

MEMORANDUM

Date: June 24, 2015
To: Board of Trustees
From: Kent Torrence
Subject: **Budget for Year Ending June 30, 2016**

Included with this memo are the following for the year ending June 30, 2016:

- Comparison of Budget to Actual
- Budget for Payroll and Benefits
- Capital Budget
- Profit and Loss Projections
- Cash Projections

Following is background information on the assumptions and estimates used in the budget and cash projections, as well as a discussion of how budgeted revenues and expenses for 2016 compare to estimated actual expenses for the year ended June 30, 2015.

Allocation of Costs

Costs of the ambulance contract and expenses relating to joint efforts are allocated on a pro-rata basis based upon the relative unit hours expended by the contractor in each division.

For the year 2016 budget and forecasts for years 2017-2020, we assumed allocation percentages of 47% for the Eastern Division and 53% for the Western Division which are reflective of the projected unit hours required to accommodate the requirements of each division.

Transport Estimates

The 2015 transports are an approximation of the annualized YTD 3/15 transport volumes. Transport numbers are summarized as follows:

	2016 Budget Eastern	2015 Budget Eastern	2015 Actual* Eastern	2016 Budget Western	2015 Budget Western	2015 Actual* Western
Emergency	60,000	61,000	60,000	73,300	72,000	72,200
Non-emergency	9,000	9,000	9,000	6,600	6,000	6,500
Total	69,000	70,000	69,000	79,900	78,000	78,700

* Projected

We anticipate no significant change in our overall payer and service mix.

Ambulance Revenue

Ambulance revenue (or “gross charges”) is simply transports times rates. The emergency rate remains at \$1,300 and the mileage rate remains at \$12 per mile.

Utility Bill Revenue (East)

Utility bill revenue reflects 104,000 water taps at \$5.45 per month per tap. The amount received is reflective of the limitation on total cash the East can maintain as per ordinance.

Subscription Revenue

Subscription revenue is expected to decrease consistent with the previous years’ decreases.

Deductions from Revenue/Collection Rate

Deductions from revenue generally represent the difference between gross billings and the associated receipts. Receipts have been adjusted for budgeted volume increases and a reflection of current experience.

Ambulance Contract Service

Increases are reflective of increases in budgeted volumes and increases in the contractor’s contractual rate.

Employee Compensation and Benefits

Employee compensation and benefits reflect a general 3% increase in wage rates and increases in certain benefit rates.

Medical Supplies

Costs increase due to inflation and to a lesser extent an increase in West transport volumes. The budget does not include any anticipated effects of any new protocols or protocol changes.

Building Rent, Utilities and Maintenance

Building rent for 2016 reflects expenses per contractual obligations.

EMSAcare Campaign Expenses

The costs are expected to approximate the prior year's costs.

Equipment Maintenance Expense

Equipment maintenance generally increases as maintenance contract costs increase and infrastructure changes create additional system support costs. Office equipment declines as an office equipment usage contract expires and medical equipment declines as the cost of vent repairs decreases due to changes in equipment handling procedures.

Quality Assurance Fees

The increase includes an average 3% increase in wages for OMD staff.

Telephone

Telephone expenses are per contractual obligations. Base rate charges decrease as the costs of core network circuits are renegotiated and the costs of data circuits decrease by moving to a new service provider.

Professional Services

Costs are expected to approximate the prior year with some rate increases.

Community Relations

Other services increase due to costs associated with improving communication with EMSAcare members and increasing the understanding of members with the specifics of the program.

Postage and Courier Services

Postage expenses are increased for volume.

Equipment Lease Expense

A leased postage machine replaces one that was no longer supported and whose lease had expired.

Office Supplies

Office supplies reflect an increase in volume and price for recurring items.

Miscellaneous Supplies

These costs are reflective of 2015 experience adjusted for changes in volume and prices.

Insurance Expense

Insurance expense is increased to reflect an increase in rates and increase in property values.

Business Travel and Training Expense

Business travel approximates prior year.

Other Fees and Expenses

These services are affected by increases in volume and increases in the cost of these services. Miscellaneous operating declines as residual costs associated with the transition to a new contractor are eliminated as well as the non-reimbursed cost of grant activities.

Depreciation

The fixed asset system projects depreciation on current balances and 2016–2020 additions are depreciated over an average 3-6 years depending on the type of asset.

Interest Expense

Interest expense in the East is associated with the financing of the Lansing building addition (see capital budget). The addition is financed at 2.25% over eight years with principal and interest payments beginning in 2018.

Gain (Loss) on Disposal of Assets

No significant disposals of assets with book value are anticipated for fiscal 2016.

Cash Projections for 2016 through 2020

The cash, division capital and net income (loss) projections for fiscal 2016 through 2020 are based on the following assumptions:

1. It is assumed that transports increase by 1% per year through 6/30/2020 for the Western division and held constant for the Eastern division.
2. The transport and mileage rates are held constant throughout the term for the Western division and the emergency rate is increased \$200 per transport in 2019 in the Eastern division.
3. There will be no change in payer mix or service type mix.
4. Collection rates are assumed to be the same throughout the period.
5. Joint costs are split between the East and West 47/53 through 2020.
6. Other operating expenses are increased 3% per year for inflation.

7. EMSAcare subscription revenues are projected to steadily decline as a result of new members not replacing a declining renewal base. For each year, we predicted a 5% decline in base subscription receipts.
8. The Tulsa utility fee rate (\$5.45 per month per tap at 104,000 taps) is increased to \$7.37 per month in 2019.

EMSA
Comparison of Budget to Actual
6/30/16

	June 30, 2016			%	Actual for June 30, 2015		
	Eastern Division	Western Division	EMSA Total		Eastern Division	Western Division	EMSA Total
Net patient service revenue:							
Ambulance revenue	\$ 86,156,000	104,500,000	190,656,000	0.6%	86,074,476	103,410,141	189,484,617
Utility bill revenue	4,750,000		4,750,000	-1.8%	4,836,124		4,836,124
Subscription revenue	76,000	80,000	156,000	-5.5%	81,070	84,000	165,070
Special Events	200,000	150,000	350,000	7.0%	177,422	149,583	327,005
Total patient service revenue	91,182,000	104,730,000	195,912,000	0.6%	91,169,093	103,643,724	194,812,816
Deductions from revenue	62,200,000	75,320,000	137,520,000	1.3%	61,841,869	73,925,514	135,767,383
Net patient service revenue	28,982,000	29,410,000	58,392,000	-1.1%	29,327,224	29,718,210	59,045,433
Operating expenses other than depreciation and amortization:							
Ambulance service contract	22,200,000	26,200,000	48,400,000	3.5%	21,489,919	25,273,761	46,763,680
Employee compensation and benefits*	1,885,000	2,127,000	4,012,000	4.1%	1,814,213	2,039,490	3,853,703
Medical supplies							
Nondisposable equipment and supplies	198,000	238,000	436,000	7.4%	191,855	214,157	406,012
Medical waste disposal	10,000	33,000	43,000	-5.4%	13,233	32,216	45,449
Building rent, utilities and maintenance expense							
Rent	6,600	430,000	436,600	12.3%	6,598	382,142	388,740
Utilities	105,000	127,000	232,000	10.9%	92,134	117,144	209,278
Repairs and maintenance	170,000	164,000	334,000	8.0%	166,836	142,559	309,395
Janitorial	27,000	48,000	75,000	9.8%	25,014	43,323	68,336
TotalCare campaign expenses	50,000	15,000	65,000	6.6%	48,000	13,000	61,000
Equipment maintenance expense							
Radio and communication equipment	78,000	87,000	165,000	-8.7%	90,687	90,069	180,756
CAD equipment	207,000	233,000	440,000	16.7%	172,148	204,987	377,135
Computer equipment	7,000	10,000	17,000	22.8%	5,069	8,772	13,842
Office equipment	11,000	13,000	24,000	-29.4%	16,460	17,524	33,984
Medical equipment	110,000	110,000	220,000	-7.8%	127,361	111,186	238,547
Ambulances	25,000	25,000	50,000	-13.4%	24,054	33,650	57,704
Other	309,000	362,000	671,000	8.0%	287,753	333,645	621,398

EMSA
Comparison of Budget to Actual
6/30/16

	June 30, 2016			% Change	Actual for June 30, 2015		
	Eastern Division	Western Division	EMSA Total		Eastern Division	Western Division	EMSA Total
Quality assurance fees	414,000	444,000	858,000	5.3%	397,440	417,360	814,800
Telephone expense							
Base	265,000	380,000	645,000	-20.1%	352,697	454,666	807,363
Cellular	80,500	92,500	173,000	3.4%	73,298	93,983	167,281
Professional services expense							
Accounting and auditing	19,000	23,000	42,000	-37.2%	31,461	35,364	66,826
Legal	35,000	40,000	75,000	14.0%	30,143	35,627	65,770
Pension plans	3,000	4,000	7,000	6.1%	2,800	3,800	6,600
Government relations	26,000	28,000	54,000	1.8%	26,000	27,027	53,027
Medicare consulting	9,000	11,000	20,000	0.0%	9,000	11,000	20,000
Other consulting	80,000	90,000	170,000	9.2%	72,619	83,109	155,728
Community relations							
Professional services	25,000	27,000	52,000	11.5%	21,588	25,067	46,655
State fair	11,000		11,000	-22.0%	14,103	-	14,103
Other	141,000	76,000	217,000	112.7%	55,745	46,267	102,012
Postage and courier expense							
Postage - general	21,000	24,000	45,000	4.0%	20,184	23,090	43,275
Courier service	8,000	10,000	18,000	1.7%	8,351	9,355	17,706
Equipment lease expense							
Towers	22,000	0	22,000	3.3%	21,300	-	21,300
Other	8,000	9,000	17,000	623.0%	1,086	1,265	2,351
Office supplies expense	23,000	26,000	49,000	3.2%	19,700	27,770	47,470
Miscellaneous supplies expense							
Janitorial	8,000	11,000	19,000	10.6%	7,493	9,691	17,184
Software	17,000	19,000	36,000	-27.1%	22,894	26,455	49,349
Repair supplies	35,000	40,000	75,000	8.3%	29,306	39,922	69,228
Outside copying/printing	2,000	3,000	5,000	66.0%	1,310	1,701	3,011
Other	130,000	132,000	262,000	-3.7%	134,976	136,960	271,936
Insurance expense	95,000	102,000	197,000	15.2%	92,969	77,984	170,953
Business travel and training expense	29,000	35,000	64,000	5.2%	27,940	32,921	60,861
Other fees and expenses							
Medicaid terminal	14,000	16,000	30,000	36.9%	10,077	11,842	21,920

EMSA
Comparison of Budget to Actual
6/30/16

	June 30, 2016			% Change	Actual for June 30, 2015		
	Eastern Division	Western Division	EMSA Total		Eastern Division	Western Division	EMSA Total
Pike Pass	1,000	2,000	3,000	33.1%	820	1,434	2,254
Outside mailing services	62,000	72,000	134,000	6.7%	57,930	67,658	125,588
Offsite storage	15,000	9,000	24,000	13.9%	14,386	6,680	21,065
Bank charges	29,000	33,000	62,000	11.0%	26,207	29,625	55,831
Weather paging/archiving/ACOG	90,000	122,000	212,000	4.2%	84,944	118,449	203,393
Miscellaneous operating	93,000	65,000	158,000	-22.6%	167,148	36,925	204,073
Subscriptions	5,000	6,000	11,000	4.9%	4,708	5,783	10,491
Dues	15,000	15,000	30,000	5.3%	14,250	14,250	28,500
	27,229,100	32,188,500	59,417,600	3.5%	26,426,207	30,970,656	57,396,864
Operating income (loss) before depreciation	1,752,900	(2,778,500)	(1,025,600)	-162.2%	2,901,016	(1,252,447)	1,648,569
Depreciation & Amortization	2,200,000	1,500,000	3,700,000	-11.4%	2,300,000	1,877,960	4,177,960
Operating income (loss)	(447,100)	(4,278,500)	(4,725,600)	-86.8%	601,016	(3,130,407)	(2,529,391)
Nonoperating income (expense):							
Interest expense	25,000		25,000	#DIV/0!	-		0
Interest income	2,000	3,000	5,000	0.0%	2,000	3,000	5,000
Total nonoperating income (expense)	(23,000)	3,000	(20,000)	-500.0%	2,000	3,000	5,000
Net income (loss)	(470,100)	(4,275,500)	(4,745,600)	-88.0%	603,016	(3,127,407)	(2,524,391)

Note: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this budget.

Note: 6/30/15 figures are annualized nine months ended 2/28/15

* Additional information included in schedules that follow

EMSA

Budget for Payroll and Benefits

Year Ending June 30, 2016

# of Employees	Department	Annual Comp.	Car Allow.	Total Comp.	FICA	Medical	Dental	Life	AD&D	LTD	Retirement	PPACA	Total
5	OFFICERS	\$ 950,158	\$ 14,400	\$ 964,558	\$ 50,721	\$ 43,090	\$ 2,200	\$ 2,736	\$ 570	\$ 605	\$ 105,630	\$ 1,789	\$ 1,171,899
5	MANAGEMENT AND SUPPORT	301,779		301,779	23,086	38,000	2,200	869	181	493	27,764	1,533	395,905
4	CODERS	141,590		141,590	10,832	21,150	1,760	408	85	307	13,026	864	190,022
12	PRE-INVOICE	375,456		375,456	28,722	73,630	4,840	1,081	225	450	34,542	2,793	521,740
2	ACCOUNTING/FINANCE	119,546		119,546	9,145	21,940	880	344	72	93	10,998	902	163,921
5	INFORMATION SERVICES	299,336		299,336	22,899	32,120	2,200	862	180	234	27,539	1,338	386,708
21	PATIENT ACCOUNTING	781,104		781,104	59,754	139,450	8,360	2,250	469	520	71,862	6,327	1,075,625
		36,656		36,656	2,804	10,970	440	106	22	124	3,372	451	54,945
<u>1</u>	CITIZENS CPR - TULSA												
<u>55</u>	GRAND TOTAL	<u>\$ 3,005,625</u>	<u>\$ 14,400</u>	<u>\$ 3,020,025</u>	<u>\$ 207,964</u>	<u>\$ 380,350</u>	<u>\$ 22,880</u>	<u>\$ 8,656</u>	<u>\$ 1,803</u>	<u>\$ 2,826</u>	<u>277,842</u>	<u>19,133</u>	<u>3,941,480</u>

Other 70,000

Note: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this budget.

4,011,480

EMSA Eastern Division
Capital Budget
Years Ending June 30, 2016 through 2020

Description	2016	2017	2018	2019	2020
<i>2016 ambulance replacement - (ten)</i>					
New units	1,100,000				
Miscellaneous (logos, sirens, power supply)	20,000				
<i>2017 ambulance replacement - (eleven)</i>					
New units		1,258,000			
Miscellaneous (logos, sirens, power supply)		20,000			
<i>2018 ambulance replacement - (eleven)</i>					
New units			1,309,000		
Miscellaneous (logos, sirens, power supply)			20,000		
<i>2019 ambulance replacement - (eleven)</i>					
New units				1,361,000	
Miscellaneous (logos, sirens, power supply)				20,000	
<i>2020 ambulance replacement - (ten)</i>					
New units					1,287,000
Miscellaneous (logos, sirens, power supply)					20,000
New units		169,000		179,000	
Repairs	25,000	25,000	25,000	25,000	25,000
On-board equipment:					
Lifepack 15's			750,000	750,000	
Equipment for new units		64,000		64,000	
Ventilators			350,000		
Computer pads		240,000			
Cots				800,000	
Stair chairs	20,000	5,000	5,000		90,000
Miscellaneous	30,000	31,000	32,000	33,000	34,000
CAD and radio equipment:					
Dispatch console replacement	653,000				
Mobile data terminals				120,000	
Base station upgrade	50,000	50,000	50,000	50,000	50,000
Equipment for new units		14,000		14,000	

EMSA Eastern Division
Capital Budget
Years Ending June 30, 2016 through 2020

Description	2016	2017	2018	2019	2020
Building expenses:					
Office furniture	10,000		10,000		10,000
Garage - general		15,000		15,000	
Common use vehicle	30,000				
Building expansion	5,250,000				
Miscellaneous	41,000	42,000	43,000	44,000	45,000
Computer equipment:					
Server upgrade (network)	142,000				
Server upgrade (accounting)	10,000				
UPS batteries		5,000			
Billing/CAD system hardware		10,000		10,000	
Miscellaneous	50,000	50,000	50,000	50,000	50,000
TOTAL	7,431,000	1,998,000	2,644,000	3,535,000	1,611,000

NOTE: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this budget.

EMSA Western Division
Capital Budget
Years Ending June 30, 2016 through 2020

Description	2016	2017	2018	2019	2020
Ambulances					
<i>2016 ambulance replacement - (ten)</i>					
New units	1,100,000				
Miscellaneous (springs, logos, sirens, power supply)	20,000				
<i>2017 ambulance replacement - (eleven)</i>					
New units		1,260,000			
Miscellaneous (springs, logos, sirens, power supply)		20,000			
<i>2018 ambulance replacement - (eleven)</i>					
New units			1,310,000		
Miscellaneous (springs, logos, sirens, power supply)			20,000		
<i>2019 ambulance replacement - (ten)</i>					
New units				1,240,000	
Miscellaneous (springs, logos, sirens, power supply)				20,000	
<i>2020 ambulance replacement - (ten)</i>					
New units					1,287,000
Miscellaneous (springs, logos, sirens, power supply)					20,000
New units		169,000		179,000	184,000
Repairs	25,000	25,000	25,000	25,000	25,000
Special event carts	50,000				
On-board equipment:					
LP 15's			1,800,000	-	
Power cots				900,000	
Stair chairs	20,000	5,000	5,000	-	100,000
Training manikin	8,000				
Equipment for new units(1)		64,000		64,000	64,000
Ventilators			330,000		
Computer pads		270,000			
Miscellaneous	38,000	39,000	40,000	41,000	42,000
CAD and radio equipment:					
Dispatch console replacement	700,000				
Base station upgrade	40,000	40,000	40,000	40,000	40,000
Equipment for new units		14,000		14,000	14,000
Radios		211,000	211,000	211,000	211,000
Radio infrastructure (NG911 system)	110,080	55,040			

EMSA Western Division
Capital Budget
Years Ending June 30,2016 through 2020

Description	2016	2017	2018	2019	2020
Building expenses:					
Bldg improvements	20,000			10,000	
Office furniture			10,000		
Parking lot and grounds			10,000		
Infrastructure move	350,000				
Miscellaneous	46,000	47,000	48,000	49,000	50,000
Computer equipment:					
Server upgrade (accounting)			10,000		
UPS batteries	9,000				
Server upgrade (network)	150,000			50,000	
Billing/CAD system hardware	10,000			10,000	
Miscellaneous	50,000	50,000	50,000	50,000	50,000
	<u>2,746,080</u>	<u>2,269,040</u>	<u>3,909,000</u>	<u>2,903,000</u>	<u>2,087,000</u>

NOTE: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this budget.

EMSA Eastern Division

P&L Forecast

Years Ending June 30, 2016 - 2020

	2016	2017	2018	2019	2020
Ambulance revenue	86,356,000	86,356,000	86,356,000	98,256,000	98,256,000
Utility bill revenue	4,750,000	5,300,000	6,750,000	7,361,000	7,658,000
Subscription revenue	76,000	72,000	68,000	65,000	62,000
	<u>91,182,000</u>	<u>91,728,000</u>	<u>93,174,000</u>	<u>105,682,000</u>	<u>105,976,000</u>
Deductions:					
Allowance and collection fees	62,200,000	62,200,000	62,200,000	73,300,000	73,300,000
Net Revenue	<u>28,982,000</u>	<u>29,528,000</u>	<u>30,974,000</u>	<u>32,382,000</u>	<u>32,676,000</u>
Operating expense:					
Contractor	22,200,000	22,800,000	23,400,000	24,100,000	24,700,000
Other	5,000,000	5,200,000	5,400,000	5,500,000	5,700,000
	<u>27,200,000</u>	<u>28,000,000</u>	<u>28,800,000</u>	<u>29,600,000</u>	<u>30,400,000</u>
Depreciation & Amor	2,200,000	3,100,000	4,000,000	4,500,000	3,500,000
Operating income	<u>(418,000)</u>	<u>(1,572,000)</u>	<u>(1,826,000)</u>	<u>(1,718,000)</u>	<u>(1,224,000)</u>
Nonoperating income (expense):					
Interest expense	25,000	50,000	70,000	62,000	52,000
Net income (loss)	<u>(443,000)</u>	<u>(1,622,000)</u>	<u>(1,896,000)</u>	<u>(1,780,000)</u>	<u>(1,276,000)</u>

Note: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this forecast.

EMSA Western Division

P&L Forecast

Years Ending June 30, 2016 - 2020

	2016	2017	2018	2019	2020
Ambulance revenue	104,650,000	106,200,000	107,800,000	109,400,000	111,000,000
Subscription revenue	80,000	76,000	72,000	68,000	65,000
	<u>104,730,000</u>	<u>106,276,000</u>	<u>107,872,000</u>	<u>109,468,000</u>	<u>111,065,000</u>
Deductions:					
Allowance & collection fees	75,320,000	76,700,000	77,800,000	78,900,000	80,100,000
Net Revenue	<u>29,410,000</u>	<u>29,576,000</u>	<u>30,072,000</u>	<u>30,568,000</u>	<u>30,965,000</u>
Operating expense:					
Contractor	26,200,000	27,400,000	28,600,000	29,900,000	31,300,000
Other	6,000,000	6,200,000	6,400,000	6,600,000	6,800,000
	<u>32,200,000</u>	<u>33,600,000</u>	<u>35,000,000</u>	<u>36,500,000</u>	<u>38,100,000</u>
Depreciation & Amor	1,500,000	2,100,000	3,100,000	3,800,000	3,600,000
Operating income (loss)	<u>(4,290,000)</u>	<u>(6,124,000)</u>	<u>(8,028,000)</u>	<u>(9,732,000)</u>	<u>(10,735,000)</u>
Net income (loss)	<u>(4,290,000)</u>	<u>(6,124,000)</u>	<u>(8,028,000)</u>	<u>(9,732,000)</u>	<u>(10,735,000)</u>

Note: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this forecast.

EMSA Eastern Division
Cash Projection
Years Ending June 30, 2016 through 2020

	2016	2017	2018	2019	2020	5-year
Receipts:						
Patient accounts	24,100,000	24,200,000	24,300,000	25,100,000	25,400,000	123,100,000
Utility bill receipts	4,750,000	5,300,000	6,750,000	7,361,000	7,408,000	31,569,000
Non-beneficiary subsidy	687,000	767,000	976,000	1,064,000	1,070,000	4,564,000
TotalCare receipts	76,000	72,000	68,000	65,000	62,000	343,000
Total receipts	<u>29,613,000</u>	<u>30,339,000</u>	<u>32,094,000</u>	<u>33,590,000</u>	<u>33,940,000</u>	<u>159,576,000</u>
Disbursements:						
Ambulance contract	22,200,000	22,800,000	23,400,000	24,100,000	24,700,000	117,200,000
Operating expenses	5,000,000	5,200,000	5,400,000	5,500,000	5,700,000	26,800,000
Debt reduction building addition	25,000	50,000	725,000	725,000	725,000	2,250,000
Installment purchase		201,000	201,000	201,000	201,000	804,000
Capital expenditures	2,376,000	1,998,000	2,644,000	3,535,000	1,611,000	12,164,000
Total disbursements	<u>29,601,000</u>	<u>30,249,000</u>	<u>32,370,000</u>	<u>34,061,000</u>	<u>32,937,000</u>	<u>159,218,000</u>
Current year change in cash	<u>\$ 12,000</u>	<u>\$ 90,000</u>	<u>\$ (276,000)</u>	<u>\$ (471,000)</u>	<u>\$ 1,003,000</u>	<u>\$ 358,000</u>
Cash balance at beginning of year	2,900,000	2,912,000	3,002,000	2,726,000	2,255,000	2,900,000
Increase (decrease) in cash balance for year	12,000	90,000	(276,000)	(471,000)	1,003,000	358,000
Cash balance at end of year	<u>2,912,000</u>	<u>3,002,000</u>	<u>2,726,000</u>	<u>2,255,000</u>	<u>3,258,000</u>	<u>3,258,000</u>
Addition to Utility Fund	850,000	300,000			550,000	
Reduction of Utility Fund			(1,150,000)			

Note: Please refer to the accompanying narrative for a discussion of the assumptions utilized in the preparation of this forecast.

EMSA Western Division
Cash Projection
Years Ending June 30, 2016 through 2020

	2016	2017	2018	2019	2020	5-year
Receipts:						
Patient accounts	29,100,000	29,500,000	30,000,000	30,500,000	30,900,000	150,000,000
Total Care proceeds	80,000	76,000	72,000	68,000	65,000	361,000
Total receipts	<u>29,180,000</u>	<u>29,576,000</u>	<u>30,072,000</u>	<u>30,568,000</u>	<u>30,965,000</u>	<u>150,361,000</u>
Disbursements:						
Ambulance contract	26,200,000	27,400,000	28,600,000	29,900,000	31,300,000	143,400,000
Operating expenses	6,000,000	6,200,000	6,400,000	6,600,000	6,800,000	32,000,000
Capital expenditures	2,746,000	2,269,000	3,909,000	2,903,000	2,087,000	13,914,000
Sinking fund for new building	600,000	700,000	700,000	700,000	700,000	3,400,000
Total disbursements	<u>35,546,000</u>	<u>36,569,000</u>	<u>38,909,000</u>	<u>39,403,000</u>	<u>40,187,000</u>	<u>189,314,000</u>
Ending cash balance	<u>\$ (6,366,000)</u>	<u>\$ (6,993,000)</u>	<u>\$ (8,837,000)</u>	<u>\$ (8,835,000)</u>	<u>\$ (9,222,000)</u>	<u>\$ (38,953,000)</u>