devices
Disposable Supplies	$	1,000.00	
Fuel	$	12,000.00	could be much higher due to distances to hospital
Vehicle Repairs	$	12,000.00	1K/month/vehicle
Licenses	$	1,000.00	MVC, State DOH
Office Supplies	$	2,000.00	
Communications Equipment	$	2,000.00	
Sub-Total	**$**	**52,000.00**	
Annual Total:	**$**	**613,085.12**	

Cost: Annual employee salary and benefit costs to staff one ambulance with two emergency medical technicians would cost over $550,000. If an EMS supervisor is added, the cost would be upwards of $600,000 annually. This does not include the cost of equipment, supplies, maintenance, training, or other operational costs. Appendix B illustrates the approximate annual cost of maintaining a paid municipal EMS service that consists of one two-person crew on duty at all times. This estimate was created in part using the Emergency Medical Services Cost Analysis Project (EMSCAP)[11]

* Calculations based in part on formulas from the Emergency Medical Services Cost Analysis Project (EMSCAP). Available at: http://www.nasemso.org/Projects/EMSCostAnalysis/