



# Tri-Town Emergency Medical Services

## 2021 Budget

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## 2021 Budget Overview

Tri-Town EMS' (hereafter, "Tri-Town" or "(the) Service") budget for fiscal year 2021 is \$956,964.00. Included in this value are the following:

- \$75,000 to be added to the Service's Capital Improvement Plan (CIP)
- \$6,795.00 increase to the OVERTIME line to account for scheduled overtime for the two (2) non-leadership paramedic positions.
- \$60,838.00 increase in HEALTH INSURANCE, as the Service is anticipating all Full Time Staff will now be taking family coverage through the Service health insurance plan.
- \$7,743.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover Cost of Living Adjustments or COLA.
- \$7,188.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover the cost of Merit Raises.
- \$5,260.00 increase to the DEPARTMENT SUPPLIES budgetary line to cover the actual costs needed to keep the ambulances replenished with required equipment and supplies.

There are no major purchase planned for 2021 and no anticipated changes to the Service's staffing model. The proposed budget provides adequate funding to cover all the known expenses for next year and a minimal amount available for unanticipated costs associated with running an EMS agency and operating vehicles. The Service does not have access to any of the insurance costs for 2021, therefore all insurances the Service is required to pay for are estimated costs based upon values from previous years.

Of the \$956,964, \$881,964 is directly for the operations of the Service with, as mentioned above, \$75,000 being added to the Service's CIP. Figure 1 below shows the gross budget for each year the Service has been operating. Since the Service has not always had a CIP in place, and considering other variations within the budget that exists from one year to the next, a more accurate depiction of how the needs of the Service changes from one year to the next is better illustrated in Figure 2, which remove the CIP and major expenses from the budget and shows the operational budget for the Service for a given year.

Figure 1

<b>TOTAL BUDGET by YEAR</b>			
<b>YEAR</b>	<b>BUDGET AMOUNT</b>	<b>DIFFERENCE</b>	<b>(%) DIFFERENCE</b>
2013	\$562,794.00	--	--
2014	\$591,297.00	\$28,503.00	5.06%
2015	\$611,614.00	\$20,317.00	3.44%
2016	\$750,000.00	\$138,386.00	22.63%
2017	\$933,722.00	\$183,722.00	24.50%
2018	\$886,159.00	(\$47,563.00)	-5.09%
2019	\$1,112,662.00	\$226,503.00	25.56%
2020	\$870,133.00	(\$242,529.00)	-21.80%
2021	\$956,964.00	\$86,831.00	9.98%

Figure 2

<b>TOTAL BUDGET by YEAR MINUS CIP FUNDS (OPERATIONAL BUDGET)</b>			
<b>YEAR</b>	<b>BUDGET AMOUNT</b>	<b>DIFFERENCE</b>	<b>(%) DIFFERENCE</b>
2013	\$562,794.00	--	--
2014	\$591,297.00	\$28,503.00	5.06%
2015	\$611,614.00	\$20,317.00	3.44%
2016	\$665,000.00	\$53,386.00	8.73%
2017	\$714,230.00	\$49,230.00	7.40%
2018	\$766,159.00	\$51,929.00	7.27%
2019	\$747,662.00	(\$18,497.00)	-2.41%
2020	\$785,133.00	\$37,471.00	5.01%
2021	\$881,964.00	\$96,831.00	12.33%
<b>Average Annual Increase (2013 to 2021)</b>			<b>5.85%</b>

The anticipated operational need for 2021 grew by nearly \$97,000 with much of that value coming from the increase in HEALTH INSURANCE for the coverage of all the full time staff as compared to years past where only two (2) of the four (4) full time employees took health insurance as a benefit. When removing the increase from health insurance, the increase to the 2021 budget is \$35,993 which is consistent with the increases from previous years.

## 2020 Summary

During the fiscal year for 2020, Tri-Town EMS has face some challenges, most pertaining to staffing. These staffing challenges can be attributed to staff pursuing advancements outside the Service or as a result of the COVID-19 virus. During the COVID-19 pandemic, specifically early on, some of the staff were unable to work for Tri-Town, mostly due to restrictions from their full time employers. This ultimately resulted in the Service re-evaluating how it handles Per Diem employee's time away from the Service and reinforces the need to have the Paramedic side of the ambulance staffed with either a Full Time and/or Part Time Paramedics, thus ensuring the level of care the Service has become accustomed to providing is maintained. Furthermore, to remain competitive with other EMS agencies for the limited number of Paramedics, the Service is moving forward with the non-management Full Time Paramedic positions working a regular, forty-eight hour work week (2- twenty-four hour shifts per week, which is standard in the EMS and Fire service.) This change in hours for two of the full time paramedics is reflected in the 2021 budget.

As previously mentioned, there existed Per Diem Employees who were away from the Service for an extended amount of time. This leave created a significant hardship for the Service, resulting in the ultimate decision to limit an employee's leave from the Service to that of what is stated in the Family Medical Leave Act (FMLA) when such conditions specified within the law have been met.

All other employees will be asked to resign when they are unable to meet the time requirements of the Service. The purpose of this decision was the direct result of having a full roster (28-30 employees) but practically having less than 20 employees available to work during any given month. During the first half + of 2020, much effort was put forth with hiring and orientating new employees. Costs for this include background checks, pre-hire physicals, uniforms as well as direct employee compensation and related taxes. The Service is confident that through the remainder of the year, all Full Time positions will be full and the roster will be at 28-30 employees, of which most if not all, will be working each month.

Staffing aside, the Service updated its equipment bags on the primary ambulance in order to more efficiently deploy essential supplies and equipment to patient's side when out of the ambulance. The goal here is to use the best available information when deciding what to bring to the patient. This will make it easier on the ambulance crews to do their job as well as aid in infection control. Also purchased this year are devices designed to safely lift patients off the floor or ground, onto the stretcher or other location. These devices were purchased with both the provider and patient safety in mind.

Through mid-August 2020, neither ambulance have had needed any major repairs. In the past few years, vehicle maintenance and repairs was a major concern for the Service. Both ambulance have been running good, only requiring routine maintenance.

As for operations, the EMS call volume for 2020 is on pace to be the second busiest year for the Service. However, the transport volume is significantly down. The reasons for this includes, concerns by patients pertaining to COVID-19 and in increase in calls for public assists. When preparing the budget for 2021, this trend is concerning as this will be the second consecutive year the Service has experienced a decrease in transport volume. For that reason, it was decided to keep the revenue expectation from AMBULANCE BILLING the same as 2020 and not increase it.

A few years ago, Tri-Town EMS purchased its first mechanical ventilator and last year, purchased a second device. During the height of the COVID-19 pandemic (March through June), patients who would normally have benefited from BiPAP were managed medically by other means. With the acquisition of viral filters for the ventilator, our paramedics have cautiously resumed using BiPAP on patients in respiratory distress. As mentioned in other reports, Tri-Town EMS is now able to perform Rapid Sequence Intubation (RSI). This is the process of sedating and paralyzing a patient in order to secure an airway and take over their ventilations. So far in 2020, Tri-Town EMS Paramedics have successfully used RSI on three patients, placing them on the mechanical ventilator. Again, as mentioned in previous reports, the mechanical ventilator was seen as a necessary device for the Service to safely perform RSI and therefore was secured prior to completing the process to be an RSI Service. Now, the benefits are being seen with both patient who can't breathe on their own and those who are in dire need of respiratory support.

Lastly, no 2020 document will be complete without discussing COVID-19 and its effects on the Service. Besides the previously mentioned staffing issues, the Service strengthened its infection control or exposure mitigation efforts to reduce the chances of our staff becoming ill. To date our efforts have been extremely effective, with no one becoming ill with the virus, despite having a

few know patient being transported by the Service. The increase in Personal Protection Equipment (PPE) has had no effect on the budget as most of the items the ambulance staff are using for PPE have been provided by the State of New Hampshire (Emergency Management). Going forward Tri-Town EMS fully intends to take advantage of this for as long as the State is dispersing PPE.

### Capital Improvement Plan (CIP)

The CIP for 2020 had allowed for the Service to acquire a vehicle which was previously used by the Pembroke Police Department, to function as an intercept vehicle and general use vehicle for the Service. Due to staffing concerns resulting in time constraints, the intercept vehicle was not pursued in 2020. Additionally the intercept vehicle was removed from the CIP for 2021 and will be re-looked at when the Service feels it is feasible to do so.

As it pertains to the CIP, there were no major purchases for 2020 and no major purchases planned for 2021. The Service has budgeted \$75,000 to be added to the CIP in 2021.

Below, is a table that shows all the Services vehicles and Durable Medical Equipment (DME). In figure 3, are the years the DMS or Vehicles were purchased, purchase price, current estimated replacement cost and projected replacement cost for the planned year of replacement.

Figure 3

UNIT/EQUIPMENT	PURCHASED		2020	REPLACEMENT		EQUIP
	YEAR	COST	COST	YEAR	COST	TYPE
Ambulance 3 (A3)	2019	\$ 158,000.00	\$ 174,337.80	2022	\$ 324,176.00	VEH
Ambulance 8 (A8)	2016	\$ 254,000.00	\$ 308,740.00	2028	\$ 456,147.51	VEH
Life Pak 15 (A3)	2014	\$ 25,243.00	\$ 33,828.12	2022	\$ 37,295.00	DME
Life Pak 15 (A8)	2015	\$ 25,243.00	\$ 33,828.12	2028	\$ 49,980.00	DME
Stryker Stretcher (A3)	2019	\$ 20,375.00	\$ 21,394.00	2022	\$ 24,766.00	DME
Stryker Stretcher (A8)	2016	\$ 20,894.00	\$ 25,397.14	2028	\$ 39,400.00	DME
Styker Stair Chair (A3)	2019	\$ 3,692.00	\$ 3,877.00	2022	\$ 4,273.00	DME
Styker Stair Chair (A8)	2017	\$ 3,640.00	\$ 4,213.76	2028	\$ 6,225.00	DME
Lucas Device III (CPR)(A3)	2018	\$ 13,079.00	\$ 14,419.60	2022	\$ 16,700.00	DME
Lucas Device (CPR)(A8)	???	\$ 14,000.00	\$ 14,419.60	2028	\$ 22,368.00	DME
Zoll AEV Ventilator (A8)	2018	\$ 13,171.57	\$ 14,522.00	2028	\$ 21,455.00	DME
Braun Infusion Pumps (A3)	2014	\$ 2,500.00	\$ 3,350.17	2022	\$ 3,695.00	DME
Braun Infusion Pumps (A3)	2014	\$ 2,500.00	\$ 3,350.17	2022	\$ 3,695.00	DME
Braun Infusion Pumps (A8)	2014	\$ 2,500.00	\$ 3,350.17	2028	\$ 4,950.00	DME
Braun Infusion Pumps (A8)	2014	\$ 2,500.00	\$ 3,350.17	2028	\$ 4,950.00	DME
N/A	N/A	\$ -	\$ -		\$ -	DME
Zoll Z-Vent Ventilator (A3)	2019	\$ 10,836.00	\$ 11,377.80	2032	\$ 20,432.00	DME
<b>TOTAL COSTS</b>		<b>\$ 572,173.57</b>	<b>\$ 673,755.62</b>		<b>\$ 1,040,507.51</b>	

Figure 4 shown below, is a running tally of deposits and expenditures that are part of the Service's CIP.

Figure 4

2021 Unspecified Fund Balance (20% of Operation Budget)				\$ 190,000.00
YEAR	UNIT/EQUIPMENT	DEPOSIT	SPEND	BALANCE
2016	N/A	\$ -	\$ -	\$ -
2017		\$ 30,000.00	\$ -	\$ 30,000.00
2018*	Portable Ventilator, Lucas 3	\$ 120,000.00	\$ -	\$ 150,000.00
2019	Ambulance (A3) Rechassis, Stretcher, Stair Chair, Vent	\$ 365,000.00	\$ 159,582.29	\$ 355,417.71
2020		\$ 75,000.00		\$ 430,417.71
2021		\$ 75,000.00		\$ 505,417.71
2022		\$ 75,000.00		\$ 580,417.71
2023	Ambulance 3, LP 15, Stretcher, Stairchair, Lucas, Infusion Pumps (2), Vent	\$ 75,000.00	\$ 485,702.00	\$ 169,715.71
2024		\$ 75,000.00		\$ 244,715.71
2025		\$ 85,000.00		\$ 329,715.71
2026		\$ 85,000.00		\$ 414,715.71
2027		\$ 85,000.00		\$ 499,715.71
2028	A8, LP15, Stretcher, Stair Chair, Lucas, Infusion Pumps (2)	\$ 100,000.00	\$ 589,017.00	\$ 10,698.71
2029		\$ -		\$ 10,698.71
2030		\$ -		\$ 10,698.71

## Operational Trends

Fiscal year 2017 saw the single largest increase from one year to the next in EMS Call Volume. The Call Volume continued to increase in 2018, where the Service saw 1,364 runs and was the busiest year for Tri-Town EMS. Last year, 2019, the call volume decreased to 1,270. This was the 3<sup>rd</sup> busiest year for the Service. Figure 5 shows the overall call volume by year along with the numbers of transports.

Figure 5

<b>YEAR</b>	<b># OF EMS INCIDENTS</b>	<b># OF EMS TRANSPORTS</b>	<b>PERCENTAGE of TRANSPORTS</b>
2017	1302	824	64%
2018	1365	875	65%
2019	1270	832	66%
2020*	1316*	788*	60%*

\*ESTIMATED

Another trend being monitored by the Service is a general shift of EMS Call Volume from the Town of Pembroke to the Town of Allenstown. Historically Pembroke has seen the greater portion of EMS Incidents. However, in the last year or so, a greater percentage of EMS Incidents have been occurring in Allenstown resulting in a shift of the overall percentage used to calculate each town’s fiscal responsibility for the Service’s overall operations. Historically, the Allenstown/Pembroke percentage has been roughly 46% to 54% of runs and fiscal contributions. Per the Intermunicipal agreement between the two (2) towns, the percentage used to determine the amount of funds each town is responsible for contributing is the based upon a three year total of runs in each town. Starting in 2019, the aforementioned trend started and has continued into 2020. As of the end of July 2020, Allenstown had 375 EMS incidents (51.58%) and Pembroke saw 352 EMS Incidents (48.42%). It should be noted, that a significant portion of the EMS Incidents being shifted to Allenstown are “Public Assists” at the elderly housing facilities. “Public Assists” are generally those runs where a person needs help getting up and no other medical emergency exists. Figure 6 shows the EMS Incidents of both towns for the last three (3) years.

Figure 6

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>3 Year Total</b>	<b>3 Year Percentage</b>
<b>Town of Allenstown</b>	509	529	568	1606	44.27%
<b>Town of Pembroke</b>	699	694	629	2022	55.73%
<b>TOTAL RUNS</b>	1208	1223	1197	3628	

## 2021 Tri-Town EMS Budget

### EXPENDITURES

#### **2006-42152-11000 Full Time Salaries**

<i>\$214,777.00</i>	<i>\$233,800.00</i>	<i>\$255,500.00</i>	<b>\$260,342.00</b>	\$4,842.00
<i>2018</i>	<i>2019</i>	<i>2020</i>		1.90%

Tri-Town EMS currently has four (4) Full Time Paramedic positions, two (2) of the positions are administrative and two (2) are non-administrative. The two (2) administrative positions, the EMS Director and the Deputy Director are also part of the ambulance staffing plan. For 2021, the two (2) non-administrative positions will be scheduled on twenty-four (24) hour shifts twice a week. This is in an effort to ensure continuous Paramedic staffing. Consider there are two Paramedic shifts per day, for a total of fourteen (14) shifts per week, Full Time Paramedics will be covering eleven (11) of the fourteen (14) shifts. The other three (3) shifts per week are planned to be covered with one (1) Part Time Paramedic, and one (1) regularly scheduled Per Diem Paramedic.

The Full Time Salaries budgetary line provides funds for non-overtime compensation for the full time staff. Additionally this line provides funds for holiday pay, Cost of Living Adjustments or COLA, Merit Raises and any sick time buy-back. The COLA for 2021 is 1.60% and this budget allows for an average of a 1.50% Merit Raise for full time staff.

#### **2006-42152-12000 Per Diem Salaries**

<i>\$245,286.00</i>	<i>\$228,370.00</i>	<i>\$248,198.00</i>	<b>\$260,540.00</b>	\$12,342.00
<i>2018</i>	<i>2019</i>	<i>2020</i>		4.97%

Tri-Town EMS relies heavily on Per Diem Emergency Medical Service providers to complete the ambulance staffing. In general, these employees staff the non-Paramedic position on the ambulance. Per Diem EMS staff include, Emergency Medical Technician (EMT's), Advanced Emergency Medical Technicians (AEMT's) and Paramedics. As stated in the "Full Time Salaries" section, three (3) of the fourteen (14) Paramedic shifts per week are staffed with either a Part Time Paramedic or a Per Diem Paramedic, which are paid out of this budgetary line. Furthermore, when able to do so, Per Diem Paramedics are assigned shifts normally covered by Full Time Paramedics when they are on vacation or otherwise taking time off. This is in an effort to minimize overtime.

In addition to the Part Time Paramedic, the Service employs two (2) Part Time AEMT's. They cover Saturday and Sunday shifts on the ambulance. The Service pursued Part Time positions in the past in order to ensure continuous weekend coverage while minimizing the need for overtime. This plan has generally worked out well for the Service.



Like the “Full Time Salaries” budgetary line, The “Per Diem Salaries” budgetary line provides funds for holiday pay, sick time buy-back (Part Time Staff), COLA and Merit pay increases. Additionally, this line provides funding for paid trainings, coverage for Full Time Employees time-off coverage, new employee orientation, on-call staff and details. As with the full time COLA for 2021 is 1.60% and an average of 1.50% is allotted for Merit increases.

**2006-42152-14000 Overtime**

\$28,153.00	\$28,000.00	\$28,000.00	<b>\$34,795.00</b>	\$6,795.00
2018	2019	2020		24.27%

The Service must account for instances where an employee may work more than forty (40) hours in a pay week. Typically this applies to Full Time Employees, however, there are a few occasions each year when the Service must rely heavily on Per Diem and Part Time Employees to fill open shifts and that sometimes results in overtime. For the first time, the Service is dividing up this line into Schedule Overtime and Unscheduled Overtime. Schedule Overtime is for Full Time Employees who are working forty-eight (48) hours per pay week. All other overtime will be considered Unscheduled Overtime. This will include any time a Full Time Employee must work beyond forty-eight (48) hours, any overtime a Per Diem or Part Time Employee works, and paid trainings for Full Time Employees. In general the increase of this budgetary line is directly related to the additional hours the Full Time Employees will be working each week. It should be noted that the two twenty-four hour shifts the non-administrative Paramedics will be working was at their request and not being mandated by the Service. As such, these Paramedics have been advised that their benefits will continue to be based upon a forty (40) hour work week.

**2006-42152-21000 Health Insurance**

\$43,037.00	\$49,500.00	\$39,000.00	<b>\$99,638.00</b>	\$60,638.00
2018	2019	2020		155.48%

Health Insurance is a benefit afforded to the Service’s Full Time Employees. The Service is responsible for 85% of the cost of the plan and the employee pays the remaining 15% through payroll deduction. In the past, the Service consistently had two employees taking insurance and two employees taking the buyout. With a turn-over of staff in the last year, it is now anticipated for 2021 that all four (4) Full Time Employees will be receiving their Health Insurance through the Service. Each of the plans will be the family plan. Therefore there is a significant increase in this line for 2021. The Service has also planned for a 10% increase in premiums for Health Insurance for 2021.

**2006-42152-21100 Dental Insurance**

\$6,000.00	\$6,500.00	\$5,900.00	<b>\$5,400.00</b>	(\$500.00)
2018	2019	2020		-8.47%

Dental Insurance is a benefit given to the Service’s Full Time Employees at no cost to the employee. The adjustment to this budgetary line is based upon past expenditures.

**2006-42152-21500 Life Insurance**

\$150.00	\$150.00	\$150.00	<b>\$150.00</b>	\$0.00
2018	2019	2020		0.00%

Each Full Time Employee is enrolled in the Town of Pembroke’s Life Insurance Plan. This cost has remained constant for the last few years and there are no indications it the premium will be increasing.

**2006-42152-21900 Disability Insurance**

\$2,660.00	\$2,800.00	\$3,100.00	<b>\$3,350.00</b>	\$250.00
2018	2019	2020		8.06%

Each Full Time Employee is enrolled in the Town of Pembroke’s Short Term and Long Term Disability Insurance Plan that is at no cost to the employee. Increases to this budgetary line are based upon observed trends in this and last year’s expenses.

**2006-42152-22000 Social Security**

\$30,270.00	\$30,002.00	\$32,966.00	<b>\$34,379.00</b>	\$1,413.00
2018	2019	2020		4.29%

The Social Security budgetary line provides funding for required employer payments to Social Security. The figure for this line was derived from a calculation based on the cumulative sum of Full Time and Part Time Salaries as well as the funds specified in the Overtime budgetary line.

**2006-42152-22500 Medicare**

\$7,519.00	\$7,453.00	\$8,189.00	<b>\$8,541.00</b>	\$352.00
2018	2019	2020		4.30%

Similar to Social Security, the Medicare budgetary line provides funds for required employer payments to Medicare and is a calculation based upon the Service's total payroll.

**2006-42152-23000 New Hampshire Retirement**

\$27,476.00	\$29,621.00	\$31,160.00	<b>\$33,135.00</b>	\$1,975.00
2018	2019	2020		6.34%

All Full Time Employees are enrolled into the New Hampshire Retirement System, Group 1. Employees and the Service pay their prescribed portion. This line is based upon the anticipated earnings; regular hours and overtime, of the Service's Full Time Staff for 2021.

**2006-42152-29000 Uniforms**

\$6,500.00	\$6,500.00	\$6,500.00	<b>\$6,250.00</b>	(\$250.00)
2018	2019	2020		-3.85%

Tri-Town EMS is required to provide uniforms for its staff. This line makes allotment for the different employee classifications for uniform replacement. Furthermore, the Service generally anticipates at least five (5) new employees each year that need to be outfitted. Finally, this budgetary line provides funds for bulk uniform items such as T-Shirts or Wind Shirts of which the Service purchased in past years.

**2006-42152-29001 Training & Certification**

\$33,500.00	\$16,500.00	\$12,300.00	<b>\$15,750.00</b>	\$3,450.00
2018	2019	2020		28.05%

The Training & Certification budgetary line provides funds for different, non-pay related training activities. Each year, Tri-Town sends one or two of the Full Time Paramedics to Concord Hospital's NCCP Paramedic Training Program. This provides our Full Time Paramedics with the require EMS Credentials needed to do their job. Credentials such as American Heart Association (AHA) CPR, AHA Advanced Cardiac Life Support (ACLS), AHA Pediatric Advanced Life Support (PALS) as well as a bi-annual refresher on Surgical Cricothyrotomy and RSI. This line allows funding to compensate non-Tri-Town Employees to be paid for teaching classes for the Service, CPR cards for classes the Service hosts, Conferences and Seminars.

As part of the 2021 budget, the Service plans on replacing the training mannequin purchase in 2016. This mannequin is used each month by most of the employees to practice the skills applicable to their license levels. Since the current mannequin was purchased, it has endured a lot of wear on tear and is in need of replacement.

**2006-42152-32000 Legal Services**

<i>\$15,000.00</i>	<i>\$5,000.00</i>	<i>\$10,000.00</i>	<b>\$10,200.00</b>	<i>\$200.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<i>2.00%</i>

The Legal Services line is generally a contingency plan budgetary line as the Service generally does not plan on being involved in legal action. This line has been used over the last few years for legal action stemming from the previous ambulance service of a similar name and an internal inquiry of which an outside investigator was utilized.

Starting in 2021, the Service has added the costs of applicants Criminal Back Ground Records and Department of Motor Vehicle Records to this budgetary line.

**2006-42152-34100 Telephone**

<i>\$5,820.00</i>	<i>\$5,964.00</i>	<i>\$5,820.00</i>	<b>\$6,000.00</b>	<i>\$180.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<i>3.09%</i>

The Telephone budgetary line provides funds for the Services cellular phones and WiFi devices. The EMS Director and Deputy Director each of a Service provided cell phone. Both ambulances have a cell phone and a WiFi device.

Also this line pays for the Service business phone line, internet access and cable TV.

**2006-42152-39000 Contracted Billing Services**

<i>\$18,000.00</i>	<i>\$20,500.00</i>	<i>\$21,750.00</i>	<b>\$22,250.00</b>	<i>\$500.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<i>2.30%</i>

Tri-Town EMS contracts with ComStar Ambulance Billing out of Rowley, Massachusetts to bill out EMS transports and collect payment. The Service pays 4% of all revenue collected from ambulance billing.

**2006-42152-39100 Accounting Services**

\$5,800.00	\$5,800.00	\$5,800.00	<b>\$5,800.00</b>	\$0.00
2018	2019	2020		0.0%

This line compensates the Town of Pembroke for the time associated with payroll processing, paying the Services bills and any applicable audits.

**2006-42152-43000 Building Maintenance**

\$250.00	\$1.00	\$0.00	<b>\$1.00</b>	\$1.00
2018	2019	2020		0.0%

Place holder for future.

**2006-42152-44000 Ambulance and Life Pak Lease**

\$0.00	\$1.00	\$10,000.00	<b>\$1.00</b>	(\$9,999.00)
2018	2019	2020		0.0%

Used for when the Service purchases ambulances or other pieces of equipment. None planned for 2021.

**2006-42152-52000 Liability Insurance**

\$7,500.00	\$7,500.00	\$7,500.00	<b>\$8,500.00</b>	\$1,000.00
2018	2019	2020		13.33%

General Liability and Malpractice Insurance for Tri-Town EMS, insured through Primex.

**2006-42152-52100 Unemployment Insurance**

\$600.00	\$650.00	\$650.00	<b>\$700.00</b>	\$50.00
2018	2019	2020		7.69%

Funds for Service responsible Unemployment Insurance.

**2006-42152-52200 Workers Compensation**

<i>\$13,000.00</i>	<i>\$13,250.00</i>	<i>\$13,250.00</i>	<b>\$12,000.00</b>	<b>(\$1,250.00)</b>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<b>-9.43%</b>

Funds for Service responsible Workers Compensation Insurance to cover employees who get injured or sick as a result of work related activities.

**2006-42152-62000 Department Supplies**

<i>\$14,500.00</i>	<i>\$14,500.00</i>	<i>\$14,500.00</i>	<b>\$19,760.00</b>	<b>\$5,260.00</b>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<b>36.28%</b>

The Department Supplies budgetary line provide funds for medical supplies, disposable equipment and other medical items necessary for EMS operations. This budgetary line has been held at a certain value for the past few years, and each year the Service has exceeded this funds made available for supplies. The increase was the result of looking back over the last few years to actual expenditures and this year’s current expenses. It should be noted, that Concord Hospital supplies a significant portion of the medical supplies as well as most of the medications and all of the controlled substances used by the Service. Without this assistance from Concord Hospital, the Department Supplies line would be almost doubled.

**2006-42152-62500 Postage**

<i>\$1,900.00</i>	<i>\$1,900.00</i>	<i>\$1,900.00</i>	<b>\$1,750.00</b>	<b>(\$150.00)</b>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<b>-7.89%</b>

The Postage budgetary line provides funds for general postage associated with normal business activities of the Service. As indicated in past years, the Service mails out a Survey and Patient Privacy Rights/Service Privacy Practices to every patient. This ensure all our patients received the notice and thus the Service is compliant with Federal Regulations (HIPAA). The costs of the Privacy Rights/Survey cards as it pertains to postage includes the cost to mail them out and the have a Business Reply Mail (BRM) Account with the US Postal Service.

**2006-42152-63500 Fuel**

\$6,000.00	\$7,500.00	\$8,000.00	<b>\$8,000.00</b>	\$0.00
2018	2019	2020		0.00%

This budgetary line provides funds for fueling the ambulances. The value amount is adjusted when necessary based upon actual expenditures. For 2021, the Service did not see a need to make any adjustments to this line.

**2006-42152-68000 Office Supplies**

\$3,358.00	\$3,500.00	\$3,200.00	<b>\$3,050.00</b>	(\$150.00)
2018	2019	2020		-4.69%

The Office Supplies budgetary line provides funds to routine supplies used generally in the administrative activities of the Service. A large portion of these funds are used to pay the copier fees or buy toner for the Service's other printer. Also included are funds for the destruction of confidential documents. Lastly, much of the station cleaning supplies the Services comes out of this line.

**2006-42152-68001 Transcription Services**

\$800.00	\$900.00	\$900.00	<b>\$900.00</b>	\$0.00
2018	2019	2020		0.00%

The Transcription Services budgetary line provides funds to pay for the transcribing of the minutes for the monthly Board of Director's Meeting.

**2006-42152-74000 Medical Equipment Maintenance & Replacement**

\$15,303.00	\$7,000.00	\$5,900.00	<b>\$6,200.00</b>	\$300.00
2018	2019	2020		5.08%

This budgetary line would generally be used to provide funds for the purchase of medical equipment. However, there are no purchase planned for 2021. The funds from this line for fiscal year 2021 are intended to be used to pay for existing service agreements on equipment Tri-Town currently possesses and to pay for preventive maintenance on equipment that does not have service agreements. Equipment and items that require servicing or inspections are; Cardiac Monitors, Stretchers, Stair Chairs, Medication Infusion Pumps, Ventilators, and Fire Extinguishers. This budgetary line also provides funds for items used with the Cardiac Monitors, such as blood pressure cuffs, pulse oximetry probes, CO probes and associated cables and tubes.

**2006-42152-74001 Radio/Communication Equipment Maintenance**

\$1,000.00	\$2,500.00	\$2,500.00	<b>\$1,000.00</b>	(\$1,500.00)
2018	2019	2020		-60.00%

This budgetary line exists to provide fund to replace aging radio equipment and pagers. Additionally any repairs that are needed on radios and pagers would be paid for out of this line. The Service needs to start looking are replacing some of its pagers. However due to other considerations, those expenses may be delayed until 2022. This line was decreased as a result of unavoidable increases to other areas of the budget.

**2006-42152-74002 Medical Evaluation**

\$4,500.00	\$4,500.00	\$4,000.00	<b>\$5,072.00</b>	\$1,072.00
2018	2019	2020		26.80%

The Medical Evaluation budgetary line is generally used to pay for prospective application's pre-hire physical. Specifically added to this line for 2021 is the added costs of drug screening for applicants. Lastly, this line provides funding for currently employees who may have a workplace injury or an exposure.

**2006-42152-76001 Vehicle Maintenance & Repairs**

\$5,500.00	\$5,500.00	\$6,500.00	<b>\$6,500.00</b>	\$0.00
2018	2019	2020		0.00%

The Vehicle Maintenance & Repairs budgetary line provides funds for routine maintenance on the Service's ambulances and allow for some non-scheduled repairs.

**2006-42152-86000 Computer / Software Maintenance**

\$2,000.00	\$2,000.00	\$2,000.00	<b>\$2,010.00</b>	\$10.00
2018	2019	2020		0.50%

The Computer/Software Maintenance line provides funds for on-line programs the Service subscribes to. When-To-Work is the scheduling program use by Tri-Town EMS and I Am Responding provides the Service with dispatch information on EMS Incidents. Furthermore, this line funds any IT, computer, or smart phone issue or upgrades needed by the Service.



## REVENUE

Tri-Town EMS generates revenue from a series of sources. The single largest source of revenue comes from ambulance billing. Significantly smaller sources of revenue include CPR course, details, donations and interests. The anticipated revenues are deducted from the anticipated cost to operate the Service and the short fall becomes the responsibility of the two towns (Allenstown and Pembroke). Considering the significant increase the Service has to pay in Health Insurance for 2021, and no unexpended or unassigned funds to help offset the budget increase, both towns will see a significant increase to their fiscal responsibility.

The calculation for the fiscal responsibility of each town is based upon the percentage of EMS Incidents that occurred in each time over a three (3) year period ending December 31<sup>st</sup> of the year, two (2) years prior the budget year. Meaning Allenstown and Pembroke's financial contribution to Tri-Town EMS' 2021 budget is based upon the calls that occurred in 2017, 2018 and 2019. During this three year period, there was a total of 3,628 EMS Incidents in the two (2) towns. Allenstown had 1,606 EMS Incidents or 44.27% of the incidents. Pembroke had 2,022 EMS Incidents or 55.73% of the incidents. These percentages will be multiplied by the aforementioned short fall to calculate each town's fiscal responsibility. The calculated fiscal responsibility of both towns is \$508,464.00

Different in the 2021 budget, is the lack of available funds from past years that can be used to offset the town's fiscal contributions to the Service. In previous years, as the Service slowly adjusted ambulance revenues, unexpended funds were used to offset the budget and to fund the CIP. This was most noticeable in the 2019 budget where a large portion of unassigned funds were moved through that year's budget to fund the CIP and offset the budget. The 2020 budget (current) saw an increase of the town's fiscal responsibility as the value used to estimate annual ambulance billing revenues is now really close to the actual amount of revenues actually received thus there no longer exist excess funds. In short, this means as the cost to operate the Service gradually increases, so will the amount of which the towns will need to contribute.

Also different in the 2021 budget is the removed of expenses and revenues associated with details. In general, details bring in as much revenue as the Service pays to provide the EMS coverage. All EMS details are for private organizations and became a burden on to the Service to find coverage. For that reason, the Service will no longer accept details, unless staff indicate they are willing to work the detail prior to the Service committing to cover the event. Certain details, such as Old Home Day, can be covered with the on-duty ambulance crew. It should be understood that the loss of this revenue stream does not adversely affect the budget as the cost to perform the details has also been removed.

As stated revenues from Ambulance Billing accounts for the largest percentage of funds taken in by the Service. Prior to 2019, the Service saw a gradual increase from one year to the next in ambulance transports which directly related to revenue being generated from Ambulance Billing. 2019 saw a slight decrease in ambulance transports and 2020 is seeing a significant decrease in the number of transports being performed. Despite the number of EMS Incidents remaining high, the

decrease in transports is attributed to concerns by our patients to get COVID-19 either by EMS or in the hospital and the realization that the Service is performing a higher number of public assist calls. For these reasons the anticipated revenue from ambulance billing is not going to be changed from 2020 to 2021.

**2006-33790-00000 Town of Allenstown**

<i>\$180,333.00</i>	<i>\$118,189.00</i>	<i>\$174,409.00</i>	<b>\$225,081.00</b>	<i>\$50,672.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		29.05%

As stated prior, the Town of Allenstown is responsible for 44.27% of the \$508,464 needed to operate the Service. That equates to a \$255,081.00

**2006-33791-00000 Transfer from Fund Balance**

<i>\$108,000.00</i>	<i>\$405,000.00</i>	<i>\$18,000.00</i>	<b>\$0.00</b>	<i>(\$18,000.00)</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		-100.00%

As previously mentioned, excess funds that are termed Unspecified Fund Balance have been moved to the Service’s CIP or have been used to offset the budget in past years. There is not anticipation of having excess funds available to offset both town’s contribution.

**2006-34096-00000 Ambulance Billing**

<i>\$352,800.00</i>	<i>\$435,000.00</i>	<i>\$445,000.00</i>	<b>\$445,000.00</b>	<i>\$0.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		0.00%

The anticipated revenue is being held to the 2020 value and the Service has the optimistic expectation that the post COVID-19 will see EMS transports return to the pre-pandemic trends and values. If and when that occurs, the ambulance revenues will again be adjusted upward.

**2006-35020-00000 Interest**

<i>\$1.00</i>	<i>\$1.00</i>	<i>\$1,000.00</i>	<b>\$1,000.00</b>	<i>\$0.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		0.00%

The interest is generate from the funds in the Service’s CIP account.

**2006-35090-00000 Miscellaneous Revenue**

<i>\$20,390.00</i>	<i>\$6,650.00</i>	<i>\$9,750.00</i>	<b>\$2,500.00</b>	<i>(\$7,250.00)</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<i>-74.36%</i>

As previously stated, a small amount of revenue from details was left in the Miscellaneous Revenue line. Also anticipated in this line are revenues from CPR course of which much of that value will be used to purchase the CPR cards for the courses. There is no plan to host an EMS licensing course in 2021.

**2006-39110-00000 Town of Pembroke**

<i>\$224,365.00</i>	<i>\$147,822.00</i>	<i>\$221,974.00</i>	<b>\$283,383.00</b>	<i>\$61,409.00</i>
<i>2018</i>	<i>2019</i>	<i>2020</i>		<i>27.67%</i>

As stated prior, the Town of Pembroke is responsible for 55.73% of the \$508,464 needed to operate the Service. That equates to a \$283,383.00

**APPROVAL**

Tri-Town EMS' 2021 budget was formally presented to the Tri-Town EMS Board of Directors on August 12, 2020. The budget was accepted by the Board by an Unanimous Vote in the affirmative.

LINE ITEM NUMBER	LINE ITEM NAME	2020 BUDGET	2021 BUDGET	DIFF ('21-'20)	% CHANGE
2006-33790-00000	Cont. Allenstown	\$174,409.00	\$225,081.00	\$50,672.00	29.05%
2006-34096-00000	Ambulance Billing	\$445,000.00	\$445,000.00	\$0.00	0.00%
2006-35020-00000	Interest	\$1,000.00	\$1,000.00	\$0.00	0.00%
2006-35090-00000	Misc. Revenues	\$9,750.00	\$2,500.00	(\$7,250.00)	(74.36%)
2006-39110-00000	Cont. Pembroke	\$221,974.00	\$283,383.00	\$61,409.00	27.67%
2006-33791-00000	Fund Balance	\$18,000.00	\$0.00	(\$18,000)	(100%)
		<b>\$870,133.00</b>	<b>\$956,964.00</b>	<b>\$86,831.00</b>	<b>9.98%</b>
2006-42152-00063	Veh/Equip Replmnt	\$75,000.00	\$75,000.00	\$0.00	0.00%
2006-42152-11000	Full Time Salaries	\$255,500.00	\$260,342.00	\$4,842.00	1.90%
2006-42152-12000	Per Diem Salaries	\$248,198.00	\$260,540.00	\$12,342.00	4.97%
2006-42152-14000	Overtime	\$28,000.00	\$34,795.00	\$6,795.00	24.27%
2006-42152-21000	Health Insurance	\$39,000.00	\$99,638.00	\$60,638.00	155.48%
2006-42152-21100	Dental Insurance	\$5,900.00	\$5,400.00	(\$500.00)	(8.47%)
2006-42152-21500	Life Insurance	\$150.00	\$150.00	\$0.00	0.00%
2006-42152-21900	Disability	\$3,100.00	\$3,350.00	\$250.00	8.06%
2006-42152-22000	Social Security	\$32,966.00	\$34,379.00	\$1,413.00	4.29%
2006-42152-22500	Medicare	\$8,189.00	\$8,541.00	\$352.00	4.30%
2006-42152-23000	NH Retirement	\$31,160.00	\$33,135.00	\$1,975.00	6.34%
2006-42152-29000	Uniforms	\$6,500.00	\$6,250.00	(\$250.00)	(3.85%)
2006-42152-29001	Training	\$12,300.00	\$15,750.00	\$3,450.00	28.05%
2006-42152-32000	Legal Services	\$10,000.00	\$10,200.00	\$200.00	2.00%
2006-42152-34100	Telephone	\$5,820.00	\$6,000.00	\$180.00	3.09%
2006-42152-39000	Contract Billing SVC	\$21,750.00	\$22,250.00	\$500.00	2.30%
2006-42152-39100	Accounting SVC	\$5,800.00	\$5,800.00	\$0.00	0.00%
2006-42152-43000	Building Maint.	\$0.00	\$1.00	\$1.00	--
2006-42152-44000	Amb/Monitor PMT	\$10,000.00	\$1.00	(\$9,999.00)	(99.99%)
2006-42152-52000	Liability Insurance	\$7,500.00	\$8,500.00	\$1,000.00	13.33%
2006-42152-52100	Unempl. Comp	\$650.00	\$700.00	\$50.00	7.69%
2006-42152-52200	Worker's Comp	\$13,250.00	\$12,000.00	(\$1,250.00)	(9.43%)
2006-42152-62000	EMS Med. Supplies	\$14,500.00	\$19,760.00	\$5,260.00	36.28%
2006-42152-62500	Postage	\$1,900.00	\$1,750.00	(\$150.00)	(7.89%)
2006-42152-63500	Fuel	\$8,000.00	\$8,000.00	\$0.00	0.00%
2006-42152-68000	Office Supplies	\$3,200.00	\$3,050.00	(\$150.00)	(4.69%)
2006-42152-68001	Transcription Serv.	\$900.00	\$900.00	\$0.00	0.00%
2006-42152-74000	Medical Equipment	\$5,900.00	\$6,200.00	\$300.00	5.08%
2006-42152-74001	Radio/Comms.	\$2,500.00	\$1,000.00	(\$1,500.00)	(60.00%)
2006-42152-74002	Medical Evaluation	\$4,000.00	\$5,072.00	\$1,072.00	26.80%
2006-42152-76001	Veh. Maint.	\$6,500.00	\$6,500.00	\$0.00	0.00%
2006-42152-86000	IT Maint/Rplmnt	\$2,000.00	\$2,010.00	\$10.00	0.50%
	<b>TOTAL BUDGET:</b>	<b>\$870,133.00</b>	<b>\$956,964.00</b>	<b>\$86,831.00</b>	<b>9.98%</b>
	<b>TOTAL BUDGET MINUS CIP &amp; Veh Repl.:</b>	<b>\$785,133.00</b>	<b>\$881,964.00</b>	<b>\$96,831.00</b>	<b>12.33%</b>