

# LAKE EMERGENCY MEDICAL SERVICES, INC.

*"In Rhythm with Our Community"*



## Approved Annual Budget

Approved Budget for the Fiscal Year  
October 1, 2013 through September 30, 2014

# **Approved Annual Budget – 2013-2014**

## **Lake Emergency Medical Services Mount Dora, Florida**

### **Board of Directors**

The Board of Directors for Lake EMS provides direction and guidance to ensure that the community-based EMS service provides the citizens of Lake County with high quality, efficient, and cost effective pre-hospital care.

#### **LAKE COUNTY BOARD OF COUNTY COMMISSIONERS**

District 1 – Commissioner Tim Sullivan

District 2 – Commissioner Sean Parks

District 3 – Commissioner Jimmy Conner, Lake EMS Vice Chairman

District 4 – Commissioner Leslie Campione

District 5 – Commissioner Welton Cadwell, Lake EMS Chairman

#### **LAKE COUNTY LEAGUE OF CITIES REPRESENTATIVES**

Commissioner Michael Holland – City of Eustis

Councilmember Keith Mullins, City of Clermont

Mayor Chris Bell – City of Fruitland Park

#### **HOSPITAL REPRESENTATIVE**

Mr. John Moore – South Lake Hospital

**Lake Emergency Medical Services  
Mount Dora, Florida**

**Management Staff**

**EXECUTIVE DIRECTOR**  
Gerald "Jerry" L. Smith II

**CHIEF OPERATIONS OFFICER**  
John Simpson

**CHIEF INFORMATION OFFICER**  
James Root

**CHIEF ADMINISTRATIVE OFFICER**  
Bryan Andrews

**CHIEF COMMUNICATIONS OFFICER**  
Kimberly Stephens

**FINANCE MANAGER**  
Marilyn Sonn

**OPERATIONS SUPPORT MANAGER**  
Pat Stephens

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# **TRANSMITTAL LETTER**



## LAKE EMERGENCY MEDICAL SERVICES, INC.

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2761 West US Old Highway 441, Mount Dora, FL 32757-3500

September 24, 2013

Commissioner Welton Cadwell, District 5, Chairman  
Commissioner Jimmy Conner, District 3, Vice Chairman  
Commissioner Tim Sullivan, District 1  
Commissioner Sean Parks, District 2  
Commissioner Leslie Campione, District 4  
Councilman Michael Holland, City of Eustis  
Councilmember Keith Mullins, City of Clermont  
Mayor Chris Bell, City of Fruitland Park  
Mr. John Moore, Chief Executive Officer, South Lake Hospital

Dear Honorable Lake EMS Board of Directors:

We are pleased to submit the approved budget for Lake Emergency Medical Services, Inc. (Lake EMS) for the fiscal year ending September 30, 2014. The development of the budget began in April 2013 with Budget Workshops held with each committee; Board members expressed an interest in improving Lake EMS's service levels and discussed the budgetary impacts for personnel and capital expenses that would be necessary to meet the growing demands for EMS services.

The approved budget represents both anticipated revenues and expenditures necessary to operate Lake EMS for fiscal year 2014. Revenues derived from user fees are projected at \$11,211,966. The requested subsidy from Lake County is \$5,308,843. We also expect miscellaneous revenue in the amount of \$189,100 (i.e., interest, donations, selling the three International ambulances and grant funds) for a combined total budget of \$16,709,909. Lake County will utilize \$200,000 from the one cent sales tax fund to purchase capital items for Lake EMS.

The Lake EMS staff has worked diligently to prepare this approved budget focusing on three priorities:

1. Critical capital equipment replacement needs
2. Covering lost ambulance unit hours due to staffing voids
3. Increasing ambulance unit hours

**Voice: 352-383-4554 Facsimile: 352-735-4475 [www.lakeems.org](http://www.lakeems.org)**



These priorities will serve to address the goal of improving response times. Comprehensive models were developed to more accurately project revenue expectations and to provide operational scenarios to calculate expenses.

The core services of Lake EMS will continue to include:

- Clinical care and transportation of the sick and injured
- Consolidated Emergency Communication for EMS and all Lake County Fire Services
- Consolidated logistical support for EMS and all Lake County Fire Services
- Consolidated Medical Direction for all pre-hospital providers in Lake County
- Clinical quality assurance and education

The 2014 approved budget addresses the three focus areas identified above through various actions. The capital replacement program with \$543,825 and the additional items purchased by Lake County with the previously mentioned \$200,000 begins to correct previous funding deficits. To increase the total number of ambulance unit hours from 147,762 to 155,393, three 13 hour units will be converted to 24 hour units which requires four (4) additional FTE positions, bringing the total number of ambulances to 20 from the current 19 ambulances. Staffing voids due to unscheduled absences, worker's compensation cases, and Family Medical Leave Act (FMLA) vacancies will be covered through the addition of seven (7) floater positions to maintain the expected number of ambulances in service daily. The floater positions are expected to cover the nearly 2659 lost hours experienced this fiscal year. While a total of eleven (11) FTE positions are being added so we can meet two of the focus areas, the Personal Services portion of the approved budget only increased by \$121,513 (1%) over the 2013 amended budget. This is paired with a reduction of \$376,283 (50%) in Field Overtime.

Gross revenues from billing are projected to be \$19.2M. For budgetary purposes over the past several years, growth in transport volume has been based on the historical average of 4%. However, during the 2013 fiscal year the transport volume has been nearly the same as Fiscal Year 2012, considered by staff to be abnormal. To be prudent, the 2014 approved budget is based on a reduced 3% projected volume increase with an estimated gross collection rate of 58.28%, or \$11.2 million in cash collections. The revenue expectations are based on the new charges set by the Board of Directors at the July 9, 2013 meeting. Those charge rates are as follows:

**Approved Charges**

<b><u>Description</u></b>	<b><u>Rate</u></b>
BLS, Non-Emergency	\$400.00
BLS, Emergency	\$450.00
ALS, Non-Emergency	\$500.00
ALS, Emergency	\$550.00
ALS 2	\$685.00
Specialty Care Transport (SCT)	\$702.00
Mileage	\$9.50/mile

The approved Lake EMS budget for FY 2014 provides funding to operate Lake EMS, while addressing the three focus areas of capital, ambulance unit hours and staffing voids. Expected revenues have been reduced which has resulted in funding for 20 units rather than the anticipated 21 units which were part of the budget concept approved at the July 9, 2013 Board meeting.

The support of Lake County staff during the development of the approved budget is greatly appreciated. We strive to continue to develop innovative methods to reduce expenditures without adversely impacting pre-hospital healthcare to the citizens and visitors of Lake County. Lake EMS staff looks forward to continuing our close working relationship with the Lake EMS Board of Directors in the coming year to meet the needs of our community.

Sincerely,



Gerald (Jerry) L. Smith II  
Executive Director

# **INTRODUCTION TO LAKE EMS**

## **LAKE EMERGENCY MEDICAL SERVICES**

Lake Emergency Medical Services, Inc. is a governmental corporation created by Lake County pursuant to Chapter 163, Florida Statutes. Lake Emergency Medical Services is governed by a Board of Directors representing county government, municipalities, hospitals and citizens. The Board of Directors is responsible for employing and monitoring the activities of the Executive Director. Lake Emergency Medical Services employs a Medical Director to oversee the medical protocol and guidelines for emergency medical response, patient care and quality development programs.

### **Mission Statement**

To serve our communities by providing exceptional patient care and extraordinary customer service through compassion, knowledge, clinical sophistication, and integrity of our organization.

### **Vision**

Our Mission Statement of Quality Values and Principles embodies the vision of emergency services in Lake County. These fundamentals will be used to pioneer the course of our organization now and into the future.

### **Quality Values and Principles**

- Value honesty, trustworthiness and integrity.
- Exhibit dignity and respect for one another.
- Dedicated pride of service.
- Foster empowerment.
- Manage through leadership.
- Focus on personal and professional growth.

*... "In Rhythm with Our Community"...*

**Lake Emergency Medical Services, Inc.  
Goals and Objectives  
FY 2013-2014**

**GOAL: Provide high quality, cost-effective, pre-hospital emergency medical care to the citizens and visitors of Lake County.**

- *Objective:* Provide professional education and training to all EMTs and paramedics within the countywide EMS system. Utilize state-of-the-art diagnostic medical equipment, progressive medical protocols, the mobile simulation lab and a high level of clinical skills to enhance the standard of pre-hospital care.

**GOAL: Continue to enhance the unified communication services provided by the Emergency Communications and Operations Center.**

- *Objective:* Develop a steering committee of Lake EMS and Lake County Sheriff's Office telecommunicators to establish information exchanges between agencies that will decrease duplication of services and improve efficiencies within the consolidated center. Continue to work with Lake County Sheriff's Office and Emergency Management staff to enhance shared resources within the new facility.

**GOAL: Provide a sound financial base for the development and maintenance of resources necessary to provide a comprehensive and efficient countywide EMS system.**

- *Objective:* Focus on efficiencies in the budget process and continue to maximize resource usage to ensure the financial stability of the organization.

**GOAL: Develop greater inter-agency communication and operability to improve the transfer of patient care and flow of information.**

- *Objective:* Perform daily non-emergency communication between Emergency Room supervisors and field supervision team members. Increase interaction between fire department Battalion Chiefs and field

supervision team members. Implement weekly contact with Emergency Room departmental management and Fire Chiefs.

**GOAL: Provide leadership and direction to ensure sound organizational management and growth throughout the organization.**

- *Objective:* Continue to promote communications with all employees and consistency across shifts and departments. Encourage ownership, detail-oriented work, and follow through to completion of projects and assignments in all departments. Utilize the Lake EMS Code of Ethics as an organizational philosophy. Promote core values at all levels of the service. Stay current on issues and trends in the field of emergency medical services and continue to incorporate state-of-the-art strategies into agency practices.

**GOAL: Provide comprehensive Human Resources (HR) services to ensure efficient and effective staffing which will serve Lake EMS employees and provide the appropriate human resources to operate the EMS system.**

- *Objective:* Complete an initial audit of Human Resources responsibilities, processes and functions. Continually review HR processes to identify opportunities for efficiencies to ensure continual alignment with LEMS' organizational goals.

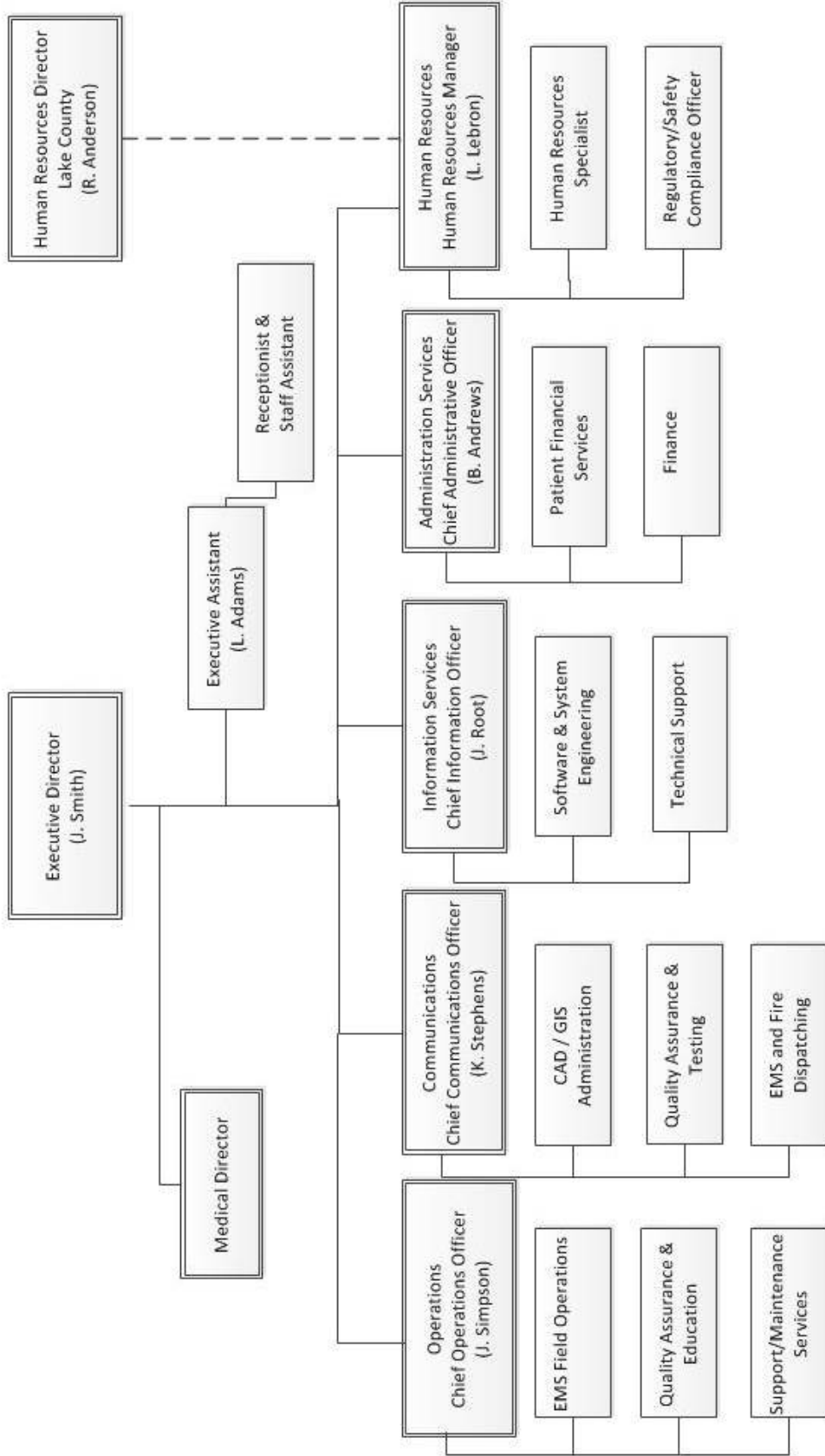
**GOAL: Improve corporate efficiencies through open source technologies and develop a predictive analytics solution for field operations.**

- *Objective:* Pursue the use of open source technologies to provide more efficient user interfaces for common computing tasks and simplified communication with the long term benefit of cost reduction of software licensing and maintenance. Using a combination of open-source software, vendor assistance and shared county resources, develop a predictive analytics solution as a data-driven extension of existing operation's decision support system architecture.

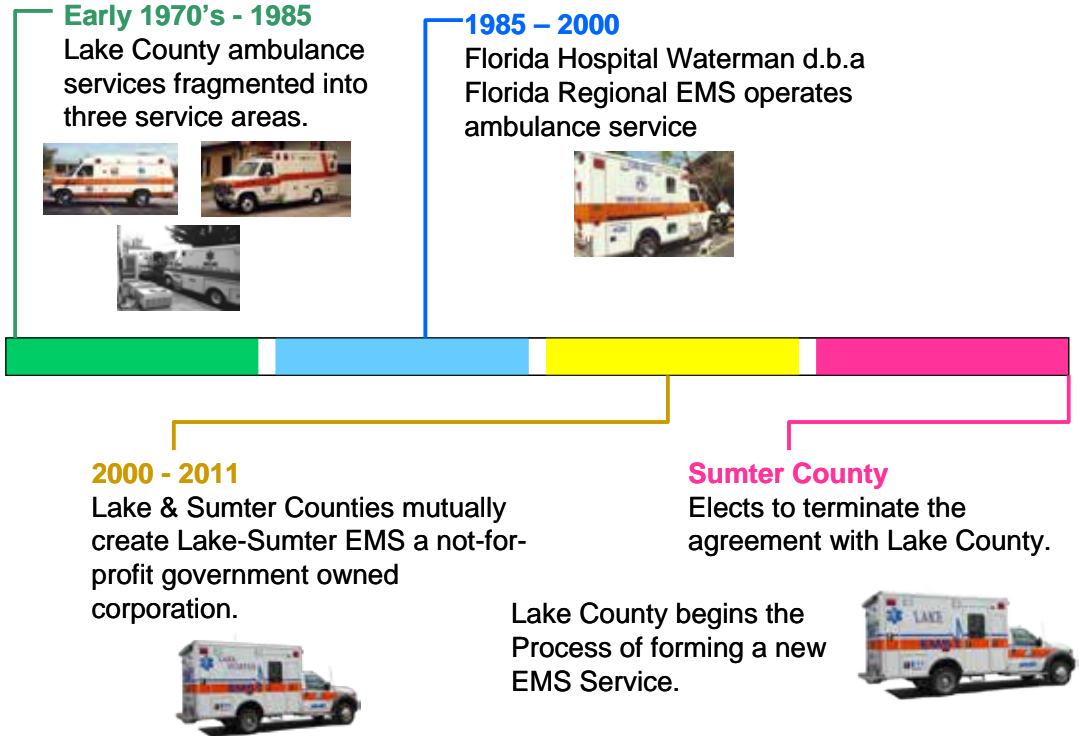


# Lake Emergency Medical Services, Inc.

## Lake EMS Organizational



## Historical Brief of Emergency Medical Services in Lake County



On October 1, 2011, Lake EMS, Inc., began operations as a not for profit, government- owned, County Corporation that is given the mandate to provide efficient, cost-effective emergency medical service and transportation of the sick and injured citizens and visitors of Lake County, Florida. As Lake EMS continues operation, we will strive to achieve and surpass those goals.

### Geographic/Demographic Overview of Lake County

Lake County is appropriately named for its 1,400 lakes, which cover 202 square miles of its 1,163 square mile total. Located in Central Florida, Lake County is 90 miles in length and 35 miles in width, and is bordered by Orange, Osceola, Polk, Seminole, Sumter, Volusia and Marion Counties. It is a part of the Orlando Metropolitan Statistical Area, one of the fastest growing regions in the nation. Bureau of the Census 2010 statistics indicate the population was 297,052, a population increase of 41.1% since 2000.

#### Population Growth and Projections

County	2008	2009	2010	2011	2012	2013	2014
Lake	288,419	294,456	297,052	298,265	302,888	311,536	322,254
Florida	18,812,155	18,819,000	18,788,795	18,934,287	19,128,190	19,418,155	19,736,310

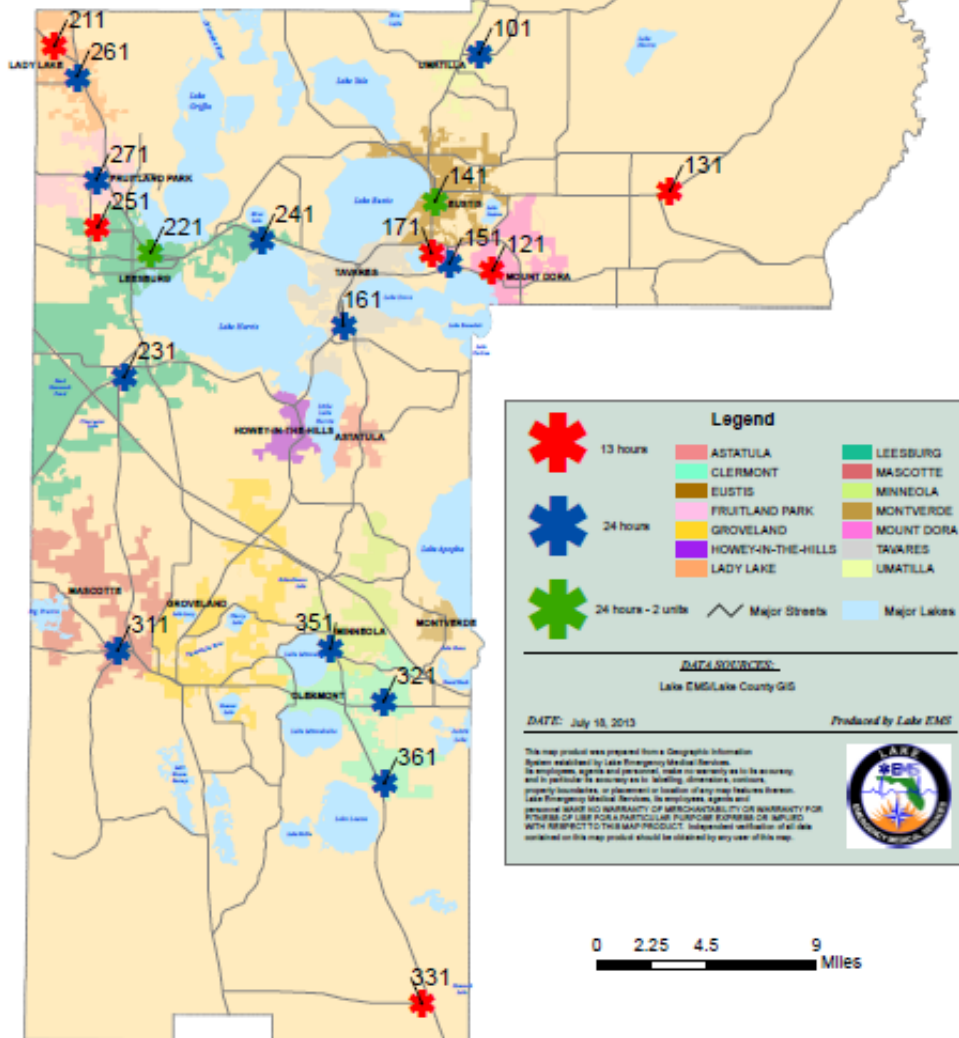
Source: Florida Demographic Estimating Conference, February 2010 and the Florida Demographic Database, August 2011



# LAKE EMERGENCY MEDICAL SERVICES



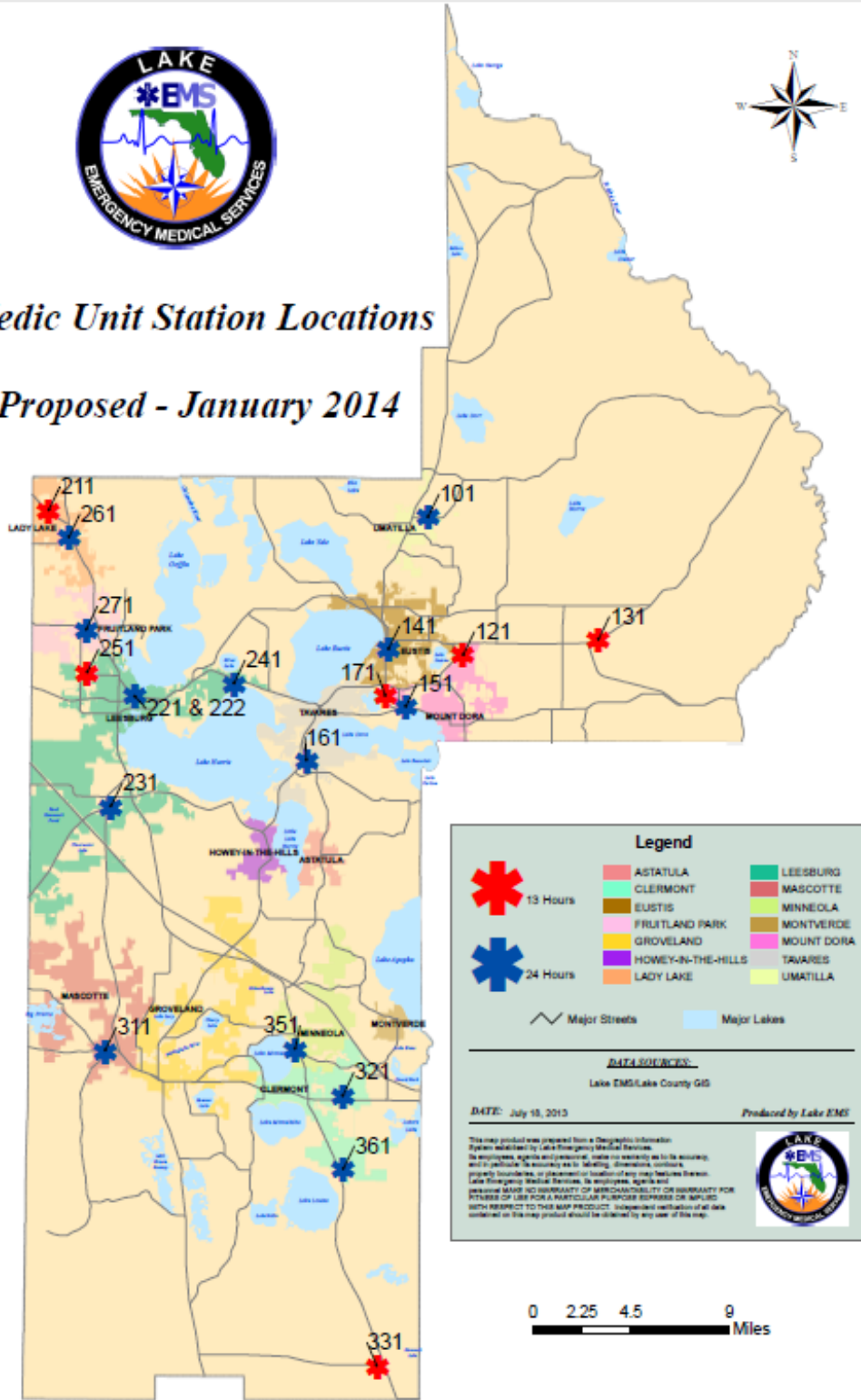
## Medic Unit Station Locations Current



# LAKE EMERGENCY MEDICAL SERVICES



## Medic Unit Station Locations Proposed - January 2014



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# **FINANCIAL FRAMEWORK**

## ACCOUNTING CONCEPTS

The accounts of Lake Emergency Medical Services, Inc. are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The purpose of LEMS' various funds and account groups is as follows:

### Governmental Fund Types

General Fund – to account for all resources.

### Account Group

General Fixed Asset Account Group – to account for fixed assets.

General Long-Term Debt Account Group – to account for compensated absences.

These concepts and the organization of LEMS are incorporated into the account structure used by LEMS. The account structure is organized as follows:

**Fund:** Three digits indicating the fund type.

**Cost Center:** Seven digits indicating the department, division, program or section defined as:

**Department:** Identifies the organization to which primary responsibility for authorizing the financial transactions of the fund has been delegated.

**Division:** Identifies the secondary level of delegated authority for the administration of the fiscal matters of the fund.

**Program or Section:** Identifies the lowest level of management and budgetary accountability within the organization.

**Function:** A part of the account structure designed to facilitate summarization and reporting of a group of related activities.

**Account Code:** More specific identification of the transaction within the account structure to facilitate standardization and reporting by grouping types of items purchased or services obtained where a more extensive classification is needed.

Lake Emergency Services Inc. uses a single operating fund, the General Fund, to account for all operating revenues and expenditures. The general fund is budgeted on a modified accrual basis. The budget is prepared in accordance with generally accepted accounting principles and follows the State Uniform Chart of Accounts.



## **BUDGET PROCEDURES**

Lake Emergency Medical Services, Inc. follows Title XI, Chapter 129, and Florida Statutes for the preparation and adoption of the budget.

It is the responsibility of LEMS to present a budget request to the LEMS Board of Directors by June 1st each year. The Board will review the funding request and approves the total appropriation. Lake County subsidy must be approved by the Lake County Board of County Commissioners before the LEMS budget is final. Lake EMS Finance department will input the final adopted budget into the accounting system.

At mid-year, the Executive Director and Finance Manager are given a report indicating the adopted budget, amended budget and year-to-date actual revenues and expenditures. From this report, estimates for the entire year are made and where indicated, mid-year budget revisions approved. These adjustments are input into the Clerk's accounting system at the end of March. This process is repeated at the end of the year and final adjustments are made, if necessary.

## **OPERATING BUDGET SUMMARY**

### FINANCIAL FRAMEWORK

User fees and subsidy from Lake County funds all activities of Lake Emergency Medical, Services, Inc.

### BUDGET POLICY

The budget as presented in the subsequent sections was prepared in keeping with the policy directives of the Lake Emergency Medical Services, Inc. Board of Directors.

The policy addressed the major components of the budget: personal services, operating expenses and capital outlay. The following is a summary of the budget policy in each of these areas.

Personal Services: The budget was prepared with no annual increase, with the addition of four re-allocated positions (4) to Field Operations and twelve (12) Floater Paramedics and will continue using the employee's anniversary date as the effective date for any increases.

Operating Expenses: The policy directive regarding operating expenses was to maintain expenses due to the second year of the re-organization of Lake EMS, Inc.

Capital Outlay: Purchases of equipment are budgeted for 2014, in accordance with the LEMS Capital Replacement and Upgrade Plan. Lake County will utilize \$200,000 from the one cent sales tax fund to purchase additional capital items for Lake EMS.

### PERFORMANCE MEASUREMENT

Throughout the year, budget performance is monitored monthly through reports, generated by the Lake County Clerk of the Courts accounting office, including revenue and expenditure reports. These reports give information on revenues and expenditure amounts including budgeted amounts, actual receipts and expenditures for the month and year to date and the percent received or spent. The Executive Director, Chief Administrative Officer, and Finance Manager review these reports and follow up where unfavorable variances are indicated. Likewise, at mid-year all accounts are reviewed and budget amendments are made based upon financial forecasts or expenditure estimates.



## **OPERATING BUDGET OVERVIEW**

The exhibit on page 14 summarizes the 2013 amended budget Lake EMS budget and the approved budget for 2014 with a comparison of fiscal years 2012 and 2013 percent change.

The Administrative Fee to the Clerk of Courts is \$160,000 for fiscal year 2014.

### **MAJOR HIGHLIGHTS**

The approved budget focuses on three priorities:

1. Critical capital equipment replacement needs
2. Covering lost ambulance unit hours due to staffing voids
3. Increasing ambulance unit hours

The capital replacement program with \$543,825 and additional items purchased by Lake County with \$200,000 of one cent sales tax funds will begin to correct previous funding deficits.

The total number of ambulance unit hours will increase from 147,762 to 155,393 when three 13-hour units are converted to 24-hours units which requires four (4) additional FTE positions, bringing the total number of ambulances to 20 from the current 19 ambulances.

With a total of eleven (11) FTE positions being added,, including seven (7) floater positions, the Personal Services budget was only increased by 1% over the 2013 amended budget and represents a 50% reduction in Field Overtime.

User fees are expected to have a net increase by 1%. The sale of three (3) International Ambulances would fund the purchase of a new Ford F-450 ambulance in the FY 2013-2014 Budget. Expected revenue from the sale of the Internationals is \$50-60,000 per unit which will be used to purchase one Ford F-450 ambulance.

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# **BUDGET SUMMARY**

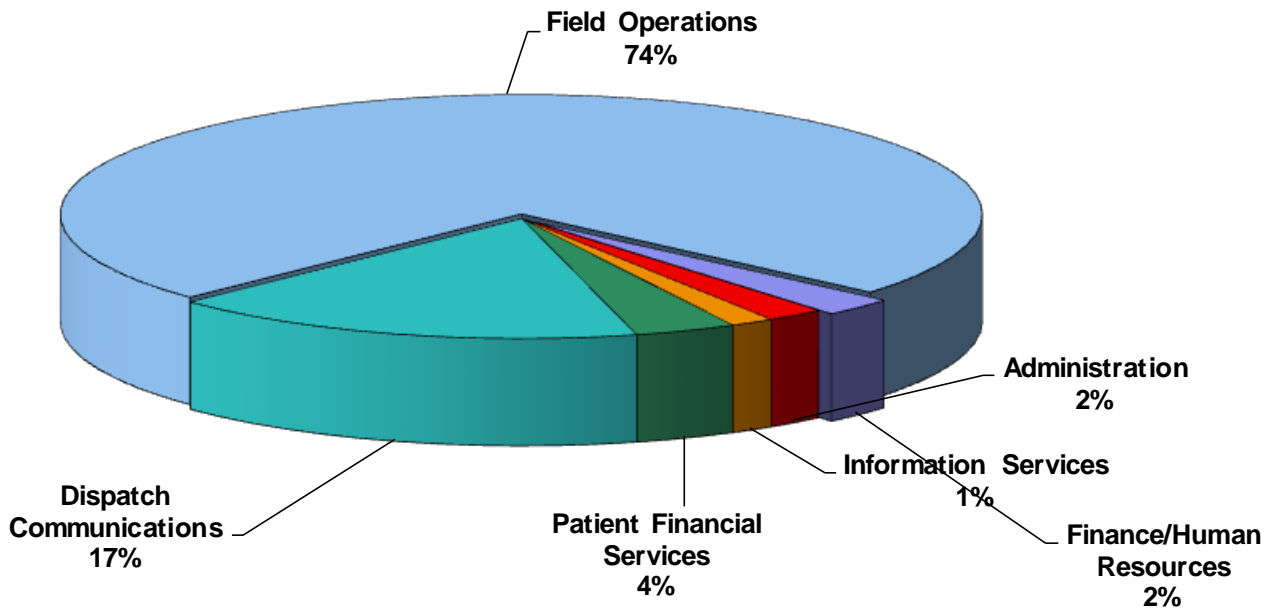
**Lake Emergency Medical Services, Inc.**  
**Budgeted Statement of Operations**  
**Approved Budget 2013-2014**

	2011-2012 Actual Budget	2012-2013 Adopted Budget	2012-2013 Amended Budget	2013-2014 Approved Budget	2013-2014 Baseline%
<b>REVENUES:</b>					
Private Pay Fees	3,078,719	2,521,020	2,521,020	2,762,116	9.6%
Medicare Fees	8,785,173	10,258,640	10,258,640	11,551,981	12.6%
Medicaid Fees	1,640,896	1,826,343	1,826,343	2,017,177	10.4%
Contract Fees	187,736	172,089	172,089	228,959	33.0%
Commercial & HMO Fees	2,177,519	2,234,293	2,234,293	2,676,288	19.8%
Less Bad Debt Expense	(2,581,396)	(2,511,825)	(2,511,825)	(3,140,622)	25.0%
Less Contractual Allowances	(2,531,419)	(3,403,222)	(3,403,222)	(4,883,933)	43.5%
<b>Net Charges for Services</b>	<b>10,757,228</b>	<b>11,097,338</b>	<b>11,097,338</b>	<b>11,211,966</b>	<b>1.0%</b>
EMS Matching Grant	-	-	-	-	0.0%
Federal Disaster Relief	-	-	-	-	0.0%
State Disaster Relief	-	-	-	-	0.0%
Public Safety (Local)	-	-	-	-	0.0%
Urban Areas Security Initiative Grant	-	-	142,745	-	(100.0%)
Motor Fuel Tax Rebate (State)	-	-	-	-	0.0%
Other Miscellaneous Revenues	71,679	20,000	38,190	23,000	(39.8%)
Other Dispatch Fees	103,620	-	-	-	0.0%
Ins Proc/Loss Furn/Fix/Equip	49,959	-	-	165,000	100.0%
Other Charges for Services	816	1,000	1,000	1,000	0.0%
Reimbursements	1,034	-	-	-	0.0%
Interest	393	-	-	-	0.0%
Donations	125	100	100	100	0.0%
Other Public Safety	60	2,000	2,000	-	(100.0%)
Highway Safety Grant	-	-	-	-	0.0%
Lake County Subsidy	5,482,993	5,208,843	5,208,843	5,308,843	1.9%
<b>Total Miscellaneous Revenues</b>	<b>5,710,679</b>	<b>5,231,943</b>	<b>5,392,878</b>	<b>5,497,943</b>	<b>1.9%</b>
Balance Carried Forward	-	300,000	329,452	-	(100.0%)
<b>Total Revenues</b>	<b>16,467,907</b>	<b>16,629,281</b>	<b>16,819,668</b>	<b>16,709,909</b>	<b>(0.7%)</b>
<b>EXPENDITURES:</b>					
Personal Services	\$ 12,456,635	\$ 12,337,612	\$ 12,268,612	12,390,125	1.0%
Operating Expenses	3,678,642	3,667,048	3,618,291	3,615,959	(0.1%)
Capital Outlay	22,630	314,621	517,765	543,825	5.0%
Administration Costs	160,000	160,000	160,000	160,000	0.0%
<b>Total Expenditures</b>	<b>16,317,907</b>	<b>16,479,281</b>	<b>16,564,668</b>	<b>16,709,909</b>	<b>0.9%</b>
Reserve for Contingencies	150,000	150,000	255,000	-	(100.0%)
<b>Total Expenditures Plus Reserve</b>	<b>16,467,907</b>	<b>16,629,281</b>	<b>16,819,668</b>	<b>16,709,909</b>	<b>(0.7%)</b>
Excess of Revenues Over Expenditures	-	-	-	-	-

## Lake Emergency Medical Services Position Summary by Department FY 2013-2014

Department	Current	Approved New/Transferred	Total
Administration	4		4
Information Services	3	-	3
Patient Financial Services	7	-	7
Dispatch Communications	33	-	33
Field Operations	134	11	145
Finance/Human Resources	5		5
<b>Total</b>	<b>186</b>	<b>11</b>	<b>197</b>

### Position Summary

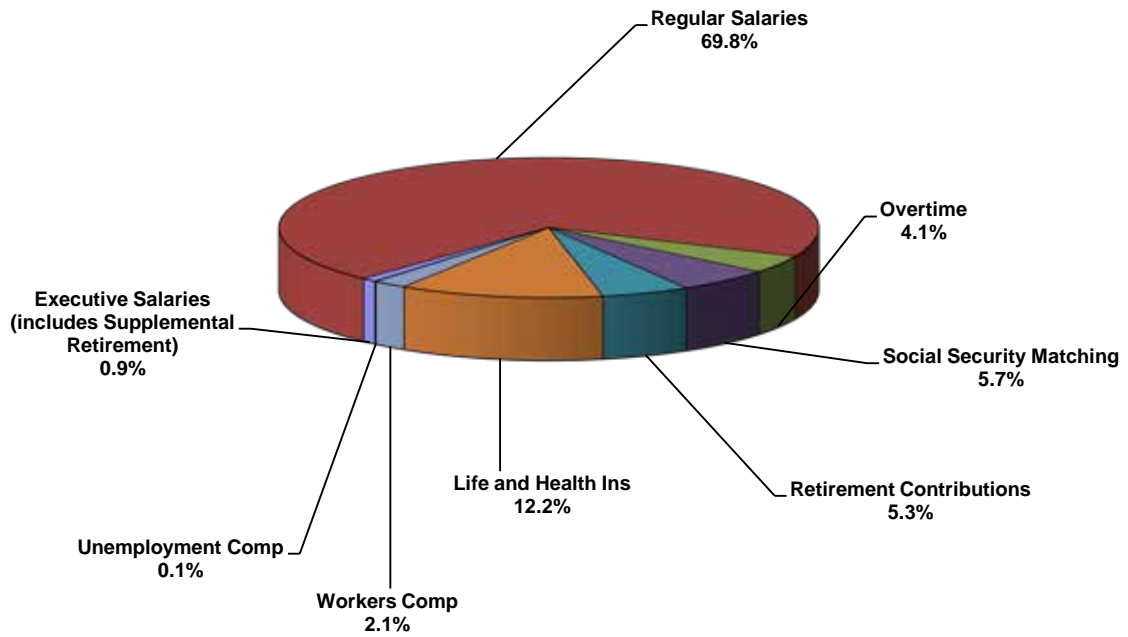


**Lake Emergency Medical Services, Inc.**  
**Personal Services and Operations Expenses**  
**Approved Budget 2013-2014**

	2011-2012	2012-2013	2012-2013	2013-2014	2013-2014
	Actual Budget	Adopted Budget	Amended Budget	Approved Budget	Baseline %
<b>PERSONAL SERVICES</b>					
Executive Salaries	192,986	128,735	128,735	110,000	(14.6%)
Regular Salaries	8,252,368	8,197,059	8,259,018	8,621,781	4.4%
Overtime	821,014	843,320	843,320	530,817	(37.1%)
Special Pay	5,325	5,400	5,400	-	(100.0%)
Social Security Matching	672,747	701,437	706,177	701,321	(0.7%)
Retirement Contributions	649,242	626,368	630,705	652,325	3.4%
Life and Health Insurance	1,606,503	1,435,819	1,447,588	1,510,202	4.3%
Workers Compensation	255,967	390,474	238,669	254,679	6.7%
Unemployment Compensation	483	9,000	9,000	9,000	0.0%
<b>Total Personal Services</b>	<b>12,456,635</b>	<b>12,337,612</b>	<b>12,268,612</b>	<b>12,390,125</b>	<b>1.0%</b>
<b>OPERATING EXPENDITURES</b>					
Professional Services	122,178	136,646	134,646	121,646	(9.7%)
Accounting and Auditing Services	-	19,200	-	-	-
Contractual Services	131,064	124,225	124,225	160,369	29.1%
Collection Fees	53,800	50,000	60,000	60,000	0.0%
Travel and Per Diem	15,163	14,408	14,423	14,727	2.1%
Communications	63,376	61,512	61,512	71,015	15.4%
Telephone	93,923	99,231	99,231	78,435	(21.0%)
*Cellular Telephone	25,336	31,314	31,314	48,705	55.5%
Paging Service	1,044	1,439	1,439	1,439	0.0%
Freight & Postage	27,932	28,300	28,300	25,050	(11.5%)
Utility Services	126,529	152,135	147,635	116,000	(21.4%)
Rental Leases	5,796	110	110	110	0.0%
Property Leases	336,013	330,670	323,170	284,323	(12.0%)
Equipment Leases	13,138	13,418	13,818	16,838	21.9%
Insurance	298,368	329,000	249,952	268,460	7.4%
Repair and Maintenance	379,581	396,167	411,857	401,038	(2.6%)
Auto Repairs/Supplies	211,548	225,000	225,000	225,000	0.0%
Printing and Binding	12,125	12,750	12,750	7,500	(41.2%)
Reprographic Charge	41	-	-	200	100.0%
Promotional Activities	1,925	4,500	4,500	1,283	(71.5%)
Employee Recognition	7,874	7,500	7,500	7,500	0.0%
Other Current Charges/Obligations	11,830	15,500	15,500	11,150	(28.1%)
Office Supplies	155,414	321,647	326,933	305,681	(6.5%)
Operating Supplies	22,746	19,411	52,511	24,421	(53.5%)
Motor Fuel/Oil	476,981	525,000	525,000	525,000	0.0%
Linen Supplies	48,098	30,000	30,000	30,000	0.0%
Cleaning Supplies	24,709	20,000	20,000	20,000	0.0%
Uniforms	109,166	112,485	112,485	75,000	(33.3%)
*Medical Supplies	517,918	402,900	402,900	514,717	27.8%
Oxygen	65,836	60,000	60,000	60,000	0.0%
*Pharmacy Supplies	93,882	70,000	70,000	85,000	21.4%
Books, Publications & Dues	31,215	36,861	35,861	26,347	(26.5%)
*Training	14,639	15,719	15,719	29,005	84.5%
<b>Total Expenditures</b>	<b>3,499,188</b>	<b>3,667,048</b>	<b>3,618,291</b>	<b>3,615,959</b>	<b>(0.1%)</b>

\* Current market conditions and statutory mandates associated with these line items require an increase.

# Personal Services



## Capital Replacement and Upgrade Plan Overview

A Capital Replacement and Upgrade Plan (CRUP) is essentially a planning tool used by Lake Emergency Medical Services, Inc. to identify and schedule capital replacements and upgrades. Projects included in the CRUP are typically those that replace or upgrade LEMS's infrastructure of vehicles and heavy equipment, computer equipment or related items.

Under the direction of the Lake EMS Board of Directors, LEMS has presented a Capital Replacement and Upgrade Plan with a brief description of projects greater than \$25,000.

A brief description of these projects follows:

**LifePak 15 Replacements:** Replacement of nine (5) LifePak-12, due to the phasing out of this unit in 2016.

**Ambulances Replacements:** Replace three (2) high mileage chassis to extend life of units.

**Stryker Power Pro Stretcher Replacements:** Replace nine (5) older stretchers beyond typical life expectancy.

**One Cent Sales Tax:** Lake County will utilize \$200,000 from the one cent sales tax fund to purchase the following capital items for Lake EMS.

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Battery Support System - Replacements	1	1,456
Stryker Stretchers Replacements	1	13,694
LP-15 Cardiac Monitors Replacements	1	28,615
Ambulances - Replacements	1	147,000
Stair Chairs	5	5,735
Mobile Tablets (EPCR/MDT)	1	3,500
Total		200,000



APPROVED CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2013-2014

Dept	Equipment	Price/Unit	Qty	FY-'13-'14 Total	Replacement	Additional
<b>Operations</b>						
	Battery Support System - Replacements	1,456	5	7,280	No longer service supported after 2016	
	LP-15 Cardiac Monitors Replacements	28,615	5	143,075	No longer service supported after 2016	
	Stryker Stretchers Replacements	13,694	5	68,470	Replace equipment beyond typical life expectancy	
	Ambulances - Replacements	147,000	2	294,000	Replace higher mileage units	
	<b>Subtotal Operations</b>			<b>512,825</b>		
<b>Information Services</b>						
	Identification Card system	3,000	1	3,000		Create photo identification badges for employees
	Plotter	6,000	1	6,000		Create presentation maps and other presentations on a larger scale
	Mobile Tablets (EPCR/MDT)	3,500	4	14,000	Replace end-of-cycle field tablets	
	Servers	8,000	1	8,000	HP DL380 G8 will replace aging G5 with over 5 years of 24x7 operation. Older servers will be reconditioned for backup targets and test environments.	
	<b>Subtotal Information Services</b>			<b>31,000</b>		
<b>Total</b>	<b>CAPITAL</b>			<b>543,825</b>		

Capital Justifications:

Battery Support	Replacement for LP-12 battery chargers that will no longer be used after 2016. We have support for the LP-15 support systems.
LP-15 Monitors	Replacement of LP-12 cardiac monitors that will no longer be serviced after 2016. As we have replaced several of them with LP-15's, we will need to continue with the replacing the remainder of them.
Stryker Stretchers Replacements	Replace equipment beyond typical life expectancy
Ambulance Replacements	Replace higher mileage units and will surpass 250,000 miles during FY2013-2014. This will exceed the recommended mileage for emergency use.
Identification Card System	Create photo identification badges for employees
Plotter	Create presentation maps and other presentations on a larger scale
Servers	HP DL380 G8 will replace aging G5 with over 5 years of 24x7 operation. Older servers will be reconditioned for backup targets and test environments.
Mobile Tablets	The Panasonic Toughbook CF19's will replace CF-18 models with over 5 years of operation, malfunctioning USB ports and touch screens. We have done a fantastic job of extending the operational life of these assets in a high wear environment. Additionally, this purchase will be made of Florida WSCA State Contract 250-WSCA-10-ACS. We are taking advantage of the Florida State contract which was extended to us through negotiation with CDW-G.

\*Notes:

The following items will be purchased directly by the county utilizing penny sales tax funds

	QTY
Battery Support System - Replacements	1 1,456
LP-15 Cardiac Monitors Replacements	1 28,615
Stryker Stretchers Replacements	1 13,694
Ambulances - Replacements	1 147,000
Stair Chairs	5 5,735
Mobile Tablets (EPCR/MDT)	1 3,500
<b>Total</b>	<b>200,000</b>

## Lake EMS Five Year Capital Plan

Dept	Equipment	FY '13-'14 Total	FY '14-'15 Total	FY '15-'16 Total	FY '16-'17 Total	FY '17-'18 Total	5 Year Totals
<b>Operations</b>							
	Autovent Replacements		22,128	23,008	23,928	24,885	93,950
	Battery Support System replacement-LP-15	7,280	13,626	14,175	4,914	5,109	45,104
	Stryker Stretcher replacements	68,470	113,936	113,934	118,493	123,233	538,067
	Life Pak 15 Cardiac monitor Replacements	143,075	282,294	293,589	101,778	105,849	926,585
	MTP IV Pump Replacements		23,992	24,952	25,952		74,896
	Ambulances- Replacement	294,000	152,880	635,981	826,775	821,240	2,730,876
	Ambulances Rechassis		393,704	204,726	106,457		704,887
	QRV- Replacement		162,240	56,243			218,483
	Tank Boss replacement		2,482	2,582		2,792	7,856
	Administrative Vehicles				32,756		32,756
	Utility Vehicle					13,260	13,260
	Stair Chairs		9,084	11,025	11,466	11,921	43,496
	<b>Subtotal Field Operations</b>	<b>512,825</b>	<b>1,176,366</b>	<b>1,380,215</b>	<b>1,252,520</b>	<b>1,108,290</b>	<b>5,430,215</b>
<b>Information Services</b>							
	Laptops		8,250	8,250	8,250	8,250	33,000
	Main Servers	8,000	16,000	16,000	16,000	16,000	72,000
	Portables 800MHz				17,500		17,500
	Mobiles 800MHz					13,500	13,500
	Mobile Tablets EPCR/MDT	14,000	17,500	17,500	35,000	35,000	119,000
	Firewall VPN Appliance					5,000	5,000
	Tower Site Generator				4,500		4,500
	Netclock-NTP (Master PSAP Clock)					7,000	7,000
	Core Network Switch			20,000	20,000	20,000	60,000
	Security Equipment		10,000				10,000
	Printers - Networked		4,000		4,000	4,000	12,000
	Plotter	6,000					6,000
	Office Copiers-Networked/Fax			5,000		5,000	10,000
	Raid Server Arrays			120,000	120,000	120,000	360,000
	Projection Equipment		5,000			5,000	10,000
	Repeater		11,000			11,000	22,000
	Identification Photo Card System	3,000					3,000
	<b>Subtotal Information Services</b>	<b>31,000</b>	<b>71,750</b>	<b>186,750</b>	<b>225,250</b>	<b>249,750</b>	<b>764,500</b>
<b>Total</b>		<b>543,825</b>	<b>1,248,116</b>	<b>1,566,965</b>	<b>1,477,770</b>	<b>1,358,040</b>	<b>6,194,715</b>

The following items will be purchased directly by the county utilizing penny sales tax funds

	QTY	
Battery Support System - Replacements	1	1,456
LP-15 Cardiac Monitors Replacements	1	28,615
Stryker Stretchers Replacements	1	13,694
Ambulances - Replacements	1	147,000
Stair Chairs	5	5,735
Mobile Tablets (EPCR/MDT)	1	3,500
<b>Total</b>		<b>200,000</b>

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# **REVENUE BUDGET SUMMARY**

## REVENUE SUMMARY

User fees derived by LEMS for services rendered are classified as fees and are available to offset certain functions of LEMS. These fees are collected by LEMS Billing Department and are deposited to the LEMS General Fund. In addition, the General Fund is financed by the subsidy from Lake County.

LEMS budgets and receives user fees from the following sources:

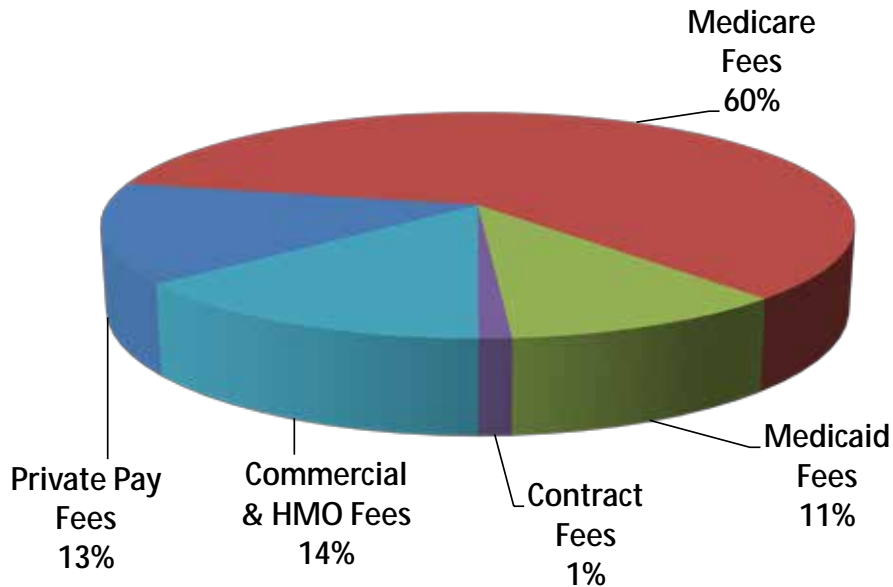
Private Pay	Medicare
Medicaid	Contract
Commercial & HMO	

LEMS budgets and receives funding as subsidies from the following:

Lake County Government

Revenues are forecast based on current and historical activity levels.

## Revenues 2013-2014



**Lake Emergency Medical Services, Inc.**  
**Budgeted Statement of Revenues**  
**Approved Budget 2013-2014**

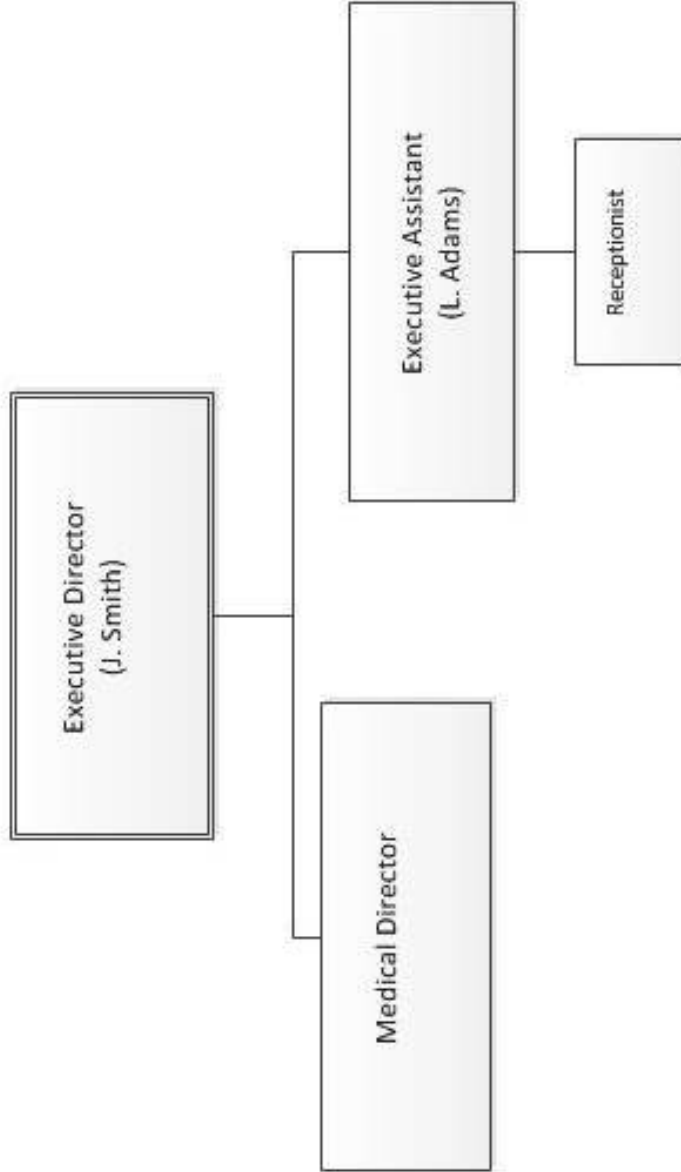
	2011-2012 Actual Budget	2012-2013 Amended Budget	2013-2014 Approved Budget	2014 Baseline%
<b>REVENUES:</b>				
Private Pay Fees	3,078,719	2,521,020	2,762,116	9.6%
Medicare Fees	8,785,173	10,258,640	11,551,981	12.6%
Medicaid Fees	1,640,896	1,826,343	2,017,177	10.4%
Contract Fees	187,736	172,089	228,959	33.0%
Commercial & HMO Fees	2,177,519	2,234,293	2,676,288	19.8%
Less Bad Debt Expense	(2,581,396)	(2,511,825)	(3,140,622)	25.0%
Less Contractual Allowances	(2,531,419)	(3,403,222)	(4,883,933)	43.5%
<b>Net Charges for Services</b>	<b>\$ 10,757,228</b>	<b>\$ 11,097,338</b>	<b>11,211,966</b>	<b>1.0%</b>
EMS Matching Grant	\$ -	-	-	-
Federal Disaster Relief	-	-	-	-
State Disaster Relief	-	-	-	-
Public Safety (Local)	-	-	-	-
Highway Safety Grant	-	-	-	-
Other Public Safety	60	2,000	-	(100.0%)
Urban Areas Security Initiative Grant	-	142,745	-	(100.0%)
Contributions from Other Govt's	-	-	-	-
Other Miscellaneous Revenues	71,679	38,190	23,000	(39.8%)
Other Charges for Services	816	1,000	1,000	0.0%
Other Dispatch Fees	103,620	-	-	-
Reimbursements	1,034	-	-	-
Ins Proc/Loss Furn/Fix/Equip	49,959	-	165,000	-
Interest	393	-	-	-
Donations	125	100	100	0.0%
Lake County Subsidy	5,482,993	5,208,843	5,308,843	1.9%
<b>Total Miscellaneous Revenues</b>	<b>\$ 5,710,679</b>	<b>\$ 5,392,878</b>	<b>5,497,943</b>	<b>1.9%</b>
Balance Carried Forward	-	329,452	-	(100.0%)
<b>Total Revenues</b>	<b>\$ 16,467,907</b>	<b>\$ 16,819,668</b>	<b>16,709,909</b>	<b>(0.7%)</b>

# **DEPARTMENTAL BUDGETS**



# Lake Emergency Medical Services, Inc.

## Administration





**Administration**

<b>Expenditures</b>	<b>Actual 2011-2012</b>	<b>Adopted 2012-2013</b>	<b>Amended 2012-2013</b>	<b>Approved 2013-2014</b>
Personal Services	\$ 968,091	\$ 531,454	\$ 531,454	\$ 505,947
Operating Expenses	397,133	301,517	301,517	287,894
Capital Outlay	N/A	N/A	N/A	N/A
<b>Total Expenditures</b>	<b>\$ 1,365,224</b>	<b>\$ 832,971</b>	<b>\$ 832,971</b>	<b>\$ 793,841</b>
Authorized Personnel	8	4	4	4

**Personnel**

<b><u>Classification</u></b>	<b><u>Actual 2011-2012</u></b>	<b><u>Current 2012-2013</u></b>	<b><u>Additions/ Eliminations</u></b>	<b><u>Approved 2013-2014</u></b>
Executive Director	1	1		1
Medical Director	1	1		1
Executive Assistant	1	1		1
Receptionist/Staff Assistant	1	1		1
Finance Manager	1			
Payroll Specialist	1			
HR Specialist	1			
Senior HR Rep	1			
	<u>8</u>	<u>4</u>		<u>4</u>
				<b>2013-2014 Budget Amount</b>
Salaries and Wages			\$	411,187
Overtime				1,800
Fringe Benefits				92,960
<b>Total Personal Services</b>			\$	<b><u>505,947</u></b>

**ADMINISTRATION DEPARTMENT JUSTIFICATION - BUDGET YEAR 2013-2014**

Account	Account Description	Actual	Adopted	Amended	Approved	2013-2014	
		Budget	Budget	Budget	Budget	Approved %	JUSTIFICATION
		2011-2012	2012-2013	2012-2013	2013-2014		
	<b>PERSONAL SERVICES</b>						
110	EXECUTIVE SALARIES	192,986	128,735	128,735	110,000	(14.6%)	
120	REGULAR SALARIES	560,823	297,852	297,852	301,187	1.1%	
140	OVERTIME	5,823	3,000	3,000	1,800	(40.0%)	
150	SPECIAL PAY	5,325	5,400	5,400	-	(100.0%)	
210	SOCIAL SECURITY MATCHING	49,101	32,863	32,863	31,593	(3.9%)	
220	RETIREMENT CONTRIBUTIONS	51,730	30,071	30,071	29,942	(0.4%)	
230	LIFE & HEALTH INSURANCE	98,335	31,385	31,385	30,664	(2.3%)	15% decrease in ER subsidy
240	WORKERS COMPENSATION	3,485	2,148	2,148	761	(64.6%)	
250	UNEMPLOYMENT COMPENSATION	483	-	-	-	-	
	<b>TOTAL PERSONAL SERVICES</b>	<b>968,091</b>	<b>531,454</b>	<b>531,454</b>	<b>505,947</b>	<b>(4.8%)</b>	
	<b>OPERATING EXPENSES</b>						
310	PROFESSIONAL SERVICES	119,369	91,500	91,500	91,500	0.0%	Independent Financial Ptrs. and Principal, Atty's
320	ACCOUNTING & AUDITING	-	-	-	-	0.0%	
340	CONTRACTUAL SERVICES	63,070	8,100	8,100	14,700	81.5%	Courier, cleaning service
400	TRAVEL & PER DIEM	5,274	3,318	3,318	3,318	0.0%	See Travel Justification
420	FREIGHT AND POSTAGE	1,844	2,000	2,000	1,000	(50.0%)	Postage/UPS
430	UTILITY SERVICES	31,827	31,000	31,000	32,000	3.2%	
440	RENTALS AND LEASES	3,066	-	-	-	(100.0%)	
441	PROPERTY LEASES	114,137	102,949	102,949	105,743	2.7%	3% year increase
470	PRINTING & BINDING	112	1,250	1,250	1,250	0.0%	Annual report, Board Books
471	REPROGRAPHIC CHARGE	41	-	-	200	100.0%	
480	PROMOTIONAL ACTIVITIES	1,925	4,500	4,500	1,283	(71.5%)	Health Fairs, Parades, Mardi Gras
485	EMPLOYEE RECOGNITION	7,874	7,500	7,500	7,500	0.0%	
490	OTHER CURRENT CHARGES	3,304	6,000	6,000	4,000	(33.3%)	Legal ads
510	OFFICE SUPPLIES	18,744	13,000	13,000	10,000	(23.1%)	Board books, annual report
520	97006 OPERATING SUPPLIES	422	2,000	2,000	-	(100.0%)	
540	BOOKS, PUBLICATIONS & DUES	23,473	26,000	26,000	13,000	(50.0%)	FAA/AAA, and dues
550	TRAINING	2,652	2,400	2,400	2,400	0.0%	Reg fees, Outside inst fees, see Travel Justification
	<b>TOTAL OPERATING EXPENSES</b>	<b>397,134</b>	<b>301,517</b>	<b>301,517</b>	<b>287,894</b>	<b>(4.5%)</b>	

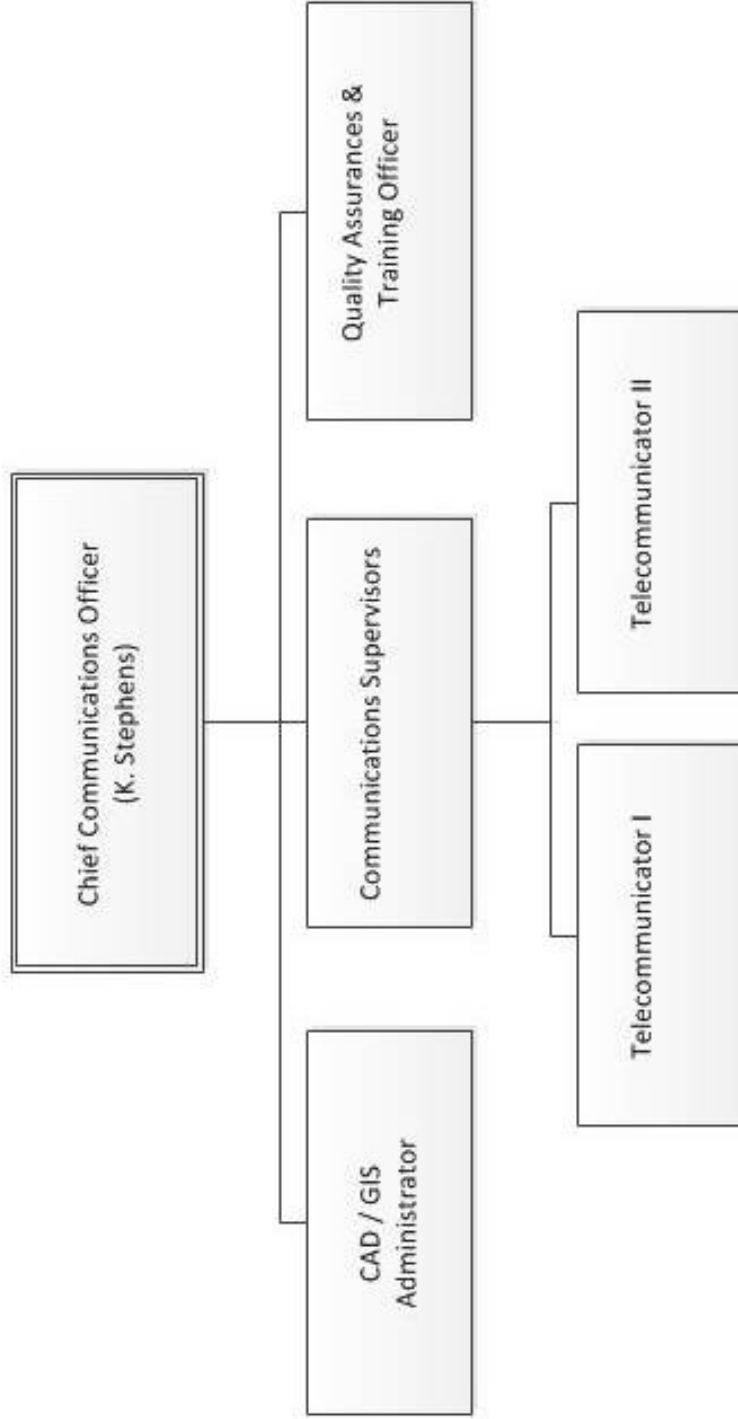
**ADMINISTRATION DEPARTMENT TRAVEL FORM - BUDGET YEAR 2013-2014**

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
Medical Director	State EMS Quarterly Meetings	TBA	300	-	300
Medical Director	Eagles Conference	TBA	618	200	818
Medical Director	EMS EXPO	Baltimore ,MD	450	500	950
Medical Director	Zoll User Conference	Denver, CO	600	500	1,100
Executive Director	EMS EXPO	Washington, DC	450	500	950
Executive Director	State EMS Quarterly Meetings	TBA	300	-	300
Executive Director	Pinnacle Leadership Conference	TBA	600	700	1,300
			3,318	2,400	5,718



# Lake Emergency Medical Services, Inc.

## Communications / Dispatch



**Dispatch Communications**

<b>Expenditures</b>	<b>Actual 2011-2012</b>	<b>Adopted 2012-2013</b>	<b>Amended 2012-2013</b>	<b>Approved 2013-2014</b>
Personal Services	\$ 2,001,234	\$ 1,790,278	\$ 1,790,278	\$ 1,781,096
Operating Expenses	155,229	98,051	101,752	40,650
Capital Outlay	N/A	N/A	N/A	N/A
<b>Total Expenditures</b>	<b>\$ 2,156,463</b>	<b>\$ 1,888,329</b>	<b>\$ 1,892,030</b>	<b>\$ 1,821,746</b>
Authorized Personnel	37	33	33	33

**Personnel**

<b><u>Classification</u></b>	<b><u>Actual 2011-2012</u></b>	<b><u>Current 2012-2013</u></b>	<b><u>Additions/ Eliminations</u></b>	<b><u>Approved 2013-2014</u></b>
Chief Communications Officer	1	1		1
CAD/GIS Administrator	1	1		1
Quality Assurance/Training Officer	1	1		1
Communications Supervisor	4	4		4
Telecommuter II	4	4		4
Telecommuter I	26	22		22
<b>Total Personnel</b>	<b>37</b>	<b>33</b>		<b>33</b>

**2013-2014  
Budget  
Amount**

Salaries and Wages	\$ 1,284,730
Overtime	45,000
Fringe Benefits	451,366
<b>Total Personal Services</b>	<b>\$ 1,781,096</b>

**DISPATCH COMMUNICATIONS JUSTIFICATION - BUDGET YEAR 2013-2014**

Account	Account Description	Actual	Adopted	Amended	Approved	2013-2014	
		Budget	Budget	Budget	Budget	Approved %	Justification
		2011-2012	2012-2013	2012-2013	2013-2014		
	<b>PERSONAL SERVICES</b>						
120	REGULAR SALARIES	1,422,583	1,289,100	1,289,100	1,284,730	(0.3%)	
140	OVERTIME	72,212	42,620	42,620	45,000	5.6%	
210	SOCIAL SECURITY MATCHING	109,585	101,877	101,877	101,724	(0.2%)	
220	RETIREMENT CONTRIBUTIONS	102,805	91,104	91,104	94,214	3.4%	
230	LIFE & HEALTH INSURANCE	287,383	258,918	258,918	252,978	(2.3%)	15% decrease in ER subsidy
240	WORKERS COMPENSATION	6,666	6,659	6,659	2,450	(63.2%)	
	<b>TOTAL PERSONAL SERVICES</b>	<b>2,001,234</b>	<b>1,790,278</b>	<b>1,790,278</b>	<b>1,781,096</b>	<b>(0.5%)</b>	
	<b>OPERATING EXPENSES</b>						
310	PROFESSIONAL SERVICES	-	-	-	-	0.0%	
340	CONTRACTUAL SERVICES	-	-	-	-	0.0%	
400	TRAVEL & PER DIEM	2,613	3,840	3,840	3,159	(17.7%)	See Travel Justification
430	UTILITY SERVICE	33,989	43,000	40,000	-	(100.0%)	
441	PROPERTY LEASES	28,645	29,413	29,413		(100.0%)	
460	REPAIRS AND MAINTENANCE	64,290	-	-	15,000	-	Charge back for ECOC
490	OTHER CURRENT CHARGES	25	1,000	1,000	250	(75.0%)	
510	OFFICE SUPPLIES	10,520	10,000	16,701	10,000	(40.1%)	
520	OPERATING SUPPLIES	2,566	1,500	1,500	3,921	161.4%	Headsets and adaptors - 2 yr replacement
540	BOOKS, PUBLICATIONS & DUES	4,350	4,094	4,094	980	(76.1%)	Dues and memberships
550	TRAINING	8,230	5,204	5,204	7,340	41.0%	Reg fees, Outside inst fees -See Travel Justification
	<b>TOTAL OPERATING EXPENSES</b>	<b>155,228</b>	<b>98,051</b>	<b>101,752</b>	<b>40,650</b>	<b>(60.0%)</b>	

**DISPATCH COMMUNICATIONS DEPARTMENT TRAVEL FORM - BUDGET YEAR 2013-2014**

<b>TRAVELERS JOB POSITION</b>	<b>DESCRIPTION OF SEMINAR</b>	<b>LOCATION</b>	<b>TRAVEL COST</b>	<b>TUIT / REGISTER</b>	<b>TOTAL</b>
Communications Staff	EMD/EFD Certification	TBA	330	4,135	4,465
Communications Dispatcher (20)	DOH Certification	TBA	55	625	680
Communications Staff	Summit confrence - ZOLL	Denver, CO	600	400	1,000
Communications Staff	Navigator Conf. - Priority Dispatch	TBA	2,030	830	2,860
Communications Staff	EMD-Q/EFD-Q Certification	TBA	144	1,350	1,494
			<b>3,159</b>	<b>7,340</b>	<b>10,499</b>

**TRAVEL JUSTIFICATION:**

**TRAVEL COST**

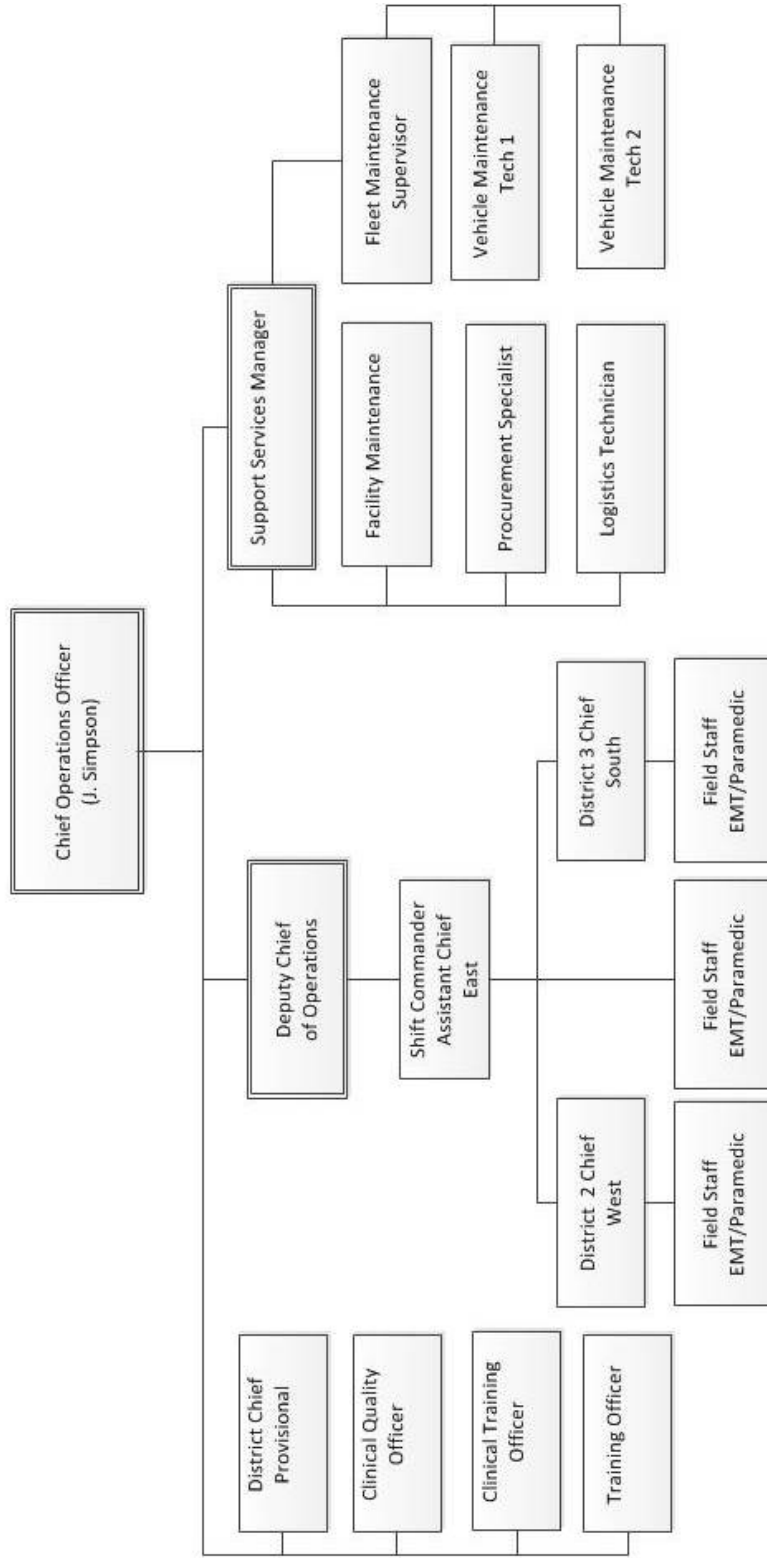
Priority Dispatch	EMD Certification Travel (new emplo	TBA	\$165.00	\$11 x 3 days x 5 emp
Priority Dispatch	EMD Certification Travel (new emplo	TBA	\$165.00	\$11 x 3 days x 5 emp
GIS/CAD Administrator	Summit Conference Travel - Zoll	Denver, CO	\$600.00	Air, Shuttle, Hotel, PD
CCO, CTO	Navigator Conference Travel	TBA	\$2,030.00	Air, Shuttle, Hotel, PD
Priority Dispatch	EMD-Q Medical Certification Travel	TBA	\$72.00	11 x 2 days x 1 emp
Priority Dispatch	EMD-Q Fire Certification Travel	TBA	\$72.00	11 x 2 days x 1 emp
Department of Health	DOH Exam Travel	TBA	\$55.00	11 x 1 day x 5 emp
			<b><u>\$3,159.00</u></b>	

**TUIT/REGISTRATION**

Priority Dispatch	EMD-Q Recertification (Winkler)	1	\$160.00	\$160.00	
Priority Dispatch	EMD/EFD Recertifications	11	\$85.00	\$935.00	
National Acad. of Emerg Disp.	Navigator Conference Reg.-Priority	2	\$415.00	\$830.00	
Priority Dispatch	EMD-Q Medical Certification	1	\$595.00	\$595.00	
Priority Dispatch	EMD-Q Fire Certification	1	\$595.00	\$595.00	
Priority Dispatch	EMD Certification (new employees)	5	\$320.00	\$1,600.00	
Priority Dispatch	EMD Certification (new employees)	5	\$320.00	\$1,600.00	
Department of Health	Telecommunicator Certification (nev	5	\$50.00	\$250.00	Application
Department of Health	Telecommunicator Certification (nev	5	\$75.00	\$375.00	Exam
ZOLL	Summit Conference Registration	1	\$400.00	\$400.00	
				<b><u>7,340</u></b>	



# Lake Emergency Medical Services, Inc. Operations





**Field Operations**

<b>Expenditures</b>	<b>Actual 2011-2012</b>	<b>Adopted 2012-2013</b>	<b>Amended 2012-2013</b>	<b>Approved 2013-2014</b>
Personal Services	\$ 8,706,178	\$ 8,907,914	\$ 8,838,914	\$ 9,028,267
Operating Expenses	2,384,054	2,372,263	2,341,505	2,402,753
Capital Outlay	13,597	297,121	470,766	512,825
<b>Total Expenditures</b>	<b>\$ 11,103,829</b>	<b>\$ 11,577,298</b>	<b>\$ 11,651,185</b>	<b>\$ 11,943,845</b>
Authorized Personnel	125	131	134	145

**Personnel**

<b><u>Classification</u></b>	<b><u>Actual 2011-2012</u></b>	<b><u>Current 2012-2013</u></b>	<b><u>Additions/ Eliminations</u></b>	<b><u>Approved 2013-2014</u></b>
Operations Support Super	1	1		1
Facilities Maintenance Tech	1	1		1
Fleet Maintenance Super	1	1		1
Logistics Technician (2)*	3	2	(1)	2
Procurement Specialist	1	1		1
Vehicle Maint Techs (2)	2	2		2
EMT's	52	46	5	51
District Chiefs	6	6		6
Paramedic	52	65	6	71
Assistant Chiefs	3	3		3
Chief Operations Officer	1	1		1
Deputy Chief	1	1		1
District Chief - Provisional	1	1		1
Clinical Quality Officer	1	1		1
Clinical Training Officer	1	1		1
Training Officer	1	1		1
Community Resource Officer*	1	-	(1)	0
Organizational Resource Officer*	1	-	(1)	0
Regulatory/Safety Compliance Officer*	1	-	(1)	0
<b>Total Personnel</b>	<b>131</b>	<b>134</b>	<b>7</b>	<b>145</b>

\* Re-allocated two (3) position to Field Operations and one (1) to Finance/HR

	<b><u>2013-2014 Budget Amount</u></b>
Salaries and Wages	6,234,965
Overtime	458,717
Fringe Benefits	2,334,585
<b>Total Personal Services</b>	<b><u>9,028,267</u></b>
Battery support system (5)	7,280
LP-15 Cardiac Monitors Replacements 59)	143,075
Stryker Power Pro Stretchers (5)	68,470
Ambulance Replacements (2)	294,000
<b>Total Capital Outlay</b>	<b><u>512,825</u></b>

OPERATIONS JUSTIFICATION - BUDGET YEAR 2013-2014

Account	Account Description	Actual Budget 2011-2012	Adopted Budget 2012-2013	Amended Budget 2012-2013	Approved Budget 2013-2014	2013-2014 Approved %	JUSTIFICATION
	<b>PERSONAL SERVICES</b>						
120	REGULAR SALARIES	5,712,981	5,815,635	5,877,594	6,234,965	6.1%	12 Sick/Relief Paramedics, plus 4 re-classified positions
140	OVERTIME	708,303	740,000	740,000	458,717	(38.0%)	12 Sick/Relief Paramedics, plus 4 re-classified positions
210	SOCIAL SECURITY MATCHING	470,317	501,506	506,246	504,799	(0.3%)	12 Sick/Relief Paramedics, plus 4 re-classified positions
220	RETIREMENT CONTRIBUTIONS	449,886	445,541	449,878	468,271	4.1%	12 Sick/Relief Paramedics, plus 4 re-classified positions
230	LIFE & HEALTH INSURANCE	1,121,765	1,027,826	1,039,595	1,111,570	6.9%	12 Sick/Relief Paramedics, plus 4 re-classified positions 15% decrease in ER subsidy
240	WORKERS COMPENSATION	242,926	377,406	225,601	249,945	10.8%	12 Sick/Relief Paramedics, plus 4 re-classified positions
	<b>TOTAL PERSONAL SERVICES</b>	<b>8,706,178</b>	<b>8,907,914</b>	<b>8,838,914</b>	<b>9,028,267</b>	<b>2.1%</b>	
	<b>OPERATING EXPENSES</b>						
310	PROFESSIONAL SERVICES	-	-	-	-	-	
340	CONTRACTUAL SERVICES	32,413	31,000	31,000	32,739	5.6%	Ecore Scheduling, Support Uniforms, Stericycle, cleaning service
400	TRAVEL & PER DIEM	4,666	4,100	4,100	4,700	14.6%	See Travel Justification
420	FREIGHT AND POSTAGE	646	500	500	550	10.0%	Postage, FedEx/UPS
430	UTILITY SERVICES	54,045	70,000	70,000	60,000	(14.3%)	
440	RENTALS & LEASES	2,400	110	110	110	0.0%	Propane tank rental
441	PROPERTY LEASES	152,937	156,923	156,923	162,512	3.6%	Support, St 151, St 131, St 141, St 221, St 311, Griffin Rd
450	INSURANCE	298,368	329,000	249,952	268,460	7.4%	General Liability, Marine, Theft, Fiduciary Ins
460	REPAIRS AND MAINTENANCE	226,844	262,119	277,309	265,000	(4.4%)	Maintenance contracts and station maintenance, cleaning contract
461	AUTO REPAIRS	211,548	225,000	225,000	225,000	0.0%	Extended warranties, price negotiations for parts
470	PRINTING & BINDING	11,767	10,000	10,000	5,000	(50.0%)	Misc forms for Field/Dispatch
490	OTHER CURRENT CHARGES	6,056	4,000	4,000	4,000	0.0%	Vehicle tags, licenses, renewals and permitting
510	OFFICE SUPPLIES	22,530	37,500	37,500	22,000	(41.3%)	
520	OPERATING SUPPLIES	19,758	15,411	15,411	20,000	29.8%	Hand tools, batteries (non-vehicle) household items
520	97010 OPERATING SUPPLIES	-	-	33,100			
521	MOTOR FUEL/OIL	476,981	525,000	525,000	525,000	0.0%	State contract with rebates
525	LINEN SUPPLIES	48,098	30,000	30,000	30,000	0.0%	Price negotiated with vendors
527	CLEANING SUPPLIES	24,709	20,000	20,000	20,000	0.0%	Bulk purchasing, mixing chemicals on site
532	UNIFORMS	109,166	112,485	112,485	75,000	(33.3%)	Pool uniform contract City of Clermont, Safety gear, name tags
535	MEDICAL SUPPLIES	517,918	402,900	402,900	514,717	27.8%	Price negotiated with vendors includes (2) new infant airway trainers
537	OXYGEN	65,836	60,000	60,000	60,000	0.0%	Price negotiated with vendor
538	PHARMACY SUPPLIES	93,882	70,000	70,000	85,000	21.4%	Bulk purchasing, price negotiated with vendors, medication changes
540	BOOKS, PUBLICATIONS & DUES	949	2,000	2,000	7,000	250.0%	Publications/Dues
550	TRAINING	2,537	4,215	4,215	15,965	278.8%	Reg fees, Outside inst fees, See Travel Justification
	<b>TOTAL OPERATING EXPENSES</b>	<b>2,384,054</b>	<b>2,372,263</b>	<b>2,341,505</b>	<b>2,402,753</b>	<b>2.6%</b>	

**OPERATIONS TRAVEL FORM - BUDGET YEAR 2013-2014**

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
Support/Maintenance Staff	Purchasing/Maint certification	TBA	600	1,500	2,100
Chief Operations Officer	Pinnacle 2014	TBA	600	700	1,300
Chief Operations Officer	EMS State of the Science	TBA	600	250	850
Chief Operations Officer	ZOLL User Conference	Denver, CO	600	500	1,100
Chief Operations Officer	EMS State Meetings	TBA	-	250	250
QD Staff member	EMS Today	TBA	900	430	1,330
QD Staff member	EMS Expo	TBA	450	500	950
Training Officer	Florida Emergency Professional	TBA	100	275	375
Field Training Coordinator	National Assoc of FTO's conf	TBA	850	310	1,160
Medic School	Lake Tech	Lake Tech	-	11,250	11,250
			4,700	15,965	20,665

**OPERATIONS CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2013-2014**

ITEM	UNIT PRICE	QTY	TOTAL	REPLACEMENT	ADDITIONAL EQUIPMENT
Battery Support system - Replacements LP-15	1,456	5	7,280	No longer services supported after 2016	
LP-15 Cardiac Monitor - Replacements	28,615	5	143,075	No longer services supported after 2018	
Stryker Stretchers Replacements	13,694	5	68,470	Replace equipment beyond typical life expectancy	
Ambulances - Replacements	147,000	2	294,000	Replace higher mileage units	
<b>Total Field Operations</b>			<b>512,825</b>		

**Capital Justifications:**

- Battery Support System  
Replacement for LP-12 battery chargers that will no longer be used after 2016. We have support for the LP-15's support systems and will need to continue replacing them.
- LP15 Cardiac monitors  
Replacement of LP-12 cardiac monitors that will no longer be serviced after 2016. As we have replaced several of them with LP-15's, we will need to continue with the replacing the remainder of them
- Stryker Stretchers Replacements  
Replace equipment that is beyond useful life expectancy
- Ambulance Replacements  
Replace higher mileage units and will surpass 250,000 miles during FY2013-2014. This will exceed the recommended mileage use for emergency

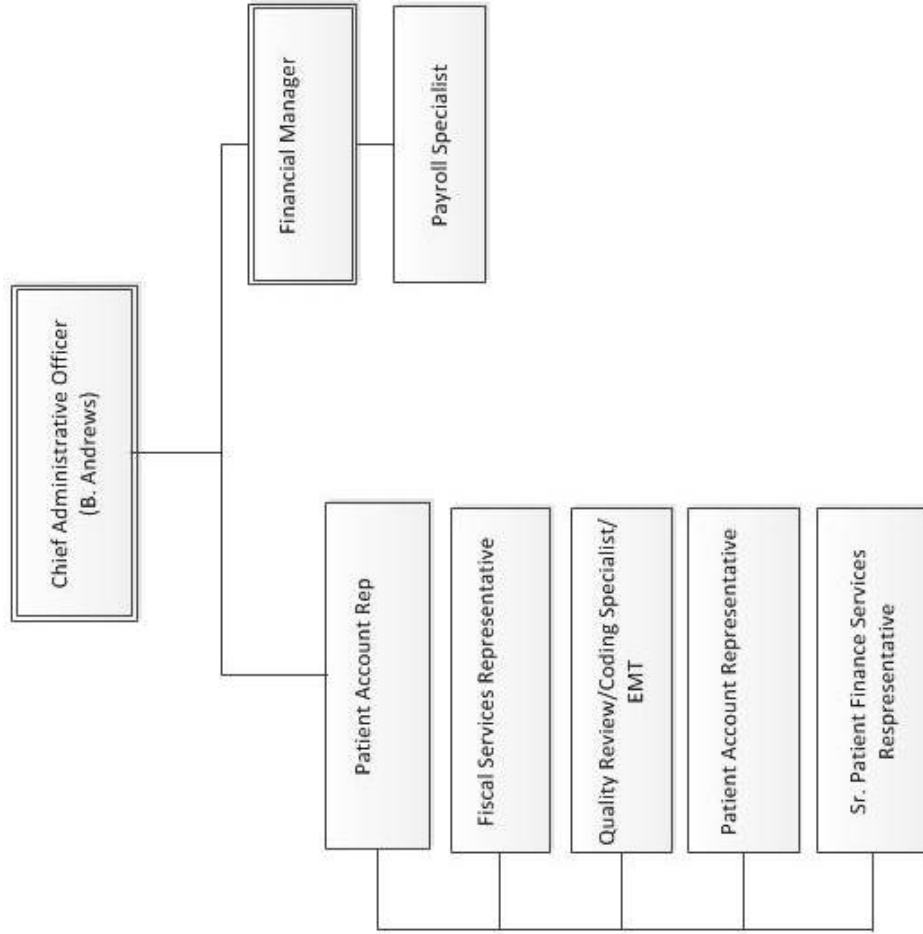
**The following items will be purchased directly by the county utilizing penny sales tax funds**

	QTY
Battery Support System - Replacements	1 1,456
LP-15 Cardiac Monitors Replacements	1 28,615
Stryker Stretchers Replacements	1 13,694
Ambulances - Replacements	1 147,000
Stair Chairs	5 5,735
Mobile Tablets (EPCR/MDT)	1 3,500
<b>Total</b>	<b>200,000</b>

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Lake Emergency Medical Services, Inc.  
Administration Services



**Admin Svcs/Patient Financial Services**

<b>Expenditures</b>	<b>Actual 2011-2012</b>	<b>Adopted 2012-2013</b>	<b>Amended 2012-2013</b>	<b>Approved 2013-2014</b>
Personal Services	\$ 397,907	\$ 399,668	\$ 399,668	\$ 397,636
Operating Expenses	175,820	144,115	148,615	117,150
Capital Outlay	N/A	N/A	N/A	N/A
<b>Total Expenditures</b>	<b>\$ 573,727</b>	<b>\$ 543,783</b>	<b>\$ 548,283</b>	<b>\$ 514,786</b>
Authorized Personnel	7	7	7	7

**Personnel**

<b><u>Classification</u></b>	<b><u>Actual 2011-2012</u></b>	<b><u>Current 2012-2013</u></b>	<b><u>Additions/ Eliminations</u></b>	<b><u>Approved 2013-2014</u></b>
Chief Administration Officer	1	1		1
Billing Representative	1	1		1
Fiscal Services Rep	1	1		1
Coder/Qty Revenue Spec	1	1		1
Patients Accounts Reps	2	2		2
Senior Patient Account Rep	1	1		1
<b>Total Personnel</b>	<b>7</b>	<b>7</b>		<b>7</b>

	<b><u>Budget Amount</u></b>
Salaries and Wages	\$ 295,389
Overtime	3,500
Fringe Benefits	98,747
<b>Total Personal Services</b>	<b>\$ 397,636</b>

**ADMIN SVCS/PATIENT FINANCIAL JUSTIFICATION - BUDGET YEAR 2013-2014**

Account	Account Description	Actual	Adopted	Amended	Approved	2013-2014	JUSTIFICATION
		Budget	Budget	Budget	Budget	Approved %	
		2011-2012	2012-2013	2012-2013	2013-2014		
	<b>PERSONAL SERVICES</b>						
120	REGULAR SALARIES	293,814	295,389	295,389	295,389	0.0%	
140	OVERTIME	2,066	4,000	4,000	3,500	(12.5%)	
210	SOCIAL SECURITY MATCHING	21,821	22,903	22,903	22,865	(0.2%)	
220	RETIREMENT CONTRIBUTIONS	22,412	20,957	20,957	21,669	3.4%	
230	LIFE & HEALTH INSURANCE	56,251	54,922	54,922	53,662	(2.3%)	15% decrease in ER subsidy
240	WORKERS COMPENSATION	1,543	1,497	1,497	551	(63.2%)	
	<b>TOTAL PERSONAL SERVICES</b>	<b>397,907</b>	<b>399,668</b>	<b>399,668</b>	<b>397,636</b>	<b>(0.5%)</b>	
	<b>OPERATING EXPENSES</b>						
310	PROFESSIONAL SERVICES	2,809	7,500	7,500	2,500	(66.7%)	Corporate Compliance Issues/Attorneys
340	CONTRACTUAL SERVICES	35,581	18,750	18,750	20,000	6.7%	Skip Tracing/Medicare, Medicaid Ins verification, Electronic claims, document shredding, Expanding clearinghouse services.
342	COLLECTION FEES	53,800	50,000	60,000	60,000	0.0%	Collection agency
400	TRAVEL & PER DIEM	916	750	750	1,950	160.0%	See attached travel
420	FREIGHT AND POSTAGE	25,263	24,000	24,000	22,000	(8.3%)	
430	UTILITY SERVICES	6,034	7,500	6,000	-	(100.0%)	Moved to Admin
440	RENTALS AND LEASES	330	-	-	-	-	
441	PROPERTY LEASES	23,916	24,565	17,065	-	(100.0%)	Moved to Admin
442	EQUIPMENT LEASES	765	1,100	1,100	3,500	218.2%	Postage Meter @ \$85 per month; Copier lease @\$200/mth (admin)
460	REPAIR & MAINTENANCE	17,206	-	3,500	-	-	
470	PRINTING & BINDING	246	250	250	-	(100.0%)	
490	OTHER CURRENT CHARGES	2,420	3,000	3,000	1,500	(50.0%)	Certifications, legal ads, Bank of America Fees and Discover Card Fees
510	OFFICE SUPPLIES	5,854	5,000	5,000	4,000	(20.0%)	
540	BOOKS, PUBLICATIONS & DUES	284	-	-	-	-	
550	TRAINING	395	1,700	1,700	1,700	0.0%	Reg fees, Outside inst fees
	<b>TOTAL OPERATING SERVICES</b>	<b>175,819</b>	<b>144,115</b>	<b>148,615</b>	<b>117,150</b>	<b>(21.2%)</b>	



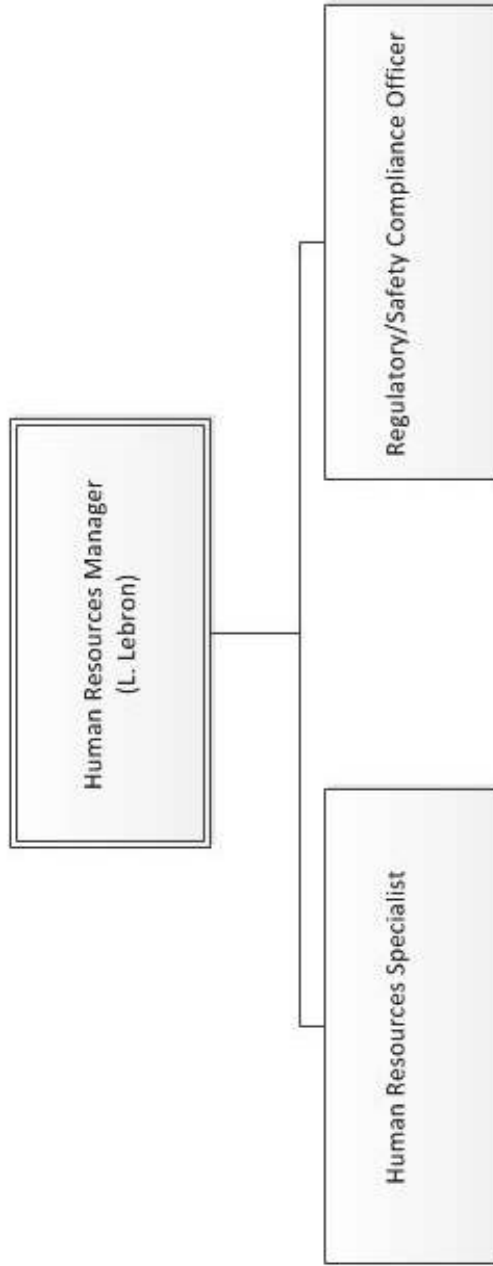
**ADMIN SVCS/PATIENT FINANCIAL DEPARTMENT TRAVEL FORM - BUDGET YEAR 2013-2014**

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
PFS Staff	PWW ABC3 Billing/Coding Clinic	TBA	50	400	450
PFS Staff	PWW ABC3 Billing/Coding Clinic	TBA	50	400	450
PFS Staff	PWW ABC3 Billing/Coding Clinic	TBA	50	400	450
Chief Administration Officer	State Quarterly Ems Meetings	TBA	-	-	-
Chief Administration Officer	Misc. Medicare/Medicaid Conf.	TBA	-	-	-
Chief Administration Officer	AAA Reimbursement Conf	TBA	1,800	500	2,300
			1,950	1,700	3,650



# Lake Emergency Medical Services, Inc.

## Human Resources



**Admin Srvs/Finance-HR**

<b>Expenditures</b>	<b>Actual 2011-2012</b>	<b>Adopted 2012-2013</b>	<b>Amended 2012-2013</b>	<b>Approved 2013-2014</b>
Personal Services	\$ -	\$ 333,590	\$ 333,590	\$ 415,288
Operating Expenses	-	104,371	91,171	79,971
Capital Outlay	-	N/A	N/A	N/A
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 437,961</b>	<b>\$ 424,761</b>	<b>495,259</b>
Authorized Personnel	0	4	5	5

**Personnel**

<b><u>Classification</u></b>	<b><u>Actual 2011-2012</u></b>	<b><u>Current 2012-2013</u></b>	<b><u>Additions/ Eliminations</u></b>	<b><u>Approved 2013-2014</u></b>
Finance Manager	0	1		1
Payroll Specialist	0	1		1
Regulatory/Safety Compliance Off*	0	1		1
HR Specialist	0	1		1
Human Resources Manager	0	1		1
<b>Total Personnel</b>	<b>0</b>	<b>5</b>		<b>5</b>

\*This position was re-allocated from Field Operations

	<b>Budget Amount</b>
Salaries and Wages	\$ 317,930
Overtime	1,800
Fringe Benefits	95,558
<b>Total Personal Services</b>	<b>\$ 415,288</b>

**ADMIN SVCS/FINANCE-HR DEPARTMENT JUSTIFICATION - BUDGET YEAR 2013-2014**

<i>Account</i>	<i>Account Description</i>	<i>Actual Budget 2011-2012</i>	<i>Adopted Budget 2012-2013</i>	<i>Amended Budget 2012-2013</i>	<i>Approved Budget 2013-2014</i>	<i>2013-2014 Approved%</i>	<i>JUSTIFICATION</i>
	<b>PERSONAL SERVICES</b>						
120	REGULAR SALARIES	-	252,930	252,930	317,930	25.7%	Added a re-classified position
140	OVERTIME	-	1,700	1,700	1,800	5.9%	Added a re-classified position
210	SOCIAL SECURITY MATCHING	-	19,479	19,479	24,459	25.6%	Added a re-classified position
220	RETIREMENT CONTRIBUTIONS	-	17,824	17,824	23,180	30.0%	Added a re-classified position
230	LIFE & HEALTH INSURANCE	-	31,384	31,384	38,330	22.1%	Added a re-classified position/15% decrease in ER subsidy
240	WORKERS COMPENSATION	-	1,273	1,273	589	(53.7%)	Added a re-classified position
250	UNEMPLOYMENT COMPENSATION	-	9,000	9,000	9,000	0.0%	Added a re-classified position
	<b>TOTAL PERSONAL SERVICES</b>	-	<b>333,590</b>	<b>333,590</b>	<b>415,288</b>	24.5%	
	<b>OPERATING EXPENSES</b>						
310	PROFESSIONAL SERVICES	-	12,646	20,646	12,646	(38.7%)	US Healthworks, Edge, Cenrta Care, Lake Center for Rehab
320	ACCOUNTING AND AUDITING FEES	-	19,200	-	-	-	
340	CONTRACTUAL SERVICES	-	56,375	56,375	56,375	0.0%	Ceridian - payroll provider
400	TRAVEL & PER DIEM	-	2,400	2,400	600	(75.0%)	See Travel Justification
420	FREIGHT AND POSTAGE	-	1,300	1,300	1,000	(23.1%)	FedEx/UPS
470	PRINTING & BINDING	-	1,250	1,250	1,250	0.0%	Budget books, Orientation
490	OTHER CURRENT CHARGES	-	1,000	1,000	1,000	0.0%	Recruiting Ads
510	OFFICE SUPPLIES	-	4,000	3,000	3,000	0.0%	Orientation, budget books toner cartridge
540	BOOKS, PUBLICATIONS & DUES	-	4,000	3,000	3,000	0.0%	Dues, Subscriptions and memberships
550	TRAINING	-	2,200	2,200	1,100	(50.0%)	Registration Fees
	<b>TOTAL OPERATING EXPENSES</b>	-	<b>104,371</b>	<b>91,171</b>	<b>79,971</b>	(12.3%)	

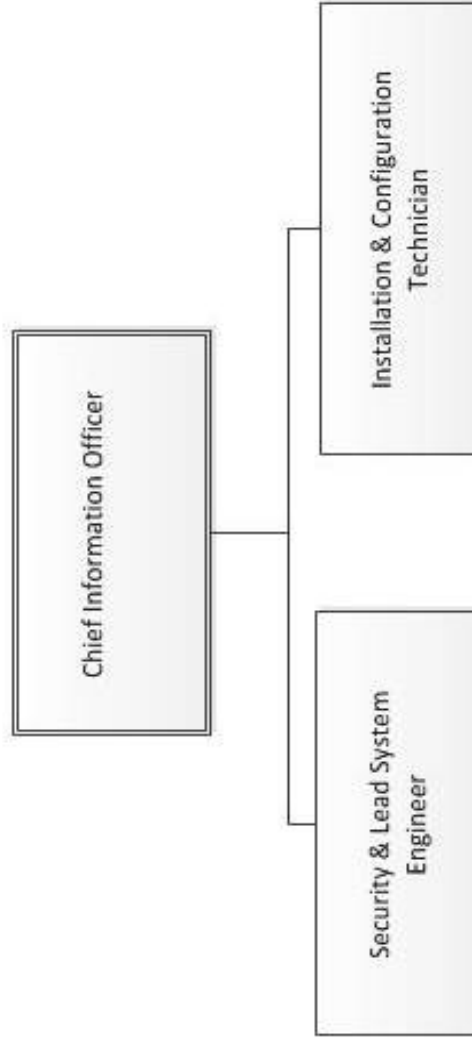
**ADMIN SVCS/FINANCE-HR DEPARTMENT TRAVEL FORM - BUDGET YEAR 2013-2014**

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
Finance Manager	FGFOA Spring Conference	TBA	500	750	1,250
Finance Manager	Ceridian User Group meeting	Orlando, FL	-	-	-
Payroll Specialist	Ceridian User Group meeting	Orlando, FL	-	-	-
HR Specialist	Labor Relations Training/Fisher & Phillips	Orlando, FL	-	175	175
HR Manager	Labor Relations Training/Fisher & Phillips	Orlando, FL	-	175	175
HR Manager	Ceridian User Group meeting	Orlando, FL	-	-	-
HR Manager	Other Lake County meetings	Lake County	100	-	100
			600	1,100	1,700



# Lake Emergency Medical Services, Inc.

## Information Services



### Information Services

<b>Expenditures</b>	<b>Actual 2011-2012</b>	<b>Adopted 2012-2013</b>	<b>Amended 2012-2013</b>	<b>Approved 2013-2014</b>
Personal Services	\$ 383,226	\$ 374,708	\$ 374,708	\$ 261,891
Operating Expenses	386,952	646,731	633,731	687,541
Capital Outlay	9,033	17,500	43,000	31,000
<b>Total Expenditures</b>	<b>\$ 779,211</b>	<b>\$ 1,038,939</b>	<b>\$ 1,051,439</b>	<b>\$ 980,432</b>
Authorized Personnel	4	4	3	3

### Personnel

<u>Classification</u>	<u>Actual 2011-2012</u>	<u>Current 2012-2013</u>	<u>Additions/ Eliminations</u>	<u>Approved 2013-2014</u>
Chief Information Officer	1	1		1
Installation/Conf Tech*	1	1	-1	0
Sec & Lead Sys Supp Tech	1	1		1
Systems Support Technician	1	1		1
<b>Total Personnel</b>	<b>4</b>	<b>4</b>		<b>3</b>

\*Re-allocated one (1) position to Field Operations

	<u>Budget Amount</u>
Salaries and Wages	\$ 187,580
Overtime	20,000
Fringe Benefits	54,311
<b>Total Personal Services</b>	<b>\$ 261,891</b>

### Capital Outlay - Detail

Identification Photo Card System (1)	3,000
Plotter (1)	6,000
Servers (1)	8,000
Mobile Tablets (EPCR/MDT) (4)	14,000
<b>Total Capital Outlay</b>	<b>\$ 31,000</b>

**INFORMATION SERVICES JUSTIFICATION - BUDGET YEAR 2013-2014**

<b>Account</b>	<b>Account Description</b>	<b>Actual Budget 2011-2012</b>	<b>Adopted Budget 2012-2013</b>	<b>Amended Budget 2012-2013</b>	<b>Approved Budget 2013-2014</b>	<b>2013-2014 Approved %</b>	<b>JUSTIFICATION</b>
	<b>PERSONAL SERVICES</b>						
120	REGULAR SALARIES	262,167	246,153	246,153	187,580	(23.8%)	Re-classified one position to Field Operations
140	OVERTIME	32,610	52,000	52,000	20,000	(61.5%)	Re-classified one position to Field Operations
210	SOCIAL SECURITY MATCHING	21,923	22,809	22,809	15,880	(30.4%)	Re-classified one position to Field Operations
220	RETIREMENT CONTRIBUTIONS	22,409	20,871	20,871	15,050	(27.9%)	Re-classified one position to Field Operations
230	LIFE & HEALTH INSURANCE	42,769	31,384	31,384	22,998	(26.7%)	Re-classified one position to Field Operations/15% decrease in ER subsidy
240	WORKERS COMPENSATION	1,347	1,491	1,491	383	(74.3%)	Re-classified one position to Field Operations
	<b>TOTAL PERSONAL SERVICES</b>	<b>383,225</b>	<b>374,708</b>	<b>374,708</b>	<b>261,891</b>	<b>(30.1%)</b>	
	<b>OPERATING EXPENSES</b>						
310	PROFESSIONAL SERVICES	-	25,000	15,000	15,000	0.0%	Electrical, wiring, network specialists
340	CONTRACTUAL SERVICES	-	10,000	10,000	36,555	265.6%	Specialized computer, network and radio engineering (transfer to County)
400	TRAVEL & PER DIEM	1,694	-	15	1,000	500	See Travel justification
410	COMMUNICATIONS & FREIGHT	63,376	61,512	61,512	71,015	15.4%	Increase due to links supporting ECOC, Internet, static IP addresses, EVDO cards, T-1 circuits
411	TELEPHONE	93,923	99,231	99,231	78,435	(21.0%)	DSL/Phone/Fax for stations, and radio circuits
412	CELLULAR TELEPHONE	25,336	31,314	31,314	48,705	55.5%	Increase due to Air Watch security addition and text plan to Sprint
413	PAGING SERVICES	1,044	1,439	1,439	1,439	0.0%	Paging service for Dispatch
420	FREIGHT AND POSTAGE	179	500	500	500	0.0%	Postage, FedEx/UPS
430	UTILITY SERVICES	634	635	635	24,000	3679.5%	Move to Dispatch Communications location
441	PROPERTY LEASES	16,378	16,820	16,820	16,068	(4.5%)	Information Services lease increase 3% a year
442	EQUIPMENT LEASES	12,373	12,318	12,718	13,338	4.9%	Sugarloaf tower Lease 3% increase each year
460	REPAIRS AND MAINTENANCE	71,241	134,048	131,048	121,038	(7.6%)	Radio System Maintenance, warranty maintenance, UPS and Generator maintenance
490	OTHER CURRENT CHARGES	25	500	500	400	(20.0%)	
510	OFFICE SUPPLIES	97,766	252,147	251,732	256,681	2.0%	Computer/Server parts, software licenses, Network equip, Tablet/Mobile unit supplies.
520	OPERATING SUPPLIES	-	500	500	500	0.0%	Replacement tools
540	BOOKS, PUBLICATIONS & DUES	2,159	767	767	2,367	208.6%	Increase due to adding Info-Tech Research Subscription, dues, update technical support library, research costs
550	TRAINING	825	-	-	500	1,500	Reg fees, Outside inst fees - Will provide in-house training
	<b>TOTAL OPERATING EXPENSES</b>	<b>386,953</b>	<b>646,731</b>	<b>633,731</b>	<b>687,541</b>	<b>8.5%</b>	



**INFORMATION SERVICES DEPARTMENT TRAVEL FORM - BUDGET YEAR 2013-2014**

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
Security and Lead Systems	Zoll User Conference	Denver, CO	600	500	1,100
Information Services Manager	Institute of Government CCIO	Tampa, FL	400	-	400
			1,000	500	1,500

**INFORMATION SERVICES DEPARTMENT CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2013-2014**

ITEM	UNIT PRICE	QTY	TOTAL	REPLACEMENT	ADDITIONAL EQUIPMENT
Identification Card system	3,000	1	3,000		Create photo identifications badges for employees
Plotter	6,000	1	6,000		Create presentation maps and other presentations on a larger scale
Servers	8,000	1	8,000	Replacement virtualization host servers	
Mobile Tables (EPCR/MDT)	3,500	4	14,000	Replaces end-of-cycles field tablets	
<b>Total Information Services</b>			<b>31,000</b>		

**Capital Justification:**

Identification Card System      Create photo identifications badges for employees

Plotter      Create presentation maps and other presentations on a larger scale

Servers      HP DL380 G8 will replace aging G5 with over 5 years of 24x7 operations. Older servers will be reconditioned for backup targets and test environments

Mobile Tablets      The Panasonic Toughbook CF19's will replace aging models with over 5 years of operation, malfunction USB ports and touch screens. We have done a fantastic job of extending the operational life of these assets in a high wear environment. Additionally, this purchase will be made off Florida WSCA State contract 250-WSA-10-ACS. We are taking advantage of the Florida State contract which was extended to us through negotiation with CDW-G.

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# **GLOSSARY**

## Glossary

**Accrual Accounting** - Transactions are recognized as revenues or expenses when they occur, regardless of the timing of related cash flows.

**Adopted Budget** - The financial plan of revenues and expenditures for a fiscal year as approved by the Lake EMS Board of Directors and the respective Board of County Commissioners of Lake County.

**Amendment** - A change to an adopted budget, which may increase or decrease a fund total.

**Appropriation** - A specific amount of funds authorized by Lake EMS to a department from which obligations may be incurred and expenditures may be made.

**Budget** - A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

**Budget Document** - The official written statement of the annual fiscal year financial plan for Lake EMS.

**Budget Message** - A brief written statement presented by the Executive Director to explain principal budget issues.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**Division** - A basic organizational unit that is functionally unique in its service delivery.

**Encumbrance** - The commitment and setting aside, but not yet expending, of appropriated funds to purchase an item or service.

**Expenditure** - Decreases in fund financial resources, through actual payments of transfers for the procurement of assets or the cost of goods and/or services received.

**Fees** - A charge by Lake EMS associated with providing a service.

**Fiscal Policy** - The Lake EMS policies with respect to spending as these relate to ambulance services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of budgets and their funding.

## **Glossary**

**Fiscal Year** - The annual budget year which runs from October 1 through September 30.

**Fringe Benefits** - These employee benefits include social security, retirement, group health, dental, and life insurance.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** - The excess of fund assets over liabilities. These unspent funds can be carried forward to the following year's budget.

**GAAP** - (Generally Accepted Accounting Principles) - Accounting Rules and procedures established by authoritative bodies or conventions that have evolved through custom and common usage.

**Goal** - A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

**Grant** - A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specified purpose.

**Level of Service** - The existing or current services, programs, and facilities provided by government for its citizens. Level of service is dependent upon needs, alternatives, and available resources.

**Line-item Budget** - A budget that lists each account category separately along with dollar amounts budgeted for each account, such as office supplies, travel and per diem, or rent.

**Mandate** - Any responsibility, action, or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order, or that is required as a condition of aid.

**Modified Accrual Basis of Accounting** - A basis of accounting whereby revenues are recognized when they become measurable and available. Expenditures are recognized when a liability is incurred.

**Municipal Service Taxing Unit (MSTU)** - A specific area of the unincorporated County where a district is created by the Board of County Commissioners to levy a special millage (ad valorem tax) to provide municipal-type services.

## **Glossary**

**Object Code** - An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into personal services, operating expenses, capital outlay, and other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandated by the State of Florida Uniform Accounting System.

**Objective** - The planned attainment of an accomplishment which contributes to reaching an established goal.

**Operating Budget** - A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of (a) the services, activities, and sub-activities comprising of Lake EMS operations; (b) the resultant expenditure requirements; and (c) the resources available for their support.

**Operating Expenses** - These are expenses of day-to-day operations such as office supplies, repair and maintenance, and travel and per diem.

**Personal Services** - Costs related to compensating employees, including salaries and wages and fringe benefits.

**Reserve** - An account used to indicate that a portion of fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Revenue** - Funds that Lake EMS receives as income. These receipts include Private Pay, Medicare, Medicaid, Contract, Commercial and HMO fees, tax subsidies, interest earnings and grants.

**Revenue Estimate** - A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of funds still available for future needs.

**Uniform Accounting System** - The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

**User Fees** - The fees charged for direct ambulance and rescue services.

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