



## **TOWN OF SOUTHAMPTON**

### **Community Compact Cabinet Grant**

#### **Project 1: Fire Department Operational and Organizational Study**

July 18, 2016

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## Project Description

In 2010, the Town began integrating a Paramedic-level ambulance service. When the initial agreement with the State was entered, the Town did not create a plan on how to transition from a basic-EMT to a Paramedic-level service. Both then and now, the Town employs a single full-time fire department employee, the Fire Chief. All additional employees are part-time or on-call. As the years passed since 2010, the Town started struggling to fill on-call evening/morning positions which resulted in a greater volume of calls requiring mutual aid and intercepts. As a result of the increased volume of calls outside of the regularly staffed hours, the Town faced the challenge of retaining on-call staffing, which in turn led the Town to increase the compensation for on-call positions in order to retain full-time (24-7) staffing coverage for ambulance services.

In FY15, the Town asked residents to consider a proposition 2 ½ override for a second shift for the Fire Department; the override failed. With the Community Compact Cabinet Grant opportunity, the Select Board voted to pursue a study of the Fire Department (Ambulance/Fire services) in order to verify the needs of the community and the potential next steps for the Town in regards to these emergency services and their financing. Utilizing the State grant, the Town pursued an operational and organizational study of the fire department.

This grant project involved the comprehensive study by the Carlson Group of the fire department and its interrelations with the Town. The consulting team: conducted interviews with Town Officials and Fire Department staff; collected data; and met with stakeholders. The study primarily focused on the following issues:

- (1) What modifications should be made in the management relationship between the Town and the Fire Department?
- (2) What Changes should be made to the delivery of fire services in the Town of Southampton?
- (3) What should the Town and Fire Department be planning to continue delivering fire services in the future?

## Project Completion

The Final report for this project was submitted by the Consultant on April 19, 2016; a power point presentation was made to the Select Board on that same evening at a regular Select Board Meeting.

## Benefits to Town & Project Outcomes

This Study provides a basis of information for the Town's Officials to begin to ask questions, look at possibilities, and begin an action plan to continue providing emergency services to the community.

In the analysis, the Carlson group made numerous recommendations to the Town for the Town's Officials to consider when moving forward with the Fire Department services; they are as follows:

- (1) The Fire Chief should prepare a detailed five-year plan assuming the current hybrid approach of paid and on-call responders;
- (2) The Town should consider development of an RFP to solicit pricing and service levels from neighbors for Fire & EMS;
- (3) The Select Board should hold a workshop session to discuss local perspectives on various approaches for the future of the fire department;
- (4) The Town should consider cross training of employees to assist with Fire operations;
- (5) The Town should review/adopt policies and procedures intended for small departments to maximize functions and safety;
- (6) The Fire Chief should prepare a plan of organization including roles and compensation parameters;
- (7) The Fire Department reporting to Select Board should be improved;
- (8) The Town should examine its intent to keep a second fire station that is only being utilized for storage of excess vehicles;
- (9) The Town should consolidate key equipment onto 1 primary unit; and
- (10) The Town should reduce number of engines from 3 to 2 and replace aging tanker and brush truck.

## Project Deliverables

The project deliverables were the following:

- (1) 11-Page Fire Services Analysis;
- (2) 9-Page Slide Show; and
- (3) Live Presentation and Q&A with the Select Board.

## Town's Next Steps

In May, after the completion of this study, the Town's residents were asked once again to consider a proposition 2 ½ override for a second shift ambulance service, and although the override failed, it failed by a much smaller margin than previously.

Utilizing the key recommendations of this study, the Select Board and the Town's Officials will need to work together to create a 5-year plan for the Town, an organizational chart for the Fire Department, and a further analysis of the financing options in order to continue providing 24-7 ambulance service to the Community.



FIRE SERVICES  
ANALYSIS FOR THE  
TOWN OF  
SOUTHAMPTON,  
MASSACHUSETTS


April 2016

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April 2016

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Town of Southamton  
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Ms. Budrewicz,

The Carlson Group is pleased to present the Fire Services Analysis for the Town of Southamton. It has been a true pleasure to work with you, the Fire Chief and staff of the Town during this process. The Town of Southamton is a beautiful community, and you are all fortunate to live and work there!




The Town of Southamton is growing, and changing, in a number of ways that are impacting the Fire Department, and that are impacting the delivery of fire / rescue / EMS services in the community. Adapting to these changes, and finding ways to continue to provide exceptional services with rapid response times will need to be a major focus of the Fire Department, the Board of Selectmen, and the Town for years to come.

This plan identifies the steps that the Town, and the Fire Department will have to undertake in order to address the impacts of growth and change on fire / rescue services in the Town. The Plan identifies steps that will be necessary in staffing, management systems and new approaches to delivering services. A combination of these approaches will provide the Town not only with the benefits of continuing and improving services, but also with a fiscally responsible solution.

If you have any questions, please do not hesitate to contact Travis Miller at: 978.470.4838 or via email: [travis@carlsonmed.com](mailto:travis@carlsonmed.com).

Sincere Regards,



The Carlson Group





The Town of Southamptom retained the Carlson Group, a national public safety management consulting firm, to conduct an evaluation of the delivery of fire, rescue and EMS services in the Town, and to make recommendations in the form of a strategic plan for addressing those changes. This analysis is primarily focused on the following issues:

- What modifications should be made in the management relationship between the Town and the Fire Department?
- What changes should be made to the delivery of fire services in the Town of Southamptom?
- What should the Town and Fire Department be planning to continue delivering fire services in the future?

The Fire Services Analysis was developed through the work of an outside consultant from the Carlson Group. Data and other support to the consultant was provided by staff from the Fire Department and the Town Administrator.

## 1. Methodology

The Carlson Group was retained by the Town of Southamptom to evaluate several key issues related to delivery of fire and emergency medical services in the Town. The Fire Department has undergone several significant changes in recent years – as it has slowly moved away from being a 100% call force, to one which is increasingly reliant on paid personnel.

In the development of this assignment, the consulting team:

- Conducted numerous interviews;
- Collected descriptive data;
- Considered a wide range of potential solution once issues were identified;
- Met with stakeholders to review issues, potential solutions, recommendations, etc.

## 2. Current Situation

The Southamptom Fire Department is currently statically deployed from two fire stations, although 100% of responses come from the headquarters station near Town Hall. The second facility is used to store equipment and to house infrequently utilized apparatus. The second station was a more important part of the Town's response network when call firefighters were more heavily involved, and when proximity to the station from which they would be responding was more vital. The Fire Department provides a range of responses to hazards including:

- Fire prevention, plan review, inspections;
- Fire suppression;

- First response to medical calls, including transport of patients who require treatment in a local hospital;
- First response to technical rescue;
- First response to hazardous materials incidents.

In order to provide these services, the Fire Department deploys personnel to respond to calls for service in the community. The table, which follows, provides a summary of the call for service activity in the community in the past full four calendar years:

Year	2012	2013	2014	2015 *
EMS	380	394	361	375
Other (Fire)	151	152	164	154
Total	531	546	525	529
% EMS *	71.6%	72.2%	68.8%	70.8%

\* 2015 EMS activity was estimated based on prior years

Note that this is between one two calls for service per day. A challenge which is more and more often being faced by small, rural communities is how to best balance the need for service delivery while also struggling to have personnel available to respond in a timely manner – and how best to handle all of this in a cost-effective manner.

The next table, below, provides a summary of the current-fleet of fire / EMS apparatus maintained by the Fire Department:

Unit #	Year	Make & Model	Misc	Misc
A1	2009	Chevrolet 4500	Ambulance	
A2	2008	Chevrolet 4500	Ambulance	powerhawk
Engine 1	1998	International 4x4	1500 Gallon tank	1000 gpm Pump
Engine 2	1972	Maxim	RETIRED	
Engine 3	2005	Pierce	1000 Gallon tank	1250 gpm Pump
Engine 4	2010	Rosenbauer	1250 Gallon Tank	1250 gpm Pump
Tanker 1	1985	GMC Brigadier	3000 Gallon Tank	DEM surplus property
Brush 1	1984	Chevrolet 4x4	250 gallon tank	Skid unit pump
Utility 1	1986	Chevrolet 4x4	lights with generator	RETIRED
Chief Car	2007	Chevy Silverado Pick-	111,000miles	

The current staffing plan in the Fire Department is to provide 8-hours of coverage seven (7) days a week using a combination of paramedics (at least one) and emergency medical technicians / first responders. In order to do this, the Town and Fire Department are utilizing a number of part-time personnel (most of whom work for neighboring fire departments). The current roster from which the Fire Department includes personnel who are certified as follows:

- 12-Paramedics (Note: only 4 medics are available for nightshift if one were instituted);
- 21-EMT-Basic (Note: the current full-time Chief is also an EMT-B);
- 4-1st responders;

All of these personnel are also certified firefighters, making them available to handle the full range of emergencies which may occur in the Town.

### 3. Changes Should Be Made in the Management Relationship Between the Town and the Fire Department

The relationship between the Board of Selectmen, their Town Administrator, and the Fire Chief is a critical one. The Carlson Group's review of operations found that there are several key management systems which are not currently in place, which should be, in order to improve upon the current relationship between the Town and the Fire Department. These include the following:

- There is no current plan of organization which has been provided by the Fire Chief to the Board of Selectmen or to the Town Administrator. While the Chief has made reasonable decisions and allocations of personnel, these have not been approved by the Chief. This is important, as some believe that that Chief should be handling all administrative and management tasks, as well as ensuring that compensation for these tasks is in line with Town policy objectives.
- There is currently no process by which the Board of Selectmen or Town Administrator are notified of critical events in the Town.
- There is currently no process by which the Board of Selectmen or Town Administrator are notified of important events in the Town.
- There is no routine process by which key information regarding operations is passed on to the Board of Selectmen or the Town Administrator.
- The compensation plan in use by the Fire Department was developed by the Fire Chief with reference to the compensation systems used in the Town, but was not developed outside the Department for its use.

Given these findings, the Carlson Group recommends that the Fire Chief, in consultation with the Police Chief (on certain matters) and the Town Administrator, develop the following:

- **Recommendation – Organizational Structure:** The Fire Chief should provide a table of organization to the Board of Selectmen. In particular, attention should be paid to identifying personnel who are engaged in regular management or administrative functions (e.g. EMS coordination with local hospitals) and the rationale for this position. This plan should also take into account the role of the Fire Chief in day to day operations, emergency response, etc. The Chief should seek approval from the Board of Selectmen for the recommended approach.

- **Recommendation – Critical Event Immediate Notification:** The Fire Chief should work with the Police Chief, dispatch personnel, and the Town Administrator to develop a process and procedure for immediate notification of the members of the Board of Selectmen and the Town Administrator of critical events in the Town. This is not to suggest that the Fire Chief (or Police Chief) take on this notification themselves. Rather, the dispatch center should call / text / email key parties to inform them of critical events in the Town. These might include: structure fire, fatality accidents (whether fire, car, other reason), other major crimes. This plan, once developed by the two Chiefs, should be presented as part of an overall information-sharing management plan to the Board of Selectmen for review and approval.
- **Recommendation:** Similarly, the Fire Chief should work closely with the Police Chief and the Town Administrator to develop a process and procedure for notification of the Town Administrator and the Board of Selectmen regarding important but non-critical issues. These may include incidents such as: car accidents with injuries, inability to respond to a call due to lack of staffing or response, need for out-of-town responders to handle calls, etc. These should be done by email by the Chief on the first business day following the events (if not earlier). This plan, once developed by the two Chiefs, should be presented as part of an overall information-sharing management plan to the Board of Selectmen for review and approval.
- **Recommendation – Monthly Reporting:** Similarly, the Fire Chief should develop a plan for providing the Board of Selectmen with a monthly report on a variety of key measures. These should include, at minimum, the following:
  - Calls for service (fire, EMS, other, total);
  - Calls missed due to staff unavailability;
  - Calls missed due to unavailability of call personnel;
  - Calls missed due to concurrent calls;
  - Inspections handled;
  - Plans reviewed;
  - Permits granted;
  - Part-time staff hours paid for and hours covered.
- **Recommendation:** The Fire Chief should review his compensation plan with the Town Administrator, and with the appropriate personnel board, and with the Town's compensation consultant to ensure that the current plan is in-line with the Town's compensation philosophy and with neighboring communities.

These measures will improve the Board of Selectmen's understanding of the Fire Department's operations and will enhance the management relationship between the Town and the Department as a result.

#### 4. Continued Pressure Will Face the Town to Offer Expanded Coverage Using Paid Personnel Using One of Several Methods

The Town of Southamptton has made the transition from being entirely reliant on call personnel to handle fire and medical emergencies, to one where certain hours of the day are covered by paid (part-time) personnel. The current approach, as noted earlier, is to cover 8AM to 4PM, seven days a week. The theory behind this approach has been that call personnel are most difficult to find during day time hours, due to potential personnel being engaged in work or family activities.

The Town’s workload for fire and EMS activities has averaged 533 calls for service per year, or 1.46 calls per day. This level of activity would not normally be viewed as justification for making the resource intense commitment of providing paid staffing to respond to these emergencies. However, circumstances are changing in many small and / or rural communities in New England and around the United States. The approach being utilized by the Town is an increasingly common one: communities are hiring part-time staff to provide coverage over targeted times of day – particularly where there is limited ability to otherwise respond to life-threatening or critical medical emergencies and fires.

The options that exist to the Town under these circumstances are summarized, below:

Option	Description	Notes
<ul style="list-style-type: none"> <li>• FT Chief</li> <li>• Rely 100% on Paid Call Staff &amp; Paid</li> </ul>	<ul style="list-style-type: none"> <li>• Fulltime Fire Chief responsible for administrative, management, prevention, inspection tasks.</li> <li>• All emergency responses are handled by the Chief (if available) and responding call personnel.</li> <li>• Town is dependent on the availability of residents who are in (or near) town and who are able (and willing) to respond.</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in employment and residential makeup has caused the Town to have reduced access to paid call or volunteer call staff.</li> <li>• Changes in requirements for interior firefighting, advances in emergency medical response have also increased training needs for responders.</li> <li>• Community expectations for level of service have also put pressure on Southamptton in terms of the training level of responders which are difficult to maintain with only Town residents.</li> </ul>

Option	Description	Notes
<ul style="list-style-type: none"> <li>• FT Chief</li> <li>• Split Between Paid Call &amp; PT Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Current approach.</li> <li>• Fulltime Fire Chief responsible for administrative, management, prevention, inspection tasks.</li> <li>• Fire Chief responds with paid staff during day shifts to emergency calls.</li> <li>• Day shift staff cover weekends without Chief response (except to major emergencies).</li> <li>• Other shifts are covered by call personnel from within the Town.</li> </ul>	<ul style="list-style-type: none"> <li>• Department believes that it is experiencing increasing instances of call responders being unavailable outside the hours covered by the paid staff.</li> <li>• Does present the potential for varying levels of services between paid shifts and call response shifts.</li> <li>• Delayed response during call shifts compared to paid shifts.</li> <li>• Ability exists to expand to 16-hours of coverage given current facility limitations (lack of sleeping quarters, etc.).</li> </ul>
<ul style="list-style-type: none"> <li>• No Chief</li> <li>• Contract for Service</li> </ul>	<ul style="list-style-type: none"> <li>• Can take almost any form desired by the Town.</li> <li>• Could provide in-Town coverage during targeted hours and out-of-Town response during other hours.</li> <li>• Contract would need to include inspection and plan review.</li> <li>• Issue an RFP to neighboring communities soliciting responses for desired levels of coverage.</li> </ul>	<ul style="list-style-type: none"> <li>• Shifts responsibility for coverage to contract provider.</li> <li>• Town role becomes one of contract management and oversight.</li> <li>• Decisions regarding equipment ownership and could be made as part of the contract as well.</li> <li>• Potential to reduce the apparatus owned and maintained by the Town.</li> </ul>

The Board of Selectmen for the Town of Southamptom should consider the various policy and service delivery implications of either approach.

**Recommendation:** The Fire Chief should prepare a detailed five-year plan assuming the continuation of the current hybrid approach using both paid and on-call responders. This plan should take into account the following:

- Develop analyses showing the time of day distribution of calls for service;
- Develop analyses showing the distribution of the time of day when calls are not answered by SFD units due to unavailability of staff;
- Fire Chief should determine if there is justification for providing additional coverage;
- Fire Chief should also develop an analysis showing level of reliance on outside agencies for coverage when the SFD is unable to respond;
- Working with Town Administrator and other Town staff, determine cost for providing recommended levels of paid coverage (i.e., if the Fire Chief recommends going beyond current levels of paid coverage, provide cost estimate of additional cost);

- Consider and propose ways in which on-duty personnel can provide higher utility to the Town. Identify opportunities to make use of staff resources to perform functions in the Town.

**Recommendation:** The Town of Southampton Board of Selectmen should hold a workshop session to discuss the potential local perspectives on the benefits and challenges associated with each approach. If a determination is made to proceed with exploring contracting for service, the Town should consider retaining professional counsel related to draft and review the request for proposals.

**Recommendation:** Consider supplementing fire / EMS staffing using other Town employees. Many communities, where the current approach is popular (Ohio, New York, Pennsylvania) will make use of available municipal resources to supplement fire and EMS responses. This may take the following forms (among others):

- Having a police officer drive the ambulance to the hospital so available EMS personnel can provide patient care;
- Training public works employees to support firefighting activities by performing tasks outside the area of immediate threat to life or health (hydrants, pump operations, rolling house, etc.).

While these two approaches are the most common, they are not the only ways in which staff can be used to support a fire or EMS response when it is most critical.

## 5. The Town and Fire Department Should Consider Operational Changes

The project team reviewed a number of operational issues related to the Fire Department and made the following findings:

- The Fire Department has two engines that are housed at Station One (HQ) which have been 'specialized' in terms of the equipment they carry. This is a very unusual practice in a community which is as small as Southampton, with the limited staffing available within the Department.

**Recommendation:** Consolidate critical medical, rescue, and firefighting equipment on a single, primary agency.

- The Fire Department currently houses equipment in two fire stations. While this may continue to be a practical necessity, any decision to construct a new public safety facility should include a detailed plan to reduce the number of fire apparatus maintained by the Town with the focus on reducing stations that are maintained, heated, electrified, etc. from two to one.

**Recommendation:** Focus on fleet reduction over the long term, with the goal of reducing the number of stations operated by the Fire Department from two to one.

- The Fire Department has three engines, a tanker, and a brush truck in addition to two ambulances and staff vehicles. An abbreviated review of the fleet, and of the Chief's



replacement plan, suggests that the Department should focus on updating its tanker and brush truck units, and on reducing the number of engines from three to two. This would enable the Town to skip the proposed replacement of Engine 1 and to move up the replacement of the brush truck and tanker resources. The basic time frames included in the plan are appropriate given the workload, size of community and common approaches to fire apparatus fleet management. The Chief’s proposed plan is shown, below:

Unit / Type	Targeted Replacement / Notes About the Unit	
<b>Engines / Pumpers</b>	<b>Have a 30 year life span</b>	
Engine 1 - 1988	2020	32 years
Engine 3 - 2005	2030	25 years
Engine 4 - 2010	2040	30 years
<b>Tankers / Tenders</b>	<b>Have a 40 year life span</b>	
SFD - Tanker - 1984	2024	40 years
<b>Brush / Wildland Vehicles</b>	<b>Have a 25 year life span</b>	
SFD - Brush truck - 1984	2009 (See note)	31 years (long past due – unreliable and difficult to get parts for)
<b>Administrative Vehicles</b>	<b>Have a 12 year life span</b>	
Admin vehicle - 2007	2019	100,000+ in 2014
<b>Ambulances</b>	<b>Have a 15 year life span</b>	
Ambulance 1 - 2008	2023	15 years
Ambulance 2 – 2009/2010	2029	19 years – this over extends the life of A-2 but SFD believes we can extend service life of A-2 bringing it in-line with an ambulance replacement approximately every 7.5 years

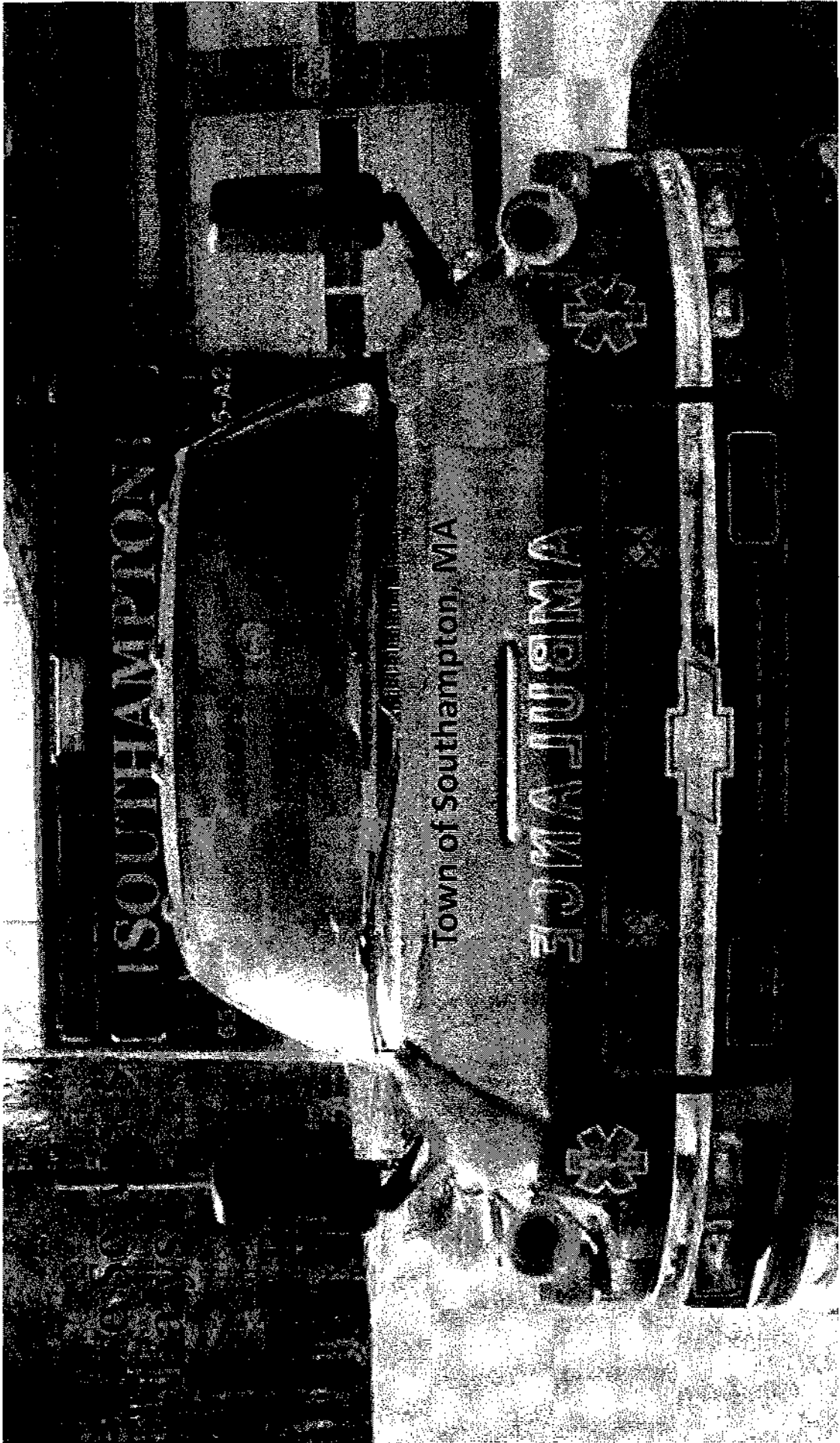
**Recommendation:** The Town should reduce the fleet by one engine, and eliminate this replacement. Focus instead on replacing key support pieces (tanker and brush truck). Follow the plan proposed by the Fire Chief otherwise.

- Given the staff resources available to the Town, specific policies should be put into place to maximize safety for staff and for civilians. This is a major focus occurring nationally, where Fire Departments are reconsidering safety and historic practices as they relate to responding to emergencies, and how emergencies are handled once staff are on-scene. This is particularly critical where there are very limited staff resources on duty. Steps that many departments are taking include:
  - Slowing units down, and limiting “lights and sirens” responses and transports to those calls which are truly critical (threat to life exists) in nature – so as not to put the public at greater risk than the call justifies;
  - Eliminating the practice of ventilating on the roof (horizontal ventilation) but rather using horizontal ventilation or positive-pressure-ventilation – this reduces

risk to the firefighters who would be sent to the roof (of particular concern in new construction with light-weight trusses);

- Ensuring that all scenes are approached with a focus on ensuring safety of personnel and victims.

**Recommendation:** Research, review and adopt policies and procedures which are specifically intended for small departments to maximize safety, efficiency and effectiveness on the scene of emergencies.



- Fire Department comprised of a single full time position (Chief).
- Operations carried out during the day using a cadre of part-time personnel. Chief participates whenever possible (not on inspection, out of town for meeting, weekday, etc.).
- Some administrative tasks also carried out by part-time staff (EMS oversight, training, final payroll, etc.).
- These are very common approaches in combination style departments like SFD.
- **Recommendation:** Chief should prepare a plan of organization including roles and compensation parameters.

## Key Findings - Organization



- Current Board of Selectmen desire to have a high level of information flow from the Department.
- Current reporting from the Fire Department leads to questions about activities, workload, expenditures, missed calls handled by other agencies, etc.
- Oversight of operations, training, inspections, etc. inside the Department appears to be effective and consistent with practices found in similar departments around Massachusetts and the US.
- **Recommendation:** Improve reporting from the Fire Department to the Board of Selectmen (see following page).

## Key Findings - Management



- **Immediate:** Fire Chief should develop protocols with Police Chief and dispatch for reporting critical incidents to the Town Administrator and BOS, including: structure fires, fatalities, use of helicopter transport, etc.
- **Next Day:** Other issues should be reported day after (or next work day), including: missed calls, missed shift coverage, major accidents.
- **Monthly:** Summary of workload, missed calls, missed shifts, key incidents.
- **Quarterly:** Summary of workload, missed calls, missed shifts, expenditures, changes in staffing.
- **Annually:** Summary of workload, missed calls, missed shifts, expenditures, changes in staffing.

## Key Findings - Reporting



- The Town and Fire Department have a second station which serves as a parking facility for equipment which is rarely if ever used.
- Excessive rolling stock requires maintenance, second facility, etc.
- Fire Department has develop an odd approach to responding to accidents, fires, etc. using different engines for call types.
- This unusual practice is subject to error, and is a costly way of running an operation which typically has only two or three people on duty.

## Key Findings - Apparatus



- The Fire Department appears to be functioning effectively in responses to operations.
- Use of various engines to respond to different types of calls is unusual in a Department of this size. Appears to be driven by unit availability more than by cohesive response planning.
- Town is heavily reliant on neighboring communities to handle concurrent events, and to handle events outside daytime coverage.
- **Recommendation:** Consolidate key equipment onto a primary unit.
- **Recommendation:** Look to reduce number of engines from 3 to 2 and to replace aging tanker and brush truck.

## *Key Findings - Operations*





- The Town of Southampton continues to face the increasing challenge of identifying and retaining call staff.
- Use of itinerate part-time fire / medics (EMTs) has been effective.
- Town is pursuing expanded hours of coverage to ensure effective responses, and to reduce the use of neighboring community resources - an increasing spot of friction – to 16-hours per day.
- Work carefully with other Town departments to ensure that part-time staff remain part-time, and are being compensated appropriately.
- **Recommendation:** Outcome of Prop 2 ½ override will drive a number of decisions by the Town.

## Key Findings – Future Operations



- Failure of the Prop 2 ½ override will enable the Fire Department to continue providing roughly 8-hours of coverage each day.
- Passage of the Prop 2 ½ override will enable the Town to consider how best to deliver fire and EMS services in the future, expanding to 16 hours of coverage per day.
- Many of the issues involved were set in motion years ago.
- While the opportunity to contract, etc. will always exist, this step needs to be carefully considered given steps already taken.
- **Recommendation:** Consider development of an RFP to solicit pricing and service levels from neighbors for Fire & EMS.

## Key Findings – Future Operations



- Approach to service delivery and level of service increasingly common around the United States – as volunteers decline.
- Desire to provide for a higher level of service will require increasing reliance on paid staff.
- The plan to enhance service levels was initiated without significant analysis, and preceded the current administration.
- Several small modifications in reporting information, and operations will enhance service levels and efficiency.
- Either approach (using part-time staff or contracting) will require funding beyond current levels.

## Conclusion

