



801 Burrows Run Road
Chadds Ford, PA 19317
(610) 388-1300 Fax (610) 388-0461
Website: www.kennett.pa.us
Email: Kennett.twp@Kennett.pa.us

January 25, 2021

Kennett Fire Company
301 Dalmatian Street
Kennett Square, PA 19348

RE: Emergency Medical Service Territory in Kennett Township- Change Effective March 1, 2021

Dear Chief Mitchell, Deputy Chief Melton and Vice President Puoci,

I author this correspondence in follow up to action of the Kennett Township Board of Supervisors on December 2, 2020 as it relates to Emergency Medical Service (EMS) delivery. The adopted motion of the Board was:

Motion to appoint Longwood Fire Company to supply all ambulance services in Kennett Township starting on March 1, 2021, in order to allow time for Kennett Fire Company and Longwood Fire Company to contemplate and submit a proposal to the Township for providing EMS services to the Township. If submitted by January 20, 2021, Kennett Fire Company's proposal shall be reviewed and considered by the Board of Supervisors no later than February 3, 2021. If the Board of Supervisor does not accept Kennett Fire Company and Longwood Fire Company's proposal, then Longwood Fire Company shall begin supplying all ambulance services to the Township on March 1, 2021. If the Board of Supervisors accepts the proposal from both Fire Companies, in whole or in part, the Board of Supervisors shall consider a revised motion regarding ambulance service for the Township.

Vice Chair Whitney Hoffman and I held multiple meetings with Kennett Fire Company leadership individually and jointly with Longwood Fire Company leadership between December 2, 2020 and January 7, 2021. Kennett Fire Company pitched a couple of different ideas for us to consider where Hoffman and I provided feedback. Additionally, a several hour working sessions was held between both companies where we worked to build a budget for a two-tier Emergency Medical Service delivery model for the region at the request of Kennett Township. The findings in that meeting were that a two-tier EMS model was not more cost effective than deploying two Mobile Intensive Care Units (MICU) from one company.

Kennett Fire Company did not formally provide a proposal to Kennett Township to consider on or before January 20, 2021 in accordance with the adopted motion of the Bord of Supervisors. Accordingly, and consistent with the Fire, Rescue, and Ambulance Services Agreement executed by the Board of Supervisors on January 4, 2021, all first due Advanced Life Support and Basic Life Support coverage will be assigned to Longwood Fire Company effective March 1, 2021.

Kennett Township appreciates its working relationship with Kennett Fire Company and the services provided by your first responders. Please accept our sincerest gratitude for your role in our community.



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Sincerely,

A handwritten signature in black ink, appearing to read "Eden R. Ratliff". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Eden R. Ratliff
Township Manager

cc:

Kennett Township Board of Supervisors (via email)
Cuyler Walker obo Kennett Fire and EMS Commission (via email)
AJ McCarthy, Fire Chief Longwood Fire Company (via email)
Brenda Mercomes, Council President Borough of Kennett Square (via email)
Dave Sander Solicitor (via email)

Kennett Fire Company No. 1 24

January 27, 2021

Board of Supervisors

Kennett Township

801 Burrows Run Road

Chadds Ford, PA 19317

Dear Kennett Township Board of Supervisors,

Kennett Fire Company EMS has been serving the Kennett area community for over 100 years and our goal is to continue to provide this service for many years to come. We would like to propose for your consideration an EMS model which consists of a hybrid of Advanced Life Support Mobile Intensive Care Unit (ALS MICU), Basic Life Support (BLS) ambulance and an ALS chase car. It is our stance that this hybrid model provides less expensive and more optimal coverage to the region. This model also provides greater flexibility for future expansion, which we believe will be needed sooner rather than later.

The cost for the Kennett Township proposed model of two 24/7 MICUs is \$1,806,872. Our hybrid proposal shows a cost savings of \$45,425 compared to the Kennett Township model with a total proposed cost of \$1,761,447. Below is the breakdown by unit based on numbers shared in a prior Kennett Township meeting.

- 1 – 24/7 MICU - \$903,436 (half total cost of 2 MICU)
- 1 – 24/7 BLS - \$471,710 (Kennett Fire Company Ambulance 2019 Budget)
- 1 – 24/7 Chase Car - \$386,301 (Back-calculated from presentation)
- Total = \$1,761,447

While this model is a more cost-effective solution for the region, it also provides more optimal coverage. The Kennett Township proposal contains only two units which could respond to an emergency. With the hybrid model, if a BLS call comes in, which is the majority of the time, the BLS ambulance can take this call alone leaving the ALS chase car available for any ALS incidents that may occur. Some incidents require more than one provider in the back of the ambulance with a patient. In these situations, a chase care provides the benefit of the additional provider, while not taking a second ambulance out of service.

An additional benefit to the hybrid model is future expansion. Kennett Fire Company has stated throughout this process, we truly believe that three transport capable units are needed during peak hours. While neither proposal has this, it is more cost effective to add an additional BLS ambulance which can respond to an ALS call with the ALS Chase Car from the hybrid model, which leaves an

additional BLS ambulance available as needed. An additional BLS ambulance cost will vary based on the company which deploys the ambulance, \$471k-\$600k. However, it will always be cheaper than adding an additional MICU, minimum \$753k. Further, new constructions such as The Flats at Kennett are starting to increase the population density, furthering the likelihood for the increased need for an additional ambulance during peak hours now.

For the foreseeable future, Kennett Fire Company plans to continue our ambulance operation regardless of the decision by the Kennett Township Board of Supervisors. Based on this, we would not be able to house a MICU, with two additional 24/7 EMT/paramedics, without a substantial remodel of our building. However, we do believe we have the capacity to house an ALS Chase Car with a single 24/7 paramedic. Therefore, if the decision is made to remove Kennett Fire Company Ambulance from Kennett Township, the closest available unit will not be responding to a large portion of Kennett Township based on current apparatus housing.

The Kennett Fire Company proposed hybrid model shows benefits in each of the areas below.

- Initial total cost
- More optimal and flexible coverage
- More cost-effective future expansion options

The residents of Kennett Township and the entire region deserve the best coverage for their money, which this model provides, both now and in the future. We at the Kennett Fire Company appreciate your consideration of this proposal. It has been our pleasure to serve the community for EMS services for over 100 years and we look forward to continuing to provide this service in the future.

Respectfully submitted,

Kennett Fire Company

Marc Anderson, President

Marc Anderson, President

Bruce Mitchell, Chief

Bruce Mitchell, Chief

Steve Melton, Deputy Chief

Steve Melton, Deputy Chief

Richard Frank, EMS Supervisor/Sergeant

Richard Frank, EMS Supervisor/Sergeant



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January 28, 2021

Kennett Fire Company
Chief Bruce Mitchell
301 Dalmatian Street
Kennett Square, PA 19348

RE: Response to Kennett Fire Company Emergency Medical Service Delivery Proposal

Dear President Anderson, Chief Mitchell, Deputy Chief Melton, and Sergeant Frank,

Thank you for submitting your proposal dated January 27, 2021 regarding Emergency Medical Service (EMS) delivery in Kennett Township and our region. We observe that this proposal was submitted 7 days past the deadline per action of the Board of Supervisors on December 2, 2020. However, the Township is happy to respond in the spirit of regional cooperation. The below works through the provided information to allow for Kennett Fire Company to provide clarification.

We would like to request more supplemental information to support your proposal. The proposal highlights total costs, optimal coverage, and cost-effective future expansion options, however, a comprehensive operational strategy for deployment is not included. To fully appreciate your proposal, we would like to understand the mechanics of its operations. Also not included are relevant budgets instead a reference to a 2019 Kennett Fire Company budget. Please include a comprehensive EMS unit deployment strategy so the Township can fully understand the contents of your proposal and supplement with relevant backup materials.

Broadly, the stated goal is to have an EMS system that is high in quality, efficient, and affordable. However, we can observe that total costs are not the only consideration but also shared costs burden between the engaged municipalities. Presently, 5 municipalities share most costs for one EMS system at Longwood Fire Company and 2 municipalities share most of the EMS system costs at Kennett Fire Company. Consolidation and regional cooperation provide a unique opportunity for efficiency and a reduced financial burden to the taxpayers. The Kennett Fire Company proposal provides a budget but does not address the likely increased cost burden to Kennett Township and the Borough of Kennett Square. Please outline how you plan to address the current inequity.

Currently, Kennett Fire Company serves the Borough of Kennett Square and Kennett Township west of Bayard Road with its 24/7 Basic Life Support Ambulance (BLS). Within the current Kennett Fire Company territory Advance Life Support (ALS) is provided by Longwood Fire Company through a Mobile Intensive Care Unit (MICU) where a Paramedic provides care in the back of a Kennett Fire Company Ambulance after vacating the MICU. This dynamic effectively takes two units and four providers out of service. The Townships of Newlin, Pocopson, Pennsbury, East Marlboro, and Kennett Township east of Bayard Road are independently served by a Longwood Fire Company MICU for both BLS and ALS calls. The entirety of the region is made up of 1 2/3 MICU and 1 BLS Ambulance.



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The Kennett Fire Company proposal recommends 1 Mobile Intensive Care Unit (MICU), 1 Ambulance (BLS), and 1 Advanced Life Support Chase Car (ALS). The proposal does not outline response territory for the units nor who would provide each unit. The Township assumes that the BLS Ambulance would be provided by Kennett Fire Company and respond in all of Kennett Township and the Borough of Kennett Square. It further assumes that the MICU and Chase Car would be provided by Longwood Fire Company. In your comprehensive deployment strategy, please clarify this element of your proposal and outline the recommended first due territory boundaries.

Notably, the proposal reduces the current MICU allotment in the region. How does your proposal impact the other 4 Townships served by the current MICUs and has this been discussed with them? Importantly, the other four Townships have appointed Longwood Fire Company as the first due unit to provide both ALS and BLS coverage in those Townships via a MICU and a reduction in units may adversely impact them.

Additionally, it has been discussed in public meetings and meetings with Kennett Fire Company that residents of Kennett Township and the Borough of Kennett Square, along with others, pay a larger amount for ALS EMS delivery when there is a dual bill from the Kennett Ambulance and an ALS intercept (BLS Ambulance + ALS Chase Car). The billing to the patient is on average \$450 higher than if the same level of care were provided out of a MICU. Please detail how your proposal addresses this inequity.

An element not addressed in your proposal but has been at the center of the discussions around efficient EMS delivery, is managing costs to the residents, municipalities, regional commission, and companies. This proposal assumes that two companies would be providing EMS which means there is duplication of overhead costs for providing EMS. Please address the data driven merits of these increased costs.

Another element not addressed in your proposal but has been at the center of the discussions around efficient EMS delivery, is managing the costs of Kennett Township and the Borough of Kennett Square to the Kennett Fire and EMS Regional Commission. Funding from the municipalities is calculated based on population, total assessed value, and call volume. When two EMS units respond to a call, as you propose, the municipal contribution is increased. This scenario increases Kennett Township's contribution by ~\$41,000 and ~\$39,000 for the Borough of Kennett Square. Please address the data driven merits of these increased costs.

In addition, it is appreciated that Kennett Fire Company is willing to house a Chase Car in its fire house. Clarity is needed on why Kennett Fire Company can house a Chase Car and one provider but not a MICU and two providers. While a MICU is larger than a Chase Car the total increase in volume is minimal between the two the options.

Lastly, your proposal outlines that the hybrid model and the need for EMS to be provided by two companies, is supported by growth, and predicted growth in the region. Modeling of the last ten years of growth in the region has shown that the regional taxpayers have financially supported more EMS than what has been demanded enabling an oversaturation of EMS units in the region. The impact of the



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EMS oversaturation has caused the financial liability to the taxpayers to be unnecessarily high. Is the model proposed by Kennett Fire Company consistent with the current demand for EMS or is it supported by predicted growth?

Kennett Township appreciates the proposal from Kennett Fire Company along with the opportunity to work toward the efficient delivery of emergency services in the region. Please respond to the enclosed expediently and know that the Township is available to meet with Kennett Fire Company upon your request.

Sincerely

Eden R. Ratliff
Township Manager

cc:

Kennett Township Board of Supervisors (via email)
Kennett Fire and EMS Regional Commission c/o Cuyler Walker (via email)