

TRI  TOWN
Emergency Medical
Service

2016 OPERATIONAL BUDGET

PREPARED BY: CHRISTOPHER GAMACHE - DIRECTOR

TRI TOWN Emergency Medical Service
2016 Proposed Budget

OVERALL

TRI-TOWN Emergency Medical Service's (hereafter TRI-TOWN EMS or the "Service") proposed budget for 2016 represents the final steps necessary to update essential service equipment, pay adjustment for the service's staff and addressing the concern of having an adequate staffing level of full time employees. TRI-TOWN EMS operates *twenty-four* (24) hours a day, *seven* (7) days a week, by always having a fully staffed PARAMEDIC level ambulance ready to respond to emergencies.

In 2015, TRI-TOWN EMS had an operational budget of \$611,614.00. A portion of the budget was funded by revenue generated by EMS calls, administrative fees, paramedic intercepts and event stand-by coverage. Ambulance billing accounted for \$130,000.00 or 21.2% of the allocated funds for the service's operational budget. The remainder of the allocated funds were obtained through contributions by the Towns of Allenstown and Pembroke. Per the Inter-Municipal Agreement, Allenstown provided \$211,909.00 and Pembroke provided \$269,703.00 for the operations of TRI-TOWN EMS.

The 2016 budget allocates \$750,000.00 to be used for the operations of the service which includes the hiring of a fourth (4th) full time employee, the purchase of an ambulance and the purchase of a power stretcher. This represents an overall increase of \$138,386.00. The difference in allocated funds between 2015 and 2016 is accounted for through an increase in projected revenues from ambulance billing and the transfer of funds in "Fund Balance", that were surplus funds from 2013. This allowed for a slight decrease in the amount of funds which are the responsibilities of the two towns.

REVENUE

The 2016 budget for TRI-TOWN EMS allocates money from a variety of sources with revenues from billing for ambulance services accounting for approximately 33%, funds transferred from Fund Balance shall account for approximately 7% of allocations with the remainder 60% being provided by the Towns of Allenstown and Pembroke. Per the Inter-Municipal Agreement between the two (2) towns, the individual town responsibility will coincide with the percentage (%) of calls that occurred in the respective town for a period looking back at the previous three (3) years.

Contributions from Allenstown, NH (2006-33790-00000): \$206,425.00 (-\$5,484.00)

For the period covering 2012 (TTVEAS data), 2013 and 2014, the Town of Allenstown, had a total of 1,235 EMS calls out of a total of 2,702 EMS calls between the two (2) towns, which represents 46% of the combined call volume. Using the aforementioned percentage, the Town of Allenstown is responsible for \$206,425.00 towards TRI-TOWN EMS' allocated funds. This represents a decrease of \$5,484.00 from the 2015 budget when the Town of Allenstown allocated \$211,909 for TRI-TOWN EMS' budget.

Ambulance Billing – Revenues (2006-34096-00000): \$249,250.00 (+\$119,250.00)

During the fiscal year 2014, TRI-TOWN EMS switched from Certified Ambulance Group (CAG) to ComStar for ambulance billing services. This move resulted in a delay in receiving the bulk of the revenues for 2014 until December of that year, with some of the revenues being received in January of 2015. As a result of



this, the service expects the revenues for 2015 to be higher than what would be normally seen. Because of this, the projected revenues for 2016 will show a decrease when compared to actual revenues received in 2015. For budgeting purposes, the service calculated the average revenues received per transport for a 30 month period covering January 1, 2013 to June 30, 2015. In the thirty (30) month period, the service received \$622,022.99 resulting in a monthly average of \$20,734.10 and equated to an average “Cash per Trip” of \$361.22. These averages were used to calculate the projected revenues for 2016. Based on past data of patient transports, the service expects to transport approximately 690 patients in 2016. The \$361.22 was multiplied by 690 providing the listed revenue amount for this line item. During the first six (6) months of 2015, the service consistently received revenues in excess of the figure used in the monthly average. I feel confident the projected revenues for 2016 represents a reasonable and safe value for budgeting purposes.

TRI-TOWN EMS has proposed new rates for the different service levels associated with ambulance services and for mileage starting in January of 2016. This rate change should have a slightly noticeable effect in the overall revenue and it is intended to reflect the growing costs to operate the service.

Interest on Investments (2006-35020-00000): \$1.00 (\$0.00)

Currently TRI-TOWN EMS does not have any investments.

Miscellaneous Revenues (2006-35090-00000): \$2,000.00 (+\$1,999.00)

This line items accounts for the incidental revenues received from ancillary services performed by TRI-TOWN EMS, such as Paramedic Intercepts, Administrative Fees associated with providing documents upon request and for EMS coverage of events. The service does not intend to expand these ancillary services, however these services are rendered in an effort to better serve the communities of Pembroke and Allenstown and must make allotments to receive the revenues generated from the service.

Contributions from Pembroke, NH (2006-39110-00000): \$242,324.00 (-\$27,379.00)

For the period covering 2012 (TTVEAS data), 2013 and 2014, the Town of Pembroke, New Hampshire, had a total of 1,467 EMS calls out of a total of 2,702 EMS calls between the two (2) towns, which represents 54% of the combined call volume. Using the aforementioned percentage, the Town of Pembroke is responsible for \$242,324.00 towards TRI-TOWN EMS’ allocated funds. This represents a decrease of \$27,379.00 from the 2015 budget when the Town of Pembroke allocated \$269,703 for TRI-TOWN EMS’ budget.

Transfer from Fund Balance (2006-XXXXX-00000): \$50,000.00 (+\$50,000.00)

For 2013 and 2014, TRI-TOWN EMS has been adding unassigned fund balance from each fiscal year into “Fund Balance”. The funds are from unexpended appropriations and surplus in revenues.

- 2013 Unexpended Appropriations: \$101,952.99
- 2014 Unexpended Appropriations: \$41,617.89
- 2013 Surplus Revenues: (\$50,205.94)
- 2014 Surplus Revenues: \$123,519.69

EXPENSES

Full Time Salaries (2006-42152-11000): \$191,500.00 (+\$38,309.00)

TRI-TOWN EMS employs three (3) full time employees, with one (1) of the positions being designated as the Service Director when the service was originally organized. The service has changed the existing organizational structure of the other two (2) full time employees who were employed to respond to EMS calls. The Director was responsible for all other aspects of the organization. With the two (2) positions eventually being vacated, the service took the opportunity to designate a second position as "Assistant Director". The job description of the remaining full time position was changed to ensure all full time employees have the responsibility to assist in the operation of the service by performing tasks which are delegated to them with some tasks being long term projects.

The service has numerous projects that are either in the works or in the planning stages. These projects include:

- Infection Control Manual
- Policy and Procedure Manual Updates
- Adopting EMS accreditation standards within the organization
- New Employee Orientation
- Employee Competencies
- Monthly Education
- Skills Training (or practice)
- Apprentice Program (High school Students)
- Community Education & Outreach.
- Patient Satisfaction Surveys
- Quality Assurance and Improvement
- Collections Referral and Review
- Regional Disaster Planning and Drills

The service views these projects as essential undertakings and all have benefits to either the service, the communities, the individual patient or a combination of the three. Keeping in mind the Director and Assistant Director, also work shifts on the ambulance, the service feels a fourth (4th) full time position is warranted to balance the work load of the full time staff and make it manageable.

Beyond the indicated workload, a fourth (4th) full time employee would allow the service to schedule a full time employee on all but three (3) shifts during the week, filling the Paramedic position on the ambulance and thus having a person who shall be accountable for the routine station and operational tasks. It should be noted that currently a part time paramedic occupies the three (3) shifts that would not have a full time employee. With this addition, the Director and Assistant Director will be in the station, either on or off the ambulance during normal business hours to address patient concerns, handle service affairs and meet with town officials, resulting in business being addressed in a more timely fashion.

During 2016, the service plans to make pay adjustments to finally bring the employees up to an acceptable pay grade and be within the Town of Pembroke Pay Schedule. The previous full-time employees had a pay rate significantly above the other paramedic employees. For this reason, the anticipated pay increases for the full time staff in 2016 are virtually within the former employee's pay rates. The 2016 budget has also made an allotment for holiday pay which is now consistent with the service's policy on holiday pay.

Director's Salary	\$69,314.00
Assistant Director's Salary	\$48,160.00
Full Time Paramedic (1)	\$39,033.00
Full Time Paramedic (2) – April 1 Start	\$30,393.00
Holiday Pay	\$4,600.00
TOTAL:	\$191,500.00

Per Diem Salaries (2006-42152-12000): \$180,400.00 (-\$8,937.00)

The Per Diem Salaries line allocates funds for the wages of the services' per diem and part time staff. The overall hours budgeted in this line were decreased, however, it is the intent of the service to make wage adjustments to place the employees into an acceptable pay grade within the Town of Pembroke Town Wage Schedule. The following table shows the license levels, their applicable pay grade and the *ESTIMATED* 2016 wages:

License Level	Pay Grade	Pay Range (2016)
Emergency Medical Technician (EMT)	8	\$13.73 - \$19.18
Advanced Emergency Medical Technician (AEMT)	9	\$14.60 - \$20.56
Paramedic	13	\$18.51 – \$25.72
Assistant Director / Paramedic	16	\$22.08 – \$30.70
Director / Paramedic	20	\$57,853 - \$80,626

All employees will receive a wage adjustment on April 1, 2016 to get them to the low end of their applicable pay grade. This adjustment will be in lieu of a cost of living (COLA) raise and a merit raise. The service intends to implement merit raises in 2017.

In addition to the planned raises, the current frequency of a paramedic being schedule to fill the 2nd position on the ambulance was looked at, and allotments were made in the 2016 budget to address this occurrence.

PD/PT Paramedics (Primary Amb. Position)	\$31,300.00
PD/PT EMT's, AEMT's & Paramedic's	\$143,400.00
Vacation, Sick and Personal Time Coverage	\$5,700.00
TOTAL:	\$180,400.00

Overtime (2006-42152-14000) \$19,090.00 (+\$10,984.00)

The Overtime line in the budget addresses employee compensation for hours that are worked and are not accounted for in the Full Time Salaries and Per Diem Salaries lines. It is reasonable to expect that full time employees and per diem/part time employees alike will incur overtime or unscheduled time as a result of late calls, hold-overs, call outs, vacation and other time off coverage and vacancies. Furthermore the service makes allotment in this line item for details, staff meetings and the staffing of a second ambulance in the event of a local or regional emergency. The overtime line item also allocates funds to compensate employees who work on a covered holiday.

Full Time Overtime:	\$5,800.00
Per Diem/Part Time Overtime:	\$540.00
Staff Meetings:	\$1,140.00
Holiday Pay:	\$8,844.00
Details:	\$1,560.00
Disaster/Emergency Coverage	\$1,206.00
TOTAL:	\$19,090.00

Health Insurance (2006-42152-21000) \$83,100.00 (+ \$20,688.00)

The service offers health insurance to the full time employees. The service is proposing a fourth (4th) full time position and the health insurance cost for this position was pro-rated for an April 1 start date. Additionally, 6.5% was added to each potential policy to cover any increase in premiums.

Dental Insurance (2006-42152-21100) \$7,155.00 (+ \$1,781.00)

The service offers dental insurance to the full time employees. The service is proposing a fourth (4th) full time positions and the dental insurance cost for this position was pro-rated for an April 1 start date. Additionally, 6.5% was added to each potential policy to cover any increase in premiums.

Life Insurance (2006-42152-21500) \$70.00 (\$0.00)

TRI-TOWN EMS participates in the Town of Pembroke group life insurance plan.

Disability (2006-42152-21900) \$2,660.00 (+ \$533.00)

The service provides the full time employees with short term and long term disability insurance through Unum. The proposed fourth (4th) position which was pro-rated for an April 1 start date accounts for the increase in this line item.

Social Security (2006-42152-22000) \$24,250.00 (+ \$2,508.00)

The Social Security line item allocates funds to pay the service's portion of the Social Security tax and is 6.2% of the service's payroll.

Medicare (2006-42152-22500) \$6,050.00 (+ \$966.00)

The Medicare line item allocates funds to pay the service's portion of the Medicare tax and is 1.54% of the service's payroll.

New Hampshire Retirement (2006-42152-23000) \$22,100.00 (+ \$4,208.00)

All full time employees are enrolled in the New Hampshire State Retirement System, Group 1. This line item represents the service's responsibility and is 11.17% of the full time payroll.

Uniforms (2006-42152-29000) \$1,715.00 (- \$5,335.00)

During 2014 and 2015, the Service has put much effort into completely outfitting the staff with appropriate uniforms items. All employees have received uniform items consistent with the Service's policy and were provided with polo shirts, pants, job shirts (EMS/Fire sweat shirts), high visibility jackets

and winter hats. The 2016 budget allocates funds for replacement of damaged uniform items, service responsible laundering and providing uniform items for new employees.

Training & Certification (2006-42152-29001) \$13,350.00 (+ \$7,310.00)

The Training & Certification line item allocates funds to provide training opportunities to the Service’s staff. The Service has taken efforts during 2015 to increase the training that is available to the staff. For the remainder of 2015 and through 2016, the Service plans to further the educational opportunities. Currently the Service has subscribed to two EMS magazines and the staff are encouraged to read the designated article each month of which they get educational credit towards their re-licensing requirements. The goal is to provide the staff with different forms of training and education, to address all aspects of the operation. In an effort to give the staff the ability to practice the practical skills associated with each license level during their down time the Service intends to purchase an Advanced Life Support Training Mannequin. This line item also allocates funds towards the recertification courses which are required every two years for EMS providers to re-license.

Refresher Courses	\$1,200.00
Seminars and Trainings	\$1,000.00
On-Line Training	\$900.00
Certificate Trainings	\$3,500.00
Publications (JEMS & EMS World)	\$50.00
ALS Mannequin	\$6,700.00
TOTAL	\$13,350.00

Legal Services & Consulting Fees (2006-42152-32000) \$10,000.00 (+ \$5,000.00)

The service allocates funds for legal fees in the event legal services or an outside consultant is needed. This item was looked at in 2015 and it was decided that in the event legal services were indicated the previous amount of \$5,000.00 would not be sufficient and as such another \$5,000.00 was added to this line item.

Telephone (2006-42152-34100) \$4,900.00 (+ \$1,904.00)

TRI-TOWN EMS provides a cell phone to the Director and the Assistant Director. This provides a way for the staff and those the Service does business a way to contact the service administrators when they are not in the station. Also the primary ambulance has a cell phone to be used as a secondary communication device with Concord Fire Alarm and with the receiving hospital (to include Medical Control). Each cell phone is approximately \$49.00 per month. Each ambulance has a mobile WiFi which is used to transmit patient data to the receiving hospital and to allow for the EMS crews to complete their patient care report. The mobile WiFi is \$39.99 per month per device. The Service also pays for a phone line, internet service and cable service for the station. This service is through Comcast.

Service Cell Phones (3)	\$1,566.00
WiFi (2)	\$960.00
Comcast (Cable, Phone, Internet)	\$2,374.00
TOTAL	\$4,900.00

Contracted Billing Service (2006-42152-39000) \$22,000.00 (+ \$10,000.00)

TRI-TOWN EMS contracts with ComStar to provide billing services for ambulance transports. ComStar charges a fee of 6% of collected funds. The increase in this line item is representative of the expected ambulance billing revenues for 2016.

Accounting Services (2006-42152-39100) \$5,800.00 (\$0.00)

This line item allocates funds to be paid to the Town of Pembroke for the time associated with managing the service's finances.

Building Maintenance (2006-42152-43000) \$7,500.00 (+ \$7,300.00)

For 2016 the Service is planning to provide the staff with lockers to store a change of uniforms, bedding, and other personal items they may need while on shift. This line item also accounts for minor cleaning of the Service's spaces, funds for minor repairs and for the purchase of cleaning products and agents.

Ambulance & Monitor Leasing/Purchasing (2006-42152-44000) \$85,000.00 (+ \$35,000.00)

In 2016 TRI-TOWN EMS proposes the purchase of a new ambulance of which the overall cost shall not exceed \$235,000.00 and shall be financed over a three (3) year period. Upon the ordering of the ambulance, the service will make a payment of approximately \$51,000.00 for the purchase of the ambulance chassis. The exact price of the chassis will not be finalized until the final quote is provided by the selected ambulance manufacturer just prior to the order of the ambulance. Upon delivery, the Service plans on paying the remainder of this line item and financing the remaining balance. Ambulance 2 is a 2008 Road Rescue Ambulance and is next to be replaced. TRI-TOWN EMS plans to replace one (1) of its two (2) ambulances every six (6) years to ensure the vehicle being used in the delivery of medical treatment is reliable. For 2017 through 2019, the service will be responsible for making an annual payment of no more than \$52,750.00. Assuming an order date in April of 2016, the service should take delivery of the ambulance by the fall of 2016.

Liability Insurance (2006-42152-52000) \$3,500.00 (- \$4,043.00)

The Liability Insurance line has been decreased to reflect actual costs to the service for this insurance. The allocation represents the service's portion of the Town of Pembroke's charge and is based on an annual assessment. At the time this budget was drafted, the service had spent \$1,370.73 for Liability Insurance.

Unemployment Compensation (2006-42152-52100) \$1,500.00 (- \$3,760.00)

The Unemployment Compensation line has been decreased to reflect actual costs to the service for this charge. The allocation represents the service's portion of the Town of Pembroke's charge and is based on an annual assessment. At the time this budget was drafted, the service had spent \$345.00 for Unemployment Compensation.

Workers Compensation (2006-42152-52200) \$10,240.00 (\$0.00)

Primex³ is the contracted provider to document employee injury and reporting, as well as providing worker compensation insurance for the Town of Pembroke and subsequently TRI-TOWN EMS. This line item reflects the cost of this service.

EMS Supplies (2006-42152-62000) \$11,220.00 (+ \$4,020.00)

This line item provides funds for consumable medical supplies. TRI-TOWN EMS receives a portion of the consumable supplies, at no cost, from Concord Hospital, the Service's medical resource hospital. Supplies include some of the Service's IV supplies, bandaging, some of the oxygen delivery devices, electrodes, and other items. The rest of the supplies are the responsibility of the Service. The Service used a figure of \$775.00 per month which is slightly higher than what the service is currently spending for supplies, when looking at the last six (6) months. Data on spending from previous years was not considered because the Service was significantly under stocked and from July of 2014 until January of 2015, the Service slowly brought the inventory of consumable supplies up to an acceptable level and this included the purchase of some of the more expensive consumable items.

As part of the current "EMS Supplies" line item but not specifically accounted for, is oxygen. This accounts for between \$100.00 to \$180.00 per month of funds that are spent. For 2016, oxygen replacement is being specifically addressed and budgeted for with a monthly allotment of \$120.00 per month.

During 2015, it was determined that one or both fire departments may have a need to swap out expiring or used supplies. Some of the supplies have a significant cost, and would place a strain on the monthly spending allotment for supplies. For this reason, the service, is allocating \$500.00 to be used to resupply either or both fire departments for EMS supplies they have used or for items that are about to expire.

Postage (2006-42152-62500) \$1,000.00 (+ \$400.00)

The Service is proposing an increase in postage for 2016 to correspond with the Service's responsibility to give its patient's a copy of the Service's Privacy Practice or HIPAA Notice (Health Insurance Portability and Accountability Act). Along with the Service's responsibility to provide patients with our privacy practice, it is foreseeable that within the next few years it will be compulsory to provide patients with survey's but rather will be required. As such, it is the plan of the Service to mail each patient a survey and a copy of our privacy practice. The surveys will be return to the service by a prepaid business reply mail account. This line item also makes allotment for the increase use of correspondence with employees and patients alike.

Fuel (2006-42152-63500) \$8,000.00 (+\$600.00)

This line item is for the fuel for the ambulances and a modest increase to account for minor fluctuations in the cost of fuel.

Office Supplies (2006-42152-68000) \$1,000.00 (+\$500.00)

This line item is used to purchase administrative supplies such as paper, envelops, printer cartridges etc.

Medical Equipment Maintenance/Replacements (2006-42152-74000) \$9,800.00 (+\$1,150.00)

Contained within this line item are the service agreements for the current cardiac monitors and the stretchers. This line item allows for a discretionary spending of \$500.00 for equipment purchase and repair as well as allowing for the continuation of the service agreements for the stretchers and the LP15's the service currently uses. The stretchers are currently serviced twice a year by Emsar and the cardiac monitors are serviced annually by Physio Control.

In 2016, the Service plans to replace the manually operated Ferno Stretcher with a Stryker XPS power stretcher. The Stryker stretcher is designed to better accommodate larger patients and is considered to be a superior stretcher within the EMS community. The stretcher is to be paid for over a three (3) year period with a 0% interest rate.

Radio/Communications Equipment Maintenance & Repair (2006-42152-74001) \$1,900.00 (+ \$1,300.00)

This line item allocates funds for the repair and/or replacement of the services communication equipment. Even though there are no anticipated purchase from this line for 2016, this line item was increased to reflect the cost to have the communication equipment worked on.

Vehicle Maintenance & Repair (2006-42152-76001) \$5,000.00 (\$0.00)

This line item allocates funds for the routine maintenance and unscheduled repair of the Service's ambulances. The Service plans on having snow tires put on the primary ambulance, and back-up ambulance if, in the fall of 2016 there are sufficient funds to do so.

Computer & Software Purchase & Maintenance (2006-42152-86000) \$2,700.00 (-\$1,500.00)

This line item allocates funds to address the Information Technology (IT) needs of the Service.

Medical Evaluation (2006-42152-XXXXX) \$7,500.00 (+ \$7,500.00)

Tri-Town EMS entered into an agreement with Concentra Urgent Care to provide pre-hire testing, post injury and illness evaluation, N95 respiratory fit testing and fit-for-duty evaluations. These services were not previously accounted for in past budgets as Tri-Town EMS did not have an agreement in place to address the services being provided by Concentra.

Future Equipment & Vehicle Replacement (2006-42152-00063) \$0.00 (\$0.00)

For 2016, TRI-TOWN EMS does not plan to designate funds for the replacement of durable medical equipment or for the future replacement of an ambulance as the service intends to purchase an ambulance in 2016. Funding for this line item will be considered for the 2017 budget.

The TRI-TOWN Emergency Medical Service 2016 Budget was prepared by:

Christopher Gamache, Service Director.



September 9, 2015

CLASSIFICATION: REVENUE						
LINE ITEM NUMBER	LINE ITEM NAME	2015 BUDGET	2016 BUDGET	DIFFERENCE ('16-'15)	% CHANGE	
2006-33790-00000	Contributions from Town of Allenstown	\$ 211,909.00	\$ 206,425.00	\$ (5,484.00)	-2.59%	
2006-34096-00000	Ambulance Billings - REV	\$ 130,000.00	\$ 249,250.00	\$ 119,250.00	91.73%	
2006-35020-00000	Interest on Investments - AMB	\$ 1.00	\$ 1.00	\$ -	0.00%	
2006-35090-00000	Miscellaneous Revenues - AMB	\$ 1.00	\$ 2,000.00	\$ 1,999.00	XXXX	
2006-39110-00000	Transfer from Town of Pembroke - GF	\$ 269,703.00	\$ 242,324.00	\$ (27,379.00)	-10.15%	
	Reserve Funds from Fund Balance	\$ -	\$ 50,000.00	\$ 50,000.00	XXXX	
	TOTAL REVENUE:	\$ 611,614.00	\$ 750,000.00	\$ 138,386.00		

CLASSIFICATION: EXPENSES						
LINE ITEM NUMBER	LINE ITEM NAME	2015 BUDGET	2016 BUDGET	DIFFERENCE ('16-'15)	% CHANGE	
2006-42152-11000	Full Time Salaries - Ambulance	\$ 153,191.00	\$ 191,500.00	\$ 38,309.00	25.01%	
2006-42152-12000	Per Diem Salaries - Ambulance	\$ 189,337.00	\$ 180,400.00	\$ (8,937.00)	-4.72%	
2006-42152-14000	Overtime - Ambulance	\$ 8,106.00	\$ 19,090.00	\$ 10,984.00	135.50%	
2006-42152-21000	Health Insurance - Ambulance	\$ 62,412.00	\$ 83,100.00	\$ 20,688.00	33.15%	
2006-42152-21100	Dental Insurance - Ambulance	\$ 5,374.00	\$ 7,155.00	\$ 1,781.00	33.14%	
2006-42152-21500	Life Insurance - Ambulance	\$ 70.00	\$ 70.00	\$ -	0.00%	
2006-42152-21900	Disability - Ambulance	\$ 2,127.00	\$ 2,660.00	\$ 533.00	25.06%	
2006-42152-22000	Social Security - Ambulance	\$ 21,742.00	\$ 24,250.00	\$ 2,508.00	11.54%	
2006-42152-22500	Medicare - Ambulance	\$ 5,084.00	\$ 6,050.00	\$ 966.00	19.00%	
2006-42152-23000	NH Retirement - Ambulance	\$ 17,892.00	\$ 22,100.00	\$ 4,208.00	23.52%	
2006-42152-29000	Uniforms - Ambulance	\$ 7,050.00	\$ 1,715.00	\$ (5,335.00)	-75.67%	
2006-42152-29001	Training & Certification - AMB	\$ 6,040.00	\$ 13,350.00	\$ 7,310.00	121.03%	
2006-42152-32000	Legal Service - AMB	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	100.00%	
2006-42152-34100	Telephone - AMB	\$ 2,996.00	\$ 4,900.00	\$ 1,904.00	63.55%	
2006-42152-39000	Contracted Billing Services - AMB	\$ 12,000.00	\$ 22,000.00	\$ 10,000.00	83.33%	
2006-42152-39100	Accounting Services - AMB	\$ 5,800.00	\$ 5,800.00	\$ -	0.00%	
2006-42152-43000	Building Maintenance - AMB	\$ 200.00	\$ 7,500.00	\$ 7,300.00	3650.00%	
2006-42152-44000	Ambulance & Life Pack Leases - AMB	\$ 50,000.00	\$ 85,000.00	\$ 35,000.00	70.00%	
2006-42152-52000	Liability Insurance - AMB	\$ 7,543.00	\$ 3,500.00	\$ (4,043.00)	-53.60%	
2006-42152-52100	Unemployment Comp - AMB	\$ 5,260.00	\$ 1,500.00	\$ (3,760.00)	-71.48%	
2006-42152-52200	Worker's Comp - AMB	\$ 10,240.00	\$ 10,240.00	\$ -	0.00%	
2006-42152-62000	Department Supplies - AMB	\$ 7,200.00	\$ 11,220.00	\$ 4,020.00	55.83%	
2006-42152-62500	Postage - AMB	\$ 600.00	\$ 1,000.00	\$ 400.00	66.67%	
2006-42152-63500	Gas & Fuel - AMB	\$ 7,400.00	\$ 8,000.00	\$ 600.00	8.11%	
2006-42152-68000	Office Supplies - AMB	\$ 500.00	\$ 1,000.00	\$ 500.00	100.00%	
2006-42152-74000	Medical Equipment Maint & Replacem. - AMB	\$ 8,650.00	\$ 9,800.00	\$ 1,150.00	13.29%	
2006-42152-74001	Radio/Communic. Equip Maint&Repair - AMB	\$ 600.00	\$ 1,900.00	\$ 1,300.00	216.67%	
2006-42152-76001	Vehicle Maint & Repair - AMB	\$ 5,000.00	\$ 5,000.00	\$ -	0.00%	
2006-42152-86000	Computer/Software Maint. - AMB	\$ 4,200.00	\$ 2,700.00	\$ (1,500.00)	-35.71%	
2006-42152-XXXXX	Medical Evaluation - AMB	\$ -	\$ 7,500.00	\$ 7,500.00	-	
2006-42152-00063	Equipment & Vehicle Replacement	\$ -	\$ -	\$ -	-	
	TOTAL EXPENDITURES:	\$ 611,614.00	\$ 750,000.00	\$ 138,386.00	22.63%	



Comprehensive Quotation

Sales Account Manager
 RYAN SHAUGHNESSY
 Ryan.Shaughnessy@stryker.com
 1-800-327-0770

Remit to:
 P.O. Box 93308
 Chicago, IL 60673-3308

End User Shipping Address	Shipping Address	Billing Address
1245721 STRYKER QUOTE 3800 E CENTRE AVE PORTAGE, MI 49002	1245721 STRYKER QUOTE 3800 E CENTRE AVE PORTAGE, MI 49002	1245721 STRYKER QUOTE 3800 E CENTRE AVE PORTAGE, MI 49002

Customer Contact	Ref Number	Date	PO Number	Reference Field	Quote Type
	4277199	07/27/2015	QUOTE		

Line #	Quantity	Item Description	Part #	Unit Price	Extended Price	Item Comments
1.00	1	Power-PRO XT	650600000	\$16,561.02	\$16,561.02	
		Options				
	1	Power-PRO XT	650600000	\$16,561.02	\$16,561.02	
	1	Non Power-Load Compatible	6506029000			
	1	Trendelenburg	6085031000			
	1	Retractable Head Section O2	6085046000			
	1	Pocketed Back Rest Pouch	6500130000			
	1	Head End Storage Flat	6500128000			
	1	English Manual	6506600000			
	1	SMRT Charger Mounting Bracket	6500034000			
	1	SMRT Automotive 12V Cable	6500035000			
	1	120V AC SMRT Charging Kit	6500028000			
	1	Short Hook	6060036017			
	1	XPS Knee Gatch Bolster Matrss	6500003130			
	1	Steer Lock Option	6506038000			
	1	3 YR X-Frame Powertrain Wrnty	7777881669			
	1	2 Yr Bumper to Bumper Warranty	7777881670			
	1	DOM SHIP (NOT HI, AK, PR, GM)	0054030000			
	1	3 Stage IV Pole PR Option	6500315000			
	1	G-RATED RESTRAINT PACKAGE	6500002030			
	1	STANDARD FOWLER	6506012003			
	1	Dual Wheel Lock	6086602010			
	1	PR Cot Retaining Post	6085033000			
	1	Power Pro Standard Components	6506026000			
	1	XPS Option	6506040000			
	1	No Runner/HE O2	0054200994			
	1	Equipment Hook	6500147000			
2.00	1	Protect Power Cot 6506- 7year	77115001	\$2,490.50	\$2,490.50	

Note:

Product Total	\$19,051.52
Freight	\$0.00
Tax	\$0.00
Total Incl Tax & Freight	\$19,051.52

Signature: _____ Title/Position: _____ Date: _____

Deal Consummation: This is a quote and not a commitment. This quote is subject to final credit, pricing, and documentation approval. Legal documentation must be signed before your equipment can be delivered. Documentation will be provided upon completion of our review process and your selection of a payment schedule.

Confidentiality Notice: Recipient will not disclose to any third party the terms of this quote or any other information, including any pricing or discounts, offered to be provided by Stryker





07/28/2015

Tri Town Ambulance

Pembroke, NH USA

Thank you for considering Stryker Corporation and Stryker Flex Financial for your equipment acquisition. We are pleased to present the following financing terms for your review:

- Equipment: EMS Equipment
- Proposal Prices: See proposal for itemized pricing
- Finance Structure: \$1 Out
- \$1 Out End of Term Option: • Purchase the equipment for \$1.00

Payment Terms: **Proposal Total: \$19,052.00**

3 Annual Payments First Due Net 30
\$6,821.23

* Payments are exclusive of all applicable taxes and freight unless otherwise noted.

Deal Consummation: This is a proposal and not a commitment. Please note that the payments quoted herein were calculated based, in part, on a rate reported in the "interest rate swaps" section of Federal Reserve Statistical Release H-15 and are subject to change relative to the movements in interest rate swaps. This proposal is subject to final credit, pricing, and documentation approval. Legal documents must be signed before your equipment can be delivered. Documentation will be provided upon completion of our review process and your selection of a payment schedule.

Financial Information: The following information is required to complete our review process:

- Two years of financial statements, audited if available
- Current interim financial statements if audited statements are more than 6 months old

Again, thank you for your consideration. Please note that this proposal is subject to change if documents are not signed prior to July 31, 2015 and is exclusive of certain taxes and shipping costs.

Regards,
Stryker Flex Financial

Customer Signature and Date

CONFIDENTIALITY NOTICE: Recipient will not disclose to any third party the terms of this proposal or any other information, including any pricing or discounts, offered to be provided by Stryker to Recipient in connection with this proposal, without Stryker's prior written approval, except as may be requested by law or by lawful order of any applicable government agency.

Stryker Flex Financial • 1901 Romence Road Parkway • Portage, MI 49002 • Phone: (888) 308-3146 • Fax: (877) 204-1332



(FRONT PAGE OF AMBULANCE QUOTE)

TRI TOWN QUOTE

Tri Town EMS
247 Pembroke St
Pembroke, NH 03275

Sugarloaf Ambulance / Rescue Vehicles
Ron Morin
411 U S Route 2 East
Suite A
Wilton, Maine 04294
207-235-2221
207645-5222
rsqvehic@tdstelme.net

Exp. Date: 06/30/2015
Quote No: 10065-0001
BODY: CLSC170 Type 1 Classic, 170" 108"CA

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PART NO	S	DESCRIPTION	QTY	EACH	EXTENDED
		== Type 1 Classic, 170" 108"CA - 33.500 10/31/14	1	0.00	0.00
		==			
00-00-0100		PL Ambulance - Release 33.50 updated Dec 31, 2014	1	0.00	0.00
00-11-7065	S <	170" CLASSIC BODY, 72" Headroom, w/Drop Skirt	1	92419.00	92419.00
		Overall Vehicle Dimensions:			
		Length: 302"			
		Width: 99"			
		Height: 112"			
		Exterior Modular Body Dimensions:			
		Length: 170"			
		Width: 97"			
		Height: 91"			
		Interior Modular Body Dimensions:			
		Length: 165"			
		Width: 90 3/4"			
		Height: 72"			
03-00-1060	< >	Chassis Type -Ford F-Series Chassis paint must be reviewed/edited when changing chassis type	1	0.00	0.00
		EXTERIOR	1	0.00	0.00
10-10-1100		Modular Body Construction	1	0.00	0.00
10-10-2000	<	Structural Integrity Warranty The structural integrity of the body shall be guaranteed for the life of the unit, as long as the original purchaser shall own it.	1	0.00	0.00
10-10-2070		Finite Element Analysis	1	0.00	0.00
10-10-2100		Compartments, Aluminum Diamond Plate, welded	1	0.00	0.00
10-15-4000		Body mounting, Type I, rubber donuts, L-Duty	1	0.00	0.00
10-20-3300		Lowered Body Skirts, with Intermediate Step	1	0.00	0.00
		EXTERIOR DOORS, AMBULANCE	1	0.00	0.00
11-10-1000		Trimark Power Locking, Entrance Doors, Qty (3)	1	0.00	0.00



(BACK PAGE OF AMBULACNE QUOTE)

07/11/2015

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PART NO	S	DESCRIPTION	QTY	EACH	EXTENDED
		Dual overhead Map Light			
		Daytime Running Lights			
		Front seats, high series cloth - 40/20/40 #3S			
		Color Scheme:			
		Exterior Color: Oxford White #Z1			
		Interior Color: Steel Gray			
95-12-5000	S		1	0.00	0.00
96-32-1500		Fuel "Full Tank" -F-Series	1	180.00	180.00
96-90-S003	XU <	Ford Fleet Concession	1	-3000.00	-3000.00
		With a Verified Ford Fleet Number, a Concession is available.			
96-90-S004	XU <	Optional Prepayment of chassis Discount	1	-1000.00	-1000.00
		With the signing of a Purchase & Sale Agreement, and a Prepayment of the chassis (\$59,715) a \$1,000 Discount shall be applied to the final invoice.			
96-90-S005	XU <	Delivery Requirements	1	835.00	835.00
		Included in the contract is an allowance for two members of the department to conduct a pre-delivery inspection of the completed vehicle at the manufacturers facility.			
		Certificate of Origin			
		Bill of Sale			
		Temporary Registration & Plate			
		Full tank of Fuel			
		Total			228,533.98

