



Metropolitan Area EMS Authority  
2900 Alta Mere Street  
Fort Worth, Texas 76116-4115  
(817) 923-3700  
[www.medstar911.org](http://www.medstar911.org)

DATE: August 7, 2019  
TO: Board of Directors, Metropolitan Area EMS Authority (MAEMSA)  
FROM: Douglas Hooten, Chief Executive Officer  
SUBJECT: Budget for Fiscal Year 2019-2020

---

## Executive Summary

We are pleased to present the proposed budget to the MAEMSA Board for the fiscal year beginning October 1, 2019 and ending September 30, 2020 for your consideration. The following is how the FY 2019-2020 budget relates to the FY 2018-2019 forecasted actual revenues and expenses.

We have budgeted FY 2019-2020 revenues to be **\$50,970,201** which is a decrease of **(\$1,985,641)** or **(4%)** over FY 2018-2019 forecasted actual. Expenses are budgeted to be **\$49,531,999** which is an increase of **1%** or **\$562,381** over FY 2018-2019 forecasted actual. EBITDA (earnings before interest and depreciation) is budgeted to be **\$5,260,708**. Capital expenditures are budgeted to be **\$3,561,796** for a reserve contribution goal of \$1,010,000.

Management has established 5 overriding goals for FY 2019-2020. These goals are:

**Medicine** – improve patient outcomes by enhancing system effectiveness through alternative response models. Enhance training/simulation options for providers. Establish clinical performance dashboards.

**Finance** – Diversify revenue stream through alternate services such as concierge medicine, consulting, and capitation models.

**Service** – Reduce cost of service delivery while decentralizing deployment and investigating alternative transport options.

**People** – Attain Best Place to Work designation and improve career development, retention, and diversity.

**Community** – Enhance patient community value by obtaining the National Committee for Quality Assurance/The Joint Commission Integrated Care

Certification. Enhance community awareness of the system using improved social media tactics.

The FY 2019-2020 budget includes the funding of initiatives to accomplish these goals.

## **Budget Summary**

### **Revenue**

Revenue is down by (4%) to **\$50,970,201** for a decrease of **(\$1,985,641)** in the FY 2019-2020 budget over the FY 2018-2019 forecasted actual due to the following drivers:

- Transports will increase by 1.8%
- Collection rate will be 28%
- Medicaid Ambulance Supplemental Payment program ends in 2019.
- Billing rate offset provided by member cities is eliminated following this year's election by all cities.

### **Expenses**

Expenses are up by **1%** to **\$49,531,999** for an increase of **\$562,381** in the FY 2019-2020 budget over the FY 2018-2019 forecasted actual due to the drivers discussed below.

- Payroll and Benefits are down by **3%** or **\$900,854** and the main drivers are:
  - An estimated 21 positions will be eliminated.
  - Incentive payments to all staff are held at last year's pool.
  - In-house paramedic academy has been eliminated and replaced with payment of outside schooling upon application.
- Interest expense is up by **61%** or **\$75,271**
  - Financing of the North Deployment center will increase the debt of MAEMSA.
- Vehicles and Equipment is up by **16%** or **\$609,128**
  - Fuel is projected to increase 26% or \$292,296.
  - Stryker maintenance on EKG monitors and cots will increase 115% or \$202,475.
  - Medical Supplies is projected to increase 5% or \$89,058 due to increased transports and increased costs per item.
- Station is up **17%** or \$192,451.
  - Rent expense is projected to increase by \$86,189 due to remote data center leases.
  - Repairs and Maintenance of Central and North Deployment Center buildings is projected to increase by \$60,939.

- Professional fees have increased by **25%** or **\$555,177**
  - Additional 0.6 OMD Medical Director.
  - A full year of the Paranet contract.
  - Additional work by Image Trend and Logis on the data sharing project.
  - Korn/Ferry contract to perform job evaluation, market competitive analysis, career paths, and benefits analysis.

### **Net Revenue over Expenditures**

Net revenue in excess of expenditures is budgeted to be **\$1,438,202** which is a decrease of **(\$2,548,022)** or **(64%)** over FY 2018-2019 forecast.

EBITDA (earnings before depreciation, interest, and taxes) is budgeted to be **\$5,260,708** for a decrease of **(\$2,451,240)** or **(32%)** under FY 2018-2019 forecast. Capital is budgeted to be **\$3,561,796** resulting in a reserve contribution goal of **\$1,010,000**.

## **Capital Plan – FY 2020-2024**

The capital plan addresses needed infrastructure improvements over the next five years. Total capital request is summarized as follows:

FY 2020 - \$3,561,796

- Replace 13 ambulances and 2 MIH vehicles - \$3,002,536
- Equipment needed for 1 additional ambulance - \$191,500
- IT Refresh and Network Enhancements - \$136,300
- Replace Portable Radios - \$75,000
- Microsoft 360 Migration – \$64,200
- Video Laryngoscope (AirTraq, 85 units) - \$96,000
- Other – Logistics counter, Airvo ventilators, etc. - \$48,060

FY 2021 - \$4,839,044

- Replace 14 ambulances and 2 support vehicles - \$3,310,564
- Car Wash replacement - \$550,000
- Stretcher Replacement - \$375,000
- Equipment needed for 2 additional ambulances - \$169,000
- Security system Consolidation and enhancements - \$168,000
- Replace Portable Radios - \$75,000
- IT refresh and gateway redundancy - \$92,530
- Other - Bay Light LED Conversion, Video Wall Enhancements, etc. - \$98,950

FY 2022 - \$4,087,099

- Replace 12 ambulances and support vehicles - \$3,402,299
- Equipment needed for 2 additional ambulances - \$169,000

- IT annual refresh - \$65,800
- Replace stretchers and portable radios - \$450,000

FY 2023 – \$2,211,664

- Remount 13 ambulances - \$1,504,770
- Replace support vehicles and mules - \$ 191,095
- IT annual refresh - \$65,800
- Replace stretchers and portable radios – \$450,000

FY 2024 - \$1,838,547

- Remount 13 ambulances \$1,504,770
- Replace support vehicles - \$171,077
- IT annual refresh - \$87,700
- Replace portable radios - \$75,000

We respectfully submit the FY 2019-2020 budget for your review.

M1	MAEMSA-MedStar COMPARISON OF BUDGET VERSUS PRIOR YEAR (Page 1 of 3)	MedStar Combined Rollup			BUDGET PREPARER:			08/14/19
					Steve Post			04:07 PM
		YTD Actual 8 @ 5-31-2019	Adjustments to Trend	Forecast FY 2019	Total FY 19/20 Budget	Inc/(Dec) Bud Vs Act		
				\$	%			
<b>REVENUE:</b>								
<b>EMS</b>	Gross transport fees	114,513,733	0	171,770,599	174,157,199	2,386,600	1%	Transport increase 1.8%
	Contractual: Medicaid	(12,818,361)	3,000,000	(16,227,541)	(19,953,627)	(3,726,086)	23%	
	Contractual: Medicare	(16,008,432)	0	(24,012,648)	(27,370,483)	(3,357,835)	14%	
	Provision for Bad Debt	(53,447,670)	0	(80,171,505)	(77,380,864)	2,790,641	-3%	
	IN/S Net Fees	\$32,239,270	\$3,000,000	\$51,358,905	\$49,452,225	(\$1,906,680)	-4%	
	Subs. Gross Fees	0	0	0	0	0	0%	
	Subs. Medicaid/AHCCCS	0	0	0	0	0	0%	
	Subs. Medicare	0	0	0	0	0	0%	
	Subs. Discounts	0	0	0	0	0	0%	
	Subs. Net Fees	\$0	\$0	\$0	\$0	\$0	0%	
	Total Net Amb. Fees	\$32,239,270	\$3,000,000	\$51,358,905	\$49,452,225	(\$1,906,680)	-4%	
	Stand by	336,644	(29,000)	475,966	318,153	(157,813)	-33%	
	Master Amb. Contract	0	0	0	0	0	0%	
	Subsidy	19,044	0	28,566	0	(28,566)	-100%	FY 2020 elections zero
	Subscription Income	212,157	0	318,235	396,235	78,000	25%	Trinity Terrace Income additional
	Cash/Accrual Amb.	0	0	0	0	0	0%	
	Uncompensated Care	0	0	0	0	0	0%	
	Total Amb. Revenue	\$32,807,115	\$2,971,000	\$52,181,673	\$50,166,613	(\$2,015,060)	-4%	
<b>MIH</b>	MCO/Hospital Contracts	530,406	(361,448)	434,161	103,200	(330,961)	-76%	Loss offset by gain in Other Revenue
	Other Program Revenue	0	0	0	63,000	63,000	0%	
	Home Health	0	0	0	15,970	15,970	0%	
	Hospice	0	0	0	127,924	127,924	0%	
		\$530,406	(\$361,448)	\$434,161	\$310,094	(\$124,067)	-29%	
	Publishing	0	0	0	0	0	0%	
	Consulting & Site visits	2,838	(250)	4,007	34,991	30,984	773%	
	Other (cab fare reimbursement)	51,471	(77,206)	1	0	(1)	-100%	
	Other	3,411	158,370	163,486	244,584	81,098	50%	DETECT, ECNS, WEHAIL
	Total MIH Revenue	\$588,126	(\$280,534)	\$601,655	\$589,669	(\$11,986)	-2%	
<b>Clinical</b>	Course Income	48,109	67,727	90,000	113,700	23,700	26%	Increased tuition to \$1300 for EMT
	Cards/sales	0	0	0	0	0	0%	
	other	0	0	0	0	0	0%	
	Other	0	0	0	0	0	0%	
	Research rev	0	0	0	0	0	0%	
	Total Health	\$48,109	\$67,727	\$90,000	\$113,700	\$23,700	0%	
<b>Other</b>	Miscellaneous-Other Income	0	0	0	15,000	15,000	0%	CPSM and other consulting projects
	Rental	0	0	0	0	0	0%	
	Interest Appropriation	7,316	45,549	56,523	58,219	1,695	3%	
	Interest	64,875	(97,313)	0	0	0	0%	
	Gain/(Loss) On Sale	62,316	(71,158)	22,316	20,000	(2,316)	-10%	
	Emd Education	2,450	0	3,675	7,000	3,325	90%	
	Total Other Revenue	\$136,957	(\$122,922)	\$82,515	\$100,219	\$17,704	21%	
	<b>Total Revenue</b>	<b>\$33,580,307</b>	<b>\$2,635,272</b>	<b>\$52,955,842</b>	<b>\$50,970,201</b>	<b>(\$1,985,641)</b>	<b>-4%</b>	

	YTD Actual @ 5-31-2019	Adjustments to Trend	Forecast FY 2019	FY 19/20 Budget	\$	%	\$0
<b>EXPENSE:</b>							
<b>Payroll</b>							
Regular	14,234,922	(137,829)	21,517,689	20,476,585	(1,041,104)	-5%	-14 Ops, -4 IT, -3 Logistics
Overtime	2,499,824	(19,311)	3,777,363	3,382,631	(394,732)	-10%	Decrease Fleet and Ops hours
Overtime Unscheduled	19,644	0	30,662	33,712	3,050	10%	
Bonuses	894,544	(370,186)	970,744	970,744	0	0%	4% of salaries
Sick	375,683	116,947	682,552	730,200	47,648	7%	
Vacation	697,748	127,356	1,178,999	1,255,199	76,200	6%	
PTO-Holiday/Bereavement/Jury	0	0	0	0	0	0%	
Incentives/relocation)	0	0	0	0	0	0%	
Industrial	0	0	0	0	0	0%	
Contracted Instructors	0	0	0	0	0	0%	
Temporary	5,740	(2,870)	5,740	0	(5,740)	0%	
Training	73,376	(6,234)	103,831	210,276	106,445	103%	Increase Mandatory CE
Miscellaneous	0	0	0	0	0	0%	
<b>Total Payroll</b>	<b>\$18,801,481</b>	<b>(\$292,127)</b>	<b>\$28,267,579</b>	<b>\$27,059,347</b>	<b>(\$1,208,232)</b>	<b>-4.3%</b>	
<b>Pay Rel.</b>							
FICA	1,362,635	(4,909)	2,042,493	1,909,100	(133,393)	-7%	
Unemployment	60,797	(23,304)	68,043	72,865	4,822	7%	
Workers' Comp.	200,157	(22,239)	277,997	274,884	(3,113)	-1%	
Health Insurance	2,593,755	(658,425)	3,232,207	3,355,308	123,101	4%	
Uniform Allowance	74,157	319	111,555	117,880	6,325	6%	
401(a)	554,020	133,143	967,172	1,011,768	44,596	5%	
Pre-Emp.Exp/EAP	105,926	0	158,889	282,204	123,315	78%	Updated Vaccination Plan
Employee Recognition/Service/B	195,306	(14,726)	278,234	419,959	141,725	51%	Paramedic and Emp. Tuition Reim. \$195K
Vehicle Allowance	4,154	(231)	6,000	6,000	0	0%	
<b>Total Pay Related</b>	<b>\$5,150,907</b>	<b>(\$590,372)</b>	<b>\$7,142,590</b>	<b>\$7,449,968</b>	<b>\$307,378</b>	<b>4%</b>	
<b>Total Payroll Expense</b>	<b>\$23,952,388</b>	<b>(\$882,499)</b>	<b>\$35,410,169</b>	<b>\$34,509,315</b>	<b>(\$900,854)</b>	<b>-3%</b>	
<b>Dep&amp;Amt</b>							
Depreciation - Vehicle	0	0	0	0	0	0%	
Depreciation - Other	2,402,130	0	3,603,194	3,624,706	21,512	1%	
Amortization	11,500	(17,250)	0	0	0	0%	
<b>Total Depr. &amp; Amort.</b>	<b>\$2,413,630</b>	<b>(\$17,250)</b>	<b>\$3,603,194</b>	<b>\$3,624,706</b>	<b>\$21,512</b>	<b>1%</b>	
<b>Interest</b>							
Interest Exp. - Net	81,686	0	122,529	197,800	75,271	61%	North Deployment Center full allocation
<b>Veh&amp;Eq</b>							
Rental	3,205	0	4,808	0	(4,808)	0%	
R/M Labor	0	0	0	0	0	0%	
Maintenance	252,352	0	378,528	390,336	11,808	3%	
Tires	28,256	0	42,383	60,726	18,343	43%	Increase in Tire Costs
Fuel	754,891	0	1,132,336	1,424,632	292,296	26%	Diesel Fuel futures are up
Licenses/Fees	20,455	(21,342)	9,341	9,175	(166)	-2%	
Equipment Maintenance	117,630	0	176,444	378,919	202,475	115%	Stryker Agreement
Oxygen Expense	52,669	0	79,003	79,278	274	0%	
Medical Supplies	1,292,005	0	1,938,008	2,027,066	89,058	5%	Small increase in transports and cost
Misc. Shop Supplies	5,828	0	8,742	8,590	(152)	-2%	
<b>Total Veh. &amp; Equip.</b>	<b>\$2,527,290</b>	<b>(\$21,342)</b>	<b>\$3,769,593</b>	<b>\$4,378,721</b>	<b>\$609,128</b>	<b>16%</b>	

M3 MAEMSA-MedStar								
COMPARISON OF BUDGET VERSUS PRIOR YEAR (Page 2 of 3)								
		YTD Actual @ 5-31-2019	Adjustments to Trend	Forecast FY 2019	FY 19/20 Budget	\$	%	
<b>Station</b>	Rent/Storage & Property Lease	26,976	4,800	45,265	131,434	86,169	190%	Remote Data Center Sites
	Utilities	127,920	0	191,880	221,266	29,386	15%	N. Depl. Center online in Feb.
	Telephone	71,754	112,861	220,491	225,829	5,338	2%	
	Cellular	113,813	(777)	169,943	175,146	5,203	3%	
	Repairs & Maintenance Facility & Office Supplies	216,953	0	325,430	386,369	60,939	19%	Outsource Bldg Maint to All Pro
	Postage	75,919	0	113,879	114,884	1,005	1%	
	Shipping/Courier Services/Records	25,759	0	38,639	40,840	2,201	6%	
	Equipment Rental/Lease	3,999	0	5,998	7,778	1,780	30%	
	Cost of Goods Sold	13,738	3,968	24,575	25,003	428	2%	
		0	0	0	0	0	0%	
	Total Station	676,831	120,852	1,136,098	1,328,549	192,451	17%	
<b>Other</b>	Liability Insurance	155,503	(3,239)	230,016	237,893	7,876	3%	
	Vehicle Insurance	80,943	0	121,415	125,058	3,642	3%	
	Claim Settlements	27,672	0	41,508	42,753	1,245	3%	
	Total Insurance	264,119	(3,239)	392,939	405,703	12,764	3%	
	Advertising	16	0	24	0	(24)	0%	
	Public Relations	31,390	(1,463)	45,622	39,796	(5,826)	-13%	
	Printing	28,009	0	42,013	46,334	4,321	10%	
	Travel & Entertainment	54,972	22,615	98,887	110,953	12,066	12%	Add's travel for Conferences.
	Consult/Acct/Legal/Professional	1,562,541	(100,407)	2,243,404	2,798,581	555,177	25%	Paranet MSP Full Year. Add'l one time charge for Image Trend/Logis data sharing project. KornFerry Comp & Benefit Anal.
	Non-Capital Equipment	91,265	16,602	143,792	132,370	(11,422)	-8%	
	Educational Exp	137,096	7,152	212,796	171,598	(41,198)	-19%	
	Office Equip Maint	16,946	(19,363)	6,057	6,852	795	0%	
	Computer Hardware/Software Mt	962,846	21,342	1,465,611	1,602,099	136,488	9%	
	Bank Service Charges	88,143	0	132,214	33,430	(98,784)	-75%	Offset by interest loss
	Dues & Subscriptions	79,742	15,277	134,891	135,790	899	1%	
	Computer Related	0	0	0	0	0	0%	
	Miscellaneous	67,971	(92,172)	9,784	9,401	(383)	-4%	
	Total Other Expense	3,385,055	(133,656)	4,928,035	5,492,908	564,873	11%	
	Total Expenses	33,036,881	(933,894)	48,969,618	49,531,999	562,381	1%	
	<b>OPER. PROFIT BEFORE ALLOC.</b>	543,427	3,569,166	3,986,224	1,438,202	(2,548,022)	-64%	
	<b>NET RETAINED EARNINGS</b>	543,427	3,569,166	3,986,224	1,438,202	(2,548,022)	-64%	
	<b>MEMO ITEMS</b>	\$0	\$0	\$0	\$0	\$0		
	<b>EBITDA</b>	3,038,743	3,551,916	7,711,948	5,260,708	(2,451,240)	-32%	
	EBITDA %	-84567.2%	88.1%	-93583.3%	-50831.6%	42751.7%	-46%	
<b>EMS -</b>	<b>Unit Hours - EMS</b>	0	0	0	297,835	297,835	0%	
	<b>Transports - EMS</b>	72,565	0	108,848	111,069	2,222	2.0%	
	<b>UHU - EMS</b>	0.000	0.000	0.000	0.369	0.369	0%	
	<b>Net APC - EMS</b>	2,082	0	2,110	1,920	(190)	-9%	

C	MAEMSA-MedStar										BUDGET PREPARER:			08/14/19	C
	INCOME STATEMENT (Page 1 of 3)										Steve Post			04:08 PM	
	Administration										JULY	AUG	SEP	TOTAL	
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE					
	<b>REVENUE:</b>														
	<b>Fire</b>														
	Master Contracts	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Membership Contracts	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Cash/Accrual Fire	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Fire Fees	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Forestry	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Fire Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<b>EMS</b>														
	Gross transport fees	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Contractual: Medicaid	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Contractual: Medicare	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Provision for Bad Debt	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	N/S Net Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Subs. Gross Fees	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Subs. Medicaid/AHCCCS	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Subs. Medicare	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Subs. Discounts	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Subs. Net Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Net Amb. Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Stand by	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Master Amb. Contract	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Subsidies	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Subscription Income	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Cash/Accrual Amb.	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Other	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Amb. Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<b>MIH</b>														
	NTSP	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	DSRIP	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Home Health	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Hospice	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Net ATS Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Publishing	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Consulting & Site visits	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Other	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Other	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total ATS Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<b>Clinical</b>														
	Course Income	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Cards/sales	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	other	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Other	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Other	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Health	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<b>Other</b>														
	Miscellaneous-Other Income	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Rental	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	FSA Forfeiture	4,852	4,852	4,852	4,852	4,852	4,852	4,852	4,852	4,852	4,852	4,852	4,852	\$58,219	
	Interest	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	\$97,312	
	Gain/(Loss) On Sale	0	0	0	0	0	0	0	0	0	20,000	0	0	\$20,000	
	XTO Investment	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Other Revenue	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$32,961	\$12,961	\$12,961	\$175,531	
	<b>Total Revenue</b>	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$12,961	\$32,961	\$12,961	\$12,961	\$175,531	



C2	C2	Administration										BUDGET PREPARER:		08/14/19	C2
												Steve Post		04:08 PM	
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	TOTAL	
<b>EXPENSE:</b>															
<b>Payroll</b>	Regular	64,663	62,577	64,663	64,663	60,991	65,320	63,213	65,402	63,616	65,979	66,140	64,006	\$771,233	
	Overtime	1,360	1,316	1,360	1,360	1,272	1,360	1,316	1,360	1,316	1,360	1,360	1,316	\$16,056	
	Bonuses	65,659	0	0	0	0	0	0	0	0	0	0	0	\$65,659	
	Sick	2,082	2,082	2,082	2,082	2,082	2,082	2,082	2,082	2,082	2,082	2,082	2,082	\$24,984	
	Vacation	5,455	5,455	5,455	5,455	5,511	5,519	5,519	5,526	5,547	5,557	5,557	5,557	\$66,113	
	PTO-Holiday/Bereavement/Jury D	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Incentives/relocation)	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Industrial	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Contracted Instructors	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Temporary	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Training	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Payroll		\$139,219	\$71,430	\$73,560	\$73,560	\$69,856	\$74,281	\$72,130	\$74,370	\$72,561	\$74,978	\$75,139	\$72,961	\$944,045
<b>Pay Rel.</b>	FICA	10,112	4,926	5,089	5,089	4,801	5,139	4,975	5,146	5,006	5,190	5,202	5,035	\$65,710	
	Unemployment	0	0	0	310	312	313	250	251	252	0	0	0	\$1,688	
	Workers' Comp.	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Health Insurance	303,765	277,413	277,413	277,413	277,413	277,413	277,413	277,413	277,413	277,413	277,413	277,413	\$3,355,308	
	Uniform Allowance	40	40	40	40	40	40	40	40	40	40	40	40	\$479	
	401(a)	6,893	3,506	3,610	3,610	3,429	3,646	3,541	3,651	3,562	3,681	3,689	3,582	\$46,400	
	Pre-Empl.Exp/EAP	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Employee Recognition/Service/Ber	14,278	36,578	10,478	6,278	1,278	16,278	1,778	1,278	34,278	1,279	1,279	1,279	\$126,339	
	Vehicle Allowance	500	500	500	500	500	500	500	500	500	500	500	500	\$6,000	
Total Pay Related		\$335,588	\$322,963	\$297,130	\$293,240	\$287,773	\$303,329	\$288,497	\$288,279	\$321,051	\$288,103	\$288,123	\$287,849	\$3,601,924	
Total Payroll Expense		\$474,807	\$394,393	\$370,690	\$366,800	\$357,629	\$377,610	\$360,627	\$362,649	\$393,612	\$363,081	\$363,262	\$360,810	\$4,545,969	
<b>Dep&amp;Amt</b>	Depreciation - Vehicle	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Depreciation - Other	302,059	302,059	302,059	302,059	302,059	302,059	302,059	302,059	302,059	302,059	302,059	302,059	\$3,624,706	
	Amortization	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Depr. & Amort.		\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$302,059	\$3,624,706
<b>Interest</b>	Interest Exp. - Net	\$13,000	\$14,000	\$16,000	\$18,000	\$17,800	\$17,750	\$17,500	\$17,250	\$17,000	\$16,750	\$16,500	\$16,250	\$197,800	
<b>Veh&amp;Eq</b>	Rental	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	R/M Labor	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Maint.	<input type="checkbox"/> # Veh. \$0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Tires	<input type="checkbox"/> # Veh. \$0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Fuel	<input type="checkbox"/> # Calls \$0.00	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Licenses/Fees		0	0	0	0	0	0	0	0	0	0	0	\$0	
	Equipment Maintenance		0	0	0	0	0	0	0	0	0	0	0	\$0	
	Oxygen Expense		0	0	0	0	0	0	0	0	0	0	0	\$0	
	Medical Supplies		0	0	0	0	0	0	0	0	0	0	0	\$0	
	Misc. Shop Supplies	<input type="checkbox"/> # Tx \$0.00	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Total Veh. & Equip.		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

C3	C3	Administration										BUDGET PREPARER:		08/14/19	C3
												Steve Post		04:08 PM	
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	TOTAL	
<b>Station</b>	Rent/Storage & Property Lease	2,212	2,312	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	\$26,644	
	Utilities	16,470	16,470	16,470	16,470	16,470	16,470	16,470	16,470	16,470	16,470	16,470	16,470	\$197,636	
	Telephone	18,436	18,436	18,436	18,436	18,436	18,436	18,436	18,436	18,436	18,436	18,436	18,436	\$221,229	
	Cellular	14,321	14,321	14,321	14,321	14,321	14,321	14,321	14,321	14,321	14,321	14,321	14,321	\$171,846	
	Repairs & Maintenance Facility	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Office Supplies	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Postage	578	578	578	578	578	578	578	578	578	578	578	578	\$6,940	
	Shipping/Courier Services/Record	515	515	515	515	515	515	515	515	515	515	515	515	\$6,178	
	Equipment Rental/Lease	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	\$14,839	
	Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	<b>Total Station</b>	<b>\$53,768</b>	<b>\$53,868</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$53,768</b>	<b>\$645,312</b>	
<b>Other</b>	Liability Insurance	17,849	17,849	17,849	17,849	17,849	17,849	17,849	17,849	17,849	17,849	17,849	17,849	\$214,193	
	Vehicle Insurance	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Claim Settlements	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	\$42,753	
		<b>Total Insurance</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$21,412</b>	<b>\$256,946</b>	
	Advertising	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Public Relations	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
	Printing	552	552	552	552	552	552	552	552	552	552	552	552	\$6,629	
	Travel & Entertainment	5,093	1,118	1,118	1,868	7,448	1,118	1,868	1,118	1,873	3,283	1,668	1,118	\$28,691	
	Consult/Acct/Legal/Professional F	14,834	29,834	44,834	15,689	14,834	14,834	14,834	14,834	14,834	14,834	14,834	14,834	\$223,859	
	Non-Capital Equipment	0	0	0	0	0	0	0	0	0	0	0	0	\$0	
Educational Exp	14,405	1,800	0	2,350	0	750	0	875	1,000	0	0	0	\$21,180		
Office Equip Maint	0	0	0	0	0	0	0	0	0	0	0	0	\$0		
Computer Hardware/Software Mtc	0	0	0	0	0	0	0	0	0	0	0	0	\$0		
Bank Service Charges	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786	\$33,430		
Dues & Subscriptions	9,950	1,925	5,650	1,650	1,904	1,950	6,372	1,861	1,650	1,800	1,650	1,650	\$38,012		
Computer Related	0	0	0	0	0	0	0	0	0	0	0	0	\$0		
Miscellaneous	333	333	333	333	333	333	333	333	333	333	333	333	\$3,992		
	<b>Total Other Expense</b>	<b>\$69,365</b>	<b>\$59,760</b>	<b>\$76,685</b>	<b>\$46,640</b>	<b>\$49,269</b>	<b>\$43,735</b>	<b>\$48,157</b>	<b>\$43,771</b>	<b>\$44,440</b>	<b>\$45,000</b>	<b>\$43,235</b>	<b>\$42,685</b>	<b>\$612,739</b>	
	<b>Total Expenses</b>	<b>\$912,998</b>	<b>\$824,079</b>	<b>\$819,201</b>	<b>\$787,266</b>	<b>\$780,524</b>	<b>\$794,921</b>	<b>\$782,110</b>	<b>\$779,496</b>	<b>\$810,878</b>	<b>\$780,657</b>	<b>\$778,823</b>	<b>\$775,571</b>	<b>\$9,626,526</b>	
	<b>NET RETAINED EARNINGS</b>	<b>(\$900,037)</b>	<b>(\$811,118)</b>	<b>(\$806,240)</b>	<b>(\$774,305)</b>	<b>(\$767,563)</b>	<b>(\$781,960)</b>	<b>(\$769,149)</b>	<b>(\$766,535)</b>	<b>(\$797,917)</b>	<b>(\$747,696)</b>	<b>(\$765,862)</b>	<b>(\$762,610)</b>	<b>(\$9,450,996)</b>	

**MAEMSA/Medstar - Capital Plan FY2019-2020**

<b>Item Description</b>	<b>Dept</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Ventilator (3 Revel to replace Enve)	CHP		\$ 48,000			
Airvo ventilators (3)	CHP	\$ 11,000				
Replace chairs	Comms	\$ 18,000				
Video Wall enhancements	Comms		\$ 27,250			
Support Vehicle Replacement (602 and 604)	Fleet	\$ 152,000	\$ 156,560	\$ 161,257	\$ 166,095	\$ 171,077
AC Repair Equipment (for new coolant)	Fleet	\$ 6,560				
Mules replacement	Fleet				\$ 25,000	
Remount 13 year over year	Fleet				\$ 1,504,770	\$ 1,504,770
Purchase 60 ambulances over 5 years	Fleet	\$ 2,850,536	\$ 3,154,004	\$ 3,241,042		
Equipment needed for 5 addl ambulances (2, 2, & 1)	Fleet	\$ 84,500	\$ 169,000	\$ 169,000		
Security system consolidation and enhancements	IT		\$ 168,000			
End User Technology Refresh (4 year cycle)	IT	\$ 41,800	\$ 41,800	\$ 41,800	\$ 41,800	\$ 41,800
Network Enhancements	IT	\$ 58,000				
Microsoft 365 Migration	IT	\$ 64,200				
HITRUST Assessment	IT		\$ 26,730			
Migrate to Cloud Phone system	IT	\$ 12,500				
Tablet Replacements	IT	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Gateway redundancy	IT	\$ 55,200				\$ 21,900
CarWash replacement	Logistics		\$ 550,000			
Move Logistics counter	Logistics	\$ 12,500				
Stretcher replacement	Logistics		\$ 375,000	\$ 375,000	\$ 375,000	
Bay light conversion to LED	Logistics		\$ 23,700			
Replace portable radios	Logistics	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Video Laryngoscope (AirTraq, 85 units) (+start up costs \$28K)	OMD	\$ 96,000				
<b>Total Capital Request</b>		<b>\$ 3,561,796</b>	<b>\$ 4,839,044</b>	<b>\$ 4,087,099</b>	<b>\$ 2,211,664</b>	<b>\$ 1,838,547</b>