

**TOWN OF PEMBROKE
TOWN HALL**
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**Pembroke Budget Committee
Agenda
December 2, 2021, 6:30
Location: Pembroke Town Hall**

1. Attendance:
2. Approval of Minutes: November 18, 2021
3. 2022 Ambulance Budget Presentation
4. 2022 Police Budget Presentation
5. School Updates
6. Other Business
7. Adjourn:

Mark LePage, Chairman
Gerry Fleury, Vice Chairman

Town of Pembroke

2022 Town Budget Proposal

Report # 33826

Statement Code: 3TownBudget

Account Number / Description	3 Years Prior Actual 1/1/2019 - 12/31/2019	2 Years Prior Budget 1/1/2020 - 12/31/2020	2 Years Prior Actual 1/1/2020 - 12/31/2020	1 Year Prior Revised 1/1/2021 - 12/31/2021	1 Year Prior Actual 1/1/2021 - 12/31/2021	2022 Budget 1/1/2022 - 12/31/2022	Budget Difference 1/1/2022 - 12/31/2022	Change %
42152 Ambulance-Town operated								
2006-42152-11000 Full Time Salaries - Ambulance	235,498.37	255,500.00	237,052.37	260,342.00	213,101.27	268,755.00	8,413.00	3.23 %
2006-42152-12000 Per Diem Salaries - Ambulance	234,693.50	248,198.00	227,243.20	260,540.00	174,652.14	260,650.00	110.00	0.04 %
2006-42152-14000 Overtime - AMB	23,675.72	28,000.00	36,058.17	34,795.00	38,621.86	36,800.00	2,005.00	5.76 %
2006-42152-21000 Health Insurance - Ambulance	33,981.25	39,000.00	70,386.89	99,638.00	82,150.75	103,400.00	3,762.00	3.78 %
2006-42152-21100 Dental Insurance - Ambulance	5,862.72	5,900.00	5,219.54	5,400.00	6,035.37	6,750.00	1,350.00	25.00 %
2006-42152-21500 Life Insurance - Ambulance	147.00	150.00	132.00	150.00	170.40	240.00	90.00	60.00 %
2006-42152-21900 Disability - Ambulance	2,818.86	3,100.00	3,468.85	3,350.00	2,975.35	3,480.00	130.00	3.88 %
2006-42152-22000 Social Security - Ambulance	30,507.49	32,966.00	30,707.69	34,379.00	25,599.30	35,001.00	622.00	1.81 %
2006-42152-22500 Medicare - Ambulance	7,134.63	8,189.00	7,181.52	8,541.00	5,986.94	8,695.00	154.00	1.80 %
2006-42152-23000 NH Retirement - Ambulance	28,656.42	31,160.00	29,989.79	33,135.00	31,629.65	42,652.00	9,517.00	28.72 %
2006-42152-29000 Uniforms - AMB	7,316.53	6,500.00	4,922.67	6,250.00	2,299.25	5,250.00	(1,000.00)	(16.00)%
2006-42152-29001 Training & Certification- AMB	3,614.23	12,300.00	2,195.24	15,750.00	1,551.47	3,750.00	(12,000.00)	(76.19)%
2006-42152-32000 Legal Services-AMB	41,559.83	10,000.00	8,700.85	10,200.00	220.00	10,200.00	0.00	0.00 %
2006-42152-34100 Telephone - AMB	6,119.28	5,820.00	5,957.75	6,000.00	4,704.98	6,000.00	0.00	0.00 %
2006-42152-39000 Contracted Billing Services - AMB	22,086.44	21,750.00	21,360.22	22,250.00	15,185.94	22,250.00	0.00	0.00 %
2006-42152-39100 Accounting Services - AMB	5,800.00	5,800.00	5,800.00	5,800.00	5,800.00	5,800.00	0.00	0.00 %
2006-42152-43000 Building Maint. - AMB	229.28	0.00	0.00	1.00	0.00	1.00	0.00	0.00 %
2006-42152-44000 Ambulance & Life Packs Leases- AMB	159,896.12	10,000.00	0.00	1.00	0.00	85,700.00	85,699.00	8,569,900.00 %
2006-42152-52000 Liability Insurance - AMB	4,762.50	7,500.00	8,225.00	8,500.00	8,445.00	10,000.00	1,500.00	17.65 %
2006-42152-52100 Unemployment Comp.-AMB	617.77	650.00	689.09	700.00	769.56	775.00	75.00	10.71 %
2006-42152-52200 Workers Comp.-AMB	7,233.35	13,250.00	11,598.00	12,000.00	14,824.13	14,900.00	2,900.00	24.17 %
2006-42152-62000 Department Supplies - AMB	17,850.11	14,500.00	25,627.23	19,760.00	11,513.19	16,160.00	(3,600.00)	(18.22)%
2006-42152-62500 Postage - AMB	1,224.78	1,900.00	508.80	1,750.00	268.63	1,250.00	(500.00)	(28.57)%
2006-42152-63500 Gas & Fuel - AMB	7,493.31	8,000.00	5,455.55	8,000.00	4,989.13	8,000.00	0.00	0.00 %
2006-42152-68000 Office Supplies - AMB	4,217.10	3,200.00	3,645.64	3,050.00	2,407.85	3,070.00	20.00	0.66 %
2006-42152-68001 Transcriptionist - AMB	1,038.92	900.00	215.88	900.00	0.00	900.00	0.00	0.00 %
2006-42152-74000 Medical Equipment Maint & Replacem. - AMB	4,463.06	5,900.00	1,880.40	6,200.00	4,057.20	8,711.00	2,511.00	40.50 %
2006-42152-74001 Radio/Communic.Equip.Maint&Repair - AMB	397.00	2,500.00	0.00	1,000.00	985.90	1,000.00	0.00	0.00 %
2006-42152-74002 Medical Evaluations - AMB	6,383.50	4,000.00	2,720.50	5,072.00	1,694.96	4,670.00	(402.00)	(7.93)%

Town of Pembroke

2022 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2019 - 12/31/2019	2 Years Prior Budget 1/1/2020 - 12/31/2020	2 Years Prior Actual 1/1/2020 - 12/31/2020	1 Year Prior Revised 1/1/2021 - 12/31/2021	1 Year Prior Actual 1/1/2021 - 12/31/2021	2022 Budget 1/1/2022 - 12/31/2022	Budget Difference 1/1/2022 - 12/31/2022	Change %
2006-42152-76001 Vehicle Maint & Repair - AMB	20,392.77	6,500.00	4,118.25	6,500.00	9,818.38	8,000.00	1,500.00	23.08 %
2006-42152-86000 Computer/Software Maint - AMB	3,102.96	2,000.00	1,616.23	2,010.00	7,932.00	1,700.00	(310.00)	(15.42)%
TOTAL 42152 Ambulance-Town operated	\$928,774.80	\$795,133.00	\$762,677.32	\$881,964.00	\$678,390.60	\$984,510.00	\$102,546.00	11.63 %
49150 Transfers to Capital Reserve Funds								
2006-49150-00063 Trans to Capital Expenditure Fund - AMB	365,000.00	75,000.00	0.00	75,000.00	0.00	75,000.00	0.00	0.00 %
TOTAL 49150 Transfers to Capital Reserve Funds	\$365,000.00	\$75,000.00	\$0.00	\$75,000.00	\$0.00	\$75,000.00	\$0.00	0.00 %
GRAND TOTAL	\$1,293,774.80	\$870,133.00	\$762,677.32	\$956,964.00	\$678,390.60	\$1,059,510.00	\$102,546.00	10.72 %

FINAL



Tri-Town Emergency Medical Services

2022 Budget

Prepared by Christopher Gamache, EMS Director

August 13, 2021

2022 Budget Overview

Tri-Town EMS' (hereafter, "Tri-Town" or "(the) Service") budget for fiscal year 2022 is \$1,058,510.00. Of the aforementioned figure, \$85,700.00 is to be used for the down payment on the next ambulance the Service will purchase. Also included in this value are the following:

- \$75,000 to be added to the Service's Capital Improvement Plan (CIP)
- \$1,005.00 increase to the OVERTIME line to account for unscheduled overtime for the two (2) non-leadership paramedic positions.
- \$6,461.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover Cost of Living Adjustments or COLA.
- \$7,330.00 collective increase to the FULL TIME SALARIES and PER DIEM SALARIES budgetary lines to cover the cost of Merit Raises.
- \$10,000.00 increase in revenue from AMBULANCE BILLING.
- \$20,000 was added to FUND BALANCE TRANSFER which is from the remaining funds from 2020 budget.

There are no anticipated changes to the Service's staffing model in 2022. The proposed budget provides adequate funding to cover all known expenses for next year and a minimal amount to be available for unanticipated costs associated with running an EMS agency and operating vehicles. The Service does not have access to 2022 insurance costs, therefore all insurances the Service is required to pay, are estimated costs based upon values from previous years. However, a 10% increase in Health Insurance and a 15% increase in Liability Insurance have been budgeted.

In order to compare the Service's Operational Budget from one year to the next; that is the amount allotted for the day-to-day operations, the funds that are allocated for the CIP and the funds needed for the down payment on the next ambulance are removed from the overall figure. The Service's Operational Budget for 2022 is \$895,684 which represents an increase of \$13,684 (1.55%) over the 2021 Operational Budget. 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%

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	\$895,648.00	\$13,684.00	1.55%
Average Annual Increase (2013 to 2022)			5.38%

The anticipated operational need for 2022 was increased by \$13,984 to cover increases to New Hampshire State Retirement, Employee Pay Increases associated with Cost of Living Adjustment (COLA) and Merit Increases and to account for all full time employees having "Family Plan" for health insurance. Lastly, the Overtime Line was increased to address the reality that the Service's Full Time Employees fill the bulk of the shift that are vacated by call outs and shifts that our Per Diem Staff do not put in availability for.

2021 Summary

Tri-Town EMS was able to effectively operate through the COVID-19 Pandemic. Other segments of the regional private and public sector have struggled to maintain adequate staffing, but Tri-Town EMS has maintained a healthy staffing level. At no point was the Service faced with staffing shortage nor had to contend with suspending operations. Our employees continued to work and we have a greater than 93% COVID-19 Vaccination rate.

With the pandemic behind us, the Service has resumed much of its educational functions. After the summer break, the Service will continue to hold monthly, in person trainings and other educational opportunities to promote the professional development of our staff. Later this year, the Service plans on resuming CPR courses for staff and the public.

Financially, through June 2021, the Service has spent 39.5% of its budget. Funds for the CIP have yet to be transferred, but the outlook for the 2021 budget is good and there is no concern at this time of a budget short fall at the end of the year.

Operationally, Tri-Town EMS is on pace to have the second busiest year. The projected call volume for 2021 is now 1,362 EMS Calls with 786 transports. This will mean a roughly 60% transport rate which is approaching the historical average of 62-65% transport rate.

COVID-19 and Ambulance Revenue

With the State of New Hampshire coming out of the COVID-19 Pandemic, Tri-Town EMS is returning to normal operations. The ability of the Service to function during the pandemic was not adversely effected in the last seventeen (17) months and the overall call volume was that of which was to be expected. For the year 2020, Tri-Town EMS had its second busiest year with 1,338 calls for help.

Despite having a typical year in call volume, two (2) trends were seen last year need to be mentioned. The first is a decrease in transport volume and the second with the call percentage between Pembroke and Allenstown. Historically the Service has had a 62-65% transport rate. In recent years that equated to over 800 transports per year. In 2020, the overall transport rate was 56% and was down 80 transports. This is important because the Service receives a significant amount of its funding through ambulance billing. Figure 3 below shows the number of EMS Incidents, number of Transports and the percentage for the last 5 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*	1362*	786*	57.7%*

*ESTIMATED

The second trend shows a regularly increasing number of EMS calls in Allenstown and a decreasing number of EMS calls in Pembroke. 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 2022 budget, Pembroke is responsible for 52.72% of the remaining allocations and Allenstown is responsible for 47.28%. It should be noted that in years past the percentages were around 54%/46% respectively. For this reason, despite the overall budget being increased slightly, Pembroke will see a decrease in their fiscal responsibility and Allenstown will see an increase.

Figure 4

	2018	2019	2020	3 Year Total	3 Year Percentage
Town of Allenstown	529	568	640	1737	47.28%
Town of Pembroke	694	629	614	1937	52.72%
TOTAL RUNS	1223	1197	1254	3674	

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%.

To sum this section up, if the trends continue, the Town of Allentown will see their percentage gradually increase and the overall revenue from Ambulance Billing decreases.

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 and 2021 budget to 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 2023. 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		2021	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	\$ 324,177.00	2028	\$ 456,147.51	VEH
Life Pak 15 (A3)	2014	\$ 25,243.00	\$ 35,520.00	2023	\$ 37,295.00	DME
Life Pak 15 (A8)	2015	\$ 25,243.00	\$ 35,520.00	2028	\$ 49,980.00	DME
Stryker Stretcher (A3)	2019	\$ 20,375.00	\$ 22,464.00	2023	\$ 24,766.00	DME
Stryker Stretcher (A8)	2016	\$ 20,894.00	\$ 22,464.00	2028	\$ 39,400.00	DME
Stryker Stair Chair (A3)	2019	\$ 3,692.00	\$ 4,070.00	2023	\$ 4,273.00	DME
Stryker Stair Chair (A8)	2017	\$ 3,640.00	\$ 4,070.00	2028	\$ 6,225.00	DME
Lucas Device III (CPR)(A3)	2018	\$ 13,079.00	\$ 15,141.00	2023	\$ 16,700.00	DME
Lucas Device (CPR)(A8)	???	\$ 14,000.00	\$ 15,141.00	2028	\$ 22,368.00	DME
Zoll AEV Ventilator (A8)	2018	\$ 13,171.57	\$ 15,248.00	2028	\$ 21,455.00	DME
Braun Infusion Pumps (A3)	2014	\$ 2,500.00	\$ 3,520.00	2023	\$ 3,695.00	DME
Braun Infusion Pumps (A3)	2014	\$ 2,500.00	\$ 3,520.00	2023	\$ 3,695.00	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	\$ 15,248.00	2032	\$ 20,432.00	DME
TOTAL COSTS		\$ 572,173.57	\$ 706,197.00		\$ 1,073,735.51	

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

Figure 6

2021 Unspecified Fund Balance (20% of Operation Budget)				\$ 190,000.00
YEAR	UNIT/EQUIPMENT	DEPOSIT	SPEND	BALANCE
2016	N/A	\$ -	\$ -	\$ -
2017		\$ 30,000.00	\$ -	\$ 30,000.00
2018*	Portable Ventilator, Lucas 3	\$ 120,000.00	\$ -	\$ 150,000.00
2019	Ambulance (A3) Rechassis, Stretcher, Stair Chair, Vent	\$ 365,000.00	\$ 159,582.29	\$ 355,417.71
2020		\$ -		\$ 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

2022 Tri-Town EMS Budget

EXPENDITURES

2006-42152-11000 Full Time Salaries

\$233,800.00	\$255,500.00	\$260,342.00	\$268,755.00	\$8,413.00
2019	2020	2021		3.23%

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 2022, the two (2) non-administrative positions will continue to be scheduled on twenty-four (24) hour shifts twice a week. This is in an effort to ensure continuous Paramedic staffing. Consider there are two Paramedic shifts per day, for a total of fourteen (14) shifts per week, Full Time Paramedics will be covering eleven (11) of the fourteen (14) shifts. The other three (3) shifts per week are planned to be covered with one (1) Part Time Paramedic, and one (1) regularly scheduled Per Diem Paramedic.

The Full Time Salaries budgetary line provides funds for non-overtime compensation for the full time staff. Additionally this line provides funds for holiday pay, Cost of Living Adjustments or COLA, Merit Raises and any sick time buy-back. The COLA for 2022 is 1.30% and this budget allows for an average of a 1.50% Merit Raise for full time staff.

2006-42152-12000 Per Diem Salaries

\$228,370.00	\$248,198.00	\$260,540.00	\$260,650.00	\$110.00
2019	2020	2021		0.04%

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 one (1) 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.

Like the “Full Time Salaries” budgetary line, The “Per Diem Salaries” budgetary line provides funds for holiday pay, sick time buy-back (Part Time Staff), COLA and Merit pay increases. Additionally, this line provides funding for paid trainings, coverage for Full Time Employees time-off coverage, new employee orientation, on-call staff and details. As with the full time COLA for 2022 is 1.30% and an average of 1.50% is allotted for Merit increases.

2006-42152-14000 Overtime

\$28,000.00	\$28,000.00	\$34,795.00	\$35,800.00	\$1,005.00
2019	2020	2021		2.89%

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

\$49,500.00	\$39,000.00	\$99,638.00	\$103,400.00	\$3,762.00
2019	2020	2021		3.78%

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. The Service had budgeted for four (4) family plans in 2021. The actual utilization of this benefit was three (3) family plans and one (1) two person plan. For 2022 there is the anticipation of all four (4) full time employees having the family plan. Therefore, the Service will continue to budget for this. The 2022 budget does also allow for a 10% increase in insurance premiums.

2006-42152-21100 Dental Insurance

\$6,500.00	\$5,900.00	\$5,400.00	\$6,750.00	\$1,350.00
2019	2020	2021		25.00%

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

2006-42152-21500 Life Insurance

\$150.00	\$150.00	\$150.00	\$240.00	\$90.00
2019	2020	2021		60.00%

Each Full Time Employee is enrolled in the Town of Pembroke's Life Insurance Plan. The adjustment to this budgetary line is based upon 2021 expenditures.

2006-42152-21900 Disability Insurance

\$2,800.00	\$3,100.00	\$3,350.00	\$3,480.00	\$130.00
2019	2020	2021		3.88%

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

2006-42152-22000 Social Security

\$30,002.00	\$32,996.00	\$34,379.00	\$35,001.00	\$622.00
2019	2020	2021		1.81%

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

2006-42152-22500 Medicare

\$7,453.00	\$8,189.00	\$8,541.00	\$8,695.00	\$154.00
2019	2020	2021		1.80%

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

\$29,621.00	\$31,160.00	\$33,135.00	\$42,652.00	\$9,517.00
2019	2020	2021		28.72%

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 2022. The New Hampshire Retirement increased the rate to 14.06% in June of 2021.

2006-42152-29000 Uniforms

\$6,500.00	\$6,500.00	\$6,250.00	\$5,250.00	(\$1,000.00)
2019	2020	2021		-16.00%

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

\$16,500.00	\$12,300.00	\$15,750.00	\$3,750.00	(\$12,000.00)
2019	2020	2021		-76.19%

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

\$5,000.00	\$10,000.00	\$10,200.00	\$10,200.00	\$0.00
2019	2020	2021		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 Service has added the costs of applicants Criminal Back Ground Records and Department of Motor Vehicle Records to this budgetary line.

2006-42152-34100 Telephone

\$5,964.00	\$5,820.00	\$6,000.00	\$6,000.00	\$0.00
2019	2020	2021		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

\$20,500.00	\$21,750.00	\$22,250.00	\$22,250.00	\$0.00
2019	2020	2021		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
2019	2020	2021		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
2019	2020	2021		0.0%

Place holder for future.

2006-42152-44000 Ambulance and Life Pak Lease

<i>\$1.00</i>	<i>\$10,000.00</i>	<i>\$1.00</i>	\$85,700.00	\$85,699.00
<i>2019</i>	<i>2020</i>	<i>2021</i>		--

Towards the latter part of 2022, the Service intends to put a down payment on a new ambulance to be delivered in 2023. The down payment covers the cost of the chassis and the suspension system.

2006-42152-52000 Liability Insurance

<i>\$7,500.00</i>	<i>\$7,500.00</i>	<i>\$8,500.00</i>	\$10,000.00	\$1,500.00
<i>2019</i>	<i>2020</i>	<i>2021</i>		17.65%

General Liability and Malpractice Insurance for Tri-Town EMS, and is insured through Primex. This insurance will be increasing by 15% in 2022 because of malware and ransomware. A slightly higher percentage was used to ensure there is adequate funds for any other increases in this insurance.

2006-42152-52100 Unemployment Insurance

<i>\$650.00</i>	<i>\$650.00</i>	<i>\$700.00</i>	\$775.00	\$75.00
<i>2019</i>	<i>2020</i>	<i>2021</i>		10.71%

Funds for Service responsible Unemployment Insurance.

2006-42152-52200 Workers Compensation

<i>\$13,250.00</i>	<i>\$13,250.00</i>	<i>\$12,000.00</i>	\$14,900.00	\$2,900.00
<i>2019</i>	<i>2020</i>	<i>2021</i>		24.17%

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 increased to reflect 2021 costs.

2006-42152-62000 Department Supplies

<i>\$14,500.00</i>	<i>\$14,500.00</i>	<i>\$19,760.00</i>	\$16,160.00	(\$3,600.00)
<i>2019</i>	<i>2020</i>	<i>2021</i>		-18.22%

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

<i>\$1,900.00</i>	<i>\$1,900.00</i>	<i>\$1,750.00</i>	\$1,250.00	(\$500.00)
<i>2019</i>	<i>2020</i>	<i>2021</i>		-28.57%

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

<i>\$7,500.00</i>	<i>\$8,000.00</i>	<i>\$8,000.00</i>	\$8,000.00	\$0.00
<i>2019</i>	<i>2020</i>	<i>2021</i>		0.00%

This budgetary line provides funds for fueling the ambulances. The value amount is adjusted when necessary based upon actual expenditures. For 2022, the Service did not see a need to make any adjustments to this line.

2006-42152-68000 Office Supplies

<i>\$3,500.00</i>	<i>\$3,200.00</i>	<i>\$3,050.00</i>	\$3,070.00	\$20.00
<i>2019</i>	<i>2020</i>	<i>2021</i>		0.66%

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

<i>\$900.00</i>	<i>\$900.00</i>	<i>\$900.00</i>	\$900.00	<i>\$0.00</i>
<i>2019</i>	<i>2020</i>	<i>2021</i>		<i>0.00%</i>

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

<i>\$7,000.00</i>	<i>\$5,900.00</i>	<i>\$6,200.00</i>	\$8,711.00	<i>\$2,511.00</i>
<i>2019</i>	<i>2020</i>	<i>2021</i>		<i>40.50%</i>

This budgetary line would generally be used to provide funds for the purchase of medical equipment. However, there are no purchase planned for 2022. The funds from this line for fiscal year 2022 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 2022, this line was increased to add the cost of preventative maintenance on the Service's ventilators.

2006-42152-74001 Radio/Communication Equipment Maintenance

<i>\$2,500.00</i>	<i>\$2,500.00</i>	<i>\$1,000.00</i>	\$1,000.00	<i>\$0.00</i>
<i>2019</i>	<i>2020</i>	<i>2021</i>		<i>0.00%</i>

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

\$4,500.00	\$4,000.00	\$5,072.00	\$4,670.00	(\$402.00)
2019	2020	2021		-7.93%

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

\$5,500.00	\$6,500.00	\$6,500.00	\$8,000.00	\$1,500.00
2019	2020	2021		23.08%

The Vehicle Maintenance & Repairs budgetary line provides funds for routine maintenance on the Service's ambulances and allow for some non-scheduled repairs. For 2022, 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	\$2,000.00	\$2,010.00	\$1,700.00	(\$310.00)
2019	2020	2021		-15.42%

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

REVENUE

Tri-Town EMS generates revenue from a series of sources. The single largest source of revenue comes from ambulance billing. Significantly smaller sources of revenue include CPR course, details, donations and interests. The anticipated revenues are deducted from the anticipated cost to operate the Service and the short fall becomes the responsibility of the two towns (Allentown and Pembroke).

The calculation for the fiscal responsibility of each town is based upon the percentage of EMS Incidents that occurred in each town over a three (3) year period ending December 31st of the year, two (2) years prior the budget year. Meaning Allentown and Pembroke's financial contribution to Tri-Town EMS' 2022 budget is based upon the calls that occurred in 2018, 2019 and 2020. During this three year period, there was a total of 3,674 EMS Incidents in the two (2) towns. Allentown had 1,737 EMS Incidents or 47.28% of the incidents. Pembroke had 1,937 EMS Incidents or 52.72% of the incidents. These percentages will be multiplied by the aforementioned short fall to calculate each town's fiscal responsibility. The calculated fiscal responsibility of both towns is \$494,310.00. Unanticipated expenses and other overages made it so the Service did not make a payment into the CIP for 2020. As part of this, there are funds that remain in the 2020 budget. The responsibility of each town was paid down by budgeting \$20,000 to be transferred into the budget from unassigned fund balance.

With the pandemic and the New Hampshire State of Emergency behind us, the Service will once again be asked to provide EMS coverage for events, provide education and CPR course. In years past, the expense and revenue for these services were factored into the budget. The service's priority is to provide emergency ambulance service to the two towns. The Service no longer agrees to cover these details until it is assured there is ambulance coverage AND there are employees willing to cover the details. For this reason, a minimal amount of funds are budgeted for both revenue and expenses. It should be noted that despite the dollar value that appears in the budget, typically, the cost to cover the detail is relatively covered by the revenue generated, therefore the net effect to the budget zero.

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 2022. For this reason, the 2022 expected revenue from Ambulance Billing was increased by \$10,000.00. 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

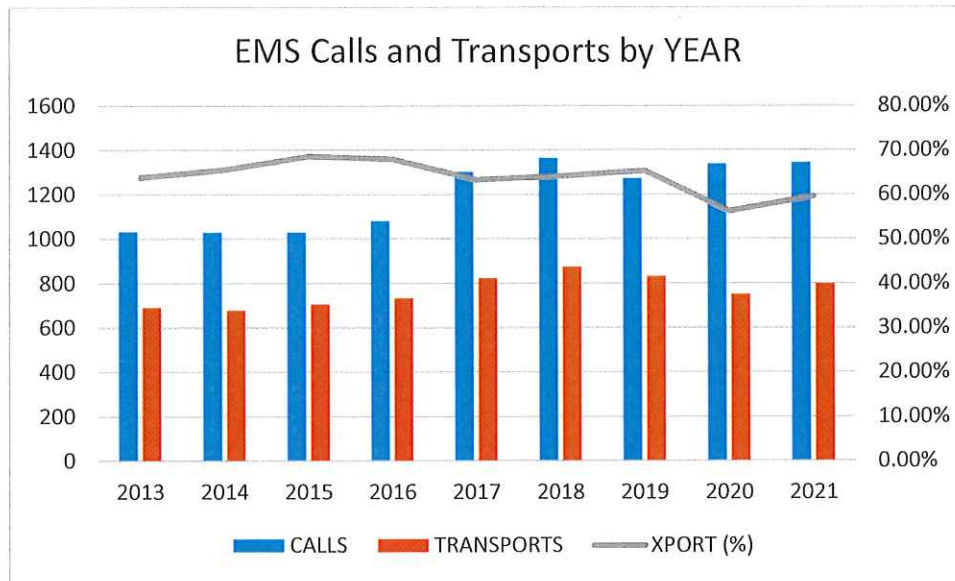


Figure 8

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	1362	786	57.71%

*2021 Figures are projections based on Year-To-Date data

2006-33790-00000 Town of Allenstown

\$118,189.00	\$174,1409.00	\$225,081.00	\$233,701.00	\$8,620.00
2019	2020	2021		3.83%

As stated prior, the Town of Allenstown is responsible for 47.28% of the \$494,310 needed to operate the Service. That equates to a \$233,701.00. Allenstown saw a significant increase in the percentage of EMS calls that occur in the town. From 2021 to the 2022 budget, the percentage of calls during the three (3) year period grew by 3.01%. This is why Allenstown is showing an increase greater than the budget increase. An attempt to offset this was done through raising the ambulance billing by \$10,000 in anticipation of an increase in transport volume from numerous housing projects in the two towns.

2006-33791-00000 Transfer from Fund Balance

\$405,000.00	\$18,000.00	\$0.00	\$105,700.00	\$105,700.00
2019	2020	2021		--

For budgetary reasons, \$75,000 is expended from the expenditure portion of this budget and moved into the CIP. Those funds *PLUS* \$10,700.00 is planned to be transferred into the budget from the CIP in the Ambulance purchase line for the purpose of making the down payment on the Service's next ambulance. In early 2022, the Service will solicit bids to include an estimated lead time for the chassis to be purchased and then the ambulance being built. The desired delivery date will be March 2023. Based upon the aforementioned time frame, the ambulance will most likely be ordered in Fall of 2022. Additionally, \$20,000.00 is being transferred into the budget from unspecified fund balance which is coming from unexpended fund from the 2020 budget.

2006-34096-00000 Ambulance Billing

\$435,00.00	\$445,000.00	\$445,000.00	\$455,000.00	\$10,000.00
2019	2020	2021		2.25%

The anticipated revenue from ambulance billing was slightly increased for 2022. 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 2022.

2006-35020-00000 Interest

\$1.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00
2019	2020	2021		0.00%

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

2006-35090-00000 Miscellaneous Revenue

\$6,650.00	\$9,750.00	\$2,500.00	\$2,500.00	\$0.00
2019	2020	2021		0.00%

As previously stated, a small amount of revenue from details was left in the Miscellaneous Revenue line. 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

\$147,822.00	\$221,974.00	\$283,383.00	\$260,609.00	(\$22,773.00)
2019	2020	2021		-8.04%

As stated prior, the Town of Pembroke is responsible for 52.72% of the \$494,310 needed to operate the Service. That equates to a \$260,609.00

APPROVAL

Tri-Town EMS' 2022 budget was formally presented to the Tri-Town EMS Board of Directors on September 15, 2021. The budget was accepted by the Board by a XX/YY Vote in the affirmative.

Town of Pembroke

2022 Town Budget Proposal

Statement Code: 3TownBudget

Account Number / Description	3 Years Prior Actual 1/1/2019 - 12/31/2019	2 Years Prior Budget 1/1/2020 - 12/31/2020	2 Years Prior Actual 1/1/2020 - 12/31/2020	1 Year Prior Revised 1/1/2021 - 12/31/2021	1 Year Prior Actual 1/1/2021 - 12/31/2021	2022 Budget 1/1/2022 - 12/31/2022	Budget Difference 1/1/2022 - 12/31/2022	Change %
42101 Police Department								
1000-42101-11000 Wages - PD	766,459.78	855,789.00	889,066.21	866,324.00	702,530.10	1,009,859.00	143,535.00	16.57 %
Notes: Budget calls for 1 new FT employee and two PT employees.								
1000-42101-12000 Wages SRO - PD	0.00	0.00	(418.56)	0.00	0.00	0.00	0.00	---
1000-42101-14000 Overtime - PD	41,166.61	50,000.00	29,075.75	50,000.00	25,911.90	50,000.00	0.00	0.00 %
1000-42101-15000 Court Time - PD	1,432.06	5,000.00	533.60	5,000.00	628.54	5,000.00	0.00	0.00 %
1000-42101-21000 Health Insurance - PD	229,816.25	262,595.00	262,835.12	277,738.00	247,635.40	319,293.00	41,555.00	14.96 %
1000-42101-21100 Dental Insurance - PD	16,558.06	18,981.00	17,836.68	18,981.00	16,637.98	20,808.00	1,827.00	9.63 %
1000-42101-21500 Life Insurance - PD	465.00	504.00	504.00	504.00	579.60	555.00	51.00	10.12 %
1000-42101-21900 Disability Insurance - PD	10,135.16	10,591.00	10,879.80	10,591.00	11,723.53	11,562.00	971.00	9.17 %
1000-42101-22000 Social Security - PD	5,616.14	6,115.00	5,835.86	6,117.00	4,971.11	6,518.00	401.00	6.56 %
1000-42101-22500 Medicare - PD	11,343.14	11,876.00	12,733.21	12,002.00	10,100.13	13,036.00	1,034.00	8.62 %
1000-42101-23000 NH Retirement - PD	209,446.22	236,546.00	228,088.43	263,145.00	208,026.98	308,271.00	45,126.00	17.15 %
1000-42101-24000 Tuition Reimbursement - PD	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-42101-29000 Uniforms - PD	8,659.88	11,500.00	9,955.58	11,500.00	3,967.22	11,500.00	0.00	0.00 %
Notes: Uniforms for 13 members to include new hires, 2 open positions plus two part time positions								
1000-42101-29001 Training & Education - PD	4,145.99	7,000.00	4,573.65	7,000.00	5,109.85	11,000.00	4,000.00	57.14 %
Notes: Increase to get caught up on all certifications from COVID. Additional employees will require a larger amount;								
1000-42101-29002 Police Immunizations	0.00	1.00	0.00	500.00	0.00	500.00	0.00	0.00 %
Notes: Co-pays, COVID testing/rabies/hepatitis								
1000-42101-33000 Animal Control	500.00	1,000.00	300.00	1,000.00	810.40	1,000.00	0.00	0.00 %
1000-42101-34100 Telephone - PD	12,280.99	13,000.00	12,649.05	15,000.00	11,050.69	15,000.00	0.00	0.00 %
Notes: Additional tablets installed in cruisers. All phones, tablets, lobby phone, and hard lines								
1000-42101-39000 Prosecutor Services	15,683.00	19,500.00	15,865.00	19,500.00	15,921.33	19,500.00	0.00	0.00 %
Notes: Cost increase coming per County Attorney. Consideration in the future for own Attorney								
1000-42101-39001 Community Education	598.39	1,000.00	0.00	1,000.00	29.27	1,000.00	0.00	0.00 %
Notes: DARE. Law enforcement against Drugs (LEAD)								
1000-42101-39002 Criminal Investigations - PD	3,909.71	5,850.00	3,705.95	5,850.00	3,635.93	8,200.00	2,350.00	40.17 %

Town of Pembroke

2022 Town Budget Proposal

Account Number / Description	3 Years Prior Actual 1/1/2019 - 12/31/2019	2 Years Prior Budget 1/1/2020 - 12/31/2020	2 Years Prior Actual 1/1/2020 - 12/31/2020	1 Year Prior Revised 1/1/2021 - 12/31/2021	1 Year Prior Actual 1/1/2021 - 12/31/2021	2022 Budget 1/1/2022 - 12/31/2022	Budget Difference 1/1/2022 - 12/31/2022	Change %
Notes: Evidence equipment, digital camera replacement, Trans Union software, Evidence/Hard drives, evidence room separation								
1000-42101-39008 Breathalyzer Services	1,055.89	1,500.00	564.00	1,500.00	318.50	1,500.00	0.00	0.00 %
Notes: Blood tests, breathe machine equipment, PBT equipment and tanks								
1000-42101-39009 Pre-Employment Testing	1,973.96	3,000.00	0.00	3,000.00	979.70	3,000.00	0.00	0.00 %
Notes: 1-2 application processes a year								
1000-42101-39010 Dispatch Services - PD	40,133.00	45,000.00	37,302.00	45,000.00	37,675.00	45,000.00	0.00	0.00 %
1000-42101-39012 Central NH Special Ops.Unit-PD	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00 %
1000-42101-55000 Printing - PD	1,241.00	1,500.00	1,104.00	1,500.00	175.00	1,500.00	0.00	0.00 %
Notes: Parking tickets, warnings/summonses/cards/detail forms etc								
1000-42101-56000 Due & Subscriptions - PD	651.00	700.00	631.00	700.00	245.00	700.00	0.00	0.00 %
Notes: NH LEAP, NH COP, Concord Monitor, Concord Crime Line								
1000-42101-56001 Meetings & Conferences - PD	284.00	500.00	294.00	500.00	360.94	500.00	0.00	0.00 %
1000-42101-62000 Department Supplies - PD	1,480.18	4,500.00	2,051.60	4,500.00	854.04	4,500.00	0.00	0.00 %
1000-42101-62500 Postage - PD	291.05	450.00	303.35	450.00	317.12	450.00	0.00	0.00 %
1000-42101-63500 Gas & Fuel - PD	18,707.83	30,000.00	17,379.40	30,000.00	18,619.22	30,000.00	0.00	0.00 %
1000-42101-68000 Office Supplies - PD	5,569.49	8,000.00	5,588.19	8,000.00	3,629.96	8,000.00	0.00	0.00 %
Notes: Ricoh Copier, File shredding, equipment/Furniture, paper etc.								
1000-42101-74000 Equipment Purchases - PD	9,350.80	9,200.00	8,598.30	9,200.00	7,757.58	9,200.00	0.00	0.00 %
Notes: 1 desk top computer/install, replacement cruiser tablet, camera and recording equipment, replacement rifles, cruiser weapon locking								
1000-42101-74001 Equip/Radio Repairs & Maint. - PD	1,894.24	2,000.00	1,616.94	2,650.00	495.00	3,000.00	350.00	13.21 %
Notes: Batteries, Radar certifications, ear pieces, Radio repairs								
1000-42101-76001 Vehicle Maint & Repair - PD	8,758.69	10,000.00	9,292.92	10,000.00	5,671.89	10,000.00	0.00	0.00 %
Notes: Tire, non warranty work								
1000-42101-83000 Public Notices - PD	100.00	500.00	100.00	500.00	0.00	500.00	0.00	0.00 %
Notes: Job Ads, sign maintenance, notices etc								
1000-42101-84000 Mileage Reimbursement - PD	165.88	250.00	165.88	250.00	146.72	250.00	0.00	0.00 %
1000-42101-86000 Computer/Software Maint - PD	11,823.58	21,800.00	11,971.08	21,800.00	2,200.00	21,800.00	0.00	0.00 %

Town of Pembroke

2022 Town Budget Proposal

Account Number / Description	3 Years Prior Actual	2 Years Prior Budget	2 Years Prior Actual	1 Year Prior Revised	1 Year Prior Actual	2022 Budget	Budget Difference	Change %
	1/1/2019 - 12/31/2019	1/1/2020 - 12/31/2020	1/1/2020 - 12/31/2020	1/1/2021 - 12/31/2021	1/1/2021 - 12/31/2021	1/1/2022 - 12/31/2022	1/1/2022 - 12/31/2022	
Notes: Tri tech software, IT vendor maintenance								
TOTAL 42101 Police Department	\$1,441,696.97	\$1,655,750.00	\$1,600,981.99	\$1,711,304.00	\$1,348,715.63	\$1,952,504.00	\$241,200.00	14.09 %
GRAND TOTAL	\$1,441,696.97	\$1,655,750.00	\$1,600,981.99	\$1,711,304.00	\$1,348,715.63	\$1,952,504.00	\$241,200.00	14.09 %