City of Pasco



Ambulance Utility Cost of Service and Rate Study

November 2015

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November 18, 2015

Robert Gear, Fire Chief

Pasco Fire Department

310 N. Oregon Street

Pasco, WA 99301

Subject: Ambulance Cost of Service and Rate Study

Dear Chief Gear:

Attached is our final report on the results of our Ambulance Cost of Service and Rate Study. We want to thank you and all the City staff for their assistance and participation in helping us gather information for the study. If you have any questions, please feel free to contact me at (425) 867 -1802 extension 228.

Sincerely,

Peter Moy Christine Elting

Principal Analyst

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CHAPTER I: INTRODUCTION

To ensure ambulance utility rates sufficiently cover the cost of providing ambulance and emergency medical services (EMS), the City of Pasco is reviewing its cost of service and the rates. The City has not conducted a recent cost of service study, and the City wants to determine what rates are needed to fully support the cost of providing its services . About 79% of the City’s call volume is related to EMS, while only 21% are associated with fires, hazardous materials, technical rescues, and fire

safety activities. The City’s 2015 budget for the Fire Department is supported 60% by the General

Fund and 40% by ambulance related revenues. The 2014 call volume was 4,725, and the number of calls is expected to increase to 5,906 calls by 2019. To meet this demand and improve its response times, the Fire Department is anticipating adding an engine company at Station 84. To help the City understand the impacts of adding another engine company and increased incidents, a five year forecast was also developed.

AMBULANCE UTILITY LEGISLATION

The Revised Code of Washington (RCW) Section 35.21.766 gives all cities and towns the authority to establish an ambulance service to be operated as a public utility. This includes the a uthority for a City Council to set and collect rates and charges for regulating, operating , and maintaining an ambulance utility. It also identifies the policies with regard to classifying costs and setting rates for an ambulance utility.

In July 2011 the Washington State Legislature amended RCW 35.21.766 by eliminating the requirement that the General Fund continue to provide support to ambulance utilities at 70% of the May 2004 funding level. As a result, cities now have more freedom to decide how much su pport their General Fund will provide to their ambulance utility. However, a city must do the following before implementing the additional support:

 Hold a public hearing, preceded by at least 30 days notice provided in each ratepayer’s utility

bill.

 During the public hearing, allow for public comment and present the following information:

 The utility’s most recent cost of service study,

 A summary of the utility’s current revenues sources ,

 A proposed budget reflecting the reduced allocation of General Fund revenues,

 Any proposed changes to utility rates, and

 Any anticipated impact to the utility’s level of service .

According to RCW 35.21.766, a cost of service study is required to identify the total cost necessary to regulate, operate, and maintain the ambulance utility. FCS GROUP was engaged by the City to develop a cost of service study and the related ambulance utility rates. FCS GROUP’s scope of work included:

 Reviewing and analyzing fire department and ambulance costs and workload data,

 Developing the cost of service framework and establishing the cost of service for fire and emergency medical services,

 Establishing and identifying customer classes and cost allocation methods for the ambulance utility,

 Calculating availability and demand rates for each cus tomer class, consistent with RCW

35.21.766, and

 Developing a five year forecast identifying the impacts of an additional engine company on the ambulance utility rates.

To accomplish the scope of work, FCS GROUP worked with City staff members in analyzing t he cost of service, EMS response data, and customer class data. We want to thank all the City staff that participated and assisted us in gathering and analyzing the data.

THE PASCO FIRE DEPARTMENT

The mission of the Pasco Fire Department is to make the best use of department resources to provide the Pasco community with effective mitigation of fire, rescue, hazardous materials and medical emergencies with compassion, integrity, and respect for its citizens. The department operates out of three stations dispersed throughout the City and employs 49 career firefighters.

The Department’s Operations Division is comp osed of three shifts that work an alternating schedule of 24 hour shifts. The Division includes four battalion chiefs, six captains, three paramedic captains, one lieutenant/paramedic, two lieutenants, eighteen firefighter/paramedics, and eighteen firefighters. The Operations Division of the Pasco Fire Department is responsible for emergency medical

services, fire suppression, mitigation of disasters, and rescue activities. Three specialized units within the Operations Division include the Hazardous Materials Response Team, Technical Rescue Team,

and Aircraft Rescue Firefighting (ARFF) duties at the Tri -Cities Airport.

The City currently budgets its Fire Department costs in the General Fund and in its Ambulance Fund. The 2015 budget for the Fire Department is displayed below in Exhibit 1. The total combined cost of providing fire and EMS services was $9,612,925.

**Exhibit 1**

**2015 General Fund and Ambulance Fund Budget**

|  |  |  |  |
| --- | --- | --- | --- |
| **Expense Category** | **General Fund** | **Ambulance Fund** | **Total** |
| Personnel | $4877,115 | $2,386,975 | $7,264,090 |
| Supplies & Services | $912,976 | $1,388,338 | $2,301,314 |
| Capital | $7,521 | $40,000 | $47,521 |
| **Total** | **$5,797,612** | **$3,815,313** | **$9,612,925** |

Exhibit 2 displays the expenditure history of the Fire Department for fire and EMS services over the past five years separated into the General Fund and the Ambulance Fund.

$10,000,000

$9,000,000

$8,000,000

$7,000,000

$6,000,000

$5,000,000

$4,000,000

$3,000,000

$2,000,000

$1,000,000

$-

**Exhibit 2**

**Fire Department Expenditure History**

2010 Actual 2011 Actual 2012 Actual 2013 Actual 2014 Budget

General Fund Ambulance Fund

Call Volume History

As previously mentioned, the Pasco Fire Department responded to a total of 4,725 emergency incidents in 2014 that included 3,715 EMS incidents. Exhibit 3 displays the City’s call volume history since 2007. Total and EMS calls have grown more than an 80% since 2007.

**Exhibit 3**

**Call Volume History**

5000

4500

3856 3807

4234

4399 4331

4725

4000

3500

3000

2500

2000

2536

2018

3546

2774

3005 3016

3337 3474

3594 3715

Total Calls

EMS

1500

1000

500

0

2007 2008 2009 2010 2011 2012 2013 2014

Source: City of Pasco Ambulance Utility Review PowerPoint Presentation and Revised Incident Forecast

The following chapters discuss and analyze the City’s cost of service and ambulance rates and forecast

the future rate impacts of adding an engine company.

CHAPTER II: COST OF SERVICE ANALYSIS

As noted in Chapter I, the Pasco Fire Department operates as an integrated fire and EMS department, and the station personnel respond to both types of incidents. To determine the cost of service, the Department’s costs must be divided between fire and ambulance/EMS activities. To establish the cost of service of fire and ambulance/EMS services, several cost allocation steps were used. The

allocation process consisted of the following steps.

 Allocating the costs within the 2015 General Fund and Ambulance Fund budgets between those related to fire services and ambulance/EMS services,

 Dividing the ambulance costs between availability and demand costs, and

 Determining City ambulance/EMS costs versus Out of City ambulance/EMS costs.

Exhibit 4 shows the framework for the overall allocation process to determine the cost of service for ambulance services. The amounts shown at each step represent the allocated costs.

**Exhibit 4**

**2015 Cost of Service Framework**

General Fund

$5,797,612

Ambulance Fund

$3,815,313

Total Fire

**Calculate**

**Total Costs**

Department Costs

$9,612,925

Fire



**Admin/EMS/Fire**

**Allocation**

$2,578,238

Ambulance/EMS

$7,034,687

City Availability

**Availability/ Demand**

**Allocation**

$6,244,899

City Demand

$707,657

Out of City Cost

$82,131

KEY ASSUMPTIONS

The first step in determining the cost of service analyzed the 2015 General Fund and Ambulance Fund budgets to determine the total costs of providing fire and EMS/ambulance services. To establish costs for these categories, the following sections discuss the assumptions and allocation

factors that were used to allocate costs between fire and ambulance services and between availability and demand for In City and Out of City services.

Labor Costs

The City budgets for fire and suppression personnel costs in the General Fund and paramedic personnel costs in the Ambulance Fund. Total combined personnel costs were provided by City staff for each full-time position. The staff costs were allocated between fire and E MS based on the time spent responding to fire and EMS emergency calls. Based on the calculations and assumptions described below, 16% of the labor costs were allocated to fire and 84% to EMS.

The time spent on fire and EMS calls was calculated by estimatin g the total time spent on calls and stand-by time for each activity.

 The City provided time data for each engine, medic unit, or apparatus that responded to emergency calls in 2014. Under the assumption that two people are on each engine and medic unit, the total time they are out on call and are unavailable to respond to another call for service is calculated as demand time.

 The remaining time is considered as stand-by or availability time, which represents the time staff is waiting and available to respond to a call for either fire or ambulance/EMS services. Any time that a firefighter, paramedic, or battalion chief is not responding to a call is considered availability time.

 For other programs and resources that were not related to the station staffing, the costs were allocated to either fire or EMS depending on the program’s purpose. For example, all costs related to fire prevention were allocated to fire services.

Supplies, Services, and Other Costs

 All administration costs were allocated based on the fire and EMS demand time assuming that the costs should be proportionate to the Department’s demand time.

 The supplies, services, and other costs under fire suppression, Hazmat, ARF Service, and

Emergency Tech Rescue were all allocated to fire.

 The supplies and services in the ambulance budget were allocated only to EMS.

 The ambulance training and fire training costs were allocated to EMS and fire, respectively.

 Facility costs were allocated based on square footage use for fire or ambulance/EMS and common and administrative spaces were split evenly between the two.

Revenues

To allocate and forecast the revenues associated with the City’s ambulance/EMS services, RCW

35.21.766 requires that only revenues received through direct billing to the individual user of the ambulance service are allocated to the demand related costs.

 All transport fees, mileage fees, non-transport med service fees, and Medicare and Medicaid discounts were used to offset demand cost.

 Miscellaneous revenues and the Department of Health Gr ant were allocated to offset availability cost.

 Based on the number of Out of City transports, the transport revenues were assumed to be non- resident and were subtracted from the budgeted In City transport revenues. The Co unty Fire District and Contract Ambulance Services revenues were considered Out of City revenue and allocated to Out of City availability. Any positive net revenue from mutual aid transports was added back to the In City transport revenues.

AMBULANCE AVAILABILITY AND DEMAND COSTS

The costs listed in the ambulance/EMS category represent the costs of the City for providing ambulance services both inside City limits and outside City limits. Once these ambulance costs were identified, they were then divided between availability and demand costs . According to RCW

35.21.766, availability costs are attributable to the basic infrastructure needed to respond to a single call for service and may include dispatch, labor, training, equipment, patient care supplies, and

equipment maintenance costs, while demand costs are attributable to the burden placed on the

ambulance service by individual calls, such as those associated with the frequency of calls or the distance from hospitals.

To determine availability and demand costs, the following assumptions and allocation factors were used.

 The 2014 ratio of total time spent responding to calls compared to stand-by time for ambulance/EMS calls was used to allocate the personnel costs of responding firefighters and paramedics. This availability demand ratio was f urther split into City and Out of City availability and demand and resulted in 83% City availability, City 7% demand, 9% availability for Out of City, and 1% demand for Out of City.

 Administrative EMS costs were all allocated to availability since they do not respond to emergency calls.

 Training costs were allocated to availability since they were trained during time not spent responding to EMS calls.

Based on the above assumptions, the total ambulance/EMS costs were $7,034,687 representing 73% of the total Department costs. The total City ambulance/EMS costs were 6,952,555. City availability costs were $5,595,483, while City demand costs were $707,657. Out of City availability costs were

$649,416, while demand costs were $82,131. Because the Department is responding to Out of City calls usually as mutual aid, the total City costs include all Out of City availability costs, which

increases the City’s availability total to $6,244,899. The spreadsheets showing how costs were assigned to the availability and demand categories can be found in Appendix A.

The City currently has contracts and receives payment from North Franklin County Hospital and Walla Walla #5 for their EMS services. Exhibit 5 displays the proportion of Out of City costs per jurisdiction based on percentage of incidents the City transported. The transport revenues displayed were calculated based on the proportion of transports in each jurisdiction and the overall average reimbursement per call ($393).

**Exhibit 5**

**2015 Estimated Out of City Cost of Service**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Kennewick | North County | Richland | Other | Walla Walla #5 | Total |
| **Costs per Jurisdiction** | **$ 291,571** | **$ 85,551** | **$ 111,740** | **$ 195,545** | **$ 47,140** | **$ 731,547** |
| Availability Cost | $ 258,836 | $ 75,946 | $ 99,195 | $ 173,591 | $ 41,848 | $ 649,416 |
| Demand Cost | $ 32,735 | $ 9,605 | $ 12,545 | $ 21,954 | $ 5,292 | $ 82,131 |
| **Revenue per Jurisdiction** |  |  |  |  |  |  |
| What they paid |  | 600 |  |  | 25,000 | 25,600 |
| Transport revenues | 77,388 | 22,707 | 29,658 | 51,901 | 12,512 | 194,165 |
| **Net Cost of Service** | $ 214,183 | $ 62,244 | $ 82,082 | $ 143,644 | $ 9,628 | $ 511,782 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Average Cost per Transport** |  | $ 1,746 |  |  | $ 1,746 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Transports Per Jurisdiction | Kennewick | North County | Richland | Other | Walla Walla #5 | Total |
| # in 2014 | 167 49 64 112 27 | | | | | 419 |
| Percentage | 40% | 12% | 15% | 27% | 6% | 100% |

North Franklin County Hospital currently pays $600 for assistance from the City, but has a combined availability and demand cost of $85,551. Walla Walla #5 is paying for more than their demand costs, but is still not fully recovering their total cost of service.

The average cost per Out of City transport is $1,746 for North Franklin County Hospital and Walla Walla #5. The combined In City and Out of City availability costs are $6,244,899 and the In City demand costs are $707,657. Based on the customer class incident data of 3,579 incidents in 2014, the average In City availability and demand cost per incident is shown in Exhibit 6. The per incident cost within the City is slightly higher because the Out of City availability costs are includ ed in the costs. The average cost per incident for In City incidents is $1,943, and currently, the average transport fee and utility rate revenue only support $952 of the cost. This is about a 49% cost recovery per incident.

**Exhibit 6**

**2015 Average In City Cost per Incident**

$2,500

$2,000

**$1,943 $1,943**

**Demand**

$1,500

$1,000

$500

$-

**Availability**

**$1,745**

**General Fund and**

**Other Revenue**

**$991**

**Rate Revenue**

**$559**

**Average**

**Transport Fee**

**$393**

**In City Cost Revenue Sources**

CHAPTER III: RATE ANALYSIS

Once the availability and demand costs were identified, the next step was to determine the availability and demand rates. RCW 35.21.766 establishes the following rate policies.

 Availability costs must be uniformly applied across user classifications,

 Demand costs must be based on each user classification’s burden on the utility,

 The costs for exemptions or reductions are a general expense of the utility and are designated as an availability cost to be spread uniformly across the utility user classifications,

 Medicaid eligible persons who reside in a nursing home, boarding home or adult family home, or who receive in-home services are exempt, and

 Designated classes consistent with Article VIII, section 7 of the s tate Constitution may be exempt from or have reduced rates.

CUSTOMER CLASSES

To determine the rates, the total number of customers in the City also had to be identified. FCS GROUP first worked with the City to identify the various classes that the City uses to classify its current ambulance utility customers. Next, the City provided the total number of existing ambulance accounts and billing units per account classified by single family, multi-family, commercial/business, nursing homes, public, and miscellaneous. It should be noted that not all the nursing/care facilities were included in the City’s existing account data. The City determined to treat each nursing home as one billing unit and keep them listed in their current billing category.

Exhibit 7 shows the customer classes and the corresponding number of accounts. Since the nursing homes are billed as a single unit rather than by individual customers, we are assuming no Medicaid accounts.

**Exhibit 7**

**Number of Billing Units by Customer Class**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Customer Class** | **Regular** | **Percent of Billing**  **Units** | **Medicaid** | **Percent of Medicaid Billing Units** | **Total Billing**  **Units** | **Percent of Total Billing Units** |
| Single Family | 15,793 | 69% |  | 0% | 15,793 | 69% |
| Multi-Family | 5,768 | 25% |  | 0% | 5,768 | 25% |
| Commercial/Business | 1,211 | 5% |  | 0% | 1,211 | 5% |
| Public | 68 | 0.3% |  | 0% | 68 | 0% |
| **Total** | **22,840** | **100%** | **-** | **0%** | **22,840** | **100%** |

In addition to the number of billing units, the number of City EMS responses by customer class was provided by the City for 2014. Exhibit 8 shows a breakdown of the 3,579 City EMS responses based on the customer class incident data. The Medicaid calls were estimated from the total nursing home calls based on the percentage of Medicaid billing units in those facilities.

**Exhibit 8**

**Number of Responses by Customer Class**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Customer Class** | **Pasco Regular**  **Calls** | **Percentage of**  **Regular Calls** | **Pasco Medicaid**  **Calls** | **Percentage of**  **Medicaid Calls** | **Total** | **Percentage of**  **Total Calls** |
| Single Family | 1362 | 39% |  | 0% | 1,362 | 38% |
| Multi-Family | 815 | 24% |  | 0% | 815 | 23% |
| Commercial/Business | 577 | 17% |  | 0% | 577 | 16% |
| Nursing Homes | 109 | 3% | 114 | 100% | 223 | 6% |
| Public | 541 | 16% |  | 0% | 541 | 15% |
| Miscellaneous | 61 | 2% |  | 0% | 61 | 2% |
| **Total** | **3,465** | **100%** | **114** | **100%** | **3,579** | **100%** |

AVAILABILITY AND DEMAND COSTS

The law requires that revenues such as ambulance charges and gran ts be subtracted from the revenue needed for the ambulance utility. The 2015 budget included ambulance transport fee revenues as well as fees for non-transport medical service, Medicare and Medicaid discounts, a state grant, and miscellaneous revenues. To calculate the cost that can be recovered from rates, these revenues were subtracted from the availability and demand costs as identified and discussed above in Chapter II.

Because the Out of City responses are for mutual aid and not a result of contracts f or services, the

$649,416 calculated for Out of City availability costs is absorbed by the City. This assumption results in Out of City revenues being larger than Out of City demand costs by $137,633. These

additional revenues are used to help offset the C ity’s availability costs. Because the transport fee revenue was greater than the City’s $707,657 in demand costs, there are no demand related costs and

the remaining net costs of $5,790,137 are all availability costs. Exhibit 9 shows the details of this calculation.

**Exhibit 9**

**Adjusted 2015 Availability and Demand Costs**

|  |  |  |  |
| --- | --- | --- | --- |
| **Ambulance Utility Revenue Requirement** | **Availability** | **Demand** | **Total** |
| Annual In City Cost | $ 6,244,899 | $ 707,657 | $ 6,952,555 |
|  |  |  |  |
| **Offsetting Revenues** | **Availability** | **Demand** | **Total** |
| NonTransport Med Service |  | $ 25,000 | $ 25,000 |
| Transport Fee - Resident |  | $ 1,475,000 | $ 1,475,000 |
| Transport Fee - NonResident |  | $ 235,333 | $ 235,333 |
| Mileage Fees |  | $ 150,502 | $ 150,502 |
| Medicare Discounts |  | $ (395,000) | $ (395,000) |
| Medicaid/DSHS Discounts |  | $ (463,000) | $ (463,000) |
| Net Out of City Revenue |  | $ 137,633 | $ 137,633 |
| Misc Amb Discounts | $ (5,000) |  | $ (5,000) |
| AR & Collection Interest | $ 750 |  | $ 750 |
| Miscellaneous Revenues |  |  | $ - |
| General Fund Subsidy |  |  | $ - |
| State Grant Dept Health | $ 1,200 |  | $ 1,200 |
| **Total Revenues** | $ (3,050) | $ 1,165,469 | $ 1,162,419 |
|  |  |  |  |
| **Adjusted Cost** | $ 6,247,949 | $ (457,812) | **$ 5,790,137** |

Based on the net ambulance utility costs of $5,790,137 and 22,840 regular billing units, the ambulance rate per unit is $253.51 a year, or $21.13 a month as shown below in Exhibit 10. This represents a 173% increase over the current rate of $93.00 a year, or $7.75 a month.

**Exhibit 10**

**Monthly Ambulance Utility Rate Comparison**

|  |  |  |  |
| --- | --- | --- | --- |
| **Rate Schedule** | **2015**  **Existing** | **2015 Calculated** | **% Increase** |
| Single Family | $7.75 | $ 21.13 | 173% |
| Multi-Family | $7.75 | $ 21.13 | 173% |
| Commercial/Business | $7.75 | $ 21.13 | 173% |
| Nursing Homes | $7.75 | $ 21.13 | 173% |
| Public | $7.75 | $ 21.13 | 173% |

RATE COMPARISONS

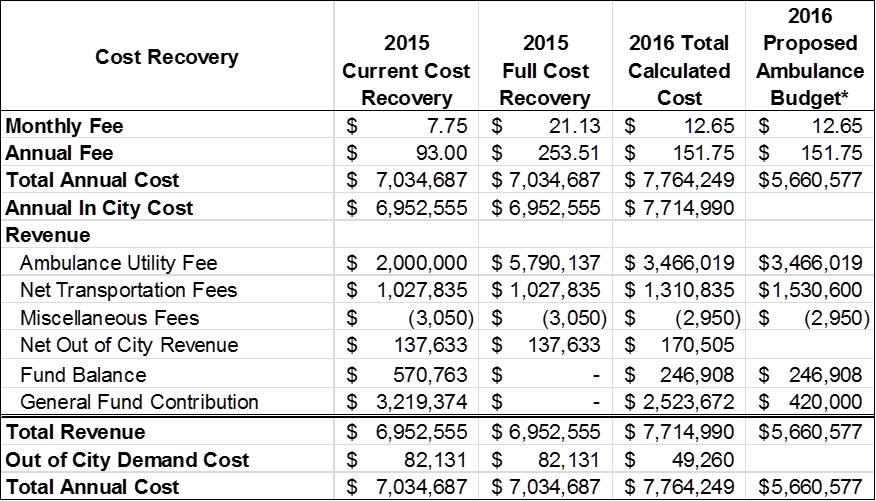
The City’s current rate structure requires a contribution from the General Fund to support the ambulance cost of service. The rates calculated in Exhibit 10 are based on full cost recovery, meaning the ambulance utility rates along with transportation revenues will recover the total EMS

cost of service without support from the General Fund. Because the rates significantly increase based on the cost of service analysis, the City has proposed a 2016 increase that is less than full cost

recovery. Exhibit 11 presents the proposed rate increase for 2016 with the corresponding General

Fund contribution and savings in comparison to the current budget and the combined 2016 budget.

**Exhibit 11**

**Ambulance Rate Comparisons**

\*Represents proposed 2016 Ambulance Fund budget

In the 2015 budget, expected revenue was $3,244,550 in the Ambulance Fund. This is $570,763 lower than the budgeted expenses of $3,815,313 suggesting support from Ambulance Fund’s fund

balance. The 2016 proposed rate indicates that even with the increase in EMS costs in the 2016 budget, there will be a General Fund savings of $695,702 compared to the current budget. With a rate of $12.65 per month, 33% of total EMS costs will still be subsidized by the General Fund as an interfund contribution to the Ambulance Fund and as part of the General Fund Fire budget.

RATE AND ACCOUNT IMPLEMENTATION ISSUES

During our review of the account classifications and discussions with the City and Department staff, there were a number of issues that the City might want to address concerning equity in how the monthly rate is charged. These issues include the following:

 According to the City, it currently exempts nursing homes from paying the monthly ambulance rate because the City says that it has exempted both Medicare and Medicaid patients. RCW

35.721.766 only provides for an exemption for persons who are Medicaid eligible and who reside

in a nursing facility, assisted living facility, adult family home, or receive in -home services. The legislation does not exempt Medicare patients. Because nursing homes, assisted living, and other types of care facilities generally have a high number of calls relative to the number of people served, the City might not want to exempt all such facilities from the monthly fee . In some cities, the rate is charged for each non-Medicaid patient or client. The City should review whether such an exemption is still warranted, and if not, the City’s municipal c ode and its definitions should be reviewed to determine whether any changes should be made to the code.

 Another issue that is often discussed is how commercial, industrial, and other businesses and properties should pay and whether how the rate charged is equitable. Some considerations include the following:

 Should a large business pay the same as a small business and a single family residence and should a property owner with several businesses on a property (e.g. a strip mall) pay the same as a property with one business on the property?

 Should hotels and motels pay a single monthly fee like businesses or should they pay the monthly rate on per unit basis?

 The City already makes a distinction for multi-family residences and counts each multi- family unit as a separate billing unit.

Some cities have addressed these issues by charging the rate on per business basis using their business license data to help identify the businesses. Another city charges businesses based on the number of equivalent residential units which is calculated by dividing the number of employees by the average household size in the city. In a city with many hotels, the number of billing units for hotels is based on the average number of units occupied in the previous year.

Any change in how the City addresses these issues can increase the number of billing units, and as a result, the rate can be lowered because the costs are spread across more billing units. T hese changes, however, primarily affect rates paid by businesses.

CHAPTER IV: FIVE YEAR FORECAST

As part of this study, the City wanted to identify the impacts of adding an engine company and responding to an increased number of EMS incidents over the next five years. City staff provided projected incidents for 2019 as well as the costs and response data associated with adding an engine company at Station 84. Using 2015 as the base year, the expected costs and revenues of providing ambulance/EMS services for 2016-2019 were forecasted. The following assumptions were made to create the forecast:

 City incident growth is evenly spread over the next five years .

 Out of City incidents will stay constant over the next five years.

 Using the most recent forecast from the Washington State Economic and Revenue Forecast Council, personnel costs will inflate according to the Seattle Non -farm Annual Wage Index by an average of 3.7%.

 All other costs will inflate by an average of 2.0% based on the Seattle CPI forecast from the

Washington State Economic and Revenue Forecast Council .

 Two customer account growth rate scenarios were analyzed:

 Under the OFM Growth Rate scenario, single family and multi -family accounts will grow at the average housing growth over the past five years for Franklin County as determined by the Office of Financial Management (April 2015). Single family will grow at 3.1% and multi - family at 2.4%.

 Under the 1% Growth Rate scenario used in the City’s utility rate study, both single family and multi-family accounts will grow at only 1% per year.

 All Out of City transport revenues are considered Non -Resident, and are calculated using the average reimbursement per call ($393).

 Projected In City transport revenues are calculated assuming 27% of transports are Medicaid.

 The City will pay for all Out of City availability costs .

 Availability and demand costs across jurisdictions are based on their perc entage of transports: Kennewick-40%, North County-12%, Richland-15%, and Other-33%.

 The additional engine company at Station 84 is planned for in 2017 with a staffing complement of three captains, three firefighters and three paramedics. The City has forecasted that this additional engine company would respond to 19% of the existing incidents.

 Under HB 2007 legislation, it is assumed that starting the last quarter of 2016 Medicaid reimbursements are going to increase from $168 to the same payment amount as Medicare ($431).

 The collection percentage for new accounts will be equivalent to the current 95% collection rate. Given the actual EMS and fire incident numbers for 2014, projected 2015 and 2016 incident

numbers, and projected incident growth for 2019, the growth was evenly spread over t he forecasted years. Exhibit 12 presents the Fire Department’s estimated number of incidents for each year.

6000

5000

4000

4,725

3,715

**Exhibit 12**

**Projected Incident Growth**

5,523 5,651 5,778 5,906

5,114

4,404 4,484 4,564 4,644

4,040

3000

2000

1000

1,010 1,074 1,119 1,167 1,214 1,262

0

2014 2015 2016 2017 2018 2019

EMS Fire Total

With the additional engine company at Station 84, the distribution of incidents per station will be affected. Exhibit 13 shows the distribution of 2014 incidents per station compared to what it might be with the addition of another engine company at Station 84. The majority of Station 84’s responses would be for incidents previously responded to by Station 82.

**Exhibit 13**

**Redistribution of 2014 Incidents with Station 84**

1,800

1,600

1,400

1,200

1,000

800

600

400

200

0

1,526

1,520

1,429

775

1,560

1,528

692

Station 81 Station 82 Station 83 Station 84

Before Addition After Addition

Of the total EMS incidents, 76% of the incidents are expected to need ambulance transportation each year, and 27% of these transports will be Medicaid customers. Beginning the last quarter of 2016 with an increase in Medicaid payments to $431, transport revenue per year starting in 2017 is

expected to increase by about $250,000. Conversely, the added engine company at Station 84 in 2017 leads to a large increase in costs with the addition of personnel, supplies, and facility costs. Exhibit

14 shows these forecasted expenditures and revenues from 2015 through 2019 assuming full cost recovery for ambulance/EMS services. The General Fund is only used to cover fire associated costs.

**Exhibit 14**

**Projected Expenditures and Revenues Based on Full Cost Recovery**

$14,000,000

$12,000,000

$10,000,000

$8,000,000

**$2,578,238 $2,578,238**

**$3,393,846 $3,393,846**

**$3,742,612**

**$3,742,612**

**$3,897,146**

**$3,897,146**

**$4,061,179**

**$4,061,179**

$6,000,000

$4,000,000

**$7,034,687 $7,034,687**

**$7,781,618 $7,781,618**

**$8,911,507 $9,354,893**

**$9,192,875 $9,652,519**

**$9,495,797**

**$9,970,587**

$2,000,000

$-

2015 2016 2017 2018 2019

EMS Cost Fire Cost Rate & Transport Revenues General Fund Contribution

To ensure full cost recovery under the assumption that the collection factor for rates is 95%, 5% of the revenues were added back into the total costs as bad debts before the rates were calculated. Therefore, the rate revenues shown above are 5% higher than actually expected assuming 100% payment, but if the City only collects 95% of the ambulance utility fees, it will still achieve full cost recovery.

In comparison, the City 2016 budget projects the General Fund contribution to be 7% of the Ambulance Fund. Assuming the City will continue this level of funding, Exhibit 15 displays the forecasted expenditures and revenues with the General Fund partially subsidizing ambulance /EMS services in the Ambulance Fund.

**Exhibit 15**

**Projected Expenditures and Revenues Based on Proposed General Fund Contribution**

$14,000,000

$12,000,000

$10,000,000

$8,000,000

**$2,578,238**

**$3,393,846**

**$2,578,238 $6,198,464**

**$3,742,612**

**$6,976,205**

**$3,897,146**

**$7,220,849**

**$4,061,179**

**$7,483,586**

$6,000,000

$4,000,000

$2,000,000

**$7,034,687**

**$7,034,687**

**$7,781,618**

**$4,977,001**

**$8,911,507 $9,192,875 $9,495,797**

**$6,121,299 $6,328,816 $6,548,180**

$-

2015 2016 2017 2018 2019

EMS Cost Fire Cost Rate & Transport Revenues General Fund Contribution

As previously mentioned, two rate scenarios were used to account for different growth rates. The OFM average housing growth over the past five years was 3.1% for single family and 2.4% for multi - family. A more conservative growth rate of 1% was also considered because it is the assumed growth rate for utilities in the City. With lower customer account growth, the rate per customer will increase annually. With the addition of another engine company, there is a dramatic increase in rates between

2016 and 2017. Exhibit 16 displays the forecasted monthly rates under the two growth scenarios with full cost recovery, as well as the forecasted monthly rates assuming the 2016 proposed Ambulance

Fund and the General Fund contribution to the Fund.

**Exhibit 16**

**Comparison of the 2015-2019 Forecasted Monthly Rates Based on Full Cost Recovery and Based on the Proposed 2016 Ambulance Fund Budget**

$35.00

$30.00

$25.00

$20.00

$15.00

**$21.13**

**$22.21**

**$22.60**

**$26.65**

**$27.61**

**$26.84**

**$28.31**

**$27.06**

**$29.06**

$10.00

$5.00

**$7.75**

$-

2015 2016 2017 2018 2019

OFM Account Growth - Full Cost

1% Account Growth - Full Cost

1% Account Growth - Ambulance Fund Based on 2016 Proposed Budget

With the added engine company, the monthly ambulance utility rate based on full cost recovery in

2017 increases about $5 per month compared to the calculated 2016 rate and more than $19 per month than the current rate, which means that the annual cost for full cost recovery increases from

the existing $93 to $266 to $322. In comparison, the proposed 2016 budget rate assumes the General

Fund will subsidize the Ambulance Fund at a rate of 7% with 1% account growth annually. The forecasted rates are about $10 lower each month. It should be noted that while the General Fund is only subsidizing 7% of the Ambulance Fund under this scenario, it will be subsidizing another

$3,233,593 from the Fire General Fund in 2017 to pay for the full EMS cost of service of $9,354,893 with a 95% collection factor. If the City decides to fully recover all costs through the ambulance

utility rates or to partially subsidize the ambulance utility as it currently does, the future forecasted rates and costs might change. With such large increases from the current rate to 2015’s calculated

full cost recovery rate to 2016’s forecasted rate, the City might experience an increase in the

percentage of non-payments from the current five percent to a higher percentage. If a higher non - payment percentage occurs, the City would have to increase its rates further to offset the higher non - payment rate. However, the City could develop a policy to recover all costs by 2019 or later and reduce the subsidy each year over the next four to five years or it could continue to subsidize a percentage of the costs with General Fund support rather than changing to a full cost recovery policy such as proposed in the 2016 Ambulance Fund budget.

APPENDIX A: COST OF SERVICE ANALYSIS

DETAILS



**General Fund**

**Availability**

**Demand**

**Availability**

**Demand**

**Prog 150 - FD Admin 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages

Wages - Overtime Social Security State Retirement

Life Vision Worker Comp I/F Medical Vision Prem I/F Dental Premium

O&M Supplies

Clothing Uniforms

Dues Subscription Memberships Train Registration Tuition Lodging Meals Miles Airfare Professional Services

R&M Service Contracts Vehicle Equip Other Rentals Telephone Cell Pagers

Internet Web Communications Insurance Premiums & Claims I/F ER Replacement

I/F ER O&M I/F ER Fuel

**FD Admin Budget Total:**

$ 84,560 Allocated Time

$ 503 Allocated Time

$ 2,751 Allocated Time

$ 2,607 Allocated Time

$ 360 Allocated Time

$ 13,338 Allocated Time

$ 1,252 Allocated Time

$ 1,000 Allocated Time

$ 500 Allocated Time

$ 4,200 Allocated Time

$ 500 Allocated Time

$ 1,000 Allocated Time

$ 884 Allocated Time

$ 250 Allocated Time

$ 5,100 Allocated Time

$ 1,080 Allocated Time

$ 2,925 Allocated Time

$ 810 Allocated Time

$ 1,995 Allocated Time

$ 2,308 Allocated Time

$ 985 Allocated Time

**$ 128,908**

$ 13,510

$ 80

$ 440

$ 417

$ 58

$ 2,131

$ 200

$ 160

$ 80

$ 671

$ 80

$ 160

$ 141

$ 40

$ 815

$ 173

$ 467

$ 129

$ 319

$ 369

$ 157

$ -

**$ 20,596**

$ 71,050

$ 423

$ 2,311

$ 2,190

$ 302

$ 11,207

$ 1,052

$ 840

$ 420

$ 3,529

$ 420

$ 840

$ 743

$ 210

$ 4,285

$ 907

$ 2,458

$ 681

$ 1,676

$ 1,939

$ 828

-

**$ 108,312**

$ 84,560 All to Availability

$ 503 All to Availability

$ 2,751 All to Availability

$ 2,607 All to Availability

$ 360 All to Availability

$ 13,338 All to Availability

$ 1,252 All to Availability

$ 1,000 All to Availability

$ 500 All to Availability

$ 4,200 All to Availability

$ 500 All to Availability

$ 1,000 All to Availability

$ 884 All to Availability

$ 250 All to Availability

$ 5,100 All to Availability

$ 1,080 All to Availability

$ 2,925 All to Availability

$ 810 All to Availability

$ 1,995 All to Availability

$ 2,308 All to Availability

$ 985 All to Availability

**$ 128,908**

$ 63,661 $

$ 379 $

$ 2,071 $

$ 1,963 $

$ 271 $

$ 10,042 $

$ 943 $

$ 753 $

$ 376 $

$ 3,162 $

$ 376 $

$ 753 $

$ 666 $

$ 188 $

$ 3,840 $

$ 813 $

$ 2,202 $

$ 610 $

$ 1,502 $

$ 1,738 $

$ 742 $

**$ 97,048 $**

- $ 7,389 $

- $ 44 $

- $ 240 $

- $ 228 $

- $ 31 $

- $ 1,165 $

- $ 109 $

- $ 87 $

- $ 44 $

- $ 367 $

- $ 44 $

- $ 87 $

- $ 77 $

- $ 22 $

- $ 446 $

- $ 94 $

- $ 256 $

- $ 71 $

- $ 174 $

- $ 202 $

- $ 86 $

**- $ 11,264 $**

- $ 71,050

- $ 423

- $ 2,311

- $ 2,190

- $ 302

- $ 11,207

- $ 1,052

- $ 840

- $ 420

- $ 3,529

- $ 420

- $ 840

- $ 743

- $ 210

- $ 4,285

- $ 907

- $ 2,458

- $ 681

- $ 1,676

- $ 1,939

- $ 828

**- $ 108,312**

**Availability**

**Demand**

**Availability**

**Demand**

**Prog 151 - Suppression 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages

$ 2,581,830 Allocated Time

$ 412,506

$ 2,169,324

$ 2,581,830 Availability Demand Ratio $

1,793,689

$ 150,044

$ 208,177 $

17,414

$ 2,169,324

Wages - Overtime

$ 219,638 Allocated Time

$ 35,092 $

184,546 $

219,638 Availability Demand Ratio $

152,590

$ 12,764 $

17,710 $

1,481 $

184,546

Holiday Pay Call Out Pay Upgrade pay

$ 149,892 Allocated Time

$ 7,200 Allocated Time

$ 6,200 Allocated Time

$ 23,949 $

$ 1,150 $

$ 991 $

125,943 $

6,050 $

5,209 $

149,892 Availability Demand Ratio $

7,200 Availability Demand Ratio $

6,200 Availability Demand Ratio $

104,135 $

5,002 $

4,307 $

8,711 $

418 $

360 $

12,086 $

581 $

500 $

1,011 $

49 $

42 $

125,943

6,050

5,209

Reimb Wages Jury Duty L&I Allocated Time

$ - $ - $ -

$ - $ - $ - $

- $ -

Social Security

State Retirement

Life Vision Worker Comp

$ 41,452 Allocated Time

$ 167,687 Allocated Time

$ 95,208 Allocated Time

$ 6,623 $

$ 26,792 $

$ 15,212 $

34,829 $

140,895 $

79,996 $

41,452 Availability Demand Ratio $

167,687 Availability Demand Ratio $

95,208 Availability Demand Ratio $

28,798 $

116,498 $

66,144 $

2,409 $

9,745 $

5,533 $

3,342 $

13,521 $

7,677 $

280 $

1,131 $

642 $

34,829

140,895

79,996

I/F Medical Vision Prem

$ 546,832 Allocated Time

$ 87,369 $

459,463 $

546,832 Availability Demand Ratio $

379,904

$ 31,779 $

44,092 $

3,688 $

459,463

I/F Dental Premium O&M Supplies Clothing Uniforms

Struct Personal Protect Equip Ballistics Person Protect Equip Wildland Protect Clothing

Tools Equip Furn <$5,000

City Mgr Discretionary Items

Laundry

Laundry Person Protection Medical Services Professional Services

Other Contract Services R&M Service Contracts Telephone Cell Pagers

Internet Web Communications

Insurance Premiums & Claims

$ 43,336 Allocated Time

$ 12,950 All to Fire

$ 21,744 All to Fire

$ 25,866 All to Fire

$ 3,928 All to Fire

$ 4,378 All to Fire

$ 30,529 All to Fire

$ 30,000 All to Fire

$ 10,000 All to Fire

$ 10,000 All to Fire

$ 7,500 All to Fire

$ 7,350 All to Fire

$ 13,680 All to Fire

$ 16,550 All to Fire

$ 6,570 All to Fire

$ 2,700 All to Fire

$ 24,505 All to Fire

$ 6,924 $

$ 12,950 $

$ 21,744 $

$ 25,866 $

$ 3,928 $

$ 4,378 $

$ 30,529 $

$ 30,000 $

$ 10,000 $

$ 10,000 $

$ 7,500 $

$ 7,350 $

$ 13,680 $

$ 16,550 $

$ 6,570 $

$ 2,700 $

$ 24,505 $

36,412 $

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43,336 Availability Demand Ratio $

12,950 $

21,744 $

25,866 $

3,928 $

4,378 $

30,529 $

30,000 $

10,000 $

10,000 $

7,500 $

7,350 $

13,680 $

16,550 $

6,570 $

2,700 $

24,505 $

30,107 $

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36,412

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I/F ER Replacement

$ 239,440 Allocated Time - Engines

$ 71,577 $

167,863 $

239,440 Availability Demand Ratio $

138,796

$ 11,610 $

16,109 $

1,348 $

167,863

I/F ER O&M I/F ER Fuel

Wages - Battalion Chief

$ 121,861 Allocated Time - Engines $

$ 33,720 Allocated Time - Engines $

$ 391,440 Allocated Time - Battalion Chief $

36,429 $

10,080 $

251,588 $

85,432 $

23,640 $

139,852 $

121,861 Availability Demand Ratio $

33,720 Availability Demand Ratio $

391,440 Availability Demand Ratio $

70,639 $

19,546 $

115,636 $

5,909 $

1,635 $

9,673 $

8,198 $

2,269 $

13,421 $

686 $

190 $

1,123 $

85,432

23,640

139,852

- -

**Suppression Budget Total:**

**$ 4,873,986**

**$ 1,214,531**

**$ 3,659,455**

**$ 4,873,986**

**$ 3,025,792**

**$253,111**

**$ 351,176 $**

**29,376**

**$ 3,659,455**

**Availability**

**Demand**

**Availability**

**Demand**

**Prog 153 - Fire Prev/Investig 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages

Wages - Overtime

Social Security

Life Vision Worker Comp Forms Stationary Bus Cards O&M Supplies

Train Registration Tuition Lodging Meals Miles Airfare Advertising

Insurance Premiums & Claims

**Fire Prev/Investig Budget Total:**

$ 18,720 All to Fire

$ 6,002 All to Fire

$ 1,891 All to Fire

$ 86 All to Fire

$ 200 All to Fire

$ 500 All to Fire

$ 3,750 All to Fire

$ 3,000 All to Fire

$ 1,800 All to Fire

$ 135 All to Fire

**$ 36,084**

$ 18,720 $

$ 6,002 $

$ 1,891 $

$ 86 $

$ 200 $

$ 500 $

$ 3,750 $

$ 3,000 $

$ 1,800 $

$ 135 $

$ - $

**$ 36,084 $**

- $ 18,720

- $ 6,002

- $ 1,891

- $ 86

- $ 200

- $ 500

- $ 3,750

- $ 3,000

- $ 1,800

- $ 135

-

**- $ 36,084**

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**Availability**

**Demand**

**Availability**

**Demand**

**Prog 155 - FD Train EE 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages

Wages - Overtime Call Out Pay Social Security State Retirement

Life Vision Worker Comp I/F Medical Vision Prem I/F Dental Premium

O&M Supplies

Grant & Other Reimb Items

Clothing Uniforms

Tools Equip Furn <$5,000

Train Registration Tuition Lodging Meals Miles Airfare Professional Services

R&M Service Contracts

Facility Rentals

Insurance Premiums & Claims

I/F ER Replacement

I/F ER O&M I/F ER Fuel

**FD Train EE Budget Total:**

$ 104,214 All to Fire

$ 30,994 All to Fire

$ 360 All to Fire

$ 1,961 All to Fire

$ 7,090 All to Fire

$ 3,012 All to Fire

$ 15,848 All to Fire

$ 1,256 All to Fire

$ 2,140 All to Fire

$ 9,788 All to Fire

$ 800 All to Fire

$ 5,725 All to Fire

$ 20,875 All to Fire

$ 10,000 All to Fire

$ 3,000 All to Fire

$ 1,400 All to Fire

$ 5,200 All to Fire

$ 740 All to Fire

$ 1,910 All to Fire

$ 5,478 All to Fire

$ 1,680 All to Fire

**$ 233,471**

$ 104,214 $

$ 30,994 $

$ 360 $

$ 1,961 $

$ 7,090 $

$ 3,012 $

$ 15,848 $

$ 1,256 $

$ 2,140 $

$ 9,788 $

$ 800 $

$ 5,725 $

$ 20,875 $

$ 10,000 $

$ 3,000 $

$ 1,400 $

$ 5,200 $

$ 740 $

$ 1,910 $

$ 5,478 $

$ 1,680 $

$ - $

**$ 233,471 $**

- $ 104,214

- $ 30,994

- $ 360

- $ 1,961

- $ 7,090

- $ 3,012

- $ 15,848

- $ 1,256

- $ 2,140

- $ 9,788

- $ 800

- $ 5,725

- $ 20,875

- $ 10,000

- $ 3,000

- $ 1,400

- $ 5,200

- $ 740

- $ 1,910

- $ 5,478

- $ 1,680

-

**- $ 233,471**

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**Availability**

**Demand**

**Availability**

**Demand**

**Prog 156 - FD Facilities 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Office Janitorial Supplies

O&M Supplies

Tools Equip Furn <$5,000

Laundry

Professional Services R&M Service Contracts R&M Other Services Water (City - Non Tax) Electricity

Natural Gas

Garbage Waste Disposal Insurance Premiums & Claims I/F Facilities Services

**FD Facilities Budget Total:**

$ 2,000 Square Feet

$ 4,175 Square Feet

$ 6,700 Square Feet

$ 7,500 Square Feet

$ 16,000 Square Feet

$ 6,000 Square Feet

$ 26,642 Square Feet

$ 2,750 Square Feet

$ 16,000 Square Feet

$ 7,000 Square Feet

$ 4,000 Square Feet

$ 7,000 Square Feet

$ 5,640 Square Feet

**$ 111,407**

$ 1,194 $

$ 2,493 $

$ 4,001 $

$ 4,479 $

$ 9,554 $

$ 3,583 $

$ 15,909 $

$ 1,642 $

$ 9,554 $

$ 4,180 $

$ 2,389 $

$ 4,180 $

$ 3,368 $

$ - $

**$ 66,525 $**

806

1,682

2,699

3,021

6,446

2,417

10,733

1,108

6,446

2,820

1,611

2,820

2,272

-

**44,882**

$ 2,000 All to Availability

$ 4,175 All to Availability

$ 6,700 All to Availability

$ 7,500 All to Availability

$ 16,000 All to Availability

$ 6,000 All to Availability

$ 26,642 All to Availability

$ 2,750 All to Availability

$ 16,000 All to Availability

$ 7,000 All to Availability

$ 4,000 All to Availability

$ 7,000 All to Availability

$ 5,640 All to Availability

**$ 111,407**

$ 722 $

$ 1,507 $

$ 2,419 $

$ 2,707 $

$ 5,776 $

$ 2,166 $

$ 9,617 $

$ 993 $

$ 5,776 $

$ 2,527 $

$ 1,444 $

$ 2,527 $

$ 2,036 $

**$ 40,215 $**

- $ 84 $

- $ 175 $

- $ 281 $

- $ 314 $

- $ 670 $

- $ 251 $

- $ 1,116 $

- $ 115 $

- $ 670 $

- $ 293 $

- $ 168 $

- $ 293 $

- $ 236 $

**- $ 4,667 $**

- $ 806

- $ 1,682

- $ 2,699

- $ 3,021

- $ 6,446

- $ 2,417

- $ 10,733

- $ 1,108

- $ 6,446

- $ 2,820

- $ 1,611

- $ 2,820

- $ 2,272

**- $ 44,882**

**Availability**

**Demand**

**Availability**

**Demand**

**Prog 157 - Hazmat 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages - Overtime Social Security State Retirement

Life Vision Worker Comp I/F Medical Vision Prem I/F Dental Premium

O&M Supplies

Train Registration Tuition Lodging Meals Miles Airfare Organizational Services Insurance Premiums & Claims

**Hazmat Budget Total:**

$ 8,228 All to Fire

$ 119 All to Fire

$ 431 All to Fire

$ 240 All to Fire

$ 1,262 All to Fire

$ 100 All to Fire

$ 2,500 All to Fire

$ 1,600 All to Fire

$ 1,000 All to Fire

$ 5,250 All to Fire

$ 110 All to Fire

**$ 20,840**

$ 8,228 $

$ 119 $

$ 431 $

$ 240 $

$ 1,262 $

$ 100 $

$ 2,500 $

$ 1,600 $

$ 1,000 $

$ 5,250 $

$ 110 $

$ - $

**$ 20,840 $**

- $ 8,228

- $ 119

- $ 431

- $ 240

- $ 1,262

- $ 100

- $ 2,500

- $ 1,600

- $ 1,000

- $ 5,250

- $ 110

-

**- $ 20,840**

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**Availability**

**Demand**

**Availability**

**Demand**

**Prog 158 - Emerg Tech Rescue 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages - Overtime Social Security State Retirement

Life Vision Worker Comp I/F Medical Vision Prem I/F Dental Premium

O&M Supplies

Tools Equip Furn <$5,000

Train Registration Tuition Lodging Meals Miles Airfare Insurance Premiums & Claims

**Emerg Tech Rescue Budget Total:**

$ 13,487 All to Fire

$ 196 All to Fire

$ 705 All to Fire

$ 405 All to Fire

$ 2,130 All to Fire

$ 169 All to Fire

$ 500 All to Fire

$ 9,300 All to Fire

$ 2,000 All to Fire

$ 1,000 All to Fire

$ 95 All to Fire

**$ 29,987**

$ 13,487 $

$ 196 $

$ 705 $

$ 405 $

$ 2,130 $

$ 169 $

$ 500 $

$ 9,300 $

$ 2,000 $

$ 1,000 $

$ 95 $

$ - $

**$ 29,987 $**

- $ 13,487

- $ 196

- $ 705

- $ 405

- $ 2,130

- $ 169

- $ 500

- $ 9,300

- $ 2,000

- $ 1,000

- $ 95

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**- $ 29,987**

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**Availability**

**Demand**

**Availability**

**Demand**

**Prog 159 - ARF Service 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Clothing Uniforms

Struct Personal Protect Equip

Tools Equip Furn <$5,000

Laundry Person Protection Miscellaneous Services Telephone Cell Pagers

**ARF Service Budget Total:**

$ 3,750 All to Fire

$ 10,650 All to Fire

$ 250 All to Fire

$ 1,050 All to Fire

$ 3,025 All to Fire

$ 600 All to Fire

$ -

**$ 19,325**

$ 3,750 $

$ 10,650 $

$ 250 $

$ 1,050 $

$ 3,025 $

$ 600 $

$ - $

**$ 19,325 $**

- $ 3,750

- $ 10,650

- $ 250

- $ 1,050

- $ 3,025

- $ 600

- $ -

**- $ 19,325**

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**Availability**

**Demand**

**Availability**

**Demand**

**Prog 160 - ARF Train 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Wages

Wages - Overtime

Holiday Pay Social Security State Retirement

Life Vision Worker Comp I/F Medical Vision Prem I/F Dental Premium

O&M Supplies

Dues Subscription Memberships Train Registration Tuition Lodging Meals Miles Airfare Insurance Premiums & Claims

**ARF Train Budget Total:**

$ 204,360 All to Fire

$ 10,661 All to Fire

$ 10,374 All to Fire

$ 3,269 All to Fire

$ 11,247 All to Fire

$ 8,877 All to Fire

$ 49,449 All to Fire

$ 3,886 All to Fire

$ 800 All to Fire

$ 200 All to Fire

$ 29,400 All to Fire

$ 3,500 All to Fire

$ 60 All to Fire

**$ 336,083**

$ 204,360 $

$ 10,661 $

$ 10,374 $

$ 3,269 $

$ 11,247 $

$ 8,877 $

$ 49,449 $

$ 3,886 $

$ 800 $

$ 200 $

$ 29,400 $

$ 3,500 $

$ 60 $

$ - $

**$ 336,083 $**

- $ 204,360

- $ 10,661

- $ 10,374

- $ 3,269

- $ 11,247

- $ 8,877

- $ 49,449

- $ 3,886

- $ 800

- $ 200

- $ 29,400

- $ 3,500

- $ 60

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**- $ 336,083**

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**Availability**

**Demand**

**Availability**

**Demand**

**Prog 620 - Capital Fire/Ambulance 2015 Budget Allocation Method Fire EMS Total Availability Method**

**In City**

**In City**

**Out of City Out of City Total**

Other Mach Equip > $5,000

**Capital Fire/ Ambulance Budget Total:**

$ 7,521 Allocated Time

**$ 7,521**

$ 1,202 $

$ - $

**$ 1,202 $**

6,319 $

-

**6,319 $**

7,521 Availability Demand Ratio $

**7,521 $**

5,225 $

**5,225 $**

437 $

**437 $**

606 $

**606 $**

51 $

**51 $**

6,319

**6,319**

**General Fund Budget Grand Total**

**$ 5,797,612**

**$ 1,978,643**

**$ 3,818,969**

**$ 5,797,612**

**$ 3,168,281**

**$253,548**

**$ 367,713 $**

**29,427**

**$ 3,818,969**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ambulance Fund** |  | | | | | | | | | | |
| **Prog 400 - Amb Admin** | **2015 Budget** | **Allocation Method** | **Fire** | **EMS** | **Total** | **Availability Method** | **Availability In**  **City** | **Demand In**  **City** | **Availability**  **Out of City** | **Demand**  **Out of City** | **Total** |
| Wages | $ 84,560 | Allocated Time | $ 13,510 | $ 71,050 | $ 84,560 | All to Availability | $ 63,661 | $ - | $ 7,389 | $ - | 71,050 |
| Wages - Overtime | $ 503 | Allocated Time | $ 80 | $ 423 | $ 503 | All to Availability | $ 379 | $ - | $ 44 | $ - | 423 |
| Social Security | $ 2,751 | Allocated Time | $ 440 | $ 2,311 | $ 2,751 | All to Availability | $ 2,071 | $ - | $ 240 | $ - | 2,311 |
| State Retirement | $ 2,606 | Allocated Time | $ 416 | $ 2,190 | $ 2,606 | All to Availability | $ 1,962 | $ - | $ 228 | $ - | 2,190 |
| Life Vision Worker Comp | $ 360 | Allocated Time | $ 58 | $ 302 | $ 360 | All to Availability | $ 271 | $ - | $ 31 | $ - | 302 |
| I/F Medical Vision Prem | $ 13,336 | Allocated Time | $ 2,131 | $ 11,205 | $ 13,336 | All to Availability | $ 10,040 | $ - | $ 1,165 | $ - | 11,205 |
| I/F Dental Premium | $ 1,252 | Allocated Time | $ 200 | $ 1,052 | $ 1,252 | All to Availability | $ 943 | $ - | $ 109 | $ - | 1,052 |
| O&M Supplies | $ 1,500 | Allocated Time | $ 240 | $ 1,260 | $ 1,500 | All to Availability | $ 1,129 | $ - | $ 131 | $ - | 1,260 |
| Clothing Uniforms | $ 500 | Allocated Time | $ 80 | $ 420 | $ 500 | All to Availability | $ 376 | $ - | $ 44 | $ - | 420 |
| Dues Subscription Memberships | $ 625 | Allocated Time | $ 100 | $ 525 | $ 625 | All to Availability | $ 471 | $ - | $ 55 | $ - | 525 |
| Train Registration Tuition | $ 1,000 | Allocated Time | $ 160 | $ 840 | $ 1,000 | All to Availability | $ 753 | $ - | $ 87 | $ - | 840 |
| Lodging Meals Miles Airfare | $ 1,500 | Allocated Time | $ 240 | $ 1,260 | $ 1,500 | All to Availability | $ 1,129 | $ - | $ 131 | $ - | 1,260 |
| Professional Services | $ 250 | Allocated Time | $ 40 | $ 210 | $ 250 | All to Availability | $ 188 | $ - | $ 22 | $ - | 210 |
| Vehicle Equip Other Rentals | $ 3,000 | Allocated Time | $ 479 | $ 2,521 | $ 3,000 | All to Availability | $ 2,259 | $ - | $ 262 | $ - | 2,521 |
| Telephone Cell Pagers | $ 2,160 | Allocated Time | $ 345 | $ 1,815 | $ 2,160 | All to Availability | $ 1,626 | $ - | $ 189 | $ - | 1,815 |
| Internet Web Communications | $ 2,925 | Allocated Time | $ 467 | $ 2,458 | $ 2,925 | All to Availability | $ 2,202 | $ - | $ 256 | $ - | 2,458 |
| Insurance Premiums & Claims | $ 530 | Allocated Time | $ 85 | $ 445 | $ 530 | All to Availability | $ 399 | $ - | $ 46 | $ - | 445 |
| I/F ER Replacement | $ 5,715 | Allocated Time | $ 913 | $ 4,802 | $ 5,715 | All to Availability | $ 4,303 | $ - | $ 499 | $ - | 4,802 |
| I/F ER O&M | $ 2,607 | Allocated Time | $ 417 | $ 2,190 | $ 2,607 | All to Availability | $ 1,963 | $ - | $ 228 | $ - | 2,190 |
| I/F ER Fuel | $ 1,880 | Allocated Time | $ 300 | $ 1,580 | $ 1,880 | All to Availability | $ 1,415 | $ - | $ 164 | $ - | 1,580 |
|  |  |  | $ - | $ - |  |  |  |  |  |  |  |
| **Amb Admin Budget Total:** | **$ 129,560** |  | **$ 20,700** | **$ 108,860** | **$ 129,560** |  | **$ 97,539** | **$ -** | **$ 11,320** | **$ -** | **$ 108,860** |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Prog 402 Ambulance Services** | **2015 Budget** | **Allocation Method** | **Fire** | **EMS** | **Total** | **Availability Method** | **Availability In**  **City** | **Demand In**  **City** | **Availability**  **Out of City** | **Demand**  **Out of City** | **Total** |
| Wages | $ 1,441,541 | Allocated Time | $ 230,319 | $ 1,211,222 | $ 1,441,541 | Availability Demand Ratio | $ 1,001,490 | $ 83,776 | $ 116,234 | $ 9,723 | 1,211,222 |
| Wages - Overtime | $ 155,474 | Allocated Time | $ 24,841 | $ 130,633 | $ 155,474 | Availability Demand Ratio | $ 108,013 | $ 9,035 | $ 12,536 | $ 1,049 | 130,633 |
| Holiday Pay | $ 73,823 | Allocated Time | $ 11,795 | $ 62,028 | $ 73,823 | Availability Demand Ratio | $ 51,287 | $ 4,290 | $ 5,952 | $ 498 | 62,028 |
| Call Out Pay | $ 2,430 | Allocated Time | $ 388 | $ 2,042 | $ 2,430 | Availability Demand Ratio | $ 1,688 | $ 141 | $ 196 | $ 16 | 2,042 |
| Upgrade Pay | $ 1,200 | Allocated Time | $ 192 | $ 1,008 | $ 1,200 | Availability Demand Ratio | $ 834 | $ 70 | $ 97 | $ 8 | 1,008 |
| Social Security | $ 23,094 | Allocated Time | $ 3,690 | $ 19,404 | $ 23,094 | Availability Demand Ratio | $ 16,044 | $ 1,342 | $ 1,862 | $ 156 | 19,404 |
| State Retirement | $ 85,700 | Allocated Time | $ 13,693 | $ 72,007 | $ 85,700 | Availability Demand Ratio | $ 59,539 | $ 4,980 | $ 6,910 | $ 578 | 72,007 |
| Life Vision Worker Comp | $ 50,680 | Allocated Time | $ 8,097 | $ 42,583 | $ 50,680 | Availability Demand Ratio | $ 35,209 | $ 2,945 | $ 4,086 | $ 342 | 42,583 |
| I/F Medical Vision Prem | $ 282,090 | Allocated Time | $ 45,070 | $ 237,020 | $ 282,090 | Availability Demand Ratio | $ 195,978 | $ 16,394 | $ 22,745 | $ 1,903 | 237,020 |
| I/F Dental Premium | $ 22,367 | Allocated Time | $ 3,574 | $ 18,793 | $ 22,367 | Availability Demand Ratio | $ 15,539 | $ 1,300 | $ 1,803 | $ 151 | 18,793 |
| O&M Supplies | $ 15,750 | All To EMS | $ - | $ 15,750 | $ 15,750 | All to Availability | $ 14,112 | $ - | $ 1,638 | $ - | 15,750 |
| Medical Supplies | $ 70,000 | All To EMS | $ - | $ 70,000 | $ 70,000 | All to Demand | $ - | $ 62,721 | $ - | $ 7,279 | 70,000 |
| Grant & Other Reimb Items | $ 1,400 | Allocated Time | $ 224 | $ 1,176 | $ 1,400 | All to Availability | $ 1,054 | $ - | $ 122 | $ - | 1,176 |
| Clothing Uniforms | $ 13,519 | Allocated Time | $ 2,160 | $ 11,359 | $ 13,519 | All to Availability | $ 10,178 | $ - | $ 1,181 | $ - | 11,359 |
| Struct Personal Protect Equip | $ 12,732 | All to Fire | $ 12,732 | $ - | $ 12,732 |  | $ - | $ - | $ - | $ - | - |
| Ballistics Person Protect Equip | $ 3,928 | All to Fire | $ 3,928 | $ - | $ 3,928 |  | $ - | $ - | $ - | $ - | - |
| Wildland Protect Clothing | $ 3,688 | All to Fire | $ 3,688 | $ - | $ 3,688 |  | $ - | $ - | $ - | $ - | - |
| Tools Equip Furn <$5,000 | $ 26,620 | Allocated Time | $ 4,253 | $ 22,367 | $ 26,620 | Availability Demand Ratio | $ 18,494 | $ 1,547 | $ 2,146 | $ 180 | 22,367 |
| Laundry | $ 10,000 | Allocated Time | $ 1,598 | $ 8,402 | $ 10,000 | All to Availability | $ 7,529 | $ - | $ 874 | $ - | 8,402 |
| Laundry Person Protection | $ 7,000 | Allocated Time | $ 1,118 | $ 5,882 | $ 7,000 | All to Availability | $ 5,270 | $ - | $ 612 | $ - | 5,882 |
| Medical Services | $ 7,500 | Allocated Time | $ 1,198 | $ 6,302 | $ 7,500 | All to Availability | $ 5,646 | $ - | $ 655 | $ - | 6,302 |
| Organizational Services | $ 54,720 | Allocated Time | $ 8,743 | $ 45,977 | $ 54,720 | All to Availability | $ 41,196 | $ - | $ 4,781 | $ - | 45,977 |
| Professional Services | $ 5,330 | Allocated Time | $ 852 | $ 4,478 | $ 5,330 | All to Availability | $ 4,013 | $ - | $ 466 | $ - | 4,478 |
| Other Contract Services | $ 54,720 | Allocated Time | $ 8,743 | $ 45,977 | $ 54,720 | All to Availability | $ 41,196 | $ - | $ 4,781 | $ - | 45,977 |
| R&M Service Contracts | $ 9,100 | Allocated Time | $ 1,454 | $ 7,646 | $ 9,100 | All to Availability | $ 6,851 | $ - | $ 795 | $ - | 7,646 |
| R&M Other Services | $ 9,950 | Allocated Time | $ 1,590 | $ 8,360 | $ 9,950 | All to Availability | $ 7,491 | $ - | $ 869 | $ - | 8,360 |
| Telephone Cell Pagers | $ 2,370 | Allocated Time | $ 379 | $ 1,991 | $ 2,370 | All to Availability | $ 1,784 | $ - | $ 207 | $ - | 1,991 |
| Internet Web Communications | $ 5,220 | Allocated Time | $ 834 | $ 4,386 | $ 5,220 | All to Availability | $ 3,930 | $ - | $ 456 | $ - | 4,386 |
| Insurance Premiums & Claims | $ 15,443 | Allocated Time | $ 2,467 | $ 12,976 | $ 15,443 | All to Demand | $ - | $ 11,626 | $ - | $ 1,349 | 12,976 |
| State Taxes | $ 42,000 | Allocated Time | $ 6,710 | $ 35,290 | $ 42,000 | All to Demand | $ - | $ 31,620 | $ - | $ 3,670 | 35,290 |
| Bad Debt Expense | $ 210,000 | All To EMS | $ - | $ 210,000 | $ 210,000 | All to Demand | $ - | $ 188,162 | $ - | $ 21,838 | 210,000 |
| I/F Admin Services | $ 341,830 | Allocated Time | $ 54,615 | $ 287,215 | $ 341,830 | All to Availability | $ 257,347 | $ - | $ 29,868 | $ - | 287,215 |
| I/F ER Replacement | $ 207,240 | Allocated Time - Ambulance | $ 20,367 | $ 186,873 | $ 207,240 | All to Availability | $ 167,440 | $ - | $ 19,433 | $ - | 186,873 |
| I/F ER O&M | $ 88,429 | Allocated Time - Ambulance | $ 8,690 | $ 79,739 | $ 88,429 | All to Availability | $ 71,446 | $ - | $ 8,292 | $ - | 79,739 |
| I/F ER Fuel | $ 29,390 | Allocated Time - Ambulance | $ 2,888 | $ 26,502 | $ 29,390 | All to Demand | $ - | $ 23,746 | $ - | $ 2,756 | 26,502 |
| Tools Equip Furn > $5,000 |  | All To EMS | $ - | $ - | $ - | All to Availability | $ - | $ - | $ - | $ - | - |
| Wages - Medical Officer | $ 122,407 | Allocated Time - Medical Officer | $ 21,981 | $ 100,426 | $ 122,407 | Availability Demand Ratio | $ 83,036 | $ 6,946 | $ 9,637 | $ 806 | 100,426 |
|  |  |  | $ - | $ - |  |  |  |  |  |  |  |
| **Ambulance Services Budget Total:** | **$ 3,508,685** |  | **$ 512,870** | **$ 2,995,815** | **$ 3,508,685** |  | **$ 2,233,635** | **$ 450,641** | **$ 259,237** | **$ 52,302** | **$ 2,995,815** |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Prog 404 - Amb Training** | **2015 Budget** | **Allocation Method** | **Fire** | **EMS** | **Total** | **Availability Method** | **Availability In**  **City** | **Demand In**  **City** | **Availability**  **Out of City** | **Demand**  **Out of City** | **Total** |
| Wages - Overtime | $ 16,528 | All To EMS | $ - | $ 16,528 | $ 16,528 | Availability Demand Ratio | $ 13,666 | $ 1,143 | $ 1,586 | $ 133 | 16,528 |
| Social Security | $ 240 | All To EMS | $ - | $ 240 | $ 240 | All to Availability | $ 215 | $ - | $ 25 | $ - | 240 |
| State Retirement | $ 865 | All To EMS | $ - | $ 865 | $ 865 | All to Availability | $ 775 | $ - | $ 90 | $ - | 865 |
| Life Vision Worker Comp | $ 474 | All To EMS | $ - | $ 474 | $ 474 | All to Availability | $ 425 | $ - | $ 49 | $ - | 474 |
| I/F Medical Vision Prem | $ 2,496 | All To EMS | $ - | $ 2,496 | $ 2,496 | All to Availability | $ 2,236 | $ - | $ 260 | $ - | 2,496 |
| I/F Dental Premium | $ 198 | All To EMS | $ - | $ 198 | $ 198 | All to Availability | $ 177 | $ - | $ 21 | $ - | 198 |
| O&M Supplies | $ 1,500 | All To EMS | $ - | $ 1,500 | $ 1,500 | All to Availability | $ 1,344 | $ - | $ 156 | $ - | 1,500 |
| Tools Equip <$5,000 | $ 3,000 | All To EMS | $ - | $ 3,000 | $ 3,000 | All to Availability | $ 2,688 | $ - | $ 312 | $ - | 3,000 |
| Train Registration Tuition | $ 8,900 | All To EMS | $ - | $ 8,900 | $ 8,900 | All to Availability | $ 7,974 | $ - | $ 926 | $ - | 8,900 |
| Lodging Meals Miles Airfare | $ 2,000 | All To EMS | $ - | $ 2,000 | $ 2,000 | All to Availability | $ 1,792 | $ - | $ 208 | $ - | 2,000 |
| Professional Services | $ 500 | All To EMS | $ - | $ 500 | $ 500 | All to Availability | $ 448 | $ - | $ 52 | $ - | 500 |
| R&M Other Services | $ 500 | All To EMS | $ - | $ 500 | $ 500 | All to Availability | $ 448 | $ - | $ 52 | $ - | 500 |
|  |  |  | $ - | $ - |  |  |  |  |  |  |  |
| **Amb Training Budget Total:** | **$ 37,201** |  | **$ -** | **$ 37,201** | **$ 37,201** |  | **$ 32,189** | **$ 1,143** | **$ 3,736** | **$ 133** | **$ 37,201** |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Prog 406 - Amb Facilities** | **2015 Budget** | **Allocation Method** | **Fire** | **EMS** | **Total** | **Availability Method** | **Availability In**  **City** | **Demand In**  **City** | **Availability**  **Out of City** | **Demand**  **Out of City** | **Total** |
| Office Janitorial Supplies | $ 2,000 | Square Feet | $ 1,194 | $ 806 | $ 2,000 | All to Availability | $ 722 | $ - | $ 84 | $ - | 806 |
| O&M Supplies | $ 4,175 | Square Feet | $ 2,493 | $ 1,682 | $ 4,175 | All to Availability | $ 1,507 | $ - | $ 175 | $ - | 1,682 |
| Tools Equip Furn <$5,000 | $ 6,700 | Square Feet | $ 4,001 | $ 2,699 | $ 6,700 | All to Availability | $ 2,419 | $ - | $ 281 | $ - | 2,699 |
| Laundry | $ 6,500 | Square Feet | $ 3,881 | $ 2,619 | $ 6,500 | All to Availability | $ 2,346 | $ - | $ 272 | $ - | 2,619 |
| Professional Services | $ 16,000 | Square Feet | $ 9,554 | $ 6,446 | $ 16,000 | All to Availability | $ 5,776 | $ - | $ 670 | $ - | 6,446 |
| R&M Service Contracts | $ 6,000 | Square Feet | $ 3,583 | $ 2,417 | $ 6,000 | All to Availability | $ 2,166 | $ - | $ 251 | $ - | 2,417 |
| R&M Other Services | $ 28,642 | Square Feet | $ 17,103 | $ 11,539 | $ 28,642 | All to Availability | $ 10,339 | $ - | $ 1,200 | $ - | 11,539 |
| Water (City - Non Tax) | $ 2,850 | Square Feet | $ 1,702 | $ 1,148 | $ 2,850 | All to Availability | $ 1,029 | $ - | $ 119 | $ - | 1,148 |
| Electricity | $ 16,000 | Square Feet | $ 9,554 | $ 6,446 | $ 16,000 | All to Availability | $ 5,776 | $ - | $ 670 | $ - | 6,446 |
| Natural Gas | $ 7,000 | Square Feet | $ 4,180 | $ 2,820 | $ 7,000 | All to Availability | $ 2,527 | $ - | $ 293 | $ - | 2,820 |
| Garbage Waste Disposal | $ 4,000 | Square Feet | $ 2,389 | $ 1,611 | $ 4,000 | All to Availability | $ 1,444 | $ - | $ 168 | $ - | 1,611 |
|  |  |  | $ - | $ - |  |  |  |  |  |  |  |
| **Amb Facilities Budget Total:** | **$ 99,867** |  | **$ 59,634** | **$ 40,233** | **$ 99,867** |  | **$ 36,049** | **$ -** | **$ 4,184** | **$ -** | **$ 40,233** |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Prog 620 - Capital Fire/Amb** | **2015 Budget** | **Allocation Method** | **Fire** | **EMS** | **Total** | **Availability Method** | **Availability In**  **City** | **Demand In**  **City** | **Availability**  **Out of City** | **Demand**  **Out of City** | **Total** |
| Tools Equip Furn > $5,000 | $ 40,000 | Allocated Time | $ 6,391 | $ 33,609 | $ 40,000 | Availability Demand Ratio | $ 27,789 | $ 2,325 | $ 3,225 | $ 270 | 33,609 |
|  |  |  | $ - | $ - |  |  |  |  |  |  |  |
| **Capital Fire/Amb Budget Total:** | **$ 40,000** |  | **$ 6,391** | **$ 33,609** | **$ 40,000** |  | **$ 27,789** | **$ 2,325** | **$ 3,225** | **$ 270** | **$ 33,609** |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Ambulance Fund Budget Grand Total** | **$ 3,815,313** |  | **$ 599,595** | **$ 3,215,718** | **$ 3,815,313** |  | **$ 2,427,202** | **$ 454,109** | **$ 281,703** | **$ 52,704** | **$ 3,215,718** |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **General and Ambulance Fund Grand Total** | **$ 9,612,925** |  | **$ 2,578,238** | **$ 7,034,687** | **$ 9,612,925** |  | **$ 5,595,483** | **$ 707,657** | **$ 649,416** | **$ 82,131** | **$ 7,034,687** |

