

2017

TRI  TOWN
Emergency Medical
Service

2017 OPERATING BUDGET

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TRI-TOWN EMERGENCY MEDICAL SERVICE | 247 Pembroke St, Pembroke NH 03275

TRI TOWN Emergency Medical Service
2017 Proposed Budget

OVERALL

The TRI-TOWN Emergency Medical Service’s (hereafter TRI-TOWN EMS or the “Service”) proposed budget for 2017 allows for the Service’s plan for appropriate employee compensation, provides for the operations of the service, promotes internal educational opportunity for the staff, provides for the full payment of the new ambulance and funds other initiatives that will benefit those Tri-Town EMS serves. The annual budgetary requirements continue to decrease each town’s financial contributions and provides funds for future capital purchases. TRI-TOWN EMS operates *twenty-four* (24) hours a day, *seven* (7) days a week, with having a fully staffed PARAMEDIC level ambulance ready to respond to emergencies.

In 2016, TRI-TOWN EMS had an operating budget of \$750,000.00 of which \$50,000 or 7% of the operating budget is planned to be funded from *Unassigned Fund Balance*. 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 \$249,250.00 or 34% of the projected revenues for the service’s operating budget. The remainder of the revenues were obtained through contributions by the Towns of Allenstown and Pembroke. Per the Inter-Municipal Agreement, Allenstown provided \$206,425.00 and Pembroke provided \$242,324.00 for the operations of TRI-TOWN EMS.

The 2017 budget proposes an appropriation of \$923,722 to be used for the operations of the Service of which \$189,500 will be transferred from *Unassigned Fund Balance* for the purchase of the new ambulance upon the expected deliver in February or March of 2017. In 2016 the Service’s Board of Director’s adopted a wage classification system that assigns each employee to a pay step within a pay grade that corresponds to their EMS License Level. The 2017 Budget provides funds for this plan and for the compensation of employees who attend trainings and meetings along with all associated payroll costs. Planned for in 2017 is a call force which will be used to supplement the full time ambulance the service currently staffs. The call force will primarily respond to second EMS incidents when the primary ambulance is unavailable. The budget allocates funds for an Emergency Medical Technician course to be run by the Service. Finally, this budget continues the process for allocating funds for future, capital purchases.

REVENUE

The 2017 budget for TRI-TOWN EMS projects revenue from a variety of sources to include billing for ambulance services which accounts for approximately 34%, funds transferred from *Unassigned Fund Balance* shall account for approximately 21% of revenues, 2% of the revenue will be from miscellaneous sources, such as EMS details and the EMT course and the remainder 43% being provided by the Towns of Allenstown and Pembroke. Per the Inter-Municipal Agreement between the two towns, the funding requirements from each town will coincide with the percentage of calls that occurred in the respective town for a period looking back at the previous three years.

Contributions from Allenstown, NH (2006-33790-00000): \$186,169.00 (~~-\$20,256.00~~)

For the period covering 2013, 2014, 2015 and the first six months of 2016, the Town of Allenstown, had a total of 1,515 EMS calls out of a total of 3,316 EMS calls between the two towns, which represents 45.7%



of the combined call volume. Using the aforementioned percentage, the Town of Allenstown is responsible for providing \$186,256 in funding for the TRI-TOWN EMS' 2017 Operating Budget. This represents a decrease of \$20,256 from the 2016 budget which was \$206,425.

Ambulance Billing – Revenues (2006-34096-00000): \$313,000.00 (+\$63,750.00)

For 2015, the service received \$328,552.93 from ambulance billing. The Service transported 707 patients. That equates to \$464.71 revenue per transport, or an average "cash per trip" and an average monthly revenue of \$27,379.41. For 2014, the service received \$242,482.29 from ambulance billing and with the service transporting 680 patients, the average cash per trip for 2014 was \$356.59. Currently in 2016, the service has transported 371 patients for a total revenue of \$170,713.49, resulting in an average cash per trip of \$460.15 and a monthly average of \$28,452.25. For the last two-and-a-half years, Tri-Town EMS brought in \$741,748.71 in revenue from ambulance billing, transported 1,758 patients and has a resulting in an average cash per trip of \$421.93 or a monthly average revenue of \$24,724.96.

For 2016, Tri-Town EMS is on track to receive approximately \$330,000 to \$340,000 from ambulance billing. This revenue projection will result in \$80,000 to \$90,000 above what was budgeted for in 2016.

The past call volume of the Service is consistently around 1,000 calls for service per year, resulting in approximately 700 transports per year. Adding to the projected revenues for 2017 is an additional 50 patient transports that should generate approximately \$23,000. The Service is projecting a conservative ambulance revenue for 2017 of \$313,000.

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

Currently TRI-TOWN EMS does not have any investments.

Miscellaneous Revenues (2006-35090-00000): \$13,850.00 (+11,850.00)

This budgetary line 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. In 2017, the Service intends on hosting an Emergency Medical Technician Course, the anticipated revenues for this course are accounted for in this line. The costs of these services must be accounted for in the budget even though they are funded by outside sources.

Contributions from Pembroke, NH (2006-39110-00000): \$221,202.00 (-\$21,122.00)

For the period covering 2013, 2014, 2015 and the first six months of 2016, the Town of Pembroke, had a total of 1,801 EMS calls out of a total of 3,316 EMS calls between the two towns, which represents 54.3% of the combined call volume. Using the aforementioned percentage, the Town of Pembroke is responsible for providing \$221,202 in funding for TRI-TOWN EMS' 2017 Operating Budget. This represents a decrease of \$21,122 from the 2016 budget when the Town of Pembroke appropriated \$242,324.00 for the TRI-TOWN EMS budget.

Transfer from Fund Balance (2006-33791-00000): \$189,500.00 (+\$139,500.00)

Tri-Town EMS has funds available from the previous years of operations. Funds that were allocated and not expensed and funds from revenues that were exceeded the budgeted expectations. The Service



recognizes the need to have reserve funds that is approximately 5%-17% of the Service's Operating Budget. The reserve funds, referred to as *Unassigned Fund Balance*, is held in reserve to ensure the service has sufficient funds at the beginning of each year and during other periods of the fiscal year, to cover cash flow and unanticipated emergencies. The *Unassigned Fund Balance* reduces the risk of the towns providing funds for the service to operate. As a result of the cash flow characteristics of the Service, the Service Director recommends moving from a 17% *Unassigned Fund Balance* to a set amount which will equate to three to four months of operational expenses. This *Unassigned Fund Balance* will also act as a buffer for any year which ambulance revenues fall short of what was budgeted and ultimately, will provide funds for capital purchases and staffing of additional units when an unanticipated need exists.

It is the recommendation of the Service Director, that the new ambulance which will be delivered in February or March, is paid in full upon delivery, by the Service and that the new ambulance is not financed in anyway. The balance of the cost of the ambulance is \$189,492.

Tri-Town EMS is planning to purchase a new Stryker™ Stretcher in 2016. The original plan was to pay for the stretcher over three (3) years without any finance charges. The Service Director recommends, the Service pays for the stretcher in full in 2016, utilizing funds from *Unassigned Fund Balance*. This will free future budgets of the annual payment for the stretcher. The stretcher will be deployed upon delivery of the new ambulance.

Below is the breakdown of the plan for *Unassigned Fund Balance* for the remainder of 2016 and for 2017. The final figure represents the minimum amount that will be carried forward into 2018 that is not held in reserve and is available for future purchases, projects and budget adjustments.

NON-2016 Funds (Current Year & Pending Audit Results):	\$474,253.00
(-) 17% Reserve Funds (Based on a \$750,000 budget)	\$127,500.00
DIFFERENCE:	\$346,753.00
(-) 2016/17 Ambulance Payoff (2017 Budget Item):	\$189,492.00
BALANCE post Ambulance Payoff:	\$157,261.00
(-) Stryker Stretcher Payoff (2016):	\$12,702.00
BALANCE post Stretcher Payoff:	\$144,560.00
(+) Estimated REMAINING Funds for 2016 (low estimate):	\$90,000.00
Estimated Unassigned Fund Balance on January 1, 2017:	\$234,560.00

EXPENSES

Full Time Salaries (2006-42152-11000): \$223,093.00 (+\$31,593.00)

TRI-TOWN EMS employs four (4) Full Time employees; the Service Director, Assistant Director and two (2) Full Time Paramedics. This model has significantly improved the stability of the schedule and has allowed for certain projects and educational opportunities to progress forward. This staffing model allows the Service to staff 24/7 paramedic coverage without the need of excessive overtime. Additionally, the Service Director has delegated projects to each Full Time employee as well as tasking them to prompt all



other employees to complete the service required trainings. The full time staff are responsible for completing all assigned shift chores.

During 2016, the Service's Board of Director's adopted a wage classification system for the compensation of the Service's staff. The 2017 Budget appropriates funds to compensate the employees, to in accordance with the Wage classification system. A 1% Cost of Living Adjustment (COLA) was estimated for 2017. The Service Board of Directors is required to approve any COLA made to the Service's wage classification system. The budget also adequately allocates funds to compensate the Service's full time staff for holiday pay in a manner that is consistent with the Service's policy. Starting in 2017, the Service will make all trainings mandatory and will compensate all employees who attend the training. Trainings may be Service provide, Service sponsored or external trainings that are supported by Tri-Town EMS and meets the NCCP training plan of the Service.

The Service plans on running an Emergency Medical Technician (EMT) Course in 2017 and will use some of the Service's Full Time staff to teach the course. The Service has to account for this expenditure and subsequent payroll costs. The EMT Course will predominantly be taught by the full time employees of Tri-Town EMS and as such, their compensation for teaching the course is represented in this line.

Director's Salary:	\$71,040.00
Assistant Director's Salary:	\$50,868.00
Full Time Paramedic (1):	\$41,560.00
Full Time Paramedic (2):	\$41,125.00
Holiday Pay:	\$5,800.00
Training Time:	\$3,200.00
EMT Course:	\$9,500.00
TOTAL:	\$223,093.00

Per Diem Salaries (2006-42152-12000): \$232,277.00 (+\$51,877.00)

The Per Diem Salaries line allocates funds for the wages of the services' per diem and part time staff. Due to the addition of a fourth (4th) full time employee in 2016, the overall hours budgeted in this line were decreased, however, the increase to the line item represents the pay adjustment of placing per diem and part time employees into the wage classification system. In 2017 this line item specifically allocates funds for employees to go through orientation. This budget has funds for per diem and part time employees to teach classes that are part of the NCCP program. Finally this budgetary line was increased to fund the call force. The following table shows the license levels, their applicable pay grade and the *ESTIMATED* 2017 wages based upon a COLA of 1%:

<u>License Level</u>	<u>Pay Grade</u>	<u>Pay Range (2017)</u>
Emergency Medical Technician (EMT)	8	\$13.71 - \$19.42
Advanced Emergency Medical Technician (AEMT)	9	\$14.53 - \$20.58
Paramedic	13	\$18.43 - \$26.04
Assistant Director / Paramedic	16	\$21.97 - \$31.07
Director / Paramedic	20	\$57,809.37 - \$81,592.85



Employees will now receive a Merit-Step / COLA raise during their anniversary month and it will be based upon a satisfactory evaluation.

PD/PT Paramedics (Primary Amb. Position)	\$37,700.00
PD/PT EMT's, AEMT's & Paramedic's	\$143,100.00
Vacation, Sick and Personal Time Coverage	\$8,200.00
Training:	\$3,200.00
Holiday Pay:	\$6,900.00
Details (Revenue Shown in Misc Rev.)	\$1,950.00
Orientation:	\$2,027.00
Call Force:	\$29,200.00
TOTAL:	\$232,277.00

Overtime (2006-42152-14000) *\$10,000.00 (-\$9,090.00)*

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.

Full Time Overtime:	\$8,000.00
Per Diem/Part Time Overtime:	\$2,000.00
TOTAL:	\$7,000.00

Health Insurance (2006-42152-21000) *\$46,000.00 (- \$37,100.00)*

The Service offers health insurance to the Full Time employees. The Service budgets for healthcare benefits for each of the four (4) Full Time employees and used the employee's current status (family, single, etc.), actual fees from 2016, for estimating the allocated funds for 2017 and added 10% for anticipated premium increases.

Dental Insurance (2006-42152-21100) *\$7,155.00 (+\$0.00)*

The service offers dental insurance to the Full Time employees. The Service will use the 2016 figures for this line in 2017.

Life Insurance (2006-42152-21500) *\$300.00 (\$230.00)*

TRI-TOWN EMS participates in the Town of Pembroke group life insurance plan and if available to Full Time employees.

Disability (2006-42152-21900) *\$2,800.00 (+ \$140.00)*

The Service provides the Full Time employees with short term and long term disability insurance through Unum.



Social Security (2006-42152-22000) \$28,853.00 (+ \$4,603.00)

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) \$6,748.00 (+ \$698.00)

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) \$27,256.00 (+ \$5,156.00)

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 expected to be 11.38% of the Full Time payroll.

Uniforms (2006-42152-29000) \$5,000.00 (+ \$3,285.00)

The Service is allocating enough funds to cover the cost of out fitting two (2) new employees, and replacing polo shirts, pants and work shirts as most of the service's uniforms will be three (3) years old in 2017.

Training & Certification (2006-42152-29001) \$6,318.00 (- \$7,032.00)

The Training & Certification line item allocates funds to provide training opportunities to the Service's staff. The Service has taken efforts during 2016 to increase the training that is available to the staff, initiating multiple educational opportunities to meet the re-licensing needs (NCCP) of the Service's providers and to improve the provider's skills and knowledge. Currently the Service subscribes to two (2) EMS magazines and the staff are required 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. Tri-Town EMS works with area departments, Concord Hospital and the State, to create a diversity of quality training opportunities. This line item also allocates funds towards the recertification courses which are required every two years for EMS providers to re-license.

Paramedic Refresher Courses	\$900.00
Seminars and Trainings	\$1,000.00
CPR Instructor Course	\$125.00
Instructor I Course	\$315.00
Publications (JEMS & EMS World)	\$50.00
Pediatric ALS Mannequin	\$2,000.00
Training Aid Replacement Items	\$798.00
Guest Speaker for NCCP Training	\$200.00
Food for Trainings	\$250.00
Reference Material	\$680.00
TOTAL	\$6,318.00

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

The service allocates funds for legal fees in the event legal services or an outside consultant is needed. This item was brought back down to \$5000.00 for 2017.



Telephone (2006-42152-34100) \$6,000.00 (+ \$1,100.00)

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 with, 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 to contact Concord Fire Alarm and the receiving hospital (to include Medical Control). The ambulance's cell phone receives text messages from fire alarm given the responding crew the incident address and all incident times. In 2017, the second ambulance is proposed to have a cell phone as well for the same reasons as the primary ambulance. 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 (4)	\$2,400.00
WiFi (2)	\$1,000.00
Comcast (Cable, Phone, Internet)	\$2,600.00
TOTAL	\$6,000.00

Contracted Billing Service (2006-42152-39000) \$15,750.00 (- \$6,250.00)

TRI-TOWN EMS contracts with ComStar to provide billing services for ambulance transports. ComStar charges a fee of 5% of collected funds. This line item takes into consideration the total amount of revenues received from ambulance billing which is greater than the budgeted Ambulance Billing Revenue.

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) \$4,200.00 (- \$3,300.00)

For 2017 the Service has allocated funds for the replacement of furniture at the Pembroke Fire Station. 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) \$189,492.00 (+ \$104,492.00)

In 2016 TRI-TOWN EMS ordered a new ambulance which will be delivered in February or March of 2017. This line item accounts for the Service Director's recommendation to pay the ambulance in full upon delivery. The funds for this line item are to be transferred from Unassigned Fund Balance.

Liability Insurance (2006-42152-52000) \$7,000.00 (+ \$3,500.00)

The Liability Insurance line was increased to reflect the actual cost to the service in 2016.

Unemployment Compensation (2006-42152-52100) \$500.00 (\$0.00)

The Unemployment Compensation line was kept the same, as past data shows in a four (4) year period, Unemployment Compensation premium has not exceeded \$1,000 in the past.



Workers Compensation (2006-42152-52200) \$11,500.00 (\$1,260.00)

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 coverage and was based upon what the Service paid in 2016.

EMS Supplies (2006-42152-62000) \$13,932.00 (+ \$2,712.00)

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 \$800.00 per month which is slightly higher than what the service is currently spending for supplies. As part of the current "EMS Supplies" line, but not specifically accounted for, is oxygen which accounts for between \$100.00 to \$180.00 per month of expenditures. For 2017, oxygen replacement is being specifically addressed and budgeted for with a monthly allotment of \$110.00 per month.

For 2017, Tri-Town EMS will continue to swap out expired or used supplies when either Fire Department requests the Service to do so. Also budgeted for in 2017 are EMS Week items for employee appreciation and public awareness.

Postage (2006-42152-62500) \$1,000.00 (\$0.00)

Postage for 2017 is going to remain the same. The postage line item is used for normal business correspondence. By the end of 2016, the service will have a Business Reply Mail Account to be used for patient satisfaction surveys and for the delivery of Patient Privacy Notices (HIPAA).

Fuel (2006-42152-63500) \$7,000.00 (-\$1,000.00)

The budgetary line for fuel was decreased \$1,000 for 2017. In 2016 the Service is projected to be well below the allocated amount for this line in 2016. However fuel costs remain low and the Service feels it is important to ensure enough funds are budgeted in the event fuel prices return to \$3.00 to \$4.00 per gallon.

Office Supplies (2006-42152-68000) \$4,550.00 (+\$3,550.00)

For 2017, the Office Supplies line item allows for purchasing of office supplies. Moved from the Computer/Software line, is the monthly fee for an all-in-one Copier/Fax/Scanner. This item is planned for a summer 2016 delivery and will have a monthly fee. The Office Supplies line item allocates fund specifically for the toner for the color-laser printer the service uses and for printing fees associated with survey cards, EMS drop forms and privacy practice notices.

Medical Equipment Maintenance/Replacements (2006-42152-74000) \$4,998.00 (- \$4,802.00)

Contained within this line item are the service agreements for the current cardiac monitors and the stretchers. This line allows for the spending of \$500.00 for equipment purchase. The stretchers are currently serviced twice a year by Emsar and the cardiac monitors are serviced annually by Physio Control. In 2017, the Service plans on purchasing a second Video Laryngoscope



Radio/Communications Equipment Maintenance & Repair (2006-42152-74001) \$5,450.00 (+ \$3,550.00)

This line item allocates funds for the repair and/or replacement of the services communication equipment. In 2017, the Service is allocating funds for the purchase of three (3) new portable radios and (3) new pagers. The new radios will be placed in-service on the new ambulance and the older radios will be used for the call force. The pagers will be used by the Director and call force staff.

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. This line item was kept the same from 2016.

Computer & Software Purchase & Maintenance (2006-42152-86000) \$3,250.00 (+550.00)

This budgetary line allocates funds to address the Information Technology (IT) needs of the Service. Budgeted for in 2017 is the subscription fee for "Iam Responding", a dispatch program being used by services in the Capital Area and is supported by Concord Fire Alarm as well as licensing fees for an online dispatch program which will allow the ambulances to have a Mobile Data Terminal (MDT) in them.

Medical Evaluation (2006-42152-74002) \$7,500.00 (+ \$0.00)

Tri-Town EMS has 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.

Future Equipment & Vehicle Replacement (2006-42152-00063) \$30,000.00 (+\$30,000.00)

Tri-Town EMS has four (4) pieces of equipment which can be classified of capital items; the ambulances, the monitors, CPR device and the stretchers. Starting in 2017, the Service will start allocating funds to be held in reserve for the replacement of these items.

The follow table shows the life expectancy of each piece of equipment, the year the piece of equipment was purchased and when it is expected to be replaced, and the purchase and estimated replacement costs. The replacement costs does not consider any service agreements which may be purchased at the time of the equipment is replaced.

EQUIPMENT NAME	YEAR PURCHASED	LIFE CYCLE	PURCHASE PRICE	REPLACEMENT COST (EST)	REPLACEMENT YEAR
Ambulance A3	2010	12 years	\$118,000.00	\$312,000.00	2022
Ambulance A8	2017	12 years	\$254,000.00	\$384,000.00	2028
Life Pak 15 – A3	2014	10 years	\$35,000.00	\$46,000.00	2024
Life Pak 15 – A8/A2	2015	10 years	\$35,000.00	\$46,000.00	2025
Ferno Stretcher	2014	w/A3	\$13,000.00	\$23,300.00	2022
Stryker Stretcher	2016	12 years	\$16,560.00	\$29,800.00	2028
Lucas Device	2012	15 years	\$15,000.00	\$22,000.00	2027
Lucas Device	2012	15 years	\$15,000.00	\$22,000.00	2027

The total cost over the next twelve (12) years to replace the aforementioned equipment is \$885,100.00. The minimum amount of funds in Unassigned Fund Balance at the end of 2017 will be \$190,995.00. This figure is above the amount of funds the Service is holding in reserve. Applying this balance to the Capital



Purchase Plan leaves a balance of \$695,100. This value divided over twelve (12) years results in an annual allocation of \$57,925. The Service intends to budget \$30,000 per year and adjusting that figure annually to account for the previous year's excess funds (excess in ambulance billing revenue + unused allocations). For 2017, that leaves a balance of \$27,925, of which the service anticipates to receive an additional \$25,000 from ambulance billing and excess in some of the budgetary lines, should make the difference for 2017.

PROJECT #1: EMERGENCY MEDICAL TECHNICIAN COURSE

Since 2015, the Service has paid to have employees obtain their Cardio-Pulmonary Resuscitation (CPR) instructor's credential and become a State of New Hampshire Instructor/Coordinator (IC). This will allow the Service to run an Emergency Medical Technician (EMT) Course and subsequently will provide an employee stream into the service where applicants who come through the EMT Course can be evaluated during the program. The course can also be used for internal education of which employees who are in need of specific topics for re-licensure, can sit in on individual lessons. The course will also be a source of income for the Service with a minimum student level set to ensure the Service does not lose money putting on the course.

The costs to conduct an EMT Course has been added to the appropriate lines.

ITEM	COST
Salary	\$9,500.00
Supplies	\$1,950.00
Total Start-Up Cost	\$11,450.00

Currently, the Service plans on putting on the Emergency Medical Technician Course in the Spring or Fall of 2017.

PROJECT #2: ON-CALL FORCE

Tri-Town EMS is the primary ambulance service for Allenstown and Pembroke, this encompasses a service area of approximately 11,500 people and 43.49 square miles. Tri-Town EMS is one of a few ambulance service in the capital area that does not currently have a plan to deploy a second ambulance when the need arises. Allenstown and Pembroke depend on outside resources to meet the need when the primary ambulance is committed to a call. The Merrimack River borders the service area to the west and has no bridges to connect to the Town of Bow. The Town of Deerfield which border Allenstown, does not have its own ambulance services, thus leaving the City of Concord, and the Towns of Epsom and Hooksett to provide mutual aid into the service area. When those communities are unable to respond, mutual aid is coming from two or more communities away.

Tri-Town EMS historically receives mutual aid 5-10 times a month or about 70-100 times a year and provides mutual aid about 60-70 times a year. The Service is part of a relatively large regional mutual aid plan and is subject to be dispatched to other communities when needed. This has resulted in the Service's ambulance being dispatched for station coverage for working fires, making the ambulance unavailable for up to three (3) hours. Furthermore, it is a regular enough occurrence that a second and even third EMS call is dispatched in close succession. Beyond the calls turned over to mutual aid, there are those calls where additional EMS resources are needed on scene. Whether more EMS providers are needed, or a



second patient exist, it is desirable to have the ability to have additional EMS resources responding. Finally, provisions will be in place to allow the Service to call in on-call personnel in the event of a sick employee or when a family emergency exists thus giving more flexibility to the operations and ensuring constant ambulance coverage.

The Service, maintains two fully equipped and licensed ambulances. It is the recommendation of the Service Director, that a plan to deploy a second ambulance when the need arises, and done so in the most economical and efficient manner possible, should be approved.

The Service rarely turns over calls to mutual aid after midnight, therefore the plan is to run a Call Force between 8am and midnight with shifts being 8a-4p and 4p to midnight. The service will utilize per diem employees, part time employees and designated on-call employees to fill the available shifts. Tri-Town EMS routinely receives inquiries from people who live in the two towns about volunteer or on-call positions. The Service estimates a need of approximately 10-12 on-call employees. The second ambulance will not be guaranteed to be at the paramedic license level. The days the Director and Assistant Director are in the office for administrative time, the hours will then be set to 8am until 4pm and on those days only one person will be on call. After 4pm, two providers will be on call. The schedule showing the number of providers per time slot, will resemble the following:

TIME	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mid-8a	X	X	X	X	X	X	X
8a-4p	2	2	1	2	1	2	2
4p-Mid	2	2	2	2	2	2	2

The Service will pay each person on call \$2.50 per hour, regardless of their license level. When there is a second call for the service area, the responding personnel will be paid their hourly rate, with a minimum of one (1) hour paid. There are 26 on-call shifts a week, or 208 on-call hours, which will cost the Service \$27,000 annually. The associated payroll costs will come to \$2,400.00. Assuming 70 calls are year are covered by the call force, with 50 transports and 20 no-transport, the pay for hours worked will come to \$4,200.00. The revenue generated from the estimated 50 transports comes to approximately \$23,000.00. The net cost to the Service is about \$10,600.00 which would decrease with more patient transports.

Cost For Shift Coverage:	\$27,000.00
Cost For Ambulance Calls:	\$4200.00
Payroll Fees (SS/MC)	\$2,400.00
Uniforms:	\$1,000.00
TOTAL COSTS:	\$33,600.00
AMB REVENUE (EST):	\$23,000.00
DIFFERENCE:	(\$10,600.00)

The Service has discussed with EMS Chiefs of other services about how they managed their call volume and it is very common within New Hampshire to use a call system. The EMS Chief for Wilton Ambulance has assigned On Call personnel who have time and distance constraints placed on them when on-duty. When asked about the Department of Labor, he affirmed the Department of Labor was asked about his



service's setup and it was legal. Upon the approval of the Board of Directors, the Department of Labor will be contacted to ensure the Service's plan is legal.

LINE ITEM NUMBER	LINE ITEM NAME	2016 BUDGET	2017 BUDGET	DIFFERENCE ('17-'16)	% CHANGE
2006-33790-00000	Cont. Allenstown	\$206,425.00	\$186,169.00	(\$20,256.00)	-10.88%
2006-34096-00000	Ambulance Billing	\$249,250.00	\$313,000.00	\$63,750.00	20.37%
2006-35020-00000	Interest	\$1.00	\$1.00	\$0.00	0.0%
2006-35090-00000	Misc. Revenues	\$2,000.00	\$13,850.00	\$11,850.00	85.56%
2006-39110-00000	Cont. Pembroke	\$242,324.00	\$221,202.00	(\$21,122.00)	-9.55%
2006-33791-00000	Fund Balance	\$50,000.00	\$189,500.00	\$139,500.00	
TOTAL REVENUE excluding FUND BALANCE		\$700,000.00	\$734,222.00	\$34,222.00	4.66%
2006-42152-11000	Full Time Salaries	\$191,500.00	\$223,093.00	\$31,593.00	16.50%
2006-42152-12000	Per Diem Salaries	\$180,400.00	\$232,277.00	\$51,877.00	28.76%
2006-42152-14000	Overtime	\$19,090.00	\$10,000.00	(\$9,090.00)	-47.62%
2006-42152-21000	Health Insurance	\$83,100.00	\$46,000.00	(\$37,100.00)	-44.65%
2006-42152-21100	Dental Insurance	\$7,155.00	\$7,155.00	\$0.00	0%
2006-42152-21500	Life Insurance	\$70.00	\$300.00	\$230.00	328.57%
2006-42152-21900	Disability	\$2,660.00	\$2,800.00	\$140.00	5.26%
2006-42152-22000	Social Security	\$24,250.00	\$28,853.00	\$4,603.00	18.98%
2006-42152-22500	Medicare	\$6,050.00	\$6,748.00	\$698.00	11.54%
2006-42152-23000	NH Retirement	\$22,100.00	\$27,256.00	\$5,156.00	23.33%
2006-42152-29000	Uniforms	\$1,715.00	\$5,000.00	\$3,285.00	191.55%
2006-42152-29001	Training	\$13,350.00	\$6,318.00	(\$7,032.00)	-52.67%
2006-42152-32000	Legal Services	\$10,000.00	\$5,000.00	(\$5,000.00)	-50%
2006-42152-34100	Telephone	\$4,900.00	\$6,000.00	\$1,100.00	22.45%
2006-42152-39000	Contract Billing SVC	\$22,000.00	\$15,750.00	(\$6,250.00)	-28.41%
2006-42152-39100	Accounting SVC	\$5,800.00	\$5,800.00	\$0.00	0.0%
2006-42152-43000	Building Maint.	\$7,500.00	\$4,200.00	(\$3,300.00)	-44.00%
2006-42152-44000	Amb/Monitor PMT	\$85,000.00	\$189,492.00	\$104,492.00	122.93%
2006-42152-52000	Liability Insurance	\$3,500.00	\$7,000.00	\$3,500.00	100%
2006-42152-52100	Unempl. Comp	\$1,500.00	\$500.00	\$1,000.00	-66.67%
2006-42152-52200	Worker's Comp	\$10,240.00	\$11,500.00	\$1,260.00	12.30%
2006-42152-62000	EMS Med. Supplies	\$11,220.00	\$13,932.00	\$2,712.00	24.17%
2006-42152-62500	Postage	\$1,000.00	\$1,000.00	\$0.00	0.0%
2006-42152-63500	Fuel	\$8,000.00	\$7,000.00	-\$1,000.00	-12.50%
2006-42152-68000	Office Supplies	\$1,000.00	\$4,550.00	\$3,550.00	355.00%
2006-42152-74000	Equip Maint/Rpl	\$9,800.00	\$4,998.00	(\$4,802.00)	-49.00%
2006-42152-74001	Radio/Comms.	\$1,900.00	\$5,450.00	\$5,450.00	186.84%
2006-42152-76001	Veh. Maint.	\$5,000.00	\$5,000.00	\$0.00	0.0%
2006-42152-86000	IT Maint/Rplmnt	\$2,700.00	\$3,250.00	\$500.00	20.37%
2006-42152-74002	Medical Evaluation	\$7,500.00	\$7,500.00	\$0.00	0.0%
2006-42152-00063	Equip/Veh. Repl.	\$0.00	\$30,000.00	\$30,000.00	N/A
TOTAL BUDGET:		\$750,000.00	\$923,722.00	\$173,722.00	18.81%



The TRI-TOWN Emergency Medical Service 2017 Budget was prepared by:

Christopher Gamache, Service Director.

