



## Our Mission

*To serve our communities' pre-hospital needs through value-driven, compassionate, and clinically superior care.*

## Our Vision

*We provide exceptional service through organizational teamwork to promote innovative, responsive, and professional Authority that adapts within a changing environment. \*\*By utilizing collaborative working relationships, we are recognized as the standard of excellence in Emergency Medical Service. \*\*We are fiscally responsible organization with the single purpose of serving the greater community good.*

## Our Core Values

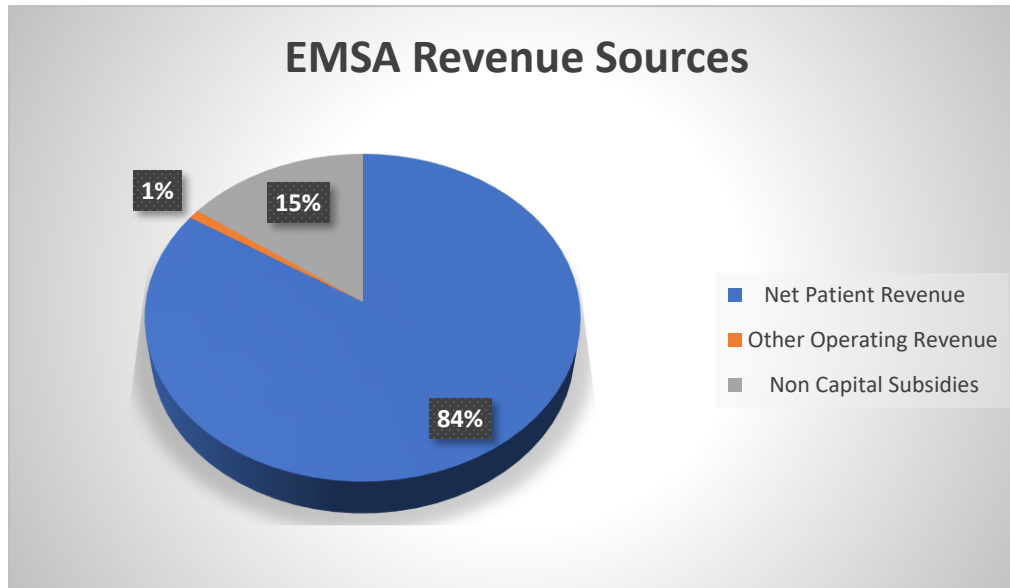
- ❖ **Compassion-** *We support the intentional affirmation that all human beings are gifted with life and uniqueness and deserve to be treated with respect dignity.*
- ❖ **Integrity-** *Do the right thing, the right way, for the right reasons.*
- ❖ **Teamwork-** *We promote and practice teamwork through communication and cooperation to achieve common goals. If you see it, you own it. Everyone goes home safe.*
- ❖ **Trust-** *We will create and maintain an atmosphere of trust, honesty, sincerity, and unwavering professional ethics.*
- ❖ **Commitment-** *We are united in our mission, committed to the patient and our customers and recognize all members play a vital role to maintain the highest standard of excellence in patient care.*
- ❖ **Vigilance-** *We accept the challenge and responsibility to maintain the highest standard of excellence in prehospital care and continually strive to determine and meet the needs of those we server and measure our performance.*

These mission, vision and core value statements are reflected in the budget priorities and resource management decisions projected for FY22. The FY22 budget is unique in that EMSA experienced a major operational shift Dec. 1, 2020 when EMSA assumed direct control of operations, during a pandemic. These events created significant changes to the budget and the financial operations of the system. In addition, at the end of November 2020, the City of OKC purchased a building that will be the new EMSA Western Division headquarters, effectively consolidating operations in one location for the first time in the Western Division's history.



## Funding the Mission:

EMSA has budgeted **\$75,383,472** in operating revenue for FY22. This consists of net patient revenue, subsidies from beneficiary and nonbeneficiary cities, and other operating revenue. See the chart below for a breakout of FY22 funding:



The largest portion of EMSA's funding comes from net patient revenue. This solidifies the importance of the link between EMSA's mission and how the Authority is funded. This also heightens the importance of the stated core values of ***compassion, integrity, commitment and vigilance.***

- Transport volume is based on FY21 trend.
- No transport rate increases.
- Reimbursement rates are budgeted to remain relatively flat.

15% of EMSA's funding comes in the form of subsidies from the beneficiary and non-beneficiary cities. This underlies the importance of EMSA's vision to be ***a fiscally responsible organization with the single purpose of serving the greater community good*** and our core values of ***integrity and trust,*** which are critical in the ***collaborative working relationship*** with our community partners. There are no increases to subsidies for FY22. EMSA's goal is to keep inflationary increases minimal to ensure fiscal sustainability for our city partners.

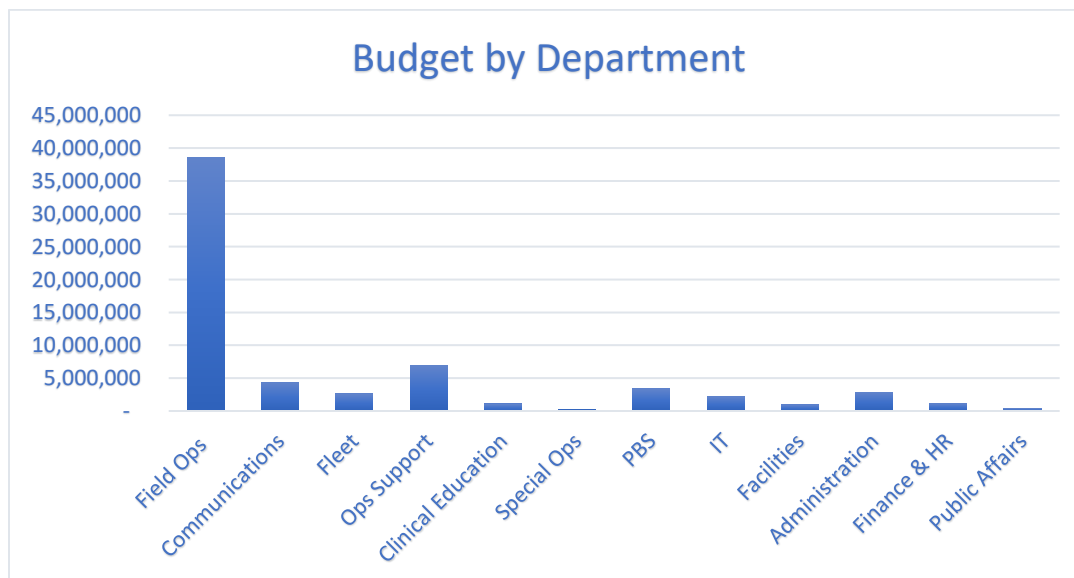
Other operating revenue consists of miscellaneous funding, some of which is not reoccurring year over year.

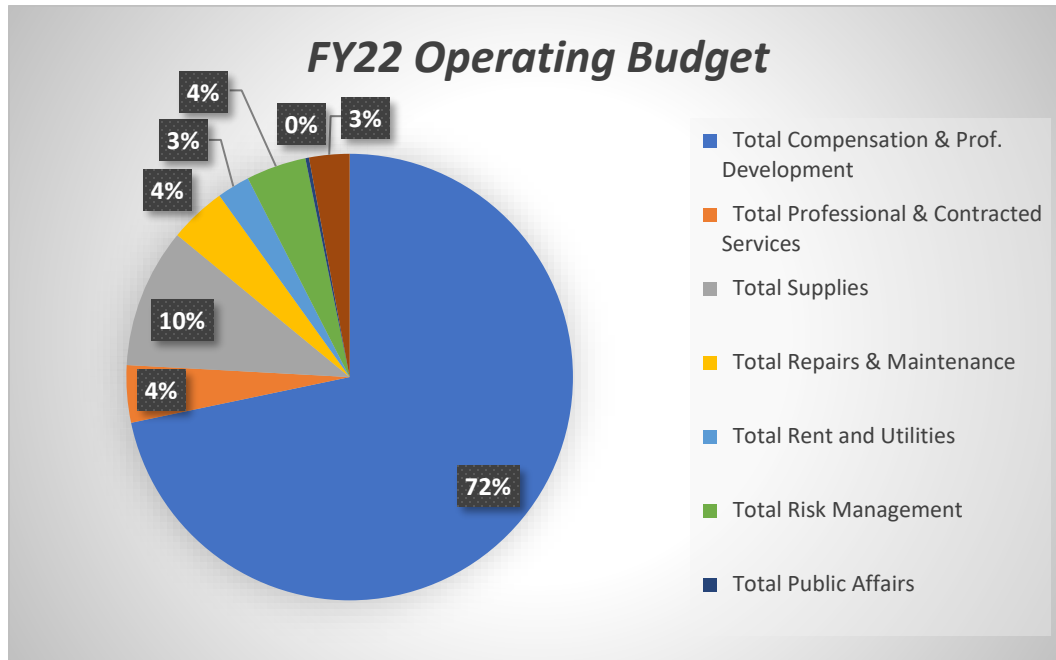


## Accomplishing the Mission:

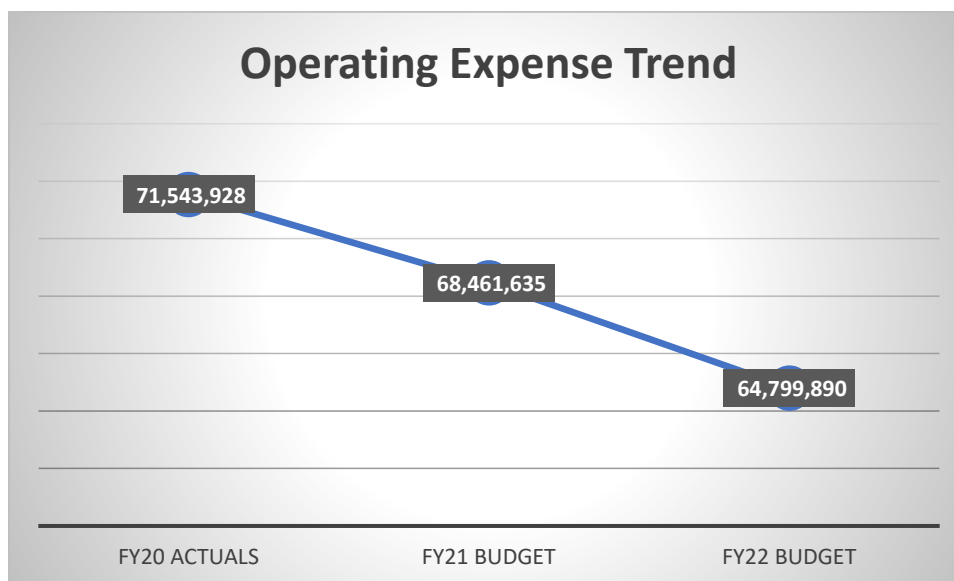
EMSA's operating budget for FY22 is as follows:

	Operations	Infrastructure	Administration	Consolidated
<b>Total Compensation &amp; Prof. Development</b>	40,207,262	3,371,911	2,893,961	46,473,134
<b>Total Professional &amp; Contracted Services</b>	1,411,457	749,048	524,008	2,684,513
<b>Total Supplies</b>	6,251,437	239,900	55,240	6,546,577
<b>Total Repairs &amp; Maintenance</b>	2,259,852	406,986	7,600	2,674,438
<b>Total Rent and Utilities</b>	343,246	1,147,359	49,980	1,540,585
<b>Total Risk Management</b>	2,217,086	78,000	524,700	2,819,786
<b>Total Public Affairs</b>	-	-	168,560	168,560
<b>Total Other Expenses</b>	972,937	651,645	267,715	1,892,297
	<b>53,663,277</b>	<b>6,644,849</b>	<b>4,491,764</b>	<b>64,799,890</b>



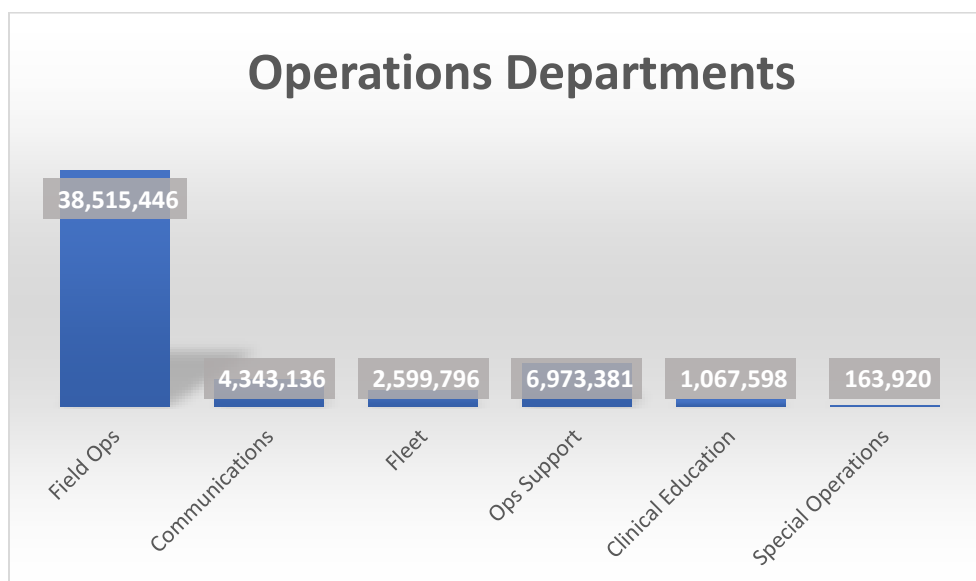
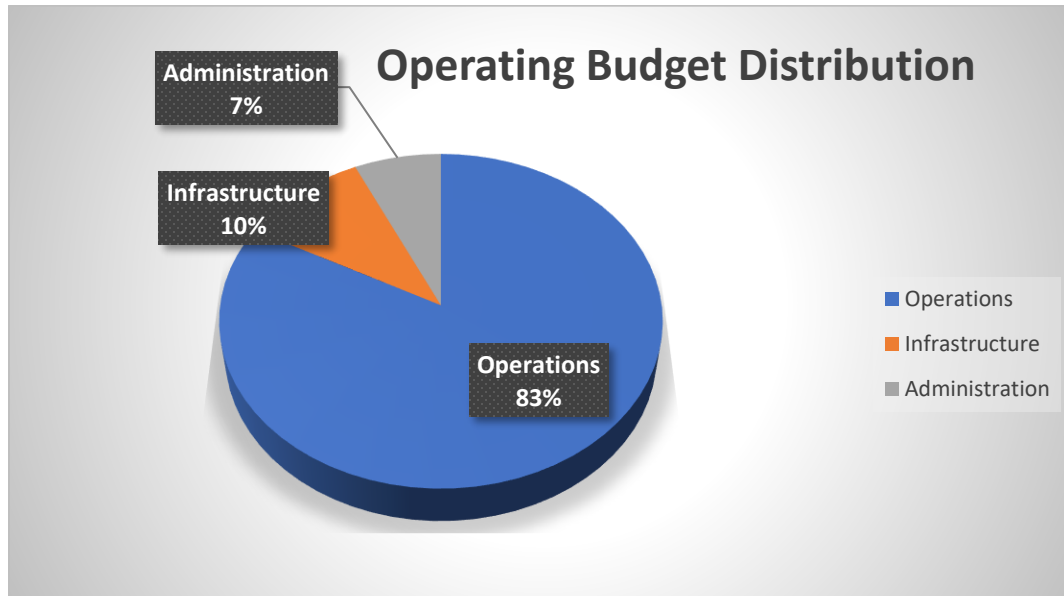


The budgeted operating expenses for FY22 are 5.6% less than FY21 budget. This is primarily due to removal of EMSA's previous operations contractor in December 2020. EMSA's goal is to maximize efficient use of resources which is consistent with being a ***fiscally responsible organization*** as stated in the vision statement. Although, the budget is based on a short experience timeframe, EMSA has consistently reduced operating expenses.





EMSA's commitment to **clinically superior, compassionate, and value-driven care** can be seen below in the budget distribution graph. *83% of the operating expense budget is spent in direct support of operations.* This includes \$1.149M for the Quality Assurance Program (Operations Support Department) and \$1.3M for clinical education and other team member development initiatives for operations.

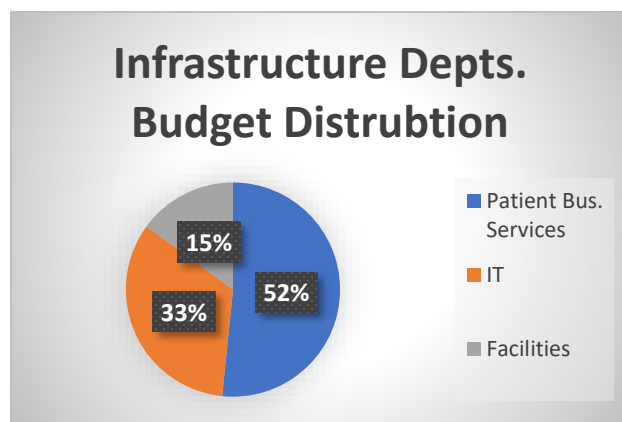




EMSA continuously strives to be a **value-driven organization** where we focus on **teamwork** and collaboration. EMSA Team Members are the cornerstones of our mission to provide **clinically superior care** and are at the heart of the core values of **compassion, integrity, teamwork, trust, commitment and vigilance**. This is reflected in the budget with compensation and team member development costs representing 75% of the direct operations department budget and 71% of the entire EMSA operating budget. Budget priorities to ensure team members are paid competitively and equitably is consistent with EMSA values and our commitment to our team members.

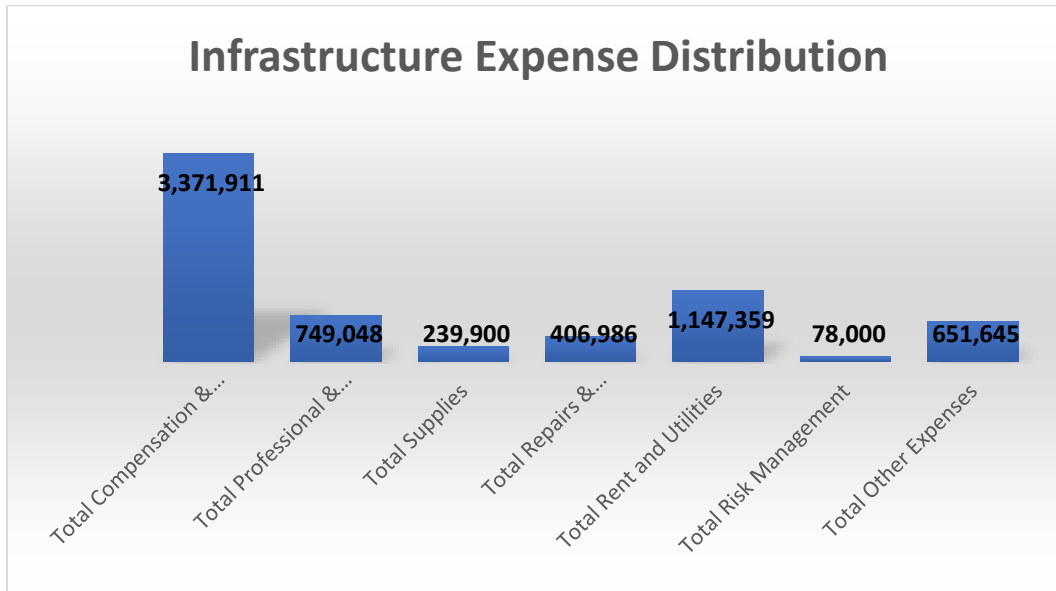
- ✚ Embedded in FY22 budget assumptions is a 3% raise for team members.
- ✚ Additionally, EMSA is working with an outside HR consultant to assist with fair market value assessments of salaries and benefits for the entire organization. There is money reserved in the budget to implement recommended adjustments.
- ✚ Addressing staffing issues continues to be a priority. Included within the FY22 budget assumptions is \$350K related to recruiting efforts and sign-on/referral bonuses, along with another full-time recruiting position for the Western Division.
- ✚ Also included in the compensation budget is a \$200K debt forgiveness/college savings program for team members as part of a comprehensive financial wellness program and upgraded physical wellness initiative to be rolled out in FY22.

EMSA is committed to ensuring operations are supported with robust technology and resources to enable efficiencies across the organization. This is in line with our vision to **promote innovative, responsive, and professional Authority**. This is done through investing our system infrastructure.

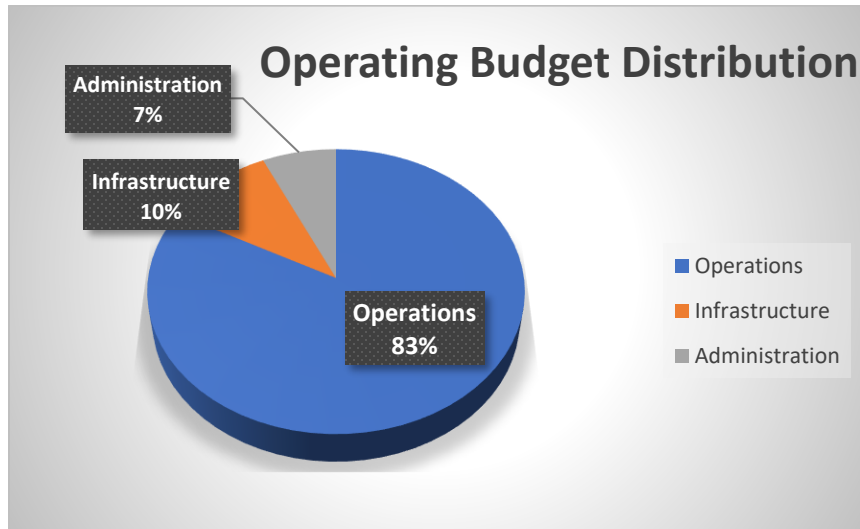


#### Departments included in Infrastructure:

- Information Technology
- Facilities
- Patient Business Services



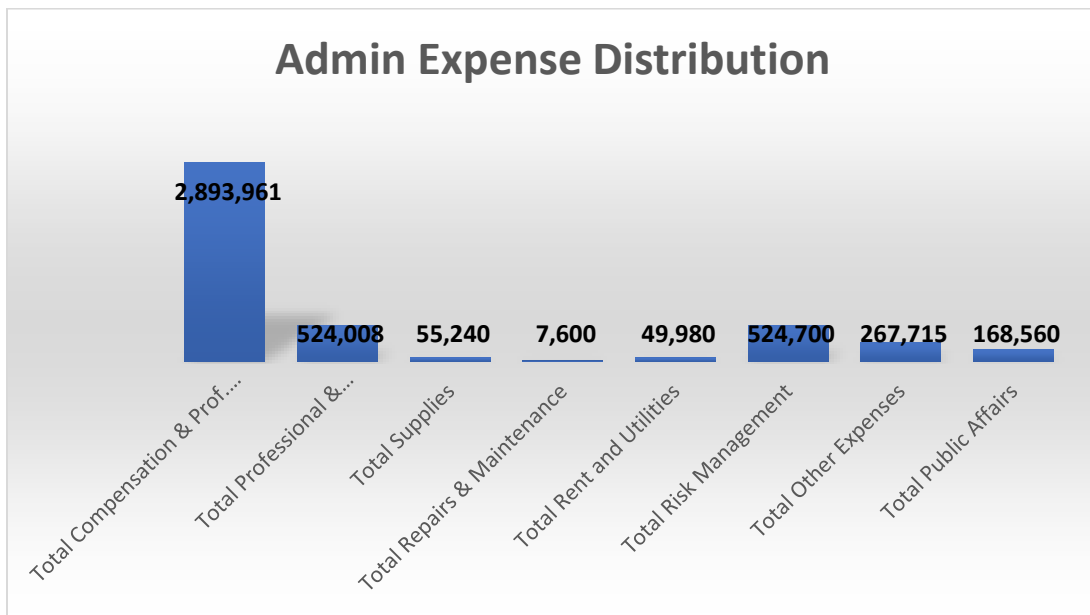
- + IT expenses consist of the technology infrastructure that undergirds the entire organization. The FY22 IT budget is 3.4% higher than the FY21 budget due to inflationary increases with software licenses and hosted services, slightly higher budgeted technology purchases, and compensation.
- + Facilities contains expenses associated with maintaining and operating headquarters facilities in Tulsa and OKC. The FY22 budget is lower than FY21 due to the consolidation of OKC operations into one location in October 2021. This includes elimination of approximately 384K annually in rent and reduction in various maintenance costs with having multiple locations.
- + Patient Business Services expenses consist of the cost of collecting patient revenue. This includes personnel costs and outsourced professional services. FY22 budget is higher than FY21 due to the absorption of run ticket auditors that were previously employed by the contractor.



*ADMINISTRATIVE EXPENSES REMAIN VERY LOW AT 7% OF EMSA'S ENTIRE OPERATING BUDGET*

#### Departments included in Administration:

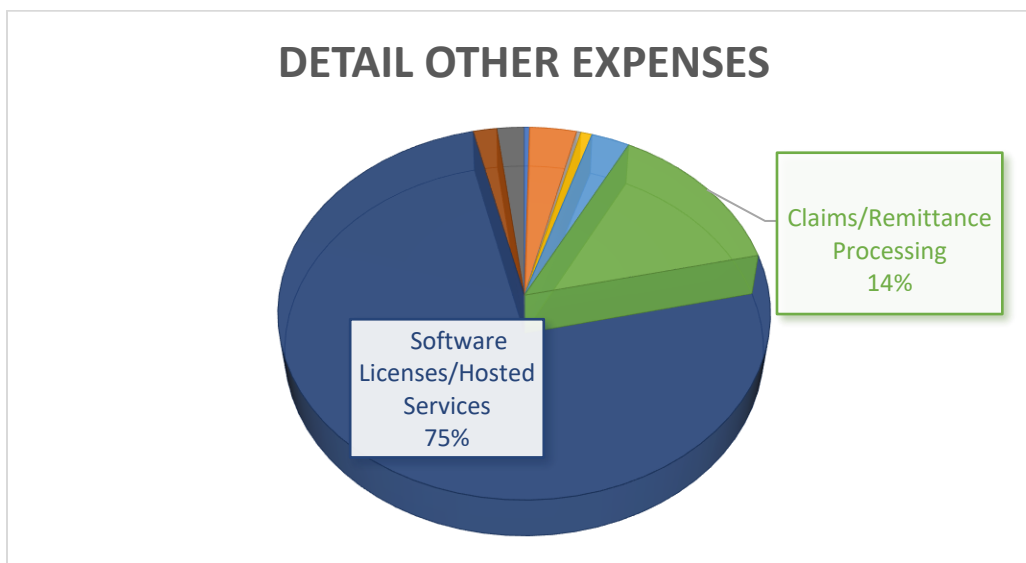
- Administration (legal fees, compliance program, etc.)
- Finance/HR (payroll service, audit fees, etc.)
- Public Affairs (community relations, EMSAcare promotions, etc.)





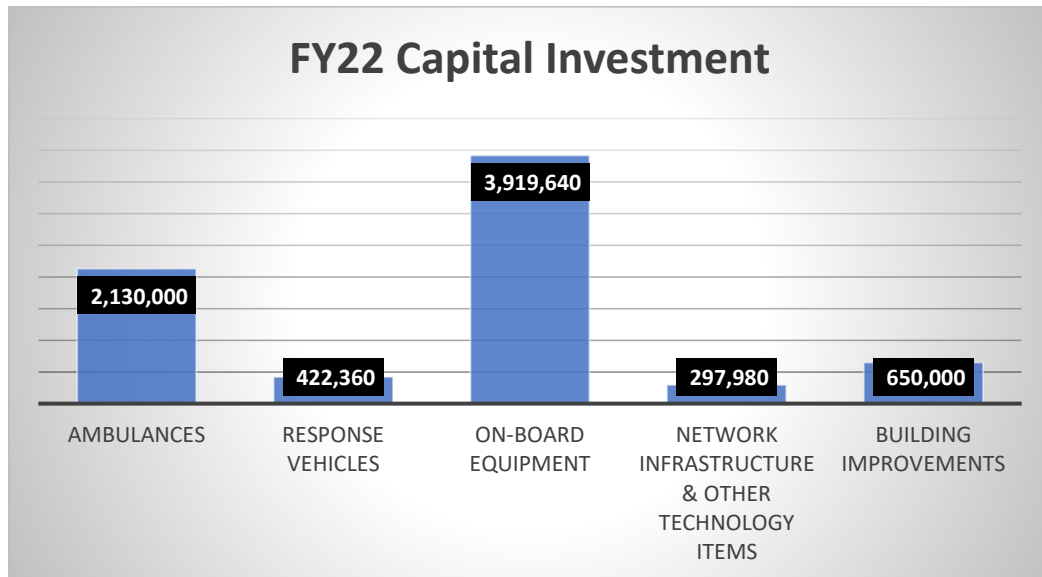


- ✚ \$100K included in FY22 budget in Public Affairs department related to engagement and outreach to under-represented communities in the Tulsa and OKC Metro areas. This is consistent with our **compassion, trust, and integrity** core values.
- ✚ Included in Administrative costs are expenses for compliance, oversight and risk management which are approximately \$436K or 15% of the admin budget. EMSA is committed to transparency and compliance in alignment with our core values of **trust and integrity**.
- As stated above, EMSA continuously strives to be a **value-driven organization** where we focus on **teamwork** and collaboration. There is \$127K in the budget in various departments related to relationship building and collaboration, both internal and external. There is an additional \$254K related to professional development and other training for Team Members and community EMS partners. This focus is reflective of EMSA's core values of **vigilance, integrity, commitment, and trust**.
- Transparency and accountability continue to be an organizational focus. \$1.9 million of our budget is combined in the "other" expense category in the operating expense budget. Below is a detail of the "other" category with \$1.4 million for software licenses/hosted services making up the 75% of the category, followed by claims/remittance processing with \$261K.





EMSA is recognized as a ***standard of excellence in emergency medical services***. To maintain that standard of excellence and maintain our core value of ***vigilance***, EMSA must continue to re-invest in the capital infrastructure of the system. Below is the breakout of the \$7.4 million capital investment budgeted for FY22.



- See FY22 consolidated budget at Attachment A.
- See FY22 departmental expense budget at Attachment B.



	FY22 Budget Eastern Division	FY22 Budget Western Division	FY22 Budget Consolidated
<b>Total Net Patient Revenue</b>	30,269,668	33,211,804	63,481,472
<b>Total Other Operating Revenue</b>	5,919,000	5,983,000	11,902,000
<b>Total Operating Revenue</b>	<b>36,188,668</b>	<b>39,194,804</b>	<b>75,383,472</b>
<b>Total Salary &amp; Wages</b>	16,964,913	19,554,859	36,519,772
<b>Total Benefits</b>	4,553,067	5,148,083	9,701,150
<b>Total Professional &amp; Contracted Services</b>	1,293,654	1,390,859	2,684,513
<b>Total Training &amp; Development</b>	121,062	131,150	252,212
<b>Total Supplies</b>	2,632,299	3,914,278	6,546,577
<b>Total Repairs &amp; Maintenance</b>	1,268,474	1,405,964	2,674,438
<b>Total Utilities</b>	610,494	641,880	1,252,374
<b>Total Rent</b>	29,589	258,622	288,211
<b>Total Risk Management</b>	1,372,697	1,447,089	2,819,786
<b>Total Public Relations</b>	49,709	118,851	168,560
<b>Total Other Expenses</b>	852,592	1,039,705	1,892,297
<b>Total Operating Expenses</b>	<b>29,748,550</b>	<b>35,051,340</b>	<b>64,799,890</b>
<b>Non-Operating</b>	29,920	(49,920)	(20,000)
<b>Depreciation</b>	2,400,000	1,200,000	3,600,000
<b>Net Income</b>	<b>4,010,198</b>	<b>2,993,384</b>	<b>7,003,582</b>
<b>Additional Cash Outlay</b>			
FY22 Capital Expenditures	(3,493,364)	(3,926,616)	(7,419,980)
FY22 Debt Service	(690,531)	-	(690,531)
Add Back: Depreciation	2,400,000	1,200,000	3,600,000
<b>Net Cash (after capital and debt service)</b>	<b>2,226,303</b>	<b>266,768</b>	<b>2,493,071</b>



## FY22 Departmental Budget

	Field Ops	Communications	Fleet	Ops Support	Clinical Education	Special Operations	Patient Bus. Services	IT	Facilities	Administration	Finance & HR	Public Affairs	Consolidated
<b>Total Compensation &amp; Prof. Development</b>	32,233,766	4,097,200	981,654	1,839,908	927,914	126,820	2,555,222	655,330	161,360	1,762,331	858,459	273,171	46,473,134
<b>Total Professional &amp; Contracted Services</b>	-	29,400	-	1,363,557	15,500	3,000	489,500	259,548	-	406,008	118,000	-	2,684,513
<b>Total Supplies</b>	6,098,200	12,408	44,879	13,600	51,900	30,450	9,900	162,000	68,000	50,400	3,240	1,600	6,546,577
<b>Total Repairs &amp; Maintenance</b>	-	84,974	1,566,763	591,965	12,500	3,650	114,230	96,400	196,356	7,600	-	-	2,674,438
<b>Total Rent and Utilities</b>	183,480	-	-	159,766				658,591	488,768	49,980	-	-	1,540,585
<b>Total Risk Management</b>	-	1,650		2,205,436	10,000		-	-	78,000	435,900	88,800	-	2,819,786
<b>Total Public Relations</b>	-											168,560	168,560
<b>Total Other Expenses</b>	-	117,504	6,500	799,149	49,784		261,100	390,545	-	173,215	93,300	1,200	1,892,297
<b>Total Operating Expenses</b>	<b>38,515,446</b>	<b>4,343,136</b>	<b>2,599,796</b>	<b>6,973,381</b>	<b>1,067,598</b>	<b>163,920</b>	<b>3,429,952</b>	<b>2,222,414</b>	<b>992,484</b>	<b>2,885,434</b>	<b>1,161,799</b>	<b>444,531</b>	<b>64,799,890</b>