

TOWN OF ALLENTOWN AND PEMBROKE
Tri-Town EMS Board of Directors
311 Pembroke Street
Pembroke, New Hampshire 03275
Minutes of Regular Meeting
June 8, 2016

Call to Order.

The Tri-Town EMS Board of Directors Meeting for June 8, 2016 was called to order by the Chair at 3:30 p.m.

Roll Call.

Present on the Board: Shaun Mulholland, Harold Paulsen, Mike Kelley, Dana Pendergast, and Bob Bourque.

Excused: David Jodoin and Jeff Gryval.

Others Present.

Tri-Town Staff: Christopher Gamache, Director and Stephanie Locke, Assistant Director.

Approve expenditures.

Motion. Mr. Bourque made a motion to approve the Payroll Manifest of June 9, 2016. Chief Pendergast seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Motion. Mr. Bourque made a motion to approve the Accounts Payable Manifest of June 3, 2016 in the amount of \$1,740.70. Mr. Kelley seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Motion. Mr. Bourque made a motion to approve the Payroll Manifest of May 26, 2016. Chief Paulsen seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

The Chair stated they have 35% of the budget expended at this point.

Consider approval of new policies

Mr. Gamache stated some of the policies have come about because of incidents they had recently.

Policy 2-006 “Advocating for Safety”

Mr. Gamache stated some of their providers didn’t feel they could speak up when they felt something is wrong. He explained the policies make sure everyone knows they have the ability and are obligated when they see something dangerous for the provider or the patient.

Motion. Chief Pendergast made a motion to approve the “Advocating for Safety” as written. Mr. Kelley seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Policy 2-040 “Durable Medical Equipment”

Mr. Gamache stated the policy is part of accreditation standards. He explained they need policies to ensure any equipment which isn’t disposable is maintained. He stated there will be standard operating guidelines which will come into play.

Motion. Mr. Kelley made a motion to approve Policy 2-040 “Durable Medical Equipment”. Chief Paulsen seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Policy 1-031 “Employee Pay Increases”

Mr. Gamache stated they have completed the process of bringing people into an acceptable pay range. He stated later on they will discuss pay grades and steps. He explained this policy defines the process of how people will move from what their pay is today to what their pay is tomorrow.

The Chair stated he had asked for a number of changes on this policy and isn’t sure the changes were made. He explained one of the changes was for Section 4.1c from “shall be adjusted annually” to “may be adjusted annually.”

Mr. Gamache read the policy which says

“Tri-Town EMS will use a pay grade system consistent with a range specified in Town of Pembroke Wage Schedule. The Service will divide the applicable pay grades into steps. Each pay grade, subsequent pay steps, may be adjusted annually by the Board of Directors to provide for a COLA increase; COLA shall be based on CPI. Tri-Town EMS will follow the Town of Pembroke’s policy for compensation for those who reach maximum pay for the position license level, utilize a merit step concept for determining an employee’s compensation increase and Board of Directors will have final authority over all employees’ rates of pay.

Upon hire, all new employees will be assigned to a pay grade that corresponds to their current position. New employee pay step assignments will be assigned per Service guidelines. Employees may receive an appropriate pay increase when they are fully authorized by the Service to function at a higher license level. Pay increases for license upgrades and promotions will be assigned per Service guidelines. The Service will not typically provide an increase when an employee’s classification changes such as when an employee goes from per diem to full-time.

Mr. Gamache explained just because Pembroke or Allentown does something doesn’t mean Tri-Town will. The board of directors will approve COLA and not either town. He stated there is no associated raise for going from per diem to full-time.

The Chair suggested they table this policy until they deal with the Wage Classification issue because some of this may be in conflict should they choose to accept it. Chief Paulsen asked what the conflict would be. The Chair stated the wage classification system he sent out yesterday does not fall within the range of the Town of Pembroke step scales. Mr. Gamache stated it gives the Service the ability to define the range and not necessarily leave it up to the town pay scale.

Motion. Mr. Bourque made a motion to table the policy. Chief Pendergast seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Policy 1-006 “Falsification of Documents”

Mr. Gamache stated this was something which came out of a recent issue. He stated an attorney asked for it and is consistent in EMS. He stated the policy says falsifying any documents is an offense which could result in termination.

Motion. Chief Paulsen made a motion to accept Policy 1-006 “Falsification of Documents”. Mr. Bourque seconded the Motion.

The Chair suggested they further develop the section. He explained there are some words which aren't defined. He stated they have a State law which covers this therefore they don't need this policy. He expressed concern of having a policy book being too thick. He stated it is not required for accreditation. Mr. Bourque asked why they need a policy to back up a law. Mr. Gamache stated it makes his job easier when it happens. He stated it is difficult to write anyone up without it because they want to know what policy they are violating. He stated it is good to have; however, they don't have a big issue with it. The Chair suggested they have a policy requiring them to follow the state laws.

Mr. Kelley stated he dealt with this in a public entity and the person resigned. He expressed concern with someone being able to alter his run report. Mr. Gamache stated there is a law covering tempering with public records.

A Roll Call Vote was taken: Mr. Paulsen – No; Mr. Mulholland-No; Mr. Kelley – No; Mr. Pendergast – No; and Mr. Bourque-No. The Chair declared the Motion defeated.

Policy 1-065 “Mandatory Reporting”

Mr. Gamache asked if they want to table this because most of this covers the New Hampshire Municipal Association is trying to cover. The Chair stated it is not passed into administrative rule yet. He suggested they go forward with the policy.

Motion. Mr. Bourque made a motion to accept Policy 1-065 “Mandatory Reporting”. Mr. Kelley seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Policy 1-061 “Fiscal Responsibility”

Mr. Gamache explained this policy makes the staff think and allows the Service to hold people responsible for doing their job in the most fiscally responsible manner. He stated Concord Hospital instituted this policy. He gave examples of not printing things just for the sake of printing or idling the truck when not necessary.

Motion. Mr. Bourque made a motion to approve Policy 1-061 “Fiscal Responsibility”. Mr. Kelley seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Discuss initial guidance for the 2017 Budget.

Mr. Gamache stated they discussed some guidance last month.

Mr. Gamache stated he has a preliminary worksheet he developed which breaks down all the line items in detail. He stated he has been trying to keep what the towns owe on a downward slope. He stated the budget is the same dollar value as last year.

Mr. Gamache explained one of the options is financing the ambulance directly. He explained if they don't have to make annual payments the budget will stay the same but if they finance it then the payments will be added to the budget. He stated they are on pace to bring in about \$310,000 in revenue. He stated it will reduce contributions by Allenstown \$16,500 and Pembroke by almost \$20,000.

The Chair asked if it includes adjustments for the percentage. Mr. Gamache stated this takes into account the merit step raises will go into effect. He stated if they opt to pay the ambulance and by the stretcher it is pretty close to what the budget will be at. The Chair asked if he adjusted for the retirement rate. Mr. Gamache stated he didn't know what retirement will be. The Chair stated it is 1.38% increase. Mr. Gamache stated he will add it to the budget.

The Chair stated the purpose of this discussion is to provide further guidance. He stated the goal is to continue to see reductions in what the taxpayers would pay. He stated they are going to discuss whether they want to buy the ambulance.

Mr. Bourque asked how Building Maintenance dropped \$7,300. Mr. Gamache explained this year the appropriations in the Building Maintenance line were going to purchase lockers and mattresses. He stated he uses this line to purchase mop buckets and cleaning agents. Chief Paulsen asked if there is money in there for furniture. Mr. Gamache stated it does not but they can put it in. The Chair asked Chief Paulsen and Mr. Gamache to work on the furniture.

Mr. Bourque asked about capital reserve fund line items. Mr. Gamache stated it is called Equipment and Vehicle Replacement. He stated it hasn't shown up on the budget because money hasn't been put in it yet.

Mr. Gamache stated at the end of 2015, the \$474,253 was the cash in the account on December 31, 2015. He stated all of it was non-2016 money. He explained he took 17% of \$750,000 which is \$127,500 as their true reserve. The Chair explained Government Accounting Standards Board (GASB) recommends a 5-17% reserve. Mr. Gamache stated when they subtract the reserve from the cash at the end of the year they are left with about \$346,000. He stated if they pay the

ambulance in full it leaves them with \$93,253. He also suggested they purchase the stretcher outright which brings it to \$74,000.

Mr. Gamache stated they are projected to get \$305,000-310,000 in revenues. He stated if everything plays out as he just explained their ending fund balance would be \$139,201 above the 17 percent. He stated if they look at the next twelve years they will purchase two more ambulances, two monitors and two stretchers. He explained if they take \$40,000 in reserve each year plus the \$139,201 it covers all of the equipment. He stated they most likely will fund their Fund Balance because they will be on the light end of billing.

Chief Paulsen asked when they are looking at the projection, is he using purchase price at the time? Mr. Gamache stated he is using one percent increase per year. Chief Paulsen stated he has used five percent and is usually is within \$1,000. Mr. Gamache stated he can readjust it to five percent.

Chief Paulsen clarified once they establish money being put away for future purposes; they will be able to get it down, other than the GASB amount, and not carry it each year. The Chair agreed they shouldn't carry a balance each year.

Mr. Bourque asked if the capital reserve fund gets invested in bonds. The Chair explained they have an expendable trust fund. He stated they can spend money as they deem appropriate or let it grow.

Mr. Bourque asked why not put it into annuities or something where they can get a high percentage rate. The Chair stated the Town of Pembroke invests the monies which aren't in capital reserve funds; the difference is it is a decision by the Board of Selectmen whereas if it was a trust fund the Trustees of the Trust Funds would invest it. Mr. Bourque asked if it is all separate from the town. Mr. Gamache stated it is all the same. The Chair stated it is accounted for separately.

Chief Paulsen stated it is allowing the town of Pembroke not to borrow in anticipation of taxes. The Chair stated Allentown has a checking account and then an investment fund and they move the money back and forth so they don't have to borrow funds.

Review bids and approve purchase order for a new ambulance.

Mr. Gamache stated he reached out to four ambulance manufacturers to get assistance with writing ambulance specifications. He explained PL Custom and AEB who came back with roughly the same ambulance and same price. He stated both manufacturers were told they weren't ordering it this year and would be for next year's budget. He stated since then they created the specifications list, sent it out to five manufacturers, and only two provided a bid.

Mr. Gamache stated Specialty Vehicle Inc. represents a host of different ambulance manufacturers. He stated when they contacted Specialty Vehicle Inc. he was more interested in an ambulance they

saw. He stated PL Custom met the specification they should have because they assisted with the specification list. He stated PL Custom came back with \$253,000 and Wheel Coach came back with \$243,000 with some exceptions to the bid. He explained the exceptions included Michelin tires, automatic high idle, and other such items. He stated PL Custom ambulances are found in the Capital Area whereas people have been moving away from Wheel Coach.

Mr. Gamache stated the PL Custom does a finite element analysis on the structure of the box which is where they electronically run it through its complete life cycle. He stated this shows where the stresses are on the vehicle and what types of problems they would have with the years to come. Mr. Gamache recommended they go with the PL Custom.

Mr. Gamache explained some of the reason for the price increasing from \$243,000 to \$253,000 includes a camera system in the vehicle. He stated the camera system which is mostly used for driving; however, there is monitoring for the back of the truck as well. He stated they added road safety which allows them to monitor what is happening with the truck. He stated the forward view camera is a recording system. He stated they also have a stretcher load system which allows providers to safely put a patient into the ambulance without lifting them.

Chief Paulsen asked how many years would it be front line and how many reserve. Mr. Gamache stated the new truck will run for six years as primary and then go to the back line for another six years. Chief Paulsen asked if there was a universal specification for ambulances. Mr. Gamache stated there is nothing universal; it all depends on who they are working for.

Mr. Gamache stated he has Purchase Order #16-06-001 to order the ambulance and put the down payment. He stated the down payment is for the chassis and the suspension. He stated the total down payment is \$63,935. The Chair stated they need to approve the entire project so the cost should be the \$253,000.

The Chair asked if any of the members had looked at the specifications. Chief Pendergast stated he looked at them and is familiar with PL Custom. Mr. Gamache stated PL Custom and ALV are the predominate manufacturers in the Capital Area.

Chief Paulsen asked if they will go to Grappone for the upkeep of the ambulance. Mr. Gamache stated he hasn't made any determination yet.

Mr. Gamache stated the truck does not include the radio system. Chief Pendergast asked if they should include it in the purchase order. Mr. Gamache suggested it be separate. The Chair asked if they know what the total project cost is. Mr. Gamache stated he doesn't know what the radio system cost will be. He stated they may need to make changes to the chassis for the radio. He stated the chassis will be the fire radio system and then the patient module will be the hospital system so they will have two separate radios. He stated not having to run a cable will save them some money.

The Chair asked if they will have two unit numbers. Mr. Gamache stated no because they are on the same frequency band.

Mr. Bourque asked if it is gas or diesel. Mr. Gamache stated it is diesel.

Motion. Chief Paulsen made a motion to approve Voucher 16-06-001 for the purchase of an ambulance in the amount of \$253,427. Mr. Kelley seconded the Motion.

The Chair stated they are looking at laying out \$63,935 in cash. He asked Mr. Gamache how they would pay for everything else. Mr. Gamache stated they have a radio to work with if they needed. He stated they have the ability to get the truck up and running. He stated he will have a quote for them on the radios next month.

Mr. Gamache stated after the down payment they will have a balance of \$189,492. He stated he reached out to Tax Exempt Leasing Corp and got some financing options. He stated the three year would be a payment of \$59,166.66, 5 years would be \$36,483.29, and 7 years would be \$26,901.31. He distributed a sheet which showed the total costs under each option. He stated the options were based on a down payment of \$85,000. He recommended they buy the truck outright so they don't have to worry about adding payments to subsequent years plus an additional savings for buying it outright.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Mr. Gamache stated if they look at where they are in the year versus what they have spent they are in the positive side. He stated he believes they are in the enough of a positive position for the down payment and they won't be behind in the year. The Chair clarified this is just a purchase order for the ambulance and not the stretcher. Mr. Gamache stated he was going to do the stretcher then they get the truck.

Mr. Kelley left the meeting at 4:42pm

Discussion of pay grades and steps.

Mr. Gamache stated he did not make any changes to the chart he showed them last month. He explained part of the task last month was to place each employee where they fit. He stated EMS is a field where it is hard to determine what they are worth and what is an appropriate rate of pay. He stated the Chair gave him some numbers which had polled some similar size towns. He stated the private entities were based on knowledge. He stated he spoke with Milford EMS, Brookline EMS, and Wilton EMS. He stated looking at the pay grades they are right in the middle.

Mr. Gamache recommended they implement the pay scale from last month. He explained they took the Pembroke pay grades and its eleven steps system with the eleven steps being the maximum for a 25 year provider. He stated to get it through the ten steps they came up with the 2 ½ and 3 ½ increases so the increases are realistic. He stated the intent is to adjust it annually per COLA.

Mr. Gamache stated the supplemental pages are a plan of getting the providers into the correct pay grades. He explained if someone wants to go from a two year to four year provider they would need two years of satisfactory evaluation. He stated this keeps them from having automatic raises.

The Chair asked Mr. Gamache when he would make COLA adjustments and when steps take effect for any given employee. Mr. Gamache stated the step would be on their anniversary with the Service. He stated the COLA would be up to the Board of Directors. The Chair stated Allentown does it all at one time. Chief Paulsen asked what would happen if someone doesn't get a step increase. The Chair stated they would just receive the COLA adjustment. He stated this would occur on the anniversary date which could be the date of hire or date of promotion; whichever is more recent.

Mr. Bourque asked if they can get a step increase with the COLA. Mr. Gamache stated the steps will go up with the COLA. The Chair stated the steps get adjusted by the COLA. He stated if a person is on step five and the step five gets adjusted for COLA then the person will be adjusted.

The Chair stated there needs to be changes in the Personnel Policy. He explained they would act on the changes in the Personnel Policy and then they would approve a wage scale each year.

Motion. Mr. Bourque made a motion to approve the Wage & Salary Classification Scale as proposed. Chief Pendergast seconded the Motion.

Mr. Gamache asked when they want to approve the wage scale each year. The Chair stated they need to do it before their budget.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Discuss ComStar revenue report.

The Chair stated he doesn't have this report as Mr. Jodoin is not here.

Discuss TTVEAS Bank Account

Mr. Gamache stated there is about \$200 in the bank account [from the old volunteer service] and there is a \$2.00 per month charge. He stated he didn't know if the Service wants to do anything. Chief Paulsen asked if he spoke to the Treasurer. Mr. Gamache stated he was told not to worry about it.

Director's Report.

Mr. Gamache stated they had a good month in May. He stated they did over 100 runs. He stated he started graphing the volume. He stated they are not high or low which is a good place to be. He stated they did more transports last month. He stated there have been some issues with times because Fire Alarm was busy. He stated even with those issues the average time out the door was under a minute. He stated response time is under five minutes and time on scene is around twenty minutes.

Mr. Gamache stated Jasmine Croteau went from an EMT to AEMT.

Motion. Mr. Bourque made a motion to increase the pay rate for Jasmine Croteau to \$14.60 effective May 15, 2016. Chief Pendergast seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Mr. Gamache stated he has a hardship claim for Incident #16-0028. He stated the total charge for services was \$1,320, BCBS paid \$610.89, and the patient was billed for \$709.11. He stated the patient has been unemployed for a long time. He stated her debt every month is less then she is bringing in for unemployment.

The Chair asked if she is unemployed due to disability or what the likelihood of employment was. Mr. Gamache stated she is older but he doesn't know the likelihood of gaining employment. Chief Paulsen asked if he had any idea of the type of work, if possible, she would be able to do. Mr. Gamache stated he does not.


Motion. Mr. Bourque made a motion to approve the hardship case 16-0028. Chief Paulsen seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

Motion. Mr. Bourque made a motion to adjourn. Chief Paulsen seconded the Motion. There was no additional discussion.

A Roll Call Vote was taken: Mr. Paulsen – Yes; Mr. Mulholland-Yes; Mr. Kelley – Yes; Mr. Pendergast – Yes; and Mr. Bourque-Yes. The Chair declared the Motion passed.

The Chair adjourned the meeting at 5:05pm.

A handwritten signature in black ink, appearing to read 'SHAUN MULHOLLAND', written over a horizontal line.

SHAUN MULHOLLAND, Chairman Tri Town EMS Board