

AGENDA
BOARD OF SELECTMEN
October 5, 2022 AT 6:30 PM
Pembroke Town Hall, Paulsen Room

- I. CALL TO ORDER
- II. CITIZEN COMMENT
- III. SCHEDULED MEETINGS:
 - a. Steve and Tammy Boucher – Purple Heart discussion
 - b. Chris Gamache – Discussion on meeting with Allenstown Selectboard
 - c. Chris Gamache – 2023 Tri Town EMS Budget
 - d. 2023 Budgets – Elected Officials; Town Administration; Auditing; Tax Collection; Information Systems; Budget Committee; Legal; Planning/Zoning; Health Administration; Welfare Administration; CAP Contribution; Direct Assistance; Recreation Commission; Patriotic Purposes; Old Home Day; Christmas in the Village; Conservation Commission; EDC; Debt Service;
- IV. OLD BUSINESS:
 - a.
- V. NEW BUSINESS:
 - a. Manifest/Abatements
 - b. Minutes 9/21/22
- VI. TOWN ADMINISTRATOR REPORT
- VII. COMMITTEE REPORTS
- VIII. OTHER/CITIZEN COMMENT
- IX. ADJOURN

September 28, 2022

David Jodoin, Town Administrator
Pembroke Town Hall
311 Pembroke Street
Pembroke, NH 03275

Dear Mr. Jodoin,

I am writing to provide you with some information to share with the Board of Selectmen prior to my husband, Steve, and I presenting to the Board on Wednesday, October 5th regarding our desire for my Dad to be named to the Purple Heart Trail in Pembroke.

My Dad, Roy Edwin Annis, a lifelong resident of Pembroke, was a hero in so very many ways. He served his country, his community and his family well.

In 2010, as I was attempting to get my Dad a spot on an upcoming Honor Flight New England trip to visit the WWII Memorial in Washington, D.C. along with other WWII veterans, my Dad reached a point where such a trip was physically no longer possible. I was devastated, as I knew it would mean so much to him. In the years since then, I've tried to find ways to honor him and his life. His name on the Purple Heart Trail in Pembroke would be perhaps the greatest honor of all, and I am extremely hopeful that with your assistance, this extremely meaningful recognition will become a reality.

To give you a brief overview of why my Dad is a hero and not only qualified for but deserving of his name on the Purple Heart Trail, I submit the following information that I will elaborate on when appearing before the Board on October 5th.

My Dad's date of entry into active service with the United States Army was July 12, 1943, with a discharge date of December 28, 1945. He enlisted to serve in WWII with Company E, 511th Parachute Infantry Regiment. He served overseas 21 months with his company in the Pacific Theater as a paratrooper and rifleman. According to his Separation Qualification Record, he "loaded, aimed and fired a rifle to destroy enemy personnel and assisted in capturing and holding enemy positions. He served as a scout, informing platoons of the position of the enemy and also targets. He was able to use hand weapons, including rifles, automatic rifles, rocket launchers, rifle grenade launchers, bayonets, trench knives and hand grenades."

During his time of service in the South Pacific with Easy Company's second platoon, my Dad earned a Purple Heart after being shot while saving a comrade on Leyte Island in 1945, as well as many other recognitions, including a Bronze Star, a Good Conduct Medal and a Distinguished Units Badge among others.

Upon his return home, my Dad spent nearly 35 years serving the U.S. Government and his community at the Suncook Post Office, serving as rural mail carrier, postal clerk, as well as interim postmaster.

Community service and the town of Pembroke were very important to my Dad. He was a member of the Pembroke Board of Selectmen, the Pembroke School Board, the Pembroke Planning Board and the Pembroke Budget Committee and a long-standing member of Mason's Jewell Lodge #94 as well as the Veterans of Foreign Wars (VFW) and the American Legion.

Ask anyone in town, and you will hear that my Dad is remembered for his unconditional love of family, his compassion for others, his sense of honesty and fairness, and his love of country and community.

The above provides an overview of my Dad, but I greatly look forward to sharing more about him and his service on October 5th as the factual information presented here does not provide for a true understanding of what a hero my Dad truly was and why he is so deserving. I am taking the liberty of including an article reporter John Clayton wrote about my Dad that appeared in the Union Leader as it not only provides great information, but also elaborates on his life and service, and I would encourage all to read it.

For nearly 10 years, we have been researching information, making phone calls, and endeavoring to find out how to make this dream of having my Dad's name on the Purple Heart Trail in Pembroke for his sacrifices come true. We are hoping we are now at a point where you can help bring this dream to realization by nominating him for such and assisting with the process. We are certainly willing to do all that we can to help, including provide for any cost for signage, etc., should that be a barrier.

I cannot overstate what seeing my Dad's name on the Purple Heart Trail in Pembroke would mean to me and to my family, and I look forward to working together moving forward to make this meaningful recognition happen. Thank you from the bottom of my heart.

Sincerely,

Tammy L. Boucher
240 Alexander Drive
Pembroke, NH 03275
603-485-2794
tammyboucher@boucherpublicrelations.com

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Saturday, November 11, 2006

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HONORING OUR VETERANS

On this day, we stop to listen

THE BIG BLUE scrapbook lay open on the dining room table. The Bronze Star was tucked inside a translucent sleeve on one page.

I was struck by its size. It's so small.

The medal itself is not much bigger than a quarter, yet it's big enough to harbor a million memories for Roy Annis, who is so typical of the men and women we honor today.

He was a small-town kid from New Hampshire — Hooksett-born, Pembroke-raised — and he was barely 19 when he found himself on Leyte Island in the South Pacific. He was with the 511th Parachute Infantry Regiment. His unit, Easy Company's second platoon, was follow-



JOHN CLAYTON

At Large

ing a Japanese supply route through the dense jungle — the Ormoc-Burauen trail — when shots rang out. It was Nov. 18, 1944.

► **Veterans Day activities listings, Page A7**

"It was the first time we took fire," he said.

"Our first scout was shot and killed," he said. "Then our second scout was wounded. After that, I found out I

was the new first scout."

But first, Roy Annis found out what he was made of.

"That second scout was down in the middle of a shallow river," he said. "It was fairly wide but not too deep. We had this lieutenant — a West Pointer, nice guy — and he asked if I thought we could get the guy out, so we started and as we did, I looked back real quick and that lieutenant, he didn't raise his head but six inches and when he did, he got shot right in the head."

The sniper fire continued, but Roy made it down to the river. As he dragged his wounded comrade to safety — It didn't hurt that he was a high school track star — his baptism of fire had begun.

"That's the whole thing



ROY ANNIS of Pembroke in uniform. He was a 19-year-old from New Hampshire when he served on South Pacific Island during World War II.

COURTESY

about medals and stuff," he said. "You happen to be in a position where you have to do something and you do it.

That's all."

Trust me when I say there's no bravado, no bluster be-

► See **Clayton**, Page A9

hind Roy's words.

When you're 82, and you've seen and done what he's seen and done, there's no need for bravado or bluster, but after all these years, there is a need for guys like Roy to tell their stories and an even greater need for people like us to listen.

So I did.

When the war broke out, Roy's family had left Pembroke for a while when his father took a job at the Portsmouth Naval Shipyard. By the time he was starting his senior year at Portsmouth High, he heard that nearby Kittery High School was holding graduation ceremonies twice each year — in January and June — and he saw a chance to be in uniform six months ahead of schedule.

He and a friend went to their principal and asked if they could do the same. The principal declined, so Roy had to wait until he graduated in June of '43. Less than two weeks later, he was on his way to Camp Wheeler in Georgia.

"I wanted to be a pilot," he said, "but I was afraid that by the time they taught me how to fly, the war would be over, so I joined the paratroopers."

Pilot or no pilot, the Army still had lofty goals for him. He was in line for the Army Specialized Training Program that would have allowed him to spend his service time in a college classroom, but that wasn't going to fly with Roy.

He passed on college, then he took a 10-day pass to come home.

"That's how I wound up in the South Pacific," he smiled. "I wanted to go to Europe because my father had served there during World War I, but one day they called us in and said if we wanted to go to Europe, we were shipping out the next day. I hadn't been home since I went in, and I felt I owed it to my folks to come home, maybe for the last time.

"So I did," he said, "and that's how I wound up in the South Pacific. We went over on an Italian luxury liner," he said, and that smile surfaced yet again. "There were more than 7,000 guys on that ship. There were so many people that they fed us twice a day, and the line never stopped. You just got back in the line and by the time you got there, you were hungry again." And even though he was a

"That's the whole thing about medals and stuff.

You happen to be in a position where you have to do something and you do it.

That's all."

ROY ANNIS,
World War II veteran

paratrooper, his landing on Leyte Island was by boat.

"It rained every day," he said. "I had a brand new pair of boots when I got to Leyte and a month later, when we got off, they were rotting and falling right off my feet. Everything rots in the jungle and with all the rain, I found I couldn't sleep when the rain was hitting my face. It didn't matter on the rest of my body, but I couldn't sleep if it was hitting my face."

Other nights, sleep didn't come at all.

"One night we had dug these foxholes and it was so dark, you couldn't see your hand in front of your face. We were so close to the Japs, we were rolling hand grenades out at them. You didn't want to shoot your rifle because they'd fire back at your muzzle blast, so we rolled out grenades to keep them off of us. After a while, I took my knife and I kept it in my hand because if anyone was coming in on me, I wanted to be ready."

The month-long battle on Leyte was just a prelude to the action on Luzon, where Roy got to put his paratrooper training to the test.

"On Luzon, we jumped," Roy said. "There were some of our guys already down on the beach and we jumped to hook up with them. We were in C-47s, a lot of 'em, and when we jumped, you couldn't see down through the fog. I wanted down, fast, so I climbed on my risers, and just like that, we were out of the clouds. I aimed for this pine tree. I was trying to hit the low branches to break my fall. I missed it, but I was down OK in this soft field."

Things got harder thereafter. Roy's best friend in Easy Company was a guy from Texas named John Chapman.

"He was the best platoon

sergeant ever," Roy said. "He got shot through the left side of his neck and it came out through his left shoulder. I called out for a medic and he said, 'Don't bother. I'm done for.'"

Roy called out anyway, and the medics saved John Chapman.

Within hours, the medics were tending to Roy.

"He got wounded first and he got wounded the worst," Roy said, "but we both got wounded on the same day."

He rolled up his left sleeve.

He showed me the pronounced indentations on both sides halfway up his forearm, evidence of the through-and-through gunshot that landed him in a tent hospital on Elandia.

"I couldn't use my hand," he said. "I used my right hand to keep flexing my fingers on my left hand. I didn't know if I'd ever be able to use it again, but after a couple of months, it was going pretty good and the doc said I had to go back to my unit. When I did, we were training for parachuting into the north of Japan, but then we dropped the atomic bomb..."

He didn't need to finish the thought, but he did.

"I'm one of those who can say I'm glad we did it," he said. "It saved a lot of American lives and a lot of Japanese lives, too."

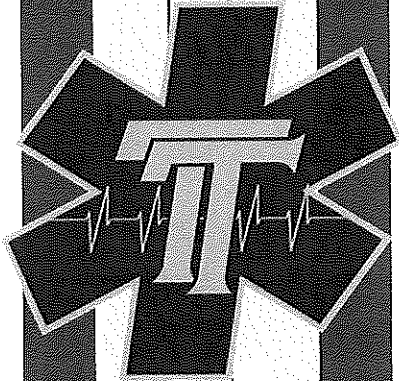
And Roy's life thereafter was remarkable in a way that typified the World War II generation. He came home to Pembroke and married his sweetheart, Madeline Richard.

They've been together 58 years.

Roy started off working at an auto parts shop in Concord for 25 bucks a week. Eventually, he wound up working for the Post Office in Suncook, and he and Madeline managed to raise their four kids even while Roy was serving on the school board, the zoning board, the planning board and the board of selectmen, because that's what guys like Roy have done since they saved the world for us.

Today's our day to thank them.

John Clayton is the author of several books on Manchester and New Hampshire, including the recently released "You Know You're in New Hampshire When..." His e-mail is jclayton@unionleader.com.



Tri-Town Emergency Medical Service

2023 Budget

Prepared by Christopher Gamache, EMS Director

July 5, 2022

2023 Budget Overview

Tri-Town EMS' (hereafter, "Tri-Town" or "(the) Service") budget for fiscal year 2023 is \$1,191,133.00. Of this value, \$1,116,131.00 is considered to be the Operating Budget for Tri-Town EMS. Included in the 2023 budget are the following:

- \$75,000 to be added to the Service's Capital Improvement Plan (CIP)
- \$19,552.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover 2022 Equity Pay Increases.
- \$31,206.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover the Cost-of-Living Adjustments or COLA for 2023.
- \$7,856.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover the cost of Merit Raises.
- \$140,062 to be added to cover the cost of the Second-Day-Time Ambulance (this figure is all inclusive including Salaries, Social Security and Medicare)
- \$60,000.00 increase in revenue from AMBULANCE BILLING.
- \$194,000 was added to FUND BALANCE TRANSFER which is from the remaining funds from 2020 and other budgets.

There are two significant increases in the 2023 budget that deal with employee compensation. Since the beginning of the COVID-19 pandemic, employers in all fields have been experiencing staff shortage. This holds true in the healthcare industry and public safety. Tri-Town EMS is fortunate as we have not seen a decrease in staffing. The staffing challenges that have been seen have been predictable (vacation time and major holidays) and have nothing to do with the pandemic. That said, the global increase in employee compensation in all fields does effect Tri-Town EMS. To keep the staff we have and attract new employees, we must ensure that our pay scale is competitive with other jobs, specifically EMS related jobs. In addition to the 2022 COLA and Merit increases Tri-Town EMS employees received, the Board of Directors approved \$1.00 an hour pay increase for every employee. This increase must now be factored in future budgets. Furthermore, the COLA for 2023 is 5.9%. This is significantly higher than in years past and will give each employee over a \$1.00 an hour pay increase for 2023, in addition to their Merit increase.

The next significant increase in the 2023 budget is the addition of a 10-hour per day ambulance to cover the peak hours where Tri-Town EMS traditionally has relied upon mutual aid to cover the calls. The Service is proposing a 2nd ambulance to be staffed from 7am until 5pm every day. This will add about \$140,000 to the operating budget of Tri-Town EMS. This value includes employee compensation, payroll fees, holiday pay and vacation coverage. It is estimated that the 2nd ambulance will generate approximately \$116,500, leaving an operational difference of \$23,500. The Service in the past had budgeted \$16,000 for detail coverage and the start-up of an On-Call force. The 2023 budget does not include fund for On-Call staff and the detail need was decreased to \$1,000. That leaves an operational difference of \$8,500 to staff the second ambulance.

The 2022 and 2023 should see the completion of numerous housing projects within the two towns. Most significantly is the elderly housing project, Hillsbrook Village in Allenstown which is

estimated to increase the Service's call volume by 200-400 calls per year. Additionally, the China Mill Apartment project in Allenstown and the 50+ houses being constructed in Pembroke should be completed prior to or during 2023. It is expected that there will be an increase in EMS call volume as a result.

The 2023 budget plans for a minimal increase in Ambulance Revenue resulting from the mentioned housing projects but makes allotments for the increase in costs and provides a revenues stream, if needed, by moving funds from the Service's Unspecified Fund Balance into the 2023 budget. This way, the Service can plan for the increase in call volume and increases in staffing without any measurable increases in the financial responsibilities of the two towns.

Tri-Town EMS defines the Operational Budget as those funds that are directly used in the Day-To-Day Operations of the Service. Funds paid into or used from the CIP as well as major purchase are removed from the overall budget to come up with the Operational Budget. The Service's Operational Budget for 2023 is \$1,116,131 which represents an increase of \$240,534 (12.32%) over the 2022 Operational Budget. Of the difference between the 2022 & 2023 operational budgets, \$188,614 is for the staffing of the second ambulance, the 2022 equity pay increase and the 2023 Merit & COLA pay increases. \$10,000 increase in the Fuel line leaving \$18,671 to cover the rest of the increases seen in the 2023 budget. These increases include significant increases in increases in payroll fees and medical supplies. Figure 1 below shows the gross budget for each year the Service has been operating and Figure 2 shows the Operational Budget for each given year.

Figure 1

TOTAL BUDGET by YEAR			
YEAR	BUDGET AMOUNT	DIFFERENCE	(%) DIFFERENCE
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%
2022	\$1,058,510.00	\$101,546.00	10.61%
2023	\$1,191,133.00	\$132,623.00	12.53%

Figure 2

TOTAL BUDGET by YEAR MINUS CIP FUNDS (OPERATIONAL BUDGET)			
YEAR	BUDGET AMOUNT	DIFFERENCE	(%) DIFFERENCE
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%
2022	\$897,810.00	\$15,846.00	1.80%
2023	\$1,116,131.00	\$218,321.00	124.32%

2022 Summary

2021 was the busiest year for Tri-Town EMS and the first six (6) months of 2022 have been the busiest 6-month period in the Service's history. The current trend is that 2022 will exceed 2021 call volume by about 80 runs.

The Service has completed its proposal for adding a second ambulance. The plan calls for a second ambulance, 8 hours a day, Monday through Friday this fall and increasing to 10 hours a day, every day, starting in January 2023. This plan, to include the financial impact to the 2023 budget are contingent on acceptance by the Tri-Town EMS Board of Directors.

Currently, we are working with PL Custom on the quote for the next ambulance. The 2022 budget allocated funds for the down payment for the next ambulance. The ambulance is not expected to be delivered in 2023, so the balance payment is not being budgeted for. The best information available to the Service is a 18–24-month delivery time, which puts the delivery of the ambulance in 2024.

Staffing for Tri-Town EMS remains good. The Service has been able to consistently operate within the budget for salaries and overtime. There is no anticipated employee departure, and our roster is considered full at this time.

For the first time since the start of the pandemic, the Service is either at or ahead of "Ambulance Billing" for the year. The call volume and transport volume are up. The percentage of calls resulting in a transport is also up.

It is expected that Hillsbrook Village, China Mills Apartments and the subdivision at fourth Range Rd will be completed in 2022 or in 2023, further adding to the Service's call volume. Figure 3

below shows the number of EMS Incidents, number of Transports and the percentage for the last 6 years.

Figure 3

YEAR	# OF EMS INCIDENTS	# OF EMS TRANSPORTS	PERCENTAGE of TRANSPORTS
2017	1302	824	64%
2018	1365	875	65%
2019	1273	832	66%
2020	1338	752	56.2%
2021	1445	802	55.5%
2022*	1514*	890*	58.8%

*ESTIMATED

It had been mentioned in the past, that the second trend shows a regularly increasing number of EMS calls in Allenstown and a decreasing number of EMS calls in Pembroke. For the three-year average, this continues to be the trend. 2021 saw a change to this trend, but so far in 2022, the percentage break down is close to the 3-year average illustrated below in Figure 4. This has two significant effects on the funding for Tri-Town. First, per the Inter-Municipal Agreement, each town pays its portion based upon the percentage (%) of calls that occurred in each town. For the 2023 budget, Pembroke is responsible for 51.20% of the remaining allocations and Allenstown is responsible for 48.80%. It should be noted that in years past the percentages were around 54%/46% respectively. By allocating funds from Unspecified Fund Balance, the 2023 budget keeps Allenstown's financial obligation from any noticeable increase.

Figure 4

	2019	2020	2021	3 Year Total	3 Year Percentage
Town of Allenstown	568	640	647	1855	48.80%
Town of Pembroke	629	614	703	1946	51.20%
TOTAL RUNS	1197	1254	1350	3801	

The second effect this shift in percentages will have is on the overall revenue from ambulance billing. The payer spread, that is who pays for the ambulance transports, is showing an increase in Medicare, Medicaid and Self Pay payers. The Service collects more of each ambulance bill from Private Insurance than it does from any other payer source. To put it into perspective, on average, Private Insurance pays about 80-85% of the ambulance bill, Medicare pays about 38%, Medicaid pays about 15% and Self Pay (no insurance) pays about 5%.

Looking forward, the Hillsbrook Village project is expected to significantly increase the number of runs that occur in Allenstown, which will further move the pay percentage such that it is expected that by 2025 Allenstown will have the greater fiscal responsibility to the Service.

Capital Improvement Plan (CIP)

Due to budgetary constraints in 2020, there was no transfer of funds from the budget into the CIP. It is the plan to take any excess from the 2020 through 2022 budgets are to be transferred into the CIP in a later year to make up for the lack of payment to the CIP in 2020.

As it pertains to the CIP, it has been budget for a \$75,000.00 transfer of funds into the CIP and down payment of \$85,700 in 2022 for the purchase of a new ambulance and it's DME in 2024. The balance payment is not budgeted for in 2023 as the expected delivery date is now in 2024 because of issues with obtaining ambulance chassis. In 2022, the Service purchased a Stryker Power Load System, replaced the Performance Load in Ambulance 3. Also purchased in 2022 was a LUCAS 3 Mechanical CPR Device. Both these purchases were part of the Local Equipment Purchase Program (LEPP) grant intended to help communities deal with the COVID-19 Pandemic. The overall cost to the Service for these two items was only 10% of the purchase cost.

Below, is a table that shows all the Services vehicles and Durable Medical Equipment (DME). In figure 5, are the years the DME or Vehicles were purchased, purchase price, current estimated replacement cost and projected replacement cost for the planned year of replacement.

Figure 5

UNIT/EQUIPMENT	PURCHASED		2022	REPLACEMENT		EQUIP
	YEAR	COST	COST	YEAR	COST	TYPE
Ambulance 3 (A3)	2019	\$ 158,000.00	\$ 183,054.00	2023	\$ 357,404.00	VEH
Ambulance 8 (A8)	2016	\$ 254,000.00	\$ 340,384.00	2028	\$ 456,147.51	VEH
Life Pak 15 (A3)	2014	\$ 25,243.00	\$ 37,295.00	2024	\$ 41,118.00	DME
Life Pak 15 (A8)	2015	\$ 25,243.00	\$ 37,295.00	2028	\$ 49,980.00	DME
Stryker Stretcher (A3)	2019	\$ 20,375.00	\$ 23,586.00	2024	\$ 26,004.00	DME
Stryker Stretcher (A8)	2016	\$ 20,894.00	\$ 23,586.00	2028	\$ 39,400.00	DME
Styker Stair Chair (A3)	2019	\$ 3,692.00	\$ 4,274.00	2024	\$ 4,715.00	DME
Stryker Stair Chair (A8)	2017	\$ 3,640.00	\$ 4,274.00	2028	\$ 6,225.00	DME
Lucas III Device (CPR)(A3)	2018	\$ 13,079.00	\$ 14,611.00	2024	\$ 16,700.00	DME
Lucas III Device (CPR)(A8)	2023	\$ 14,611.00	\$ 14,611.00	2035	\$ 27,551.00	DME
Zoll AEV Ventilator (A8)	2018	\$ 13,171.57	\$ 16,010.00	2028	\$ 21,455.00	DME
Braun Infusion Pumps (A3)	2014	\$ 2,500.00	\$ 3,520.00	2024	\$ 4,072.00	DME
Braun Infusion Pumps (A3)	2014	\$ 2,500.00	\$ 3,520.00	2024	\$ 4,072.00	DME
Braun Infusion Pumps (A8)	2014	\$ 2,500.00	\$ 3,520.00	2028	\$ 4,950.00	DME
Braun Infusion Pumps (A8)	2014	\$ 2,500.00	\$ 3,520.00	2028	\$ 4,950.00	DME
N/A	N/A	\$ -	\$ -		\$ -	DME
Zoll Z-Vent Ventilator (A3)	2019	\$ 10,836.00	\$ 16,010.00	2032	\$ 26,000.00	DME
TOTAL COSTS		\$ 572,784.57	\$ 729,070.00		\$ 1,090,743.51	

Figure 6 shown below, is a running tally of deposits and expenditures that are part of the Service's CIP.

Figure 6

2022 Unspecified Fund Balance (20% of Operation Budget) \$ 200,000.00

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		\$ -		\$ 355,417.71
2021		\$ 75,000.00		\$ 430,417.71
2022		\$ 75,000.00	\$ 87,500.00	\$ 417,917.71
2023	Ambulance 3, LP 15, Stretcher, Stairchair, Lucas, Infusion Pumps (2), Vent	\$ 75,000.00	\$ 398,202.00	\$ 94,715.71
2024*		\$ 150,000.00		\$ 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

2023 Tri-Town EMS Budget

EXPENDITURES

2006-42152-11000 Full Time Salaries

\$255,500.00	\$260,342.00	\$268,755.00	\$298,672.00	\$29,917.00
2020	2021	2022		11.13%

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 2023, the two (2) non-administrative positions will continue to be scheduled on twenty-four (24) hour shifts twice a week. The Deputy Director will continue to be scheduled 38 hours a week on the primary ambulance. The EMS Director will be the paramedic on the 2nd ambulance as proposed, 10 hours a day for four (4) days a week. This is 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 the 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 2023 is 5.9% and this budget allows for an average of a 1.50% Merit Raise for full time staff. Also affecting this budgetary line for 2023 is the equity pay increase the staff received in 2022 to keep Tri-Town EMS's employee pay competitive with other EMS agencies and healthcare facilities.

2006-42152-12000 Per Diem Salaries

\$248,198.00	\$260,540.00	\$260,650.00	\$407,496.00	\$146,846.00
2020	2021	2022		56.34%

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 and one (1) Part Time Paramedic. 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.

The Per-Diem Salary line was significantly increased to provide funding for the 2nd ambulance. Coverage of the second ambulance means one (1) shift a day for four (4) days and two (2) shifts a day for three (3) days. Upon acceptance of the 2nd ambulance proposal, the Service will pursue Part-Time Employees to cover the four (4) weekend shifts on the weekends.

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. The 2023 budget addresses the equity pay increase given to all employees as described in the Full-Time Salary line. As with the full time COLA for 2023 is 5.90% and an average of 1.50% is allotted for Merit increases.

2006-42152-14000 Overtime

<i>\$28,000.00</i>	<i>\$34,795.00</i>	<i>\$35,800.00</i>	\$38,185.00	<i>\$2,385.00</i>
<i>2020</i>	<i>2021</i>	<i>2022</i>		<i>6.66%</i>

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. 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

\$39,500.00	\$99,638.00	\$103,400.00	\$109,340.00	\$5,940.00
2020	2021	2022		5.74%

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. For 2023 all four (4) Full-Time employees are taking the family plan. The 2023 budget does also allow for a 10% increase in insurance premiums.

2006-42152-21100 Dental Insurance

\$5,900.00	\$5,400.00	\$6,750.00	\$7,000.00	\$250.00
2020	2021	2022		3.70%

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	\$240.00	\$240.00	\$0.00
2020	2021	2022		0.00%

Each Full Time Employee is enrolled in the Town of Pembroke's Life Insurance Plan. The budgetary line is based upon 2022 expenditures and no increases are expected.

2006-42152-21900 Disability Insurance

\$3,100.00	\$3,350.00	\$3,480.00	\$3,480.00	\$0.00
2020	2021	2022		0.00%

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. The 2023 value of this line is based upon the 2022 budget expenditures and therefore no increase to this line were made.

2006-42152-22000 Social Security

\$32,996.00	\$34,379.00	\$35,001.00	\$46,077.00	\$11,076.00
2020	2021	2022		31.64%

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. Driving the increase to this line is the equity pay increase of 2022, the COLA/Merit increases for 2023 and the proposed addition of the 2nd ambulance in 2023.

2006-42152-22500 Medicare

\$8,189.00	\$8,541.00	\$8,695.00	\$11,446.00	\$2,751.00
2020	2021	2022		31.64%

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

\$31,160.00	\$33,135.00	\$42,652.00	\$46,913.00	\$4,261.00
2020	2021	2022		9.99%

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 2023. The New Hampshire Retirement increased the rate to 14.06%.

2006-42152-29000 Uniforms

\$6,500.00	\$6,250.00	\$5,250.00	\$5,525.00	\$275.00
2020	2021	2022		5.24%

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

\$12,300.00	\$15,750.00	\$3,750.00	\$3,750.00	\$0.00
2020	2021	2022		0.00%

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.

2006-42152-32000 Legal Services

\$10,000.00	\$10,200.00	\$10,200.00	\$10,200.00	\$0.00
2020	2021	2022		0.00%

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.

The costs of applicants Criminal Background Records and Department of Motor Vehicle Records to this budgetary line are also part of this budgetary line.

2006-42152-34100 Telephone

\$5,820.00	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00
2020	2021	2022		0.00%

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

\$21,750.00	\$22,250.00	\$22,250.00	\$22,250.00	\$0.00
2020	2021	2022		0.00%

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	\$5,800.00	\$0.00
2020	2021	2022		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

\$0.00	\$1.00	\$1.00	\$1.00	\$0.00
2020	2021	2022		0.0%

Place holder for future.

2006-42152-44000 Ambulance and Life Pak Lease

\$10,000.00	\$1.00	\$85,700.00	\$1.00	(\$85,699)
2020	2021	2022		--

This line is used to purchase ambulance and other durable medical equipment (DME). The Service is to order the next ambulance later in 2022. Due to issues with ambulance manufactures obtaining chassis' for ambulance, the expected delivery date will not be until 2024.

2006-42152-52000 Liability Insurance

\$7,500.00	\$8,500.00	\$10,000.00	\$10,000.00	\$0.00
2020	2021	2022		0.00%

General Liability and Malpractice Insurance for Tri-Town EMS and is insured through Primex. No increase to this line was budgeted for as part of the 2023 budget.

2006-42152-52100 Unemployment Insurance

\$650.00	\$700.00	\$775.00	\$850.00	\$75.00
2020	2021	2022		9.68%

Funds for Service responsible Unemployment Insurance.

2006-42152-52200 Workers Compensation

\$13,250.00	\$12,000.00	\$14,900.00	\$14,900.00	\$0.00
2020	2021	2022		0.00%

Funds for Service responsible Workers Compensation Insurance to cover employees who get injured or sick as a result of work related activities. This budgetary line was based upon 2022 costs and no increases were made to this line.

2006-42152-62000 Department Supplies

\$14,500.00	\$19,760.00	\$16,160.00	\$17,600.00	\$1,440.00
2020	2021	2022		8.91%

The Department Supplies budgetary line provide funds for medical supplies, disposable equipment and other medical items necessary for EMS operations. 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

\$1,900.00	\$1,750.00	\$1,250.00	\$1,250.00	\$0.00
2020	2021	2022		0.00%

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

\$8,000.00	\$8,000.00	\$8,000.00	\$18,000.00	\$10,000.00
2020	2021	2022		125.00%

This budgetary line provides funds for fueling the ambulances. Due to the significant increase in diesel and gasoline, and looking at what the Service has spent in recent months, it was necessary to more than double this budgetary line.

2006-42152-68000 Office Supplies

\$3,200.00	\$3,050.00	\$3,070.00	\$3,475.00	\$405.00
2020	2021	2022		13.19%

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

\$900.00	\$900.00	\$900.00	\$900.00	\$0.00
2020	2021	2022		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

\$5,900.00	\$6,200.00	\$8,711.00	\$9,911.00	\$1,200.00
2020	2021	2022		13.78%

This budgetary line would generally be used to provide funds for the purchase of medical equipment. However, there are no purchase planned for 2023. The funds from this line for fiscal year 2023 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. For 2023, this line was increased to allow for increasing costs.

2006-42152-74001 Radio/Communication Equipment Maintenance

\$2,500.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00
2020	2021	2022		0.00%

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 later.

2006-42152-74002 Medical Evaluation

\$4,000.00	\$5,072.00	\$4,670.00	\$4,670.00	\$0.00
2020	2021	2022		0.00%

The Medical Evaluation budgetary line is generally used to pay for prospective application's pre-hire physical to include the 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

\$6,500.00	\$6,500.00	\$8,000.00	\$9,500.00	\$1,500.00
2020	2021	2022		18.75%

The Vehicle Maintenance & Repairs budgetary line provides funds for routine maintenance on the Service's ambulances and allow for some non-scheduled repairs. For 2023, this line was increased to address the increasing maintenance cost and needs of the Service's primary ambulance.

2006-42152-86000 Computer / Software Maintenance

\$2,000.00	\$2,010.00	\$1,700.00	\$1,700.00	\$0.00
2020	2021	2022		0.00%

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, followed by the financial contributions from both towns, then other smaller sources such as interest and details. The anticipated revenues are deducted from the anticipated cost to operate the Service and the remaining balance becomes the responsibility of the two towns (Allenstown and Pembroke). The fiscal responsibility of the two towns for 2023 is \$478,632.00

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 31st of the year, two (2) years prior to the budget year. Meaning Allenstown and Pembroke's financial contribution to Tri-Town EMS' 2023 budget is based upon the calls that occurred in 2019, 2020 and 2021. During this three-year period, there was a total of 3,801 EMS Incidents in the two (2) towns. Allenstown had 1,855 EMS Incidents or 48.80% of the incidents. Pembroke had 1,946 EMS Incidents or 51.20% of the incidents. These percentages will be multiplied by the aforementioned balance of \$478,632 to calculate each town's fiscal responsibility.

Factoring into the 2023 budget is the transfer in of fund from Unspecified Fund Balance. Since the previously mentioned housing projects are not complete, it is difficult to accurately estimate the impact they will have on the revenues for 2023. Additionally, the proposed 2nd ambulance will generate revenue, but it is not certain to what this venture will bring in. For these reasons, the 2023 budget plans for a minimal increase in ambulance revenue and allows for funds from Unspecified Fund Balance to buffer the budget, as to allow for the increase in staffing without increasing the fiscal responsibilities of the two towns.

As stated earlier, 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 saw 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. As we move forward, the Service is seeing the transport volume return to normal. There are a few housing projects planned or in the process of being built in the two towns. It is a feasible assumption that there will be a slight increase to the number of transports in 2023. For this reason, the 2023 expected revenue from Ambulance Billing was increased by \$60,000.00. Figure 7 shows the call volume and transport volume by year since 2013 and Figure 8 is a table of the call & transport volume.

Figure 7

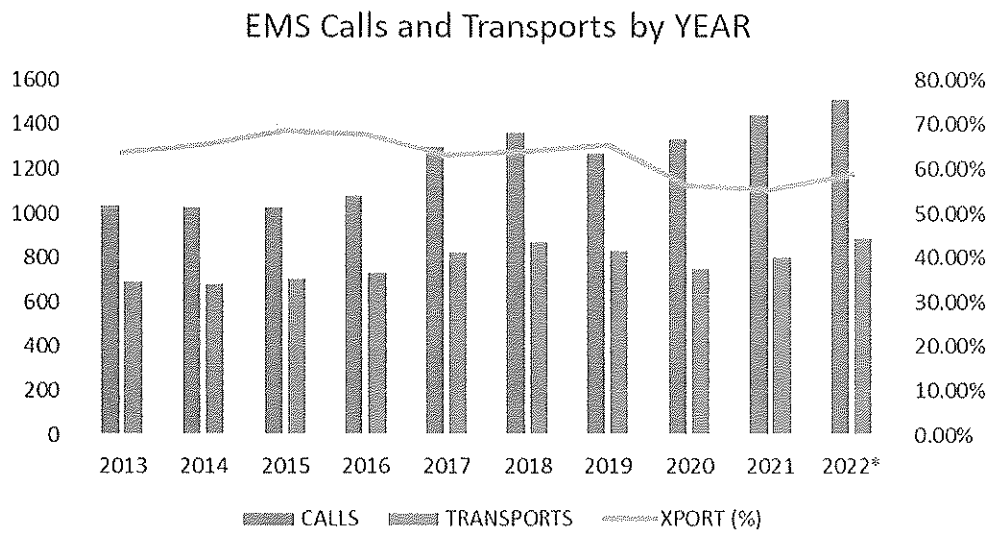


Figure 8

YEAR	CALLS	TRANSPORTS	XPORT (%)
2013	1033	693	63.81%
2014	1031	680	65.57%
2015	1031	707	68.57%
2016	1082	735	67.93%
2017	1302	824	63.29%
2018	1365	875	64.10%
2019	1273	832	65.36%
2020	1338	752	56.20%
2021	1445	802	55.50%
2022*	1514	890	58.78%

*2022 Figures are projections based on Year-To-Date data

2006-33790-00000 Town of Allenstown

\$174,409.00	\$225,081.00	\$23,701.00	\$233,587.00	(\$144.00)
2020	2021	2022		-0.05%

As stated, the Town of Allenstown is responsible for 48.80% of the \$478,632 needed to operate the Service. That equates to a \$233,587.00. Allenstown has seen significant increases in the percentage of EMS calls that occur in the town over the last few years. From 2022 to the 2023 budget, the percentage of calls during the three (3) year period grew by almost 1.5%. Therefore, Allenstown is showing an increase greater than the budget increase. An attempt to offset this was done through raising the ambulance billing and utilizing Unspecified Fund Balance to effectively keep the 2023 fiscal responsibility the same as 2022's

2006-33791-00000 Transfer from Fund Balance

\$18,000.00	\$0.00	\$105,700.00	\$194,000.00	\$88,300.00
2020	2021	2022		--

As of December 31, 2021 the Service had \$430,324.29 available in Unspecified Fund Balance. Of this value, \$200,000 is held in reserve for emergency/unanticipated expenses, as well as to provide funding for the Service at the beginning of each year so that funds belonging to the Town of Pembroke are not utilized to operate the Service. Furthermore, at a later date, the Service will transfer the \$75,000 from 2020 into the CIP, that was not transferred during that year for budgetary concerns. That said, the 2023 budget allows for the transfer of up to \$194,000 into the budget if needed. This allowed for a modest increase in ambulance revenue despite an anticipated increase in call volume & transport volume. These funds will also allow the Service to provide a second ambulance during peak hours without adversely affecting the 2023 budget.

2006-34096-00000 Ambulance Billing

\$445,000.00	\$445,000.00	\$455,000.00	\$515,000.00	\$60,000.00
2020	2021	2022		13.19%

The anticipated revenue from ambulance billing was increased for 2023. The Service is slowly returning to an expected level of transports and with numerous housing projects in various stages being planned or built, it is feasible to expect an increase in Ambulance Billing Revenue in 2023. Furthermore, with the acceptance of the second ambulance proposal as well as other increases in call volume, the Service projects it will perform another 216 transports. The addition revenue would be about \$116,500. With this in mind, the Service feels a \$60,000 increase is conservative and has made allotments through the transfer of Unspecified Fund Balance if this increase in revenue is not seen.

2006-35020-00000 Interest

\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00
2020	2021	2022		0.00%

The interest is generated from the funds in the Service's CIP account.

2006-35090-00000 Miscellaneous Revenue

\$9,750.00	\$2,500.00	\$2,500.00	\$2,500.00	\$0.00
2020	2021	2022		0.00%

As previously stated, a small amount of revenue from details was left in the Miscellaneous Revenue line. Most of this revenue is generated from EMS Details and Paramedic Intercepts with other EMS Agencies. Also anticipated is this line are revenues from CPR course of which much of that value will be used to purchase the CPR cards for the courses.

2006-39110-00000 Town of Pembroke

\$221,974.00	\$283,383.00	\$260,609.00	\$245,045.00	(\$15,564.00)
2020	2021	2022		-5.97%

As stated, the Town of Pembroke is responsible for 51.20% of the \$478,632 needed to operate the Service. That equates to a \$247,202.00 Pembroke's contribution continues to decrease as a direct result of the shifting of EMS Calls (percentage) from Pembroke to Allenstown. As with the 2021 budget, the use of Unspecified Fund Balance is planned for to keep the Allenstown portion as even funded as possible. With being compliant with the Inter-Municipal Agreement, these funds further decrease Pembroke's fiscal responsibility.

2006-35091-00000 Grants

--	--	--	\$1.00	--
2020	2021	2022		--

New Budget Line to allow for revenue from Grants.

APPROVAL

Tri-Town EMS' 2023 budget was formally presented to the Tri-Town EMS Board of Directors on September 14, 2022. The budget was accepted by the Board by a XX/YY Vote in the affirmative.

LINE ITEM NUMBER	LINE ITEM NAME	2022 BUDGET	2023 BUDGET	DIFF ('23-'22)	% CHANGE
2006-33790-00000	Cont. Allenstown	\$233,701.00	\$233,587.00	(\$114.00)	-0.05%
2006-34096-00000	Ambulance Billing	\$455,000.00	\$515,000.00	\$60,000.00	13.19%
2006-35020-00000	Interest	\$1,000.00	\$1,000.00	\$0.00	0.00%
2006-35090-00000	Misc. Revenues	\$2,500.00	\$2,500.00	\$0.00	0.00%
2006-35091-00000	Grants	--	\$1.00	--	--
2006-39110-00000	Cont. Pembroke	\$260,609.00	\$245,045.00	(\$15,564.00)	-5.97%
2006-33791-00000	Fund Balance	\$105,700.00	\$194,000.00	\$88,300.00	--
		\$1,058,510.00	\$1,191,133.00	\$132,623.00	12.53%
2006-49150-00063	Veh/Equip Replmnt	\$75,000.00	\$75,000.00	\$0.00	0.00%
2006-42152-11000	Full Time Salaries	\$268,755.00	\$298,672.00	\$29,917.00	11.13%
2006-42152-12000	Per Diem Salaries	\$260,650.00	\$407,496.00	\$146,846.00	56.34%
2006-42152-14000	Overtime	\$35,800.00	\$38,185.00	\$2,385.00	6.66%
2006-42152-21000	Health Insurance	\$103,400.00	\$109,340.00	\$5,940.00	5.74%
2006-42152-21100	Dental Insurance	\$6,750.00	\$7,000.00	\$250.00	3.70%
2006-42152-21500	Life Insurance	\$240.00	\$240.00	\$0.00	0.00%
2006-42152-21900	Disability	\$3,480.00	\$3,480.00	\$0.00	0.00%
2006-42152-22000	Social Security	\$35,001.00	\$46,077.00	\$11,076.00	31.64%
2006-42152-22500	Medicare	\$8,695.00	\$11,446.00	\$2,751.00	31.64%
2006-42152-23000	NH Retirement	\$42,652.00	\$46,913.00	\$4,261.00	9.99%
2006-42152-29000	Uniforms	\$5,250.00	\$5,525.00	\$275.00	5.24%
2006-42152-29001	Training	\$3,750.00	\$3,750.00	\$0.00	0.00%
2006-42152-32000	Legal Services	\$10,200.00	\$10,200.00	\$0.00	0.00%
2006-42152-34100	Telephone	\$6,000.00	\$6,000.00	\$0.00	0.00%
2006-42152-39000	Contract Billing SVC	\$22,250.00	\$22,250.00	\$0.00	0.00%
2006-42152-39100	Accounting SVC	\$5,800.00	\$5,800.00	\$0.00	0.00%
2006-42152-43000	Building Maint.	\$1.00	\$1.00	\$0.00	0.00%
2006-42152-44000	Amb/Monitor PMT	\$85,700.00	\$1.00	(\$85,699.00)	--
2006-42152-52000	Liability Insurance	\$10,000.00	\$10,000.00	\$0.00	0.00%
2006-42152-52100	Unempl. Comp	\$775.00	\$850.00	\$75.00	9.68%
2006-42152-52200	Worker's Comp	\$14,900.00	\$14,900.00	\$0.00	0.00%
2006-42152-62000	EMS Med. Supplies	\$16,160.00	\$17,600.00	\$1,440.00	8.91%
2006-42152-62500	Postage	\$1,250.00	\$1,250.00	\$0.00	0.00%
2006-42152-63500	Fuel	\$8,000.00	\$18,000.00	\$10,000.00	125.00%
2006-42152-68000	Office Supplies	\$3,070.00	\$3,475.00	\$405.00	13.19%
2006-42152-68001	Transcription Serv.	\$900.00	\$900.00	\$0.00	0.00%
2006-42152-74000	Medical Equipment	\$8,711.00	\$9,911.00	\$1,200.00	13.78%
2006-42152-74001	Radio/Comms.	\$1,000.00	\$1,000.00	\$0.00	0.00%
2006-42152-74002	Medical Evaluation	\$4,670.00	\$4,670.00	\$0.00	0.00%
2006-42152-76001	Veh. Maint.	\$8,000.00	\$9,500.00	\$1,500.00	18.75%
2006-42152-86000	IT Maint/Rplmnt	\$1,700.00	\$1,700.00	\$0.00	0.00%
2006-49022-00059	Grant Expenditures	--	1.00	\$1.00	--
TOTAL BUDGET:		\$1,058,510.00	\$1,191,133.00	\$132,622.00	12.53%
TOTAL BUDGET MINUS CIP & Veh Repl.:		\$897,810.00	\$1,116,131.00	\$218,321.00	124 %

Town of Pembroke

2023 Town Budget Proposal

Statement Code: 3TownBudget

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
41301 Elected Officials								
1000-41301-13000 Stipends - Selectmen	10,200.00	10,200.00	10,200.00	10,200.00	7,650.00	10,200.00	0.00	0.00 %
1000-41301-13001 Stipend - Treasurer	3,000.00	3,000.00	3,000.00	3,000.00	2,250.00	3,000.00	0.00	0.00 %
1000-41301-22000 Social Security - Elected	818.40	819.00	818.40	819.00	613.81	819.00	0.00	0.00 %
1000-41301-22500 Medicare - Elected	191.48	192.00	191.49	192.00	143.59	192.00	0.00	0.00 %
TOTAL 41301 Elected Officials	\$14,209.88	\$14,211.00	\$14,209.89	\$14,211.00	\$10,657.40	\$14,211.00	\$0.00	0.00 %
41302 Town Administration								
1000-41302-11000 Wages - TA	185,599.01	198,098.00	187,921.64	224,772.00	141,703.95	239,992.00	15,220.00	6.77 %
1000-41302-14000 Overtime - TA	16.73	1.00	41.15	1.00	17.56	1.00	0.00	0.00 %
1000-41302-21000 Health Insurance - TA	27,424.62	28,219.00	28,823.07	41,868.00	21,930.15	47,250.00	5,382.00	12.85 %
1000-41302-21100 Dental Insurance - TA	3,365.04	3,402.00	3,122.60	3,443.00	1,918.05	4,028.00	585.00	16.99 %
1000-41302-21500 Life Insurance - TA	108.00	108.00	140.40	108.00	96.60	162.00	54.00	50.00 %
1000-41302-21900 Disability Insurance - TA	2,355.26	2,464.00	2,569.45	2,464.00	2,207.00	2,352.00	(112.00)	(4.55)%
1000-41302-22000 Social Security - TA	11,338.58	12,381.00	11,518.16	14,050.00	8,653.08	15,149.00	1,099.00	7.82 %
1000-41302-22500 Medicare - TA	2,651.91	2,896.00	2,693.87	3,286.00	2,023.78	3,543.00	257.00	7.82 %
1000-41302-23000 NH Retirement - TA	20,499.42	24,337.00	23,835.76	31,331.00	18,916.52	33,179.00	1,848.00	5.90 %
1000-41302-29001 Training & Ed. - TA	0.00	250.00	55.00	250.00	75.00	250.00	0.00	0.00 %
1000-41302-31200 Contracted Services - TA	7,413.90	10,000.00	6,593.40	10,000.00	7,222.82	10,000.00	0.00	0.00 %
1000-41302-34100 Telephone - TA	5,814.37	5,500.00	5,486.88	5,500.00	4,316.46	5,800.00	300.00	5.45 %
1000-41302-44000 Office Equipment - TA	4,030.17	4,020.00	3,362.00	4,020.00	2,810.67	4,500.00	480.00	11.94 %
1000-41302-55000 Printing, TA	6,406.64	6,600.00	2,979.68	6,600.00	5,303.22	6,600.00	0.00	0.00 %
1000-41302-56000 Dues & Subscriptions - TA	6,182.00	6,200.00	6,446.00	6,510.00	6,821.00	7,000.00	490.00	7.53 %
1000-41302-62000 Department Supplies - TA	0.00	0.00	0.00	0.00	43.49	0.00	0.00	---
1000-41302-62500 Postage - TA	3,077.09	4,000.00	2,932.90	4,000.00	4,884.21	4,000.00	0.00	0.00 %
1000-41302-68000 Office Supplies - TA	6,009.69	5,800.00	7,352.60	5,800.00	5,671.92	6,000.00	200.00	3.45 %
1000-41302-83000 Public Notices - TA	1,471.34	1,000.00	1,871.64	1,000.00	734.62	1,000.00	0.00	0.00 %
1000-41302-84000 Mileage Reimbursement - TA	0.00	200.00	0.00	200.00	28.08	200.00	0.00	0.00 %
1000-41302-86000 Computer/Software Maint -TA	9,982.77	10,033.00	10,676.15	10,033.00	11,006.01	11,600.00	1,567.00	15.62 %

Town of Pembroke

2023 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
TOTAL 41302 Town Administration	\$303,746.54	\$325,509.00	\$308,422.35	\$375,236.00	\$246,384.19	\$402,606.00	\$27,370.00	7.29 %
GRAND TOTAL	\$317,956.42	\$339,720.00	\$322,632.24	\$389,447.00	\$257,041.59	\$416,817.00	\$27,370.00	7.03 %

Town of Pembroke

2023 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
41502 Auditing								
1000-41502-30100 Auditing Services	17,295.00	18,184.00	18,534.00	19,980.00	13,600.86	21,732.00	1,752.00	8.77 %
Notes: Town portion is \$17,232 with an extra \$2500 budgeted for a single Audit and another \$2000 to comply with GASB regulations								
TOTAL 41502 Auditing	\$17,295.00	\$18,184.00	\$18,534.00	\$19,980.00	\$13,600.86	\$21,732.00	\$1,752.00	8.77 %
41504 Tax Collecting								
1000-41504-11000 Wages - TX	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-41504-22000 Social Security - TX	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-41504-22500 Medicare - TX	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-41504-39006 Deed Research - TX	1,584.00	2,000.00	1,988.00	2,200.00	1,828.00	2,200.00	0.00	0.00 %
1000-41504-55000 Printing - TX	2,311.58	1,800.00	1,436.75	1,800.00	720.25	1,800.00	0.00	0.00 %
1000-41504-56000 Dues & Subscriptions - TX	20.00	20.00	20.00	20.00	0.00	20.00	0.00	0.00 %
1000-41504-56001 Meetings & Conferences - TX	0.00	250.00	0.00	250.00	0.00	250.00	0.00	0.00 %
1000-41504-62500 Postage - TX	3,712.07	4,200.00	3,790.52	4,500.00	3,507.99	4,500.00	0.00	0.00 %
1000-41504-68000 Office Supplies - TX	0.00	250.00	104.25	0.00	0.00	0.00	0.00	---
1000-41504-81100 Filing Fees - TX	575.05	1,000.00	751.75	1,000.00	418.19	1,000.00	0.00	0.00 %
1000-41504-86000 Computer/Software Maint - TX	4,983.54	5,182.00	5,257.64	5,600.00	5,546.81	5,880.00	280.00	5.00 %
TOTAL 41504 Tax Collecting	\$13,186.24	\$14,705.00	\$13,348.91	\$15,373.00	\$12,021.24	\$15,653.00	\$280.00	1.82 %
41506 Information System								
1000-41506-39005 Website Maint.	2,205.00	2,500.00	2,315.25	2,500.00	2,431.01	2,600.00	100.00	4.00 %
1000-41506-86000 Network System Maint.	4,874.84	5,500.00	5,736.00	5,500.00	5,087.12	5,500.00	0.00	0.00 %
TOTAL 41506 Information System	\$7,079.84	\$8,000.00	\$8,051.25	\$8,000.00	\$7,518.13	\$8,100.00	\$100.00	1.25 %
41509 Budget Committee								
1000-41509-11000 Wages - Budget Committee	523.07	1,100.00	716.99	1,100.00	473.19	1,100.00	0.00	0.00 %
1000-41509-22000 Social Security - BC	32.42	69.00	44.47	69.00	29.33	69.00	0.00	0.00 %
1000-41509-22500 Medicare - BC	7.56	16.00	10.39	16.00	6.86	16.00	0.00	0.00 %
1000-41509-55000 Printing - BC	67.50	200.00	308.12	350.00	319.06	350.00	0.00	0.00 %
1000-41509-83000 Public Notices - BC	364.67	300.00	354.25	375.00	161.14	375.00	0.00	0.00 %

Town of Pembroke

2023 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
TOTAL 41509 Budget Committee	\$995.22	\$1,685.00	\$1,434.22	\$1,910.00	\$989.58	\$1,910.00	\$0.00	0.00 %
GRAND TOTAL	\$38,556.30	\$42,574.00	\$41,368.38	\$45,263.00	\$34,129.81	\$47,395.00	\$2,132.00	4.71 %

Town of Pembroke

2023 Town Budget Proposal

Statement Code: 3TownBdgt

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
41532 Legal Services								
1000-41532-32000 Legal Services	22,861.36	75,000.00	52,081.29	75,000.00	31,033.87	75,000.00	0.00	0.00 %
TOTAL 41532 Legal Services	\$22,861.36	\$75,000.00	\$52,081.29	\$75,000.00	\$31,033.87	\$75,000.00	\$0.00	0.00 %
41911 Planning & Land Use Dept.								
1000-41911-11000 Wages - PLU	170,526.74	176,099.00	159,209.23	165,758.00	119,870.78	176,780.00	11,022.00	6.65 %
1000-41911-21000 Health Insurance - PLU	26,837.54	41,160.00	28,087.19	29,561.00	22,160.16	30,826.00	1,265.00	4.28 %
1000-41911-21100 Dental Insurance - PLU	2,565.72	2,567.00	1,716.12	1,524.00	1,142.28	1,600.00	76.00	4.99 %
1000-41911-21500 Life Insurance - PLU	108.00	108.00	133.20	108.00	126.00	162.00	54.00	50.00 %
1000-41911-21900 Disability Insurance - PLU	2,427.72	2,431.00	2,397.44	2,431.00	2,131.40	2,559.00	128.00	5.27 %
1000-41911-22000 Social Security - PLU	10,406.03	10,919.00	9,789.39	10,392.00	7,295.77	11,075.00	683.00	6.57 %
1000-41911-22500 Medicare - PLU	2,433.64	2,554.00	2,289.46	2,431.00	1,706.34	2,590.00	159.00	6.54 %
1000-41911-23000 NH Retirement - PLU	19,034.73	22,224.00	20,637.94	23,565.00	16,853.81	24,650.00	1,085.00	4.60 %
1000-41911-29001 Training & Education - PLU	70.25	600.00	85.00	1,000.00	182.50	800.00	(200.00)	(20.00)%
1000-41911-31200 Contracted Serv - Planner	0.00	1.00	0.00	1.00	472.50	1.00	0.00	0.00 %
1000-41911-34100 Telephone - PLU/CEO	0.00	0.00	277.34	0.00	0.00	0.00	0.00	---
1000-41911-39007 Mapping Services - PLU	10,700.00	15,000.00	9,500.00	15,000.00	7,850.00	15,000.00	0.00	0.00 %
1000-41911-49001 Equipment - PLU	2,959.18	2,500.00	1,882.08	2,500.00	1,540.87	2,500.00	0.00	0.00 %
1000-41911-55000 Printing - PLU	0.00	1,200.00	330.78	1,200.00	902.83	1,200.00	0.00	0.00 %
1000-41911-56000 Dues & Subscriptions - PLU	100.00	400.00	442.10	400.00	1,415.86	400.00	0.00	0.00 %
1000-41911-56003 CNHRPC Dues - PLU	8,186.00	8,512.00	8,512.00	8,648.00	8,648.00	9,237.00	589.00	6.81 %
1000-41911-62500 Postage - PLU	1,308.59	2,500.00	1,765.92	2,500.00	118.93	2,500.00	0.00	0.00 %
1000-41911-63500 Gas & Fuel - PLU	339.35	500.00	326.42	500.00	376.32	500.00	0.00	0.00 %
1000-41911-68000 Office Supplies - PLU	690.49	1,000.00	1,142.94	1,000.00	455.41	1,000.00	0.00	0.00 %
1000-41911-76001 Vehicle Maint & Repair - PLU	72.38	750.00	294.38	500.00	454.36	500.00	0.00	0.00 %
1000-41911-81100 Filing Fees - PLU	286.95	250.00	634.45	600.00	68.58	600.00	0.00	0.00 %
1000-41911-84000 Mileage Reimbursement - PLU	0.00	200.00	0.00	50.00	81.90	50.00	0.00	0.00 %
1000-41911-86000 Computer/Software Maint - PLU	6,015.20	7,146.00	7,646.00	7,861.00	7,146.00	8,254.00	393.00	5.00 %
TOTAL 41911 Planning & Land Use Dept.	\$265,068.51	\$298,621.00	\$257,099.38	\$277,530.00	\$201,000.60	\$292,784.00	\$15,254.00	5.50 %

Town of Pembroke

2023 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
41912 Planning Board								
1000-41912-11000 Wages - PB Secretary	2,264.08	3,100.00	2,127.48	3,100.00	1,953.17	3,100.00	0.00	0.00 %
1000-41912-22000 Social Security - PB	140.37	193.00	131.90	193.00	121.09	193.00	0.00	0.00 %
1000-41912-22500 Medicare - PB	32.82	45.00	30.89	45.00	28.34	45.00	0.00	0.00 %
1000-41912-56001 Meetings & Conferences - PB	445.50	300.00	350.00	300.00	75.00	300.00	0.00	0.00 %
1000-41912-62000 Department Supplies - PB	16.75	200.00	0.00	200.00	0.00	200.00	0.00	0.00 %
1000-41912-62500 Certified Postage - PB	2,559.50	1,000.00	686.59	1,000.00	309.19	1,000.00	0.00	0.00 %
1000-41912-81000 Legal Hearing Notices - PB	4,373.49	3,500.00	4,036.88	3,500.00	1,848.61	3,500.00	0.00	0.00 %
TOTAL 41912 Planning Board	\$9,832.51	\$8,338.00	\$7,363.74	\$8,338.00	\$4,335.40	\$8,338.00	\$0.00	0.00 %
41913 Zoning Board								
1000-41913-11000 Wages - ZB Secretary	1,073.88	800.00	3,594.49	800.00	1,574.36	800.00	0.00	0.00 %
1000-41913-22000 Social Security - ZB	66.58	50.00	222.84	50.00	97.62	50.00	0.00	0.00 %
1000-41913-22500 Medicare - ZB	15.58	12.00	52.11	12.00	22.83	12.00	0.00	0.00 %
1000-41913-56001 Meetings & Dues - ZBA	112.40	300.00	156.75	300.00	60.00	300.00	0.00	0.00 %
1000-41913-62500 Certified Postage - ZB	1,243.60	700.00	1,738.52	700.00	300.53	700.00	0.00	0.00 %
1000-41913-81000 Legal Hearing Notices - ZB	1,932.39	2,200.00	3,359.10	2,200.00	904.44	2,200.00	0.00	0.00 %
TOTAL 41913 Zoning Board	\$4,444.43	\$4,062.00	\$9,123.81	\$4,062.00	\$2,959.78	\$4,062.00	\$0.00	0.00 %
GRAND TOTAL	\$302,206.81	\$386,021.00	\$325,668.22	\$364,930.00	\$239,329.65	\$380,184.00	\$15,254.00	4.18 %

Town of Pembroke

2023 Town Budget Proposal

Report # 35642

Statement Code: 3TownBudget

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
44110 Health Administration								
1000-44110-11000 Wages - HE	3,000.00	3,000.00	3,000.00	3,000.00	1,500.00	3,000.00	0.00	0.00 %
1000-44110-22000 Social Security - HE	186.00	186.00	186.00	186.00	93.00	186.00	0.00	0.00 %
1000-44110-22500 Medicare - HE	43.50	44.00	43.50	44.00	21.75	44.00	0.00	0.00 %
1000-44110-62000 Other Supplies - HE	0.00	150.00	0.00	150.00	0.00	150.00	0.00	0.00 %
TOTAL 44110 Health Administration	\$3,229.50	\$3,380.00	\$3,229.50	\$3,380.00	\$1,614.75	\$3,380.00	\$0.00	0.00 %
44410 Welfare Administration								
1000-44410-11000 Wages - WE	27,717.78	31,608.00	28,620.35	32,682.00	20,452.52	34,899.00	2,217.00	6.78 %
1000-44410-22000 Social Security - WE	1,715.71	1,960.00	1,766.42	2,027.00	1,268.06	2,164.00	137.00	6.76 %
1000-44410-22500 Medicare - WE	401.25	459.00	413.13	474.00	296.58	507.00	33.00	6.96 %
1000-44410-56000 Dues & Subscriptions - WE	0.00	30.00	30.00	30.00	30.00	30.00	0.00	0.00 %
1000-44410-56001 Meetings & Conferences - WE	15.00	250.00	0.00	250.00	0.00	250.00	0.00	0.00 %
1000-44410-62500 Postage - WE	70.80	150.00	62.97	150.00	3.22	150.00	0.00	0.00 %
1000-44410-68000 Office Supplies - WE	0.00	150.00	0.00	150.00	25.19	150.00	0.00	0.00 %
1000-44410-86000 Computer Maint.-WE	496.51	500.00	496.51	500.00	0.00	500.00	0.00	0.00 %
TOTAL 44410 Welfare Administration	\$30,417.05	\$35,107.00	\$31,389.38	\$36,263.00	\$22,075.57	\$38,650.00	\$2,387.00	6.58 %
44411 CAP Contribution								
1000-44411-39000 CAP Contribution	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	0.00	0.00 %
TOTAL 44411 CAP Contribution	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$0.00	0.00 %
44421 Direct Assistance								
1000-44421-00000 Direct Assistance	4,307.76	55,000.00	5,770.43	55,000.00	3,000.00	55,000.00	0.00	0.00 %
TOTAL 44421 Direct Assistance	\$4,307.76	\$55,000.00	\$5,770.43	\$55,000.00	\$3,000.00	\$55,000.00	\$0.00	0.00 %
45201 Recreation Administration								
1000-45201-11000 Wages - Rec	9,391.07	13,500.00	11,040.21	13,500.00	5,934.31	13,900.00	400.00	2.96 %
TOTAL 45201 Recreation Administration	\$9,391.07	\$13,500.00	\$11,040.21	\$13,500.00	\$5,934.31	\$13,900.00	\$400.00	2.96 %
Notes: Maintenance at park \$11,400; Program Supervisor \$2,500								
1000-45201-22000 Social Security - Rec	582.25	837.00	684.51	837.00	367.95	862.00	25.00	2.99 %

Town of Pembroke

2023 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
1000-45201-22500 Medicare - Rec	136.16	196.00	160.11	196.00	86.05	202.00	6.00	3.06 %
1000-45201-34100 Telephone - Rec	518.47	500.00	497.71	500.00	330.93	500.00	0.00	0.00 %
1000-45201-41000 Electricity - Rec	1,738.08	1,700.00	1,614.44	1,700.00	1,011.87	1,700.00	0.00	0.00 %
1000-45201-43000 Improvements - Rec.Facilities	1,200.00	5,200.00	2,720.00	2,200.00	1,025.00	2,500.00	300.00	13.64 %
Notes: tree pruning								
1000-45201-49000 Field Maint. - Rec	2,138.00	3,300.00	3,667.26	6,400.00	3,375.00	6,900.00	500.00	7.81 %
Notes: aeration of all fields; fertilizing; grub control; slice/seed, and lime. League will contribute \$2700 to this amount								
1000-45201-62000 Department Supplies - Rec	6,059.77	6,500.00	6,377.57	6,500.00	6,564.75	6,500.00	0.00	0.00 %
Notes: loam; stone dust; sand; weed killer; cleaning supplies etc.								
1000-45201-63500 Gas & Fuel - Rec	368.58	550.00	731.76	550.00	819.21	950.00	400.00	72.73 %
1000-45201-76001 Vehicle Maint & Repairs - Rec	1,225.65	1,500.00	631.22	1,500.00	809.59	1,500.00	0.00	0.00 %
Notes: mower and gas powered tool repairs								
1000-45201-88109 Community Programs - Rec	0.00	900.00	814.50	700.00	533.00	700.00	0.00	0.00 %
Notes: fishing derby \$200; concerts \$500								
TOTAL 45201 Recreation Administration	\$23,358.03	\$34,683.00	\$28,939.29	\$34,583.00	\$20,857.66	\$36,214.00	\$1,631.00	4.72 %
GRAND TOTAL	\$82,312.34	\$149,170.00	\$90,328.60	\$150,226.00	\$68,547.98	\$154,244.00	\$4,018.00	2.67 %

Town of Pembroke

2023 Town Budget Proposal

Statement Code: 3TownBudget

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
45830 Patriotic Purposes								
1000-45830-00000 Memorial Day	200.00	200.00	200.00	200.00	200.00	200.00	0.00	0.00 %
TOTAL 45830 Patriotic Purposes	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$0.00	0.00 %
45891 Old Home Day								
1000-45891-00000 Old Home Day	0.00	2,000.00	0.00	2,000.00	2,000.00	2,000.00	0.00	0.00 %
1000-45891-11000 Wages - OHD/Christmas	0.00	3,000.00	323.52	3,000.00	848.25	3,000.00	0.00	0.00 %
1000-45891-22500 Medicare - OHD/Christmas	0.00	44.00	4.44	44.00	11.63	0.00	(44.00)	(100.00)%
1000-45891-23000 NH Retirement - Old Home Day	0.00	759.00	0.00	795.00	0.00	0.00	(795.00)	(100.00)%
TOTAL 45891 Old Home Day	\$0.00	\$5,803.00	\$327.96	\$5,839.00	\$2,859.88	\$5,000.00	\$(839.00)	(14.37)%
45893 Christmas in the Village								
1000-45893-00000 Christmas in the Village	0.00	250.00	250.00	250.00	0.00	250.00	0.00	0.00 %
TOTAL 45893 Christmas in the Village	\$0.00	\$250.00	\$250.00	\$250.00	\$0.00	\$250.00	\$0.00	0.00 %
46110 Conservation Commission								
1000-46110-39000 Professional Services-Conservation	1,638.32	3,000.00	0.00	4,500.00	2,967.76	5,500.00	1,000.00	22.22 %
Notes: legal research with conservation deeds and surveying work								
1000-46110-56000 Dues & Subscriptions	675.00	400.00	675.00	400.00	475.00	400.00	0.00	0.00 %
1000-46110-56001 Meeting & Conferences - CC	0.00	300.00	0.00	300.00	0.00	300.00	0.00	0.00 %
1000-46110-68000 Supplies - CC	870.50	800.00	630.00	800.00	152.03	800.00	0.00	0.00 %
TOTAL 46110 Conservation Commission	\$3,183.82	\$4,500.00	\$1,305.00	\$6,000.00	\$3,594.79	\$7,000.00	\$1,000.00	16.67 %
46510 Economic Development								
1000-46510-11000 Recording Wages - EDC	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-46510-22000 Social Security - EDC	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-46510-22500 Medicare - EDC	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-46510-32000 Consulting Services - EDC	0.00	100.00	0.00	100.00	0.00	100.00	0.00	0.00 %
1000-46510-39000 Marketing, Advertising & Promo - EDC	0.00	50.00	0.00	50.00	0.00	50.00	0.00	0.00 %
1000-46510-55000 Printing - EDC	0.00	50.00	0.00	50.00	0.00	50.00	0.00	0.00 %

Town of Pembroke

2023 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
1000-46510-56000 Dues & Subscriptions - EDC	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-46510-56001 Meetings & Conferences - EDC	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-46510-62500 Postage - EDC	0.00	50.00	0.00	50.00	0.00	50.00	0.00	0.00 %
1000-46510-68000 Supplies - EDC	0.00	50.00	0.00	50.00	0.00	50.00	0.00	0.00 %
1000-46510-83000 Public Notices - EDC	0.00	50.00	0.00	50.00	0.00	50.00	0.00	0.00 %
TOTAL 46510 Economic Development	\$0.00	\$355.00	\$0.00	\$355.00	\$0.00	\$355.00	\$0.00	0.00 %
GRAND TOTAL	\$3,383.82	\$11,108.00	\$2,082.96	\$12,644.00	\$6,654.67	\$12,805.00	\$161.00	1.27 %

Town of Pembroke

2023 Town Budget Proposal

Statement Code: 3TownBudget

Account Number / Description	3 Years Prior Actual 1/1/2020 - 12/31/2020	2 Years Prior Budget 1/1/2021 - 12/31/2021	2 Years Prior Actual 1/1/2021 - 12/31/2021	1 Year Prior Revised 1/1/2022 - 12/31/2022	1 Year Prior Actual 1/1/2022 - 12/31/2022	2023 Budget 1/1/2023 - 12/31/2023	Budget Difference 1/1/2023 - 12/31/2023	Change %
47112 Principal - General Obligation Bonds								
1000-47112-98000 Principal - General Obligation Bonds	600,000.00	600,000.00	600,000.00	300,000.00	300,000.00	540,600.00	240,600.00	80.20 %
Notes: Includes new Main Street Debt but the final year of the Library								
TOTAL 47112 Principal - General Obligation Bonds	\$600,000.00	\$600,000.00	\$600,000.00	\$300,000.00	\$300,000.00	\$540,600.00	\$240,600.00	80.20 %
47212 Interest - General Obligation Bonds								
1000-47212-98100 Interest - General Obligation Bonds	157,450.00	135,400.00	133,358.33	113,350.00	113,350.00	165,401.00	52,051.00	45.92 %
TOTAL 47212 Interest - General Obligation Bonds	\$157,450.00	\$135,400.00	\$133,358.33	\$113,350.00	\$113,350.00	\$165,401.00	\$52,051.00	45.92 %
47901 Interest on TANs/LOCs								
1000-47901-98100 Interest on TANs/LOCs	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
TOTAL 47901 Interest on TANs/LOCs	\$0.00	\$1.00	\$0.00	\$1.00	\$0.00	\$1.00	\$0.00	0.00 %
GRAND TOTAL	\$757,450.00	\$735,401.00	\$733,358.33	\$413,351.00	\$413,350.00	\$706,002.00	\$292,651.00	70.80 %

**BOARD OF SELECTMEN
TOWN OF PEMBROKE, NH
September 21, 2022 at 6:30 PM**

DRAFT,

Present: Selectman Richard Bean, Selectman Peter Gagyi, Selectman Karen Yeaton, Selectman Rick Frederickson

Absent: Selectman Sandy Goulet

Via Conference Call: David Jodoin, Town Administrator

I. Call to Order:

Chairman Yeaton called the meeting to order at 6:30pm.

II. Citizens Comment:

None

III. Scheduled Meetings:

Gerry Fleury – 2023 CIP Presentation

Gerry Fleury, Chair of the Capital Improvement Committee, presented the 2023 CIP report. Gerry reviewed the votes for high, medium, or low priority on each project. The major discussion item this year will be a \$15,000,000 bond to connect the northern portion of the Town's sewer lines to the City of Concord's sewer collection system. The project received 2 medium priority votes and 4 low by the Committee.

Discussion of Allenstown letter regarding Ambulance Service

The Town of Allenstown's Select Board sent a letter indicating they will not renew the Inter-Municipal Agreement (IMA) for the Tri-Town Ambulance Service in 2025. They have seen costs rise over the last ten years and feel they can provide 24-hour protection for their residents by changing the Fire Department to provide both fire and EMS services. Tri Town EMS had a recent board meeting and tried to persuade the Allenstown reps against dissolving the IMA but they are steadfast in their plans. David Jodoin and Chris Gamache, Director of Tri-Town, will go to their budget presentation and have also been invited to attend a Selectman's meeting.

Chris Gamache discussed his concerns for Allenstown's new service not having the same capabilities as their current service which could lead to negative outcomes for their residents, especially for the residents that live in the outlying portions of the Town that are further from the hospital. There are very few ambulance services in

the State that are as equipped for high level care as the Tri-Town service is. Right now, Allenstown contributes approximately \$400,000 annually between taxes and billing. Pembroke contributes approximately \$500,000.

Selectman Frederickson asked if the service loses the calls from Allenstown, will we lose paramedics due to lack of volume. Chris explained he does not think so because the service is a niche service since it is one of the very few services that are not private and not attached to a hospital. That makes them a desirable service to work for.

Selectman Yeaton asked if it would be logistically practical to ask another neighboring Town to partner with Tri-Town. Fire Chief Gagne explained the neighboring town's services are Fire/EMS services where Pembroke is fire only. While it is a struggle for those towns to cover both, they would not likely want to give up the EMS part of their service because they would not want to lose that income. Allenstown was different because we have been collaborating all along.

Chief Gagne shared concerns that the Town will be put into position where they will need a new ambulance, which could take 2 years to receive, and the license for that ambulance will be for Tri-Town which will no longer exist. If they buy that now as a joint effort between the towns, when the partnership dissolves, they will likely need to pay out part of that asset. Allenstown has made past proposals to combine the two fire departments but that is not in the best interest of Pembroke. Chris Gamache explained he is going to put together a request to reconsider packet that includes a description of the service they provide, what they will lose for their residents, and budget impacts.

Selectman Yeaton asked if the Select Board would have the final say or does this issue have to go through Town Meeting. David explained that Allenstown is SB2 Community, and they will start working the service into their budget in 2023 and when the Town approves the Budget in 2025, they will essentially be approving this dissolution.

Selectman Bean asked what the population difference is between the two towns. Chris answered Pembroke is around 7,300 and Allenstown is 4,900. Allenstown's demographics are more elderly and low income which makes the call volume almost a 50/50 split regardless of the total population difference. Selectman Bean asked if the majority of the calls go to Concord Hospital or to Manchester. Chris answered that the bulk of the calls are along the Rt. 3 corridor, and it is closely split between Concord or Manchester.

David suggested listening to the September meeting of the Tri-Town EMS Board that can be found on townhallstreams.com. There was a lengthy conversation with a lot of good comments and questions between the Towns.

Selectman Yeaton would like to craft a reply letter to the Allenstown Select Board to encourage them to reconsider their decision.

David and Chris will attend a future Allenstown Select board meeting to discuss this.

IV. Old Business:

None

V. New Business:

DPW Borough Road Culvert Bids

David explained the bids received for the culvert all came in well over the \$80,000 in allotted funds for the project. David is suggesting the Board reject all the bids and re-bid the project in November for a bid opening in December so they can encumber any additional funds they will need for the project.

Selectman Bean made a motion to disregard all bids for the Borough Road Culvert DPW project and re-bid. Selectman Gagyí seconded the motion. Motion passed 3-0.

Manifests/Abatements

Selectman Frederickson made a motion to accept the manifests and abatements as presented. Selectman Gagyí seconded the motion. Motion passed 3-0.

Minutes - 9/7/22

Selectman Frederickson made a motion to accept the minutes of September 7, 2022, as presented. Selectman Bean seconded the motion. Motion passed 3-0.

VI. Town Administrator Report:

Old Home Day Committee sent a letter thanking the Town and Selectman for their support.

Selectman Frederickson made a motion to accept the roadway completion bond for Phase 1 of Blaine Circle in the amount of \$196,900. Selectman Bean seconded the motion. Motion passed 3-0.

VII. Committee Reports:

Selectman Gagyí – None

Selectman Yeaton –. Conservation Commission met to review the 15 Lindy Street 2-lot subdivision. 245 Pembroke Hill Road is asking for them to reconsider their

position. The John Deere property is planning an expansion of their facility on Sheep Davis Road. Conservation has some concerns with the proposed fueling station. The Commission would like the natural resources map they created posted in the meeting room of the Select Board because they think it will be helpful since it maps out Aquafer. They are starting their yearly property monitoring. Gelinas Farm is looking to put 36 acres into Conservation.

Selectman Bean – None

Selectman Frederickson – None

VIII. Other Citizen Comment:

None

IX. Non- Public Session:

None

X. Adjourn:

Selectman Gagyí made a motion to adjourn at 8:39 PM. Selectman Frederickson seconded the motion, and it was approved unanimously.

Karen Yeaton, Chairman

For more detailed information, the meetings are now taped and can be seen on www.townhallstreams.com click on Pembroke NH and look for the day of the meeting under the month.

David Jodoin

From: Wendy Weisiger <wwizski@gmail.com>
Sent: Sunday, September 25, 2022 9:02 PM
To: David Jodoin; VJ Ranfos; BOBLOVESPEMBROKE@YAHOO.COM; Chris Addington; Gerry; SarahOHyland SarahOHyland; headref545@aol.com
Subject: SWC - Request for BOS and Public Hearing Meeting
Attachments: SWC - Recommended Changes to Transfer Station Fees.xlsx

HI David,

Last week the SWC met with Bob and VJ to discuss Pembroke's transfer station fees. The Town provides residents with the services to dispose of many items that are not standard recycling or municipal solid waste (MSW). The disposal fees have not been assessed or changed since 2015. It's important that the fees for these items cover the cost of disposal for the Town. Disposal fees have increased in recent years and so the time to reassess those fees has come.

The Public Works Dept. surveyed several surrounding towns' fees as part of this process and provided suggestions. The SWC reviewed these suggestions with Bob and VJ and have provided this attached new fee schedule for the BOS to review and approve.

We would like to get this matter to the BOS sooner rather than later as the new contract with Casella and higher tipping fees have already gone into place (September '22). Could you add this to the nearest BOS agenda that coincides with a proper public hearing notice?

Thank you and please let me know if you need anything further from us.

-Wendy Weisiger

PLU	New PLU	ITEM EFFECTIVE 3/1/15	PRICE
1	1	TIRES - Less than or equal to 19" (No Rims)	\$ 5.00
2	2	STOVE	\$ 15.00
3	3	WASHER (DISH OR CLOTHES)	\$ 15.00
4	4	DRYER	\$ 15.00
5	5	HOT WATER TANK	\$ 15.00
6	6	AIR COMPRESSOR	\$ 15.00
7	7	FURNACE	\$ 15.00
8	8	LAWNMOWER	\$ 15.00
9	9	SNOWBLOWER	\$ 15.00
10	10	REFRIGERATOR	\$ 15.00
11	11	FREEZER	\$ 15.00
12	12	AIR CONDITIONER	\$ 15.00
13	13	DEHUMIDIFIER	\$ 15.00
14	14	2-20 30 LB. TANK OR CANISTER	\$ 5.00
15		21-100 LB. TANK OR CANISTER	\$ 5.00
16	15	FIRE EXTINGUISHER	\$ 5.00
17	16	VIDEO DISPLAY LESS THAN 18" 40"	\$ 10.00
18	17	VIDEO DISPLAY 19" 40" AND LARGER	\$ 10.00
19	18	MICROWAVE OVEN	\$ 10.00
20	19	MISCELLANEOUS LARGE APPLIANCE	\$ 10.00
21	20	MISCELLANEOUS MACHINERY	\$ 10.00
ADD	21	TOILETS	
22	22	CONST/DEMO. DEBRIS MAX LOAD	\$ 30.00
23	23	CONST/DEMO. DEBRIS MIN LOAD	\$ 15.00
ADD	24	DUMP TRAILER LOADS	
24	25	GAS OPERATED POWER TOOLS	\$ 5.00
25	26	MATTRESS ANY SIZE	\$ 10.00
26	27	BOX SPRING ANY SIZE	\$ 10.00
27	38	UPHOLSTERED COUCH/LOVESEAT (Not Sectional)	\$ 10.00
ADD	29	SECTIONALS	
28		UPHOLSTERED LOVESEAT	\$ 10.00
29	30	UPHOLSTERED CHAIR	\$ 10.00
30	31	SLEEPER SOFA	\$ 10.00
ADD	32	WOODEN & MISC. FURNITURE	
31	33	VACUUM	NO CHARGE
32	34	TOASTER OVEN	NO CHARGE
33	35	ELECTRIC DRILL	NO CHARGE
34	36	ELECTRIC CAN OPENER	NO CHARGE
35	37	COFFEE MAKER	NO CHARGE
37	38	MISC. SMALL APPLIANCE	NO CHARGE
38	39	COMPUTER	NO CHARGE
39	40	PRINTER	NO CHARGE
40	41	MOUSE	NO CHARGE
41	42	KEYBOARD	NO CHARGE
42	43	FAX/COPY MACHINE	NO CHARGE
43	44	MISC. ELECTRONIC EQUIP.	NO CHARGE

**SUGGESTED
CHANGE**

\$6.00

\$15.00

\$5.00

\$50.00

\$25.00

\$100.00

\$15.00

\$15.00

\$15.00

\$25.00

\$20.00

\$10.00

9-24-22

RECEIVED

SEP 28 2022

TOWN OF
PEMBROKE, NH

To: Town of Pembroke

Selectmen - Police - Fire - and Highway

Regarding the fatal accident on 9-18-22
at the intersection of North Pembroke Road
and Borough Road,

Possible changes might include
More signs before the intersection
on all 4 sides; maybe a 4 way stop,
or maybe flashing yellow lights above
the intersection.

The PD always patrols this area
and checks speed. Highway Dept has
always done a great job of clearing
brush from all 4 corners.

Thank you All — Concerned Citizen

Tom Pedrick
849 Borough Road

603
860
0700