

Tilton-Northfield Fire & EMS Commissioners' Meeting

Meeting Called By:	Commissioners	Date, Time:	08/06/2019 at 5:30 PM
Transcribed By:	Kathy Tobine	Place:	Tilton Town Hall, Downstairs Meeting Room, 257 Main Street, Tilton

Commissioner Auger called the meeting to order at 5:32 PM.

Present: Commissioners Paul Auger, Jon Cilley and Eric Pyra; Chief Michael Sitar, Deputy Chief Michael Robinson, Deputy Chief Tim Joubert and Admin. Assistant Kathy Tobine

Public: Kevin Waldron

Public Comment

Kevin Waldron requested he be recognized later in the meeting.

Correspondence

Plodzick & Sanderson Audit Final

Plodzick & Sanderson Governance Letter

Chief's Report

1. Budget:

- Operating Budget: We have expended 50.7% of the budget and are 58% through the year.
- Total Apparatus & Equipment Fund through July: \$1,497,994.31
- 2019 Ambulance Revenue through July: \$224,285.03
Revenue is down by \$24,048.15 over this time last year.
Ambulance transports are down by 20 from January through June.

Discussion ensued about ambulance billing.

2. Fire Prevention Report for July 2019:

- Report included in handout
- For the Month of July, there were 78 Fire Prevention inspections

3. Run Report for July 2019:

- Report included in handout
- For the Month of July, we had 184 incidents
- 127 of the incidents were EMS in nature which equates to 69% of our total incident volume for the month
- Our call volume is 3% less than this time last year
- The engine responded to 42 EMS and MVA incidents last month

4. Overlapping/Simultaneous Incidents for July 2019:

- Report included in handout
- We had 42 overlapping/simultaneous incidents for the month
- Overlapping/simultaneous incidents accounted for 23% of all incidents for the month
- Of the 42 simultaneous incidents, TNFD responded to 39
- We received six mutual aid Ambulance responses
- We responded to one mutual aid Ambulance request
- We received no mutual aid Engine responses
- We responded to one mutual aid Engine requests

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Commissioner Auger wanted to know if we provided a paramedic to any of the other towns. Discussion ensued. The Board requested the Chief include the number of times we provided and received paramedic intercepts in his monthly report.

5. Personnel:

- We have given a conditional letter of employment for a new call firefighter. He will now have to pass the background check and physical.
- We are conducting an assessment center to promote a call firefighter to call lieutenant in September.

Discussion ensued about the call lieutenant positions.

6. Fire Station Inspections:

- Primex: Most of the most serious issues cited by Primex cannot be addressed without a very large sum of money as those issues are mainly structural in nature.
 - The building will remain directly adjacent to Center Street
 - The apparatus floor and drainage
 - The many small one or two step changes in elevation within the same floor level
 - Low head clearance on stairs from first to second floor
 - Decontamination improvements are almost complete
- Fire Marshall: Likewise, many of the Fire Marshall's issues are costly to address and are structural in nature.
 - Separation between the garage and living areas
 - Protection of the fire escape stairs - \$6,000
 - Sprinkler System - \$100,000
 - Stairs from first to second floor
 - Electrical issues fixed
 - Emergency Lighting issues fixed
 - Workspace clearance issues fixed
 - Circuit Breaker issues fixed

Extensive discussion ensued about the issues cited by Primex and the Fire Marshall's office that still need to be addressed.

7. Engine Committee: Meeting to determine specifications for new engine with report Chief in September

8. SCBA Committee: Meeting to determine specifications for new SCBAs with report to Chief in September

9. Currently Working On:

- Fire Station Project Committee
- Call Company Recruitment
- Fire Department Radio System
 - The lease proposed by Spaulding has been approved by council and has been executed
 - Timberland Communications is now gearing up for the project with work to begin soon
 - Chief Sitar is working with the Towns of Tilton and Northfield and assisting them with their radio communication plans and the best use of the towers at Spaulding and Park Street
- Fire Station Maintenance Projects
 - Repaint interior of Park Street will be in the Fall.
 - The gear extractors and dryers have been delivered. The electrical work and plumbing work is over budget for installation. We will cover the deficit from within the Apparatus & Equipment Fund budget.
- Capital Improvement Program
 - New Engine – 2020 Budget
 - Replace SCBAs – 2020 Budget
 - New Ambulance – 2021 Budget

Commissioners Report

Commissioner Cilley reported on the Fire Station Committee. The Committee has reviewed the previous committees' information, done a walk through of the stations and discussed the pros and cons of various options. They also discussed the feasibility of tearing down the current Park Street Station to rebuild as well as keeping the station and adding on to it because of possible heritage. Commissioner Cilley commented the Committee is concerned they will not have a viable solution by September. They do not feel confident that they will have absolutely the right answer for next year.

Chief Sitar commented the Committee cannot properly due justice to a recommendation and stand behind it in the time frame given. They do not have time to properly research all their questions, get their answers and make a recommendation. They need another year.

After discussion, the Board agreed the Committee needs more time. The Committee will need to give an update on their progress at District Meeting to let the voters know the status.

Old Business

Park Street Communications Tower Location

Chief Sitar commented the new proposed location for the Communications Tower is in their packet. They have pushed it to the backleft hand quarter up to the wetlands. It also shows the right of way to the tower.

The surveyors were there yesterday. They surveyed the property. The wetlands have been flagged. This is going to the engineers for them to decide the best location. When he receives that information, he will forward information to the Board as he receives it. The surveyors being used are the surveyors we were going to use for the fire station. They are going to pay for them so we are saving several thousand dollars in that respect. Discussion ensued about the surveying.

Kyle Barker & WarrenStreet

Chief Sitar informed the Board that Kyle Baker has left WarrenStreet and has his own company. Chief Sitar reported he has interviewed both. We have no contract with either one. His personal recommendation is the Board stay with Kyle Barker. Discussion ensued. Commissioner Auger commented his preference is to stay with Kyle. Commissioners Cilley and Pyra agreed with Commissioner Auger.

Commissioner Cilley made a motion to stick with Kyle. Commissioner Pyra seconded the motion. There being no discussion, vote was taken. Motion passed.

Fire District Survey

Chief Sitar commented with the Fire Station Committee having more time it will provide us with more time for the survey. The Commissioners need to decide if we are actually going to conduct the survey and at what level they are going to have UNH do the survey for them. There is a total of four plans at four different costs. He then reviewed the different plans. Discussion ensued. Commissioner Cilley recommended they table the survey for another month or so. Chief Sitar commented the Fire Station Committee needs to decide what type of information they would like to gather and to formulate some questions.

Commissioner Cilley made a motion to that for at least a month. Commissioner Pyra seconded the motion. There being no discussion, vote was taken. Motion passed.

New Car 1

Extensive discussion occurred about the new command vehicle, its paint color and the emails sent between the Board members regarding this.

Commissioner Cilley made a motion that they keep the new command vehicle that came in with the color that it came in and outfitted to get it to the equipment needed for the command. Commissioner Pyra asked what the motion was again. Commissioner Cilley replied to keep it factory red and get it

upfitted as per the meeting agenda with radios, lights, stickers, lettering. Commissioner Auger seconded the motion. There being no discussion, vote was taken. Motion passed.

Commissioner Cilley made a motion that the new command vehicle, once it's fully outfitted, is assigned to the Deputy to be used in town more so than out of town as its primary role. Commissioner Pyra seconded the motion for purpose of discussion. Discussion: Deputy Robinson commented that Chief Sitar is the Fire Chief and should have the new vehicle. Commissioner Auger agreed with Deputy Robinson. He has no problem with him having the new vehicle. Commissioner Pyra commented about relettering the current 21Car1. Deputy Robinson replied that it is taking one letter off the vehicle and replacing it with a new one. Extensive discussion continued about who utilizes the command vehicle more and based on public opinion expressed at annual meeting. Commissioner Auger commented they had gotten side tracked. The motion was who gets the car. The Chief goes to different places. We want him to look presentable and in a decent car. Deputy Joubert commented that the transition has already started for the old car 1 to become the new car 3. Commissioner Cilley commented he made the motion and put it on the table to address public concern at District Meeting. He is comfortable stopping his comment and let it go to vote. He has nothing more to say on it as he has expressed the concern from the public and his own personal concern as a Commissioner. He believes keeping the new vehicle here and not running it all around is a better idea and get the other one eventually switched.

Commissioner Pyra requested the motion be repeated. Commissioner Cilley commented the motion is to assign the new command vehicle received once outfitted to Deputy Joubert and retain car 1 as Chief Sitar's vehicle. There being no further discussion, vote was taken. Motion failed; 1 aye, 2 nays.

Commissioner Cilley made a motion that the email correspondence regarding the new command vehicle be added in to the minutes for public awareness so the public is aware of the conversation that went on because of the short notice impact of it. Commissioner Pyra seconded the motion for purpose of discussion. Commissioner Pyra commented that he did not respond to any of the emails because he did not want to formulate any type of meeting. He felt there was time for the chair to call a meeting. His second concern is, if he read the emails correctly, one commissioner went to the business and stopped the process. His concern is the commissioner voted on his own and made a decision on his own without the knowledge of the Board of Commissioners. They are a Board of three, not any one of them has any more power than the other. They took it upon themselves to stop this process. Commissioner Auger asked if he thought it was right that the Chief has the authority to call each individual as a person. They are a Board. It should have all been done together. It was not done like that. It was individually done. Commissioner Pyra felt there was time to call an emergency meeting. There was extensive discussion about the point. Commissioner Cilley commented that he does not feel that one on one with each Commissioner is not getting that cross talk in a meeting. Deputy Robinson commented they had voted to paint at a previous meeting. There were two Commissioners saying don't do it. There is a reason there is three Commissioners, to break a tie vote. There were two Commissioners that went against a vote that had already taken place.

There being no further discussion on the motion to include the email correspondence in the minutes, vote was taken. Motion passed.

Email Correspondence

From: Paul Auger <paul@home-beautiful.com>

Sent: Wednesday, July 24, 2019 1:00 PM

To: Michael W Sitar <mwsitar@tnfd.org>; Jon Cilley <jcilley.tnfd.fire.commissioner@gmail.com>;

Eric Pyra (ericpyra@gmail.com) <ericpyra@gmail.com>

Subject: The Chief Vehicle

Hello Chief

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If we could I like to hold of on getting your vehicle Painted have not seen it but a lot of people are complaining that there nothing wrong with the color . Would like to see how the other commissions feel

Thank you Paul.

On Thu, Jul 25, 2019 at 11:53 AM Michael W Sitar <mwsitar@tnfd.org> wrote:

Good morning Paul,

While I know that some may think that the color of the new C1 looks Ok, It is not the color that TNFD uses for its vehicles. I have included as an attachment a picture that illustrates the difference in colors. The new car is quite orange when compared to any of our other vehicles. Its not even close. The members of TNFD have worked hard for the past few years to develop our Brand. This includes the color and graphics of our vehicles. The color scheme that we use helps to promote recognition. It provides pride, motivation, and direction for our members. It helps our customers now what to expect and is something that helps our customers connect to us on an emotional basis. Having a strong brand helps us to stay focused. When we are inconsistent with our brand, we are delivering a message that our service may be inconsistent. TNFD has always tried to and will always try to provide an excellent service. Having a consistent brand is just one factor that helps to keep us going in that direction.

The new car is scheduled to go to Hanser's tomorrow for paint. This has been on his schedule for some time now and he is expecting to have work for the next few days. To take away this work from Hanser's in the last minute is not fair to Jason and his team. It will hurt his business. Additionally, this matter has been discussed and approved at length several times by the Commissioners and the Budget Committee. The funding to do the work was discussed and voted at District Meeting. Through the bidding process, the vehicle and work are coming in under budget.

Please think this over. I will call you shortly.

Sincerely,

*Michael W. Sitar, Jr., MPA, CFO, EFO
Fire Chief
Tilton-Northfield Fire and EMS
12 Center Street
Tilton, NH 03276
mwsitar@tnfd.org
(603) 286-4781 Office
(978)265-3629 Cell*

STATEMENT OF CONFIDENTIALITY

The information contained in this electronic message and any attachment to this message may contain confidential or privileged information and are intended for the exclusive use of the addressee(s). Please notify Tilton-Northfield Fire & EMS immediately at (603) 286-4781 or reply to info@tnfd.org if you are not the intended recipient and destroy all copies of this electronic message and any attachments.

*On Thu, Jul 25, 2019 at 2:16 PM Jon Cilley <jcilley.tnfd.fire.commissioner@gmail.com> wrote:
Chief, I again request that you stay the painting until after our next Commissioner meeting when the commissioner's can discuss this matter in detail. This is a matter that should be discusse dby the*

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commissioners as a whole and not with one individual at a time. I am sure that Hanser's will understand a delay while the Commissioner's are allowed to meet.

Respectfully,

*Jon Cilley
Fire Commissioner
Tilton-Northfield Fire & EMS
jcilley.tnfd.fire.commissioner@gmail.com
(603) 630-3962*

*On Thu, Jul 25, 2019 at 3:21 PM Jon Cilley <jcilley.tnfd.fire.commissioner@gmail.com> wrote:
Good afternoon Tilton Northfield Commissioner's, I apologize in advance for an email to all, which constitutes as official quorum and will have to be added to the minutes as discussion at the August 6, 2019 Commissioner's meeting as part of the minutes IAW RSA 91-A NH's Right to Know Laws.*

Below in the thread was an initial email sent out through Commissioner Auger in regards to the new Command Vehicle that arrived after the last Commissioner's meeting on July 2, 2019. I saw the vehicle myself on Tuesday night and also have concerns about the additional painting that was expressed to me by members of the public. I think that this is a matter that should be discussed at the next Commissioner's meeting prior to any additional painting done on the vehicle. I have seen the chief's comparison picture and the fact it is scheduled for painting tomorrow. I also was going to reach out today in regards to the current status when I saw Commissioner Auger's email and agree. I spoke with Chief Sitar on the phone and heard that Commissioner Auger has an opinion on the status.

I want to publicly state that I would like to see the painting delayed until after this matter is discussed publicly by the Commissioner's at a public meeting. I think that now the vehicle has arrived and public has offered input it would not be in good faith representation of the public to go forward without prior addressing properly. I have requested that the painting scheduled for tomorrow be postponed by Chief Sitar as new factors have arose since the last commissioner's meeting when vehicle was not available.

Respectfully,

*Jon Cilley
Fire Commissioner
Tilton-Northfield Fire & EMS
jcilley.tnfd.fire.commissioner@gmail.com
(603) 630-3962*

*On Fri, Jul 26, 2019 at 5:41 AM Jon Cilley <jcilley.tnfd.fire.commissioner@gmail.com> wrote:
Chief, not hearing back from the other Commissioners, I am again stating that I do not want to hear that the new command vehicle is painted prior to the Commissioners discussing the matter at the next meeting publicly and allow public input since the vehicle that arrived was not the original white color we initially expected. Please confirm that you reschedule or cancel the appointment with Hansen until after the August 6th meeting.*

Jon Cilley

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*From: Jon Cilley <jcilley.tnfd.fire.commissioner@gmail.com>
Date: Fri, Jul 26, 2019 at 9:51 AM
Subject: Re: The Chief Vehicle
To: <pauger1@myfairpoint.net>, Eric Pyra <ericpyra@gmail.com>
Cc: Michael W Sitar <mwsitar@tnfd.org>*

Good morning fellow Commissioners. Again apologize for a public thread but feel this is very important. I spoke with Chief Sitar this morning and need to take him out of the communication process while he is working a more pressing matter.

Having not heard back from fellow commissioner's in reply to my email inquiry last night I sent the Chief an email asking to delay the painting on the new Command Vehicle. I was told on the phone that Commissioner Pyra was contacted by Chief Sitar by phone and after discussion agreed to not delay the painting process as it would hurt a local businesses business. Chief Sitar also stated that Commissioner Auger agreed to not delay as it would hurt a local business. Unfortunately individual calls to Commissioner's after Commissioner Auger started an email quorum, in my opinion is not proper discussion of matter brought to Commissioner's by public. I have already contacted Hanser Auto-body and the new Command Vehicle has been dropped off to start on Monday.

I agree that it would be a delay in services to Hanser Auto-body, and respect local business. This matter was initially addressed by Commission Auger and was being followed up by myself. I have also heard from public and strongly disagree with going forward with any painting work without this matter being brought forward to the Commissioners at the August 6, 2019 meeting or at a special meeting in advance of that if so decided. This will allowed the public if they choose to express opinions for or against the spending of approximately \$20,000 dollars on a vehicle that was delivered a shade of red instead of white. By not meeting to address this matter brought forward by community members, I truly feel that we are not properly representing the community we represent fiduciary concerns. If it is decided at the meeting to go forward then Hanser Auto-body would still receive the business (just delayed) and if decided to alter the plan for the command vehicle then the community may save some money to be rolled back to the funds for next year as a reduction by a portion.

Barring the absence of publicly stated opinions form the Commissioner's I request openly that Commissioner Auger as Chair contact Hanser Auto-body in absence of Chief Sitar and postpone the painting until after our meeting.

As a reminder this email thread to date will be added to minutes and agenda of next meeting in compliance with RSA 91-A

Respectfully,

*Jon Cilley
Fire Commissioner
Tilton-Northfield Fire & EMS
jcilley.tnfd.fire.commissioner@gmail.com
(603) 630-3962*

*From: Jon Cilley <jcilley.tnfd.fire.commissioner@gmail.com>
Date: Mon, Jul 29, 2019 at 8:15 AM
Subject: Fwd: The Chief Vehicle*

To: Eric Pyra <ericpyra@gmail.com>, <pauger1@myfairpoint.net>
CC: Michael W Sitar <mwsitar@tnfd.org>

Good morning Commissioners Auger and Pyra. I am very disappointed at this time I have not heard back from either of you in regards to this time sensitive issue that was brought up by the public. I know this is not our venue of choice but the fact that the Command Car is scheduled for painting to start this morning at Hanser Auto-body I figured that due diligence would have been done by all over the weekend.

This whole matter started with concerns through public to more than one Commissioner in regards to the color and whether it warrants a substantial cost to the public even if already approved. We should be financially responsible and look at all factors for the public we represent. I know that through phone calls with Chief Sitar, both Commissioners Pyra and Auger were concerned about a local business, which I am as well. I would like this matter discussed on behalf of the public who we also represent and then we may still go forward with a postponed painting after the August 6th meeting.

I truly would hope that either Chief Sitar or Chairman Auger contact Hanser Auto-body first thing this morning and delay painting. Delaying would allow matter to be addressed and public concerns addressed. Painting the vehicle before hand is another example doing what one wants and the public has no choice after the fact.

This communication thread will be brought up at next meeting and added to the minutes to show I have tried multiple times to address this matter and the lack of responses from some Commissioners. I find this lack of response to address a time sensitive matter embodies the lack of transparency the Commissioners have practiced in the past and why some in the public do not trust this body.

Respectfully,

*Jon Cilley
Fire Commissioner
Tilton-Northfield Fire & EMS
jcilley.tnfd.fire.commissioner@gmail.com
(603) 630-3962*

New Business

2020 Budget Workshop Dates

The Board of Commissioners agreed to have Budget Workshops on September 17th, October 15th and October 29th. More dates will be added as needed.

Additional Personnel

Chief Sitar presented the Board with the following information regarding additional personnel.

Additional Personnel Justification

- 1. Since 2014 our call volume has increased by an average of 6.8% per year. Our overall call volume has increased by more than 500 calls per year since 2014. Our percentage of incidents between fire and EMS is in the 26% to 35% for fire and 65% to 74% for EMS.*
- 2. Since 2014 our call volume has increased by 28%. During that same period Gilford has increased by 12% and Franklin has increased by 15%. Both Gilford and Franklin have since added additional personnel to increase the number of personnel on duty. We have had greater increases and are*

busier than both departments but have not added any additional staff to help manage the additional workload.

- 3. Our average patient transport time is 60% greater than other area fire departments. This means that our ambulance is unavailable for other calls more often than other area fire department ambulances.*
- 4. Our simultaneous incidents have been at 20% or greater every month. This means that for every call we have, there is a 20% chance that another incident will require a response at the same time.*
- 5. We require more mutual aid from neighboring fire departments than we provide, especially EMS incidents. That means that patients in Tilton and Northfield are waiting longer for medical treatment and transport.*
- 6. During the period from July 1 of 2017 through June 30 of 2019 we received 131 mutual aid ambulance responses while TNFD provided 68 mutual aid ambulance responses. TNFD uses mutual aid ambulances at nearly twice the rate (96%) than TNFD provides mutual aid ambulances. In 2018 we transported 914 patients with an average collection rate of \$507 per transport. This means that the District had a loss of potential revenue in the amount of \$66,417 over that time period.*
- 7. The average response time for a TNFD ambulance is 6 minutes whereas the average response time for a mutual aid ambulance during that time period was 9 minutes plus additional dispatch time of 2 minutes. This means that when we must call for a mutual aid ambulance, the patient must wait, on average, an additional 11 minutes for an ambulance. There were 100 incidents where the patient had to wait more than 12 minutes for an ambulance and 13 incidents where the patient had to wait longer than 20 minutes for an ambulance.*
- 8. During times when we have simultaneous calls or emergency recalls, the response from the Call Company has not met the needs of the Department. In a study conducted from January 2017 through July 2018, simultaneous calls and emergency recalls have resulted in Call Company response only 14.8% of the time. In a study from January 2019 through June 2019 Call Company personnel responded 28.5% of the time.*
- 9. We currently have 15 persons in the Call Company. Of those 15, 8 are EMTs. Of the 15, only 5 are certified for interior firefighting.*
- 10. There have been 1358 building permits issues in the last 5 years.*
- 11. Adding an additional FF/AEMT to each shift would allow the department to respond in a timelier manner to most simultaneous calls for an ambulance. This would also allow TNFD to follow the 2 in 2 out NFPA and OSHA rule for entering hazardous environments.*
- 12. Last year (2018) TNFD Line personnel responded to an average of 164.42 calls; whereas Franklin personnel responded to 139.21 calls and Gifford personnel responded to 117.86 calls. Laconia was 120.4.*

Chief Sitar commented in his research he has not found a fire department in NH that is busier than us. We are getting the calls done using mutual aid at twice the rate that we provide. It is becoming somewhat an abuse of the system where we are using more than twice of what we are giving. To serve the residents and visitors of these communities more appropriately, if we could hire additional personnel to cover getting the second ambulance out in a timelier manner. Even hiring one additional person per shift, isn't always going to take care of getting the second ambulance out due to what is happening on the first call. The workload that our firefighters are handling is much greater than other firefighters in our area and in the State. He couldn't find a fire department that handles more calls per person than we do. There are others that are close. Franklin is fairly close but during the day they have four people on duty whereas we only have three. During the day is when we are the busiest. The amount of work we require our personnel to do is heavy. It is getting to the point where we can't get all the work done that needs to be done and still manage the call volume we are seeing. In the budget that he is proposing he is requesting four additional personnel, one per shift.

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Commissioner Auger requested Chief Sitar provide them with the additional cost for each firefighter, including benefits, overtime, sick time, gear, uniforms, insurance. Chief Sitar commented he will provide an excel spreadsheet providing every associated cost for each individual.

Chief Sitar commented this is just for their information right now. When you add personnel, it increases the cost to the District. It is the most expensive thing we do. The people are the most important thing we have. If we don't have the appropriate number of people on the job, we can't take care of the residents and visitors of the District. Some individuals can handle the workload better than others. The amount of stress we put on them and how it affects them personally is something we need to think about. If we lose an employee because we are overworking them, it is a loss not only to the Fire District, the residents of the District and all the investment we have put into them; it is also a loss to that family. We need to be mindful of that. It is important to take all those things into consideration. This is just scratching the surface of why we need additional personnel.

Commissioner Pyra asked if we have had significant turnover in personnel. Chief Sitar commented that when he first arrived there was. There were some issues that needed to be addressed as a Fire District and we did that. We hired one additional firefighter to make four shifts of three and changed their weeks from 48 to 42 hours while leaving their annual pay the same. Discussion ensued about the changes that were made.

Meeting Minutes

July 2, 2019

Commissioner Cilley questioned the discussion on keeping engine 1 when a new engine is purchased. He wanted to know what the general consensus was. Commissioner Pyra commented that it was just a discussion. No decisions were made.

Commissioner Auger made a motion to accept the minutes as printed. Commissioner Pyra seconded the motion. There being no discussion, vote was taken. Motion passed.

Other Business

The manifests of July 31st were reviewed and signed.

Adjournment

Commissioner Auger made a motion to adjourn. Commissioner Pyra seconded the motion. There being no discussion, vote was taken. Meeting adjourned at 7:55 PM.

Respectfully submitted,

Kathy Tobine

Kathy Tobine
Administrative Assistant

Next Meeting Date, Time, Place: 09/03/19 at 5:30 PM. Meeting to be held at Tilton Town Hall, Downstairs Meeting Room, 257 Main Street, Tilton.