

LAKE-SUMTER EMERGENCY MEDICAL SERVICES, INC.

"In Rhythm with Our Community"



Approved Annual Budget

Approved Budget for the Fiscal Year
October 1, 2010 through September 30, 2011

Approved Annual Budget - 2010-2011

Lake-Sumter Emergency Medical Services

Mount Dora, Florida

Board of Directors

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

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VICE CHAIRMAN (SUMTER COUNTY BOCC)

Richard Hoffman

HOSPITAL REPRESENTATIVE (FHW)

Ken Mattison

LAKE COUNTY LEAGUE OF CITIES REPRESENTATIVE

Chris Bell

SUMTER COUNTY LEAGUE OF CITIES REPRESENTATIVE

Ed Wolf

LAKE COUNTY CITIZEN REPRESENTATIVE

Cecil Shumacker

SUMTER COUNTY CITIZEN REPRESENTATIVE

Gary Kadow

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

Management Staff

**EXECUTIVE DIRECTOR
JIM JUDGE**

**OPERATIONS MANAGER
RALPH HABERMEHL**

**FINANCIAL MANAGER
MARILYN SONN**

**INFORMATION SERVICES MANAGER
JAMES ROOT**

**HUMAN RESOURCES MANAGER
DAVID HOES**

**PATIENT FINANCIAL SERVICES MANAGER
BRYAN ANDREWS**

**COMMUNICATIONS MANAGER
KIMBERLY STEPHENS**

**CLINICAL QUALITY & TRAINING MANAGER
JOHN SIMPSON**

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LAKE-SUMTER Emergency Medical Services

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

April 26, 2010

Mr. Welton G. Cadwell, Chairman
Mr. Dick Hoffman, Vice Chairman
Mr. Chris Bell
Mr. Ed Wolf
Mr. J. Cecil Shumacker
Mr. Gary Kadow
Mr. Ken Mattison

Honorable Chairman, Vice Chairman and Lake-Sumter EMS Board of Directors:

Herewith is submitted the approved budget for Lake-Sumter Emergency Medical Services, Inc. for the fiscal year ending September 30, 2011. The budget encompasses anticipated revenues and all approved expenditures for Lake-Sumter EMS including funding received through user fees and subsidies from both Lake and Sumter Counties.

The approved budget fairly and accurately represents both anticipated revenues and expenditures necessary to operate Lake-Sumter EMS, Inc. for fiscal year 2010-2011. Revenues derived from user fees are projected at \$13,814,321. The requested subsidy from Lake County is \$6,482,993 (16.1% reduction) and \$2,160,998 (11.5% reduction) from Sumter County, with a combined total of \$8,643,991. Staff is also requesting utilization of available funds from contingency and the balance carry forward accounts.

Due to the current economic situation, no employee raises are requested and employee insurance subsidies will remain unchanged from last year. Any increases in insurance premiums will be passed-on to employees. One Assistant Chief position and three Paramedic positions have not been funded. Our contract with Lake Technical Center, under which we employ the EMS Program Director and an assistant, will expire on June 30th. Staff is not recommending renewal; therefore these two positions will be eliminated. Lake Technical Center will assume responsibility for the EMS program.

Outlay for capital expenses is proposed to maintain an adequate, functioning fleet of response vehicles and EMS equipment and in the area of Information Services funding is included to maintain the Communications Center at peak efficiency.

The approved budget represents funding necessary to maintain the current level of operations as well as fund ongoing equipment replacements to keep pace with increasing call volume, advances in emergency medical services technology, and changes to the clinical care guidelines for pre-hospital care.

Below is a summary of each Department outlining budget-specific information:

Patient Financial Services

The operating and personnel budget for the Patient Financial Services department is 18% below last fiscal year, and no capital budget is being requested. We are projecting gross revenues from billing to be \$21.1 million. Growth in transport volume has been projected at 3% for budgetary purposes, with an estimated Gross collection rate of 66%, or \$13.8 million in cash collections. Staff is not proposing any changes to our charges for service:

FY 2010-2011 Proposed Charges

<u>Description</u>	<u>Current Rate</u>	<u>Proposed Rate</u>	<u>% Increase</u>	<u>'09 Medicare Allow</u>
ALS 2	\$575.00	No Change	0%	\$562.96
ALS 1, Emergency	\$475.00	No Change	0%	\$388.95
ALS 1, Non-Emergency	\$430.00	No Change	0%	\$245.65
BLS, Emergency	\$350.00	No Change	0%	\$327.54
BLS, Non-Emergency	\$300.00	No Change	0%	\$204.71
Rural Mileage (Sumter County)	\$10.50	No Change	0%	\$10.41
Urban Mileage (Lake County)	\$8.25	No Change	0%	\$6.87

Information Services

In order to provide consistent and reliable delivery of information services, the Lake-Sumter EMS Information Services Department will maintain its current level of staffing for the 2010-2011 Fiscal Year. Building on our success with implementing new virtualization technologies, we are going to integrate new shared storage as part of a storage area network (SAN) initiative. These efforts will improve our fault tolerance and high availability of PSAP, Billing, and ePCR systems. We intend to use a phased implementation approach over the course of the next two years.

Now that the 800MHz project is complete, we will move redundant radio systems into the intermediate data facility located at the new Fleet/Support facility. This will provide dispatch capabilities for overflow and main site failure while leveraging our high availability systems work mentioned above

Originally intended for 2009-2010, we intend to focus on testing and evaluating pertinent open source technologies for use in our computing environment. Open source technologies are gaining greater adoption in public and private sectors. Many of these technologies focus on providing more efficient user interfaces for common computing tasks and simplified communication.

With the expansion of our remote computing capabilities at various facilities, we have a greater challenge in monitoring these systems without staffing additions. We intend to utilize off the shelf and/or open source monitoring technologies to improve and expand our system monitoring.

Human Resources

The following is a summary of the payroll and insurance budget for FY 2010-2011:

Salary Budget: The salary budget is little changed from last year. We are proposing to not fund three paramedic positions as well as the vacant Assistant Chief for Emergency Planning position. Due to the retirement/separation of several senior field employees and their replacement with lower paid employees, the overall salary budget is lower. No pay increases are budgeted.

Life and Health Insurance: The budget for employee insurance is unchanged. It is expected that increases in premiums will be passed-on to employees.

Workers Compensation: The workers compensation budget is slightly lower than last year due to improvements in our experience modifier.

Liability, Property, and Vehicle Insurance: The insurance budget has been reduced due to our favorable claims history and due to the two year renewal we negotiated in 2009. In addition, we expect to slightly reduce our fleet size.

Quality Development

The Quality Development Department (QDD) serves all of Lake-Sumter EMS as well as its associated agencies through the provision of clinical, operational, and command education; clinical quality assurance activities; Provisional Program coordination and oversight; Practice Parameter administration and guidance; as well as business analysis activities. These services will be expanded and enhanced in the coming year by implementing the following positive changes:

Educational program delivery: A complete assessment of our educational systems will be conducted to ensure that we are continuing to meet the needs of prehospital providers throughout Lake and Sumter Counties while ensuring that the QDD remains efficient and cost effective. Clinical education will continue to be enhanced by the use of SimMan as well as video and internet based opportunities.

Certification Course Activities: We will continue to expand our American Heart Association (AHA) training center to provide greater service in Advanced Cardiac Life Support (ACLS), Basic Cardiac Life Support (BLS), and Pediatric Advanced Life Support (PALS); additionally, we will seek to become a recognized Prehospital Trauma Life Support (PHTLS) training center.

Incident Command System (ICS) and Homeland Security Education: The QDD will continue to take a leading role in the provision of ICS and Homeland Security education throughout Lake and Sumter Counties by implementing an aggressive calendar of skills assessments and exercises as well as developing a number of customized courses to enhance and refine the command skills of our responders.

Clinical Care Reporting: The QDD will be enhancing clinical care reporting by developing and implementing a new standardized documentation guideline. Additionally, QI activities will be enhanced through CQI supervisor training.

Communications

In order to provide consistent and reliable delivery of dispatch services, the Lake-Sumter EMS Communications Department will maintain its current level of staffing for the 2010-2011 Fiscal Year. Implementation of the 800 MHz digital radio system has improved communications between departments and enabled inter-operability within Lake and Sumter Counties. During the upcoming year we will continue to create guidelines that are consistent with all agencies and compliant with National Standards. As outlined in the Information Services summary; policies and procedures will be created that outline procedures for dispatch personnel during emergencies that require re-location to our Fleet/Support Facility.

Assessments of EMS and Fire response by incident type will facilitate the addition of run cards to our Computer Aided Dispatch System. The new system of dispatching will decrease call processing time and properly allocate resources. Mutual and automatic aid agreements will be reviewed with all departments to streamline the process of adding informational map layers that outline jurisdictional boundaries. Additional layers will be available for dispatch staff to quickly identify subdivisions, hospitals, schools, hydrants and hazardous materials.

The Communications Training Officer will develop a comprehensive, quality driven telecommunicator program that meets the requirements for emergency dispatch certification. Creating an in-house program will decrease costs and establish qualifications for staff in preparation of statewide standards for training and certification of 911 dispatchers.

Field Operations

Field EMS Operations will be staffed with 190 full-time positions maintaining our current number of operating ambulances at twenty-eight, five of which are 12-hour ambulances, on duty 12 hours a day, 6 days a week. One quick response vehicle and three paramedics will be deleted as Lake County Fire Rescue is placing an advanced life support engine at the new Fire Station in the Paisley area of Lake County. The remaining twenty-three ambulances are on duty 24 hours a day, 7 days a week. We propose to maintain the Shift Commander for each of the three shifts and nine EMS captains, three per shift, all of which operate from quick response vehicles for oversight and supervision as well as EMS response. In addition, we plan to maintain one quick response vehicle located in the rural area of Sumter County.

Lake-Sumter EMS will continue working to co-locate ambulances and staff with municipal and county fire departments to improve operations while saving dollars.

Approved capital items include seven ambulance remounts. In addition, we have budgeted for Autovents, IV Pumps, one replacement pneumatic stretcher, Lifepak 15's and battery support systems to replace old and outdated equipment. A complete listing of equipment is included in the approved capital outlay.

Operations Reporting: Operational reporting will be expanded and enhanced using a variety of measurement tools and metrics including new unit utilization measurements, hospital offload metrics, and response interval measures.

Paramedic and EMT Provisional Programs: The provisional programs and processes will be continually evaluated to ensure that all new hires are provided with the best education possible. The QDD will be working with all associated agencies to provide continual support and oversight of the interagency provisional program.

Field Training Officer Program: The Field Training Officer Program (FTO) will be further refined this year by the implementation of mentor and coaching education, as well as conflict resolution and supervisory training. Additionally, succession plans will be developed by mentoring non-FTO's to train EMT and paramedic students.

These advances in QDD services will be made while maintaining current staffing. As such, no significant increases in operating or personnel costs are expected. There are no capital budget requests for the coming year resulting in a zero sum QDD capital budget while still allowing some needed equipment upgrades and additions.

Summary

The approved Lake-Sumter EMS budget for FY 2010/2011 provides funding to maintain the current level of service.

The approved budget is actually 9.1% less than the current year's budget. In these difficult times, Lake-Sumter EMS, with hard work from each of its department heads, has prepared a very conservative budget. I do feel this approved budget will meet the needs and demands in all areas of our service responsibility.

Sincerely,



Jim Judge
Executive Director

LAKE-SUMTER EMERGENCY MEDICAL SERVICES

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

Mission Statement

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

Vision

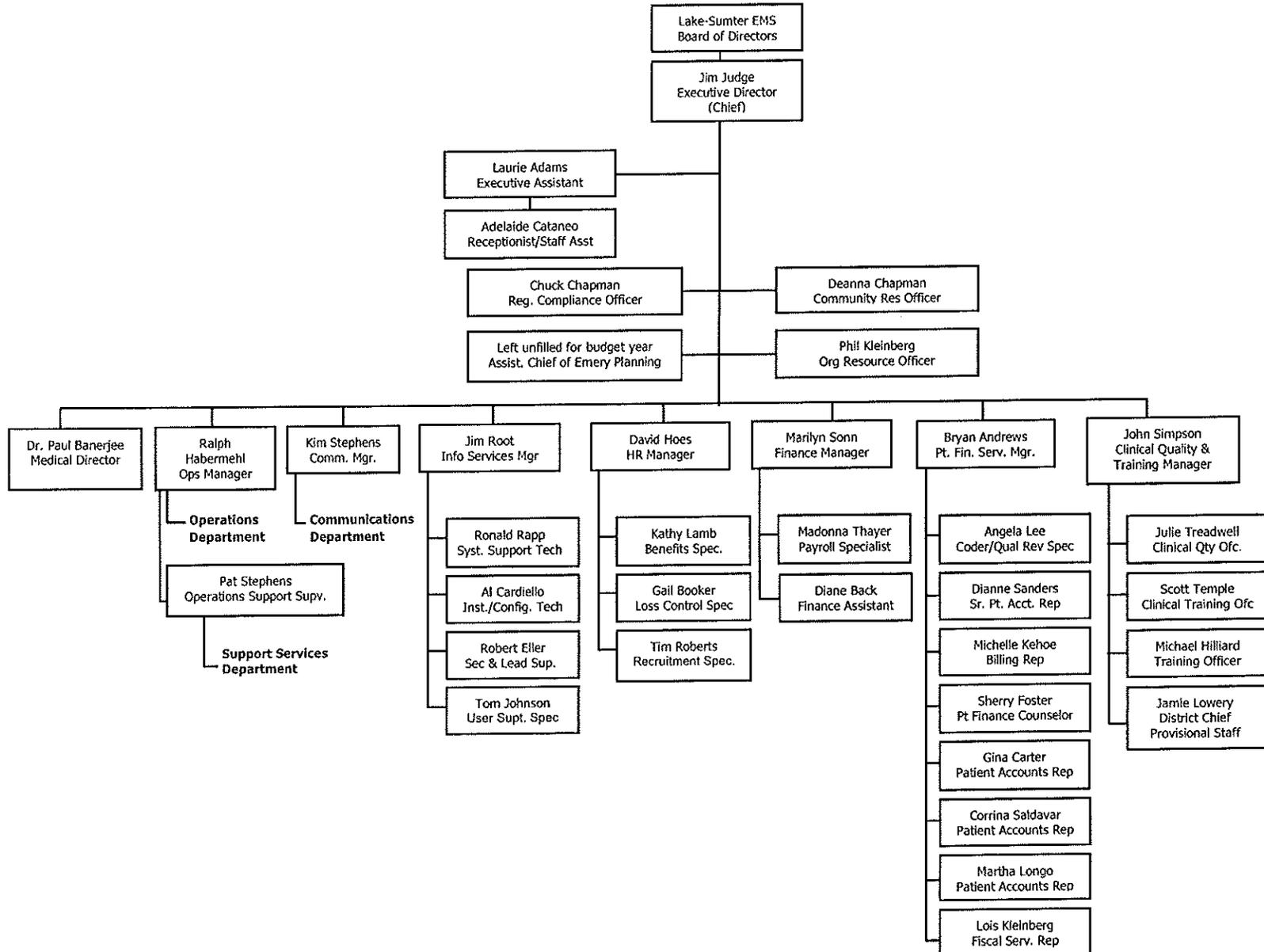
Our Mission Statement of Quality Values and Principles embodies the vision of emergency services in Lake and Sumter Counties. These fundamentals will be used to pioneer the course of our organization now and into the future.

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.

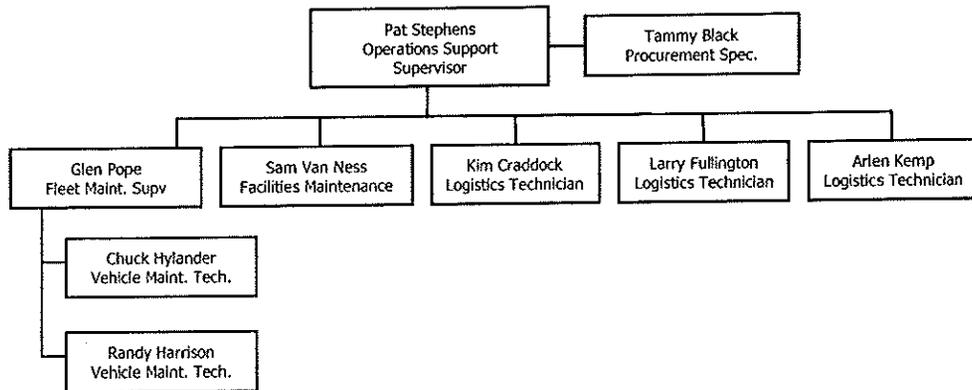
... "In Rhythm with Our Community"...

LAKE-SUMTER EMS

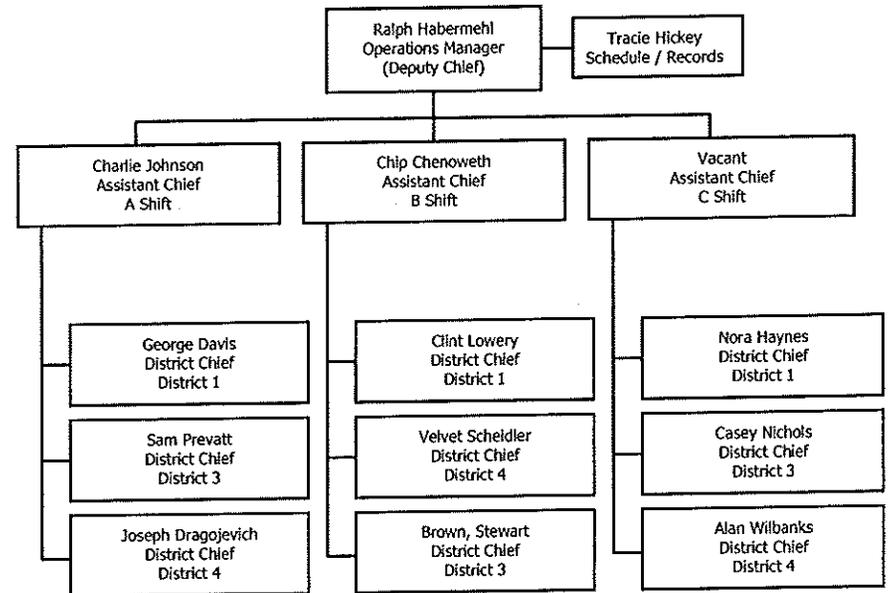


LAKE-SUMTER EMS

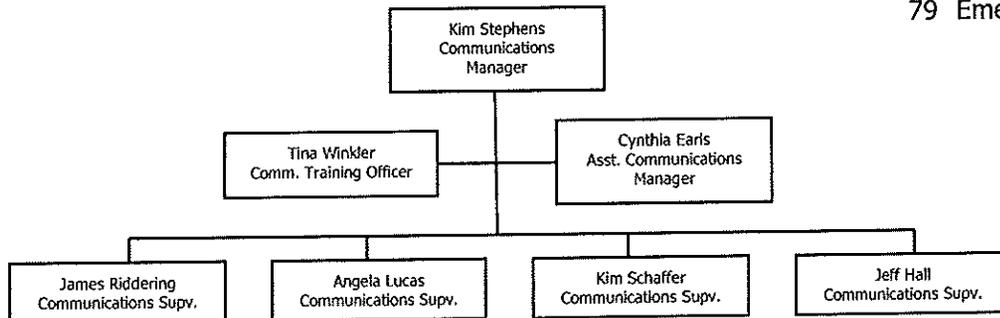
Support Services Department



Operations Department



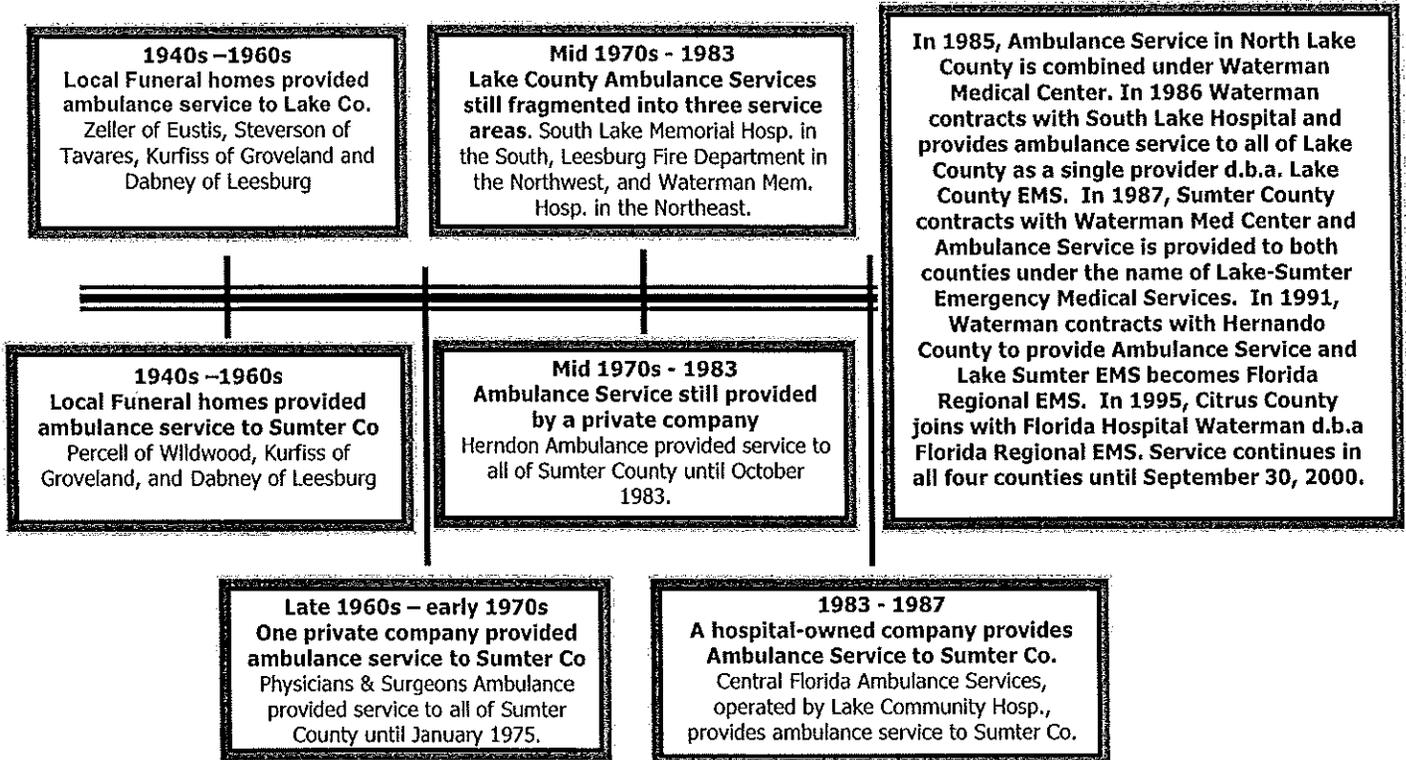
Communications Department



91 Paramedics
 (Including: 21 Paramedic Field Training Officers Positions)
 79 Emergency Medical Technicians

4 Lead Dispatcher
 26 Tactical Dispatcher/911 Call Takers

Historical Brief of Emergency Medical Services in Lake and Sumter Counties



On October 1, 2000, Lake-Sumter EMS, Inc., began operations as a unique, government-owned, bi-county Corporation that was given the mandate to provide efficient, cost-effective emergency medical service and transportation of the sick and injured citizens and visitors of Lake and Sumter Counties, Florida. As Lake-Sumter EMS progresses towards its ninth year of operation, we continue to strive to achieve and eventually surpass those initial goals.

Geographic/Demographic Overview of Lake and Sumter Counties

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 2000 statistics indicate the population was 212,997, a population increase of 38% since 1990.

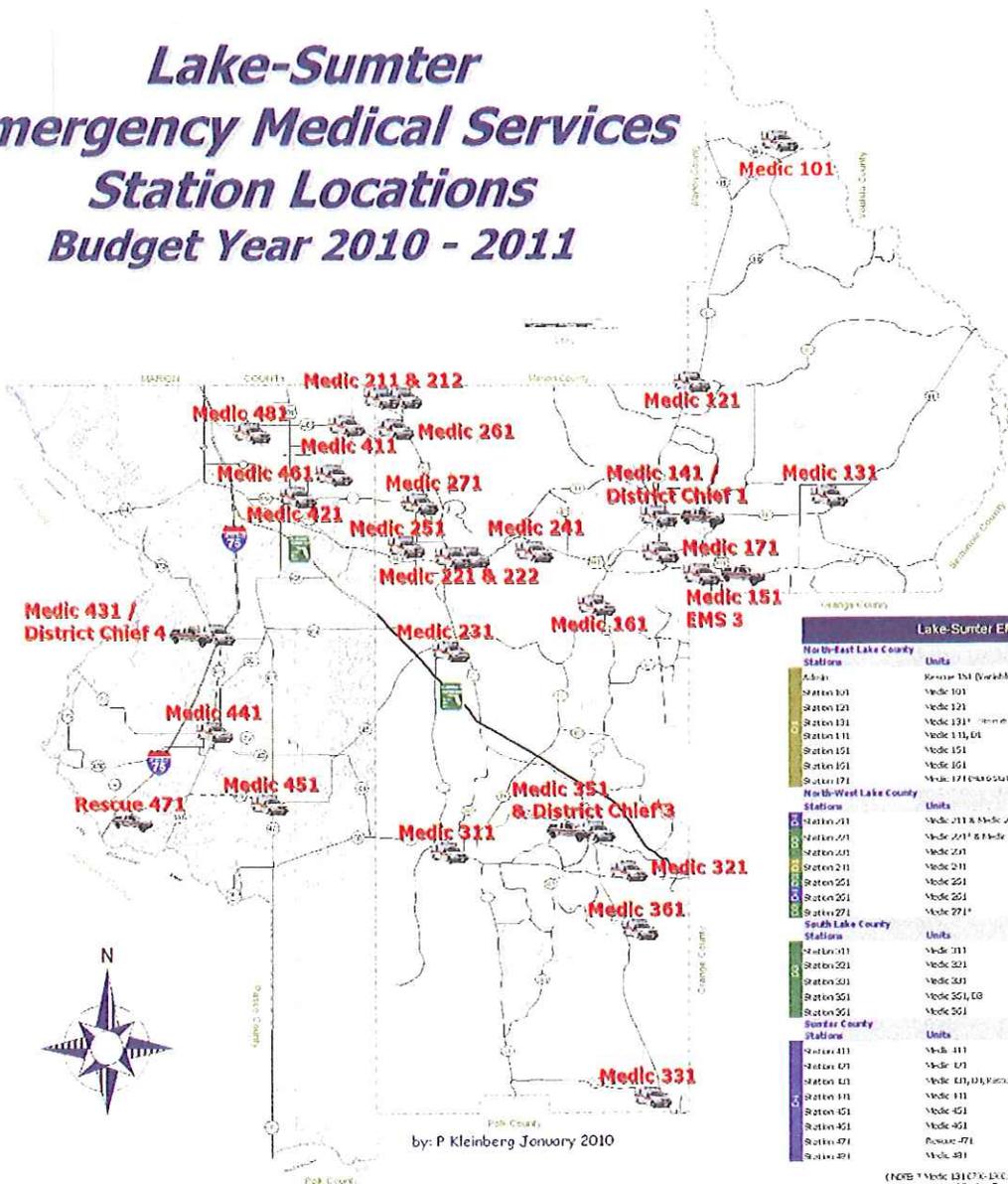
Sumter County is a predominately rural agricultural community located about 30 miles south of Ocala and about 60 miles north of Tampa. The county is approximately 574 square miles in size, including 19 square miles of water, and is bordered by Marion, Citrus, Hernando, Pasco, Polk and Lake counties. The Bureau of the Census 2000 statistics indicates the population was 54,242, which represents a population increase of 68.9% since 1990.

Population Growth and Projections

County	2005	2006	2007	2008	2009	2010	2011
Lake	263,017	276,783	286,499	291,961	297,328	303,490	311,524
Sumter	74,052	82,599	89,771	93,534	95,580	97,422	100,394
Florida	17,918,227	18,349,132	18,680,367	18,851,975	19,058,404	19,308,066	19,632,445

Source: Florida Demographic Estimatin Conference. Februarv 2008 and the Florida Demographic Database. August 2008

Lake-Sumter Emergency Medical Services Station Locations Budget Year 2010 - 2011



by: P Kleinberg January 2010

Lake-Sumter EMS Ambulance and Rescue Vehicle Location Information					
County	Station	Units	Address	Latitude	Longitude
North-East Lake County	Station 101	Medic 101	2405 Commercial Ave. 32206	29°53'00"	81°33'00"
	Station 121	Medic 121	845 Commercial Ave., FL 32206	29°52'00"	81°33'00"
	Station 131	Medic 131 / District Chief 1	20151 N. 26th St., FL 32750	29°51'21"	81°31'00"
	Station 141	Medic 141, D4	36 S. Highway 170, FL 32708	29°50'20"	81°31'00"
	Station 151	Medic 151	222 N. Highway 170, FL 32708	29°49'50"	81°31'00"
	Station 161	Medic 161	170 Lake Park Blvd., FL 32708	29°49'30"	81°31'00"
	Station 171	Medic 171 / EMS 3	33 Canal Point Rd., FL 32708	29°48'30"	81°30'50"
North-West Lake County	Station 211	Medic 211 & Medic 212	1676 N. Highway 170, FL 32708	29°52'20"	81°30'20"
	Station 221	Medic 221 & Medic 222	1300 N. Highway 170, FL 32708	29°51'00"	81°29'00"
	Station 231	Medic 231	1240 N. Highway 170, FL 32708	29°50'00"	81°29'00"
	Station 241	Medic 241	1000 N. Highway 170, FL 32708	29°49'00"	81°29'00"
	Station 251	Medic 251	1000 N. Highway 170, FL 32708	29°48'00"	81°29'00"
	Station 261	Medic 261	800 N. Highway 170, FL 32708	29°47'00"	81°29'00"
South Lake County	Station 311	Medic 311	1000 N. Highway 170, FL 32708	29°46'00"	81°29'00"
	Station 321	Medic 321	1000 N. Highway 170, FL 32708	29°45'00"	81°29'00"
	Station 331	Medic 331	1000 N. Highway 170, FL 32708	29°44'00"	81°29'00"
Southwest County	Station 411	Medic 411	1000 N. Highway 170, FL 32708	29°43'00"	81°29'00"
	Station 421	Medic 421	1000 N. Highway 170, FL 32708	29°42'00"	81°29'00"
Other Counties	Station 431	Medic 431 / District Chief 4	1000 N. Highway 170, FL 32708	29°41'00"	81°29'00"
	Station 441	Medic 441	1000 N. Highway 170, FL 32708	29°40'00"	81°29'00"
	Station 451	Medic 451	1000 N. Highway 170, FL 32708	29°39'00"	81°29'00"
	Station 461	Medic 461	1000 N. Highway 170, FL 32708	29°38'00"	81°29'00"
	Station 471	Rescue 471	1000 N. Highway 170, FL 32708	29°37'00"	81°29'00"
	Station 481	Medic 481	1000 N. Highway 170, FL 32708	29°36'00"	81°29'00"
	Station 491	Medic 491	1000 N. Highway 170, FL 32708	29°35'00"	81°29'00"

(NOTE: Medic 131, 171, 181, Medic 212, 221, 231, 241, Medic 221, 231, 241, Medic 222, 231, 241, Medic 211, 221, 231, 241)

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ACCOUNTING CONCEPTS

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

Governmental Fund Types

General Fund – to account for all resources.

Account Group

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

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

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

Fund: Three digits indicating the fund type.

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

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

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

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

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

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

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



BUDGET PROCEDURES

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

The Interlocal Agreement between Lake and Sumter Counties for the provision of emergency medical services dated July 20, 2000 and July 11, 2000, respectively, requires that costs be pro-rated based upon the number of transports each county received for the prior fiscal year.

It is the responsibility of LSEMS to present a budget request to the LSEMS Board of Directors by May 1st each year. The Board will review the funding request and approves the total appropriation. Lake and Sumter Counties individual subsidies must be approved by their respective boards before LSEMS budget is final. The Clerk's accounting department will input the final adopted budget into the accounting system. After the budget has been adopted, the Board will notify each county in writing of the amount due.

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

OPERATING BUDGET SUMMARY

FINANCIAL FRAMEWORK

User fees and subsidies from Lake and Sumter Counties fund all activities of Lake-Sumter 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-Sumter Emergency Medical Services, Inc. Board of Directors.

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

Personal Services: The budget was prepared with no annual increase, non-funding of four positions, two positions being eliminated and continues using the employee's anniversary date as the effective date for these increases.

Operating Expenses: The policy directive regarding operating expenses was to maintain at the current level to the extent possible.

Capital Outlay: Purchases of equipment were budgeted for 2011 in accordance with the LSEMS Capital Replacement and Upgrade Plan, replacement capital, and equipment for new employees.

PERFORMANCE MEASUREMENT

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

OPERATING BUDGET OVERVIEW

The exhibit on page 13 summarizes the actual for fiscal years, 2008, 2009 and amended budget for 2010 and the approved budget for 2011 with a comparison of fiscal years 2010 and 2011 percent change.

The Administrative Fee to the Clerk of Courts is \$196,474 for fiscal year 2011. This amount is for three part-time positions, operating expenses and necessary capital purchases.

MAJOR HIGHLIGHTS

User fees are expected to increase 5.6%. Subsidies from Lake and Sumter Counties will decrease by 16.1% and 11.5% respectively. Interest and other income are expected to remain at the same level.

Personal services include no annual increase and non-funding of four positions and elimination of two positions. Due to legislated rollbacks in the 2008 tax rates and the economic downturn, Lake-Sumter EMS took a conservative approach in our request for additional response vehicles and equipment. Even, with an ever-increasing population in Lake and Sumter Counties, Lake Sumter EMS will maintain the same level of service.

The capital outlay budget of \$1,105,664 includes, rechassis seven ambulances for a cost \$573,300, replace 10 Life Pak 12 for Life Pak 15 at a cost \$250,000, replace four autovents for a cost \$8,520, replace ten battery support system at a cost \$22,000, replace three MTP IV pump for a cost \$7,800, replace one Stryker Power Pro Stretcher at cost of \$11,000, four servers at a cost \$24,000, one IDF Storage Area Network at a cost \$68,544, fifteen replacement Mobile Tablets at a cost \$52,500 and a UHF Site Replacement at a cost \$88,000.

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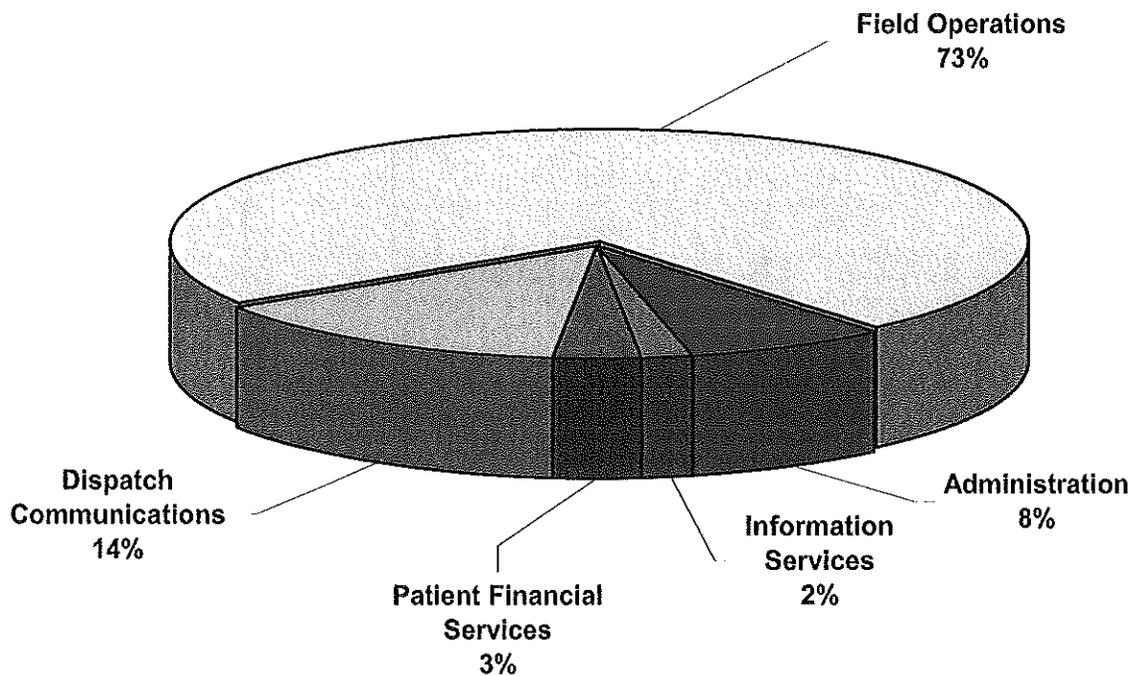
Lake-Sumter Emergency Medical Services, Inc.
Budgeted Statement of Operations
Approved Budget 2010-2011

	2007-2008 Actuals	2008-2009 Actuals	2009-2010 Adopted Budget	2009-2010 Amended Budget	2010-2011 Approved Budget	2011 Baseline %
REVENUES:						
Private Pay Fees	2,891,330	3,023,945	3,316,629	3,316,629	2,897,539	(12.6%)
Medicare Fees	10,714,292	11,738,423	12,230,071	12,230,071	12,785,717	4.5%
Medicaid Fees	1,274,370	1,580,438	1,451,025	1,451,025	1,697,291	17.0%
Contract Fees	411,435	414,774	414,579	414,579	462,311	11.5%
Commercial & HMO Fees	3,399,946	3,317,848	3,316,629	3,316,629	3,243,712	(2.2%)
Less Bad Debt Expense	(2,283,278)	(3,293,576)	(3,337,358)	(3,337,358)	(2,972,581)	(10.9%)
Less Contractual Allowances	(3,805,456)	(3,364,477)	(4,306,436)	(4,306,436)	(4,299,668)	(0.2%)
Net Charges for Services	12,602,639	13,417,375	13,085,139	13,085,139	13,814,321	5.6%
EMS Matching Grant	19,913	320,985	-	-	-	-
Federal Disaster Relief	11,560	1,051	-	-	-	-
State Disaster Relief	1,927	175	-	-	-	-
Public Safety (Local)	-	12,775	-	-	-	-
Motor Fuel Tax Rebate (State)	-	-	-	356	-	-
Other Miscellaneous Revenues	99,716	94,020	75,000	110,000	5,000	(95.5%)
Other Dispatch Fees	160,450	171,790	168,000	168,000	177,000	5.4%
Contributions from other Gov'ts	-	4,484	-	-	-	-
Ins Proc/Loss Furn/Fix/Equip	7,428	43,194	-	-	-	-
Other Charges for Services	-	-	-	9,537	-	-
Reimbursements	-	-	-	1,635	-	-
Training Fees	-	-	100	100	-	(100.0%)
Interest	92,848	67,458	60,000	60,000	60,000	0.0%
Donations	535	75	250	250	250	0.0%
Other Public Safety	-	1,455	2,000	2,000	2,000	0.0%
Reimbursements - Eustis	4,897	4,897	4,897	4,897	-	(100.0%)
Reimbursements - Mt Dora	4,897	4,897	4,897	4,897	-	(100.0%)
Reimbursements - Tavares	4,897	4,897	4,897	4,897	-	(100.0%)
Reimbursements - Leesburg	11,232	11,232	11,232	11,232	11,232	0.0%
Highway Safety Grant	62,389	51,852	-	41,800	-	(100.0%)
Lake County Subsidy	8,558,006	8,558,006	7,728,745	7,728,745	6,482,993	(16.1%)
Sumter County Subsidy	2,556,287	2,556,287	2,440,656	2,440,656	2,160,998	(11.5%)
Total Miscellaneous Revenues	11,596,982	11,909,530	10,500,674	10,589,002	8,899,473	(16.0%)
Balance Carried Forward	-	-	2,500,000	3,839,244	2,300,000	-
Total Revenues	24,199,621	25,326,905	26,085,813	27,513,385	25,013,794	(9.1%)
EXPENDITURES:						
Personal Services	16,922,881	17,784,807	18,240,750	18,240,750	17,560,339	(3.7%)
Operating Expenses	5,848,224	5,751,110	6,037,234	6,124,619	5,751,317	(6.1%)
Capital Outlay	1,232,042	1,231,999	1,311,355	1,285,307	1,105,664	(14.0%)
Administration Costs	196,474	196,474	196,474	196,474	196,474	0.0%
Total Expenditures	24,199,621	24,964,390	25,785,813	25,847,150	24,613,794	(4.8%)
Reserve for Contingencies	-	-	300,000	1,666,235	400,000	-
Total Expenditures Plus Reserve	24,199,621	24,964,390	26,085,813	27,513,385	25,013,794	(9.1%)
Excess of Revenues Over Expenditures	-	362,515	-	-	-	-

**Lake-Sumter Emergency Medical Services
Position Summary by Department
FY 2010-2011**

Department	Current	Approved New/Transferred	Total
Administration	22	(2)	20
Information Services	5	-	5
Patient Financial Services	9	-	9
Dispatch Communications	37	-	37
Field Operations	193	-	193
Total	266	(2)	264

Position Summary



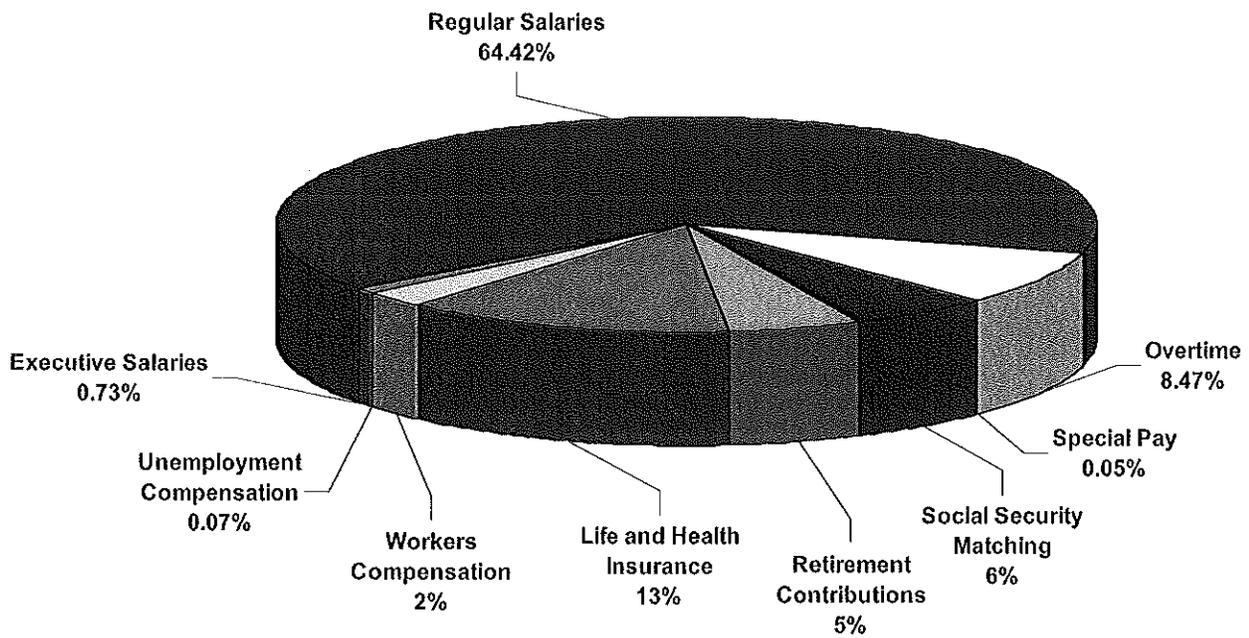
Lake-Sumter Emergency Medical Services, Inc.
Personal Services and Operations Expenses
Approved Budget 2010-2011

	2007-2008 Actuals	2008-2009 Actuals	2009-2010 Adopted Budget	2009-2010 Amended Budget	2010-2011 Approved Budget	2011 Baseline %	
PERSONAL SERVICES							
Executive Salaries	133,088	132,363	128,735	128,735	128,735	0.0%	*See Note
Regular Salaries	10,928,414	11,321,325	11,691,294	11,691,294	11,311,705	(3.2%)	
Overtime	1,638,506	1,632,016	1,562,000	1,562,000	1,487,944	(4.7%)	
Special Pay	-	-	-	-	8,400	0.0%	**See Note
Social Security Matching	947,678	971,870	1,014,603	1,014,603	989,022	(2.5%)	
Retirement Contributions	863,188	921,203	919,661	919,661	887,907	(3.5%)	
Life and Health Insurance	1,959,825	2,235,442	2,274,188	2,274,188	2,310,964	1.6%	
Workers Compensation	435,399	543,174	638,269	638,269	423,662	(33.6%)	
Unemployment Compensation	16,783	27,414	12,000	12,000	12,000	0.0%	
Total Personal Services	16,922,881	17,784,807	18,240,750	18,240,750	17,560,339	(3.7%)	
OPERATING EXPENDITURES							
Professional Services	223,384	117,642	137,500	179,500	178,500	(0.6%)	
Attorney Legal Fees	10,863	5,311	12,000	-	-	0.0%	
Accounting and Auditing Services	18,000	18,738	20,000	20,000	20,000	0.0%	
Contractual Services	143,719	140,856	165,026	171,926	165,300	(3.9%)	
Collection Fees	60,258	50,712	85,000	85,000	70,000	(17.6%)	
Other Contractual Services	822,045	556,395	-	-	-	-	
Travel and Per Diem	48,020	38,575	23,645	23,645	11,241	(52.5%)	
Communications	109,887	93,782	88,800	88,800	88,800	0.0%	
Telephone	120,490	126,573	130,000	130,000	118,000	(9.2%)	
Cellular Telephone	60,505	46,971	70,000	70,000	56,000	(20.0%)	
Paging Service	16,922	16,185	19,000	19,000	16,000	(15.8%)	
Freight & Postage	-	-	39,600	39,600	39,700	0.3%	
Utility Services	156,535	182,872	186,635	186,635	194,400	4.2%	
Rental Leases	13,109	15,364	11,900	16,900	11,480	(32.1%)	
Property Leases	359,672	432,136	390,808	390,808	395,304	1.2%	
Equipment Leases	15,965	18,796	35,750	36,450	41,500	13.9%	
Insurance	386,792	392,453	459,090	438,390	390,000	(11.0%)	
Repair and Maintenance	543,463	659,088	788,000	786,100	750,183	(4.6%)	
Auto Repairs/Supplies	265,411	363,003	366,086	394,086	394,086	0.0%	
Printing and Binding	20,067	15,107	20,000	20,000	19,500	(2.5%)	
Promotional Activities	80,724	56,046	30,000	54,269	30,000	(44.7%)	
Employee Recognition	21,932	10,346	20,000	24,768	24,000	(3.1%)	
Tuition Scholarship	-	843	1,750	1,750	-	(100.0%)	
Other Current Charges/Obligations	29,443	32,753	37,265	43,265	35,732	(17.4%)	
Office Supplies	285,563	408,620	430,335	437,702	357,500	(18.3%)	
Operating Supplies	32,469	39,232	110,095	106,095	95,400	(10.1%)	
Motor Fuel/Oil	656,787	420,800	827,400	827,400	799,464	(3.4%)	
Linen Supplies	50,905	57,357	62,000	62,000	62,000	0.0%	
Cleaning Supplies	46,927	42,933	61,000	61,000	61,000	0.0%	
Uniforms	136,674	121,195	173,250	173,250	173,250	0.0%	
Medical Supplies	718,304	877,469	782,100	783,081	793,817	1.4%	
Oxygen	106,561	101,137	107,000	107,000	107,000	0.0%	
Pharmacy Supplies	179,959	190,452	194,040	194,040	194,040	0.0%	
Books, Publications & Dues	102,325	92,945	54,017	54,017	44,000	(18.5%)	
Tuition Reimbursement	4,544	8,423	18,000	18,000	-	(100.0%)	
Training	-	-	80,142	80,142	14,120	(82.4%)	
Total Expenditures	5,848,224	6,751,110	6,037,234	6,124,619	5,751,317	(6.1%)	

* Includes Supplemental Retirement

**Car Allowance

Personal Services



Capital Replacement and Upgrade Plan Overview

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

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

A brief description of these projects follows:

LifePak 15 replacements: Replace 10 LifePak 12

Rechassis Ambulances: Replace seven high mileage chassis to extend life of units.

Battery Support System: Replace 10 older units

Servers: Replace virtual host servers

Mobile tablets (EPCR/MDT): Replace aging CF-18

UHF Site Replacement: Replaces aged UHF Transmit/Receive Site

APPROVED CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2010-2011

Dept	Equipment	Price/Unit	Qty	FY-'09-'10 Total	Replacement	Additional
Field Operations						
	Autovents - Replacements	2,130	4	8,520	Replace older units, costly to repair	
	Battery Support System	2,200	10	22,000	Replace older units, costly to repair	
	Stryker Power Lift Stretcher Replacemen	11,000	1	11,000	Replace due to exceeded life warranty	
	Life Pak - 15 Replacements	25,000	10	250,000	Replace LP12s which will be outdated by 2013	
	MTP Pumps	2,600	3	7,800	Replace outdated technology	
	Ambulance Rechassis	81,900	7	573,300	Replace higher maintenance/mileage units	
Subtotal Field Operations				872,620		
Information Services						
	Servers	6,000	4	24,000	Replace virtual host servers	
	IDF Storage Area Network	68,544	1	68,544		Storage area network components for virtual servers in IDF
	Mobile Tablets (EPCR/MDT)	3,500	15	52,500	Replacement EPC/MDT Tablets	
	UHF Site Replacement	88,000	1	88,000	Replaces aged UHF Transmit/Receive Site	
Subtotal Information Services				233,044		
Total CAPITAL				1,105,664		

Lake-Sumter EMS - Five-Year Capital Plan

Dept	Equipment	FY '10-'11 Total	FY '11-'12 Total	FY '12-'13 Total	FY '13-'14 Total	FY '14-'15 Total	FY '15-'16 Total	5 Year Totals
Administration								
	Rhythm Simulator		2,200			2,200		4,400
	Airway Head		1,386		1,455			2,841
	Sim-Baby			28,000				28,000
	Life Pak Monitor		26,000					26,000
	Digital Camera			1,250			1,250	2,500
	Projector		2,000			2,000	2,500	6,500
	Mobile Training Bus				250,000			250,000
	Subtotal Administration		31,586	29,250	251,455	4,200	3,750	320,241
Field Operations								
	Autovent Replacements	8,520	9,200	9,600	12,500	15,985		55,805
	Battery Support System	22,000	6,900	6,900	7,245	7,608	10,400	61,053
	Stryker Stretcher	11,000	11,000	11,000	11,550	12,128	46,200	102,878
	Life Pak 15 Replacements	250,000	150,000	150,000	157,500	165,378	56,000	928,878
	MTP IV Pump Replacements	7,800	10,800	14,000	14,500	12,955	13,000	73,055
	Ambulances- Replacement		462,000	462,000	485,100	509,355	850,000	2,768,455
	Ambulances Rechassis	573,300	245,700	327,600	340,200	357,212	360,000	2,204,012
	Auto Pulse CPR System		28,670	14,335	15,052	15,804		73,861
	QRV- Replacement		200,000	150,000	157,500	165,375		672,875
	Special Event Vehicle			11,000				11,000
	Administrative Vehicles		28,000	28,000	29,400	30,870		116,270
	Off road Rescue Vehicle (Mule)			16,000	16,800			32,800
	Spineboard Decon Unit			27,000				27,000
	12,000lb Rolling Jack		7,200	3,700				10,900
	Light Bars		3,600	1,800	1,890	1,985		9,275
	Stair Chairs		1,400	1,400	1,470	1,544		5,814
	Subtotal Field Operations	872,620	1,164,470	1,234,335	1,250,707	1,296,199	1,335,600	7,153,931
Information Services								
	Laptops		8,250	8,250	8,250		8,400	33,150
	Main Servers	24,000	32,000	16,000				72,000
	Console Electronics Bank IBM						6,600	6,600
	Portables 800MHz		35,000	35,000	17,500	17,500		105,000
	Mobilis 800MHz		27,000	27,000	13,500	13,500		81,000
	Mobile Tablets EPCR/MDT	52,500	77,000	77,000	35,000	35,000		276,500
	Firewall VPN Appliance						28,000	28,000
	IDF Storage Area Network	68,544						68,544
	Tower Site Generator		9,000	9,000			10,000	28,000
	Netclock-NTP (Master PSAP Clock)		11,300			10,500		21,800
	System Management Appliance		30,000			30,000		60,000
	Core Network Switch		178,000					178,000
	Field Data Reporting Server				18,000		18,000	36,000
	Security Equipment			20,000				20,000
	COOP Server				32,000			32,000
	AVL/MDT Server		36,000			18,000		54,000
	Mapping Server			13,000		13,000		26,000
	Fax Server			8,000			8,500	16,500
	Office Computers		3,000			36,000		39,000
	Dispatch Computers			4,500	52,500		8,750	65,750
	Station Computers		45,000				16,000	61,000
	Printers - Networked		7,500			7,500		15,000
	Office Copiers-Networked/Fax		30,000				8,000	38,000
	Raid Server Arrays			100,000		100,000		200,000
	Projection Equipment			5,000		4,000		9,000
	Repeater		33,000	11,000	11,000	11,000		66,000
	UPS Upgrade for PSAP				25,000			25,000
	UHF Site Replacement	88,000						88,000
	Additional Fill Coverage RX Sites				26,000			26,000
	Additional OP Position PSAP				35,000			35,000
	Additional RF Link Equipment				36,000			36,000
	Generator 125kVA (Vo-Tech)				35,000			35,000
	Logging Recorder		32,000				34,000	66,000
	Subtotal Information Services	233,044	594,050	333,750	344,750	296,000	146,250	1,947,844
Total		1,105,664	1,790,106	1,597,335	1,846,912	1,596,399	1,485,600	9,422,016

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REVENUE SUMMARY

User fees derived by LSEMS for services rendered are classified as fees and are available to offset certain functions of LSEMS. These fees are collected by LSEMS Billing Department and are deposited to the LSEMS General Fund. In addition, the General Fund is financed by the subsidies from Lake and Sumter Counties per the Interlocal Agreement.

LSEMS budgets and receives user fees from the following sources:

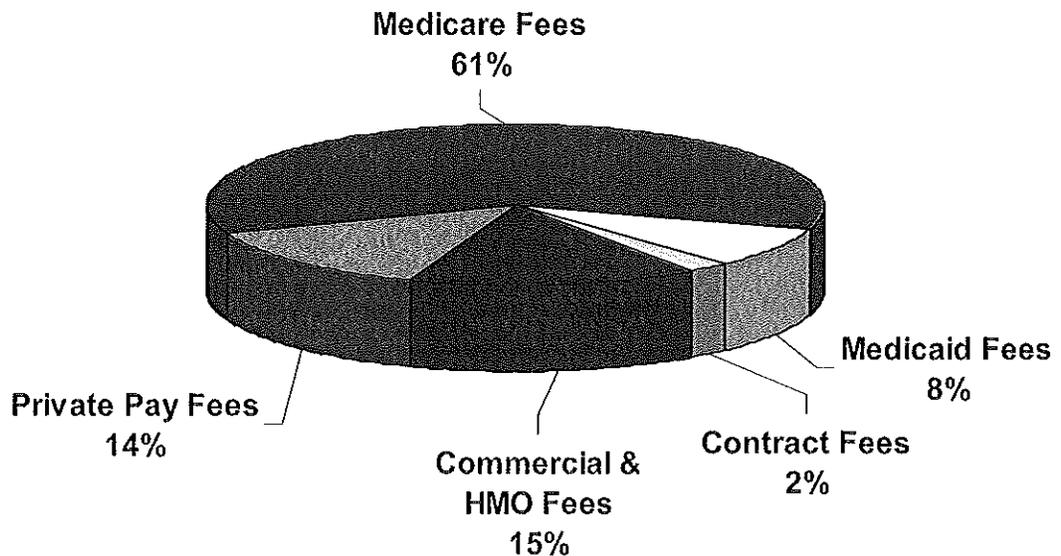
Private Pay	Medicare
Medicaid	Contract
Commercial & HMO	

LSEMS budgets and receives funding as subsidies from the following:

Lake County Government	Sumter County Government
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Revenues are forecast based on current and historical activity levels. The forecast for 2011 is for the user fees to increase and the subsidies will decrease for FY 2011.

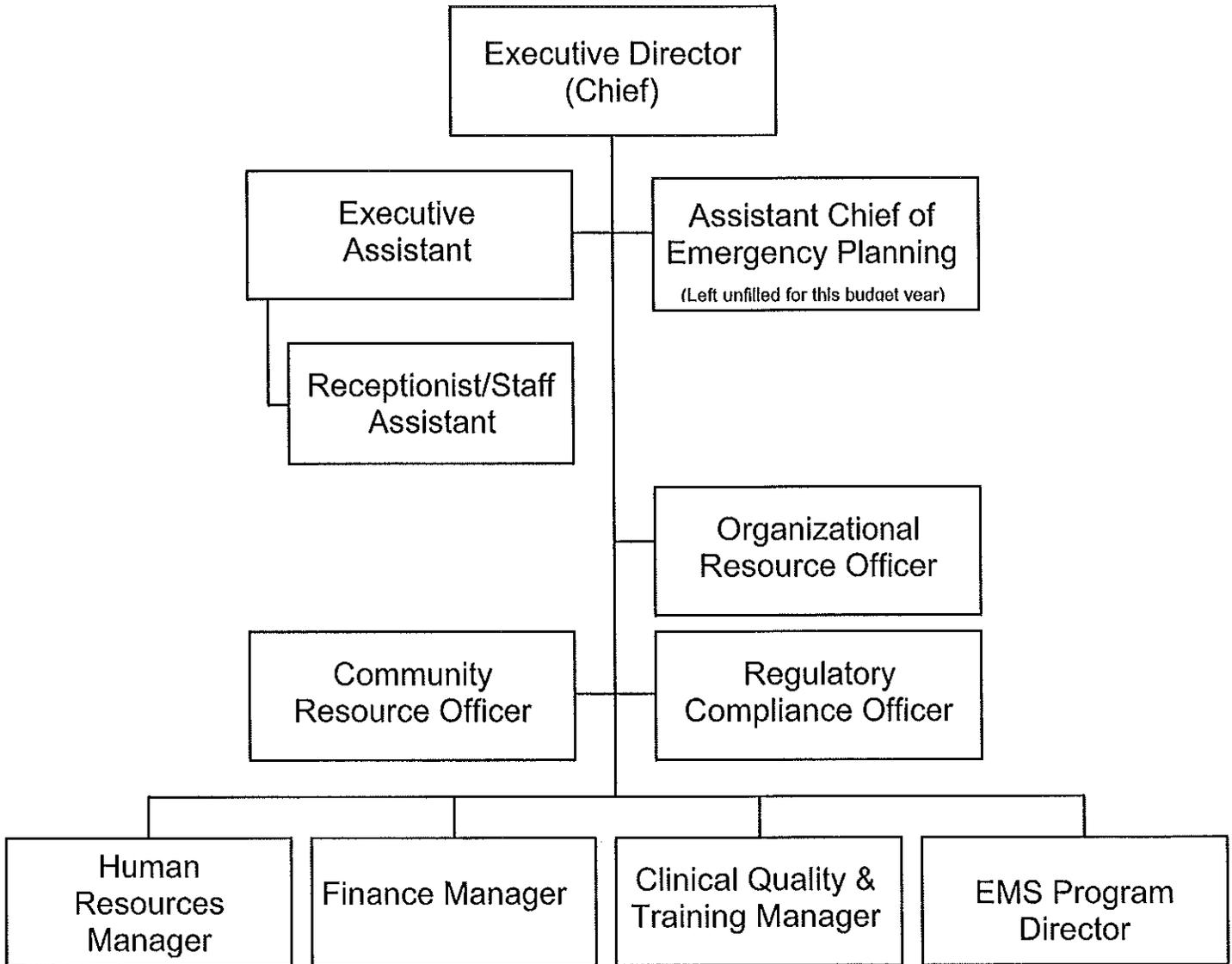
Revenues 2010-2011



Lake-Sumter Emergency Medical Services, Inc.
Budgeted Statement of Revenues
Approved Budget 2010-2011

	2007-2008	2008-2009	2009-2010	2010-2011	2011
	Actuals	Actuals	Amended Budget	Approved Budget	Baseline %
REVENUES:					
Private Pay Fees	\$ 2,891,330	\$ 3,023,945	\$ 3,316,629	2,897,539	(12.6%)
Medicare Fees	10,714,292	11,738,423	12,230,071	12,785,717	4.5%
Medicaid Fees	1,274,370	1,580,438	1,451,025	1,697,291	17.0%
Contract Fees	411,435	414,774	414,579	462,311	11.5%
Commercial & HMO Fees	3,399,946	3,317,848	3,316,629	3,243,712	(2.2%)
Less Bad Debt Expense	(2,283,278)	(3,293,576)	(3,337,358)	(2,972,581)	(10.9%)
Less Contractual Allowances	(3,805,456)	(3,364,477)	(4,306,436)	(4,299,668)	(0.2%)
Net Charges for Services	\$ 12,602,639	\$ 13,417,375	\$ 13,085,139	\$ 13,814,321	5.6%
EMS Matching Grant	\$ 19,913	\$ 320,985	-	-	-
Federal Disaster Relief	11,560	1,051	-	-	-
State Disaster Relief	1,927	175	-	-	-
Public Safety (Local)	-	12,775	-	-	-
Highway Safety Grant	62,389	51,852	41,800	-	-
Other Public Safety	-	1,455	2,000	2,000	0.0%
Contributions from Other Govt's	-	4,484	-	-	-
Reimbursements - Eustis	4,897	4,897	4,897	-	(100.0%)
Reimbursements - Mt Dora	4,897	4,897	4,897	-	(100.0%)
Reimbursements - Tavares	4,897	4,897	4,897	-	(100.0%)
Reimbursements - Leesburg	11,232	11,232	11,232	11,232	0.0%
Motor Fuel Tax Rebate (State)	-	-	356	-	(100.0%)
Other Miscellaneous Revenues	99,716	94,020	110,000	5,000	(95.5%)
Other Charges for Services	-	-	9,537	-	(100.0%)
Other Dispatch Fees	160,450	171,790	168,000	177,000	5.4%
Reimbursements	-	-	1,635	-	(100.0%)
Ins Proc/Loss Furn/Fix/Equip	7,428	43,194	-	-	-
Training Fees	-	-	100	-	(100.0%)
Interest	92,848	67,458	60,000	60,000	0.0%
Donations	535	75	250	250	0.0%
Lake County Subsidy	8,558,006	8,558,006	7,728,745	6,482,993	(16.1%)
Sumter County Subsidy	2,556,287	2,556,287	2,440,656	2,160,998	(11.5%)
Total Miscellaneous Revenues	\$ 11,596,982	\$ 11,909,530	\$ 10,589,002	\$ 8,899,473	(16.0%)
Balance Carried Forward			3,839,244	2,300,000	-
Total Revenues	\$ 24,199,621	\$ 25,326,905	\$ 27,513,385	\$ 25,013,794	(9.1%)

ADMINISTRATION



ADMINISTRATION

Goals and Objectives

FY 2010-2011

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

- **Objective:** Stay current on issues and trends in the field of emergency medical services. Support change for improvement; educate employees on personal and professional impacts of change. Promote employee team-based learning in critical skill areas and continue to refine the process to memorialize lessons learned into guidelines and procedures. Encourage ownership, detail-oriented work, and follow-through to completion in all departments. Utilize our 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 incorporate state-of-the-art strategies into agency practices.

GOAL: Promote public awareness and education regarding the mission and services of Lake-Sumter EMS.

- **Objective:** Continue to provide community outreach through presentations, classes, public events and participation in meetings which provide information and increase awareness regarding the EMS system, Lake-Sumter EMS and specific issues related to the field. Coordinate with other agencies in the two counties served by LSEMS that share similar missions related to the public health and emergency response needs of the community.

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

- **Objective:** Provide professional education and training to all EMTs and paramedics within the EMS system. Utilize state-of-the-art diagnostic medical equipment, progressive medical protocols and clinical skills to enhance the standard of pre-hospital care. Pursue grants for the purchase of capital equipment. Provide a sound financial base for the development and maintenance of resources necessary to provide a comprehensive and efficient dual-county EMS system.

GOAL: Enhance partnerships between EMS and other health care providers and organizations in Lake and Sumter County.

- **Objective:** Improve communications with emergency room staff, physicians, and urgent care centers to improve delivery of emergency medical care and ambulance transport services. Increase Lake-Sumter EMS's involvement with home health care, nursing home and skilled nursing facilities and staff.

QUALITY DEVELOPMENT

Goals and Objectives
FY 2010 – 2011

Goal: Review, refine, and enhance the Continuous Quality Improvement (CQI) processes at Lake-Sumter EMS to improve efficiency while ensuring efficacy of our QI practices.

➤ **Objectives:**

- Perform a comprehensive review of the Continuous Quality Improvement Plan (CQIP)
- Review outcomes for specific patient sets to determine the factors influencing patient outcomes and use this information to help determine training needs and efficacy of medical protocols.
- Evaluate the efficacy of recent changes in medical protocols versus those used in the past to continue the implementation of best practices based on clinical evidence.
- Continue to build relationships with other agencies allowing for review of the continuum of care. This is to encompass first response agencies as well as hospital providers.
- Enhance direct observation practices in the field.
- Work with field supervisors to develop a consistent and organized method of disseminating and documenting QA information.
- Develop standardized documentation guidelines as a reference and instruction aid for new and existing employees.
- Develop educational materials to provide training to facilitate field supervisors in performing daily report review in an appropriate and timely manner.
- Work in conjunction with the medical director, education personnel, and field supervisors to determine individual and system-wide needs for training and remediation.
- Provide recognition and positive feedback in instances where outstanding patient care is performed.

Goal: Assess all current Lake-Sumter EMS clinical education programs and delivery methodologies to capitalize on best practices while instituting new cost saving technologies in the delivery of clinical programs.

➤ **Objectives:**

- Evaluate current in-person delivery models to determine which programs are best served by requiring live class attendance.
- Create and develop standardized in-service programs utilizing a video format.
- Utilize Field Training Officer (FTO) stations as educational deployment sites for hands-on components that are combined with the standardized video.
- Develop the FTOs as an extension of the QDD to provide educational programs at remote sites to increase ease of access for EMTs and paramedics while decreasing costs of delivery.
- Coordinate with Interagency Fire Departments to share educational opportunities.
- Initiate a standardized procedural training link for our Lake-Sumter EMS website to provide training on common ALS and BLS equipment and skills.

- Enhance in-house online educational opportunities to provide high quality distance education through a combination of videos, PowerPoints, and other technologies.
- Develop a library of educational topics that can be used at the convenience of the student and QDD staff.

Goal: Evaluate and enhance the Field Training Officer program to maintain clinical excellence while providing management education, fostering leadership skills, and developing succession planning.

➤ ***Objectives:***

- Conduct performance evaluations for the FTOs to provide insight into their knowledge, performance, and behaviors.
- Conduct training, which is modeled after the FTO workshop, for crew members that regularly precept Paramedic and EMT students to enhance the students experience and grow the ranks of qualified FTO candidates.
- Prepare the FTOs for promotional opportunities by providing quarterly workshops relating to supervision, conflict resolution, coaching, counseling, mentoring, and proper documentation.
- In conjunction with the Operations department, develop a mentoring program for the FTOs and District Chiefs.
- Develop programs that focus on leadership continuity and improved knowledge sharing
- Provide the FTOs with opportunities to participate in Quality Development Department programs as educators and mentors.
- Educate the FTOs in the concepts of professionalism, leadership, and motivation.

Goal: Provide command and operational training that will continue to improve the effectiveness of Lake-Sumter EMS in creating a functional system approach for events, incidents, and no-warning contingencies.

➤ ***Objectives:***

- Develop a training calendar that provides opportunities for all employees to improve their knowledge of NIMS and ICS
- Create and deliver a new training program that focuses on the writing of Incident Action Plans (IAPs) and the completion of ICS Form-211 (sign in sheets) and ICS Form-214 (Unit Log).
- Develop and Implement exercises to allow Lake-Sumter EMS staff to continuously utilize command training.
- Conduct joint training with other public safety agencies to provided opportunities for the Command and General Staffs of Lake-Sumter EMS, Fire Departments, Law Enforcement agencies, Emergency Management, and other responders to exercise ICS and NIMS practices

HUMAN RESOURCES

Goals and Objectives

FY 2010 – 2011

Goal: Proactively assist department managers to ensure that there are properly trained and qualified individuals available to meet each department's staffing needs.

- **Objectives:** Maintain updated job descriptions for each position to reduce the time needed to advertise vacant positions. Use internet-based recruiting and application systems to streamline the application process and reduce paperwork. Remain abreast of organizational changes and anticipate position vacancies before they occur so that vacant positions can be filled quickly. Brand and market Lake-Sumter EMS as an outstanding organization and superior local employer. Periodically review employment and salary data to ensure that Lake-Sumter EMS remains competitive with other employers. Assist supervisors in scheduling and conducting employment assessment testing and interviews.

Goal: Provide information and guidance to department heads and supervisors to assist them in making informed and legally defensible decisions. Ensure that HR Department practices comply with Federal and State legal requirements.

- **Objectives:** Remain current on developments in employment law and human resource best practices and provide pertinent information to managers regarding employment practices. Assist managers and supervisors with better ways of reaching their goals instead of just advising what they cannot do. Maintain records of employee work history, training, education, and certification for supervisors and managers to assist them in making employment decisions.

Goal: Maintain a competitive "total rewards" package for employees during a time of tight government budgets and lower tax revenues.

- **Objectives:** Collect and maintain up to date information about salaries and benefits offered by competing employers. Where possible, continue our goal of setting the midpoints of pay ranges at the "market rate" for all positions. In the event that Lake-Sumter EMS salaries and benefits fall below the market rate of competing employers, develop plans to correct these inequities when funding improves. Communicate with employees about our position relative to the markets, and our future plans. Explore the use of work-life and other non-monetary rewards to improve our total rewards package.

FINANCE
Goals and Objectives
FY 2010-2011

GOAL: Continue to work in partnership with all LSEMS Departments in providing accurate information for all Contracts and Leases, when they come due.

- **Objective:** Maintain contract and lease listing for renewals. Notify Department Manager of such renewal, so this information can be taken to the LSEMS Board for approval and provide this information to the County Attorney's and Clerk's Finance Department for their files.

GOAL: Continue to work in partnership with vendor Design Lab on staff's uniforms.

- **Objective:** Maintain uniform inventory spreadsheet and par levels. Tracking this cost will control overspending and supply Field Operations and Dispatch Communications with approximate figures for Budget purposes.

GOAL: Continue to work in partnership with all LSEMS Departments to categorize expenditures line items.

- **Objective:** Continue monitoring expenditures and create new line items for each department. Work closely with each Department to provide managers with knowledge and responsibility of their budget.

Administration

Expenditures	Actual 2007-2008	Actual 2008-2009	Adopted 2009-2010	Amended 2009-2010	Approved 2010-2011
Personal Services	\$ 1,695,554	\$ 1,940,879	\$ 1,952,309	\$ 1,952,309	\$ 1,712,914
Operating Expenses	690,546	578,805	580,037	631,074	582,033
Capital Outlay	6,552	N/A	12,000	12,000	N/A
Total Expenditures	\$ 2,392,652	\$ 2,519,684	\$ 2,544,346	\$ 2,595,383	\$ 2,294,947
Authorized Personnel	24	24	22	22	20

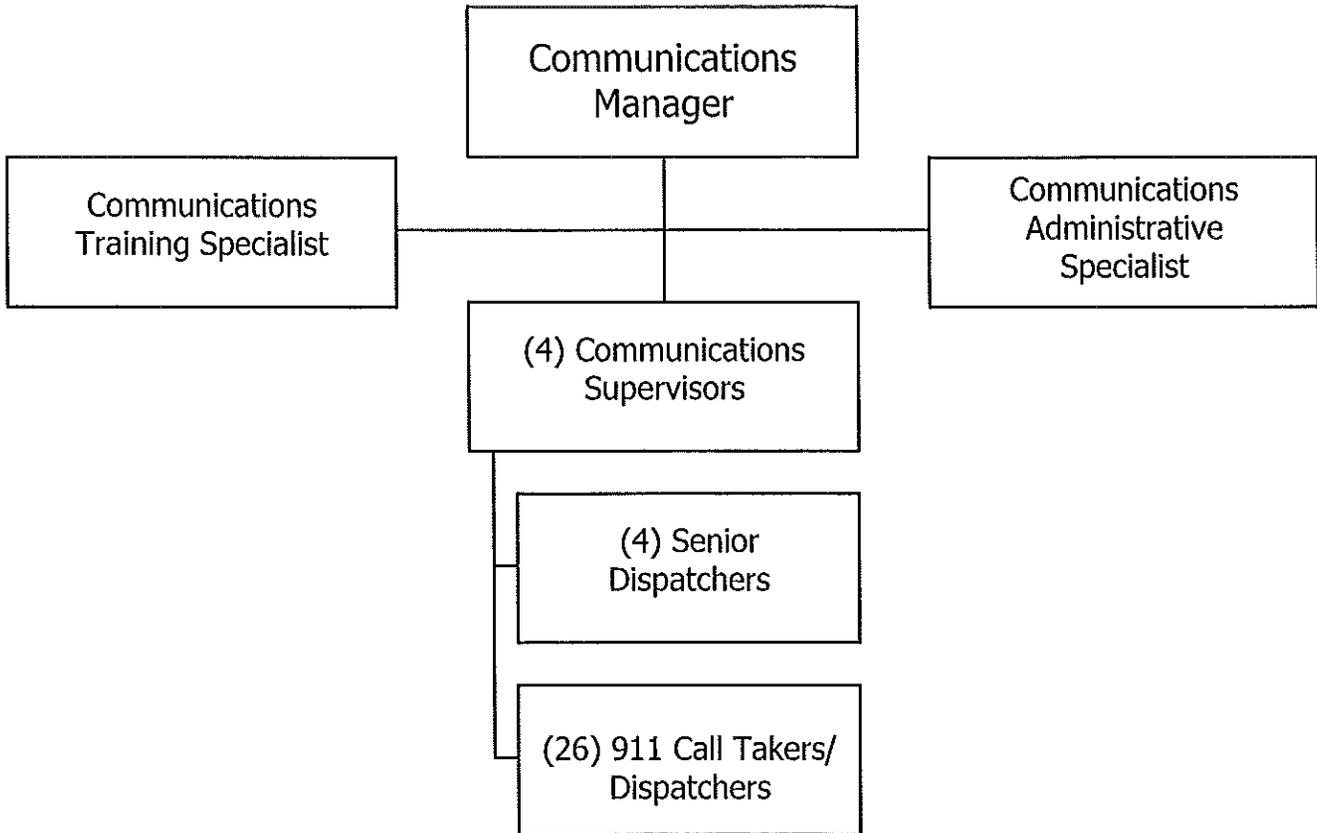
Personnel

<u>Classification</u>	<u>Current</u>	<u>New</u>	<u>Transfer</u>	<u>Total</u>
Executive Director	1			1
Medical Director	1			1
Clinical Qlty and Bus.Mgr	1			1
Clinical Qty	1			1
Training Officer	1			1
District Chief - Provisional Staff	1			1
Quality Training Officer	1			1
Finance Manager	1			1
Finance Assistant	1			1
Finance Clerk	1			1
Human Resources Mgr	1			1
HR Benefits Specialist	1			1
Loss Control Specialist	1			1
Recruiting Specialist	1			1
Assist Chief Emergency Planning (Vacant)	1			1
Program Director (Eliminated)	1		1	0
Vo-Tech Assistant (Eliminated)	1		1	0
Community Res. Officer	1			1
Organizational Res. Officer	1			1
Regulatory Compliance Officer	1			1
Executive Assistant	1			1
Receptionist/Staff	1			1
Total Personnel	22			20

	<u>Budget Amount</u>
Salaries and Wages	\$ 1,298,808
Overtime	3,000
Fringe Benefits	411,106
Total Personal Services	\$ 1,712,914
Capital Outlay - Detail	
Total Capital Outlay	\$ -

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DISPATCH/COMMUNICATIONS



COMMUNICATIONS

Goals and Objectives

FY 2010-2011

GOAL: Provide enhanced map data to Computer Aided Dispatch System that will assist dispatchers in processing emergency call information and support field operations with incident locations.

- **Objective:** Add informational map layers that include hydrant location, schools, parks, hospitals, hazardous materials, subdivisions and mobile home parks.

GOAL: Provide agency specific run cards to decrease dispatch processing time and improve emergency response for EMS and Fire.

- **Objective:** Meet with fire department staff and assess apparatus response by incident type. Review mutual and automatic aid agreements for consistency between all agencies that will properly allocate resources.

GOAL: Obtain Emergency Dispatcher Certification for all staff as recommended in Florida Statue 401.465.

- **Objective:** Develop a comprehensive, quality-driven telecommunicator program that meets standards as set forth by the Florida Department of Health.

Dispatch Communications

Expenditures	Actual 2007-2008	Actual 2008-2009	Adopted 2009-2010	Amended 2009-2010	Approved 2010-2011
Personal Services	\$ 1,864,499	\$ 2,104,190	\$ 2,136,893	\$ 2,136,893	\$ 2,130,712
Operating Expenses	122,506	219,585	277,615	277,615	157,159
Capital Outlay	7,984	N/A	N/A	N/A	N/A
Total Expenditures	\$ 1,994,989	\$ 2,323,775	\$ 2,414,508	\$ 2,414,508	\$ 2,287,871
Authorized Personnel	37	37	37	37	37

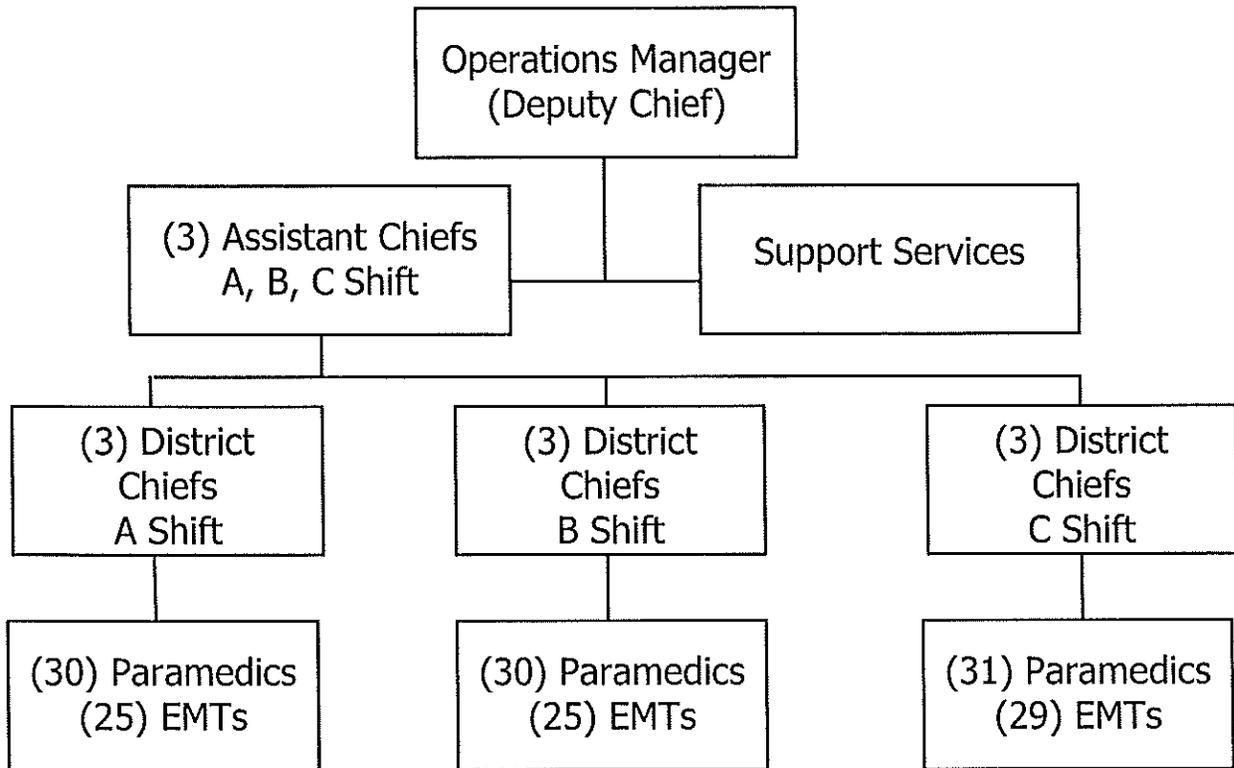
Personnel

<u>Classification</u>	<u>Current</u>	<u>New</u>	<u>Transfer</u>	<u>Total</u>
Communications Manager	1			1
Communications Trg Specialist	1			1
Comm. Administrative Specialist	1			1
Communications Supervisor	4			4
Senior Dispatcher	4			4
Dispatchers	26			26
Total Personnel	37			37

	<u>Budget Amount</u>
Salaries and Wages	\$ 1,446,993
Overtime	124,000
Fringe Benefits	559,719
Total Personal Services	\$ 2,130,712
Capital Outlay - Detail	
Total Capital Outlay	\$ -

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FIELD OPERATIONS



FIELD OPERATIONS

Goals and Objectives

FY 2010-2011

GOAL: Present the highest quality of pre-hospital emergency care available to the residents and visitors of Lake and Sumter Counties.

- **Objective:** Maintain a high level of pre-hospital care and preparedness through advanced education and training of our staff while supporting them with dynamic protocols that include sophisticated patient care intervention skills and techniques. Provide continuous monitoring of performance through regular reviews and testing. Maintain the state of the art equipment required to meet this higher standard while meeting budgetary constraints.

GOAL: Improve the efficiency and utilization of ambulance units and maintain the current level of service while meeting specific financial restraints.

- **Objective:** Monitor and track reaction and response times specific data to assure that proper parameters and objectives are met. Monitor current technology to assure safe and proper operation of ambulances and Quick Response Vehicles. Utilize new technology to assure that the closest ambulances are dispatched to calls.

GOAL: Promote public awareness of Lake-Sumter EMS's specialized services that are available and performed.

- **Objective:** Provide an efficient level of services at special events through use of proper Incident Command System (ICS) standards. Utilize dedicated equipment such as Segways, bikes and mules to maintain a safe atmosphere at the events. Provide effective personnel coverage to assist the Community Relations Department with community immunizations and other projects such as elder care home visitation.

SUPPORT SERVICES

Goals and Objectives

FY 2010-2011

GOAL: Reduce transition time during Disaster Preparedness.

- **Objective:** Complete the installation of a fuel tank and generator with an automatic transfer switch for Support Services. Provide a seamless transition during power outages, consolidating multiple generator use to provide a safer work environment, while maintaining operational support.

GOAL: Enhance tracking capabilities for medical supplies.

- **Objective:** Complete data entry of all medical supplies into previously purchased AmbuTrak Inventory management software and initiate internal assessment. After training is completed, use of this software will allow for a Managed Web Application resulting in a reduction of expired medications, time committed for orders, and additional reporting capabilities. Capital tracking, check-in, check-out features allow for separate data bases to be managed from one application.

GOAL: Increase the available self containment period and provide a safer mode of transport for the Special Operations Trailer.

- **Objective:** Install a larger capacity fresh water tank, waste water tank, and a permanently mounted lavatory. Convert the existing tongue mounted towing attachment to a fifth wheel hitch. This will increase stability, load capacity, and safer transport when deployed.

Field Operations

Expenditures	Actual 2007-2008	Actual 2008-2009	Adopted 2009-2010	Amended 2009-2010	Approved 2010-2011
Personal Services	\$ 12,524,324	\$ 12,826,581	\$ 13,241,628	13,241,628	\$ 12,814,333
Operating Expenses	4,163,926	4,088,098	4,113,774	4,122,055	3,973,619
Capital Outlay	922,366	1,027,916	1,000,105	971,124	872,620
Total Expenditures	\$ 17,610,616	\$ 17,942,595	\$ 18,355,507	18,334,807	\$ 17,660,572
Authorized Personnel	189	189	193	193	193

Personnel

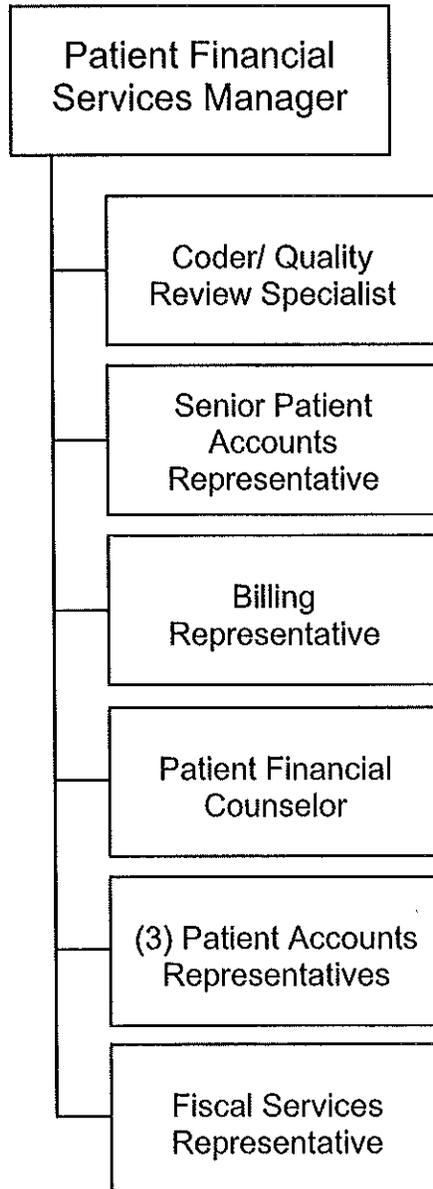
<u>Classification</u>	<u>Current</u>	<u>New</u>	<u>Transfer</u>	<u>Total</u>
Operations Manager	1			1
Operations Support Super	1			1
Facilities Maintenance Tech	1			1
Fleet Maintenance Super	1			1
Logistics Technician (2)	2			2
Materials Management Sup	1			1
Procurement Specialist	1			1
Vehicle Maint Techs (2)	2			2
Scheduling/Records Tech	1			1
EMT's	79			79
District Chiefs	9			9
Paramedic	91			91
Assistant Chiefs	3			3
Total Personnel	193			193

	<u>Budget Amount</u>
Salaries and Wages	\$ 8,045,291
Overtime	1,334,944
Fringe Benefits	3,434,098
Total Personal Services	\$ 12,814,333

Capital Outlay - Detail

Autovents - Replacements (4)	\$ 8,520
Battery Support System (10)	22,000
Stryker Power Lift Stretchers - Replacements (1)	11,000
Life Pak 15 (10)	250,000
MTP IV Pump (3)	7,800
Ambulance Rechassis (7)	573,300
Total Capital Outlay	\$ 872,620

PATIENT FINANCIAL SERVICES



PATIENT FINANCIAL SERVICES

Goals and Objectives

FY 2010-2011

GOAL: Focus on maximizing returns on Accounts Receivable through the use of existing resources and implementation of new processes.

➤ ***Objectives:***

- Implement condition code cross-walks to MPDS determinants to increase the number of billable ALS transports.
- Explore additional opportunities for early-out program for skip tracing, return mail, and other less productive tasks.
- Continue benchmarking comparisons statewide to ensure we remain competitive in Key Performance areas of A/R Management.

GOAL: Enhance Educational Opportunities for Key Stakeholders.

➤ ***Objectives:***

- Implement bi-monthly educational bulletins to field staff highlighting key successes and opportunities for improvement
- Establish bi-annual meetings with hospital and nursing home administrators to discuss issues and opportunities for improvement in the system.
- Enhance cross-training program within PFS office to maximize utilization of resources during peak periods

GOAL: Expand integration and automation opportunities to ensure staff remains efficient and fiscally prepared.

➤ ***Objectives:***

- Integrate eligibility inquiries into pre-billing process through schedule enhancements and ECM implementation and utilization.
- Implement improved system of collection account payment tracking and reporting
- Explore and promote increased CAD to Billing integration to enable for more timely and accurate coding decisions

Patient Financial Services

Expenditures	Actual 2007-2008	Actual 2008-2009	Adopted 2009-2010	Amended 2009-2010	Approved 2010-2011
Personal Services	\$ 444,492	\$ 488,730	\$ 502,670	\$ 502,670	\$ 502,486
Operating Expenses	217,741	168,896	240,380	261,080	216,008
Capital Outlay	5,140	N/A	4,000	4,000	N/A
Total Expenditures	\$ 667,373	\$ 657,626	\$ 747,050	\$ 767,750	\$ 718,494
Authorized Personnel	8	8	9	9	9

Personnel

<u>Classification</u>	<u>Current</u>	<u>New</u>	<u>Transfer</u>	<u>Total</u>
Billing/Collection Manager	1			1
Billing Clerk	1			1
Fiscal Services Rep	1			1
Coder/Qty Revenue Spec	1			1
Patients Accounts Reps	4			4
Vacant Position	1			1
Total Personnel	9			9

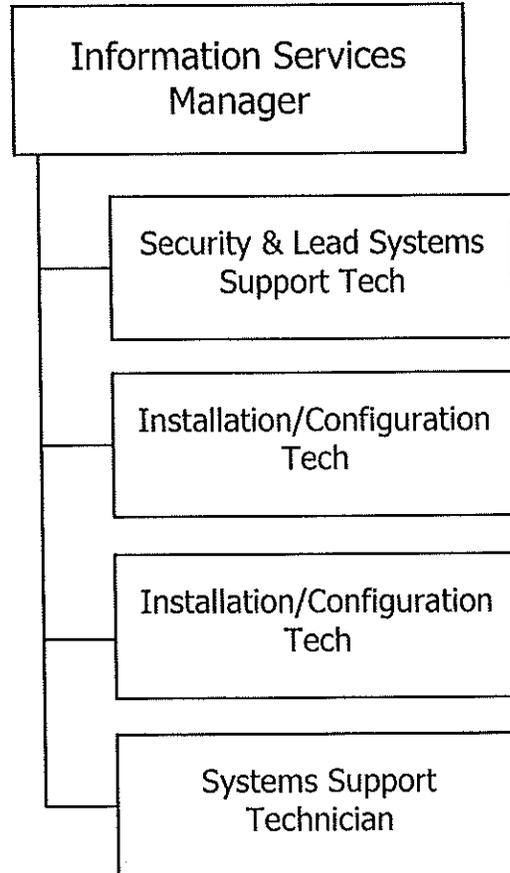
	Budget Amount
Salaries and Wages	\$ 365,235
Overtime	2,000
Fringe Benefits	135,251
Total Personal Services	\$ 502,486

Capital Outlay - Detail

Total Capital Outlay	\$ -
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INFORMATION SERVICES



INFORMATION SERVICES

Goals and Objectives

FY 2010-2011

GOAL: To improve fault tolerance and high availability of our critical computing systems.

- **Objective:** Utilize new storage area network and virtualization technologies to improve our fault tolerance and high availability of PSAP, Billing, and ePCR systems. We intend to use a phased implementation approach over the course of two years. Phase 1 begins in 2010 and Phase 2 will begin in 2011.

GOAL: To provide failover dispatch center services from our Fleet/Support facility.

- **Objective:** Now that the 800MHz project is complete, we will move redundant radio systems into the intermediate data facility located at the new Fleet/Support facility. This will provide redundant dispatch capabilities for overflow and main site failure.
- **Objective:** Create standardized testing of all failover operations in regularly scheduled simulated events.

GOAL: To improve system monitoring of remote equipment.

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

GOAL: To improve corporate efficiencies through open source technologies.

- **Objective:** With the recent effects of global economic crisis, open source technologies are gaining greater adoption in public and private sectors. Many of these technologies focus on providing more efficient user interfaces for common computing tasks and simplified communication. Originally intended for 2009-2010, we plan to focus on testing and evaluating pertinent open source technologies for use in our computing environment.

Information Services

Expenditures	Actual 2007-2008	Actual 2008-2009	Adopted 2009-2010	Amended 2009-2010	Approved 2010-2011
Personal Services	\$ 394,012	\$ 424,428	\$ 407,250	\$ 407,250	\$ 399,894
Operating Expenses	653,504	695,726	825,428	832,795	822,498
Capital Outlay	289,999	204,083	295,250	287,883	233,044
Total Expenditures	\$ 1,337,515	\$ 1,324,237	\$ 1,527,928	\$ 1,527,928	\$ 1,455,436
Authorized Personnel	5	5	5	5	5

Personnel

<u>Classification</u>	<u>Current</u>	<u>New</u>	<u>Transfer</u>	<u>Total</u>
Information Services Manager	1			1
Installation/Conf Tech (2)	2			2
Sec & Lead Sys Supp Tech	1			1
Systems Support Technician	1			1
Total Personnel	5			5

	<u>Budget Amount</u>
Salaries and Wages	\$ 284,113
Overtime	24,000
Fringe Benefits	91,781
Total Personal Services	\$ 399,894

Capital Outlay - Detail

Servers (4)	24,000
ADF Storage Area Network (1)	68,544
Mobile Tablets (EPCT/MDT) (15)	52,500
UHF Site Replacement (1)	88,000
Total Capital Outlay	\$ 233,044

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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-Sumter EMS Board of Directors and the respective Boards of County Commissioners of Lake and Sumter Counties.

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

Appropriation - A specific amount of funds authorized by Lake-Sumter 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 the Lake-Sumter 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-Sumter EMS associated with providing a service.

Fiscal Policy - The Lake-Sumter 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.

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.

Glossary

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..

Object Code - An account to which an expenses 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.

Glossary

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

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

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

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

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

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