



Kent Torrence
Chief Financial Officer

Date: July 16, 2015

To: Board of Trustee Member

From: Kent Torrence

Subject: Enclosed Budget for Year Ending June 30, 2015

Please find enclosed a copy of the EMSA budget for the year ended June 30, 2015.
Please note that a hard copy has also been mailed to each Board Member.

This budget is scheduled for presentation to and approval by the Board at the July 23 Board meeting.

Please call me at anytime to answer questions that arise during your review of the enclosed. My number is 596-3153.

Sincerely,

Kent Torrence

EMERGENCY MEDICAL SERVICES AUTHORITY

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MEMORANDUM

Date: July 23, 2014

To: Board of Trustees

From: Kent Torrence

Subject: **Budget for Year Ending June 30, 2015**

Included with this memo are the following for the year ending June 30, 2015:

- 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 2015 compare to estimated actual expenses for the year ended June 30, 2014.

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 2015 budget and forecasts for years 2016-2019, we assumed allocation percentages of 46% for the Eastern Division and 54% for the Western Division which are reflective of the projected unit hours required to accommodate the requirements of each division.

Transport Estimates

Emergency and non-emergency transports for both jurisdictions are increased 1% over the estimated 2014 transports. The 2014 transports are an approximation of the annualized YTD 1/14 transport volumes. Transport numbers are summarized as follows:

	2015 Budget Eastern	2014 Budget Eastern	2014 Actual* Eastern	2015 Budget Western	2014 Budget Western	2014 Actual* Western
Emergency	61,000	62,000	60,000	72,000	74,250	71,500
Non-emergency	9,000	9,000	8,600	6,000	3,500	5,700
Total	70,000	71,000	68,600	78,000	77,750	77,200

* 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 104,500 water taps at \$5.45 per month per tap. This is an increase from \$3.64 in 2014. Note that \$650,000 of the additional utility bill revenue will be retained by the City of Tulsa to partially fund the costs of first response.

Subscription Revenue

Subscription revenue is expected to decrease consistent with the previous year decrease.

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

The decrease is due to the impact of an additional four months’ of new contract effects offset slightly by an increase in volume.

Employee Compensation and Benefits

Employee compensation and benefits reflect a general 3% increase in wage rates and the addition of a Chief Operating Officer.

Medical Supplies

The decrease in nondisposable medical equipment reflects a change in contract terms with the new contractor contract effective 11/1/13. It also reflects a change in accounting for the \$350,000 of Eastern division First Responder related supplies and equipment. These monies will in the future go from the Utility Fund to the City of Tulsa and they will make the disbursement. The budget does not include any anticipated effects of any new protocols or protocol changes.

Building Rent, Utilities and Maintenance

Building rent for 2015 reflects expenses per contractual obligations.

TotalCare 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.

Quality Assurance Fees

The increase includes an average 5% increase in wages for OMD staff partially offset by decreasing professional fees and an increase in fire department CQI program subsidies.

Telephone

Telephone expenses are per contractual obligations and generally increase as contact rates increase.

Professional Services

Other professional services increase as outside consulting costs associated with strategic planning efforts increase. It also includes the costs of a study to determine the effects of increasing response times on medical outcomes.

Community Relations

Other services increase due to costs associated with improving communication with TotalCare 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

Lease expense declines slightly as purchased office equipment replaces leased equipment.

Office Supplies

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

Miscellaneous Supplies

These costs are reflective of 2014 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 effected by increases in volume and increases in the cost of these services.

Depreciation

The fixed asset system projects depreciation on current balances and 2015–2019 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% over fifteen years.

Gain (Loss) on Disposal of Assets

No significant disposals of assets with book value are anticipated for fiscal 2015.

Cash Projections for 2015 through 2019

The cash, division capital and net income (loss) projections for fiscal 2015 through 2019 are based on the following assumptions:

1. It is assumed that transports increase by 1% per year through 6/30/2019.
2. The transport and mileage rates are held constant throughout the term.
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 46/54 through 2019.
6. Other operating expenses are increased 3% per year for inflation.

7. TotalCare 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) is held constant throughout the term.

EMSA
Comparison of Budget to Actual
6/30/15

	June 30, 2015				Actual for June 30, 2014		
	Eastern Division	Western Division	EMSA Total	% Change	Eastern Division	Western Division	EMSA Total
Net patient service revenue:							
Ambulance revenue	\$ 87,565,000	102,200,000	189,765,000	1.5%	85,814,000	101,178,000	186,992,000
Utility bill revenue	4,830,000		4,830,000	-16.9%	5,815,000		5,815,000
Subscription revenue	76,000	144,000	220,000	-5.2%	80,000	152,000	232,000
Special Events	120,000	125,000	245,000	-9.9%	120,000	152,000	272,000
Total patient service revenue	92,591,000	102,469,000	195,060,000	0.9%	91,829,000	101,482,000	193,311,000
Deductions from revenue	63,600,000	74,425,000	138,025,000	1.8%	62,300,000	73,309,000	135,609,000
Net patient service revenue	28,991,000	28,044,000	57,035,000	-1.2%	29,529,000	28,173,000	57,702,000
Operating expenses other than depreciation and amortization:							
Ambulance service contract	22,000,000	25,900,000	47,900,000	-3.3%	23,325,000	26,233,000	49,558,000
Employee compensation and benefits*	1,817,000	2,134,000	3,951,000	17.5%	1,547,000	1,816,000	3,363,000
Medical supplies							
Nondisposable equipment and supplies	50,000	59,000	109,000	-84.5%	513,000	190,900	703,900
Medical waste disposal	12,000	27,000	39,000	16.1%	11,600	22,000	33,600
Building rent, utilities and maintenance expense							
Rent	6,600	385,000	391,600	0.0%	6,600	385,000	391,600
Utilities	104,000	125,000	229,000	5.5%	99,000	118,000	217,000
Repairs and maintenance	145,000	122,000	267,000	-12.5%	150,000	155,000	305,000
Janitorial	27,000	27,000	54,000	5.9%	25,000	26,000	51,000
TotalCare campaign expenses	50,000	15,000	65,000	-1.5%	54,000	12,000	66,000
Equipment maintenance expense							
Radio and communication equipment	74,000	87,000	161,000	3.1%	71,700	84,400	156,100
CAD equipment	196,000	230,100	426,100	3.3%	190,000	222,300	412,300
Computer equipment	3,000	3,000	6,000	0.0%	3,000	3,000	6,000
Office equipment	14,000	16,000	30,000	1.7%	14,000	15,500	29,500
Medical equipment	100,000	111,000	211,000	8.2%	90,000	105,000	195,000
Ambulances	25,000	30,000	55,000	7.8%	24,000	27,000	51,000
Other	244,000	286,000	530,000	17.0%	208,300	244,600	452,900

EMSA
Comparison of Budget to Actual
6/30/15

	June 30, 2015				Actual for June 30, 2014		
	Eastern Division	Western Division	EMSA Total	% Change	Eastern Division	Western Division	EMSA Total
Quality assurance fees	382,000	426,000	808,000	0.4%	393,000	412,000	805,000
Telephone expense							
Base	273,000	415,000	688,000	6.8%	259,400	384,800	644,200
Cellular	66,500	85,400	151,900	11.2%	63,800	72,800	136,600
Professional services expense							
Accounting and auditing	17,000	19,000	36,000	3.2%	16,500	18,400	34,900
Legal	48,000	52,000	100,000	0.0%	48,000	52,000	100,000
Pension plans	2,500	2,800	5,300	6.0%	2,400	2,600	5,000
Government relations	26,000	28,000	54,000	8.0%	24,600	25,400	50,000
Medicare consulting	19,000	21,000	40,000	5.3%	18,000	20,000	38,000
Other consulting	90,000	92,000	182,000	215.4%	27,300	30,400	57,700
Community relations							
Professional services	25,000	27,000	52,000	0.6%	25,000	26,700	51,700
State fair	11,000		11,000	0.0%	11,000	-	11,000
Other	305,000	85,000	390,000	44.7%	235,000	34,600	269,600
Postage and courier expense							
Postage - general	25,000	27,000	52,000	3.2%	24,200	26,200	50,400
Courier service	13,000	14,000	27,000	4.4%	12,350	13,500	25,850
Equipment lease expense							
Towers	21,000	0	21,000	0.0%	21,000	-	21,000
Other	5,000	6,000	11,000	-8.3%	5,500	6,500	12,000
Office supplies expense	23,000	26,000	49,000	20.1%	19,700	21,100	40,800
Miscellaneous supplies expense							
Janitorial	7,600	8,500	16,100	3.2%	7,400	8,200	15,600
Software	20,000	22,000	42,000	5.8%	18,900	20,800	39,700
Repair supplies	42,000	42,000	84,000	5.7%	39,300	40,200	79,500
Outside copying/printing	10,000	10,000	20,000	25.0%	8,000	8,000	16,000
Other	107,000	120,000	227,000	14.5%	97,700	100,600	198,300
Insurance expense	99,000	83,000	182,000	11.2%	89,000	74,700	163,700
Business travel and training expense	28,000	35,000	63,000	6.8%	27,200	31,800	59,000
Other fees and expenses							
Medicaid terminal	12,000	13,000	25,000	21.4%	9,800	10,800	20,600

EMSA
Comparison of Budget to Actual
6/30/15

	June 30, 2015				Actual for June 30, 2014		
	Eastern Division	Western Division	EMSA Total	% Change	Eastern Division	Western Division	EMSA Total
Pike Pass	1,000	2,000	3,000	0.0%	1,000	2,000	3,000
Outside mailing services	60,000	70,000	130,000	4.0%	57,600	67,400	125,000
Offsite storage	15,000	7,000	22,000	13.4%	13,200	6,200	19,400
Bank charges	29,000	30,000	59,000	6.5%	27,200	28,200	55,400
Weather paging/archiving/ACOG	101,000	122,000	223,000	4.1%	99,400	114,800	214,200
Subscriptions	4,000	4,000	8,000	5.3%	3,800	3,800	7,600
Dues	15,000	15,000	30,000	3.4%	14,500	14,500	29,000
	26,770,200	31,466,800	58,237,000	-1.9%	28,052,950	31,338,700	59,391,650
Operating income (loss) before depreciation	2,220,800	(3,422,800)	(1,202,000)	-28.9%	1,476,050	(3,165,700)	(1,689,650)
Depreciation & Amortization	2,000,000	1,400,000	3,400,000	-18.6%	2,300,000	1,877,960	4,177,960
Operating income (loss)	220,800	(4,822,800)	(4,602,000)	-21.6%	(823,950)	(5,043,660)	(5,867,610)
Nonoperating income (expense):							
Interest expense	40,000		40,000	124.7%	-	17,800	17,800
Interest income			-	-100.0%	1,000	750	1,750
Total nonoperating income (expense)	(40,000)	-	(40,000)	149.2%	1,000	(17,050)	(16,050)
Net income (loss)	180,800	(4,822,800)	(4,642,000)	-21.1%	(822,950)	(5,060,710)	(5,883,660)

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

Note: 6/30/14 figures are annualized nine months ended 2/28/14

* Additional information included in schedules that follow

EMSA
Budget for Payroll and Benefits
Year Ending June 30, 2015

# of Employees	Department	Annual Comp.	Car Allow.	Total Comp.	FICA	Medical	Dental	Life	AD&D	LTD	Retirement	Total
5	OFFICERS	\$ 938,374	\$ 14,400	\$ 952,774	\$ 50,085	\$ 45,303	\$ 2,155	\$ 2,703	\$ 563	\$ 600	\$ 104,281	\$ 1,158,464
5	MANAGEMENT AND SUPPORT	292,953		292,953	22,411	35,138	2,155	844	176	228	26,952	380,856
4	CODERS	137,467		137,467	10,516	19,451	1,724	396	82	85	12,647	182,369
12	PRE-INVOICE	397,148		397,148	30,382	67,639	5,172	1,144	238	241	36,538	538,501
2	ACCOUNTING/FINANCE	116,064		116,064	8,879	10,165	862	334	70	90	10,678	147,141
5	INFORMATION SERVICES	290,602		290,602	22,231	39,781	2,155	837	174	225	26,735	382,741
21	PATIENT ACCOUNTING	783,992		783,992	59,975	127,750	8,620	2,258	470	510	72,127	1,056,134
1	CITIZENS CPR - TULSA	35,591		35,591	2,723	9,674	431	103	21	122	3,274	51,939
55	GRAND TOTAL	\$ 2,992,190	\$ 14,400	\$ 3,006,590	\$ 207,202	\$ 354,901	\$ 23,274	\$ 8,618	\$ 1,795	\$ 2,101	276,606	3,881,088

Other 70,000

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

3,951,088

EMSA Eastern Division
Capital Budget
Years Ending June 30, 2015 through 2019

Description	2015	2016	2017	2018	2019
<i>2015 ambulance replacement - (six)</i>					
New units	954,000				
Miscellaneous (logos, sirens, power supply)	20,000				
<i>2016 ambulance replacement - (eleven)</i>					
New units		1,800,000			
Miscellaneous (logos, sirens, power supply)		20,000			
<i>2017 ambulance replacement - (nine)</i>					
New units			1,521,000		
Miscellaneous (logos, sirens, power supply)			20,000		
<i>2018 ambulance replacement - (nine)</i>					
New units				1,566,000	
Miscellaneous (logos, sirens, power supply)				20,000	
<i>2019 ambulance replacement - (two)</i>					
New units					358,000
Miscellaneous (logos, sirens, power supply)					20,000
New units	159,000	164,000	169,000	174,000	179,000
Repairs	25,000	25,000	25,000	25,000	25,000
Special event carts (2)	50,000				
On-board equipment:					
Power cot enhancement	1,005,000				
Lifepack 15's			750,000	750,000	
Stair chairs	15,000	20,000	5,000	5,000	
Equipment for new units	64,000	64,000	64,000	64,000	64,000
Ventilators				300,000	
Computer pads			240,000		
Cots					700,000
OMD equipment	50,000				
Miscellaneous	30,000	31,000	32,000	33,000	34,000
CAD and radio equipment:					
Dispatch console replacement		848,000			
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	14,000	14,000	14,000

EMSA Eastern Division
Capital Budget
Years Ending June 30, 2014 through 2018

Description	2015	2016	2017	2018	2019
Building expenses:					
Office furniture	10,000		10,000		10,000
Garage - general		15,000			15,000
Garage - heaters	90,000				
Security equipment	15,000				
Common use vehicle		30,000			
Building expansion	4,000,000				
Building security		62,500			
Miscellaneous	40,000	41,000	42,000	43,000	44,000
Computer equipment:					
Server upgrade (network)	100,000	58,000			
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	6,751,000	3,307,500	2,992,000	3,104,000	1,683,000

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, 2014 through 2018

Description	2015	2016	2017	2018	2019
Ambulances					
<i>2015 ambulance replacement - (nine)</i>					
New units	1,424,000				
Miscellaneous (springs, logos, sirens, power supply)	20,000				
<i>2016 ambulance replacement - (eleven)</i>					
New units		1,800,000			
Miscellaneous (springs, logos, sirens, power supply)		20,000			
<i>2017 ambulance replacement - (ten)</i>					
New units			1,680,000		
Miscellaneous (springs, logos, sirens, power supply)			20,000		
<i>2018 ambulance replacement - (ten)</i>					
New units				1,730,000	
Miscellaneous (springs, logos, sirens, power supply)				20,000	
<i>2019 ambulance replacement - (two)</i>					
New units					356,000
Miscellaneous (springs, logos, sirens, power supply)					20,000
New units	159,000	164,000	169,000	174,000	179,000
Repairs	25,000	25,000	25,000	25,000	25,000
On-board equipment:					
LP 15's			900,000	900,000	
Power cots					800,000
Stair chairs		10,000	10,000	23,000	
Training manikin		8,000			
Equipment for new units(1)	64,000	64,000	64,000	64,000	64,000
Ventilators				330,000	
Computer pads			270,000		
Cot loading system	1,386,000				
OMD equipment	50,000				
Miscellaneous	37,000	38,000	39,000	40,000	41,000
CAD and radio equipment:					
Dispatch console replacement		947,000			
Base station upgrade	40,000	40,000	40,000	40,000	40,000
Equipment for new units	14,000	14,000	14,000	14,000	14,000
Radio infrastucture (NG911 system)	110,080	110,080	55,040		

EMSA Western Division
Capital Budget
Years Ending June 30, 2014 through 2018

Description	2015	2016	2017	2018	2019
Building expenses:					
Bldg improvements		20,000			10,000
Office furniture	10,000			10,000	
Parking lot and grounds	10,000			10,000	
Building security		62,500			
Miscellaneous	45,000	46,000	47,000	48,000	48,000
Computer equipment:					
Server upgrade (accounting)				10,000	
UPS batteries		9,000			
Server upgrade (network)	100,000	58,000			50,000
Billing/CAD system hardware		10,000			10,000
Miscellaneous	50,000	50,000	50,000	50,000	50,000
	<u>3,544,080</u>	<u>3,495,580</u>	<u>3,383,040</u>	<u>3,488,000</u>	<u>1,707,000</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, 2015 - 2019

	2015	2016	2017	2018	2019
Ambulance revenue	87,685,000	88,600,000	89,500,000	90,300,000	91,200,000
Utility bill revenue	4,830,000	5,575,000	5,480,000	5,745,000	5,600,000
Subscription revenue	76,000	72,000	68,000	65,000	62,000
	<u>92,591,000</u>	<u>94,247,000</u>	<u>95,048,000</u>	<u>96,110,000</u>	<u>96,862,000</u>
Deductions:					
Allowance and collection fees	63,600,000	64,200,000	64,900,000	65,500,000	66,200,000
Net Revenue	<u>28,991,000</u>	<u>30,047,000</u>	<u>30,148,000</u>	<u>30,610,000</u>	<u>30,662,000</u>
Operating expense:					
Contractor	22,000,000	22,200,000	22,900,000	23,600,000	24,300,000
Other	4,770,000	4,703,000	4,842,000	4,982,000	5,127,000
	<u>26,770,000</u>	<u>26,903,000</u>	<u>27,742,000</u>	<u>28,582,000</u>	<u>29,427,000</u>
Depreciation & Amor	2,000,000	2,600,000	3,300,000	3,800,000	3,000,000
Operating income	<u>221,000</u>	<u>544,000</u>	<u>(894,000)</u>	<u>(1,772,000)</u>	<u>(1,765,000)</u>
Nonoperating income (expense):					
Interest expense	40,000	76,000	71,000	66,000	61,000
Net income (loss)	<u>181,000</u>	<u>468,000</u>	<u>(965,000)</u>	<u>(1,838,000)</u>	<u>(1,826,000)</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, 2015 - 2019

	2015	2016	2017	2018	2019
Ambulance revenue	102,325,000	103,300,000	104,400,000	105,400,000	106,500,000
Subscription revenue	144,000	137,000	130,000	124,000	117,000
	<u>102,469,000</u>	<u>103,437,000</u>	<u>104,530,000</u>	<u>105,524,000</u>	<u>106,617,000</u>
Deductions:					
Allowance & collection fees	74,425,000	75,200,000	75,900,000	76,700,000	77,400,000
	<u>28,044,000</u>	<u>28,237,000</u>	<u>28,630,000</u>	<u>28,824,000</u>	<u>29,217,000</u>
Net Revenue					
	<u>28,044,000</u>	<u>28,237,000</u>	<u>28,630,000</u>	<u>28,824,000</u>	<u>29,217,000</u>
Operating expense:					
Contractor	25,900,000	26,200,000	26,700,000	27,700,000	29,000,000
Other	5,567,000	5,679,000	5,847,000	6,022,000	6,202,000
	<u>31,467,000</u>	<u>31,879,000</u>	<u>32,547,000</u>	<u>33,722,000</u>	<u>35,202,000</u>
Depreciation & Amor	1,400,000	1,800,000	2,400,000	3,000,000	2,500,000
	<u>1,400,000</u>	<u>1,800,000</u>	<u>2,400,000</u>	<u>3,000,000</u>	<u>2,500,000</u>
Operating income (loss)	<u>(4,823,000)</u>	<u>(5,442,000)</u>	<u>(6,317,000)</u>	<u>(7,898,000)</u>	<u>(8,485,000)</u>
	<u>(4,823,000)</u>	<u>(5,442,000)</u>	<u>(6,317,000)</u>	<u>(7,898,000)</u>	<u>(8,485,000)</u>
Net income (loss)	<u>(4,823,000)</u>	<u>(5,442,000)</u>	<u>(6,317,000)</u>	<u>(7,898,000)</u>	<u>(8,485,000)</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, 2015 through 2019

	2015	2016	2017	2018	2019	5-year
Receipts:						
Patient accounts	24,100,000	24,400,000	24,600,000	24,900,000	25,100,000	123,100,000
Utility bill receipts	4,830,000	5,600,000	5,600,000	5,600,000	5,600,000	27,230,000
Non-beneficiary subsidy	666,000	853,000	853,000	853,000	853,000	4,078,000
Total Care receipts	76,000	72,000	68,000	65,000	62,000	343,000
Total receipts	29,672,000	30,925,000	31,121,000	31,418,000	31,615,000	154,751,000
Disbursements:						
Ambulance contract	22,000,000	22,200,000	22,900,000	23,600,000	24,300,000	115,000,000
Operating expenses	4,770,000	4,703,000	4,842,000	4,982,000	5,127,000	24,424,000
Debt reduction	154,000	308,000	308,000	308,000	308,000	1,386,000
Capital expenditures	2,751,000	3,307,500	2,992,000	3,104,000	1,683,000	13,837,500
Total disbursements	29,675,000	30,518,500	31,042,000	31,994,000	31,418,000	154,647,500
Current year change in cash	\$ (3,000)	\$ 406,500	\$ 79,000	\$ (576,000)	\$ 197,000	\$ 103,500
Cash balance at beginning of year	2,600,000	2,597,000	3,003,500	3,082,500	2,506,500	2,600,000
Increase (decrease) in cash balance for year	(3,000)	406,500	79,000	(576,000)	197,000	103,500
Cash balance at end of year	2,597,000	3,003,500	3,082,500	2,506,500	2,703,500	2,703,500

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, 2015 through 2019

	2015	2016	2017	2018	2019	5-year
Receipts:						
Patient accounts	28,337,000	28,500,000	28,800,000	29,100,000	29,400,000	144,137,000
TotalCare proceeds	144,000	137,000	130,000	124,000	117,000	652,000
Total receipts	<u>28,481,000</u>	<u>28,637,000</u>	<u>28,930,000</u>	<u>29,224,000</u>	<u>29,517,000</u>	<u>144,789,000</u>
Disbursements:						
Ambulance contract	25,900,000	26,200,000	26,700,000	27,700,000	29,000,000	135,500,000
Operating expenses	5,567,000	5,679,000	5,847,000	6,022,000	6,202,000	29,317,000
Capital expenditures	3,544,080	3,495,580	3,383,040	3,488,000	1,707,000	15,617,700
Total disbursements	<u>35,011,080</u>	<u>35,374,580</u>	<u>35,930,040</u>	<u>37,210,000</u>	<u>36,909,000</u>	<u>180,434,700</u>
Reserve:	350,000	500,000				
Ending cash balance	<u>\$ (6,880,080)</u>	<u>\$ (7,237,580)</u>	<u>\$ (7,000,040)</u>	<u>\$ (7,986,000)</u>	<u>\$ (7,392,000)</u>	<u>\$ (35,645,700)</u>

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