

LAKE EMERGENCY MEDICAL SERVICES, INC.

"In Rhythm with Our Community"



Proposed Annual Budget

Proposed Budget for the Fiscal Year
October 1, 2016 through September 30, 2017

Proposed Annual Budget – 2017

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 EMS BOARD OF COMMISSIONERS

District 1 – Commissioner Tim Sullivan, Lake EMS Vice Chairman

District 2 – Commissioner Sean Parks

District 3 – Commissioner Jimmy Conner

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

Mayor Pro Tem Keith Mullins – City of Clermont

Mayor Chris Bell – City of Fruitland Park

HOSPITAL REPRESENTATIVE

Mr. John Moore – President, South Lake Hospital

Lake Emergency Medical Services
Mount Dora, Florida

Management Staff

EXECUTIVE DIRECTOR
Gerald "Jerry" L. Smith II

MEDICAL DIRECTOR
Dr. Desmond Fitzpatrick

CHIEF OPERATIONS OFFICER
John Simpson

CHIEF INFORMATION OFFICER
James Root

CHIEF FINANCIAL OFFICER
Bryan Andrews

CHIEF COMMUNICATIONS OFFICER
Kimberly Stephens

CHIEF HUMAN RESOURCES OFFICER
Deo Persaud

CHIEF SUPPORT SERVICES OFFICER
Pat Stephens

FINANCIAL ANALYST/ACCOUNTANT
Tami Rounsaville

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TRANSMITTAL LETTER



LAKE EMERGENCY MEDICAL SERVICES, INC.

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

September 7, 2016

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

Dear Honorable Lake EMS Board of Directors:

We are pleased to submit the proposed detailed budget for Lake Emergency Medical Services, Inc. for the fiscal year ending September 30, 2017. During the Lake EMS Board of Directors meeting on April 12, 2016, Lake EMS staff presented the proposed budget for Fiscal Year 2017 with details on proposed Revenues and Expenditures. Lake EMS staff received direction with respect to the priorities of Staffing, Benefits and Capital Replacement.

The proposed budget estimates user fees at \$13.7 million, which is an 8% increase over fiscal year 2016, equivalent to over one million dollars; a \$6,000,000 County Subsidy and a \$700,000 balance carry forward for a proposed total revenue of over \$20.6 million. The County Subsidy is made up of funding of \$6 million from the Lake County Ambulance MSTU. Penny sales tax will not be available until Fiscal Year 2018.

Here are some highlights of the proposed 2017 Lake EMS Budget:

1. Staffing Augmentations
 - a. Propose to maintain the current staffing model which focuses on maintaining staffed shifts to meet the rise in services and transports
 - b. Increase retention through employee recognition and benefits.
2. Benefits
 - a. Propose to provide 3% salary adjustments for full time employees
 - b. Propose funding to provide for the increase in employer portion for staff health insurance.
3. Capital
 - a. Continue the capital replacement plan which upgrades equipment to required specifications for patient care, replacements for equipment beyond their life expectancy, including seven (7) Cardiac Monitors, five (5) new Ambulances and eight (8) Stretchers.

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

Budget Transmittal Letter
September 7, 2016
Page Two

Lake EMS staff would like to express our appreciation to our Board of Directors for their leadership and support.

I look forward to answering any questions you may have and the approval of the Proposed 2017 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, and hospitals. The Board of Directors is responsible for employing and monitoring the activities of the Executive Director. Lake Emergency Medical Services contracts for Medical Director services 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 2017**

Lake EMS, Inc. is comprised of the following seven departments: Administration, Human Resources, Communications/Dispatch, Operations, Support Services Financial Services, and Information Services.

ADMINISTRATION

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.

HUMAN RESOURCES

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:* Enhance the public benefit, along with creating, maintaining and supporting a high performance employee team through quality staffing, compensation, benefits, organizational development and risk management. Continually review HR processes to identify opportunities for efficiencies to ensure continual alignment with LEMS' organizational goals.

COMMUNICATIONS/DISPATCH

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

- *Objective:* Continue the synergy between 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.

OPERATIONS

FIELD:

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

- **Objective:** Continue to serve Lake County with life-saving services by highly qualified Paramedics and Emergency Medical Technicians to those in need.

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.

QUALITY DEVELOPMENT:

GOAL: Continue to provide guidance for medical protocols, training and patient care.

- **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.

SUPPORT SERVICES

FLEET MAINTENANCE:

GOAL: Continue to maintain the Vehicle Fleet in a "State of Readiness."

- **Objective:** While managing vehicle mileages, hours, and diagnostics, continue to proactively perform preventive maintenance along with strategic service intervals.

FACILITIES:

GOAL: To provide safe, energy efficient, clean facilities.

- **Objective:** Assign and prioritize work orders to assure a safe work environment, perform safety inspections, along with regular filter change intervals.

LOGISTICS:

GOAL: To maintain the medical equipment in reliable working condition and enhance equipment as available. Keep the supply of medical products at a level to meet the call volume, while projecting trends.

- **Objective:** Seek opportunities for cost effective equipment upgrades, and continue the preventive maintenance program. Monitor usage trends for medical supplies, along with keeping up to date on factory back orders. Finding suitable substitutions for item shortages and keeping Quality Development informed of changes that may be needed.

INFORMATION SERVICES

GOAL: To increase PSAP and Billing systems performance through infrastructure improvements.

- **Objective:** Implement new nodes into our existing hyperconverged infrastructure for the ECOC.
- **Objective:** Upgrade our existing server operating systems and our database servers to the latest available versions.
- **Objective:** Upgrade our computer aided dispatching, vehicle data system, paging system and records management interfaces to new versions when they become available.

GOAL: To improve system monitoring at each data center.

- **Objective:** With the expansion of our computing capabilities at various facilities, we have a greater challenge in monitoring these systems without staffing additions. We intend to utilize newly available monitoring technologies to improve and expand our system monitoring.

FINANCIAL SERVICES

PATIENT BILLING

GOAL: To effectively, efficiently and equitably bill and collect remitted payments in a timely and accurate manner.

- **Objective:** Continue compassionate customer service while processing patient and third-party billing efficiently and timely.

ACCOUNTING

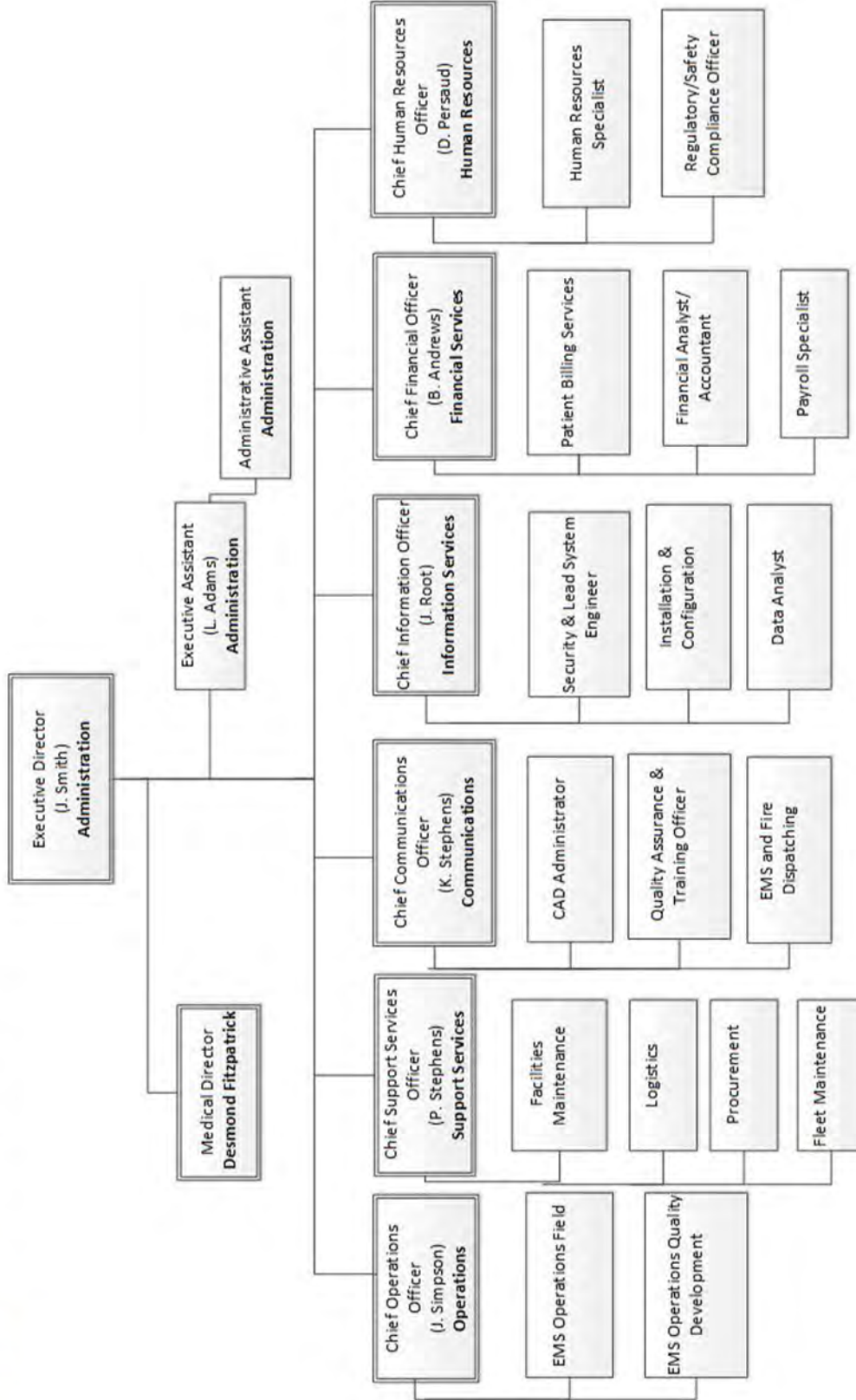
GOAL: Provide an environment of fiscal responsibility, internal control and accountability.

- ***Objective:*** Closely monitor the expenditures and encumbrances during the budget process and throughout the fiscal year. Continue to assist all departments in meeting their financial goals in the most cost effective way. Apply and enforce Lake EMS financial policies and procedures. Continue to maintain a positive and productive relationship with Lake County resources.

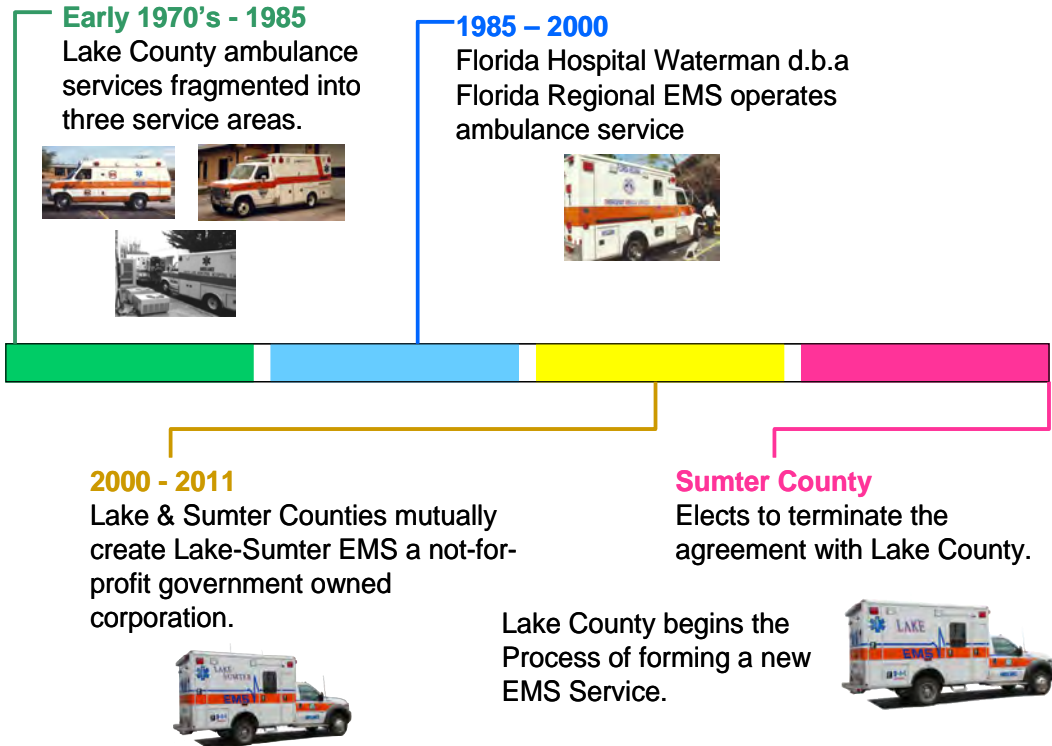


Lake Emergency Medical Services, Inc.

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	2010	2011	2012	2013	2014	2015	2016	2017
Lake	297,052	298,265	299,677	303,317	309,736	317,329	325,072	332,924
Florida	18,826,496	18,941,725	19,119,003	19,314,154	19,580,775	19,894,087	20,207,682	20,521,500

Source: Florida Office of Economic and Demographic Research

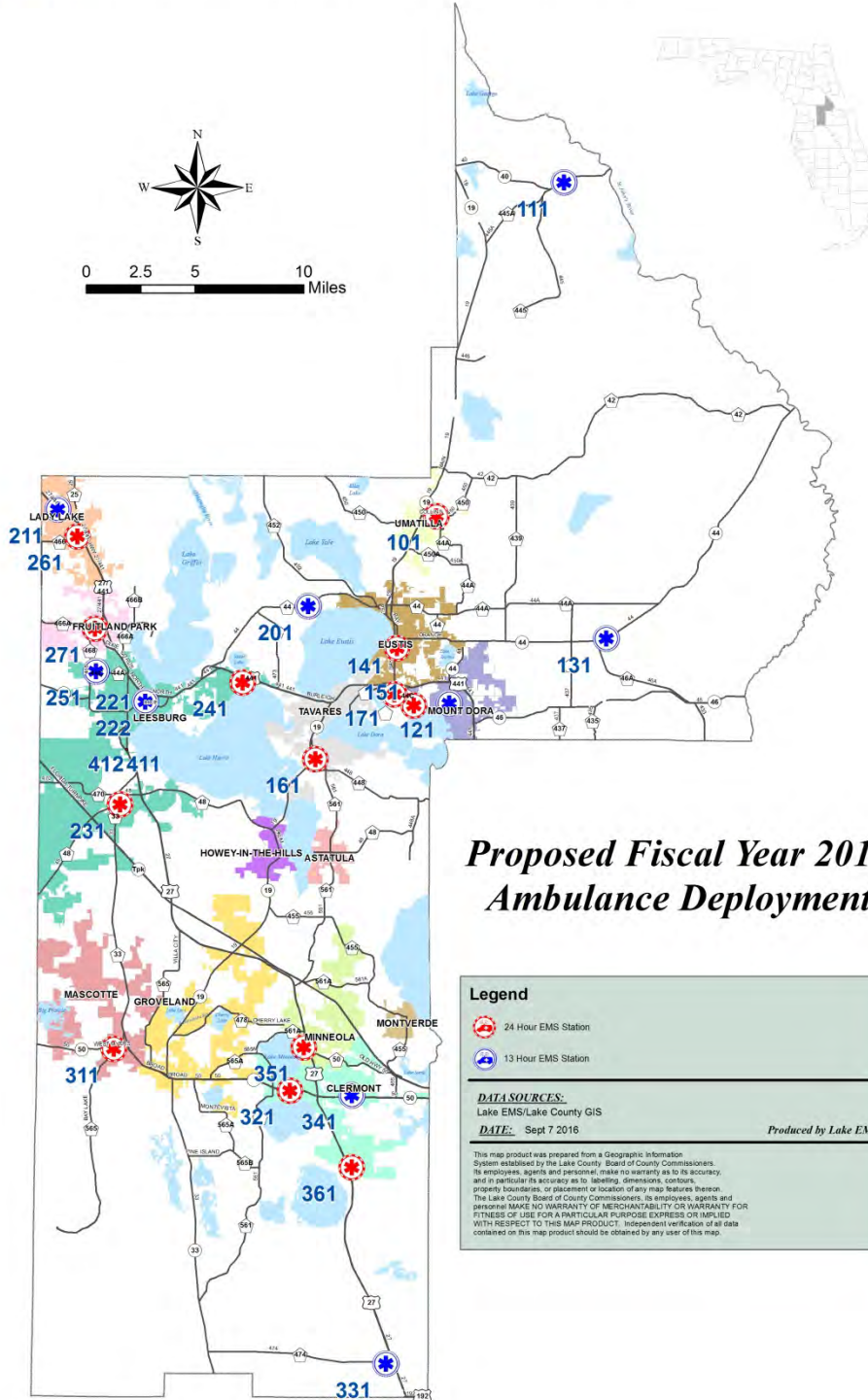


Lake EMS

Lake Emergency Medical Services



0 2.5 5 10 Miles



Proposed Fiscal Year 2017 Ambulance Deployment

Legend

- 24 Hour EMS Station
- 13 Hour EMS Station

DATA SOURCES:
Lake EMS/Lake County GIS

DATE: Sept 7 2016

Produced by Lake EMS

This map product was prepared from a Geographic Information System established by the Lake County Board of County Commissioners. Its employees, agents and personnel, make no warranty as to its accuracy and in particular its accuracy as to labeling, dimensions, contours, property boundaries, or placement or location of any map features thereon. The Lake County Board of County Commissioners, its employees, agents and personnel MAKE NO WARRANTY OF MERCHANTABILITY OR WARRANTY FOR FITNESS FOR USE FOR A PARTICULAR PURPOSE EXPRESS OR IMPLIED WITH RESPECT TO THIS MAP PRODUCT. Independent verification of all data contained on this map product should be obtained by any user of this map.

Path: F:\Users\schm\My Documents\GIS\Projects\Station Locations\Map\AmbulanceDeployment\mxd\2017.mxd

FINANCIAL FRAMEWORK

ACCOUNTING CONCEPTS

The accounts of Lake Emergency Medical Services, Inc. (LEMS) are organized on the basis of a fund and several account groups (line items), each of which is considered a separate accounting entity. The operation of our fund is 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 based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The explanation of the LEMS fund and account groups are as follows:

Governmental Fund Types

General Fund – to account for all resources.

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

Fund: Four digits indicating the fund type.

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

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

Department: The separate sections within Lake EMS in which expenditures are allocated.

Object: Identifies specific expenditure allocation according to activity.

Account or Object 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 Florida 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 Financial Analyst/Accountant 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 and entered into Lake County Clerk's accounting system. 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 a 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.

Transfers of budgeted amounts between major object codes must be approved by the Board if they exceed \$25,000

No expenditure or encumbrance may occur without a sufficient budgetary balance.

The policy addresses 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 FY17 in the pay period following October 1st as the effective date for any increases.

Operating Expenses: Operating expenditures are prepared within LEMS fiscal policies and procedures.

Capital Outlay: Purchases of equipment are budgeted for 2017, 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, including the percent received or spent. The Executive Director and Financial Analyst/Accountant 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 16 summarizes the 2016 amended budget Lake EMS budget and the proposed budget for 2017 with a comparison of fiscal years 2013, 2014 and 2015 percent change.

The Administrative Fee to the Clerk of Courts is \$160,000 for fiscal year 2017.

MAJOR HIGHLIGHTS:

- The FY17 proposed budget focuses on critical capital equipment replacement needs, employee retention and benefits.

- In line with the capital replacement program, there are similar capital purchases compared to FY16 which comprise of new ventilator replacements that require a single piece of equipment rather than two. Five new ambulance replacements, cardiac monitors and stretcher upgrades that include powerloads which are safer for both the patient and the paramedic.

- For FY17, a pay increase of 3% is requested as well as an increase of 8.1% for Health/Life Benefits compared to FY16. The Personal Services budget overall has increased by 4.3% over the 2016 amended budget, which includes a 17.9% increase overtime. With an aggressive recruiting and retention plan implemented during FY16, we hope to reverse the upward trend of overtime expenses.

- Overall, the Operating budget has decreased in approximately 1/3 of its expenditure Accounts. Areas that increased include ECOC maintenance (54.3%) which is Lake EMS's assigned portion from Lake County, Promotional Activities (200%), Employee Recognition (23.8%) and Training (51.3%), all part of the employee retention program. Increases relating to a rise in transport volumes include an increase in Pharmacy supplies (35.6%), Oxygen supplies (12.5%) and Medical supplies (9.2%). Overall, the Lake EMS Personnel budgeted expenses have increased by 4.3%, while the budgeted Operating expenses have decreased by 9.4 % compared to FY16.

- In 2019, the current radio system will be obsolete and the cost to replace this system for Lake EMS will be approximately 1.5 million dollars. Lake EMS has taken a proactive approach and began setting aside funds for this expenditure in the way of a Capital Reserve account.

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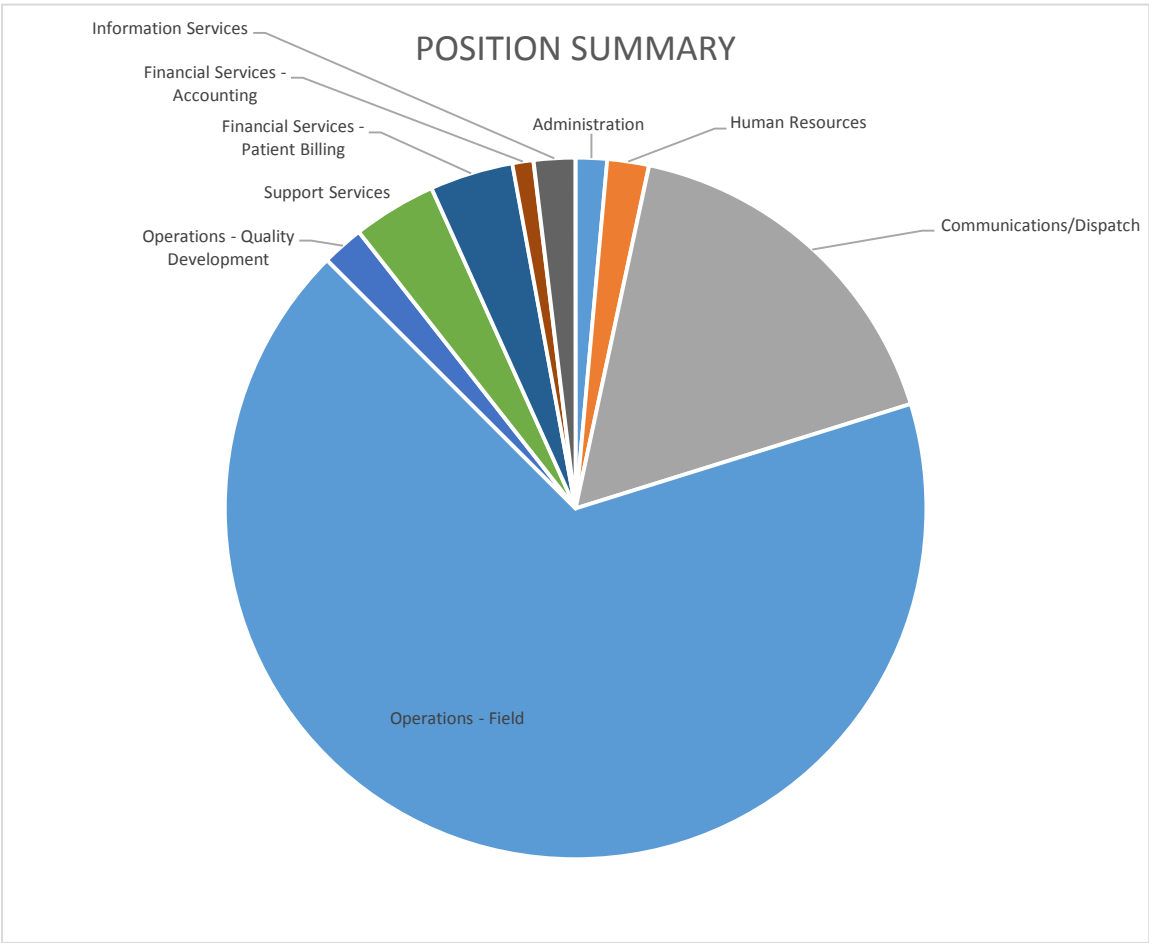
BUDGET SUMMARY

Lake Emergency Medical Services, Inc.
Budgeted Statement of Operations
Proposed Budget 2017

	2014 Actual Budget	2015 Actual Budget	2016 Amended Budget	2017 Proposed Budget	2017 Baseline%
REVENUES:					
Private Pay Fees	3,669,355	2,739,588	3,201,906	3,522,053	10.0%
Medicare Fees	11,526,790	11,679,931	13,650,970	15,015,881	10.0%
Medicaid Fees	2,071,301	1,879,593	2,196,782	2,416,430	10.0%
Contract Fees	205,050	189,142	221,061	243,164	10.0%
Commercial & HMO Fees	2,429,352	2,506,933	2,929,989	3,222,948	10.0%
Less Bad Debt Expense	(4,046,481)	(3,266,238)	(3,958,698)	(4,563,760)	15.3%
Less Contractual Allowances	(4,908,323)	(5,020,006)	(5,582,526)	(6,181,624)	10.7%
Net Charges for Services	10,947,044	10,708,943	12,659,484	13,675,092	8.0%
Public Safety (Local)	-	35,000	32,329	32,329	0.0%
Other Miscellaneous Revenues	51,317	6,000	275,717	6,000	-97.82%
P-card Rebate	-	18,000	22,942	35,000	52.56%
Surplus Furn/Fix/Eq	12,185	-	-	-	100%
Other Charges for Services	-	500	500	-	-100.00%
Donations	100	100	100	100	0.00%
Lake County Subsidy	5,300,000	6,000,000	5,700,000	6,000,000	5.26%
Total Miscellaneous Revenues	5,498,545	6,059,600	6,031,588	6,073,429	0.7%
Balance Carried Forward	-	300,000	2,409,496	700,000	-70.9%
Reserve for Capital	-	-	-	159,382	-
Total Revenues	16,445,589	17,068,543	21,100,568	20,607,903	(2.3%)
EXPENDITURES:					
Personal Services	\$ 12,313,406	\$ 12,820,488	\$ 13,927,416	14,523,795	4.3%
Operating Expenses	3,797,725	3,681,127	4,784,065	4,330,093	(9.49%)
Capital Outlay	169,974	406,928	2,069,705	1,434,633	(30.7%)
Administration Costs	160,000	160,000	160,000	160,000	0.0%
Total Expenditures	16,441,105	17,068,543	20,941,186	20,448,521	(2.4%)
Reserve for Contingencies	-	-	-	-	-
Reserve for Capital	-	-	159,382	159,382	-
Total Expenditures Plus Reserve	16,441,105	17,068,543	21,100,568	20,607,903	(2.3%)
Excess of Revenues Over Expenditures	-	-	-	-	-

Lake Emergency Medical Services Position Summary by Department FY 2017

Department	Current	Percentage
Administration	3	1.44%
Human Resources	4	1.92%
Communications/Dispatch	35	16.82%
Operations - Field	140	67.30%
Operations - Quality Development	4	1.92%
Support Services	8	3.84%
Financial Services - Patient Billing	8	3.84%
Financial Services - Accounting	2	.96%
Information Services	4	1.92%
Total	208	



Lake Emergency Medical Services, Inc.
Personal Services and Operations Expenses
Proposed Budget 2017

	2014	2015	2016	2016	2017	2017
	Actual Budget	Actual Budget	Adopted Budget	Amended Budget	Proposed Budget	Baseline %
PERSONAL SERVICES						
Executive Salaries	111,667	117,280	116,699	116,699	120,200	3.00%
Regular Salaries	8,403,183	8,940,025	9,465,755	9,258,915	9,490,638	2.50%
Overtime	764,654	844,259	746,800	746,800	880,500	17.90%
Special Pay	-	-	-	-	-	0.00%
Social Security Matching	679,575	725,479	790,187	790,187	802,588	1.57%
Retirement Contributions	634,519	661,682	760,930	760,930	771,612	1.40%
Life and Health Insurance	1,475,560	1,480,715	1,923,309	1,923,309	2,078,938	8.09%
Workers Compensation	238,011	236,773	321,576	321,576	370,319	15.16%
Unemployment Compensation	6,237	1,060	9,000	9,000	9,000	0.00%
Total Personal Services	12,313,406	13,007,274	14,134,256	13,927,416	14,523,795	4.28%
OPERATING EXPENDITURES						
Professional Services	86,117	89,965	140,221	342,023	118,841	-65.25%
Contractual Services	139,586	169,056	269,895	536,081	439,555	-18.01%
Collection Fees	56,749	66,427	65,000	65,000	75,000	15.38%
Travel and Per Diem	6,385	28,371	45,750	45,810	57,410	25.32%
Communications	73,133	62,195	73,365	73,365	67,500	-7.99%
Telephone	73,813	66,803	71,397	71,397	47,400	-33.61%
Cellular Telephone	24,271	28,831	49,590	49,590	40,845	-17.63%
Paging Service	395	395	395	395	395	0.00%
Freight & Postage	25,389	27,853	28,375	28,375	28,375	0.00%
Utility Services	84,708	83,357	87,275	87,275	92,350	5.81%
70027 Utility Services	9,303	8,821	10,547	10,547	10,651	0.99%
Rental Leases	-	-	110	110	-	-100.00%
Property Leases	275,552	269,180	299,649	299,649	277,800	-7.29%
Equipment Leases	23,375	33,296	36,130	36,130	22,359	-38.12%
Insurance	240,597	124,152	132,000	132,000	135,000	0.00%
Repair and Maintenance	265,860	211,188	303,844	307,380	312,140	1.55%
70027 Repair and Maintenance	6,327	6,188	8,329	8,329	12,855	54.34%
Auto Repairs/Supplies	216,746	251,598	240,000	302,454	283,600	-6.23%
IT Repair and Maintenance	-	188,067	237,402	420,273	308,520	-26.59%
Printing and Binding	6,871	11,156	6,200	6,200	6,900	11.29%
Reprographic Charge	1,947	71	1,000	1,000	1,000	0.00%
Promotional Activities	-	902	1,000	1,000	3,000	200.00%
Employee Recognition	7,804	13,778	10,000	11,312	14,000	23.76%
Other Current Charges/Obligations	12,700	11,557	11,764	11,764	12,450	5.83%
Office Supplies	247,161	54,208	40,400	75,000	39,750	-47.00%
IT Supplies	-	140,419	83,660	115,989	97,300	-16.11%
Operating Supplies	17,405	32,378	82,252	87,022	66,174	-23.96%
97006 Operating Supplies	2,283	-	-	-	-	0.00%
Motor Fuel/Oil	462,673	333,105	500,000	500,000	400,000	-20.00%
Linen Supplies	42,741	48,396	64,000	64,000	64,000	0.00%
Cleaning Supplies	19,697	20,901	22,000	22,000	22,000	0.00%
Uniforms	72,058	90,298	100,823	100,823	130,691	29.62%
*Medical Supplies	575,571	661,562	637,771	637,771	696,140	9.15%
Oxygen	58,920	64,137	80,000	80,000	90,000	12.50%
*Pharmacy Supplies	130,512	169,888	145,000	145,000	196,602	35.59%
Books, Publications & Dues	21,490	25,800	47,867	47,867	62,762	31.12%
Tuition Reimbursement	-	-	-	-	-	0.00%
*Training	16,445	33,851	58,814	61,134	92,467	51.25%
Total Expenditures	3,304,584	3,432,630	3,996,306	4,784,065	4,330,093	-9.49%

* 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 is essentially a planning tool used by Lake Emergency Medical Services, Inc. to identify and schedule capital replacements and upgrades. Projects included 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:

Autovent w/E500 Combo Replacements: Replacement of eight (8) Autovents w/ E500, which replaces older ventilators and CPAP's (Continuous Positive Airway Pressure) with a single device.

Stryker Power Pro Stretcher Replacements: Replaces eight (8) older stretchers beyond life expectancy.

Stryker Powerload Device: Eight (8) Powerload devices for the implementation of required ambulance specifications for the patient restraint system.

New Ambulances: Replace five (5) ambulances with high mileage and are beyond rechassis.

Nutanix Converged System: Replaces 1 aged virtualization host server.

PROPOSED CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2017

Dept	Equipment	Price/Unit	Qty	FY-'17 Total	Replacement
Operations					
	Autovent Replacements w/ E500 combo	3,249	8	25,992	Replace older ventilators and CPAP's (Continuous Positive Airway Pressure Devices) with a single device. Replaces two pieces of hard equipment with one
	Battery Support System replacement-LP-15	1,638	8	13,102	Replace older units reaching life expectancy
	Stryker Stretcher replacements	15,404	8	123,231	Replace 2007 model year stretchers beyond their life expectancy
	Stryker Powerload Device	20,800	8	166,400	Implementation of required ambulance specifications for patient restraint system
	Life Pak 15 Cardiac Monitor Replacements	32,988	7	230,916	Replace monitors at their life expectancy
	MTP IV Pump Replacements	3,244	6	19,464	Replace older units reaching life expectancy
	Ambulances- Replacement	158,995	5	794,976	Replacement of high mileage ambulances with pt. compartments beyond rechassis
	Stair Chairs	1,638	4	6,551	Replace older units reaching life expectancy
	Subtotal Operations			1,380,633	
Information Services					
	Nutanix Converged System	31,000	1	31,000	Replaces 1 aged virtualization host servers
	Mobile Tablets (EPCR)	3,200	5	16,000	Replaces end-of-cycle field tablets
	Spectracom SecureSync	7,000	1	7,000	Replaces EOL GPS Modular Time Synchronization System
	Subtotal Information Services			54,000	

TOTAL CAPITAL:	1,434,633
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Lake EMS Five Year Capital Plan

Dept	Equipment	Qty	FY '17 Total	QTY	FY '18 Total	QTY	FY '19 Total	QTY	FY '20 Total	QTY	FY '21 Total	5 Year Totals
Field Operations												
	Autovent Replacements (with E500 Combo)	8	25,992	6	20,082	3	10,041	3	10,095	3	10,398	76,608
	Battery Support System replacement-LP-15	8	13,102	8	13,504	8	13,920	8	14,360	8	14,792	69,678
	Stryker Stretcher replacements	8	123,232	7	111,062	7	114,394	8	134,656	7	121,359	604,703
	Stryker Powerload Device Additional	8	166,400	8	171,392	8	176,534	8	181,830	8	187,285	883,440
	Life Pak 15 Cardiac monitor Replacements	7	230,916	8	271,821	5	174,985	8	288,375	7	259,898	1,225,995
	MTP IV Pump Replacements	6	19,464	6	20,048	3	10,325	3	10,634	3	10,953	71,424
	Ambulance Replacements	5	794,975	4	605,788	4	630,020	3	491,415	3	511,071	3,033,289
	Ambulance Re-Chassis		0	2	219,400	2	226,000	2	240,800	2	248,000	934,200
	AED							1	3,510			3,510
	QRV- Replacement			2	108,000			2	114,480	1	58,957	281,437
	Special Event Vehicle											
	Stair Chairs	4	6,552	4	6,749	4	6,951	3	5,370	3	5,531	31,152
	Tank Boss replacement											
	Administrative Vehicles							1	36,846			36,846
	Subtotal: Field Operations		1,380,633		1,547,846		1,363,169		1,532,371		1,428,244	7,252,263
Information Services												
	Laptops											-
	Servers											-
	Nutanix Converged System	1	31,000									31,000
	Network Equipment			3	30,000							30,000
	CAD/Billing Workstations	0	-	-	-	-	-	-	-	-	-	-
	Ambulance Radio Replacements								1,500,000			1,500,000
	Portables 800MHz	0	-									-
	Mobiles 800MHz	0	-									-
	Mobile Tablets EPCR/MDT	5	16,000	10	32,000	10	33,280	10	34,610	10	36,000	151,890
	MSC2000 Radios											-
	Network Switches											-
	Firewall VPN Appliance											-
	Tower Site Generator											-
	Netclock-NTP (Master PSAP Clock)	1	7,000									7,000
	CAD Workstations											-
	System Management Appliance											-
	Core Network Switch											-
	Field Data Reporting Server											-
	Security Equipment											-
	COOP Server											-
	AVL/MDT Server											-
	Mapping Server											-
	PC Blade Chassis											-
	Fax Server											-
	Office Computers											-
	Dispatch Computers											-
	Station Computers											-
	Printers - Networked			1	1,700	1	1,800	1	1,800	1	2,000	7,300
	Plotter											-
	Network Infrastructure Equip.											-
	Raid Server Arrays											-
	Subtotal: Information Services		54,000		63,700		35,080		1,536,410		38,000	1,727,190
	TOTAL:		1,434,633		1,611,546		1,398,249		3,068,781		1,466,244	8,979,453

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REVENUE BUDGET SUMMARY

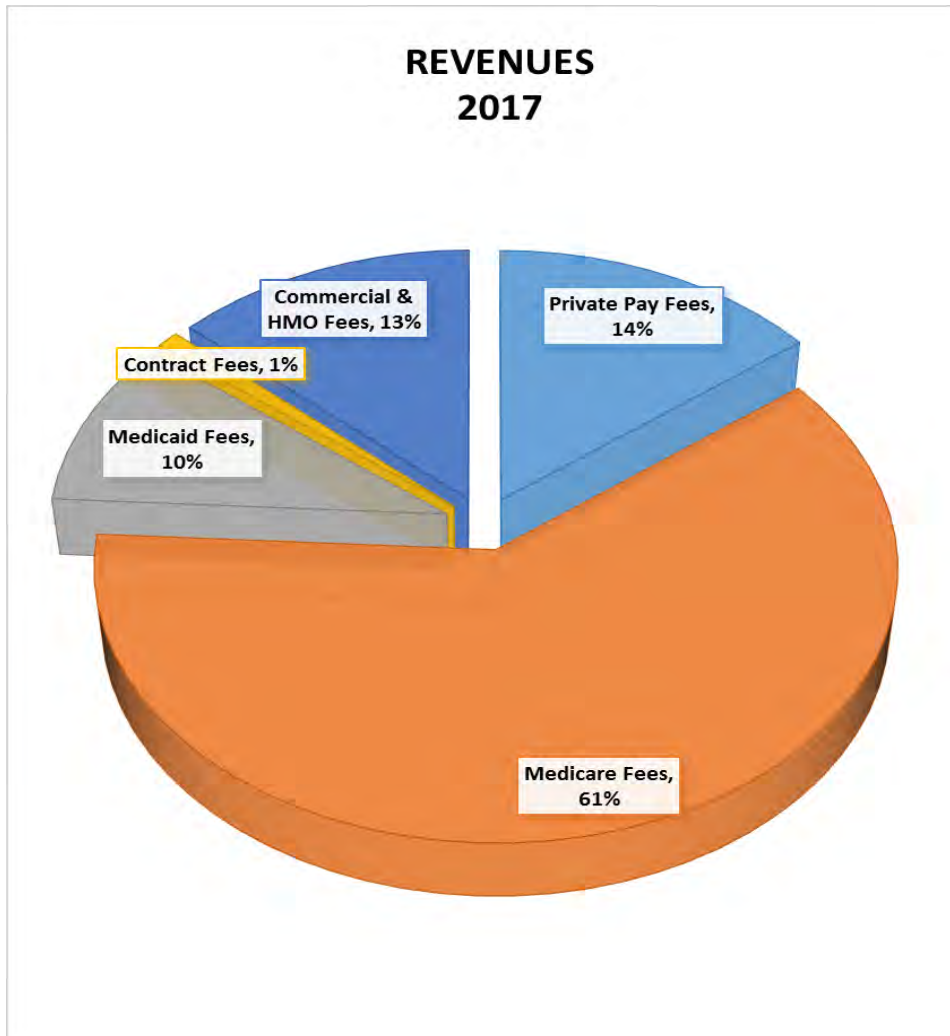
REVENUE SUMMARY

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	

Revenues are forecast based on current and historical activity levels.



LAKE EMERGENCY MEDICAL SERVICES, INC.
Budgeted Statement of Revenues
Proposed Budget 2017

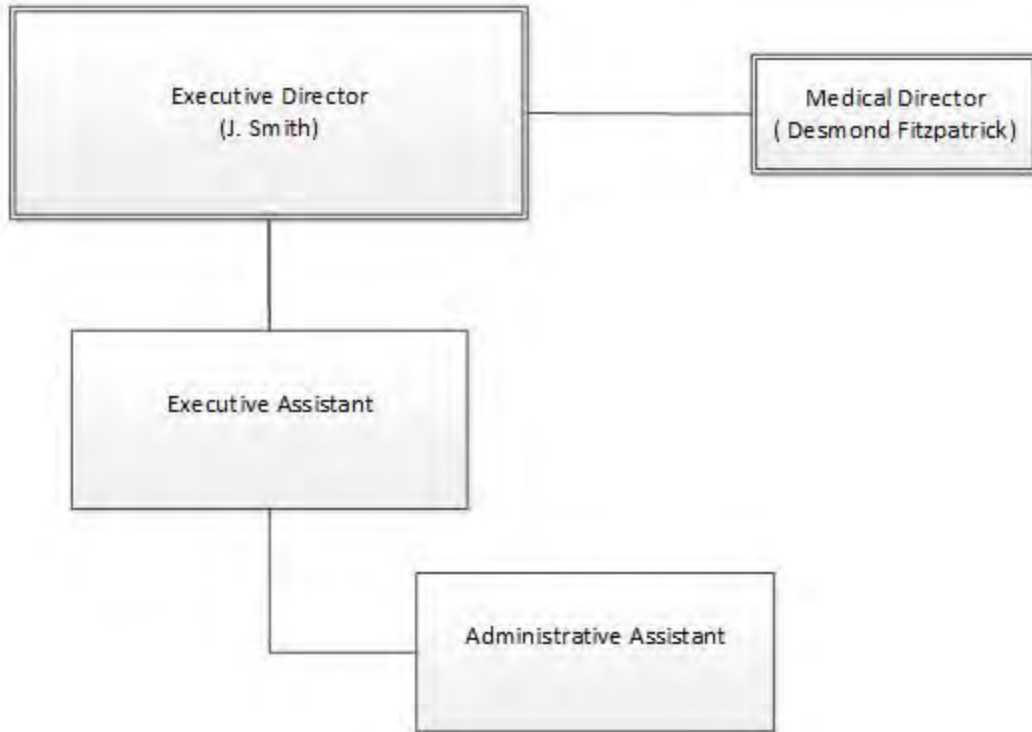
	2013	2014	2015	2016	2017	2017
	Actual Budget	Actual Budget	Actual Budget	Amended Budget	Proposed Budget	Baseline%
REVENUES:						
Private Pay Fees	2,900,035	3,669,355	2,739,588	3,201,906	3,522,053	10.0%
Medicare Fees	9,817,230	11,526,790	11,679,931	13,650,970	15,015,881	10.0%
Medicaid Fees	1,437,529	2,071,301	1,879,593	2,196,782	2,416,430	10.0%
Contract Fees	165,078	205,050	189,142	221,061	243,164	10.0%
Commercial & HMO Fees	1,996,010	2,429,352	2,506,933	2,929,989	3,222,948	10.0%
Less Bad Debt Expense	(3,254,940)	(4,046,481)	(3,266,238)	(3,958,698)	(4,563,760)	15.3%
Less Contractual Allowances	(2,789,334)	(4,908,323)	(5,020,006)	(5,582,526)	(6,181,624)	10.7%
Net Charges for Services	10,271,608	10,947,044	10,708,943	12,659,484	13,675,092	8.0%
EMS Matching Grant	-	-	-			
Federal Disaster Relief	-	-	-			
State Disaster Relief	-	-	-			
Public Safety (Local)	-	-	35,000	32,329	32,329	0.0%
Urban Areas Security Initiative Grant	142,744	-	-			100%
Motor Fuel Tax Rebate (State)	-	-	-			100%
Other Miscellaneous Revenues	56,847	51,317	6,000	275,717	6,000	-97.82%
P-card Rebate	-	-	18,000	22,942	35,000	52.56%
Other Dispatch Fees	-	-	-			100%
Surplus Furn/Fix/Eq	-	12,185	-			100%
Ins Proc/Loss Furn/Fix/Equip	5,200	134,285	-	-		
Other Charges for Services	103	-	500	500		-100.00%
Reimbursements	1,005	658	-			100%
Interest	158	-	-			100%
Donations	100	100	100	100	100	0.00%
Other Public Safety	50	-	-			100%
Highway Safety Grant	-	-	-			100%
Lake County Subsidy	5,208,843	5,300,000	6,000,000	5,700,000	6,000,000	5.26%
Total Miscellaneous Revenues	5,415,050	5,498,545	6,059,600	6,031,588	6,073,429	0.7%
Balance Carried Forward	316,336		300,000	2,409,496	700,000	-70.9%
Reserve for Capital					159,382	
Total Revenues	16,002,994	16,445,589	17,068,543	21,100,568	20,607,903	(2.3%)

DEPARTMENTAL BUDGETS



Lake Emergency Medical Services, Inc.

Administration



Administration

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$ 492,093	\$ 458,109	\$ 247,697	\$ 254,656	\$ 265,004
Operating Expenses	247,384	250,074	385,149	567,781	415,700
Administration Cost-Lake County	160,000	160,000	160,000	160,000	160,000
Capital Reserve	N/A	N/A	N/A	159,382	159,382
Total Expenditures	\$ 899,477	\$ 868,183	\$ 792,846	\$ 1,141,819	\$ 1,000,086
Authorized Personnel	4	4	3	3	3

Number of Administrative Personnel

Classification	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Proposed 2017
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
Total Personnel	4	4	4	3	3

	Budget Amount 2017
Salaries and Wages	\$ 194,498
Overtime	3,000
Social Security Taxes	15,109
Health and Retirement	51,943
Workers Comp Ins.	454
TOTAL PERSONNEL SERVICES:	265,004

*The Medical Director is now a contractual position

ADMINISTRATION JUSTIFICATION - BUDGET YEAR 2017

Account	Account Description	Actual	Actual	Actual	Actual	Adopted	Amended	Proposed	%	JUSTIFICATION
		Budget	Budget	Budget	Budget	Budget	Budget	Budget		
		2012	2013	2014	2015	2016	2016	2017	Change	
PERSONAL SERVICES										
110	EXECUTIVE SALARIES	192,986	105,152	111,667	117,280	116,699	116,699	120,200	3.0%	
120	REGULAR SALARIES	560,823	298,874	268,753	75,998	72,135	72,135	74,298	3.0%	
140	OVERTIME	5,823	1,205	800	301	1,800	1,800	3,000	66.7%	
150	SPECIAL PAY	5,325	-	-	-	-	-	-		
210	SOCIAL SECURITY MATCHING	49,101	22,679	26,787	14,383	14,583	14,583	15,109	3.6%	
220	RETIREMENT CONTRIBUTIONS	51,730	28,050	19,112	16,305	21,096	21,096	22,024	4.4%	
230	LIFE & HEALTH INSURANCE	98,335	30,765	30,230	23,082	27,962	27,962	29,919	7.0%	
240	WORKERS COMPENSATION	3,485	5,367	761	347	381	381	454	19.2%	
250	UNEMPLOYMENT COMPENSATION	483	-	-	-	-	-	-		
	TOTAL PERSONAL SERVICES	968,091	492,092	458,110	247,696	254,656	254,656	265,004	4.1%	
OPERATING EXPENSES										
310	PROFESSIONAL SERVICES	119,369	70,600	73,608	73,685	85,000	230,000	60,000	(87.0%)	Global Partners, Legal Courier
340	CONTRACTUAL SERVICES	63,070	7,736	10,157	9,915	12,000	12,000	12,000	0.0%	
340	70027 ONTRACTUAL SERVICES									
342	COLLECTION FEES									
400	TRAVEL & PER DIEM	5,274	6,318	786	1,533	6,385	6,385	6,385	0.0%	See Travel Justification
410	COMMUNICATIONS & FREIGHT									
411	TELEPHONE									
412	CELLULAR TELEPHONE									
413	PAGING SERVICES									
420	FREIGHT AND POSTAGE	1,844	431	442	438	1,000	1,000	1,000	0.0%	Postage/UPS
430	UTILITY SERVICES	31,827	24,603	22,285	20,525	26,000	26,000	28,075	8.0%	
430	70027 UTILITY SERVICES									
440	RENTALS AND LEASES	3,066	-	-	-	-	-	-		
441	PROPERTY LEASES	114,137	102,948	105,743	108,620	111,585	111,585	113,000	1.3%	3% year increase
442	EQUIPMENT LEASES	-	-	957	1,914	1,914	1,914	1,975	3.2%	Lease of copier
450	INSURANCE	-	-	-	124,152	132,000	132,000	135,000	2.3%	General Liability, Brown and Brown
460	REPAIR AND MAINTENANCE	-	-	926	835	1,000	1,000	5,440	444.0%	Ricoh Maintenance of copier (copies)
460	70027 REPAIR AND MAINTENANCE									
461	AUTO REPAIRS AND SUPPLIES									
465	IT REPAIRS AND MAINTENANCE									
470	PRINTING & BINDING	112	637	144	2,046	1,350	1,350	2,050	51.9%	Annual report, Board Books
471	REPROGRAPHIC CHARGE	41	747	1,947	71	1,000	1,000	1,000	0.0%	
480	PROMOTIONAL ACTIVITIES	1,925	289	-	902	1,000	1,000	3,000	200.0%	Parades, Advertisements, Recruiting awareness
485	EMPLOYEE RECOGNITION	7,874	6,173	7,804	13,778	10,000	11,312	14,000	23.8%	Perks, EMS and Telecommunicators Week
490	OTHER CURRENT CHARGES	3,304	1,669	3,542	1,397	2,000	2,000	2,000	0.0%	Legal ads
510	OFFICE SUPPLIES	18,744	11,218	9,023	9,042	10,000	10,010	10,000	(0.1%)	Board books, annual report
511	IT SUPPLIES									
520	OPERATING SUPPLIES									
520	97006 OPERATING SUPPLIES	422	-	-	-	-	-	-		
521	MOTOR FUEL									
525	LINENS									
527	CLEANING SUPPLIES									
532	UNIFORMS	-	-	-	394	350	350	400	14.3%	Pool uniform contract with City of Clermont
535	MEDICAL SUPPLIES									
537	OXYGEN									
538	PHARMACY SUPPLIES									
540	BOOKS, PUBLICATIONS & DUES	23,473	11,215	12,387	15,266	14,000	14,000	15,500	10.7%	FAA/AAA, and dues
545	TUITION REIMBURSEMENT									
550	TRAINING	2,652	2,800	324	638	4,875	4,875	4,875	0.0%	Reg fees, Instr. fees, see Travel Justification
	TOTAL OPERATING EXPENSES	397,134	247,384	250,075	385,151	421,459	567,781	415,700	(26.8%)	

ADMINISTRATION TRAVEL FORM - BUDGET YEAR 2017

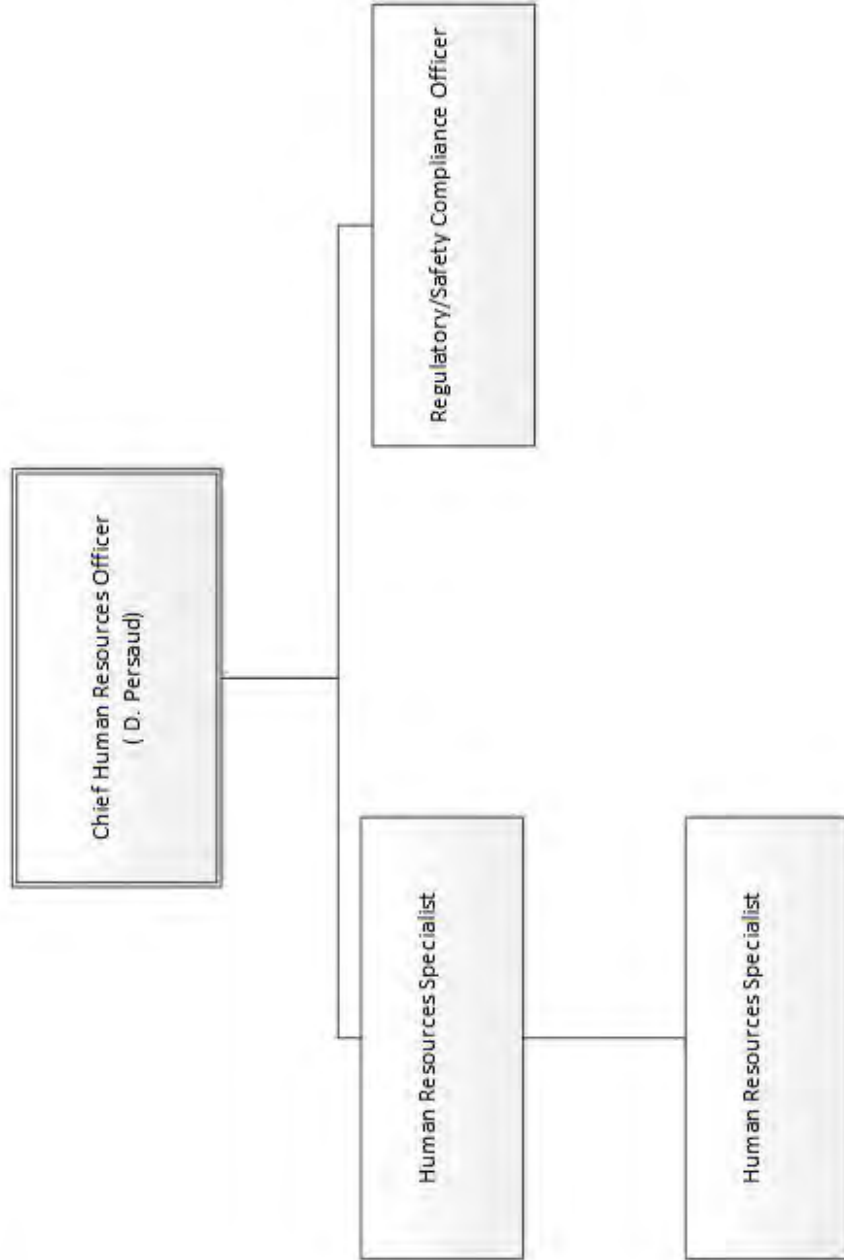
<i>TRAVELER'S JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>
Executive Director	EMS EXPO	Washington, DC	750	500	1,250
Executive Director	State EMS Quarterly Meetings	TBA	600	-	600
Executive Director	Zoll Users Conference	Denver, CO	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 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$	\$	\$	\$ 270,810	\$ 351,938
Operating Expenses				66,560	68,705
Capital Outlay				N/A	N/A
Total Expenditures	\$ -	\$ -	\$ -	\$ 337,370	\$ 420,643
Authorized Personnel				4	4

Personnel

<u>Classification</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Proposed 2017</u>
Chief Human Resources Officer		1	1	1	1
Regulatory/Safety Compliance Officer			1	1	1
HR Specialist			1	2	2
			3	4	4
Total Personnel					

	Budget Amount 2017
Salaries and Wages	\$ 262,650
Social Security Taxes	20,093
Health and Retirement	59,591
Workers Comp Ins.	604
Unemployment Compensation	9,000
Total Personal Services	\$ 351,938

Note: This is the third year for the Human Resources Budget

HUMAN RESOURCES JUSTIFICATION - BUDGET YEAR 2017

		<i>Actual Budget</i>	<i>Adopted Budget</i>	<i>Amended Budget</i>	<i>Proposed Budget</i>	<i>%</i>	
<i>Account</i>	<i>Account Description</i>	<i>2015</i>	<i>2016</i>	<i>2016</i>	<i>2017</i>	<i>Change</i>	<i>JUSTIFICATION</i>
	PERSONAL SERVICES						
110	EXECUTIVE SALARIES						
120	REGULAR SALARIES	184,504	203,399	203,399	262,650	29.1%	
140	OVERTIME						
150	SPECIAL PAY						
210	SOCIAL SECURITY MATCHING	13,642	15,560	15,560	20,093	29.1%	
220	RETIREMENT CONTRIBUTIONS	13,650	15,266	15,266	19,699	29.0%	
230	LIFE & HEALTH INSURANCE	22,545	27,141	27,141	39,892	47.0%	
240	WORKERS COMPENSATION	542	444	444	604	36.0%	
250	UNEMPLOYMENT COMPENSATION	192	9,000	9,000	9,000		
	TOTAL PERSONAL SERVICES	235,076	270,810	270,810	351,938	30.0%	
	OPERATING EXPENSES						
310	PROFESSIONAL SERVICES	14,775	27,721	27,721	31,341	13.1%	
340	CONTRACTUAL SERVICES	-	18,135	18,135	18,135		Background Checks, Drug Tests, Healthworks
340	70027 CONTRACTUAL SERVICES	-					
342	COLLECTION FEES	10					
400	TRAVEL & PER DIEM	-	600	660	660		
410	COMMUNICATIONS & FREIGHT	-					
411	TELEPHONE						
412	CELLULAR TELEPHONE						
413	PAGING SERVICES	-					
420	FREIGHT AND POSTAGE		75	75	75		
430	UTILITY SERVICES						
430	70027 UTILITY SERVICES						
440	RENTALS AND LEASES						
441	PROPERTY LEASES						
442	EQUIPMENT LEASES						
450	INSURANCE						
460	REPAIR AND MAINTENACE	-	10,900	10,900	10,900		
460	70027 REPAIR AND MAINTENACE						
461	AUTO REPAIRS AND SUPPLIES						
465	IT REPAIRS AND MAINTENANCE						
470	PRINTING & BINDING		750	750	750		
471	REPROGRAPHIC CHARGE						
480	PROMOTIONAL ACTIVITIES						
485	EMPLOYEE RECOGNITION						
490	OTHER CURRENT CHARGES	989	1,400	1,400	1,400		
510	OFFICE SUPPLIES	746	1,000	3,000	1,000	(66.7%)	
511	IT SUPPLIES						
520	OPERATING SUPPLIES						
520	97006 OPERATING SUPPLIES						
521	MOTOR FUEL						
525	LINENS						
527	CLEANING SUPPLIES						
532	UNIFORMS		175	175	175		
535	MEDICAL SUPPLIES						
537	OXYGEN						
538	PHARMACY SUPPLIES						
540	BOOKS, PUBLICATIONS & DUES	640	700	700	700		
545	TUITION REIMBURSEMENT						
550	TRAINING	1,400	3,044	3,044	3,569	17.2%	
	TOTAL OPERATING EXPENSES	18,560	64,500	66,560	68,705	3.2%	

HUMAN RESOURCES TRAVEL FORM - BUDGET YEAR 2017

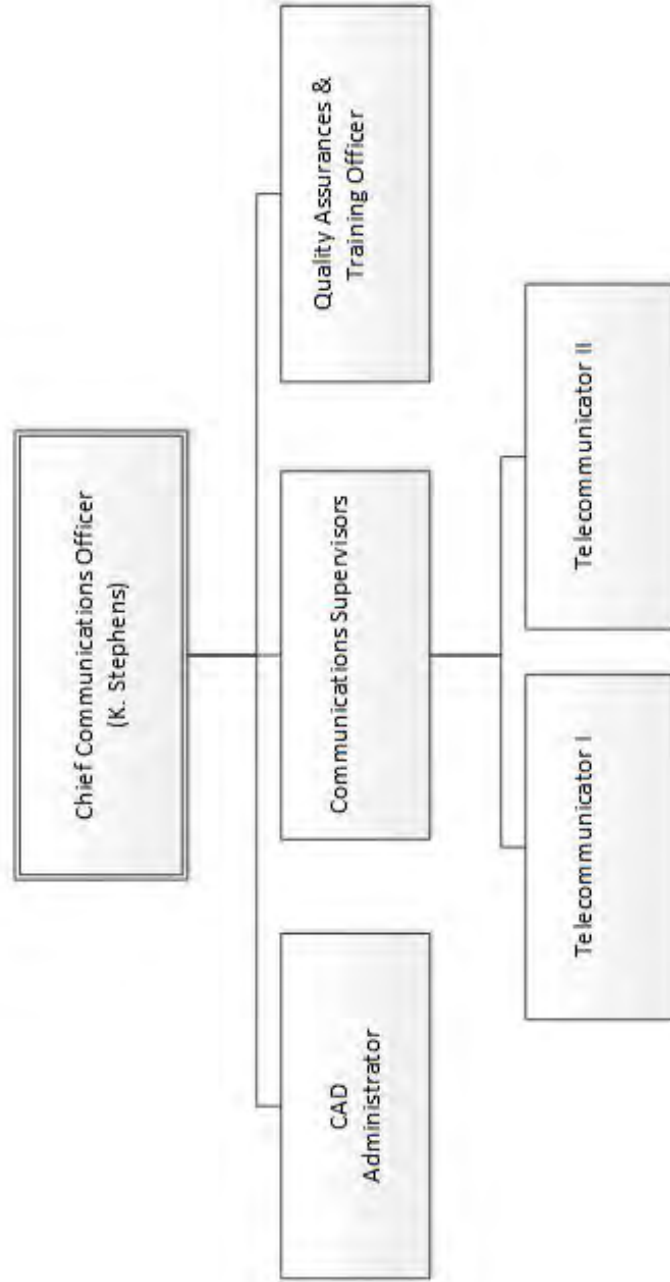
<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>	<i>Comments</i>
Chief HR Officer	EAF - Employers Assoc Employment /Comp Training	Longwood, FL	30	584	614	Membership 222 employes @ \$2.65 ea. Includes 3 member/contacts ; webinars, conferences and free HR/Legal consultation.
Chief HR Officer	SHRM membership	Orlando, FL	-	190	190	membership HR Manager
Chief HR Officer	FPHRA - Florida Public HR Assoc. membership	Orlando, FL	-	335	335	Membership for 3 contacts, seminars, webinars, etc.
Chief HR Officer/ HR Specialist	Labor law update workshops - regulated	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 Pinciples 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	3,569	4,229
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Lake Emergency Medical Services, Inc.

Communications / Dispatch



Communications/Dispatch

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$ 1,847,384	\$ 1,806,832	\$ 1,998,058	\$ 2,073,266	\$ 2,122,826
Operating Expenses	88,508	37,791	80,370	132,870	112,369
Capital Outlay	N/A	N/A	N/A	N/A	N/A
Total Expenditures	\$ 1,935,892	\$ 1,844,623	\$ 2,078,428	\$ 2,206,136	\$ 2,235,195
Authorized Personnel	33	33	33	35	35

Personnel

<u>Classification</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Current 2016</u>	<u>Proposed 2017</u>
Chief Communications Officer	1	1	1	1	1
CAD 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	8	8	8
Telecommuter I	22	22	18	20	20
Total Personnel	33	33	33	35	35

	<u>2017 Budget Amount</u>
Salaries and Wages	\$ 1,465,589
Overtime	75,000
Social Security taxes	117,855
Workers Comp Insurance	3,543
Health and Retirement Benefits	460,839
Total Personal Services	\$ 2,122,826

COMMUNICATIONS/DISPATCH JUSTIFICATION - BUDGET YEAR 2017

<i>Account</i>	<i>Account Description</i>	<i>Actual Budget 2014</i>	<i>Actual Budget 2015</i>	<i>Adopted Budget 2016</i>	<i>Amended Budget 2016</i>	<i>Proposed Budget 2017</i>	<i>% Change</i>	<i>JUSTIFICATION</i>
	PERSONAL SERVICES							
110	EXECUTIVE SALARIES							
120	REGULAR SALARIES	1,315,780	1,475,802	1,442,922	1,442,922	1,465,589	1.6%	
140	OVERTIME	39,625	53,256	75,000	75,000	75,000	0.0%	
150	SPECIAL PAY							
210	SOCIAL SECURITY MATCHING	98,452	111,321	116,121	116,121	117,855	1.5%	
220	RETIREMENT CONTRIBUTIONS	97,269	101,815	110,083	110,083	111,783	1.5%	
230	LIFE & HEALTH INSURANCE	253,256	253,188	326,112	326,112	349,056	7.0%	
240	WORKERS COMPENSATION	2,450	2,676	3,028	3,028	3,543	17.0%	
250	UNEMPLOYMENT COMPENSATION							
	TOTAL PERSONAL SERVICES	1,806,832	1,998,058	2,073,266	2,073,266	2,122,826	2.4%	
	OPERATING EXPENSES							
310	PROFESSIONAL SERVICES		-			-		
340	CONTRACTUAL SERVICES	911	285	685	685	500	-27.01%	
340	70027 CONTRACTUAL SERVICES	4,482	4,481	4,481	4,481	4,261	-4.91%	Charge back for ECOC
342	COLLECTION FEES							
400	TRAVEL & PER DIEM	1,652	8,112	16,575	16,575	17,872	7.83%	
410	COMMUNICATIONS & FREIGHT							
411	TELEPHONE							
412	CELLULAR TELEPHONE							
413	PAGING SERVICES							
420	FREIGHT AND POSTAGE	-		200	200	200	0.00%	
430	UTILITY SERVICES	-						
430	70027 UTILITY SERVICES	9,303	8,821	10,547	10,547	10,651	0.99%	Charge back for ECOC
440	RENTALS AND LEASES							
441	PROPERTY LEASES	-	-			-		
442	EQUIPMENT LEASES							
450	INSURANCE							
460	REPAIR AND MAINTENACE	-				-		
460	70027 REPAIR AND MAINTENANCE	6,327	6,188	8,329	8,329	12,855	54.34%	Charge back for ECOC
461	AUTO REPAIRS AND SUPPLIES							
465	IT REPAIRS AND MAINTENANCE							
470	PRINTING & BINDING	-	96	100	100	100	0.00%	
471	REPROGRAPHIC CHARGE							
480	PROMOTIONAL ACTIVITIES							
485	EMPLOYEE RECOGNITION							
490	OTHER CURRENT CHARGES	-	337			350		
510	OFFICE SUPPLIES	6,267	17,891	10,000	42,451	10,000	-76.44%	
511	IT SUPPLIES							
520	OPERATING SUPPLIES		2,612	5,752	10,522	3,674	-65.08%	
520	97006 OPERATING SUPPLIES	2,283						
521	MOTOR FUEL							
525	LINENS							
527	CLEANING SUPPLIES							
532	UNIFORMS	-	8,878	15,300	15,300	15,698	2.60%	
535	MEDICAL SUPPLIES							
537	OXYGEN							
538	PHARMACY SUPPLIES							
540	BOOKS, PUBLICATIONS & DUES	977	1,325	2,330	2,330	1,400	-39.91%	
545	TUITION REIMBURSEMENT							
550	TRAINING	5,588	21,345	19,030	21,350	34,808	63.04%	
	TOTAL OPERATING EXPENSES	37,790	80,370	93,329	132,870	112,369	-15.43%	

COMMUNICATIONS/DISPATCH TRAVEL FORM - BUDGET YEAR 2017

TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL
Telecommunicator II	EMD/EFD/Q Certification	TBA	\$ 6,160.00	\$ 9,695.00	15,855
Telecommunicator II	EMD/EFD/Q Re-Certification	TBA		\$ 5,400.00	5,400
IAED	Instructor Fee	Mt Dora		\$ 1,400.00	1,400
CAD Administrator	Zoll User's Conference	Denver	\$ 2,416.00	\$ 695.00	3,111
Communications Staff	CCM	Colorado Springs	\$ 1,303.00		1,303
Communications Staff	Navigator Conference	TBA	\$ 4,473.00	\$ 1,920.00	6,393
Communications Staff	APCO/NENA Conference	TBA	\$ 2,640.00	\$ 2,000.00	4,640
CAD Administrator	CMCP	TBA	\$ 880.00	\$ 1,000.00	1,880
Communications Staff	DOH Certification	Tavares		\$ 9,420.00	9,420
Telecommunicator II	Training Officer Instructor	TBA		\$ 878.00	878
NAFTO	FTO Basic/Advanced	Mt Dora		\$ 2,400.00	2,400
			\$ 17,872.00	\$ 34,808.00	52,680

TRAVEL COST

Zoll	Summit Conference Travel - Zoll	1	Air, Car, Hotel, PD	\$ 2,416.00
IAED	Navigator Conference	3	Air, Shuttle, Hotel, PD	\$ 4,473.00
APCO	APCO/NENA Conference	3	Hotel, PD	\$ 2,640.00
IAED	IAED - EFD (new emp)	7	Hotel, PD	\$ 3,080.00
IAED	IAED - EMD (new emp)	7	Hotel, PD	\$ 3,080.00
NENA	CMCP	1	Hotel, PD	\$ 880.00
IAED	CCM	1	Hotel, PD, Car	\$1,303.19
				\$ 17,872

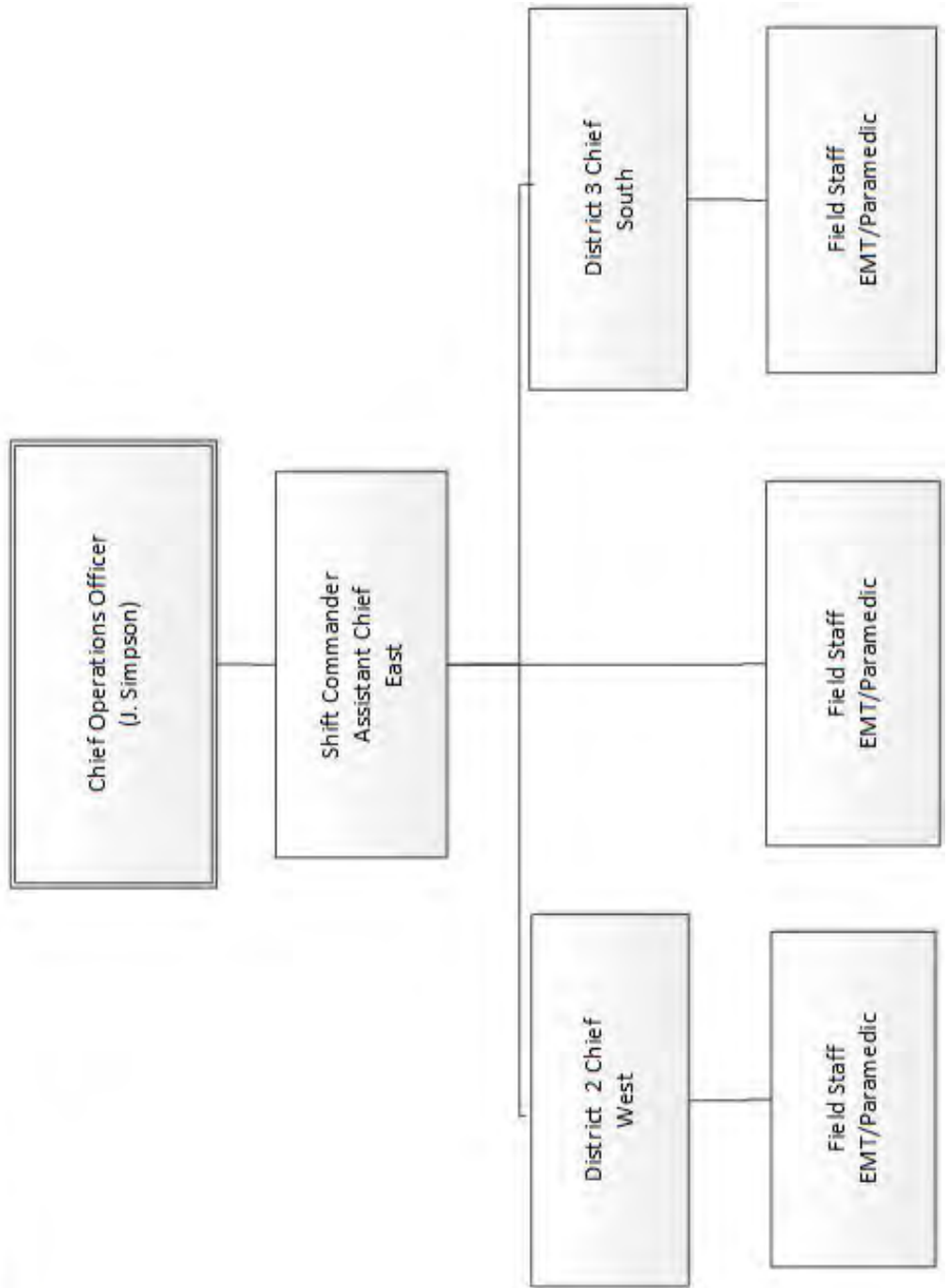
TUIT/REGISTRATION

IAED	EMD Recertification	22	\$50.00	\$ 1,100.00
IAED	EFD Recertification	27	\$50.00	\$ 1,350.00
IAED	EMD-Q Recertification	2	\$100.00	\$ 200.00
IAED	EFD-Q Recertification	4	\$100.00	\$ 400.00
IAED	EMD-EFD Instructor Fee	2	\$700.00	\$ 1,400.00
IAED	EMD Re-Accreditation Application Fee		\$2,350.00	\$ 2,350.00
NAFTO	FTO Basic	4	\$350.00	\$ 1,400.00
NAFTO	FTO Advanced	4	\$250.00	\$ 1,000.00
IAED	EMD-Q Certification	3	\$595.00	\$ 1,785.00
IAED	EFD-Q Certification	4	\$595.00	\$ 2,380.00
Zoll	Summit Conference Registration	1	\$695.00	\$ 695.00
IAED	Navigator Conference Registration	3	\$640.00	\$ 1,920.00
APCO/NENA	APCO/NENA Conference	4	\$500.00	\$ 2,000.00
CMCP	Certification	1	\$1,000.00	\$ 1,000.00
IAED	EMD Certification (new emp)	7	\$395.00	\$ 2,765.00
IAED	EFD Certification (new emp)	7	\$395.00	\$ 2,765.00
Lake Technical Institute	Telecommunicator Class (new emp)	7	\$935.00	\$ 6,545.00
DOH	Telecommunicator Certification (new emp)	7	\$175.00	\$ 1,225.00
DOH	Telecommunicator Re-Certification	33	\$50.00	\$ 1,650.00
APCO	Communications Training Officer Instructor	2	\$439.00	\$ 878.00
				\$ 34,808
				\$ 52,680



Lake Emergency Medical Services, Inc.

Operations - Field



Operations - Field

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$ 8,673,965	\$ 8,957,883	\$ 8,421,947	\$ 9,417,073	\$ 9,646,619
Operating Expenses	2,196,706	2,337,045	169,599	203,243	211,218
Capital Outlay	452,407	165,365	298,928	1,979,583	1,380,632
Total Expenditures	\$ 11,323,078	\$ 11,460,293	\$ 8,890,474	\$ 11,599,899	\$ 11,238,469
Authorized Personnel	134	145	138	140	140

Personnel

<u>Classification</u>	Actual 2013	Actual 2014	Actual 2015	Current 2016	Proposed 2017
EMT's	46	51	61	62	62
District Chiefs	6	6	6	6	6
Paramedic	65	71	67	68	68
Assistant Chiefs	3	3	3	3	3
Chief Operations Officer	1	1	1	1	1
Deputy Chief**	1	1			
District Chief - Provisional**	1	1			
Clinical Quality Officer**	1	1			
Clinical Training Office**	1	1			
Training Officer**	1	1			
Regulatory/Safety Compliance Officer****	0				
Total Personnel	126	137	138	140	140

**2016
Budget
Amount**

Salaries and Wages	\$ 6,155,047
Overtime	725,000
Social Security taxes	526,324
Workers Comp Insurance	355,223
Health and Retirement Benefits	1,885,025
Total Personal Services	\$ 9,646,619
Auto Vents/E500 Combo Replacement (8)	\$ 25,992
Battery Support System Replacements for LP-15 (8)	13,102
LP-15 Cardiac Monitors Replacements (7)	230,916
Stryker Power Pro Stretchers Replacements(8)	123,231
Stryker Powerload Device (8)	166,400
MTP IV Pumps Replacements (6)	19,464
Stair Chair Replacements (4)	6,551
Ambulance Replacements (5)	794,976
Total Capital Outlay	\$ 1,380,632

OPERATIONS - FIELD JUSTIFICATION - BUDGET YEAR 2017

		Actual	Actual	Actual	Actual	Adopted	Amended	Proposed		
		Budget	Budget	Budget	Budget	Budget	Budget	Budget	%	
Acct.	Account Description	2012	2013	2014	2015	2016	2016	2017	Change	JUSTIFICATION
	PERSONAL SERVICES									
110	EXECUTIVE SALARIES			0	0	0	0	0		
120	REGULAR SALARIES	5,712,981	5,773,151	5,987,352	5,614,536	6,191,747	6,197,087	6,155,047	(0.7%)	Includes \$25,000 for Incentives, \$75K for PDO Payout, and \$154K for Flex
140	OVERTIME	708,303	777,417	715,570	780,777	610,000	610,000	725,000	18.9%	
150	SPECIAL PAY								(100.0%)	
210	SOCIAL SECURITY MATCHING	470,317	481,105	492,368	469,993	520,334	520,334	526,324	6.4%	
220	RETIREMENT CONTRIBUTIONS	449,886	420,253	454,772	420,286	494,775	494,775	498,772	(61.2%)	
230	LIFE & HEALTH INSURANCE	1,121,765	1,003,086	1,074,745	985,686	1,286,243	1,286,243	1,386,253	348.7%	
240	WORKERS COMPENSATION	242,926	218,953	233,076	224,330	308,974	308,974	355,223	15.0%	
250	UNEMPLOYMENT COMPENSATION									
	TOTAL PERSONAL SERVICES	8,706,178	8,673,965	8,957,883	8,495,608	9,412,073	9,417,413	9,646,619	2.4%	
	OPERATING EXPENSES									
310	PROFESSIONAL SERVICES									
340	CONTRACTUAL SERVICES	32,413	8,089	51,125	4,116	4,200	4,200	-	(100.0%)	
340	70027 ONTRACTUAL SERVICES									
342	COLLECTION FEES									
400	TRAVEL & PER DIEM	4,666	10,952	3,737	6,546	5,950	5,950	7,900	32.8%	See Travel Justification
410	COMMUNICATIONS & FREIGHT									
411	TELEPHONE									
412	CELLULAR TELEPHONE									
413	PAGING SERVICES									
420	FREIGHT AND POSTAGE	646	427	1,096	-					
430	UTILITY SERVICES	54,045	52,767	49,780	20,954	19,000	19,000	22,000	15.8%	Split between Operations and Support Services budget
430	70027 UTILITY SERVICES									
440	RENTALS AND LEASES	2,400	-	-	-					
441	PROPERTY LEASES	152,937	154,384	153,742	43,774	69,826	69,826	47,000	(32.7%)	
442	EQUIPMENT LEASES	-	-	8,314	-			-		
450	INSURANCE	298,368	236,443	240,597	-			-		
460	REPAIR AND MAINTENACE	226,844	215,221	193,987	-			-		
460	70027 REPAIR AND MAINTENANCE									
461	AUTO REPAIRS AND SUPPLIES	211,548	199,307	216,746	-			-		
465	IT REPAIRS AND MAINTENANCE									
470	PRINTING & BINDING	11,767	4,795	6,727	9,014	4,000	4,000	4,000	0.0%	
471	REPROGRAPHIC CHARGE									
480	PROMOTIONAL ACTIVITIES									
485	EMPLOYEE RECOGNITION									
490	OTHER CURRENT CHARGES	6,056	2,330	5,889	206	2,000	2,000	2,000	0.0%	
510	OFFICE SUPPLIES	22,530	13,822	11,595	14,946	10,000	10,139	10,000	(1.4%)	
511	IT SUPPLIES									
520	OPERATING SUPPLIES	19,758	18,625	17,405	-			-		
520	97006 OPERATING SUPPLIES	-	33,099	-	-			-		
521	MOTOR FUEL	476,981	475,478	462,673	-			-		
525	LINENS	48,098	26,884	42,741	-			-		
527	CLEANING SUPPLIES	24,709	16,672	19,697	-			-		
532	UNIFORMS	109,166	61,898	72,058	78,347	83,248	83,248	112,668.00	35.3%	
535	MEDICAL SUPPLIES	517,918	500,969	575,571	-			-		
537	OXYGEN	65,836	59,110	58,920	-			-		
538	PHARMACY SUPPLIES	93,882	99,847	130,512	-			-		
540	BOOKS, PUBLICATIONS & DUES	949	1,420	3,997	30			-		
545	TUITION REIMBURSEMENT									
550	TRAINING	2,537	4,167	10,136	-	4,880	4,880	5,650.00	15.8%	
	TOTAL OPERATING EXPENSES	2,384,054	2,196,706	2,337,045	177,933	203,104	203,243	211,218	3.9%	

OPERATIONS - FIELD TRAVEL FORM - BUDGET YEAR 2017

TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL	Justification
Chief Operations Officer	Pinnacle	TBA	1,500	1,000	2,500	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	950	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.
Chief Operations Officer	American Ambulance Association Annual Conference	TBA	1,450	750	2,200	The American Ambulance Association is the national leader for ambulance system development and advocacy. This conference brings together industry experts from all facets of ambulance service delivery. Tracks and courses are offered on HR, leadership, QI, deployment, as well as recruitment and retention to name a few.
Operations Staff Member	EMS Today	TBA	750	450	1,200	EMS Today is one of two conferences dedicated to continuing education for the field of EMS. It is greatly beneficial to send a field provider so that he/she may then return with the latest information and products available to our industry. The information gleaned supports the LEMS commitment to high quality compassionate care.
Member of Field Leadership	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 Expo 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.
			7,900	5,650	\$ 13,550	

OPERATIONS - FIELD CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2017

ITEM	UNIT PRICE	QTY	TOTAL	REPLACEMENT	ADDITIONAL EQUIPMENT
Autovent Replacements	3,249	8	25,992	Replace older ventilators and CPAP's (Continuous Positive Airway Pressure Devices) with a single device. Replaces two pieces of hard equipment with one	
Battery Support System replacement-LP-15	1,638	8	13,102	Replace older units reaching life expectancy	
Stryker Stretcher replacements	15,404	8	123,231	Replace 2007 model year stretchers beyond their life expectancy	
Stryker Powerload Device Additional	20,800	8	166,400	Implementation of required ambulance specifications for patient restraint system	
Life Pak 15 Cardiac monitor Replacements	32,988	7	230,916	Replace monitors at their life expectancy	
MTP IV Pump Replacements	3,244	6	19,464	Replace older units reaching life expectancy	
Ambulances- Replacement	158,995	5	794,976	Replacement of high mileage ambulances with pt. compartments beyond rechassis	
Stair Chairs	1,638	4	6,551	Replace older units reaching life expectancy	
Total Operations - Field			1,380,632		

Capital Justifications:

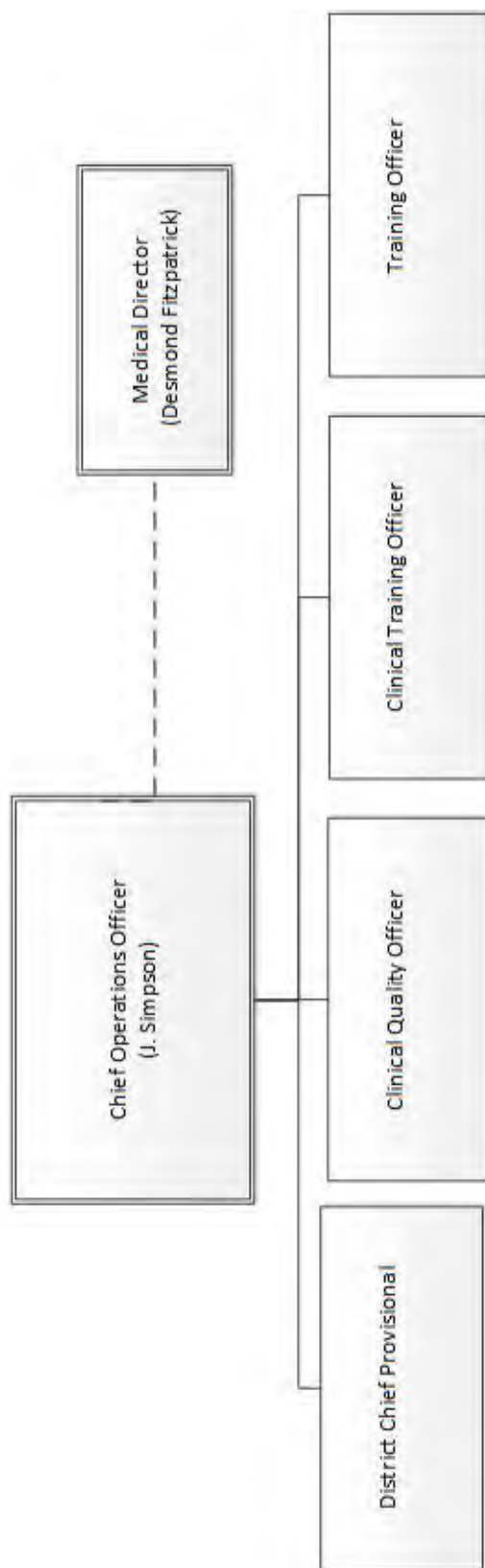
Autovents Replaced older units that were purchased on a grant

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



Lake Emergency Medical Services, Inc.

Operations – Quality Development



Operations - Quality Development

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$	\$	\$ 556,371	\$ 360,486	\$ 481,302
Operating Expenses			115,631	353,569	341,548
Capital Outlay			N/A	N/A	N/A
Total Expenditures	\$ -	\$ -	\$ 672,002	\$ 714,055	\$ 822,850
Authorized Personnel				4	4

Personnel

<u>Classification</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Current 2016</u>	<u>Proposed 2017</u>
Medical Director*			1		
District Chief - Provisional			1	1	1
Clinical Quality Officer			1	1	1
Clinical Training Officer			1	1	1
Training Officer			1	1	1
Total Personnel			5	4	4

	<u>2017 Budget Amount</u>
Salaries and Wages	348,927
Overtime	25,000
Social Security taxes	28,605
Workers Comp Insurance	860
Health and Retirement Benefits	77,910
Total Personal Services	<u>481,302</u>

* Contractual Position starting midyear FY15
Third year for Quality Development Budget

OPERATIONS - QUALITY DEVELOPMENT JUSTIFICATION - BUDGET YEAR 2017

Account	Account Description	Actual	Adopted	Amended	Proposed	%	JUSTIFICATION
		Budget	Budget	Budget	Budget		
		2015	2016	2016	2017	Change	
	PERSONAL SERVICES						
110	EXECUTIVE SALARIES						
120	REGULAR SALARIES	459,525	448,559	236,379	348,927	47.6%	
140	OVERTIME	2,438	7,500	7,500	25,000	233.3%	
150	SPECIAL PAY						
210	SOCIAL SECURITY MATCHING	32,115	34,888	34,888	28,605	(18.0%)	
220	RETIREMENT CONTRIBUTIONS	30,979	34,204	34,204	28,045	(18.0%)	
230	LIFE & HEALTH INSURANCE	38,302	46,603	46,603	49,865	7.0%	
240	WORKERS COMPENSATION	853	912	912	860	(5.7%)	
250	UNEMPLOYMENT COMPENSATION						
	TOTAL PERSONAL SERVICES	564,212	572,666	360,486	481,302	33.5%	
	OPERATING EXPENSES						
310	PROFESSIONAL SERVICES						
340	CONTRACTUAL SERVICES	0	75,000	287,180	250,000	(12.9%)	
340	70027 CONTRACTUAL SERVICES						
342	COLLECTION FEES						
400	TRAVEL & PER DIEM	9,802	8,510	8,510	14,783	73.7%	EMS World or EMS Today
410	COMMUNICATIONS & FREIGHT						
411	TELEPHONE						
412	CELLULAR TELEPHONE						
413	PAGING SERVICES						
420	FREIGHT AND POSTAGE						
430	UTILITY SERVICES						
430	70027 UTILITY SERVICES						
440	RENTALS AND LEASES						
441	PROPERTY LEASES						
442	EQUIPMENT LEASES						
450	INSURANCE						
460	REPAIR AND MAINTENANCE		1,500	1,500	1,500	0.0%	
460	70027 REPAIR AND MAINTENANCE						
461	AUTO REPAIRS AND SUPPLIES						
465	IT REPAIRS AND MAINTENANCE						
470	PRINTING & BINDING						
471	REPROGRAPHIC CHARGE						
480	PROMOTIONAL ACTIVITIES						
485	EMPLOYEE RECOGNITION						
490	OTHER CURRENT CHARGES	20	200	200	200	0.0%	
510	OFFICE SUPPLIES	372	500	500	750	50.0%	
511	IT SUPPLIES						
520	OPERATING SUPPLIES						
520	97006 OPERATING SUPPLIES						
521	MOTOR FUEL						
525	LINENS						
527	CLEANING SUPPLIES						
532	UNIFORMS	2,434	1,750	1,750	1,750	0.0%	
535	MEDICAL SUPPLIES		10,519	10,519	1,500	(85.7%)	
537	OXYGEN						
538	PHARMACY SUPPLIES						
540	BOOKS, PUBLICATIONS & DUES	4,673	22,850	22,850	36,150	58.2%	
545	TUITION REIMBURSEMENT						
550	TRAINING	6,678	20,560	20,560	34,915	69.8%	
	TOTAL OPERATING EXPENSES	23,979	141,389	353,569	341,548	(3.4%)	

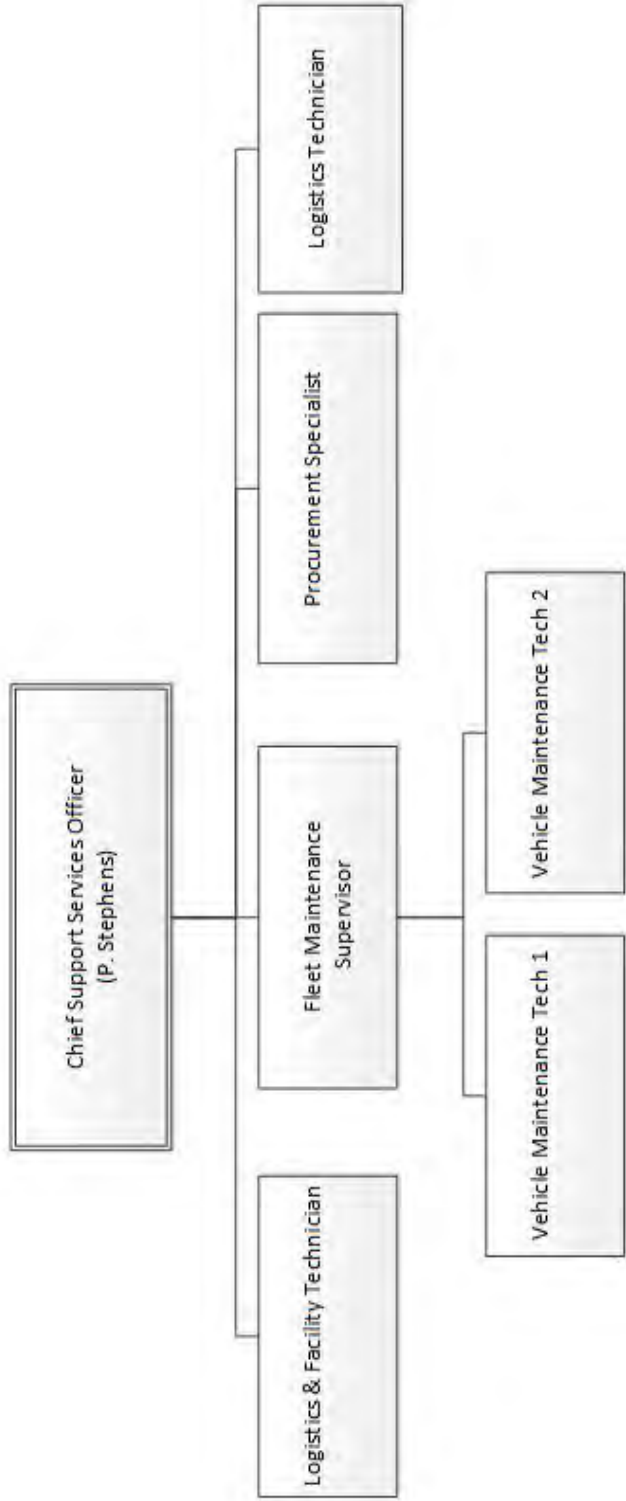
OPERATIONS - QUALITY DEVELOPMENT TRAVEL FORM - BUDGET YEAR 2017

TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL	Justification
Medical Director	State EMS 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)	TBA	1,100	375	1,475	National Association of EMS Physicians is the largest EMS medical directors meeting in the United States and a subchapter of ACEP. This meeting has CME and current research and literature that is specific for the EMS directors. The NAESMP is the body currently putting together Evidence based guidelines for prehospital protocols
District Chief of Provisionals and 2 FTOs	National Assoc of FTO's Conf	TBA	4,428	600	5,028	The NAFTO conference focuses strictly on field training, promoting and fostering mutual cooperation between Field Training Officers in other agencies. NAFTO is the only major conference related to education and product showcasing for the field training in all public safety. Annually this conference dedicates four days to rollout new education, literature and products that impact our system and the progression in field training that we work from. Unlike traditional EMS conferences, NAFTO places a higher concentration on Field Training Education.
District Chief of Provisionals	EMS Today	Baltimore, MD	1,500	440	1,940	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	Human Patient Simulation Network (HPSN) 2017	TBD	745	199	944	Founded in 1997, the Human Patient Simulation Network (HPSN) has grown from a small community of pioneering nursing and health science educators into a robust and global network of medical faculty, clinicians, students, and technical experts who gather throughout the year to interact, share knowledge, and explore the latest innovations in simulation-based medical education (SBME). Each year HPSN World, our largest and most comprehensive event, is held in the United States and multiple smaller magnet conferences are held around the world.
Clinical Training Officer	Human Patient Simulation Network (HPSN) 2017	TBD	745	199	944	Founded in 1997, the Human Patient Simulation Network (HPSN) has grown from a small community of pioneering nursing and health science educators into a robust and global network of medical faculty, clinicians, students, and technical experts who gather throughout the year to interact, share knowledge, and explore the latest innovations in simulation-based medical education (SBME). Each year HPSN World, our largest and most comprehensive event, is held in the United States and multiple smaller magnet conferences are held around the world.
Clinical Training Officer	EMS Today	Baltimore, MD	1,500	440	1,940	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	1,500	440	1,940	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	1,500	440	1,940	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	1,500	440	1,940	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.

OPERATIONS - QUALITY DEVELOPMENT TRAVEL FORM - BUDGET YEAR 2017 (con't)						
Medic School	Lake Tech	Lake Tech		35,144	35,144	Send six (6) EMT's to Paramedic School
						This course is not designed as a basic certification, but offers advanced remedial training techniques, insight into human behavior, discussions on leadership vs management, the FTO's role on socialization and the importance of proper documentation. Going even further beyond the basics of Field Training, this two-day course will also provide insight on the various concepts and methodologies surrounding the idea of managing an FTO program. How can the FTO or the unit manager have influence over program productivity and efficiency? In what way can the FTO improve upon their 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? Day 2 of this advanced class will offer answers to these questions and give the student a glimpse into managing the FTO and the FTO program
QDD & FTO's	Beyond the Basics of Field Training	CTA		5,000	5,000	
				16,218	44,487	\$ 60,705



Lake Emergency Medical Services, Inc.
Support Services



Support Services

Expenditures	Actual	Actual	Actual	Amended	Proposed
	2013	2014	2015	2016	2017
Personal Services	\$	\$	\$ 493,280	\$ 523,995	\$ 543,499
Operating Expenses			2,002,397	2,278,926	2,271,562
Capital Outlay			N/A	N/A	N/A
Total Expenditures	\$ -	\$ -	\$ 2,495,677	\$ 2,802,921	\$ 2,815,061
Authorized Personnel			8	8	8

Personnel

<u>Classification</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Current</u>	<u>Proposed</u>
	2013	2014	2015	2016	2017
Chief Support Services Officer			1	1	1
Facilities Maintenance Tech			1	1	1
Fleet Maintenance Super			1	1	1
Logistics Technician (2)			2	2	2
Procurement Specialist			1	1	1
Vehicle Maintenance Techs (2)			2	2	2
Total Personnel			8	8	8

	2017 Budget Amount
Salaries and Wages	\$ 384,018
Overtime	12,000
Social Security taxes	30,295
Workers Comp Insurance	7,701
Health and Retirement Benefits	109,485
Total Personal Services	\$ 543,499

Note: Third year for Support Operations budget

SUPPORT SERVICES JUSTIFICATION - BUDGET YEAR 2017

		<i>Actual Budget</i>	<i>Adopted Budget</i>	<i>Amended Budget</i>	<i>Proposed Budget</i>	<i>%</i>	
<i>Account</i>	<i>Account Description</i>	<i>2015</i>	<i>2016</i>	<i>2016</i>	<i>2017</i>	<i>Change</i>	<i>JUSTIFICATION</i>
	PERSONAL SERVICES						
110	EXECUTIVE SALARIES						
120	REGULAR SALARIES	413,780	372,836	372,836	384,018	3.0%	
140	OVERTIME	3,788	12,000	12,000	12,000	0.0%	
150	SPECIAL PAY						
210	SOCIAL SECURITY MATCHING	30,649	29,440	29,440	30,295	2.9%	
220	RETIREMENT CONTRIBUTIONS	30,222	28,863	28,863	29,701	2.9%	
230	LIFE & HEALTH INSURANCE	62,304	74,565	74,565	79,784	7.0%	
240	WORKERS COMPENSATION	5,975	6,291	6,291	7,701	22.4%	
250	UNEMPLOYMENT COMPENSATION						
	TOTAL PERSONAL SERVICES	546,719	523,995	523,995	543,499	3.7%	
	OPERATING EXPENSES						
310	PROFESSIONAL SERVICES						
340	CONTRACTUAL SERVICES	30,274	41,000	41,000	41,000	0.0%	Stericycle, Uniforms, Security alarm
340	70027 CONTRACTUAL SERVICES	0					
342	COLLECTION FEES						
400	TRAVEL & PER DIEM	1,708	1,200	1,200	1,200	0.0%	
410	COMMUNICATIONS & FREIGHT						
411	TELEPHONE						
412	CELLULAR TELEPHONE						
413	PAGING SERVICES						
420	FREIGHT AND POSTAGE	612	1,000	1,000	1,000	0.0%	
430	UTILITY SERVICES	28,804	29,000	29,000	29,000	0.0%	
430	70027 UTILITY SERVICES						
440	RENTALS AND LEASES						
441	PROPERTY LEASES	100,289	101,300	101,300	101,300	0.0%	
442	EQUIPMENT LEASES	17,644	19,020	19,020	19,020	0.0%	Telematics and Copier Lease
450	INSURANCE						
460	REPAIR AND MAINTENANCE	165,608	261,500	265,036	261,500	(1.3%)	
460	70027 REPAIR AND MAINTENANCE						
461	AUTO REPAIRS AND SUPPLIES	251,598	240,000	302,454	283,600	(6.2%)	Includes install of Powerload equipment by ETR
465	IT REPAIRS AND MAINTENANCE						
470	PRINTING & BINDING						
471	REPROGRAPHIC CHARGE						
480	PROMOTIONAL ACTIVITIES						
485	EMPLOYEE RECOGNITION						
490	OTHER CURRENT CHARGES	460	164	164	200	22.0%	
510	OFFICE SUPPLIES	518					
511	IT SUPPLIES						
520	OPERATING SUPPLIES	29,766	76,000	76,000	62,000	(18.4%)	Includes Tag and Reg Fees for Rechassis
520	97006 OPERATING SUPPLIES						
521	MOTOR FUEL	333,105	500,000	500,000	400,000	(20.0%)	
525	LINENS	48,396	64,000	64,000	64,000	0.0%	
527	CLEANING SUPPLIES	20,901	22,000	22,000	22,000	0.0%	
532	UNIFORMS	245					
535	MEDICAL SUPPLIES	661,562	627,252	627,252	694,640	10.7%	
537	OXYGEN	64,137	80,000	80,000	90,000	12.5%	
538	PHARMACY SUPPLIES	169,888	145,000	145,000	196,602	35.6%	
540	BOOKS, PUBLICATIONS & DUES	492	2,250	2,250	2,250	0.0%	
545	TUITION REIMBURSEMENT						
550	TRAINING	1,406	2,250	2,250	2,250	0.0%	
	TOTAL OPERATING EXPENSES	1,927,413	2,212,936	2,278,926	2,271,562	(0.3%)	

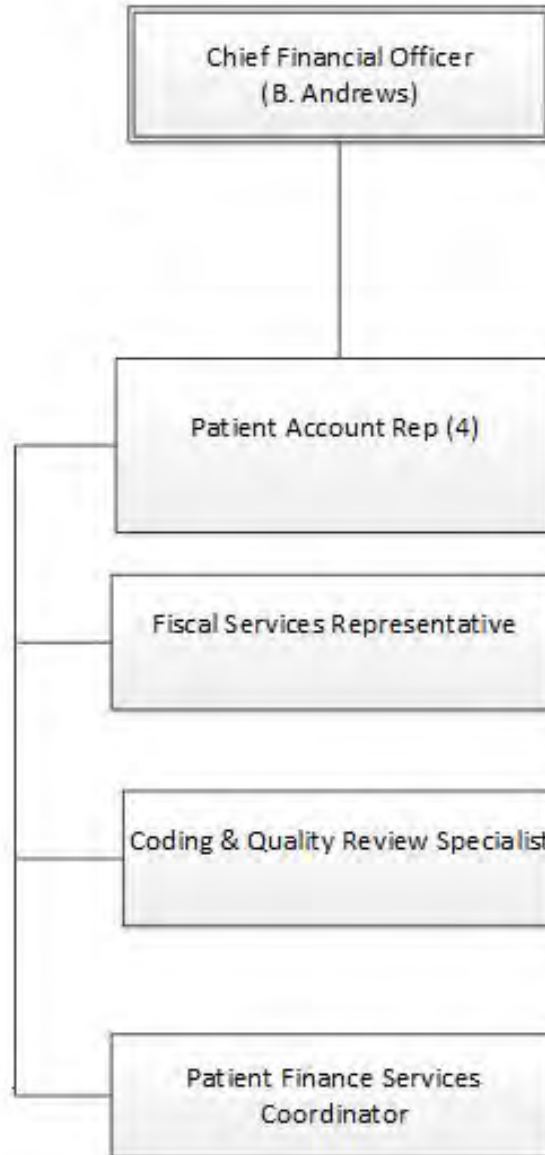
SUPPORT SERVICES TRAVEL FORM - BUDGET YEAR 2017

<i>TRAVELERS JOB POSITION</i>	<i>DESCR. OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER</i>	<i>TOTAL</i>	<i>Justification</i>
Fleet Maintenance Staff	ASE, and ASE re-certification	TBA		750	750	Continuing education for mechanic staff (ASE Certification) Ford Training
Support/Maintenance Staff	Purchasing/Maint certification	TBA	1,200	1,500	2,700	Training for Operations Support Manager and Procurement Specialist for Purchasing classes
			1,200	2,250	\$ 3,450	



Lake Emergency Medical Services, Inc.

Financial Services – Patient Billing



FINANCIAL SERVICES - PATIENT BILLING

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$ 402,162	\$ 408,276	\$ 427,653	\$ 509,857	\$ 541,186
Operating Expenses	142,377	106,398	137,550	148,350	158,850
Capital Outlay	N/A	N/A	N/A	N/A	N/A
Total Expenditures	\$ 544,539	\$ 514,674	\$ 565,203	\$ 658,207	\$ 700,036
Authorized Personnel	7	7	8	8	8

Personnel

<u>Classification</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Current 2016</u>	<u>Proposed 2017</u>
Chief Financial Officer	1	1	1	1	1
Fiscal Services Rep	1	1	1	1	1
Coder/Qt Review Spec	1	1	1	1	1
Patients Accounts Reps	3	3	4	4	4
PFS Coordinator	1	1	1	1	1
Total Personnel	7	7	8	8	8

**2017
Budget
Amount**

Salaries and Wages	\$ 381,160
Overtime	20,000
Social Security taxes	30,689
Workers Comp Insurance	923
Health and Retirement Benefits	108,414
Total Personal Services	\$ 541,186

FINANCIAL SERVICES - PATIENT BILLING JUSTIFICATION - BUDGET YEAR 2017

<i>Account</i>	<i>Account Description</i>	<i>Actual Budget 2014</i>	<i>Actual Budget 2015</i>	<i>Adopted Budget 2016</i>	<i>Amended Budget 2016</i>	<i>Proposed Budget 2017</i>	<i>% Change</i>	<i>JUSTIFICATION</i>
	PERSONAL SERVICES							
110	EXECUTIVE SALARIES							
120	REGULAR SALARIES	301,250	357,273	358,680	358,680	381,160	6.3%	
140	OVERTIME	6,771	3,567	20,000	20,000	20,000	0.0%	
150	SPECIAL PAY							
210	SOCIAL SECURITY MATCHING	22,703	26,879	28,969	28,969	30,689	5.9%	
220	RETIREMENT CONTRIBUTIONS	23,352	22,487	26,944	26,944	28,630	6.3%	
230	LIFE & HEALTH INSURANCE	53,649	53,322	74,510	74,510	79,784	7.1%	
240	WORKERS COMPENSATION	551	616	754	754	923	22.4%	
250	UNEMPLOYMENT COMPENSATION							
	TOTAL PERSONAL SERVICES	408,276	464,144	509,857	509,857	541,186	6.1%	
	OPERATING EXPENSES							
310	PROFESSIONAL SERVICES	110	79	2,500	2,500	2,500	0.0%	
340	CONTRACTUAL SERVICES	17,559	21,318	40,000	40,000	40,000	0.0%	
340	70027 CONTRACTUAL SERVICES							
342	COLLECTION FEES	56,749	66,417	65,000	65,000	75,000	15.4%	
400	TRAVEL & PER DIEM	0	670	2,350	2,350	2,350	0.0%	
410	COMMUNICATIONS & FREIGHT							
411	TELEPHONE							
412	CELLULAR TELEPHONE							
413	PAGING SERVICES							
420	FREIGHT AND POSTAGE	23,044	25,945	25,000	25,000	25,000	0.0%	
430	UTILITY SERVICES							
430	70027 UTILITY SERVICES							
440	RENTALS AND LEASES							
441	PROPERTY LEASES					0		
442	EQUIPMENT LEASES	1,020	267	1,200	1,200	1,200	0.0%	
450	INSURANCE							
460	REPAIR AND MAINTENANCE					0		
460	70027 REPAIR AND MAINTENANCE							
461	AUTO REPAIRS AND SUPPLIES							
465	IT REPAIRS AND MAINTENANCE							
470	PRINTING & BINDING							
471	REPROGRAPHIC CHARGE							
480	PROMOTIONAL ACTIVITIES							
485	EMPLOYEE RECOGNITION							
490	OTHER CURRENT CHARGES	3,244	6,974	5,600	5,600	5,600	0.0%	
510	OFFICE SUPPLIES	4,669	6,013	5,000	5,000	5,000	0.0%	
511	IT SUPPLIES							
520	OPERATING SUPPLIES							
520	97006 OPERATING SUPPLIES							
521	MOTOR FUEL							
525	LINENS							
527	CLEANING SUPPLIES							
532	UNIFORMS							
535	MEDICAL SUPPLIES							
537	OXYGEN							
538	PHARMACY SUPPLIES							
540	BOOKS, PUBLICATIONS & DUES	0	39	0	0	250	100.0%	
545	TUITION REIMBURSEMENT							
550	TRAINING	0	2,384	1,700	1,700	1,950	14.7%	
	TOTAL OPERATING EXPENSES	106,395	130,106	148,350	148,350	158,850	7.1%	

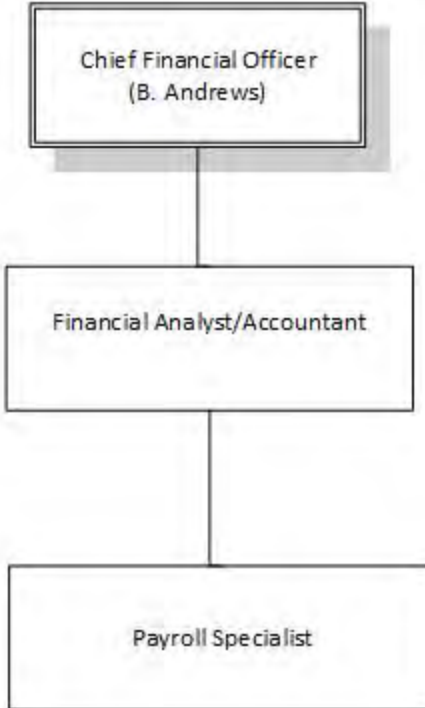
FINANCIAL SERVICES - PATIENT BILLING TRAVEL FORM - BUDGET YEAR 2017

<i>TRAVELERS JOB POSITION</i>	<i>DESCRIPTION OF SEMINAR</i>	<i>LOCATION</i>	<i>TRAVEL COST</i>	<i>TUIT / REGISTER*</i>	<i>TOTAL</i>
Patient Billing Staff	PWW ABC3 Billing/Coding Clinic	TBA	50	400	450
Patient Billing Staff	PWW ABC3 Billing/Coding Clinic	TBA	50	400	450
Patient Billing Staff	PWW ABC3 Billing/Coding Clinic	TBA	50	400	450
Chief Financial Officer	State Quarterly EMS Meetings	TBA	400	-	400
Chief Financial Officer	Misc. Medicare/Medicaid Conf.	TBA	-	-	-
Chief Financial Officer	AAA Reimbursement Conf	TBA	1,800	750	2,550
			2,350	1,950	\$ 4,300



Lake Emergency Medical Services, Inc.

Financial Services - Accounting



FINANCIAL SERVICES - ACCOUNTING

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$ 332,056	\$ 405,238	\$ 154,704	\$ 133,569	\$ 151,685
Operating Expenses	75,454	78,071	77,575	126,800	77,520
Capital Outlay	N/A	N/A	N/A	N/A	N/A
Total Expenditures	\$ 407,510	\$ 483,309	\$ 232,279	\$ 260,369	\$ 229,205
Authorized Personnel	5	5	2	2	2

Personnel

<u>Classification</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Current 2016</u>	<u>Proposed 2017</u>
Financial Analyst/Accountant	1	1	1	1	1
Payroll Specialist	1	1	1	1	1
Regulatory/Safety Compliance Off*	1	1			
HR Specialist*	1	1			
Human Resources Manager*	1	1			
Total Personnel	5	5	2	2	2

* These positions were re-allocated to the Human Resources budget

	<u>2017 Budget Amount</u>
Salaries and Wages	\$ 113,678
Overtime	500
Social Security taxes	8,735
Workers Comp Insurance	263
Health and Retirement Benefits	28,509
Total Personal Services	\$ 151,685

FINANCIAL SERVICES - ACCOUNTING JUSTIFICATION - BUDGET YEAR 2017

<i>Account</i>	<i>Account Description</i>	<i>Actual Budget 2014</i>	<i>Actual Budget 2015</i>	<i>Adopted Budget 2016</i>	<i>Amended Budget 2016</i>	<i>Proposed Budget 2017</i>	<i>% Change</i>	<i>JUSTIFICATION</i>
	PERSONAL SERVICES							
110	EXECUTIVE SALARIES							
120	REGULAR SALARIES	313,467	133,611	99,134	99,134	113,678	14.7%	
140	OVERTIME	69	35	500	500	500	0.0%	
150	SPECIAL PAY							
210	SOCIAL SECURITY MATCHING	23,055	9,756	7,622	7,622	8,735	14.6%	
220	RETIREMENT CONTRIBUTIONS	23,461	9,126	7,473	7,473	8,563	14.6%	
230	LIFE & HEALTH INSURANCE	38,190	15,645	18,641	18,641	19,946	7.0%	
240	WORKERS COMPENSATION	758	230	199	199	263	32.2%	
250	UNEMPLOYMENT COMPENSATION	6,237	-					
	TOTAL PERSONAL SERVICES	405,237	168,403	133,569	133,569	151,685	13.6%	
	OPERATING EXPENSES							
310	PROFESSIONAL SERVICES	12,165	-					
340	CONTRACTUAL SERVICES	59,834	103,028	68,875	118,400	67,920	(42.6%)	Ultipro and E-Pro
340	70027 CONTRACTUAL SERVICES							
342	COLLECTION FEES							
400	TRAVEL & PER DIEM	210	-	2,000	2,000	2,000	0.0%	See Travel Justification
410	COMMUNICATIONS & FREIGHT							
411	TELEPHONE							
412	CELLULAR TELEPHONE							
413	PAGING SERVICES							
420	FREIGHT AND POSTAGE	747	751	600	600	600	0.0%	
430	UTILITY SERVICES							
430	70027 UTILITY SERVICES							
440	RENTALS AND LEASES							
441	PROPERTY LEASES							
442	EQUIPMENT LEASES							
450	INSURANCE							
460	REPAIR AND MAINTENANCE							
460	70027 REPAIR AND MAINTENANCE							
461	AUTO REPAIRS AND SUPPLIES							
465	IT REPAIRS AND MAINTENANCE							
470	PRINTING & BINDING							
471	REPROGRAPHIC CHARGE							
480	PROMOTIONAL ACTIVITIES							
485	EMPLOYEE RECOGNITION							
490	OTHER CURRENT CHARGES		1,149	200	200	200	0.0%	
510	OFFICE SUPPLIES	2,469	3,262	3,000	3,000	3,000	0.0%	
511	IT SUPPLIES							
520	OPERATING SUPPLIES							
520	97006 OPERATING SUPPLIES							
521	MOTOR FUEL							
525	LINENS							
527	CLEANING SUPPLIES							
532	UNIFORMS							
535	MEDICAL SUPPLIES							
537	OXYGEN							
538	PHARMACY SUPPLIES							
540	BOOKS, PUBLICATIONS & DUES	2,249	1,033	1,200	1,200	1,200	0.0%	
545	TUITION REIMBURSEMENT							
550	TRAINING	397	-	1,400	1,400	2,600	85.7%	CGFO Cert ; Adv.Excel Class
	TOTAL OPERATING EXPENSES	78,071	109,223	77,275	126,800	77,520	(38.9%)	

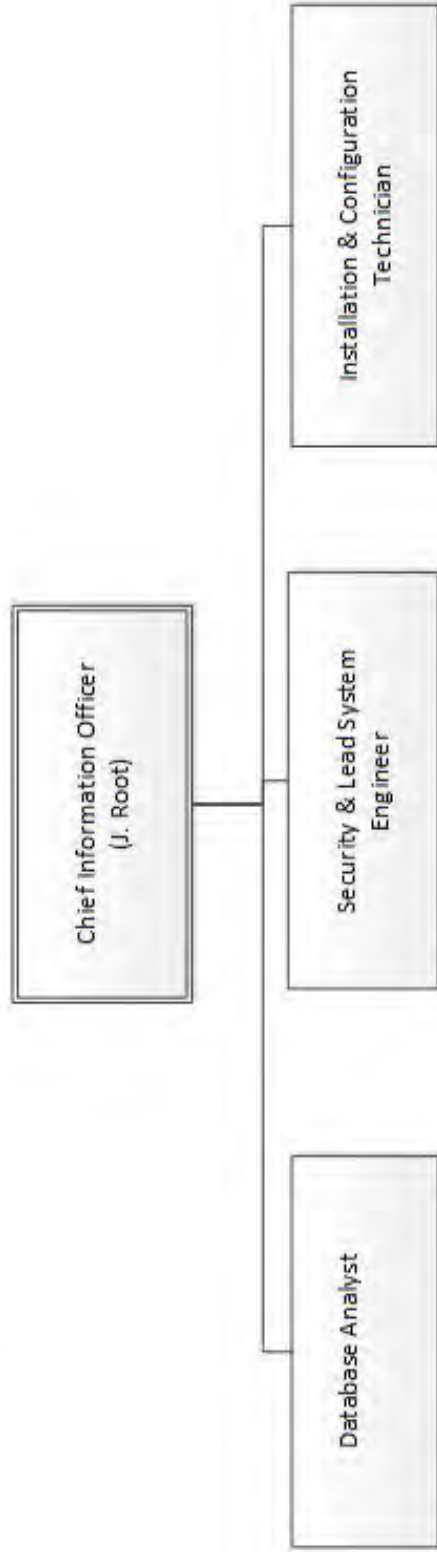
FINANCIAL SERVICES - ACCOUNTING TRAVEL JUSTIFICATION - BUDGET YEAR 2017

<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 Analyst/Accountant	FGFOA Annual Conference	Hollywood,FL	300	400	700
Finance Analyst/Accountant	Payroll seminars	TBA	100	350	450
Payroll Specialist	Payroll seminars	TBA	100	350	450
Finance Analyst/Accountant	Ultipro Annual Conference	TBA	750	750	1,500
Payroll Specialist	Ultipro Annual Conference	TBA	750	750	1,500
			2,000	2,600	\$ 4,600



Lake Emergency Medical Services, Inc.

Information Services



INFORMATION SERVICES

Expenditures	Actual 2013	Actual 2014	Actual 2015	Amended 2016	Proposed 2017
Personal Services	\$ 360,638	\$ 277,068	\$ 373,346	\$ 383,364	\$ 419,736
Operating Expenses	502,369	499,691	644,448	905,966	672,621
Capital Outlay	29,490	4,609	108,000	90,122	54,000
Total Expenditures	\$ 892,497	\$ 781,368	\$ 1,125,794	\$ 1,379,452	\$ 1,146,357
Authorized Personnel	4	3	4	4	4

Personnel

<u>Classification</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Current 2016</u>	<u>Proposed 2017</u>
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
Total Personnel	4	3	3	4	4

**2017
Budget
Amount**

Salaries and Wages	305,271
Overtime	20,000
Social Security taxes	24,883
Workers Comp Insurance	748
Health and Retirement Benefits	68,834
Total Personal Services	\$ 419,736

Capital Outlay - Detail

Nutanix Converged System (1)	\$ 31,000
Mobile Tablets (EPCR) (5)	16,000
Spectracom SecureSync (1)	7,000
Total Capital Outlay	\$ 54,000

INFORMATION SERVICES JUSTIFICATION - BUDGET YEAR 2017

<i>Account</i>	<i>Account Description</i>	<i>Actual Budget 2014</i>	<i>Actual Budget 2015</i>	<i>Adopted Budget 2016</i>	<i>Amended Budget 2016</i>	<i>Proposed Budget 2017</i>	<i>% Change</i>	<i>JUSTIFICATION</i>
	PERSONAL SERVICES							
110	EXECUTIVE SALARIES							
120	REGULAR SALARIES	216,581	224,995	276,343	276,343	305,271	10.5%	
140	OVERTIME	1,819	97	20,000	20,000	20,000	0.0%	
150	SPECIAL PAY							
210	SOCIAL SECURITY MATCHING	16,210	16,741	22,670	22,670	24,883	9.8%	
220	RETIREMENT CONTRIBUTIONS	16,553	16,812	22,226	22,226	24,395	9.8%	
230	LIFE & HEALTH INSURANCE	25,490	26,641	41,532	41,532	44,439	7.0%	
240	WORKERS COMPENSATION	415	1,204	593	593	748	26.1%	
250	UNEMPLOYMENT COMPENSATION		868					
	TOTAL PERSONAL SERVICES	277,068	287,358	383,364	383,364	419,736	9.5%	
	OPERATING EXPENSES							
310	PROFESSIONAL SERVICES	234	1,426	25,000	81,802	25,000	(69.4%)	
340	CONTRACTUAL SERVICES	0	120	10,000	10,000	10,000	0.0%	
340	70027 CONTRACTUAL SERVICES							
342	COLLECTION FEES							
400	TRAVEL & PER DIEM	0	0	2,180	2,180	4,260	95.4%	
410	COMMUNICATIONS & FREIGHT	73,133	62,195	73,365	73,365	67,500	(8.0%)	
411	TELEPHONE	73,813	66,803	71,397	71,397	47,400	(33.6%)	
412	CELLULAR TELEPHONE	24,271	28,831	49,590	49,590	40,845	(17.6%)	
413	PAGING SERVICES	395	395	395	395	395	0.0%	
420	FREIGHT AND POSTAGE	60	107	500	500	500	0.0%	
430	UTILITY SERVICES	12,643	13,074	13,275	13,275	13,275	0.0%	
430	70027 UTILITY SERVICES							
440	RENTALS AND LEASES	0	0	110	110			
441	PROPERTY LEASES	16,067	16,497	16,938	16,938	16,500	(2.6%)	
442	EQUIPMENT LEASES	13,084	13,471	13,996	13,996	164	(98.8%)	Tower leases termed
450	INSURANCE							
460	REPAIR AND MAINTENACE	70,947	44,745	28,944	28,944	32,800	13.3%	
460	70027 REPAIR AND MAINTENACE							
461	AUTO REPAIRS AND SUPPLIES							
465	IT REPAIRS AND MAINTENANCE	0	188,067	237,402	420,273	308,520	(26.6%)	
470	PRINTING & BINDING							
471	REPROGRAPHIC CHARGE							
480	PROMOTIONAL ACTIVITIES							
485	EMPLOYEE RECOGNITION							
490	OTHER CURRENT CHARGES	25	25	200	200	500	150.0%	
510	OFFICE SUPPLIES	213,138	1,418	900	900			
511	IT SUPPLIES	0	140,419	83,660	115,989	97,300	(16.1%)	
520	OPERATING SUPPLIES		0	500	500	500	0.0%	
520	97006 OPERATING SUPPLIES							
521	MOTOR FUEL							
525	LINENS							
527	CLEANING SUPPLIES							
532	UNIFORMS							
535	MEDICAL SUPPLIES							
537	OXYGEN							
538	PHARMACY SUPPLIES							
540	BOOKS, PUBLICATIONS & DUES	1,880	2,302	4,537	4,537	5,312	17.1%	
545	TUITION REIMBURSEMENT							
550	TRAINING	0	0	1,075	1,075	1,850	72.1%	
	TOTAL OPERATING EXPENSES	499,690	579,895	633,964	905,966	672,621	(25.8%)	

INFORMATION SERVICES TRAVEL FORM - BUDGET YEAR 2017

TRAVELERS JOB POSITION	DESCRIPTION OF SEMINAR	LOCATION	TRAVEL COST	TUIT / REGISTER	TOTAL
Chief Information Officer	Zoll User Conference	Denver, CO	1,780	775	2,555
Security and Senior Engineer	Zoll User Conference	Denver, CO	1,780	775	2,555
Installation Technician	Microsoft MCSA	Orlando			-
Chief Information Officer	Institute of Government CGCIO	Tampa, FL	700	300	1,000
			4,260	1,850	\$ 6,110

INFORMATION SERVICES CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2017

ITEM	UNIT PRICE	QTY	TOTAL	REPLACEMENT	ADDITIONAL EQUIPMENT
Nutanix Converged System	31,000	1	31,000	Replaces 1 aged virtualization host server	
Mobile Tablets (EPCR)	3,200	5	16,000	Replaces end-of-cycle field tablets	
Spectracom SecureSync	7,000	1	7,000	Replaces EOL GPS Modular Time Synchronization System	
Total Information Services			54,000		
Servers	Nutanix Converged System will replace aging G6 servers with over 6 years of 24x7 operation. Older servers will be reconditioned for backup targets and test environments.				
Mobile Tablets	The Panasonic Toughbook CF19's will replace aging models with over 6 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.				

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.