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| **Formstack Submission For: FY22 Efficiency and Regionalization Grant Application** Submitted at 02/09/22 3:33 PM |
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| **Please identify the type of organization that is applying as the lead applicant for this grant::**  | Town  |
| **What is the name of the organization?::**  | Town of Leyden  |
| **Grant contact for the lead applicant::**  | Michele Giarusso  |
| **Contact title::**  | Municipal Assistant  |
| **Contact phone::**  | (413) 774-4111 ext. 1  |
| **Contact email:**  | selectboard@townofleyden.com  |
| **Name of person representing lead applicant who would sign a grant contract if grant awarded::**  | William Glabach  |
| **Signatory title::**  | Chair, Leyden Selectboard  |
| **Please check this box if this application is for a project with two or more eligible entities seeking to undertake a regionalization/shared services or other efficiency project together::**  | Yes, this is a multi-jurisdictional application.  |
| **Please enter the names of the other participating entities. Please do not include the lead applicant. The lead applicant should be entered at the top of the form.:**  | Multi-town with the Town of Bernardston  |
| **Grant Amount – please enter the grant amount requested::**  |  |
| **Grant Amount – please enter the grant amount requested::**  | 187000  |
| **Purpose - describe the proposed project, including purpose of the grant request, project objectives, and the challenge(s) this project would address::**  | The purpose of this grant request is to 1) to engage a consultant to complete a Police/Fire/EMD Feasibility Study for the Towns of Leyden and Bernardston, 2) assist with negotiating a draft and intermunicipal agreement for Police services; and 3) fund improvements to Leyden’s existing Police facility to serve as a substation and procure the equipment necessary to expand Bernardston’s service area. This study will address the potential for coordination of, sharing and regionalization of public safety services to include: police, fire, and emergency management. At this time, Leyden and Bernardston have started discussions regarding entering into an interim agreement for shared police services and are seeking assistance from the Edward J. Collins Center for Public Management to explore the feasibility of and to assist with the negotiations leading to a long-term agreement. The Towns have also had preliminary discussions with the Town of Northfield regarding a feasibility study for Emergency Medical Services (EMS), which, if funded, will be a separate but complementary initiative.Leyden is a rural, agricultural town with a population of 710, 53% of which are over 50 years old, 30% are over 60 with a median age of 51.9. The Town’s Police Chief and Captain, who both live in Leyden, suddenly retired at the end of October after almost 30 years. The Selectboard established the Leyden Public Safety Advisory Committee (PSAC) to carry out long-range planning for the Town’s Public Safety Departments. On the advice of Town Counsel, the PSAC contacted the Collins Center for assistance. Bernardston has a population of 2064, 52% of which are over 50 years old, 31% are over 60, with a median age of 50.4. Bernardston’s Police Department is housed in a Public Safety Complex built in 2007 with easy access to Leyden. The Department provides 24/7 police coverage, follows community policing principles and is composed of 3 full-time officers and 5 part-time officers. Police Chief James Palmeri has served the Town for over 15 years.Both towns are members of the Pioneer Valley Regional School District and Leyden’s younger students attend the Bernardston Elementary School. Historically, Leyden and Bernardston were one Town, separated in 1784. Over half of the residents in Leyden have a Bernardston postal zip code, use the Bernardston Post Office and transfer station and our Councils on Aging have coordinated some of their programs. The project objective is to allow Leyden and Bernardston the opportunity to make informed decisions regarding achieving the most effective and efficient public safety services for their towns. Public Safety is often described as a team sport. Police, fire, emergency medical and emergency management departments are all established based upon different laws, regulations, training requirements and certifications. They are all separate departments with complementary personnel, vehicles, and equipment and have to work cooperatively together to do their jobs effectively. This feasibility study should lead to coordinated services, inter municipal agreements with teams of trained professionals providing those services to 2 towns with aging populations.The challenges to be addressed include the following:Police:• Assisting negotiations between Bernardston and Leyden so that they can finalize their draft Interim Agreement for Police Services followed by generating an Inter Municipal Agreement for long term police services that meets the needs of both Towns.• Designing a Bernardston Leyden Police Advisory Committee to monitor the financial management and budget to ensure an equitable fee for services to be paid by Leyden.• An assessment by the Bernardston Police Department of the potential use of Leyden’s police department’s vehicles, equipment and facilities, including:o 2008 Chevrolet Tahoeo 2012 Chevrolet Impala • A determination of the extent of value to both towns of sharing fixed costs and establishing a more efficient and effective economy of scale, including but not limited to:o Trainingo Acquisition and maintenance of property and equipment,o improved communication systems and procedures,o improved liaison and coordination with other public safety organizations,o grant opportunities for capital improvements, ando exploration and improved quality of officer and leadership applicants (e.g., more full-time positionsand opportunity for advancement). • Design of a reasonable written process for other towns to join or collaborate with Bernardston and Leyden in the future and the legal avenue for them to so do.• Update of the Leyden Police Station so that it can serve as a satellite substation; providing both redundancy for Bernardston’s emergency services and a continued police presence in this building for Leyden residents.• The Police Reform Act has created major challenges for small, rural towns that traditionally depended upon part-time and auxiliary officers; increased training requirements and certifications of both officers and departments means that small rural towns the size of Leyden can no longer afford to maintain their own police departments and have to obtain shared services from a neighbor.Fire:An assessment of the most effective and efficient role for Leyden’s Fire Department within the context of the neighboring Towns providing mutual aid; what types of vehicles would be useful for the first responders in Leyden to have while waiting for the neighboring towns to arrive with larger vehicles, if needed, for the situation at hand.• Leyden relies heavily on Tri-State Mutual Aid and has a very small Fire Department with no chief, a roster of 5 first responders who all work outside of Town, and an aging fleet of 3 vehicles, all of which should be replaced or upgraded, including:o 1986 4WD Pickup Truck “squad car”o 2008 International Tankero 1983 KME 4WD Fire Engine• Bernardston is in the process of building a new 1$ million Emergency Services building in the near future and has a trained and much larger fire department and often responds to mutual aid calls in Leyden.• The challenge is to identify how to upgrade Leyden’s department to be of most service to Leyden residents, possible share a fire chief, and complement other towns in Tri-State mutual aid.EMD:• Leyden’s EMD is the town’s recently retired police chief, who is expected to retire as EMD in June, and Bernardston’s EMD is their current Fire Chief. • If Leyden and Bernardston enter into a shared police service agreement, Leyden’s EMD will need to coordinate emergency management services with an EMD and Police Chief in a neighboring Town, and other first responders in Northfield and those towns in Tri-State Mutual Aid, if a MEMA level incident occurs. • There needs to be an assessment of emergency management equipment and facilities in Leyden whose primary EOC is in the basement of the Town Office building, which needs major upgrades, while the secondary EOC is on the private property of the current EMD.• Leyden has the potential to provide redundancy to Bernardston’s emergency management department while providing and coordinating the emergency management services for Leyden residents.EMS• Until this fall, Leyden’s medical first responders were under the authority of our Police Chief. With his resignation, Leyden has reassigned the oversight of our first responders to our Fire Department which has recently conducted first responder training with the EMS Chief in Northfield.• Leyden and Bernardston both rely on mutual aid ambulance service, usually provided by Northfield and Colrain. • The for-profit ambulance services in Greenfield, the nearest city, only respond to calls about 4% of the time.• There is a need for a feasibility study to address the potential for a north county ambulance service.• Leyden intends to participate with the Towns of Northfield, Bernardston and others in the evaluation of regional EMS, it is hoped that the EMS effort will run-concurrent to this proposed study and be complementary.  |
| **Do you have a detailed purpose description in Excel or Word? Please enter the word "attachment" in the text box above and upload it here::**  |  |
| **Benefits - identify project benefits including efficiencies, cost savings, enhanced service delivery, and/or improved public access to local government services::**  | Both Leyden and Bernardston will benefit from exploring options for maximizing their public safety services. Bernardston will benefit in having the resources of a larger police department in order to come into full compliance with the Police Reform Act. Leyden accepts that they need to regionalize in order to have the services necessary and which, as a single small town, they could not afford under the new regulations. Both town’s fire departments participate in Tri-State Mutual Aid. Bernardston is often the responder to fire calls in Leyden. Upgrading Leyden’s fire department to focus on being the first responders on-site in Leyden, can complement the capacity of the neighboring towns and reduce their need to respond to calls in Leyden. A thorough analysis to identify the best vehicles and equipment for Leyden will increased the efficiency for all towns participating in mutual aid.This project should increase training opportunities and the professionalism of the service providers and target the complementary purchasing of equipment, coordinating each program effectively and increasing cost savings and service across all public safety departments. |
| **Do you have a detailed benefits description in Excel or Word? Please enter the word "attachment" in the text box above and upload it here::**  |  |
| **Cost Impact and Sustainability Plan - identify any new costs that will be incurred and how the costs will be paid for or offset, including ongoing operational costs. Describe how this new initiative will be self-sustaining within one year and financially viable for the long-term::**  | This ERG grant will be used to contract with the Collins Center to conduct the feasibility study. The study will identify several specific capital improvements that will ensure the success of the Inter-Municipal Agreements that are developed. Leyden’s current budget has sufficient funds to support their responsibility under a shared policing agreement with Bernardston. This grant includes funds for the renovation of Leyden's police department into a functional substation for Bernardston Police and possibly an office for Leyden’s EMD. The grant funds will cover renovations and needed communications and IT equipment. Leyden’s current police vehicles need to be replaced and therefore there are sufficient funds included in this application to purchase an upfitted 4wd patrol vehicle suitable for Bernardston to use in Leyden which has quite a few dirt roads and steep terrain. The Collins Center will identify grant opportunities to upgrade Leyden’s other public safety equipment and facilities. Any additional capital improvements that are identified in the feasibility study, for which there are no grant opportunities, will either be covered by each town’s annual appropriations or stabilization accounts. The Police Reform Act is likely to cause increases in all small-town budgets and it is expected that the Collins Center study will enable the towns to identify economizations and equitably share them between the towns. The combination of the police departments also provides long term sustainability for both towns by reducing the reliance on part-time and auxiliary officers. As Massachusetts continues to increase the training requirement for part-time officers and introduces a certification requirement for all active officers, fewer qualified part-time officers will be available. The two towns will no longer struggle to maintain their departments and officers will feel more secure in their positions and reduce the classic problem of high turnover. The feasibility study will also be identifying the additional training, vehicles and equipment that are needed by our other public safety departments. As part of the study, the Collins Center is going to identify other grant opportunities available to help cover the necessary costs. Their recommendations for potential shared services for Fire will be designed to ensure the maximum efficiency of both our capital and financial resources. With a new EMD we will be working with the Collins Center to identify resources and funding sources for upgrades of equipment, training program, job description, and development of a publicly accessible EOC.  |
| **Measures of Success - what defines success for this project? Describe how the success of the project will be evaluated. Include expected measurable improvements in service delivery or efficiency::**  | The primary measures of success for this program include:1. the completion of a feasibility study that includes a full analysis of the potential for efficient and effective public safety provision to the residents of the Town of Leyden in conjunction with Bernardston.2. the implementation of first an Interim Agreement and then a long-term Intermunicipal Agreement for Police Services between the Towns of Leyden and Bernardston.3. a detailed plan for upgrades to all aspects of Leyden’s Public Safety Team to best complement shared services available from neighboring towns.4. Completion of improvements to the Leyden Police station and procurement of the equipment necessary for Bernardston to expand their coverage area.For Bernardston residents, entering an agreement with Leyden should help to strengthen their Police Department. With additional budget and responsibilities, they should be able to hire more full-time police officers, provide them with training, and be in full compliance with the Police Reform Act, providing additional stability for their residents. The addition of a substation in Leyden should add redundancy to the emergency management system in Bernardston.For Leyden residents, the feasibility study should provide the information necessary for the town to be effective and efficient in their long-range planning for all aspects of public safety. Leyden should receive 24/7 policing services from Bernardston, recommendations for upgrades and management of their Fire Department, increased response times for emergency medical situations, and a revived EMD director and program. Any possibilities for sharing of services, such as possibly a shared fire chief or a sub-regional ambulance service, will be identified thereby greatly increasing response times for our aging population. Other measures of success will include cost savings such as operational expenses, vehicle maintenance and insurance, wages and benefits for the officers and responders. Leyden's part time police officers would have the option of applying for jobs in Bernardston with much better benefits and training opportunities.Another measure of success will be the increased efficiency of services during major incidents, such as hurricanes or massive power outages. With the increased ability of both fire, EMS and police our emergency management can be better coordinated with more highly trained staff, updated equipment and clearly identified operating procedures. Another measure of success will be the development of a model for rural public safety that can be considered by other towns. |
| **Project Budget - provide a detailed and realistic project budget estimate. Include breakdown of amount requested by activity/task::**  | Services of the consultant (see Collins Center of Public Management agreement attached) includes this scope of services.Project BudgetCost for consulting services $40,000Administrative costs (includes mailings, outreach) $ 2,000Legal Review $10,000Substation renovation $70,000Patrol Vehicle $55,000Communications and IT equipment $10,000Project Total Cost $187,000 |
| **Do you have a detailed project budget in Excel or Word? Please enter the word "attachment" in the text box above and upload it here::**  |  |
| **Project Timeline - provide a timeline for the proposed project. Note projects must be completed before or by September 15, 2023:**  | Grant Submission February 2022Grant Award May 2022Consultant Engaged, project begin May 2022Police Feasibility study completed Dec 2022Leyden/Bernardston Interim Agreement signed June 2022Bernardston provides police services to Leyden July 2022Negotiations Leyden/Bernardston IMA starts August 2022Bidding for police vehicles and equipment August 2022Identify renovations for Leyden substation August 2022Contractor bidding for substation renovations starts December 2022Substation renovations completed July 2023Recommendations for emergency management May 2023Feasibility study for Fire completed August 2023Feasibility study for EMD completed August 2023Identification of fire equipment and vehicles needed August 2023Finalize Leyden/Bernardston Police IMA August 2023Attachment |
| **Do you have a detailed project timeline in Excel or Word? Please enter the word "attachment" in the text box above and upload it here::**  | [View File](https://massgov.formstack.com/admin/download/file/12224400740)  |
| **Please enter any additional comments you have about your application::**  | Attachment  |
| **Do you have any additional documents you would like to upload to support your application? Please enter the word "attachment" in the text box above and upload them here::**  | [View File](https://massgov.formstack.com/admin/download/file/12224400743)  |

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