March 11, 2025

TO: Boards of Selectmen

Town Administrators

City Manager

EMS Chiefs

Fire Chiefs

Police Chiefs

The Grafton County Commissioners have heard from many of you about the operational challenges and financial difficulties that our emergency medical services organizations are facing. While the responsibility for providing EMS is vested at the local level, we believe that the county can assist you with identifying current capabilities and needs, projecting future vulnerabilities, and developing a vision for strengthening the delivery of EMS for all our citizens.

The County Commissioners have contracted with Municipal Resources, Inc. of Plymouth to assist us with this effort. This project has three main components.

**1. Analysis of EMS Service Capabilities, Needs, and Gaps:**

* MRI will assess the current state of EMS in the county through surveys, interviews, and public meetings.
* This assessment will cover a wide range of factors, including:
  + Service needs
  + Organizational structures (fire-based, municipal, non-profit, commercial)
  + Recruitment and retention challenges
  + Mutual aid agreements
  + Dispatch resources
  + Mass casualty plans
  + Training resources and challenges
  + Funding sources, fee schedules, reimbursement rates, and revenue shortfalls
  + Capacity for additional coverage

**2. Data and Mapping:**

* MRI, in collaboration with CAI Technologies of Littleton, will develop GIS maps to visualize key EMS information in the county.
* Potential mapping topics include:
  + Location of EMS, fire stations, and emergency departments (including those outside the county providing support)
  + Response jurisdictions (first responder, transport, paramedic)
  + Travel times from EMS stations and community centers to emergency departments
* MRI will collect and analyze data on current response and staffing patterns, including:
  + Number and type of responses and transports for each agency
  + Number of mutual aid responses
  + Number of simultaneous calls

**3. Report:**

* MRI will develop a report on the state of EMS in Grafton County. The goal of the report is to provide you with a thorough understanding of the EMS landscape throughout the county, identifying strengths, weaknesses, and potential areas of improvement through both qualitative analysis and data-driven mapping. This will ultimately help municipalities and EMS organizations make informed decisions about the delivery of EMS and ensure the best possible care for our residents. It is our hope that MRI’s recommendations will form the basis for immediate actions and long-term strategic planning.
* MRI will deliver its findings at a public meeting of the Grafton County Commissioners at which time we will entertain public comment and suggestions for next steps.

In the coming weeks, you will be hearing from the MRI study team as they begin their work. The success of this project is dependent on the collaboration and cooperation of elected and appointed officials, service heads, and volunteers, and we appreciate any assistance that you can provide. We are confident that the outcome will be beneficial to all.

If you have any questions about this initiative, please feel free to contact MRI at:

[Graftoncountyemsstudy@mrigov.com](mailto:Graftoncountyemsstudy@mrigov.com)