

LAKE EMERGENCY MEDICAL SERVICES, INC.

"In Rhythm with Our Community"



Approved Annual Budget

Approved Budget for the Fiscal Year
October 1, 2015 through September 30, 2016

Approved Annual Budget – 2016

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

Mayor 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

MEDICAL DIRECTOR
Dr. Danielle Dragoo

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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LAKE EMERGENCY MEDICAL SERVICES, INC.

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

September 30, 2015

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
Mayor 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 provide the approved detailed budget for Lake Emergency Medical Services, Inc. (Lake EMS) for the fiscal year ending September 30, 2016. At the June 23, 2015 Board of Directors' Meeting the proposed budget summary documents – which provided specific revenue and expenditure information, as well as the proposed organizational chart and the proposed ambulance deployment model – were reviewed and approved. This budget was approved at the September 29, 2015 Lake EMS Board of Directors Meeting.

The approved budget revenues include nearly \$12.7 million from user fees, \$6 million in County Subsidy, and a balance carried forward of \$500,000 for a total revenue of nearly \$19.2 million. There is also a request of \$300,000 to the Lake County Board of County Commissioners from the One Cent Sales Tax fund for capital replacement.

Here are some highlights of the approved 2016 Lake EMS Budget:

1. Staffing Augmentations
 - a. Continue funding for 5 EMT and 5 Paramedic positions for 2 additional 13 hour Ambulances and the conversion of a current 13 hour Ambulance to 24 hour to address increased demand for service and transports.
 - b. Provide 2 additional Telecommunicator positions to address staffing deficiencies related to increased demand for service.
 - c. Provide 1 additional Patient Billing Representative position to relieve the excessive backlog related to the increased demand for transports.
2. Retention and Benefits
 - a. Provide 3% salary adjustments for all staff.
 - b. Funding for additional employee recognition initiatives to increase retention.
 - c. Funding for increase in employer portion for staff health insurance.
 - d. Additional Over Time funding to address vacancies created by current staffing turnover trends.

Voice: 352-383-4554 Facsimile: 352-735-4475 www.lakeems.org

3. Capital
 - a. Continue the capital replacement plan for Ambulance Re-chassis and equipment.

All of us at Lake EMS are committed to maintaining our standard as a premier pre-hospital provider; therefore, during the 2016 Fiscal Year there will be a strong emphasis on the continued assessment of the current Ambulance Deployment model's ability to meet the increase demand for service and transports. Additionally, efforts will continue to strengthen relationships with our Community Partners so the EMS System of Lake County can appropriately respond to those in need.

Thank you for your continued support of Lake EMS; it is my pleasure to provide you with a copy of the Approved 2015 -2016 Lake EMS Budget.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gerald L. Smith II", with a long horizontal flourish extending to the right.

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 2016

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.

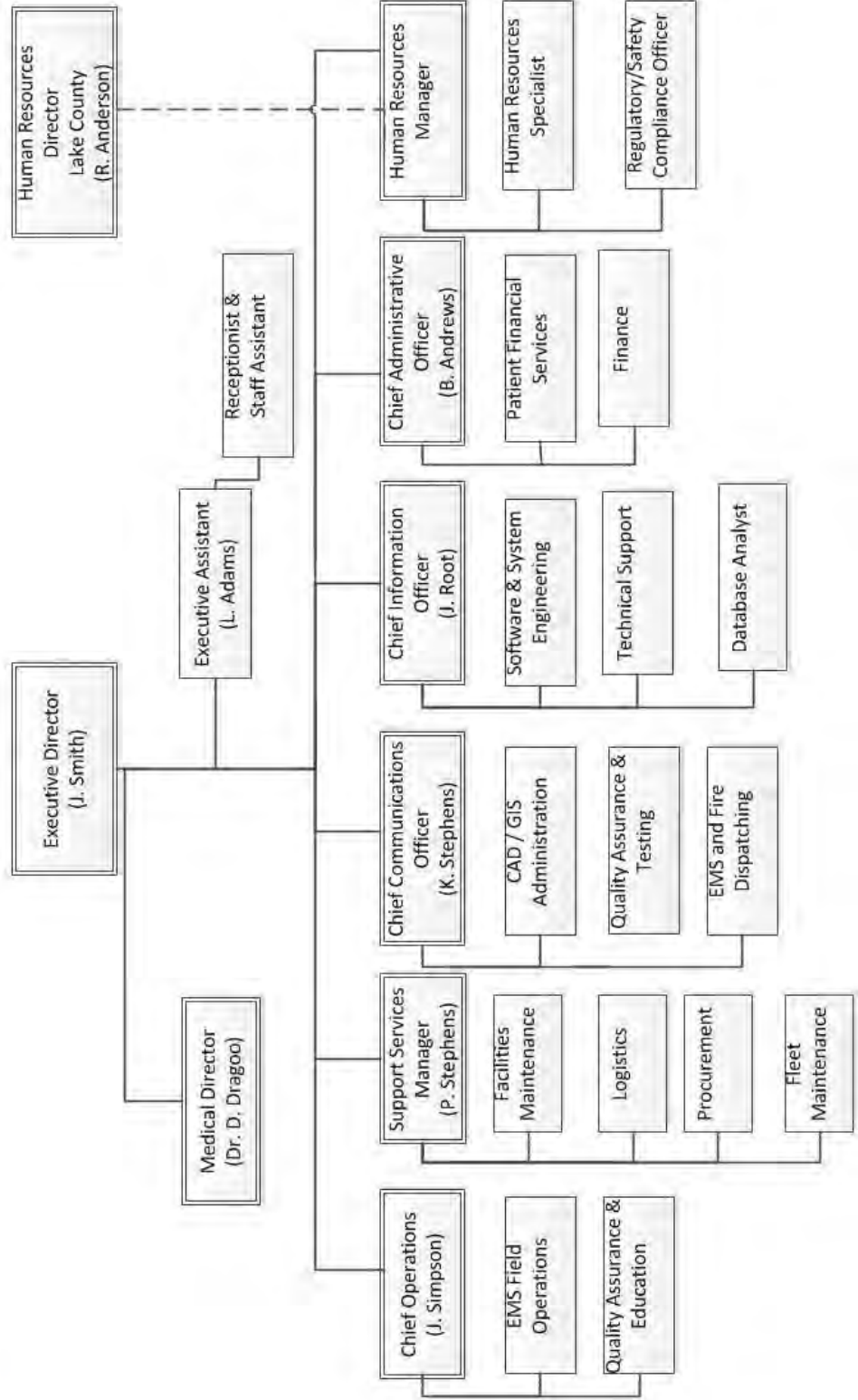
GOAL: Improve corporate efficiencies through open source technologies and develop a predictive analytics solution for field operations.

- *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.

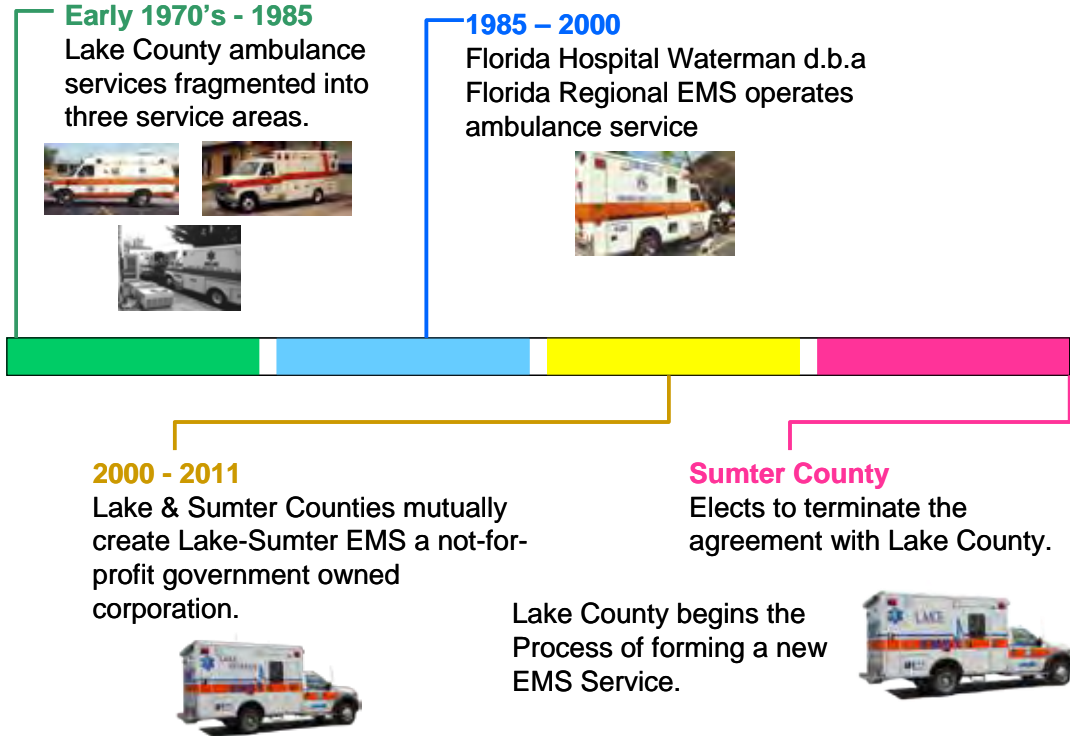


Lake Emergency Medical Services, Inc.

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

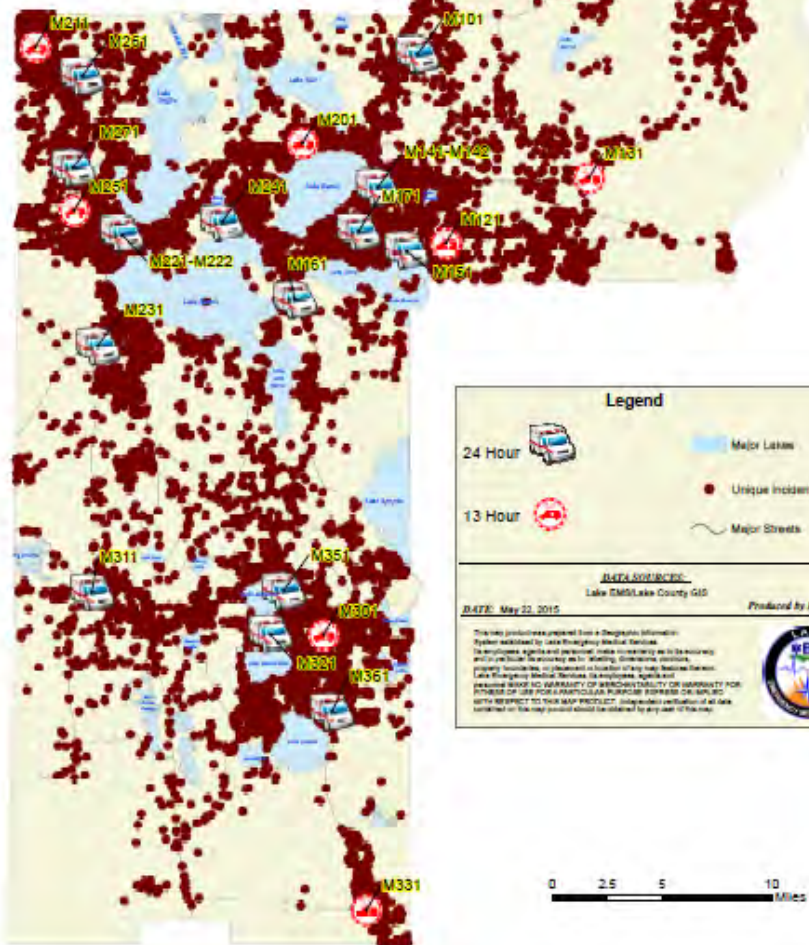
County	2009	2010	2011	2012	2013	2014	2015	2016
Lake	294,456	297,052	298,265	299,677	303,317	309,407	317,329	325,072
Florida	18,819,000	18,788,795	18,934,287	19,074,434	19,259,543	19,485,270	19,789,625	20,075,695

Source: Florida Office of Economic and Demographic Research

LAKE EMERGENCY MEDICAL SERVICES



*Fiscal Year 2016 Ambulance
Deployment with Fiscal
Year 2014 Unique Incidents*



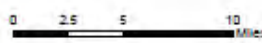
Legend

- 24 Hour
- 13 Hour
- Unique Incidents
- Major Lakes
- Major Streets

DATA SOURCES:
Lake EMS/Lake County GIS

DATE: May 22, 2015 **Produced by Lake EMS**

This data product was prepared from a Geographic Information System maintained by Lake Emergency Medical Services. The accuracy, quality and reliability of the data is not warranted and the user assumes all liability for any use. Lake Emergency Medical Services disclaims any and all liability for any use of this data product. The user assumes all liability for any use of this data product. The user assumes all liability for any use of this data product.



FILE: TRACKING AMBULANCE DEPLOYMENT TO 911 CALLS AND INCIDENTS TO 911 CALLS

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 proposed. 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 fund 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 a 3% annual increase, 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 after the first year of the re-organization of Lake EMS, Inc.

Capital Outlay: Purchases of equipment are budgeted for 2016, in accordance with the LEMS Capital Replacement and Upgrade Plan.

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 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 13 summarizes the 2015 amended Lake EMS budget and the approved budget for 2016 with a comparison of fiscal years 2012, 2013 and 2014 percent change.

The Administrative Fee to the Clerk of Courts is \$160,000 for fiscal year 2016.

MAJOR HIGHLIGHTS

The approved budget focuses on critical capital equipment replacement needs. The capital replacement program with \$893,462 and additional items will be purchased by Lake County with \$300,000 of one cent sales tax funds.

With a total of three (3) FTE positions being added, a 3% pay increase and an increase in Health Benefits of \$1,600. The Personal Services budget was only increased by 10.2% over the 2015 amended budget and represents a 22% increase in Field Overtime and 66.7% in Dispatch Communications Overtime.

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BUDGET SUMMARY

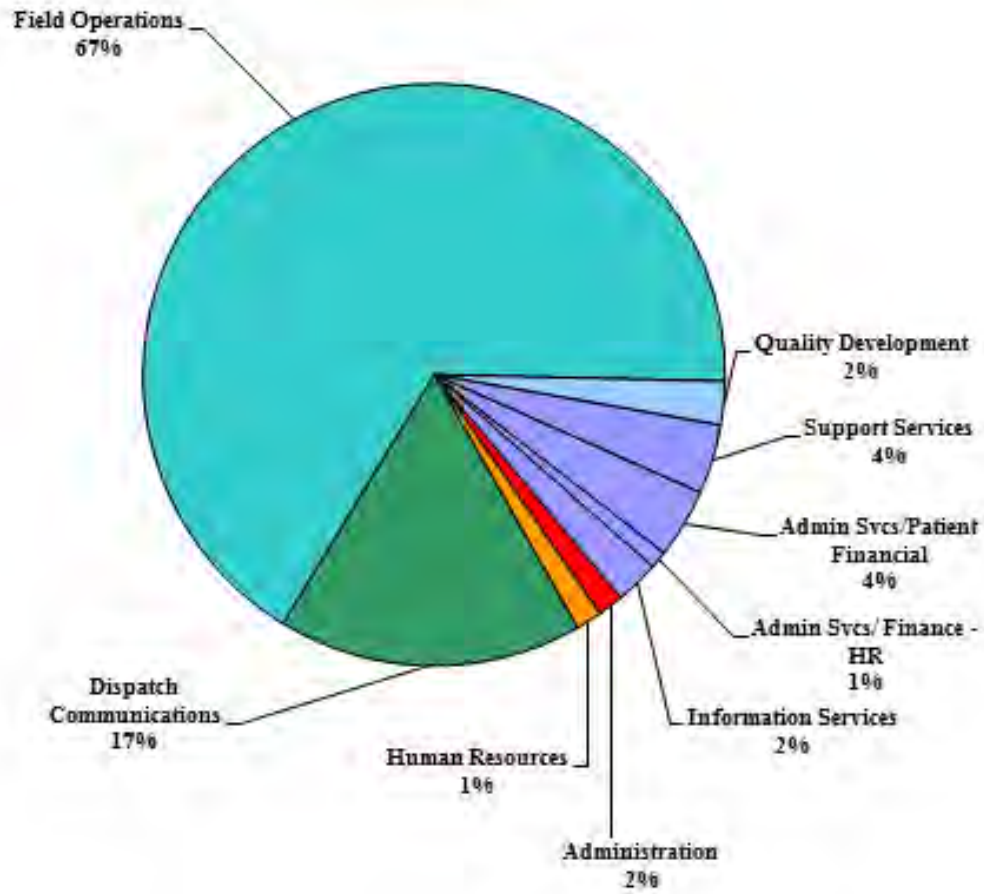
Lake Emergency Medical Services, Inc.
Budgeted Statement of Operations
Approved Budget 2016

	2012 Actual Budget	2013 Actual Budget	2014 Actual Budget	2015 Amended Budget	2016 Approved Budget	2016 Baseline%
REVENUES:						
Private Pay Fees	3,078,719	2,900,035	3,669,355	2,739,588	3,201,906	16.9%
Medicare Fees	8,785,173	9,817,230	11,526,790	11,679,931	13,650,970	16.9%
Medicaid Fees	1,640,896	1,437,529	2,071,301	1,879,593	2,196,782	16.9%
Contract Fees	187,736	165,078	205,050	189,142	221,061	16.9%
Commercial & HMO Fees	2,177,519	1,996,010	2,429,352	2,506,933	2,929,989	16.9%
Less Bad Debt Expense	(2,581,396)	(3,254,940)	(4,046,481)	(3,266,238)	(3,958,698)	21.2%
Less Contractual Allowances	(2,531,419)	(2,789,334)	(4,908,323)	(5,020,006)	(5,582,526)	11.2%
Net Charges for Services	10,757,228	10,271,608	10,947,044	10,708,943	12,659,484	18.2%
EMS Matching Grant	-	-	-	-	-	-
Federal Disaster Relief	-	-	-	-	-	-
State Disaster Relief	-	-	-	-	-	-
Public Safety (Local)	-	-	-	35,000	-	-
Urban Areas Security Initiative Grant	-	142,744	-	-	-	-
Motor Fuel Tax Rebate (State)	-	-	-	-	-	-
Other Miscellaneous Revenues	71,679	56,847	51,317	6,000	6,000	0.0%
P-card Rebate	-	-	-	18,000	18,000	0.0%
Other Dispatch Fees	103,620	-	-	-	-	-
Surplus Furn/Fix/Eq	-	-	12,185	-	-	-
Ins Proc/Loss Furn/Fix/Equip	49,959	5,200	134,285	-	-	-
Other Charges for Services	816	103	-	500	500	0.0%
Reimbursements	1,034	1,005	658	-	-	-
Interest	393	158	-	-	-	-
Donations	125	100	100	100	100	0.0%
Other Public Safety	60	50	-	-	-	-
Highway Safety Grant	-	-	-	-	-	-
Lake County Subsidy	5,482,993	5,208,843	5,300,000	6,000,000	6,000,000	0.0%
Total Miscellaneous Revenues	5,710,679	5,415,050	5,498,545	6,059,600	6,024,600	(0.6%)
Balance Carried Forward	-	316,336	-	300,000	500,000	-
Total Revenues	16,467,907	16,002,994	16,445,589	17,068,543	19,184,084	12.4%
EXPENDITURES:						
Personal Services	\$ 12,456,635	\$ 12,108,298	\$ 12,313,406	\$ 12,820,488	14,134,256	10.2%
Operating Expenses	3,678,642	3,252,799	3,802,209	3,681,127	3,996,366	8.6%
Capital Outlay	22,630	481,897	169,974	406,928	893,462	119.6%
Administration Costs	160,000	160,000	160,000	160,000	160,000	0.0%
Total Expenditures	16,317,907	16,002,994	16,445,589	17,068,543	19,184,084	12.4%
Reserve for Contingencies	150,000	-	-	-	-	-
Total Expenditures Plus Reserve	16,467,907	16,002,994	16,445,589	17,068,543	19,184,084	12.4%
Excess of Revenues Over Expenditures	-	-	-	-	-	-

**Lake Emergency Medical Services
Position Summary by Department
FY 2016**

Department	Current	Approved New Positions	Total
Administration	3		3
Human Resources	3		3
Dispatch Communications	33	2	35
Field Operations	138		138
Quality Development	5		5
Support Services	8		8
Patient Financial Services	7	1	8
Finance	2		2
Information Services	5		5
Total	204	3	207

Position Summary

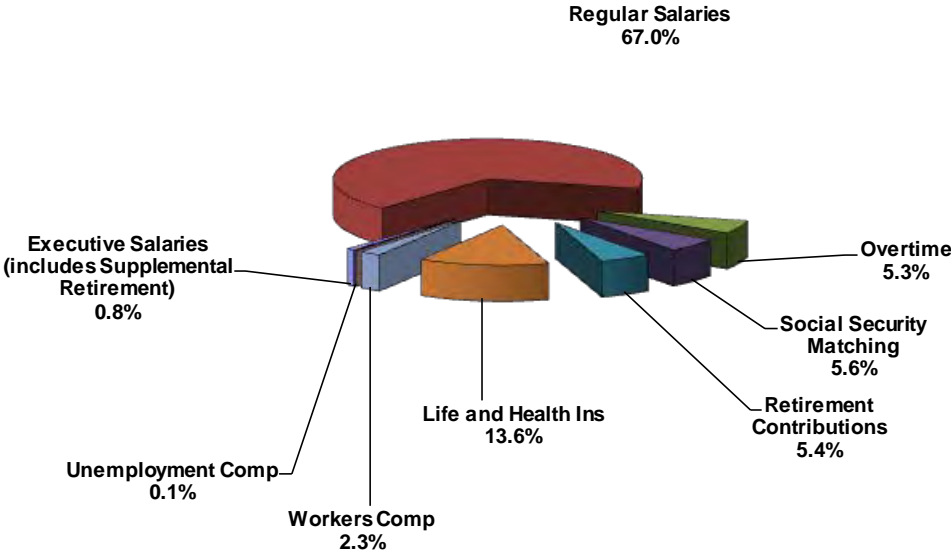


**Lake Emergency Medical Services, Inc.
Personal Services and Operations Expenses
Approved Budget 2016**

	2012 Actual Budget	2013 Actual Budget	2014 Actual Budget	2015 Amended Budget	2016 Approved Budget	2016 Baseline %
PERSONAL SERVICES						
Executive Salaries	192,986	105,152	111,667	113,300	116,699	3.0%
Regular Salaries	8,252,368	8,235,143	8,403,183	8,882,563	9,465,756	6.6%
Overtime	821,014	852,143	764,654	607,200	746,800	23.0%
Special Pay	5,325	-	-	-	-	-
Social Security Matching	672,747	667,720	679,575	734,570	790,187	7.6%
Retirement Contributions	649,242	605,732	634,519	704,200	760,930	8.1%
Life and Health Insurance	1,606,503	1,402,826	1,475,560	1,482,988	1,923,308	29.7%
Workers Compensation	255,967	235,382	238,011	286,667	321,576	12.2%
Unemployment Compensation	483	4,200	6,237	9,000	9,000	0.0%
Total Personal Services	12,456,635	12,108,298	12,313,406	12,820,488	14,134,256	10.2%
OPERATING EXPENDITURES						
Professional Services	122,178	89,581	86,117	137,646	140,221	1.9%
Contractual Services	131,064	86,180	144,068	245,768	274,376	11.6%
Collection Fees	53,800	58,574	56,749	60,000	65,000	8.3%
Travel and Per Diem	15,163	21,004	6,385	27,145	45,810	68.8%
Communications	63,376	52,834	73,133	69,185	73,365	6.0%
Telephone	93,923	81,770	73,813	74,891	71,397	(4.7%)
*Cellular Telephone	25,336	27,768	24,271	49,589	49,590	0.0%
Paging Service	1,044	1,439	395	1,439	395	(72.6%)
Freight & Postage	27,932	27,493	25,389	24,850	28,375	14.2%
Utility Services	126,529	109,477	94,011	104,115	97,822	(6.0%)
Rental Leases	5,796	-	-	110	110	0.0%
Property Leases	336,013	324,664	275,552	253,063	299,649	18.4%
Equipment Leases	13,138	13,729	23,375	36,318	36,130	(0.5%)
Insurance	298,368	236,443	240,597	145,000	132,000	(9.0%)
Repair and Maintenance	379,581	321,861	272,189	250,802	312,173	24.5%
Auto Repairs/Supplies	211,548	199,307	216,746	225,000	240,000	6.7%
IT Repair and Maintenance	-	-	-	189,731	237,402	25.1%
Printing and Binding	12,125	5,480	6,871	6,100	6,200	1.6%
Reprographic Charge	41	747	1,947	1,934	1,000	(48.3%)
Promotional Activities	1,925	289	-	1,283	1,000	(22.1%)
Employee Recognition	7,874	6,173	7,804	7,500	10,000	33.3%
Other Current Charges/Obligations	11,830	4,677	12,700	11,550	11,764	1.9%
Office Supplies	155,414	252,757	247,161	44,000	40,400	(8.2%)
IT Supplies	-	-	-	145,392	83,660	(42.5%)
Operating Supplies	22,746	54,024	19,688	51,464	82,252	59.8%
Motor Fuel/Oil	476,981	475,478	462,673	500,000	500,000	0.0%
Linen Supplies	48,098	26,884	42,741	45,000	64,000	42.2%
Cleaning Supplies	24,709	16,672	19,697	22,000	22,000	0.0%
Uniforms	109,166	61,898	72,058	85,803	100,823	17.5%
*Medical Supplies	517,918	500,969	575,571	603,077	637,771	5.8%
Oxygen	65,836	59,110	58,920	60,000	80,000	33.3%
*Pharmacy Supplies	93,882	99,847	130,512	125,000	145,000	16.0%
Books, Publications & Dues	31,215	18,973	21,490	33,676	47,867	42.1%
*Training	14,639	16,697	16,445	42,696	58,814	37.8%
Total Expenditures	3,499,188	3,252,799	3,309,068	3,681,127	3,996,366	8.6%

* 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 five (5) LifePak-12, due to the phasing out of these units in 2016.

Stryker Power Pro Stretcher Replacements: Replace seven (7) older stretchers beyond typical life expectancy.

Ambulance Re-chassis: Replace five (5) ambulance re-chassis with excessive mileage

Toshiba VOIP Phone system: Replaces aged phone system at Administration

Nutanix Converged System: Replaces 4 aged virtualization host servers

One Cent Sales Tax: Lake County will utilize \$300,000 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>
Ambulances –Rechassis	2	\$204,726
LP-12 Cardiac Monitors Replacements	3	\$93,600
Stair Chairs	1	\$1,575
Total		\$299,901

APPROVED CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2016

Dept	Equipment	Price/Unit	Qty	FY-'16 Total	Replacement
Operations					
	Autovent Replacements	2,876	6	17,256	Replace older units that were purchased on a grant
	LP-15 Cardiac Monitors Replacements	31,200	5	156,000	No longer service supported after 2016
	Stryker Stretchers Replacements	14,811	7	103,677	Replace equipment beyond typical life expectancy
	MTP IV Pump Replacements	3,119	6	18,714	Replace older units purchased in 2007 or before
	Ambulances - Rechassis	102,363	5	511,815	Replace ambulance chassis with excessive mileage
Subtotal Operations				807,462	
	Nutanix Converged System	56,000	1	56,000	Replaces 4 aged virtualization host servers
	Toshiba VOIP Phone system	30,000	1	30,000	Replaces aged phone system at Admin
Subtotal Information Services				86,000	
Total	CAPITAL			893,462	

Capital Justifications:

Autovents	Replace older units that were purchased on a grant
Stryker Stretchers Replacements	Replace equipment beyond typical life expectancy
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
MTP IV Pumps	Replace older units purchased n 2007 or before
Ambulances Re-chassis	Replace ambulance chassis with excessive mileage
Nutanix Converged System	Replaces 4 aged virtualization host servers
Toshiba VOIP Phone system	Replaces aged phone system at Admin

***Notes:**

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

		QTY		
Ambulances - Rechassis	2	204,726		Replace higher mileage units
LP-15 Cardiac Monitors Replacements	3	93,600		No longer service supported after 2016
Stair Chairs	1	1,575		Replace unit too costly to repair
Total		299,901		

Note: Moved 2 rechassis and 3 cardiac monitors back to LEMS capital due to cut in expected PST from \$600K to \$300K

Lake EMS Five Year Capital Plan

Dept	Equipment	FY '16 Total	FY '17 Total	FY '18 Total	FY '19 Total	FY '20 Total
Field Operations						
	Autovent Replacements	17,256	17,946	18,666	9,705	10,095
	Stryker Stretcher replacements	103,677	107,828	103,999	108,157	128,552
	Life Pak 15 Cardiac monitor Replacements	156,000	254,688	254,688	165,545	275,472
	MTP IV Pump Replacements	18,714	19,464	20,244	10,527	10,947
	Ambulance Replacements		635,980	605,788	630,020	491,415
	Ambulance Re-Chassis	511,815	212,914	212,648		
	AED					3,510
	QRV- Replacement			108,000		116,812
	Special Event Vehicle					
	Stair Chairs		6,552	6,812	7,084	5,526
	Tank Boss replacement					
	Administrative Vehicles					36,846
	Utility Vehicle					
	Electric Pallet Jack					
	Spineboard Decon Unit					
	12,000lb Rolling Jack					
	Light Bars					
	Tire Lift					
	Laerdal Airway Trainer (QDD)					
	Subtotal Field Operations	807,462	1,255,372	1,330,845	931,038	1,079,175
Information Services						
	Laptops					
	Servers			144,000	149,760	
	Nutanix Converged System	56,000				
	Network Equipment			10,000	10,400	10,816
	CAD/Billing Workstations		21,000	2,600	2,704	2,812
	Mobile Gateway					
	Mobile Router					
	Mobile Tracking Satellite					
	Console Electronics Bank IBM					
	MDC/DMS Card					
	Projection Equipment		3,000			
	Ambulance Radio Upgrades					
	Portables 800MHz		21,000			
	Mobiles 800MHz		21,000			
	Mobile Tablets EPCR/MDT			32,000	33,280	34,610
	Toshiba VOIP Phone system	30,000				
	Subtotal Information Services	86,000	66,000	188,600	196,144	48,238
Total		893,462	1,321,372	1,519,445	1,127,182	1,127,413

***Notes:**

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

Ambulances - Re-chassis (2)	204,726	Replace higher mileage units
LP-15 Cardiac Monitors Replacements (3)	93,600	No longer service supported after 2016
Stair Chairs (1)	1,575	Replace unit too costly to repair
Total	299,901	

NOTE: Moved 2 rechassis and 3 cardiac monitors back to LEMS capital due to cut in expected PST from \$600K to \$300K

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:

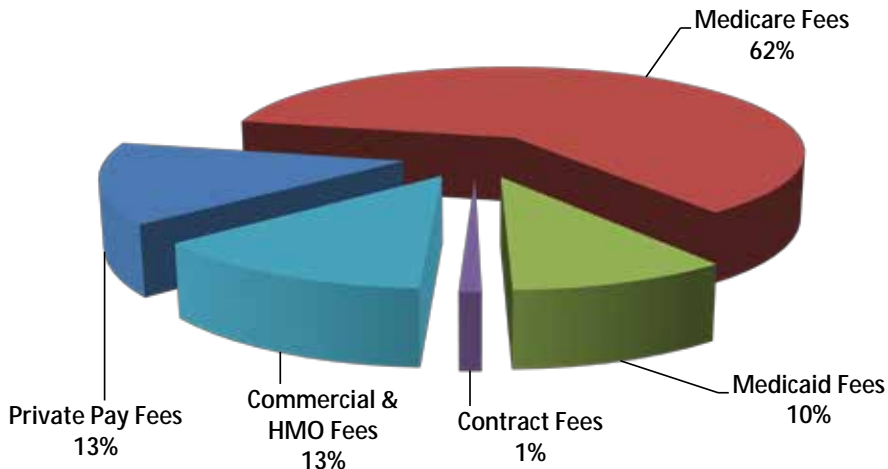
Private Pay	Medicare
Medicaid	Contract
Commercial & HMO	

LEMS budgets and receives funding as subsidies from the following:

Lake County Government

Revenues are forecast based on current and historical activity levels.

Revenues 2016



Lake Emergency Medical Services, Inc.
Budgeted Statement of Revenues
Approved Budget 2016

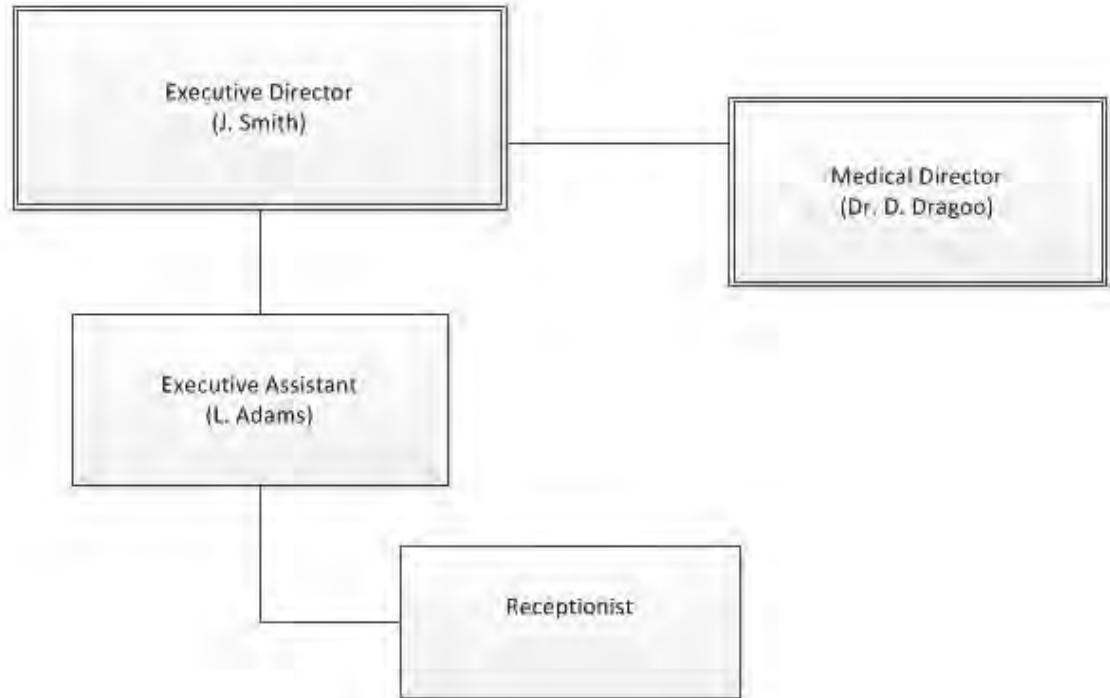
	2012 Actual Budget	2013 Actual Budget	2014 Actual Budget	2015 Amended Budget	2016 Approved Budget	2016 Baseline%
REVENUES:						
Private Pay Fees	3,078,719	2,900,035	3,669,356	2,739,588	3,201,906	16.9%
Medicare Fees	8,785,173	9,817,230	11,526,790	11,679,931	13,650,970	16.9%
Medicaid Fees	1,640,896	1,437,529	2,071,301	1,879,593	2,196,782	16.9%
Contract Fees	187,736	165,078	205,050	189,142	221,061	16.9%
Commercial & HMO Fees	2,177,519	1,996,009	2,429,352	2,506,933	2,929,989	16.9%
Less Bad Debt Expense	(2,581,396)	(3,254,940)	(4,046,481)	(3,266,238)	(3,958,698)	21.2%
Less Contractual Allowances	(2,531,419)	(2,789,334)	(4,908,323)	(5,020,006)	(5,582,526)	11.2%
Net Charges for Services	\$ 10,757,228	\$ 10,271,607	10,947,045	10,708,943	12,659,484	18.2%
EMS Matching Grant	\$ -	-	-	-	-	-
Federal Disaster Relief	-	-	-	-	-	-
State Disaster Relief	-	-	-	-	-	-
Public Safety (Local)	-	-	-	-	-	-
Highway Safety Grant	-	-	-	-	-	-
Other Public Safety	60	50	-	35,000	-	-
Urban Areas Security Initiative Grant	-	142,744	-	-	-	-
Contributions from Other Gov'ts	-	-	-	-	-	-
Other Miscellaneous Revenues	71,679	56,848	51,317	6,000	6,000	0.0%
P-card Rebate	-	-	-	18,000	18,000	-
Other Charges for Services	816	103	-	500	500	0.0%
Other Dispatch Fees	103,620	-	-	-	-	-
Reimbursements	1,034	1,005	658	-	-	-
Surplus Furn/Fix/Equip	-	-	12,185	-	-	-
Ins Proc/Loss Furn/Fix/Equip	49,959	5,200	134,285	-	-	-
Interest	393	158	-	-	-	-
Donations	125	100	100	100	100	0.0%
Lake County Subsidy	5,482,993	5,208,843	5,300,000	6,000,000	6,000,000	0.0%
Total Miscellaneous Revenues	\$ 5,710,679	\$ 5,415,051	5,498,545	6,059,600	6,024,600	(0.6%)
Balance Carried Forward	-	-	-	300,000	500,000	66.7%
Total Revenues	\$ 16,467,907	\$ 15,686,658	16,445,590	17,068,543	19,184,084	12.4%

DEPARTMENTAL BUDGETS



Lake Emergency Medical Services, Inc.

Administration



Administration

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$ 968,091	\$ 492,093	\$ 458,109	\$ 240,167	\$ 254,656
Operating Expenses	397,133	247,384	250,074	440,632	421,459
Capital Outlay	N/A	N/A	N/A	N/A	N/A
Total Expenditures	\$ 1,365,224	\$ 739,477	\$ 708,183	\$ 680,799	\$ 676,115
Authorized Personnel	8	4	4	3	3

Personnel

<u>Classification</u>	Actual 2012	Actual 2013	Actual 2014	Current 2015	Additions/ Eliminations	Approved 2016
Executive Director	1	1	1	1		1
Medical Director*	1	1	1			
Executive Assistant	1	1	1	1		1
Receptionist/Staff Assistant	1	1	1	1		1
Finance Manager	1					
Payroll Specialist	1					
HR Specialist	1					
Senior HR Rep	1					
Total Personnel	8	4	4	3	1	3

	2016 Budget Amount
Salaries and Wages	\$ 188,834
Overtime	1,800
Fringe Benefits	64,022
Total Personal Services	\$ 254,656

* This position was moved to the Quality Development Budget

ADMINISTRATION DEPARTMENT JUSTIFICATION - BUDGET YEAR 2016

Account	Account Description	Actual	Actual	Actual	Adopted	Amended	Adopted	2016	
		Budget	Budget	Budget	Budget	Budget	Budget	Adopted	JUSTIFICATION
		2012	2013	2014	2015	2015	2016		
	PERSONAL SERVICES								
110	EXECUTIVE SALARIES	192,986	105,152	111,667	113,300	113,300	116,699	3.0%	
120	REGULAR SALARIES	560,823	298,874	268,753	70,764	70,764	72,135	1.9%	
140	OVERTIME	5,823	1,205	800	1,800	1,800	1,800	0.0%	
150	SPECIAL PAY	5,325	-	-	-	-	-	-	
210	SOCIAL SECURITY MATCHING	49,101	22,679	26,787	13,966	13,966	14,583	4.4%	
220	RETIREMENT CONTRIBUTIONS	51,730	28,050	19,112	16,992	16,992	21,096	24.2%	
230	LIFE & HEALTH INSURANCE	98,335	30,765	30,230	22,998	22,998	27,962	21.6%	
240	WORKERS COMPENSATION	3,485	5,367	761	347	347	381	9.8%	
250	UNEMPLOYMENT COMPENSATION	483	-	-	-	-	-	-	
	TOTAL PERSONAL SERVICES	968,091	492,092	458,110	240,167	240,167	254,656	6.0%	
	OPERATING EXPENSES								
310	PROFESSIONAL SERVICES	119,369	70,600	73,608	91,500	91,300	85,000	(6.9%)	Independent Financial Ptrs. and Principal, Atty's
340	CONTRACTUAL SERVICES	63,070	7,736	10,157	14,700	14,700	12,000	(18.4%)	Courier
400	TRAVEL & PER DIEM	5,274	6,318	786	3,789	3,789	6,385	68.5%	See Travel Justification
420	FREIGHT AND POSTAGE	1,844	431	442	1,000	1,000	1,000	0.0%	Postage/UPS
430	UTILITY SERVICES	31,827	24,603	22,285	32,000	32,000	26,000	(18.8%)	
440	RENTALS AND LEASES	3,066	-	-	-	-	-	-	
441	PROPERTY LEASES	114,137	102,948	105,743	108,621	108,621	111,585	3%	3% year increase
442	EQUIPMENT LEASES	-	-	957	1,914	1,914	1,914	0%	Lease of copier
450	INSURANCE	-	-	-	145,000	145,000	132,000	(9%)	Moved from Operations
460	REPAIR AND MAINTENANCE	-	-	926	786	986	1,000	1%	Maintenance of Copier
470	PRINTING & BINDING	112	637	144	1,250	1,250	1,350	8.0%	Annual report, Board Books
471	REPROGRAPHIC CHARGE	41	747	1,947	1,934	1,934	1,000	(48.3%)	
480	PROMOTIONAL ACTIVITIES	1,925	289	-	1,283	1,283	1,000	(22.1%)	Health Fairs, Parades, Mardi Gras
485	EMPLOYEE RECOGNITION	7,874	6,173	7,804	7,500	7,500	10,000	33.3%	Perks, EMS AND Telecommunicators Week
490	OTHER CURRENT CHARGES	3,304	1,669	3,542	4,000	4,000	2,000	(50.0%)	Legal ads
510	OFFICE SUPPLIES	18,744	11,218	9,023	10,000	10,000	10,000	0.0%	Board books, annual report
520	97006 OPERATING SUPPLIES	422	-	-	-	-	-	-	
532	UNIFORMS	-	-	-	300	300	350	16.7%	Pool uniform contract City of Clermont
540	BOOKS, PUBLICATIONS & DUES	23,473	11,215	12,387	13,000	13,000	14,000	7.7%	FAA/AAA, and dues
550	TRAINING	2,652	2,800	324	2,055	2,055	4,875	137.2%	Reg fees, Outside inst fees, see Travel Justification
	TOTAL OPERATING EXPENSES	397,134	247,384	250,075	440,632	440,632	421,459	(4.4%)	

ADMINISTRATION DEPARTMENT TRAVEL FORM - BUDGET YEAR 2016

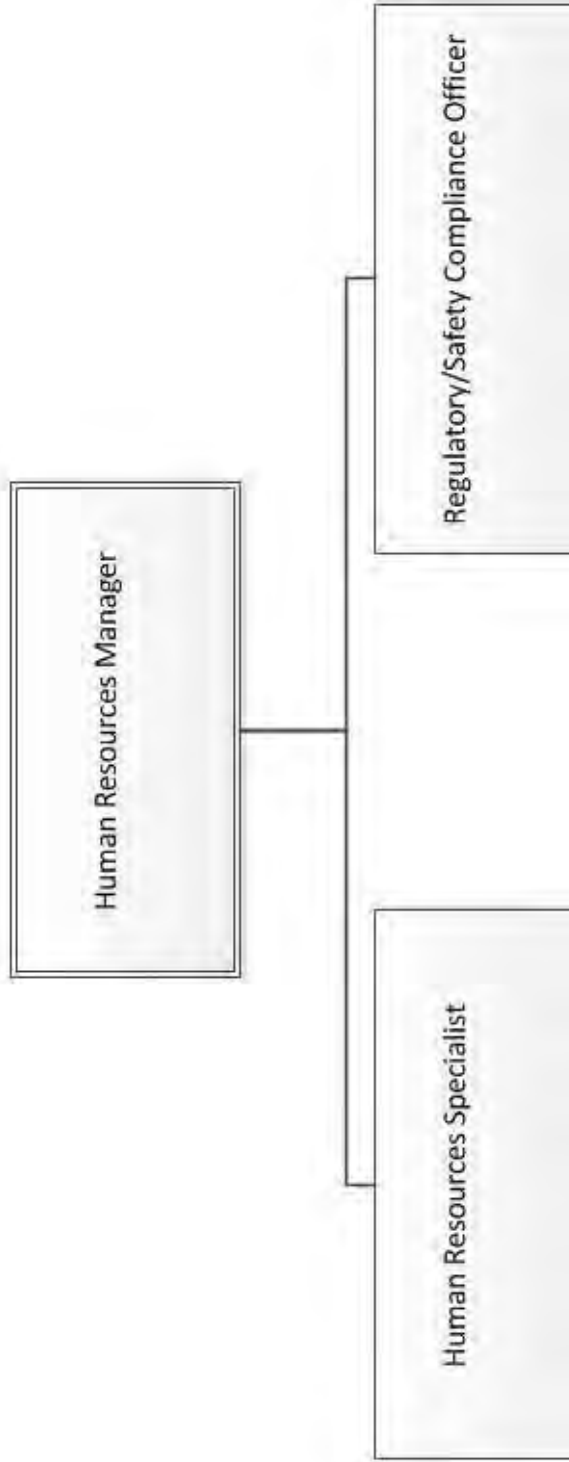
<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
Executive Director	EMS EXPO	Washington, DC	750	500	1,250
Executive Director	State EMS Quarterly Meetings	TBA	600	-	600
Executive Director	Zoll Users Conference	Denver, CO	1,741	675	2,416
Executive Director	Pinnacle Leadership Conference	TBA	1,000	1,000	2,000
Executive Director	Various Chamber Luncheons	TBA	144		144
Executive Director **	Ambulance Service Manager Program	TBA	2,150	2,700	4,850
			6,385	4,875	11,260

** See Operation Travel for justification



Lake Emergency Medical Services, Inc.

Human Resources



Human Resources

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$	\$	\$	\$ 271,366	\$ 270,810
Operating Expenses				28,066	64,560
Capital Outlay				N/A	N/A
Total Expenditures	\$ -	\$ -	\$ -	\$ 299,432	\$ 335,370
Authorized Personnel				3	3

Personnel

<u>Classification</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Current 2015</u>	<u>Additions/ Eliminations</u>	<u>Approved 2016</u>
Regulatory/Safety Compliance					1	1
HR Manager					1	1
HR Specialist					1	1
Total Personnel					3	3

	2016 Budget Amount
Salaries and Wages	\$ 203,399
Fringe Benefits	58,411
Unemployment Compensation	9,000
Total Personal Services	\$ 270,810

Second year for the Human Resources budget

HUMAN RESOURCES DEPARTMENT JUSTIFICATION - BUDGET YEAR 2016

Account	Account Description	*		* **		2016 Adopted	JUSTIFICATION
		Actual Budget 2014	Adopted Budget 2015	Amended Budget 2015	Adopted Budget 2016		
	PERSONAL SERVICES						
120	REGULAR SALARIES	-	207,533	207,533	203,399	(2.0%)	
210	SOCIAL SECURITY MATCHING	-	15,876	15,876	15,560	(2.0%)	
220	RETIREMENT CONTRIBUTIONS	-	15,565	15,565	15,266	(1.9%)	
230	LIFE & HEALTH INSURANCE	-	22,998	22,998	27,141	18.0%	
240	WORKERS COMPENSATION	-	394	394	444	12.7%	
250	UNEMPLOYMENT COMPENSATION	-	9,000	9,000	9,000	0.0%	
	TOTAL PERSONAL SERVICES	-	271,366	271,366	270,810	(0.2%)	
	OPERATING EXPENSES						
310	PROFESSIONAL SERVICES	-	18,846	18,846	27,721	47.1%	US Health works, Edge, Centra Care, Lake Center for Rehab, PPD Serum
340	CONTRACTURAL SERVICES	-	-	-	18,135	100.0%	Drive Cam
400	TRAVEL & PER DIEM	-	940	940	660	(29.8%)	See Travel Justification
420	FREIGHT AND POSTAGE	-	200	200	75	(62.5%)	FedEx/UPS
460	REPAIRS AND MAINTENANCE	-	-	-	10,900	100.0%	Repair Drive Cam cameras
470	PRINTING & BINDING	-	1,250	1,250	750	(40.0%)	Orientation
490	OTHER CURRENT CHARGES	-	500	500	1,400	180.0%	Recruiting Ads
510	OFFICE SUPPLIES	-	1,000	1,000	1,000	0.0%	Supplies for orientation
532	UNIFORMS	-	150	150	175	16.7%	Pool uniform contract City of Clermont
540	BOOKS, PUBLICATIONS & DUES	-	1,500	1,500	700	(53.3%)	Dues, Subscriptions, Memberships
550	TRAINING	-	3,680	3,680	3,044	(17.3%)	Registration Fees/Web training
	TOTAL OPERATING EXPENSES	-	28,066	28,066	64,560	130.0%	

NOTE * 2nd year budget for Human Resources

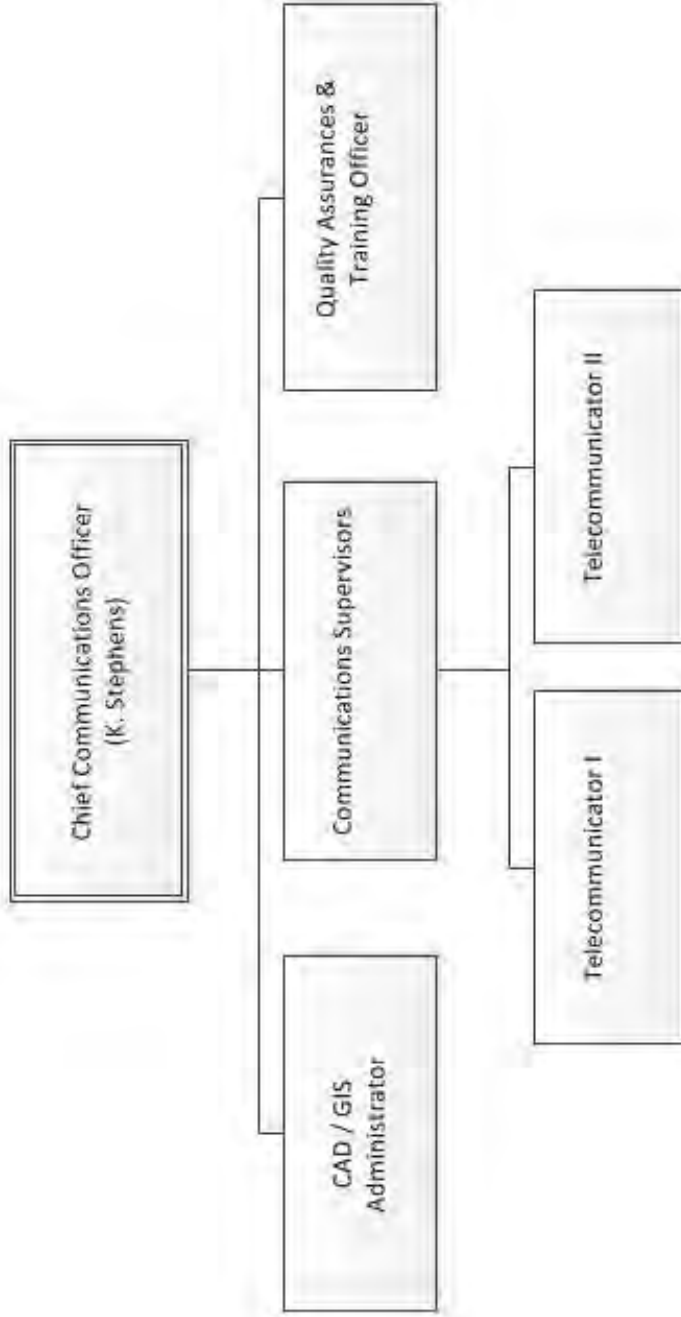
HUMAN RESOURCES DEPARTMENT TRAVEL FORM - BUDGET YEAR 2016

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
HR Manager	Employers Assoc Employment/Comp Training	Longwood, FL	30	584	614
HR Manager/HR Specialist	Labor law update workshop	Orlando, FL	-	600	600
Regulatory/Safety Compliance Officer	Safety/Ergonomics workshop update	Orlando, FL	30	300	330
Regulatory/Safety Compliance Officer	State EMS Meetings	TBD	600	-	600
Regulatory/Safety Compliance Officer	OSHA 2255 Principles of Ergonomics	Orlando, FL	-	600	600
Regulatory/Safety Compliance Officer	OSHA 2225 Respiratory Protection Training	Orlando, FL	-	800	800
Regulatory/Safety Compliance Officer	OSHA 7105 Evacuation and Emergency Planning	Orlando, FL	-	160	160
			660	3,044	3,704



Lake Emergency Medical Services, Inc.

Communications / Dispatch



Dispatch Communications

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$ 2,001,234	\$ 1,847,384	\$ 1,806,832	\$ 1,875,679	\$ 2,073,266
Operating Expenses	155,229	88,508	37,791	65,229	93,329
Capital Outlay	N/A	N/A	N/A	N/A	N/A
Total Expenditures	\$ 2,156,463	\$ 1,935,892	\$ 1,844,623	\$ 1,940,908	\$ 2,166,595
Authorized Personnel	37	33	33	33	35

Personnel

<u>Classification</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Current 2015</u>	<u>Additions/ Eliminations</u>	<u>Approved 2016</u>
Chief Communications Officer	1	1	1	1		1
CAD/GIS Administrator	1	1	1	1		1
Quality Assurance/Training Officer	1	1	1	1		1
Communications Supervisor	4	4	4	4		4
Telecommuter II	4	4	4	4		4
Telecommuter I	26	22	22	22	2	24
Total Personnel	37	33	33	33		35

	<u>2016 Budget Amount</u>
Salaries and Wages	\$ 1,442,922
Overtime	75,000
Fringe Benefits	555,344
Total Personal Services	\$ 2,073,266

DISPATCH COMMUNICATIONS JUSTIFICATION - BUDGET YEAR 2016

<i>Account</i>	<i>Account Description</i>	<i>Actual Budget 2012</i>	<i>Actual Budget 2013</i>	<i>Actual Budget 2014</i>	<i>Adopted Budget 2015</i>	<i>Amended Budget 2015</i>	<i>Adopted Budget 2016</i>	<i>2016 Adopted</i>	<i>Justification</i>
	PERSONAL SERVICES								
120	REGULAR SALARIES	1,422,583	1,343,387	1,315,780	1,365,149	1,365,149	1,442,922	5.7%	
140	OVERTIME	72,212	44,200	39,625	45,000	45,000	75,000	66.7%	
210	SOCIAL SECURITY MATCHING	109,585	101,109	98,452	107,876	107,876	116,121	7.6%	
220	RETIREMENT CONTRIBUTIONS	102,805	96,873	97,269	102,000	102,000	110,083	7.9%	
230	LIFE & HEALTH INSURANCE	287,383	255,157	253,256	252,978	252,978	326,112	28.9%	
240	WORKERS COMPENSATION	6,666	6,659	2,450	2,676	2,676	3,028	13.2%	
	TOTAL PERSONAL SERVICES	2,001,234	1,847,385	1,806,832	1,875,679	1,875,679	2,073,266	10.5%	
	OPERATING EXPENSES								
310	PROFESSIONAL SERVICES	-	-	-	1,400	-	-	-	
340	CONTRACTUAL SERVICES	-	-	911	-	1,400	685	(51.1%)	Document shredding
340	70027 CONTRACTUAL SERVICES	-	-	4,482	4,482	4,482	4,481	(0.0%)	Charge back for ECOC
400	TRAVEL & PER DIEM	2,613	2,903	1,652	6,068	6,068	16,575	173.2%	See Travel Justification
420	FREIGHT AND POSTGE	-	-	-	-	-	200	100.0%	
430	UTILITY SERVICE	33,989	25,310	-	30	30	-	(100.0%)	Cable TV
430	70027 UTILITY SERVICES	-	-	9,303	9,110	9,110	10,547	15.8%	Charge back for ECOC
441	PROPERTY LEASES	28,645	29,412	-	-	-	-	-	
460	REPAIRS AND MAINTENANCE	64,290	107	-	-	-	-	-	
460	70027 REPAIRS AND MAINTENANCE	-	-	6,327	6,544	6,544	8,329	27.3%	Charge back for ECOC
470	PRINTING AND BINDING	-	-	-	200	200	100	(50.0%)	Misc forms for Communications
490	OTHER CURRENT CHARGES	25	92	-	250	250	-	-	
510	OFFICE SUPPLIES	10,520	19,557	6,267	10,000	10,000	10,000	0.0%	
520	OPERATING SUPPLIES	2,566	2,300	2,283	3,964	3,964	5,752	45.1%	Headsets and adaptors - 2 yr replacement
532	UNIFORMS	-	-	-	9,250	9,250	15,300	65.4%	Pool uniform contract City of Clermont, inc/dress uniforms
540	BOOKS, PUBLICATIONS & DUES	4,350	1,319	977	980	980	2,330	137.8%	Dues and memberships
550	TRAINING	8,230	7,508	5,588	12,951	12,951	19,030	46.9%	Reg fees, Outside inst fees -See Travel Justification
	TOTAL OPERATING EXPENSES	155,228	88,508	37,790	65,229	65,229	93,329	43.1%	Added Lake Tech DOH Certification

DISPATCH COMMUNICATIONS DEPARTMENT TRAVEL FORM - BUDGET YEAR 2016

TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL
Communications Staff	APCO/NENA	TBA	1,188	1,000	2,188
GIS/CAD Administrator	Zoll User's Conference	Denver	1,741	675	2,416
GIS/CAD Administrator	Southeast Regional User's Group	TBA	1,248	550	1,798
Communications Staff	Navigator Conference	TBA	3,926	1,320	5,246
Communications Staff	IAED - EFD	TBA	2,856	2,765	5,621
Communications Staff	IAED - EMD	TBA	2,856	2,765	5,621
Communications Staff	Lake Tech DOH Certification	Tavares	-	6,545	6,545
GIS/CAD Administrator	GIS Workshop	TBA	-	150	150
Communications Staff	EMD/EFD/Q Re-Certification	TBA	-	950	950
Chief communications Officer	Fitch & Associates	Kansas City, MO	2,760	2,310	5,070
			16,575	19,030	35,605

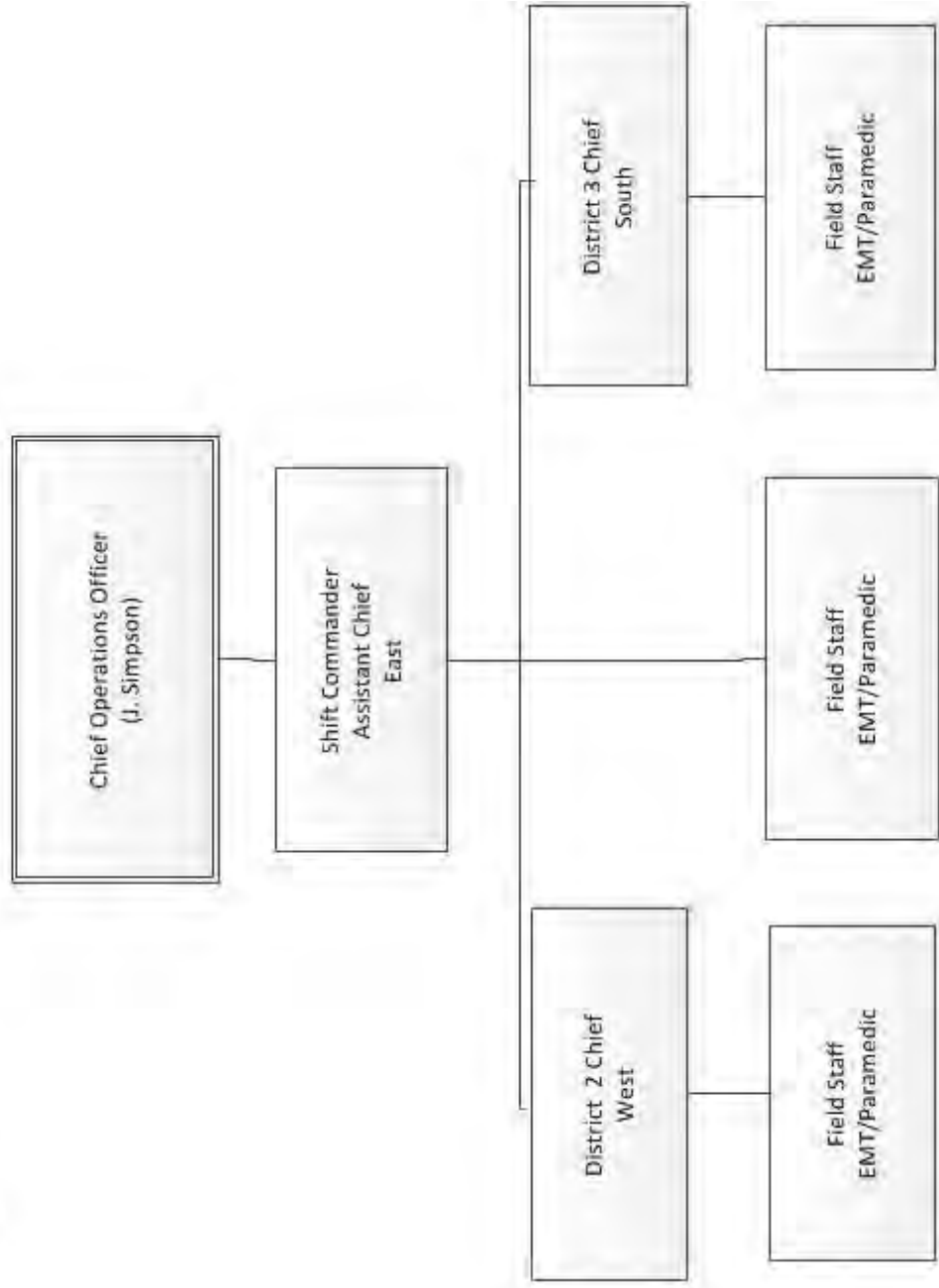
<u>TRAVEL COST</u>					
Zoll	Summit Conference Travel - Zoll	1	Air, Shuttle, Hotel, PD		\$1,741
IAED	Navigator Conference	3	Air, Shuttle, Hotel, PD		\$3,926
SERUG	GIS User's Group	1	Air, Shuttle, Hotel, PD		\$1,248
APCO	APCO/NENA Conference	2	Hotel, PD		\$1,188
IAED	IAED - EFD (new emp)	7	Hotel, PD		\$2,856
IAED	IAED - EMD (new emp)	7	Hotel, PD		\$2,856
Fitch & Associates	Comm Center Mrgs Course	1	Air, Shuttle, Hotel, PD		\$2,760
					\$16,575

<u>TUIT/REGISTRATION</u>					
IAED	EMD Recertification	11	\$50.00	\$	550.00
IAED	EFD Recertification	2	\$50.00	\$	100.00
IAED	EMD-Q Recertification	2	\$100.00	\$	200.00
IAED	EFD-Q Recertification	1	\$100.00	\$	100.00
IAED	EMD Certification (new emp)	7	\$395.00	\$	2,765.00
IAED	EFD Certification (new emp)	7	\$395.00	\$	2,765.00
SERUG	GIS/CAD Administrator	1	\$550.00	\$	550.00
Zoll	Summit Conference Registration	1	\$675.00	\$	675.00
IAED	Navigator Conference	3	\$440.00	\$	1,320.00
APCO	APCO/NENA Conference	2	\$500.00	\$	1,000.00
Lake Technical Institute	Telecommunicator Class (new emp)	7	\$935.00	\$	6,545.00
GIS Workshop	Workshop	1	\$150.00	\$	150.00
Fitch & Associates	Comm Center Mrgs Course	1	\$2,310.00	\$	2,310.00
					\$ 19,030.00



Lake Emergency Medical Services, Inc.

Operations - Field



Field Operations

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$ 8,706,178	\$ 8,673,965	\$ 8,957,883	\$ 8,421,947	\$ 9,412,072
Operating Expenses	2,384,054	2,196,706	2,337,045	169,599	203,104
Capital Outlay	13,597	452,407	165,365	298,928	807,462
Total Expenditures	\$ 11,103,829	\$ 11,323,078	\$ 11,460,293	\$ 8,890,474	\$ 10,422,638
Authorized Personnel	125	134	145	138	138

Personnel

Classification	Actual 2012	Actual 2013	Actual 2014	Current 2015	Additions/ Eliminations	Approved 2016
Operations Support Super*	1	1	1			
Facilities Maintenance Tech*	1	1	1			
Fleet Maintenance Super*	1	1	1			
Logistics Technician (2)*	3	2	2			
Procurement Specialist*	1	1	1			
Vehicle Maint Techs (2)*	2	2	2			
EMT's	52	46	51	61		61
District Chiefs	6	6	6	6		6
Paramedic	52	65	71	67		67
Assistant Chiefs	3	3	3	3		3
Chief Operations Officer	1	1	1	1		1
Deputy Chief**	1	1	1			
District Chief - Provisional**	1	1	1			
Clinical Quality Officer**	1	1	1			
Clinical Training Office**	1	1	1			
Training Officer**	1	1	1			
Regulatory/Safety Compliance Officer****	1	-	-			
Total Personnel	129	134	145	138		138

	2016 Budget Amount
Salaries and Wages	\$ 6,191,747
Overtime	610,000
Fringe Benefits	2,610,325
Total Personal Services	\$ 9,412,072
Auto Vents Replacement (6)	\$ 17,256
LP-15 Cardiac Monitors Replacements (5)	156,000
Stryker Power Pro Stretchers (7)	103,677
MTP IV Pumps Replacements (6)	18,714
Ambulance Re-chassis (5)	511,815
Total Capital Outlay	\$ 807,462

* Move to Support Budget

** Move to Quality Development budget

*** This position eliminated and moved to a open District Chief position in the Operations budget

**** This position moved to the Human Resources budget

***Notes:**

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

	QTY		
Ambulances - Re-chassis	2	204,726	Replace ambulance chassis with excessive mileage
LP-15 Cardiac Monitors Replacements	3	93,600	No longer serviced supported after 2016
Total		298,326	

OPERATIONS JUSTIFICATION - BUDGET YEAR 2016

Account	Account Description	Actual	Actual	Actual	Adopted	Amended	Adopted	**	
		Budget	Budget	Budget	budget	Budget	Budget	2016	2016
		2012	2013	2014	2015	2015	2016	Adopted	JUSTIFICATION
PERSONAL SERVICES									
120	REGULAR SALARIES	5,712,981	5,773,151	5,987,352	5,736,462	5,736,462	6,191,747	7.9%	
140	OVERTIME	708,303	777,417	715,570	500,000	500,000	610,000	22.0%	
210	SOCIAL SECURITY MATCHING	470,317	481,105	492,368	477,279	477,279	520,334	9.0%	
220	RETIREMENT CONTRIBUTIONS	449,886	420,253	454,772	452,565	452,565	494,775	9.3%	
230	LIFE & HEALTH INSURANCE	1,121,765	1,003,086	1,074,745	981,248	981,248	1,286,242	31.1%	
240	WORKERS COMPENSATION	242,926	218,953	233,076	274,393	274,393	308,974	12.6%	
	TOTAL PERSONAL SERVICES	8,706,178	8,673,965	8,957,883	8,421,947	8,421,947	9,412,072	11.8%	
OPERATING EXPENSES									
340	CONTRACTUAL SERVICES	32,413	8,089	51,125	4,311	4,311	4,200	(2.6%)	Ecore Scheduling
400	TRAVEL & PER DIEM	4,666	10,952	3,737	3,580	3,580	5,950	66.2%	See Travel Justification, plus
420	FREIGHT AND POSTAGE	646	427	1,096	-	-	-	-	Moved to Support Services budget
430	UTILITY SERVICES	54,045	52,767	49,780	20,700	20,700	19,000	(8.2%)	Split between Operations and Support Services budget
440	RENTALS & LEASES	2,400	-	-	-	-	-	-	Moved to IT budget
441	PROPERTY LEASES	152,937	154,384	153,742	43,775	43,775	69,826	59.5%	St 151, St 131, St 141, St 311 plus new South end station
442	EQUIPMENT LEASES	-	-	8,314	-	-	-	-	Moved to Support Services
450	INSURANCE	298,368	236,443	240,597	-	-	-	-	Moved to Administration Budget
460	REPAIRS AND MAINTENANCE	226,844	215,221	193,987	-	-	-	-	Moved to Support Services budget
461	AUTO REPAIRS	211,548	199,307	216,746	-	-	-	-	Moved to Support Services budget
470	PRINTING & BINDING	11,767	4,795	6,727	3,400	3,400	4,000	17.6%	Split between Operations and Dispatch for misc forms
490	OTHER CURRENT CHARGES	6,056	2,330	5,889	3,800	3,800	2,000	(47.4%)	Vehicle tags, licenses, renewals and permitting
510	OFFICE SUPPLIES	22,530	13,822	11,595	13,000	13,000	10,000	(23.1%)	
520	OPERATING SUPPLIES	19,758	18,625	17,405	-	-	-	-	Moved to Support Services budget
520	97010 OPERATING SUPPLIES	-	33,099	-	-	-	-	-	
521	MOTOR FUEL/OIL	476,981	475,478	462,673	-	-	-	-	Moved to Support Budget
525	LINEN SUPPLIES	48,098	26,884	42,741	-	-	-	-	Moved to Support Budget
527	CLEANING SUPPLIES	24,709	16,672	19,697	-	-	-	-	Moved to Support Budget
532	UNIFORMS	109,166	61,898	72,058	74,903	74,903	83,248	11.1%	Pool uniform contract City of Clermont, Safety gear, name tags
535	MEDICAL SUPPLIES	517,918	500,969	575,571	-	-	-	-	Moved to Support Budget
537	OXYGEN	65,836	59,110	58,920	-	-	-	-	Moved to Support Budget
538	PHARMACY SUPPLIES	93,882	99,847	130,512	-	-	-	-	Moved to Support Budget
540	BOOKS, PUBLICATIONS & DUES	949	1,420	3,997	-	-	-	-	Moved to Quality Development budget
550	TRAINING	2,537	4,167	10,136	2,130	2,130	4,880	129.1%	Reg fees, Outside inst fees, See Travel Justification
	TOTAL OPERATING EXPENSES	2,384,054	2,196,706	2,337,045	169,599	169,599	203,104	19.8%	

NOTE ** Operations Budget is a stand alone after the breakout of the Quality Development and Support Services departments, which will give a true cost of this department.

OPERATIONS TRAVEL FORM - BUDGET YEAR 2016

TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL	Justification
Chief Operations Officer	Pinnacle	TBA	1,000	1,000	2,000	The Chief Operations Officer oversees all of the clinical quality assurance, education, and deployment analysis activities for LSEMS. The Pinnacle conference is the leading quality assurance, operations management, and deployment conference in the country. During this conference the country's leading experts in EMS management, quality assurance, and deployment provide educational opportunities. The information gained will be brought back to LEMS to increase the quality and efficiency in prehospital care delivery.
Chief Operations Officer	EMS State of the Science	TBA	700	250	850	This conference brings together the industries leading medical directors and researchers to present the latest research and best practices in prehospital medicine. Information provided during this conference is utilized to advance out of hospital care throughout our service area by improving protocols, implementing new procedures, and capitalizing on best practices.
Chief Operations Officer	Bureau of EMS State Meetings	TBA	600		600	The State of Florida Bureau of EMS holds meetings around the state four times per year. These meetings provide an opportunity for constituency groups representing all aspects of EMS and prehospital care to come together to discuss the provision of EMS in Florida. The Bureau utilizes these meetings to provide information to EMS providers about the regulatory environment in which they operate. It also serves as an opportunity for Lake EMS to have input into issues that affect the agency as well as influence the provision of prehospital care across the state.
Operations Staff Member	EMS Today	TBA	750	430	1,180	EMS Today is one of two conferences dedicated to continuing education for the field of EMS. It is greatly beneficial to send an educator so that he/she may then return with the latest information and products available to our industry. The information gleaned supports the QD commitment to create courses for LEMS as well as the entire interagency based on the new education and literature.
Chief Operations Officer	Ambulance Service Manager Program	TBA	2,150	2,700	4,850	"The Ambulance Service Manager program provides a broad foundational curriculum that matches cutting edge management theory with real-life practical applications. The core faculty includes experts in the art and science of EMS management, as well as distinguished guest faculty representing current leaders in emergency medical services management. The American Ambulance Association, the leading ambulance service advocacy organization across the United States, sponsors this program."
Operations Staff Member	EMS Expo	TBA	750	500	1,250	EMS World is one of two major conferences related to education and product showcasing for the field of EMS. Annually this conference dedicates one week to rollout new education, literature and products that impact our system and the protocols that we work from.
			5,950	4,880	10,830	

OPERATIONS CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2016

ITEM	UNIT PRICE	QTY	TOTAL	REPLACEMENT	ADDITIONAL EQUIPMENT
Autovent Replacements	2,876	6	17,256	Replaced older units that were purchased on a grant	
LP-15 Cardiac Monitor - Replacements	31,200	5	156,000	No longer serviced supported after 2016	
Stryker Stretchers Replacements	14,811	7	103,677	Replace equipment beyond typical life expectancy	
MTP IV Pumps Replacements	3,119	6	18,714	Replace older units purchased in 2007 or before	
Ambulance Re-chassis	102,363	5	511,815	Replace ambulance chassis with excessive mileage	
Total Field Operations			807,462		

Capital Justifications:

Autovents	Replaced older units that were purchased on a grant
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
MTP IV Pumps	Replace older units purchased in 2007 or before
Ambulance Re-chassis	Replace ambulance chassis with excessive mileage

***Notes:**

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

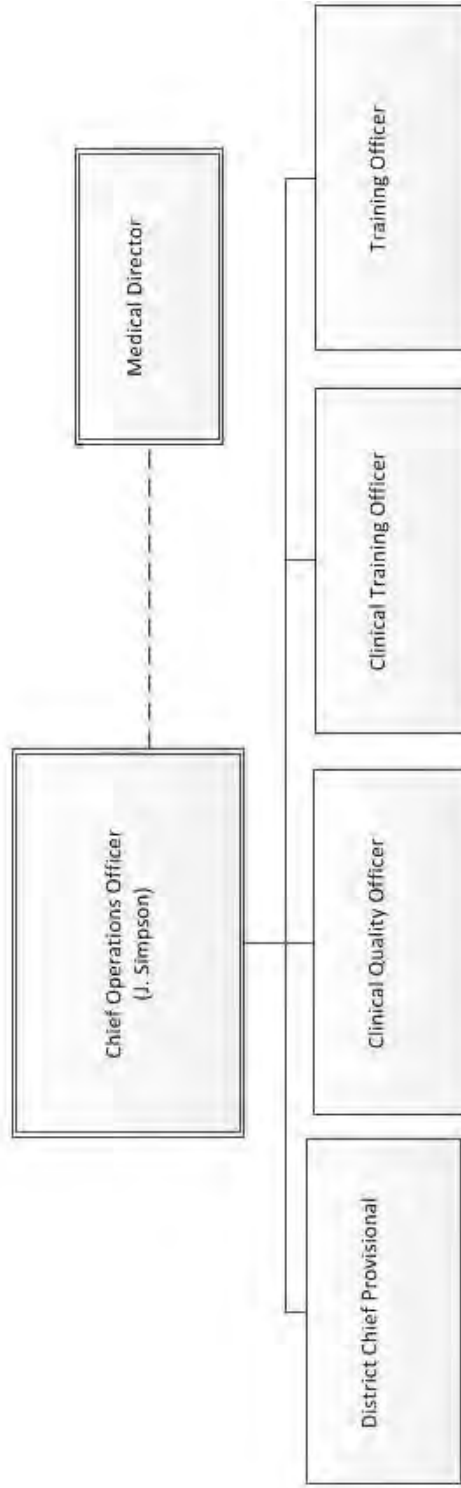
	QTY	
Ambulances - Re-chassis	2	204,726
LP-15 Cardiac Monitors Replacements	3	93,600
Stair Chair	1	1,575
Total		299,901

Note: Moved 2 re-chassis and 3 cardiac monitors back to LEMS capital due to cut in expected PST from \$600K to \$300K.



Lake Emergency Medical Services, Inc.

Operations – Quality Development



Quality Development

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$	\$	\$	\$ 556,371	\$ 572,667
Operating Expenses				115,631	141,389
Capital Outlay				N/A	N/A
Total Expenditures	\$ -	\$ -	\$ -	\$ 672,002	\$ 714,056
Authorized Personnel				5	5

Personnel

<u>Classification</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Current 2015</u>	<u>Additions/ Eliminations</u>	<u>Approved 2016</u>
Medical Director*				1		1
District Chief - Provisional*				1		1
Clinical Quality Officer*				1		1
Clinical Training Officer*				1		1
Training Officer*				1		1
Total Personnel				5	-	5

	<u>2016 Budget Amount</u>
Salaries and Wages	448,559
Overtime	7,500
Fringe Benefits	116,608
Total Personal Services	572,667

* Moved from Operations Budget
Second year for Quality Development Budget

QUALITY DEVELOPMENT DEPARTMENT JUSTIFICATION - BUDGET YEAR 2016

							**
		<i>Actual Budget</i>	<i>Adopted Budget</i>	<i>Amended Budget</i>	<i>Adopted Budget</i>	<i>2016 Adopted</i>	
Account	Account Description	2014	2015	2015	2016	2016	JUSTIFICATION
	PERSONAL SERVICES						
120	REGULAR SALARIES	-	441,643	441,643	448,560	1.6%	
140	OVERTIME	-	7,500	7,500	7,500	0.0%	
210	SOCIAL SECURITY MATCHING	-	34,359	34,359	34,888	1.5%	
220	RETIREMENT CONTRIBUTIONS	-	33,686	33,686	34,204	1.5%	
230	LIFE & HEALTH INSURANCE	-	38,330	38,330	46,603	21.6%	
240	WORKERS COMPENSATION	-	853	853	912	6.9%	
	TOTAL PERSONAL SERVICES	-	556,371	556,371	572,667	2.9%	
	OPERATING EXPENSES						
340	CONTRACTUAL SERVICES	-	75,000	75,000	75,000	0.0%	Associate Medical Director Services for Medical Control to provide Physicians Orders
400	TRAVEL & PER DIEM	-	5,697	5,697	8,510	49.4%	See Travel Justification
460	REPAIRS AND MAINTENANCE	-	-	-	1,500	0.0%	Sim Man and other equipment parts
490	OTHER CURRENT CHARGES	-	300	300	200	(33.3%)	
510	OFFICE SUPPLIES	-	35,500	2,500	500	(80.0%)	
532	UNIFORMS	-	1,200	1,200	1,750	45.8%	Pool uniform contract City of Clermont, name tags
535	MEDICAL SUPPLIES	-	-	-	10,519	0.0%	Replace new training non-cap equipment
540	BOOKS, PUBLICATIONS & DUES	-	14,929	14,929	22,850	53.1%	Dues, Subscriptions, Memberships, Misc Cards/Manuals
550	TRAINING	-	16,005	16,005	20,560	28.5%	Registration Fees/Medic School for (3) EMT's
	TOTAL OPERATING EXPENSES	-	148,631	115,631	141,389	22.3%	

NOTE * The Quality Development Department budget was combined in the Operations budget for 2014

NOTE ** The Quality Development Department is broken out from the Operations budget to get the true cost of the department.

QUALITY DEVELOPMENT TRAVEL FORM - BUDGET YEAR 2016

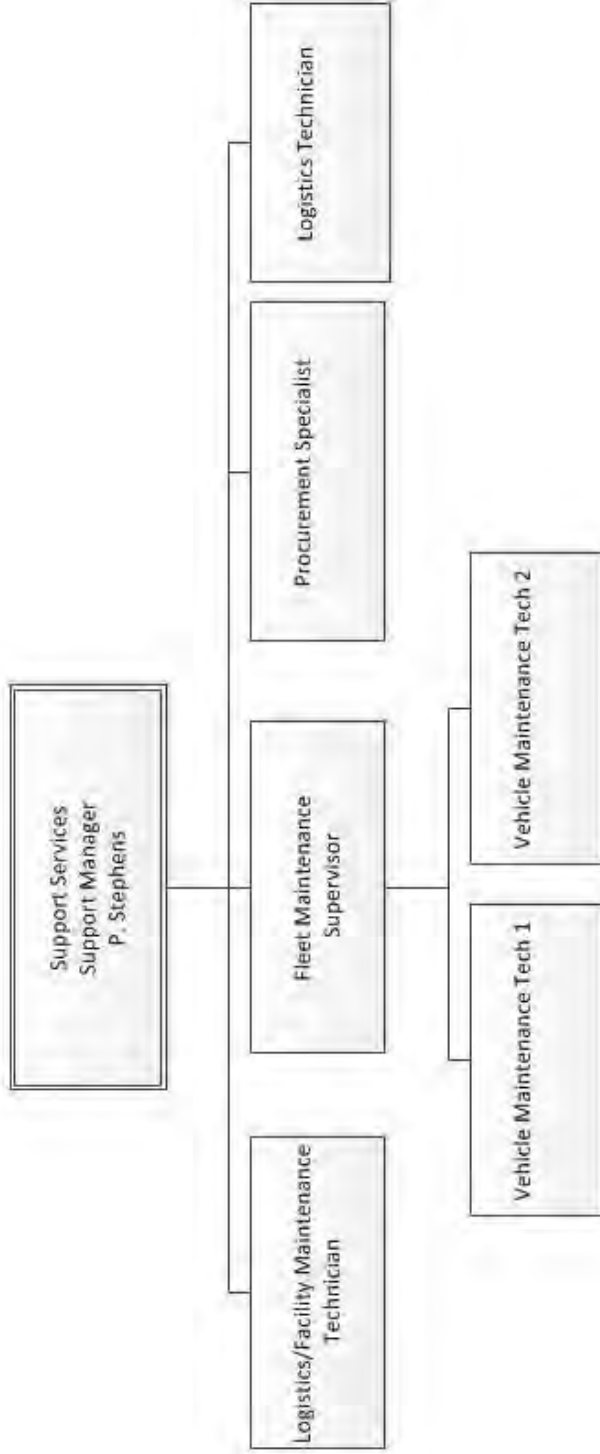
TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL	Justification
Medical Director	State EMS Quarterly Meetings	TBA	600	-	600	The State of Florida Bureau of EMS holds meetings around the state four times per year. These meetings provide an opportunity for constituency groups representing all aspects of EMS and prehospital care to come together to discuss the provision of EMS in Florida. The Bureau utilizes these meetings to provide information to EMS providers about the regulatory environment in which they operate. It also serves as an opportunity for Lake EMS to have input into issues that affect the agency as well as influence the provision of prehospital care across the state.
Medical Director	American College of Emergency Physicians (ACEP)	TBA	1,100	770	1,870	The ACEP15 curriculum will consist of clinical, as well as essential management and risk management tools to aid in day-to-day practice. With educational courses, skills labs and workshops - ACEP15 is the best source for emergency medicine education needs.
Medical Director	National Association of EMS Physicians (NAEMSP)	Dayton Beach, FL	1,100	375	1,475	National Association of EMS Physicians is the largest EMS medical directors meeting in the United States and a subscriber of ACEP. This meeting has CME and current research and literature that is specific for the EMS Directors. The NAEMSP is the body currently putting together Evidence based guidelines for prehospital protocols.
Operations Training Officer	Florida Emergency Professional Assoc (FEPA)	TBD	-	250	250	The FEPA conference is attended by representatives from all venues of emergency management in Florida. Each county has representation and we have relationships with the majority of them as attend the classes in which Lake EMS participates. Each conference has many training opportunities that directly benefit the job that the Training Officer fulfills at Lake EMS.
Operations Training Officer	Florida Governor's Hurricane Conference (GHC)	Orlando, FL	-	300	300	The GHC is the largest gathering of responders in the State of Florida. This session is frequented by the Governor, the National Weather Service Director, and Dr. Gray, the father of Hurricane reporting. This conference is a setting in which others learn about what we are doing and where we learn most about the variety of technological advances, procedures that ease job functions, and general ways for us to better and safely perform our tasks during incidents.
District Chief of Provisionals	National Assoc of FTO's Conf	TBD	1,500	200	1,700	The NAFTO conference focusing strictly on field training. Promote and foster mutual cooperation between Field Training Officers in other agencies. Provide a forum to exchange ideas and techniques and conduct training seminars and conferences in FTO program. The National EMS Managers Association (NEMMSA) recently began a push for the implementation of a national field training curriculum for EMS. Attendance would allow for networking and sharing ideas that will promote the Lake EMS and lead to future opportunities for speaking engagements and training programs. Lake EMS endeavors to meet or exceed the national standards.
District Chief of Provisionals	EMS Today	Baltimore, MD	720	430	1,150	EMS Today is a national EMS conference that focuses on the future of EMS and the latest clinical practices. Attendance at this conference provides the opportunity to learn from industry leaders which in turn provides the opportunity to bring this information back to Lake EMS to equip our providers for the future.
District Chief of Provisionals	Healthcare Education Assessment Training and Technology (HEATT Conference)	TBD	50	500		HEATT provides the forum to formulate and progress the discussion not only how we should be educating training today's healthcare workforce but even more critically what we should be training. The pace of technology change will not slow and is affecting the equipment used in healthcare and the methods used in training. How we make best use of training technology and advances and how we train to safely deploy new equipment will be critical. The healthcare team is amongst the most complex from pre-hospital care, through surgery, recovery and back to the home. Effective team training needs to be embedded in hospitals and as much as possible done, by the way of simplifying and standardizing methods of working, to reduce the opportunity for error.
Clinical Training Officer	EMS Today	Baltimore, MD	720	430	1,150	EMS Today is a national EMS conference that focuses on the future of EMS and the latest clinical practices. Attendance at this conference provides the opportunity to learn from industry leaders which in turn provides the opportunity to bring this information back to Lake EMS to equip our providers for the future.
Clinical Training Officer	EMS WORLD	New Orleans, LA	1,000	365	1,365	EMS World is one of two major conferences related to education and product showcasing for the field of EMS. Annually this conference dedicates one week to rollout new education, literature and products that impact our system and the protocols that we work from. This conference differs from EMS Today in that although both provide excellent education; EMS World places a higher concentration on the EMS Educator.
Field Training Officer	EMS Today	Baltimore, MD	720	430	1,150	EMS Today is a national EMS conference that focuses on the future of EMS and the latest clinical practices. Attendance at this conference provides the opportunity to learn from industry leaders which in turn provides the opportunity to bring this information back to Lake EMS to equip our providers for the future.
Field Training Officer	EMS WORLD	New Orleans, LA	1,000	365	1,365	EMS World is one of two major conferences related to education and product showcasing for the field of EMS. Annually this conference dedicates one week to rollout new education, literature and products that impact our system and the protocols that we work from. This conference differs from EMS Today in that although both provide excellent education; EMS World places a higher concentration on the EMS Educator.
Medic School	Lake Tech	Lake Tech		12,645	12,645	Send three (3) EMT's to Paramedic School Created specifically to address the needs of experience FTO's this two class will provide insight on the various concept and methodologies surrounding the idea of managing an FTO program. How can the FTO or the unit manager have influence over the program productivity and efficiency? In What ways can the FTO program improve upon their own performance? How crucial is the culture of your FTO program to department-wide ethics? How can you tie up loose ends in the realm of liability to avoid costly law suits. This class will offer answers to these questions and give the student a glimpse into managing the FTO and FTO program.
ODD & FTO's (14)	Beyond the Basics Field Training Class	TBA		3,500	3,500	

8,510 20,560 29,070



Lake Emergency Medical Services, Inc.

Support Services



Support Services

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$	\$	\$	\$ 493,280	\$ 523,995
Operating Expenses				2,002,397	2,212,936
Capital Outlay				N/A	N/A
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,495,677	\$ 2,736,931
Authorized Personnel				8	8

Personnel

<u>Classification</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Current 2015</u>	<u>Additions/ Eliminations</u>	<u>Approved 2016</u>
Operations Support Super				1		1
Facilities Maintenance Tech				1		1
Fleet Maintenance Super				1		1
Logistics Technician (2)*				2		2
Procurement Specialist				1		1
Vehicle Maintenance Techs (2)				2		2
Total Personnel				8		8
				2016 Budget Amount		
Salaries and Wages				372,836		
Overtime				12,000		
Fringe Benefits				139,159		
Total Personal Services				523,995		

* Second year for Support Operations budget

SUPPORT SERVICES JUSTIFICATION - BUDGET YEAR 2016

							**
		Adopted Budget	Adopted Budget	Amended Budget	Adopted Budget	2016	
Account	Account Description	2014	2015	2015	2016	Adopted	JUSTIFICATION
	PERSONAL SERVICES						
120	REGULAR SALARIES	-	363,121	363,121	372,836	2.7%	
140	OVERTIME	-	12,000	12,000	12,000	0.0%	
210	SOCIAL SECURITY MATCHING	-	28,697	28,697	29,440	2.6%	
220	RETIREMENT CONTRIBUTIONS	-	28,134	28,134	28,863	2.6%	
230	LIFE & HEALTH INSURANCE	-	61,328	61,328	74,565	21.6%	
240	WORKERS COMPENSATION	-	5,975	5,975	6,291	5.3%	
	TOTAL PERSONAL SERVICES	-	499,255	499,255	523,995	5.0%	
	OPERATING EXPENSES						
340	CONTRACTURAL SERVICES	-	27,000	27,000	41,000	51.9%	Stericycle, Uniforms, Security alarm
400	TRAVEL & PER DIEM	-	600	600	1,200	100.0%	See Travel Justification
420	FREIGHT AND POSTAGE	-	550	550	1,000	81.8%	Split cost between Operations and Support Services
430	UTILITY SERVICES	-	29,000	29,000	29,000	0.0%	Split cost between Operations and Support Services
441	PROPERTY LEASES	-	84,170	84,170	101,300	20.4%	Support Services
442	EQUIPMENT LEASES	-	17,000	17,000	19,020	11.9%	Telematics and copier lease
460	REPAIR AND MAINTENANCE	-	215,000	215,000	261,500	21.6%	Maintenance contracts and station maintenance, cleaning contract
461	AUTO REPAIRS AND SUPPLIES	-	225,000	225,000	240,000	6.7%	Extended warranties, price negotiations for parts
490	OTHER CURRENT CHARGES	-	200	200	164	(18.0%)	Occupation license
520	OPERATING SUPPLIES	-	76,000	47,000	76,000	61.7%	Hand tools, batteries (non-vehicle), household items
521	MOTOR FUEL	-	500,000	500,000	500,000	0.0%	State contract with rebates
525	LINENS	-	45,000	45,000	64,000	42.2%	Price negotiated with vendors
527	CLEANING SUPPLIES	-	22,000	22,000	22,000	0.0%	Bulk purchasing, mixing chemicals on site
535	MEDICAL SUPPLIES	-	603,077	603,077	627,252	4.0%	Price negotiated with vendors
537	OXYGEN	-	60,000	60,000	80,000	33.3%	Price negotiated with vendor
538	PHARMACY SUPPLIES	-	125,000	125,000	145,000	16.0%	Bulk purchasing, price negotiated with vendors
540	BOOKS/PUBLICATIONS/DUES	-	-	-	2,250	100.0%	Nat. Inst. Gov. Purchasing Membership, ASE membership
550	TRAINING	-	1,800	1,800	2,250	25.0%	Registration fees
	TOTAL OPERATING EXPENSES	-	2,031,397	2,002,397	2,212,936	10.5%	

NOTE * The Support Services Department budget was combined in the Operations budget for 2014

NOTE ** The Support Services is broken out from the Operations budget to get the true cost of the department.

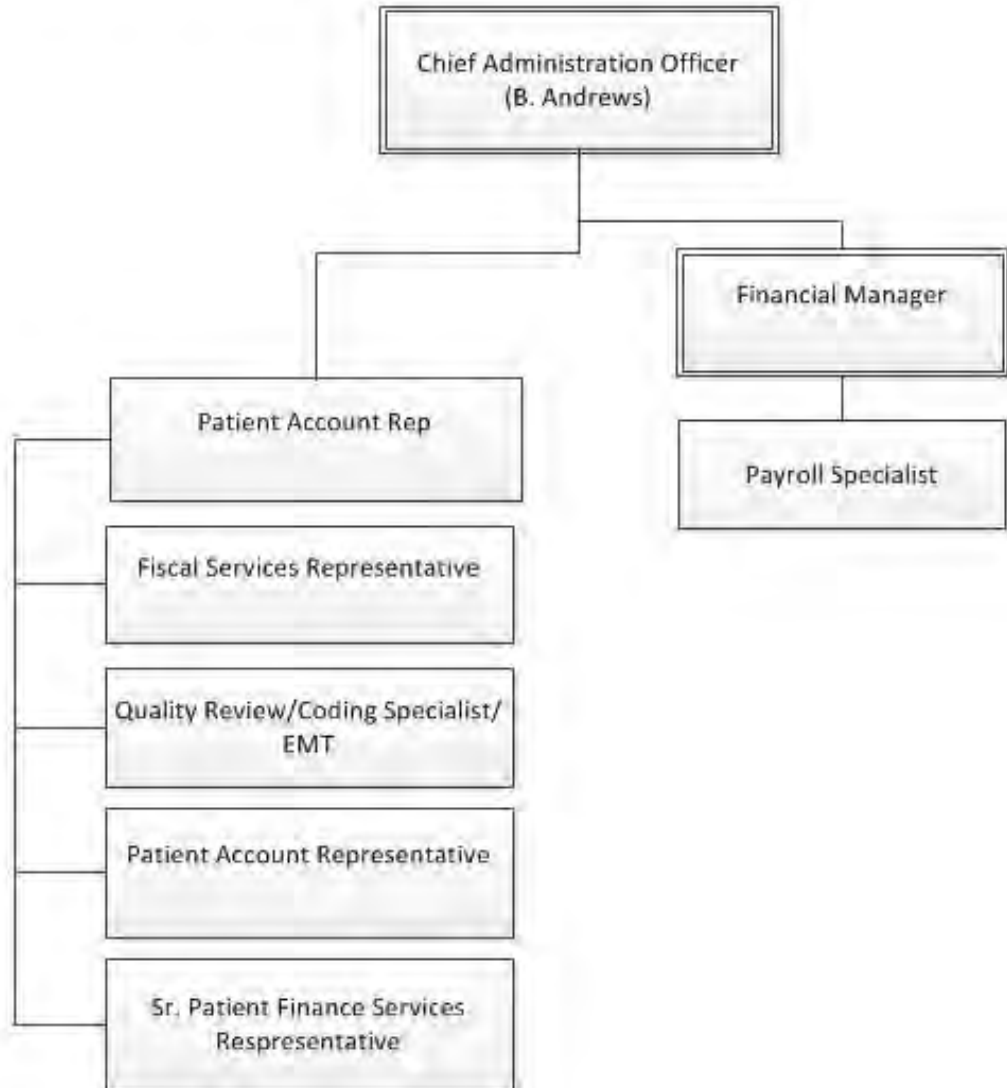
SUPPORT SERVICES TRAVEL FORM - BUDGET YEAR 2016

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>	<i>Justification</i>
Fleet Maintenance Supv.	ASE re-certifications	TBA		750	750	Continuing education for mechanic staff
Support/Maintenance Staff	Purchasing/Maint certification	TBA	1,200	1,500	2,700	Training for Operations Support Manager and Procurement Specialist to become Certified Purchasing Agents.
			1,200	2,250	3,450	



Lake Emergency Medical Services, Inc.

Administration Services



Admin Svcs/Patient Financial Services

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$ 397,907	\$ 402,162	\$ 408,276	\$ 427,653	\$ 509,857
Operating Expenses	175,820	142,377	106,398	137,550	148,350
Capital Outlay	N/A	N/A	N/A	N/A	N/A
Total Expenditures	\$ 573,727	\$ 544,539	\$ 514,674	\$ 565,203	\$ 658,207
Authorized Personnel	7	7	7	7	8

Personnel

<u>Classification</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Current 2015</u>	<u>Additions/ Eliminations</u>	<u>Approved 2016</u>
Chief Administration Officer	1	1	1	1		1
Billing Representative	1	1	1	1		1
Fiscal Services Rep	1	1	1	1	1	2
Coder/Qlty Revenue Spec	1	1	1	1		1
Patients Accounts Reps	2	2	2	2		2
Senior Patient Account Rep	1	1	1	1		1
Total Personnel	7	7	7	7		8

	2016 Budget Amount
Salaries and Wages	\$ 358,680
Overtime	20,000
Fringe Benefits	131,177
Total Personal Services	\$ 509,857

ADMIN SVCS/PATIENT FINANCIAL JUSTIFICATION - BUDGET YEAR 2016

Account	Account Description	Actual Budget 2012	Actual Budget 2013	Actual Budget 2014	Adopted Budget 2015	Adopted Budget 2015	Adopted Budget 2016	2016 Adopted	JUSTIFICATION
	PERSONAL SERVICES								
120	REGULAR SALARIES	293,814	295,911	301,250	304,251	304,251	358,680	17.9%	
140	OVERTIME	2,066	7,237	6,771	20,000	20,000	20,000	0.0%	
210	SOCIAL SECURITY MATCHING	21,821	22,407	22,703	24,805	24,805	28,969	16.8%	
220	RETIREMENT CONTRIBUTIONS	22,412	22,396	23,352	24,319	24,319	26,944	10.8%	
230	LIFE & HEALTH INSURANCE	56,251	52,714	53,649	53,662	53,662	74,510	38.9%	
240	WORKERS COMPENSATION	1,543	1,497	551	616	616	754	22.4%	
	TOTAL PERSONAL SERVICES	397,907	402,162	408,276	427,653	427,653	509,857	19.2%	
	OPERATING EXPENSES								
310	PROFESSIONAL SERVICES	2,809	1,560	110	2,500	2,500	2,500	0.0%	Corporate Compliance Issues/Attorneys
340	CONTRACTUAL SERVICES	35,581	17,779	17,559	40,000	40,000	40,000	0.0%	Skip Tracing/Medicare, Medicaid Ins verification, Electronic claims,
342	COLLECTION FEES	53,800	58,574	56,749	60,000	60,000	65,000	8.3%	Collection agency
400	TRAVEL & PER DIEM	916	288	-	2,350	2,350	2,350	0.0%	See attached travel
420	FREIGHT AND POSTAGE	25,263	26,019	23,044	22,000	22,000	25,000	13.6%	
430	UTILITY SERVICES	6,034	6,178	-	-	-	-	-	
440	RENTALS AND LEASES	330	-	-	-	-	-	-	
441	PROPERTY LEASES	23,916	22,508	-	-	-	-	-	
442	EQUIPMENT LEASES	765	1,020	1,020	3,500	3,500	1,200	(65.7%)	Postage Meter @ \$85 per month
460	REPAIR & MAINTENANCE	17,206	1,651	2	-	-	-	-	
470	PRINTING & BINDING	246	-	-	-	-	-	-	
490	OTHER CURRENT CHARGES	2,420	1,510	3,244	1,500	1,500	5,600	273.3%	Certifications, legal ads, Bank of America Fees and Discover Card Fees
510	OFFICE SUPPLIES	5,854	4,735	4,669	4,000	4,000	5,000	25.0%	
540	BOOKS, PUBLICATIONS & DUES	284	-	-	-	-	-	-	
550	TRAINING	395	555	-	1,700	1,700	1,700	0.0%	Reg fees, Outside inst fees
	TOTAL OPERATING SERVICES	175,819	142,377	106,397	137,550	137,550	148,350	7.9%	

ADMIN SVCS/PATIENT FINANCIAL DEPARTMENT TRAVEL FORM - BUDGET YEAR 2016

<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	400	-	400
Chief Administration Officer	Misc. Medicare/Medicaid Conf.	TBA	-	-	-
Chief Administration Officer	AAA Reimbursement Conf	TBA	1,800	500	2,300
			2,350	1,700	4,050



Lake Emergency Medical Services, Inc.

Finance Department



Admin Srvs/Finance

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$ -	\$ 332,056	\$ 405,238	\$ 154,704	\$ 133,569
Operating Expenses	-	75,454	78,071	77,575	77,275
Capital Outlay	-	N/A	N/A	N/A	N/A
Total Expenditures	\$ -	\$ 407,510	\$ 483,309	\$ 232,279	210,844
Authorized Personnel	0	5	5	2	2

Personnel

<u>Classification</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Current 2015</u>	<u>Additions/ Eliminations</u>	<u>Approved 2016</u>
Finance Manager		1	1	1		1
Payroll Specialist		1	1	1		1
Regulatory/Safety Compliance Off*		1	1			
HR Specialist*		1	1			
Human Resources Manager*		1	1			
Total Personnel	0	5	5	2	0	2

*This position was re-allocated from Field Operations

	2016 Budget Amount
Salaries and Wages	\$ 99,134
Overtime	500
Fringe Benefits	33,935
Total Personal Services	\$ 133,569

* These positions were moved to the Human Resources budget

ADMIN SVCS FINANCE DEPARTMENT JUSTIFICATION - BUDGET YEAR 2016

Account	Account Description	*		*		**		JUSTIFICATION
		Actual Budget 2013	Actual Budget 2014	Adopted Budget 2015	Amended Budget 2015	Adopted Budget 2016	2016 Adopted	
	PERSONAL SERVICES							
120	REGULAR SALARIES	257,303	313,467	119,935	119,935	99,134	(17.3%)	
140	OVERTIME	943	69	900	900	500	(44.4%)	
210	SOCIAL SECURITY MATCHING	18,967	23,055	9,244	9,244	7,622	(17.5%)	
220	RETIREMENT CONTRIBUTIONS	18,202	23,461	9,063	9,063	7,473	(17.5%)	
230	LIFE & HEALTH INSURANCE	31,026	38,190	15,332	15,332	18,641	21.6%	
240	WORKERS COMPENSATION	1,415	758	230	230	199	(13.5%)	
250	UNEMPLOYMENT COMPENATION	4,200	6,237	-	-	-	-	Moved to Human Resources budget
	TOTAL PERSONAL SERVICES	332,056	405,237	154,704	154,704	133,569	(13.7%)	
	OPERATING EXPENSES							
310	PROFESSIONAL SERVICES	17,306	12,165	-	-	-	-	Moved to Human Resources budget
340	CONTRACTUAL SERVICES	52,326	59,834	68,875	68,875	68,875	0.0%	Ceridian - payroll provider
400	TRAVEL & PER DIEM	175	210	2,000	2,000	2,000	0.0%	See Travel Justification
420	FREIGHT AND POSTAGE	571	747	600	600	600	0.0%	FedEx/UPS
470	PRINTING & BINDING	48	-	-	-	-	-	Budget Books
490	OTHER CURRENT CHARGES	(949)	-	500	500	200	(60.0%)	
510	OFFICE SUPPLIES	1,371	2,469	3,000	3,000	3,000	0.0%	Toner cartridges
540	BOOKS, PUBLICATIONS & DUES	3,139	2,249	1,200	1,200	1,200	0.0%	Dues, Subscriptions, Memberships
550	TRAINING	1,467	397	1,400	1,400	1,400	0.0%	Registration Fees/Web training
	TOTAL OPERATING EXPENSES	75,454	78,071	77,575	77,575	77,275	(0.4%)	

NOTE * The Finance department budget was combined in the ADMIN SVCS Finance/HR budget for 2014

NOTE ** The Finance department is broken out from the ADMIN SVCS Finance/HR budget to get the true cost of the department.

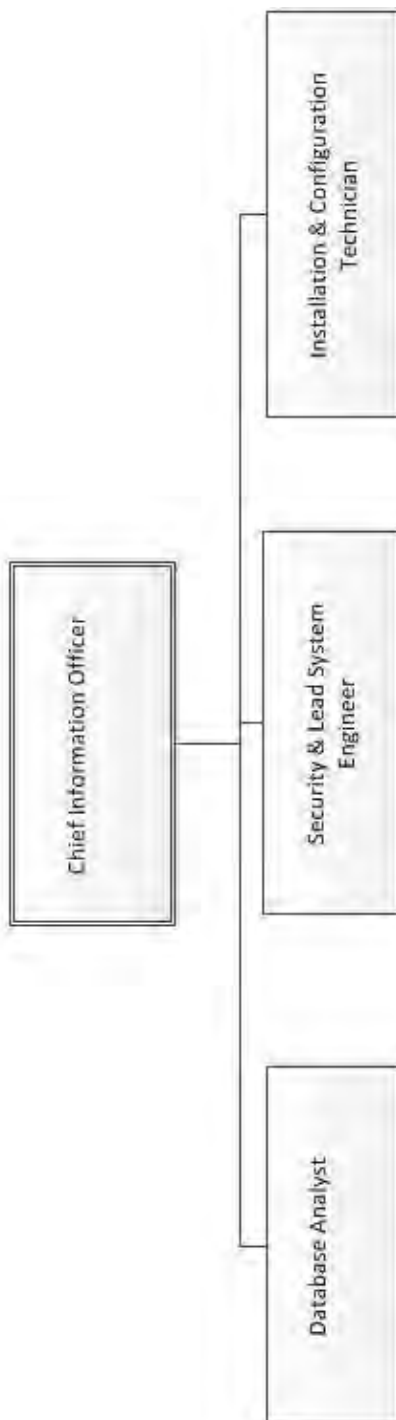
ADMIN SVCS FINANCE DEPARTMENT TRAVEL FORM - BUDGET YEAR 2016

<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	Payroll seminars - Ceridian	Orlando	-	-	-
Payroll Specialist	Payroll seminars - Ceridian	Orlando	-	-	-
Finance Manager	Ceridian Annual Conf	TBA	750	325	1,075
Payroll Specialist	Ceridian Annual Conf	TBA	750	325	1,075
			<u>2,000</u>	<u>1,400</u>	<u>3,400</u>



Lake Emergency Medical Services, Inc.

Information Services



Information Services

Expenditures	Actual 2012	Actual 2013	Actual 2014	Amended 2015	Approved 2016
Personal Services	\$ 383,226	\$ 360,638	\$ 277,068	\$ 373,346	\$ 383,364
Operating Expenses	386,952	502,369	499,691	644,448	633,964
Capital Outlay	9,033	29,490	4,609	108,000	86,000
Total Expenditures	\$ 779,211	\$ 892,497	\$ 781,368	\$ 1,125,794	\$ 1,103,328
Authorized Personnel	4	4	3	4	5

Personnel

Classification	Actual 2012	Actual 2013	Actual 2014	Current 2015	Additions/ Eliminations	Approved 2016
Chief Information Officer	1	1	1	1		1
Data Analyst				1		1
Installation/Conf Tech*	1	1	1	1		1
Sec & Lead Sys Supp Tech	1	1	1	1		1
Radio Support (1/2 position)	1	1				1
Total Personnel	4	4	3	4		5

**2016
Budget
Amount**

Salaries and Wages	\$ 276,343
Overtime	20,000
Fringe Benefits	87,021
Total Personal Services	\$ 383,364

Capital Outlay - Detail

Nutanix Converged System (1)	\$ 56,000
Toshiba VOIP Phone System (1)	30,000
Total Capital Outlay	\$ 86,000

INFORMATION SERVICES JUSTIFICATION - BUDGET YEAR 2016

Account	Account Description	Actual	Actual	Actual	Adopted	Amended	Adopted	2016	JUSTIFICATION
		Budget	Budget	Budget	Budget	Budget	Budget		
		2012	2013	2014	2015	2015	2016	Adopted	
	PERSONAL SERVICES								
120	REGULAR SALARIES	262,167	266,517	216,581	273,705	273,705	276,343	1.0%	Reimburse one/half Lake County Radio Position
140	OVERTIME	32,610	21,141	1,819	20,000	20,000	20,000	0.0%	Reimburse one/half Lake County Radio Position
210	SOCIAL SECURITY MATCHING	21,923	21,453	16,210	22,468	22,468	22,670	0.9%	Reimburse one/half Lake County Radio Position
220	RETIREMENT CONTRIBUTIONS	22,409	19,958	16,553	21,876	21,876	22,226	1.6%	Reimburse one/half Lake County Radio Position
230	LIFE & HEALTH INSURANCE	42,769	30,078	25,490	34,114	34,114	41,532	21.7%	Reimburse one/half Lake County Radio Position
240	WORKERS COMPENSATION	1,347	1,491	415	1,183	1,183	593	(49.9%)	Reimburse one/half Lake County Radio Position
	TOTAL PERSONAL SERVICES	383,225	360,638	277,068	373,346	373,346	383,364	2.7%	
	OPERATING EXPENSES								
310	PROFESSIONAL SERVICES	-	115	234	25,000	25,000	25,000	0.0%	Electrical, wiring, network specialists
340	CONTRACTUAL SERVICES	-	250	-	10,000	10,000	10,000	0.0%	Specialized computer, network
400	TRAVEL & PER DIEM	1,694	368	-	2,121	2,121	2,180	2.8%	See Travel justification
410	COMMUNICATIONS & FREIGHT	63,376	52,834	73,133	69,185	69,185	73,365	6.0%	Increase due to links supporting ECOC,Internet, static IP addresses,EVDO
411	TELEPHONE	93,923	81,770	73,813	74,891	74,891	71,397	(4.7%)	DSL/Phone/Fax for stations, and radio circuits
412	CELLULAR TELEPHONE	25,336	27,768	24,271	49,589	49,589	49,590	0.0%	Satellite phone service, monthly Verizon charges
413	PAGING SERVICES	1,044	1,439	395	1,439	1,439	395	(72.6%)	Paging service for Dispatch
420	FREIGHT AND POSTAGE	179	45	60	500	500	500	0.0%	Postage, FedEx/UPS
430	UTILITY SERVICES	634	619	12,643	13,275	13,275	13,275	0.0%	
440	RENTALS AND LEASES	-	-	-	110	110	110	0.0%	Propane tank rental
441	PROPERTY LEASES	16,378	15,412	16,067	16,497	16,497	16,938	2.7%	Information Services lease increase 3% a year
442	EQUIPMENT LEASES	12,373	12,709	13,084	13,904	13,904	13,996	0.7%	Sugarloaf tower Lease 3% inc each yr/Leesburg Tower 3.5% inc each yr
460	REPAIRS AND MAINTENANCE	71,241	104,882	70,947	28,272	28,272	28,944	2.4%	Radio System Maintenance, Warranty, UPS and Generator Maintenance
465	IT REPAIRS AND MAINTENANCE	-	-	-	189,731	189,731	237,402	25.1%	IT related repair and maintenance for computer hardware/software
490	OTHER CURRENT CHARGES	25	25	25	500	500	200	(60.0%)	
510	OFFICE SUPPLIES	97,766	202,054	213,138	500	500	900	80.0%	
511	IT SUPPLIES	-	-	-	83,392	145,392	83,660	(42.5%)	Computer hardware and software under \$25,000
520	OPERATING SUPPLIES	-	-	-	500	500	500	0.0%	Replacement tools
540	BOOKS, PUBLICATIONS & DUES	2,159	1,880	1,880	2,067	2,067	4,537	119.5%	Increase due to adding Info-Tech Research Subscription, dues, update
550	TRAINING	825	200	-	975	975	1,075	10.3%	Req fees, Outside inst fees - Will provide in-house training
	TOTAL OPERATING EXPENSES	386,953	502,370	499,690	582,448	644,448	633,964	(1.6%)	

INFORMATION SERVICES DEPARTMENT TRAVEL FORM - BUDGET YEAR 2016

<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	1,780	775	2,555
Installation Technician	Microsoft MCSA	Orlando	-	-	-
User Support Technician	Microsoft MCSA	Orlando	-	-	-
Information Services Manager	Institute of Government CCIO	Tampa, FL	400	300	700
			2,180	1,075	3,255

INFORMATION SERVICES DEPARTMENT CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2014-2015

ITEM	UNIT PRICE	QTY	TOTAL	REPLACEMENT	ADDITIONAL EQUIPMENT
Nutanix Converged System	56,000	1	56,000	Replaces 4 aged virtualization host servers	
Toshiba VOIP Phone System	30,000	1	30,000	Replaces aged phone system at Admin	
Total Information Services			86,000		

Capital Justification:

Servers Nutanix Converged System will replace aging G5 servers with over 6 years of 24x7 operation. Older servers will be reconditioned for backup targets and test environments

Toshiba VOIP Phone System Replaces aged phone system at Admin

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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