

February 15, 2017

Special Meeting

Item #2A

EMS Workshop

(Additional

documents handed

out at meeting)

Emergency Medical Services Workshop

- How we got here



- Financial Crisis



- Board of Supervisors creates EMS Ad-Hoc Committee

The Fiscal Crisis

- During the mid-year budget hearings on March 2, 2015, the Mono County Board of Supervisors voted to approve an additional \$225,326 to fill the budget deficit in the Emergency Medical Services Program thus maintaining services although beyond the originally budgeted amount
- This brought the total general fund contribution to this program to \$1,906,345 for fiscal year 2014/15

EMS Ad Hoc Committee

- Given the unsustainable level of general fund impacts and the continuing concerns regarding the County's ability to maintain the program's current direction, the Board of Supervisors established an AD Hoc Emergency Medical Services Committee
- This Committee will investigate the current status of the EMS delivery system and make recommendations to the Board on how to best design a Mono County EMS delivery system that is of the *highest quality, serves the entire county and is cost effective*

Goals of Committee

- Analyze current model and cost
- Gather expert input
- Develop options and one or more recommendations that will support a high quality, countywide, and fiscally sustainable model for the future of EMS in Mono County

- Fiscally Sustainable

- A fiscally sustainable EMS means one that responsibly minimizes and balances the county contribution from the general fund with support of other county services by maximizing other revenue streams and containing cost

- High Quality

- High quality for Mono County EMS means a clearly defined, well-managed system that provides an integrated continuum of EMS care with flexibility considering regional population variance and risk assessment

- County Wide

- A countywide EMS means clearly defined access to appropriate Advance Life Support (ALS) services for all residents and visitors in all areas based on community needs, geographic region, population and accessibility

- The EMS Ad Hoc committee presented their findings and recommendations to the Board of Supervisors on March 8, 2016
 - The Board accepted the report, but did not adopt or provide Staff with direction on the models presented
- July 5, 2016 the Board approved the position of Interim EMS Chief
 - This position would review and evaluate the implications of the Ad Hoc committee's report elements, specifically; the *Modifications to Reduce Costs, Enhance Revenues and Enhance Deployment*. Staff would return to the Board to provide options and recommendations as part of an EMS workshop

Current system

- 2016/2017 Budget
 - 24 full time employees – 18 paramedics, 6 EMT-basic
 - Adopted budget \$4,095,968
 - Revenue \$1,969,500 (Estimated ambulance fees \$1,158,000)
 - General Fund contribution \$2,126,468
 - Employee costs – salary, unscheduled OT, holiday pay, benefits = \$3,418,452
- Possibility of mid-year adjustment

2014

BISHOP	10	0.60%
Bridgeport	215	12.84%
Chalfant	1	0.06%
Coleville	140	8.36%
Crestview	2	0.12%
CROWLEY LAKE	2	0.12%
Dresslerville Colony	1	0.06%
June Lake	117	6.99%
LEE VINING	81	4.84%
MAMMOTH LAKES	1079	64.42%
Markleeville	1	0.06%
Paradise Camp	5	0.30%
PARADISE ESTATES	1	0.06%
Reds Meadow	1	0.06%
REEDLEY	1	0.06%
Sonora Junction	1	0.06%
Strawberry	1	0.06%
TEMPLETON	1	0.06%
Toms Place	1	0.06%
Topaz	11	0.66%
Unknown	3	0.18%
Total	1675	100%

2015

BENTON	1	0.06%
Benton (Benton Station)	4	0.22%
Benton Paiute Indian Reservation	2	0.11%
BISHOP	2	0.11%
Bridgeport	219	12.22%
Chalfant	6	0.33%
Coleville	127	7.09%
Cray Mill	1	0.06%
CROWLEY LAKE	1	0.06%
Gardnerville	1	0.06%
June Lake	107	5.97%
LEE VINING	81	4.52%
MAMMOTH LAKES	1217	67.91%
Paradise Camp	2	0.11%
Toms Place	1	0.06%
Topaz	13	0.73%
WELLINGTON	1	0.06%
Unknown	6	0.33%
Total	1792	100%

2016

Benton (Benton Station)	12	0.56%
BISHOP	3	0.14%
Bridgeport	248	11.65%
Chalfant	7	0.33%
Coleville	149	7.00%
Crowley Lake	41	1.93%
Gardnerville	6	0.28%
June Lake	188	8.83%
LEE VINING	72	3.38%
MAMMOTH LAKES	1304	61.28%
Markleeville	1	0.05%
Mono City	6	0.28%
Paradise	6	0.28%
Paradise Camp	2	0.09%
Sonora	1	0.05%
Swall Meadows	8	0.38%
Toms Place	13	0.61%
Topaz	19	0.89%
Topaz Ranch Estates	3	0.14%
Walker	36	1.69%
WELLINGTON	3	0.14%
Unknown	0	0.00%
Total	2128	100%

Station Readiness Costs 2015/16

	M-1	M-2	M-3	M-7
• Total Runs = 2,067				
• Total Expenditures	\$1,031,816	\$1,031,816	\$1,031,816	\$1,031,816
• Billing Fees	\$90,090	\$215,325	\$550,440	\$167,310
• Runs per Station	182	435	1,112	338
• Gross Costs/Call	\$5,669	\$2,372	\$928	\$3,053
• Net Costs/Call	\$5,174	\$1,877	\$433	\$2,558

Committee Recommendations Adopted

- *Modifications to enhance Revenues*

- Actively pursue available private and public grants
- Improved record keeping and data management
- Improve capturing of all available charges and adjust rates to reflect industry standards
- Capture a greater number of the available transports
- Provide stand-by services for film location shoots and other special events
- Train personnel as Fire Line Medics, provide stand-by ambulance and personnel to local fire camps

- *Modifications to reduce costs*

- Improved record keeping and data management
- Multiple unit types and staffing models
- Effective use of part time and reserve employees to eliminate or reduce overtime
- Re-open Negotiations between County and Employee group
- Additional benefit contributions by employees
- Utilize cost benefit analysis of overtime versus hiring of new employees
- *Video - conferencing between stations*

- *Modifications to enhance Deployment*

- Use of Basic Life Support (BLS) units dependent on resource needs
- Formalize Contracts and Mutual Aid agreements with EFFPD, MWTC, Symons
- Community engagement with CPR and training volunteers
- Split the Mammoth dual paramedic shifts onto two ambulances with EMT partners during high call volume periods



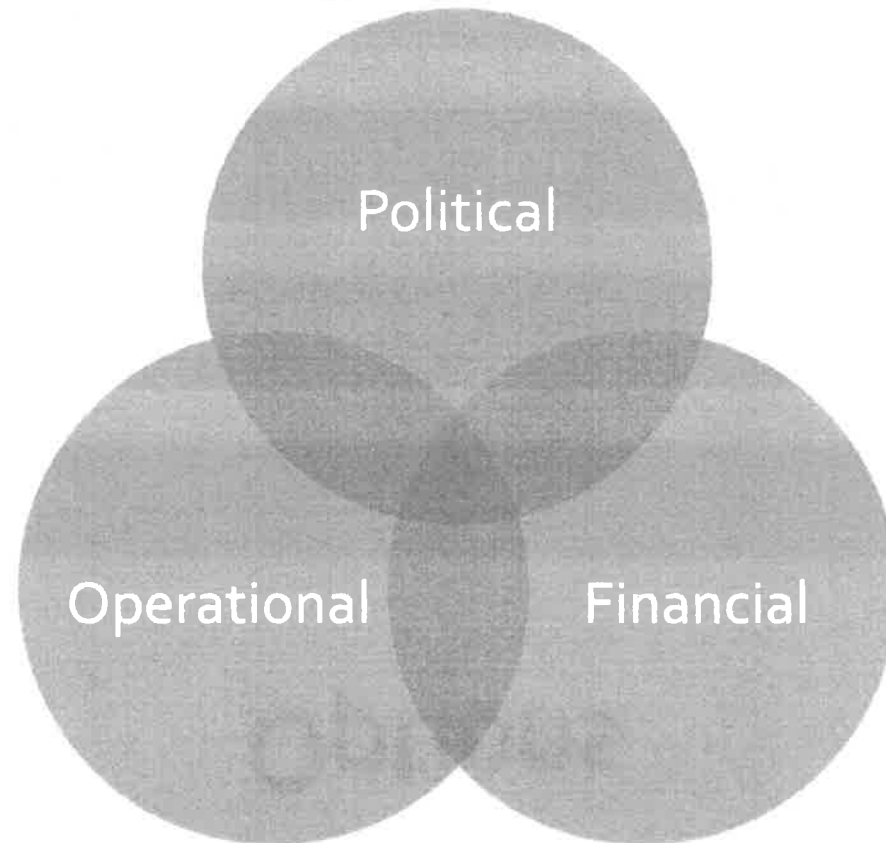
- *Modifications to enhance Management Capacity*

- Station Captains given greater responsibility and oversight
- Succession planning and training for in-house personnel

Ad Hoc Model Recommendations

- *Existing System with Modifications*
- *Integration of EMS with Fire Districts*
- *Privatization of EMS*

Barriers to change



Options

- Status Quo
- Contract for Services
- Close 1 Full Time Station
- Alternate Staffing Model

Key Considerations

- Department Identity
 - Where EMS Department Lives
- Department Head/Chief
 - Strong management oversight
 - Recruitment
- Support for 1st Responders
 - Initial & on-going training
- County Wide Coverage
 - Tri-Valley, Paradise & Swall Meadows



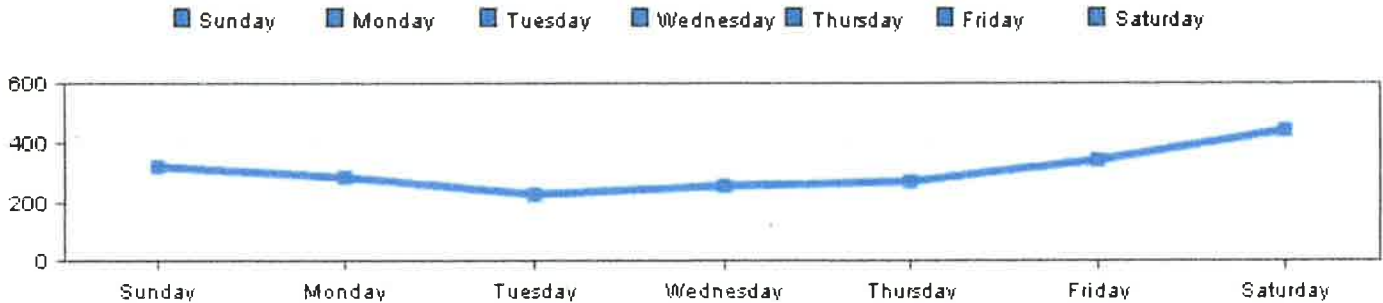
Ambulance Run Data Report
 Mono County Paramedic Ambu
 From 01/01/16 To 12/31/16

Total Number of Runs Based on Search Criteria: 2150

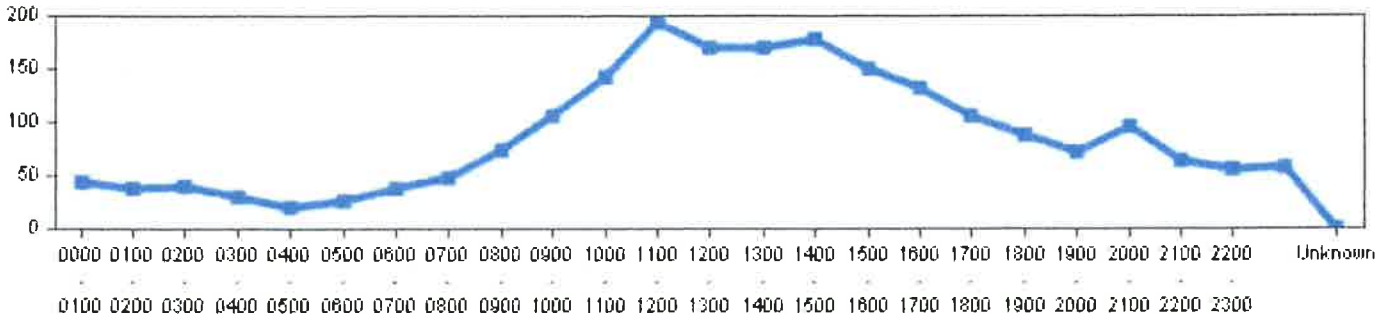
Times of Call

Time Period	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total	Percentage
0000 - 0100	7	4	6	4	5	11	8	45	2.09%
0100 - 0200	6	6	5	3	3	8	7	38	1.77%
0200 - 0300	7	5	4	2	2	7	14	41	1.91%
0300 - 0400	9	1	3	2	2	6	8	31	1.44%
0400 - 0500	4	3	2	1	1	2	7	20	0.93%
0500 - 0600	3	3	5	2	2	3	8	26	1.21%
0600 - 0700	5	3	4	4	7	6	9	38	1.77%
0700 - 0800	8	6	3	9	10	5	8	49	2.28%
0800 - 0900	12	9	12	4	12	7	18	74	3.44%
0900 - 1000	13	16	13	11	14	19	20	106	4.93%
1000 - 1100	27	20	12	15	21	23	25	143	6.65%
1100 - 1200	42	21	16	21	29	28	38	195	9.07%
1200 - 1300	22	25	26	23	11	31	32	170	7.91%
1300 - 1400	25	19	21	24	19	26	37	171	7.95%
1400 - 1500	28	19	23	25	21	29	33	178	8.28%
1500 - 1600	26	21	16	18	12	20	38	151	7.02%
1600 - 1700	19	19	14	22	16	12	30	132	6.14%
1700 - 1800	10	18	8	11	15	20	24	106	4.93%
1800 - 1900	5	11	12	17	13	14	17	89	4.14%
1900 - 2000	5	10	9	12	14	9	13	72	3.35%
2000 - 2100	12	14	4	13	19	18	16	96	4.47%
2100 - 2200	15	11	2	7	8	12	9	64	2.98%
2200 - 2300	2	11	3	4	6	19	11	56	2.60%
2300 - 2400	8	11	5	5	11	7	12	59	2.74%
Unknown	0	0	0	0	0	0	0	0	0.00%
Total	320	286	228	259	273	342	442	2150	100%

Call Volume by Day of Week



Call Volume by Hour of Day



Runs by Dispatch Reason

Dispatch Reason	# of Times	% of Times
Abdominal Pain	42	1.95%
Altered Mental Status	93	4.33%
Anaphylactic Reaction	12	0.56%
Animal Bite	4	0.19%
Assault	23	1.07%
Assault - Sexual	1	0.05%
Auto vs. Pedestrian	2	0.09%
Automated Crash Notification	2	0.09%
Back Pain (Non-Traumatic/Non-Recent Trauma)	7	0.33%
Breathing Problem	92	4.28%
Burns	4	0.19%
Cardiac Arrest	12	0.56%
Chest Pain	78	3.63%
Choking	4	0.19%
CO Poisoning/Hazmat	1	0.05%
Community Paramedicine	1	0.05%
Diabetic Problem	9	0.42%
Drowning	2	0.09%
Eye Problem / Injury	5	0.23%
Fall Victim	95	4.42%
Fire Standby	104	4.84%
HAZMAT Standby	1	0.05%
Headache	12	0.56%
Heart Problems	18	0.84%
Heat/Cold Exposure	8	0.37%
Hemorrhage/Laceration	8	0.37%
Industrial Accident/Inaccessible Incident/Other Entrapments (Non-Vehicle)	1	0.05%
Ingestion/Poisoning	3	0.14%
Intercept	14	0.65%
Invalid Assist/Lifting Assist	3	0.14%
Machine/Equipment Injury	2	0.09%
MCI (Multiple Casualty Incident)	3	0.14%
Medical Alarm	3	0.14%
Medical Transport	21	0.98%
Other	164	7.63%
Overdose	8	0.37%
Pain	42	1.95%
Pregnancy/Childbirth	6	0.28%
Psychiatric Problems	15	0.70%
Respiratory Arrest	2	0.09%
Seizure/Convulsions	65	3.02%
Sick Person	90	4.19%
Stab/Gunshot Wound	2	0.09%

Standby	22	1.02%
Sting/Envenomation	1	0.05%
Stroke/CVA	12	0.56%
Traffic/Transportation Accident	167	7.77%
Transfer/Interfacility/Palliative Care	204	9.49%
Traumatic Injury	531	24.70%
Unconscious/Fainting	56	2.60%
Unknown Problem/Man Down	72	3.35%
Unknown	1	0.05%
Total	2150	100%

Runs by Cause of Injury

Cause of Injury	# of Runs	% of Runs
Aircraft Related Accident	1	0.05%
Assault	27	1.26%
ATV Rider	12	0.56%
Bicycle Accident	46	2.14%
Bites	4	0.19%
Caught in/between Objects	5	0.23%
Cut/Pierce	1	0.05%
Drug Poisoning	1	0.05%
Excessive Cold	2	0.09%
Falls	359	16.70%
Firearm Assault	1	0.05%
Foreign body entering eye/orifice	1	0.05%
Hot Object/Substance	1	0.05%
Housing/Dangerous Condition	1	0.05%
Machinery Accidents	3	0.14%
Motor Vehicle Non-Traffic Accident	4	0.19%
Motor Vehicle Traffic Accident	57	2.65%
Motor Vehicle vs Large Animal	1	0.05%
Motor Vehicle vs Pedestrian Accident	2	0.09%
Motorcycle Accident (E81X.1)	14	0.65%
Non-Motorized Vehicle Accident (E848.0)	3	0.14%
Not Applicable	7	0.33%
Other Injury	147	6.84%
Overexertion	2	0.09%
Snowmobile Accident	2	0.09%
Stabbing/Cutting Accidental (E986.0)	3	0.14%
Struck by or Against	60	2.79%
Unarmed Fight/Brawl	3	0.14%
Water Transport Accident	1	0.05%
Unknown	1379	64.14%
Total	2150	100%

Average Run Mileage ?

To Score	Miles	# of Runs	% of Runs
	0 - 5	1186	55.16%
	6 - 10	96	4.47%
	11 - 15	86	4.00%
	16 - 20	72	3.35%
	> 20	121	5.63%
	Unknown	589	27.40%

Total 2150 100%

To Destination

Miles	# of Runs	% of Runs
0 - 5	902	41.95%
6 - 10	206	9.58%
11 - 15	25	1.16%
16 - 20	42	1.95%
> 20	315	14.65%
Unknown	660	30.70%
Total	2150	100%

Average Run Mileage

To Scene	6
To Destination	11
Total	17

Range of Mileage: Lowest = 0 and Highest = 960.3

Average Run Times

Enroute (Responding - Unit Notified Dispatched)

Minutes	# of Runs	% of Runs
0 - 1	1696	78.88%
2 - 3	385	17.91%
4 - 5	23	1.07%
> 5	40	1.86%
Unknown	6	0.28%
Total	2150	100%

Response Time (Arrive Scene - Enroute)

Minutes	# of Runs	% of Runs
0 - 5	1031	47.95%
6 - 10	460	21.40%
11 - 15	211	9.81%
> 15	303	14.09%
Unknown	145	6.74%
Total	2150	100%

Scene Time (Depart Scene - Arrive Scene)

Minutes	# of Runs	% of Runs
0 - 10	106	4.93%
11 - 20	442	20.56%
21 - 30	398	18.51%
> 30	309	14.37%
Unknown	895	41.63%
Total	2150	100%

Transport Time (Arrive Hospital - Depart Scene)

Minutes	# of Runs	% of Runs
0 - 5	158	7.35%
6 - 10	263	12.23%
11 - 15	312	14.51%
> 15	472	21.95%
Unknown	945	43.95%
Total	2150	100%

Hospital Time (Depart Hospital - Arrive Hospital)

Minutes	# of Runs	% of Runs
0 - 5	238	11.07%
6 - 10	334	15.53%
11 - 15	289	13.44%
> 15	345	16.05%
Unknown	944	43.91%
Total	2150	100%

Average Run Times

Enroute	00:01:00
To Scene	00:11:58
At Scene	00:30:05
To Destination	00:22:58
Back in Service	00:29:38
Total	01:35:39

Range of Times: Lowest = -1416 and Highest = 1463

**Search Criteria
Dates**

From 01/01/2016 To 12/31/2016 (mm/dd/yyyy)

MONO COUNTY EMERGENCY MEDICAL SERVICES DEPARTMENT

PO Box 3329 Mammoth Lakes, CA 93546 (760) 924-1832

Ad Hoc Committee Recommendations / Not Adopted

1. Long range strategic and master planning
2. Provide right resource; right time
3. Multiple unit types and staffing models
4. Consider layoffs, reduction in pay and/or benefits
5. Reduce staffing and/or resources during shoulder season
6. Reduce positions and hours, reducing coverage and hours of operations
7. Reduce overtime through alternative scheduling or utilization of 7(k) exemption [7K determination is not a management "right"]
8. All positions 50/50 Paramedic/EMT
9. Provide incentives for early retirement of long term, higher cost employees
10. Consolidate stations during low call volume periods, i.e. during shoulder season
11. Explore enhanced collections sources, e.g. Ground Emergency Medical Transportation program (GEMT), Intergovernmental Transfer program (IGT), Certified Public Expenditure program (CPE)
12. Increase fees and billing charges to match actual readiness costs
13. Seek private business contributions, e.g. Mammoth Ski area and other local or national firms
14. Town of Mammoth Lakes participation in funding

15. Emergency services JPA and/or contracts funding
16. Jail medical coverage with funding or directly billing Sheriff's Department
17. Place a special tax or service fee on Mammoth and June ski lift tickets*
18. Charge the Federal government for response to the MWTC housing
19. Create County Wide Standards of Cover
20. Use of Paramedic (ALS) squads
21. Improvements in dispatch: Emergency Medical Dispatch (EMD), Computer Aided Dispatch (CAD)
22. Consolidate stations to expand services through-out County
23. Use Bridgeport unit to assist with dispatching duties in Jail
24. Develop formal pre-determined mobilization plans for high volume periods (dispatch)
25. Recruit and provide funding for a highly qualified Program Manager/Director
26. Place Program under County "Office of Emergency Management"
27. Place Program under "County Administrators Office"
28. Create governing board using Supervisorial Districts and appointments
29. Collaboration with local fire districts on supervision and monitoring of Medic stations

MONO COUNTY EMERGENCY MEDICAL SERVICES DEPARTMENT

PO Box 3329 Mammoth Lakes, CA 93546 (760) 924-1832

2014-15 Mono County Fees

Name of Fee	Type of Fee	Fee 2013-14	Current Fee 2014-15	Increase from 2013-14
Mileage	Cost Recovery	\$33.00/Mile	\$37.00/Mile	\$4.00/Mile
Advance Life Support Extensive Tx & Transport	Cost Recovery	\$1,508.00	\$1,658.00	\$150.00
Advance Life Support Limited Tx & Transport	Cost Recovery	\$1,360.00	\$1,496.00	\$136.00
Basic Life Support Extensive Tx & Transport	Cost Recovery	\$1,122.00	\$1,234.00	\$112.00
Hourly Stand-By Rate	Cost Recovery	\$239.00	\$275.00	\$36.00
Advance Life Support No Transport	Cost Recovery	\$340.00	\$375.00	\$35.00

Ambulance Rate Adjustment Calculation
Inyo-Mono Counties

	A	B	C
	Adjustment Year	Previous Year	
CPI Index	2016	2015	% change
CPI Medical (CUURA421SAM)	459.741	427.143	7.63%
CPI Transportation (CUURA421SAT)	191.320	199.787	-4.24%
Average CPI % change			7.04%

- 1 $(A_1 - B_1) / B_1 = C_1$
- 2 $(A_2 - B_2) / B_2 = C_2$
- 3 $(C_1 * 0.95) + (C_2 * 0.05) = C_3$
- 4 $(C_3 * 1.5) = C_4$

Calculated Percentage (C₄) 10.56%
 CPI Percentage Increase (See Assumptions) 5.00%

Ambulance Rate Components	Base Rate	Increase	Base Rate w/CPI Adj.
	FY 2017-2018 Rate	C ₄ x Base Rate	FY 2017-2018 Rate
	Wilderness Operating Areas	Wilderness Operating Areas	Wilderness Operating Areas
Advanced Life Support (ALS) Base Rate (All Inclusive)	\$1,658.00	\$82.90	\$1,740.90
ALS Non-transport	\$375.00	\$18.75	\$393.75
Basic Life Support (BLS) Rate	\$1,234.00	\$61.70	\$1,295.70
Emergency Fee	\$81.55	\$4.08	\$85.63
Oxygen	\$161.77	\$8.09	\$169.86
Night Charge	\$186.76	\$9.34	\$196.10
Critical Care Transport	\$1,784.51	\$89.23	\$1,873.74
Mileage (per mile or fraction thereof)	\$37.00	\$1.85	\$38.85
Wait Time	\$69.91	\$3.50	\$73.41
EKG	\$103.10	\$5.16	\$108.26

County	ALS Base Rate	BLS Base Rate	Effective Date	Current Status
San Benito County	\$2,815.53	#N/A	11/1/15	New
Kern County	\$1,972.91	\$1,718.58	7/1/16	Updated
El Dorado County	\$1,555.00	\$1,555.00	7/1/16	New
Fresno County	\$1,132.50	\$742.38	12/31/16	New
Kings County	\$1,165.00	\$522.00	12/31/16	New
Madera County	\$1,300.00	\$800.00	12/31/16	New
Tulare County	\$1,119.14	\$611.14	12/31/16	New
Total	\$11,060.08	\$5,949.09		
Average of all counties	\$1,580.01	\$991.52		

	ALS Base Rate	BLS Base Rate
Inyo-Mono Counties = Rural/Wilderness	\$1,740.90	\$1,295.70
Average of all counties	\$1,580.01	\$991.52
Difference	-\$160.89	-\$304.18
Multi-County Percentage Difference	-9.24%	-23.47%
Multi-County Percentage Increase (See Assumptions)	0.00%	0.00%

Base Rate + (C₄ x Base Rate) = Final Rate

Inyo-Mono County Rural/Wilderness Operating Areas Rate Comparison Adjustment	Base Rate w/CPI Adj. FY 2017-2018 Rate	Increase County Comparison Rural/Wilderness Operating Areas	Final Rate FY 2017-2018 Rate Rural/Wilderness Operating Areas
Advanced Life Support (ALS) Base Rate (All Inclusive)	\$1,740.90	\$0.00	\$1,740.90
Basic Life Support (BLS) Rate	\$1,295.70	\$0.00	\$1,295.70
		\$82.90	
		\$61.70	
		↑ shaded total of both CPI & county comparison increases for "Notification"	

County of Mono

Paramedics Income Statement

For fiscal year 2017, 07/01/2016 - 01/31/2017

GL Account Number	GL Account Description	Amended Budget	Mid Year Change	Revised Budget	Current YTD	YTD Remaining	Percent Used	Notes:
Paramedic Program								
100-42-855-10100	TRANSIENT OCCUPANCY TAX-PARAMEDICS	489,000.00		489,000.00	287,985.33	201,014.67	58.90	
100-42-855-15310	ST: PUB SAFETY-PROP 172 SALES	292,500.00		292,500.00	105,542.35	186,957.65	36.10	
100-42-855-15340	ST: MADDY FUND REVENUE - PARAMEDICS	30,000.00		30,000.00	0.00	30,000.00	0.00	
100-42-855-16350	AMBULANCE FEES	1,158,000.00		1,158,000.00	219,973.00	938,027.00	19.00	
100-42-855-17010	MISCELLANEOUS REVENUE	0.00		0.00	1,810.00	-1,810.00	0.00	
	Total Revenues	<u>1,969,500.00</u>	<u>0.00</u>	<u>1,969,500.00</u>	<u>615,310.68</u>	<u>1,354,189.32</u>	<u>0.31</u>	
100-42-855-21100	SALARY AND WAGES	1,715,609.00		1,715,609.00	827,477.33	888,131.67	48.20	
100-42-855-21120	OVERTIME	300,000.00		300,000.00	120,586.74	179,413.26	40.20	
100-42-855-21410	HOLIDAY PAY	114,201.00		114,201.00	59,885.20	54,315.80	52.40	
100-42-855-22100	EMPLOYEE BENEFITS	1,288,642.00		1,288,642.00	576,177.07	712,464.93	44.70	
100-42-855-30120	UNIFORM ALLOWANCE	16,500.00		16,500.00	8,906.25	7,593.75	54.00	
100-42-855-30122	UNIFORM/SAFETY GEAR	20,000.00		20,000.00	338.43	19,661.57	1.70	
100-42-855-30280	TELEPHONE/COMMUNICATIONS	24,000.00		24,000.00	7,918.07	16,081.93	33.00	
100-42-855-30350	HOUSEHOLD EXPENSES	5,000.00		5,000.00	1,228.29	3,771.71	24.60	
100-42-855-30500	WORKERS' COMP INS EXPENSE	31,713.00		31,713.00	15,856.50	15,856.50	50.00	
100-42-855-30510	LIABILITY INSURANCE EXPENSE	20,886.00		20,886.00	10,442.67	10,443.33	50.00	
100-42-855-31200	EQUIP MAINTENANCE & REPAIR	40,704.00		40,704.00	5,244.02	35,459.98	12.90	
100-42-855-31400	BUILDING/LAND MAINT & REPAIR	1,500.00		1,500.00	18.08	1,481.92	1.20	
100-42-855-31530	MEDICAL/DENTAL & LAB SUPPLIES	42,000.00		42,000.00	23,104.93	18,895.07	55.00	
100-42-855-31700	MEMBERSHIP FEES	2,000.00		2,000.00	852.50	1,147.50	42.60	
100-42-855-32000	OFFICE EXPENSE	15,000.00		15,000.00	3,345.24	11,654.76	22.30	
100-42-855-32005	BANKING EXPENSES	3,000.00		3,000.00	1,859.45	1,140.55	62.00	
100-42-855-32450	CONTRACT SERVICES	72,000.00		72,000.00	31,864.45	40,135.55	44.30	
100-42-855-32500	PROFESSIONAL & SPECIALIZED SER	1,500.00		1,500.00	640.00	860.00	42.70	
100-42-855-32860	RENTS & LEASES - OTHER	4,313.00		4,313.00	4,112.79	200.21	95.40	
100-42-855-33100	EDUCATION & TRAINING	29,400.00		29,400.00	4,200.08	25,199.92	14.30	
100-42-855-33120	SPECIAL DEPARTMENT EXPENSE	0.00		0.00	66.06	-66.06	0.00	
100-42-855-33351	VEHICLE FUEL COSTS	45,000.00		45,000.00	12,738.17	32,261.83	28.30	
100-42-855-33360	MOTOR POOL EXPENSE	200,000.00		200,000.00	71,869.61	128,130.39	35.90	
100-42-855-33600	UTILITIES	28,000.00		28,000.00	16,749.72	11,250.28	59.80	
100-42-855-53030	CAPITAL EQUIPMENT, \$5,000+	75,000.00		75,000.00	73,722.61	1,277.39	98.30	
	Total Expenditures	<u>4,095,968.00</u>	<u>0.00</u>	<u>4,095,968.00</u>	<u>1,879,204.26</u>	<u>2,216,763.74</u>	<u>0.45</u>	
	Total	<u>-2,126,468.00</u>	<u>0.00</u>	<u>-2,126,468.00</u>	<u>-1,263,893.58</u>	<u>-862,574.42</u>	<u>100.00</u>	

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Totals
Total calls	21	19	7	11	12	15	24	14	13	6	18	22	182
Billable Calls	8	10	4	7	5	4	11	8	3	5	10	2	77
Charges	\$ 17,208.80	\$ 24,875.10	\$ 12,216.80	\$ 23,211.60	\$ 22,888.00	\$ 12,962.70	\$ 34,389.30	\$ 24,344.10	\$ 8,960.40	\$ 11,549.00	\$ 22,549.10	\$ 17,551.80	\$ 232,706.70
Payments (old)	\$ 5,912.86	\$ 7,429.17	\$ 4,458.80	\$ 8,270.07	\$ 3,532.44	\$ 803.55	\$ 8,154.90	\$ 7,499.69	\$ 2,608.28	\$ 2,597.65	\$ 2,863.84	\$ 2,505.40	\$ 56,636.65
Payments (new)	\$ -									\$ 152.89	\$ 530.71	\$ 2,729.27	\$ 3,412.87
Adjustments (old)	\$ 1,692.15		\$ 2,226.25	\$ 4,149.27	\$ 12,053.93		\$ 7,569.07	\$ 10,099.27		\$ 2,648.65	\$ 9,666.76	\$ 336.60	\$ 50,441.95
Adjustments (old) Medi-Cal		\$ 6,452.65											\$ 6,452.65
Adjustments (old) Medicare	\$ 5,041.07	\$ 4,773.58	\$ 1,507.31	\$ 4,581.26	\$ 4,250.65	\$ 1,820.15	\$ 12,810.80	\$ 3,840.14	\$ 6,352.12	\$ 5,004.83	\$ 5,094.15	\$ 1,543.01	\$ 56,619.07
Adjustments (new)	\$ -										\$ 1,235.06	\$ 7,843.89	\$ 9,078.95
Balance	\$ 4,562.72	\$ 6,219.70	\$ 4,024.44	\$ 6,211.00	\$ 3,050.98	\$ 10,339.00	\$ 5,854.53	\$ 2,905.00	\$ (0.00)	\$ 1,144.98	\$ 3,158.58	\$ 2,593.63	\$ 50,064.56

Collection Rate 78%

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Totals
Total calls	49	40	25	17	21	38	59	42	53	17	28	46	435
Billable Calls	33	25	21	8	15	25	32	28	36	13	17	36	289
Charges	\$ 65,963.50	\$ 71,456.00	\$ 61,314.00	\$ 19,894.40	\$ 30,335.70	\$ 45,767.40	\$ 73,522.20	\$ 54,300.10	\$ 67,922.80	\$ 23,826.90	\$ 35,553.30	\$ 65,963.10	\$ 615,819.40
Payments (old)	\$ 35,361.83	\$ 43,997.32	\$ 19,851.94	\$ 14,877.83	\$ 18,108.61	\$ 18,158.91	\$ 49,349.12	\$ 30,630.45	\$ 45,989.23	\$ 8,193.72	\$ 5,721.17	\$ 4,313.31	\$ 294,553.44
Payments (new)		\$ 600.00				\$ 2,342.89	\$ 243.19	\$ 1,622.83	\$ 1,634.69	\$ 247.34	\$ 5,554.46	\$ 12,867.94	\$ 25,113.34
Adjustments (old)	\$ 8,441.69	\$ 7,571.65	\$ 7,920.19	\$ 3,526.49	\$ 1,730.77	\$ 8,054.77	\$ 2,923.68		\$ 4,777.24	\$ 10,001.01	\$ 3,165.30		\$ 58,112.79
Adjustments (old) Medi-Cal	\$ 3,028.80		\$ 2,275.70		\$ 1,740.50	\$ 3,424.95	\$ 5,387.25	\$ 11,451.79	\$ 2,331.95			\$ 1,383.40	\$ 31,024.34
Adjustments (old) Medicare	\$ 5,387.58	\$ 8,837.43	\$ 4,773.97	\$ 1,345.08	\$ 6,461.32	\$ 3,804.41	\$ 8,952.17	\$ 6,168.80	\$ 5,999.33	\$ 1,349.51	\$ 7,678.83	\$ 5,514.25	\$ 66,272.68
Adjustments (new)			\$ (25.00)			\$ (1,043.59)	\$ (1,542.63)	\$ 1,233.75	\$ 631.79	\$ 1,876.66	\$ 4,489.07	\$ 19,209.36	\$ 24,829.41
Balance	\$ 13,743.60	\$ 11,049.60	\$ 25,917.20	\$ 145.00	\$ 2,294.50	\$ 11,025.06	\$ 8,209.42	\$ 3,192.48	\$ 6,558.57	\$ 2,158.66	\$ 8,944.47	\$ 22,674.84	\$ 115,913.40

Collection Rate 82%

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Totals
Total calls	113	98	70	55	68	127	128	125	108	80	58	80	1110
Billable Calls	69	67	50	30	34	68	74	79	62	61	40	64	698
Charges	\$ 114,667.00	\$ 109,880.60	\$ 89,816.10	\$ 53,739.00	\$ 57,998.80	\$ 111,630.60	\$ 122,100.70	\$ 127,751.60	\$ 110,990.80	\$ 98,560.60	\$ 71,877.20	\$ 80,253.60	\$ 1,149,266.60
Payments (old)	\$ 63,733.87	\$ 61,744.76	\$ 48,503.97	\$ 27,695.38	\$ 34,427.04	\$ 57,020.10	\$ 67,001.18	\$ 61,232.89	\$ 51,255.63	\$ 37,828.65	\$ 18,470.06	\$ 3,532.33	\$ 532,445.86
Payments (new)	\$ 50.00			\$ 1,752.15	\$ 190.00	\$ 3,635.96	\$ 6,451.54	\$ 2,747.00	\$ 5,290.75	\$ 12,694.14	\$ 12,875.61	\$ 36,031.63	\$ 81,718.78
Adjustments (old)	\$ 18,278.89	\$ 14,188.48	\$ 15,772.17	\$ 6,831.42	\$ 12,030.46	\$ 14,885.81	\$ 7,902.29	\$ 13,858.68	\$ 24,269.28	\$ 13,342.70	\$ 5,645.06		\$ 147,005.24
Adjustments (old) Medi-Cal	\$ 5,103.45	\$ 1,914.33	\$ 2,532.65	\$ 6,879.39	\$ 1,606.70	\$ 4,914.43	\$ 6,571.65	\$ 4,206.25	\$ 3,313.75	\$ 8,992.64	\$ 9,968.28	\$ 2,956.65	\$ 58,960.17
Adjustments (old) Medicare	\$ 7,901.14	\$ 10,519.62	\$ 14,813.71	\$ 6,721.54	\$ 4,509.94	\$ 7,549.20	\$ 11,818.89	\$ 17,181.44	\$ 9,280.80	\$ 3,864.94	\$ 974.04	\$ 7,193.42	\$ 102,328.68
Adjustments (new)	\$ 1,023.20			\$ 789.85		\$ 1,591.51	\$ (1,964.64)		\$ 221.27	\$ (2,016.98)	\$ 12,067.24	\$ 3,910.88	\$ 15,622.33
Balance	\$ 18,576.45	\$ 21,513.41	\$ 8,193.60	\$ 3,069.27	\$ 5,234.66	\$ 22,033.59	\$ 24,319.79	\$ 28,525.34	\$ 17,359.32	\$ 23,854.51	\$ 11,876.91	\$ 26,628.69	\$ 211,185.54

Collection Rate 82%

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Totals
Total calls	38	29	22	24	18	33	37	39	31	24	19	24	338
Billable Call	19	16	8	12	7	20	19	23	16	8	7	13	168
Charges	\$ 60,273.60	\$ 57,602.10	\$ 19,208.40	\$ 54,128.50	\$ 12,326.00	\$ 49,666.70	\$ 39,773.30	\$ 45,160.40	\$ 33,459.00	\$ 20,945.80	\$ 18,222.70	\$ 29,998.30	\$ 440,764.80
Payments (old)	\$ 17,764.79	\$ 40,718.54	\$ 4,508.71	\$ 22,925.87	\$ 4,956.14	\$ 23,717.89	\$ 25,077.84	\$ 22,451.20	\$ 17,673.53	\$ 6,571.37	\$ 1,906.45	\$ 2,742.52	\$ 191,014.85
Payments (new)	\$ -				\$ 1,722.00	\$ 2,156.00	\$ 906.13	\$ 3,265.88	\$ 8,384.21	\$ 2,759.53	\$ 1,536.47	\$ 3,894.77	\$ 24,624.99
Adjustments (old)	\$ 5,655.06	\$ 5,061.05	\$ 2,949.64	\$ 6,076.20	\$ 3,942.87	\$ 6,079.39		\$ 8,456.59	\$ 3,218.00	\$ 2,638.65		\$ 6,065.95	\$ 50,143.40
Adjustments (old) Medi-Cal				\$ 11,474.45	\$ 1,383.40			\$ 1,216.15	\$ 2,922.10		\$ 3,647.15		\$ 20,643.25
Adjustments (old) Medicare	\$ 11,244.75	\$ 5,254.81	\$ 4,971.25	\$ 8,801.47		\$ 10,410.01	\$ 7,317.74	\$ 4,819.19		\$ 2,672.81	\$ 4,937.15	\$ 2,669.83	\$ 63,099.01
Adjustments (new)	\$ -					\$ (1,607.58)			\$ 1,186.16	\$ 1,460.05	\$ 4,100.48	\$ 3,078.03	\$ 8,217.14
Balance	\$ 25,609.00	\$ 6,567.70	\$ 6,778.80	\$ 4,850.51	\$ 321.59	\$ 8,910.99	\$ 6,471.59	\$ 4,951.39	\$ 75.00	\$ 4,843.39	\$ 2,095.00	\$ 11,547.20	\$ 83,022.16

Collection Rate 81%