



CAMBRIA COMMUNITY HEALTHCARE DISTRICT REGULAR BOARD MEETING JANUARY 23, 2024 – 9:00 AM

The regular meeting of the Cambria Community Healthcare District will be held at Old Cambria Grammar School, 1350 Main Street Cambria, California.

Join Zoom Meeting

<https://us02web.zoom.us/j/81440923211>

Meeting ID: 814 4092 3211 Passcode: 323293

+16694449171,,83472787498# US

+16699006833,,83472787498# US (San Jose)

AGENDA

A. OPENING

1. Call to order
2. Pledge of Allegiance
3. Motion to allow the board to conduct the board meeting within the AB2449 guidelines.
4. Establishment of a quorum

B. PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

1. Members of the public wishing to address the Board on matters other than scheduled items may do so when recognized by the President of the Board of Directors Cecilia Montalvo. Presentations are limited to a maximum of three minutes per person.

C. CONSENT AGENDA

1. Approve Minutes from December 19, 2023, Regular Board Meeting.

D. REPORTS

1. Operations Report: Interim Supervisors Paul Hoover, Michael Bryant and Tim Nurge
2. Administrative/Financial Review: Linda Hendy
3. Committee Reports:
 - a. President's Report: Cecilia Montalvo
 - b. Property & Facilities / Facility Project Ad-Hoc: Bruce Mumper
 - c. Healthcare Advocacy & Outreach: Dawn Kulesa
 - d. Finance: Iggy Fedoroff
 - e. Development Committee: Laurie Mileur

E. REGULAR BUSINESS

1. 2023 Key Performance Indicator (KPI) report
2. Long-Term Sustainability

F. DECLARATION OF FUTURE AGENDA ITEMS

G. ADJOURNMENT

The next regular meeting of the Board of Directors of the Cambria Community Healthcare District will be held on February 27, 2024, at 9:00 A.M. at the Old Cambria Grammar School, 1350 Main Street Cambria, California.

Copies of the monthly agenda, staff reports and written materials provided to the Board of Directors for Open Session agenda items may be obtained online at www.cambria-healthcare.org, and are also available at the District office located at 2511 Main Street, Cambria, during regular business hours. Closed-session items are not available for public review. Any changes or additions to the agenda will be posted at the District office and on the District website.

Note: While board members may not engage in dialog with the public during the board meeting, individual members may choose to incorporate an answer to a question posed by the public during their discussion of an agenda item.



CAMBRIA COMMUNITY HEALTHCARE DISTRICT

DECEMBER 19, 2023

REGULAR BOARD MEETING MINUTES

A) OPENING:

- 1) The meeting was called to order at 9:10 AM.
- 2) President Montalvo led the Pledge of Allegiance.
- 3) Motion to allow the board to conduct meetings within the AB2449 guidelines. Director Mumper motioned to approve, Director Mileur seconded, Board approved 5/0.
- 4) Board of Directors members Cecilia Montalvo, Laurie Mileur, Bruce Mumper, and Iggy Fedoroff were present. Director Dawn Kulesa was present via Zoom. Also, present were Administrator Linda Hendy, Interim Supervisor Tim Nurge, and Office Manager Simone Rathbun.

B) PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

One member of the public was present.

C) CONSENT AGENDA

The Minutes from the November 28, 2023 Regular Board Meeting were submitted for review and approval. Director Mileur motioned to approve the Minutes as presented, Director Mumper seconded, Board approved 5/0.

D) REPORTS

1. Operations Report: Interim Supervisor Nurge presented the monthly report. A correction was made to a location noted in the "Response Times and Delays" section. The report should refer to Lodge Hill/Marine Terrace, replacing the location of Park Hill. All four ambulance units are currently in service, with required medications well stocked. High-risk low-usage skills training sessions are being completed each month by the District's paramedics.
2. Administrative/Financial Review: The monthly financials for November were reported. The PP-GEMT Program was discussed and an analysis will be presented next month. Income received and budgeted from General and Special taxes were discussed.
3. Committee Reports:
 - a. President's Report – President Montalvo reported there are \$11,000 in grant funds available through Project Heartbeat. Operation Supervisors will collect suggestions of equipment needs from crew members and assist with preparing a grant application.
 - b. Property & Facilities/Facility Project Ad-Hoc: Director Mileur reported the committee met prior to the December Board meeting and reviewed the updated cost analysis for the ambulance station provided by Vanir. The next scheduled meeting will be on January 11, 2024. Letters will be sent to Senator Laird and Assemblymember Addis seeking support for the ambulance station replacement project. Supervisor Hoover is contacting local contractors to provide bids for the installation of a crew shower.

- c. Healthcare Advocacy & Outreach: Director Kulesa reported the Committee met and reviewed proposed workshop topics and content for wellness articles. The Committee will look at opportunities to partner with local service clubs and organizations to provide health education for the community. Director Mileur sent letters to local innkeepers inquiring if they would be interested in providing the District's Community Resource Guide to their guests. Special thanks are given to Director Fedoroff for utilizing workshop content to prepare wellness articles for local publication. Director Kulesa reported that mental health, nutrition, heart health, stroke, and fall prevention are among the top five topics the community seeks education on.
- d. Finance: Director Mumper reported the committee met and reviewed the November financials, including cash flow reports, and tax revenue projections.
- e. Development Committee: Director Mileur reported the Committee did not meet in November. Director Mileur reported a new funding opportunity through FEMA will be released in January, Director Mileur will work with Supervisor Hoover regarding the proposed delivery date of an ambulance to be included in the grant application. Director Mileur expressed the need for a grassroots effort for the proposed bond measure and a need for an ad-hoc committee to be assembled to include community members.

E) REGULAR BUSINESS

- 1. Ambulance station replacement of main electrical panel – President Montalvo and Director Mileur preapproved Thoma Electric to order the replacement panel due to the anticipated delay in the supply chain for electrical parts. County permitting is estimated at \$1,500 and is not included in Thoma's estimate. Director Fedoroff suggested that we reach out to Supervisor Gibson's office to confirm that the District has a credit to be used for the cost of a permit through the County building department. Director Mileur motioned to approve the proposed contract of \$11,400 with Thoma Electric, seconded by Director Mumper, The Board approved 5/0.
- 2. Board Officer Election 2024 – The following Board members were duly elected:
President – Cecilia Montalvo
Vice President – Bruce Mumper
Secretary – Iggy Fedoroff
Director Mumper motioned to approve, seconded by Director Mileur, Board approved 5/0.
- 3. Assignments to Board Committees 2024 – The following Board members were appointed as Committee Chair:
Director Mumper Property & Facilities Committee.
Director Fedoroff Finance Committee.
Director Kulesa Healthcare Advocacy/Outreach Committee.
Director Mileur Development Committee.
Director Mumper motioned to approve, seconded by Director Fedoroff, Board approved 5/0.

F) DECLARATION OF FUTURE AGENDA ITEMS

- 1. Crew Shower Project
- 2. Quality Assessment
- 3. Trust Financial Report
- 4. PP-GEMT Program Update
- 5. Supervisors to seek feedback from crews on top facility needs.

G) ADJOURNMENT

The meeting was adjourned at 10:15 AM.



OPERATIONS REPORT
Board of Directors Meeting
January 23, 2024

Staff Report: Interim Operation Supervisors Michael Bryant, Tim Nurge and Paul Hoover
Operations report for December 2023.

Supervisor Bryant:

- **Transport Activity Report** – In comparison to December of 2022, there was a decrease of 68 incidents and an increase of 9 transports.

The District continues to have a decrease in incidents due to San Luis Ambulance adding Medic-94, which has significantly decreased the number of “move up and cover” requests in San Luis Ambulance’s service area.

- **Response Times and Delays** – In December 2023, 93.5% of calls were responded to within 10 minutes. There were 4 calls in which the response time was longer than the required 10 minutes.
 - There was one call delayed by 2 minutes due to weather.
 - One call was delayed by 9 minutes due to distance. (The crew was returning from the hospital when dispatched and not in the Cambria response area.)
 - One call was delayed by 2 minutes due to required staging for crew safety.
 - One call was delayed by 1 minute due to an improper address relayed during the initial dispatch.

- **Equipment/ Medications** – Expiring supplies and medications have been replaced. The supply room and ambulances are fully stocked and ready for response.

- **San Luis Ambulance (SLA) Transports/Coverage** – In December 2023 San Luis Ambulance had (0) Code 3 and (0) Code 2 calls in the CCHD service area. San Luis Ambulance was dispatched to “move up and cover” Cambria (8) times Code 8 and (0) times Code 11 for a total time covering the CCHD response area of 8 hours and 46 minutes.

CCHD responded to (5) Code 3 and (0) Code 2 calls in the San Luis Ambulance service area. CCHD crews were dispatched to “move up and cover” the San Luis Ambulance service area (27) times Code 8 and (0) times Code 11 for a total time covering the San Luis Ambulance service area of 7 hours and 51 minutes.

- Code 3 Call - Emergency call that requires the use of lights and sirens to respond
- Code 2 Call - Emergency call that does not require the use of lights and sirens to respond
- Code 8 Call - A term used when an ambulance is staged (parked) between 2 response areas

- **Monterey County Calls** - CCHD crews responded to 2 calls in Monterey County in December. This is an increase of two calls compared to December 2022. Currently, CCHD is the only ALS Agency to cover the southern area of coastal Monterey County. District staff continue to monitor updates from Caltrans regarding the Highway 1 road closure.

Supervisor Nurge:

- **Employees and Staffing**
 1. **Staffing** – The District’s Full-Time and Reserve employees have done an excellent job of picking up shifts to cover any vacancies on the crew schedule due to illness and leave of absence. The District successfully staffed an extra unit for the Castle to Coast Fun Run on January 13, 2024, this event was organized by Cuesta College as a fundraiser for their Track and Field program. The District will receive payment from the event organizer for the additional EMS event coverage.
 2. **Recruitment**- In February the District will begin recruiting additional Reserve Paramedics and EMTs to be added to the reserve list to assist with any potential need to provide coverage for future shift vacancies.
 3. **Training**- In January District crew members partnered with Cambria Fire for the Annual Verification Tracking (AVT) Skill Training for paramedics.

Supervisor Hoover:

- **Ambulance Unit Performance/Maintenance** – All four units are in service and ready to respond. In January, Supervisor Hoover replaced Unit 18’s Inverter and has arranged for future tire rotations and tire repairs for all units to be serviced at Hinson’s Tire Pros in Morro Bay.
- **Equipment/ Medications** – All units are stocked with current SLO County EMSA-required medications. The District has sufficient re-stock available in the required locked safe.
- **Facility/Station Repairs** – At the January Facilities Committee meeting minor electrical repairs for the crew quarters were discussed. Supervisor Hoover will contact the electrician after the main electrical panel has been installed by Thoma Electric. Supervisor Hoover will research the cost of purchasing and installing mounted space heaters for each ambulance unit to help provide a temperature-controlled environment for stored medications.

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- **Community Outreach** – The District provided EMS event coverage for the Castle to Coast Fun Run.

DISTRICT ACTIVITY REPORT PAGE 1
12/01/2023 through 12/31/2023

Incident Totals				Transport Totals			
	2023	2022	Change		2023	2022	Change
Dry Runs - w/Treatment	16	19	-3	Local Patients	42	34	8
Dry Runs - CX Enroute	18	31	-13	Non-Local Patients	13	12	1
Total Dry Runs	34	50	-16	Total Patients	55	46	9
Stand-bys	27	88	-61	Medical Transports	49	43	6
Public Assists/Relations	0	1	-1	Trauma Transports	6	3	3
Walk-in Public Relations	2	1	1	Traffic Accidents	0	0	0
Total Incidents	118	186	-68	Total Transports	55	46	9

Hospital Destinations			
	2023	2022	Change
French	18	13	5
Sierra Vista	33	31	2
Twin Cities	4	1	3
Rendezvous w/Heli	0	0	0
Facility Not-Listed	0	0	0
Trauma Center (Sierra Vista)	7	3	4
STEMI Center (French)	0	0	0

Monterey County Responses			
	2023	2022	Change
Medical Transports	0	0	0
Trauma Transports	0	0	0
Dry Runs	0	0	0
Stand-bys	0	0	0
Total Incidents	0	0	0

Year-to-Date Comparison
Ambulance Response Statistics
From January 2023 to December 31 2023

	2023	2022	Change
Total Responses	1792	1923	-131
Patients Transported	614	666	-52
Total Dry Runs	428	497	-69
Dry Runs - w/Treatment	165	202	-37
Dry Runs - CX Enroute	263	291	-28
Stand-bys	729	747	-18
Total Monterey County Incidents	15	37	-22

DISTRICT ACTIVITY REPORT PAGE 2
12/01/2023 through 12/31/2023

San Luis Ambulance Activity

Code 8	=	8	
Code 11	=	0	
Code 2 calls	=	0	} (calls into CCHD response area)
Code 3 calls	=	0	
Total time SLAS covered CCHD area =		8 hrs	46 mins

Cambria Community Healthcare District Activity

Total time CCHD committed to other incidents (Month) =		120 hrs	26 mins
Code 8	=	27	
Code 11	=	0	
Code 2 calls	=	0	} (calls into SLAS response area)
Code 3 calls	=	5	
Total time CCHD covered SLAS area =		7 hrs	51 mins

Definitions:

Code 8 : Cover two areas

Example: -Code 8 Villa Creek means covering Morro Bay response area and Cambria response area

-Code 8 Hwy 46 Summit means covering Cambria response area and covering North County response area (i.e. Paso Robles, Templeton, Atascadero and outlying areas)

Code 11 : Covering one area

Example: -Code 11 Morro Bay means we are now only covering the Morro Bay response area (i.e. Cayucos, Morro Bay, Los Osos)

Code 2 : Non-Emergency Call

Code 3 : Emergency Call

Time-On-Task : TOT Refers to the amount of time committed to a call or task, more specifically, this is the amount of time a unit is unavailable to respond to a call in the District's response area only. Units may still be available for calls outside the District's response area during TOT periods depending on SLO County needs for mutual aid.



Administrator/Finance Report Board of Directors Meeting January 23, 2024

Staff Report: Linda Hendy, Administrator/Finance

Finance:

Reporting financial performance for December and the year-to-date fiscal year 2023/2024.

Income Statement:

December 2023 Monthly/Year-To-Date vs Budget

○ **Income:**

- December net ambulance billing of \$88,830 was favorable to budget in the amount of \$49,450. After a review of the A/R Aging Summary Report, there were no receivable accounts identified to be adjusted to the Bad Debt account or sent to collections for services provided. As of December 2023, \$25,953 of the outstanding invoiced amount of \$344,973 is 91 days past due and is confirmed as open insurance claims.
 - Ambulance transport activity was 55 vs 50 budgeted.

The District received general and special taxes in the amount of \$199,214. Year-to-date tax receipts are unfavorable to the budget in the amount of \$91,983. The District received a tax revenue deposit on January 10, 2024, for \$391,039.84. January financials will reflect the updated favorable amount compared to the budget.

- Other Income: In December, two transports were provided to Monterey County. Revenue line-item GEMT Reimbursement has a budgeted amount of \$20,000, this revenue source is no longer reimbursed in a lump sum and is now reimbursed through the ambulance insurance claim, original invoice. Additional information on the GEMT program is included below.

○ **Expense:**

Total expenses in December were \$28,252 favorable to budget.

- Payroll Expenses: In December payroll expenses were favorable to budget in the amount of \$10,894. The District utilized part-time Reserve employees during December to cover vacant shifts, resulting in a decrease in full-time payroll expenses and an increase in part-time expenses.
- Operating Expenses: December operating expenses were favorable to budget in the amount of \$28,961. Two-line items contributed to the favorable amount, Audit Fees and Dues and Subscriptions; the budgeted expense will be reflected in the February financial report.
- Fleet Expenses: December expenses were favorable to budget in the amount of \$4,355. Medical Supplies year-to-date are in line with budget.
- Bond Expenses: In December the balance of \$4,736 was paid to Vanir Construction Management for contracted services to provide an updated cost analysis for the ambulance station.

- **Net Income:** The December financials reflect an unfavorable net income vs budget for the month in the amount of \$50,725 and a favorable year-to-date net income versus budget in the amount of \$99,204. The unfavorable amount versus budget is a timing issue and will be reflected in the following month's financials, examples include tax revenue received in January and expenses that will occur in late January or February, such as Audit expenses and dues.
- **The Cambria Community Healthcare District Trust:** In December the annual donation letter was mailed out to the Cambria community, identifying the need for support in maintaining our ambulance fleet. As of January 11, 2024, the Trust has received over \$50,000 in donations from local businesses, churches, and Cambria citizens. December Trust financials reflect deposits of \$48,211.19, expenses of \$3,373.44 with an ending bank balance of \$60,667.63. Office Manager Rathbun will continue to send thank you letters listing the Trust 501c3 tax ID number for all contributions.
- **Public Provider Ground Emergency Medical Transportation (PP-GEMT) Program. Managed Care and Fee for Service.**
The California Department of Health Care Services has implemented a new program as part of the GEMT managed care delivery system. The PP-GEMT Program is a new program authorized by the Legislature and is mandated as the only supplemental payment program for qualifying emergency ambulance transport providers serving Medi-Cal beneficiaries.

Per transport, the total reimbursement under the new PP-GEMT Program is expected to be higher than what was received historically, but the provider contribution is also expected to be higher than QAF payments when compared on a per transport basis.

Example: Add-On Reimbursement

Primary - Health Insurance Reimbursement		
	CenCal	Medi-Cal
Prior Reimbursement	\$ 339.00	\$ 118.20
New IPGEMT Program	\$ 1,065.12	\$ 1,065.12
Increase in Allowance	\$ 726.12	\$ 946.92

Secondary - Health Insurance Reimbursement		
	CenCal	Medi-Cal
Prior Reimbursement	0.00	0.00
New IPGEMT Program	\$ 626.05	\$ 626.05
Increase in Allowance	\$ 626.05	\$ 626.05

As of December 2023, the District has received \$38,008 in reimbursement claims and has \$4,447 currently invoiced through CenCal. As an eligible provider, the District's current shared expense in the program is \$32,010 resulting in a net income to the District in the amount of \$10,445. District staff will continue to monitor participation in this voluntary program and provide future updates to the Board of Directors.

- **Special District Risk Management Authority (SDRMA):** Administrator Hendy completed the required questionnaire documents for the District's Liability and Workers' Compensation Insurance renewal.
- **Human Resource:** Administrator Hendy worked with a CalPERS representative to update a former employee's contribution records resulting in a \$1,200 refund for overpayment of retirement contributions by the District.

Cambria Community Healthcare District
Summary of Revenues and Expenses
DECEMBER 2023, and Year-To-Date JULY-DEC 2023/2024

	December Actual	December Budget	Variance	July - December YTD Actual	July - December YTD Budget	Variance
Ambulance Revenue						
Ambulance Billings	344,973	277,521	67,452	1,919,491	1,967,711	(48,220)
Prior Year Income	-	-	-	607	-	607
Total Ambulance Income	344,973	277,521	67,452	1,920,098	1,967,711	(47,613)
Insurance Adjustments/Contra	(256,142)	(208,140)	(48,002)	(1,425,222)	(1,475,783)	50,561
Sent to Collections	-	(20,000)	20,000	(5,683)	(36,000)	30,318
Bad Debt	-	(10,000)	10,000	(5,980)	(14,000)	8,020
Ambulance Income	88,830	39,380	49,450	483,213	441,928	41,286
Tax Income						
General Tax	87,629	132,000	(44,371)	175,121	203,000	(27,879)
Special Assessment Tax	111,585	175,000	(63,415)	211,055	275,160	(64,105)
Total Tax Income	199,214	307,000	(107,786)	386,177	478,160	(91,983)
Other Income						
Monterey Contract	4,000	4,000	-	30,000	24,000	6,000
Rental Income	300	300	-	600	600	-
Misc. Income	170	100	70	14,147	600	13,547
GEMT Reimbursement	-	20,000	(20,000)	2,802	40,000	(37,198)
Bad Debt Recovery	-	650	(650)	1,604	3,900	(2,296)
Grant Income	-	-	-	-	-	-
Interest Income	54	115	(61)	1,214	690	524
Donations	-	-	-	-	-	-
Donations -Amb. Procurement	-	-	-	-	-	-
Total Other Income	4,524	25,165	(20,641)	50,367	69,790	(19,423)
Total Income	292,568	371,545	(78,977)	919,757	989,878	(70,121)
Payroll Expenses						
Administration	15,209	23,882	8,673	125,084	143,291	18,207
Full Time Employees	60,775	65,135	4,361	309,425	390,812	81,387
Part Time Employees	19,973	11,393	(8,580)	121,208	68,358	(52,850)
Payroll Tax Expense	4,824	5,788	965	13,640	34,730	21,090
Employee Medical/Dental	11,370	16,000	4,630	87,022	96,000	8,978
PERS Pension Expense	9,737	10,833	1,097	58,871	65,000	6,129
PERS - Unfunded Liability	12,756	12,923	167	76,553	77,538	985
Uniforms	1,167	750	(417)	2,724	4,500	1,776
Workers Comp. Insurance	8,905	8,905	0	38,043	53,432	15,389
Retiree Health	7,602	7,600	(2)	45,924	45,600	(324)
Total Payroll Expense	152,316	163,210	10,894	878,492	979,261	100,768
Operating Expenses						
Contacted Services	-	-	-	-	-	-
Audit Fees	-	15,000	15,000	-	30,500	30,500
Billing Services	599	700	101	3,634	4,200	566
Other	-	450	450	-	11,800	11,800
Payroll Services	528	600	73	2,605	3,600	995
Total Contracted Services	1,127	16,750	15,624	6,239	50,100	43,861
Dues and Subscriptions	200	8,000	7,800	10,198	18,300	8,102
Education/Travel/Mileage	184	150	(34)	1,190	1,900	710
Facility Maintenance	568	1,000	432	19,143	44,000	24,857
Legal	438	1,000	563	12,161	6,000	(6,161)
Liability Insurance	7,807	7,807	-	36,026	46,839	10,813
License/Permits	732	500	(232)	9,238	3,000	(6,238)
Office and Computer Supplies	772	1,260	488	8,838	7,560	(1,278)
Storage	-	-	-	480	480	-
Training	-	250	250	370	1,500	1,130
Utilities	2,384	2,100	(284)	14,351	12,200	(2,151)
Total Operating Expenses	14,211	38,817	24,606	118,234	191,879	73,645

Cambria Community Healthcare District
Summary of Revenues and Expenses
DECEMBER 2023, and Year-To-Date JULY-DEC 2023/2024

	December Actual	December Budget	Variance	July - December YTD Actual	July - December YTD Budget	Variance
Fleet Expenses:						
Communication Equipment	-	-	-	-	-	-
Fuel	2,629	3,500	871	15,598	21,000	5,402
Unit - 18	-	500	500	4,099	3,000	(1,099)
Unit - 20	-	350	350	218	2,100	1,882
Unit - 21	-	-	-	2,909	2,000	(909)
Unit - 22	3,686	3,686	0	14,744	18,432	3,688
Interest Expense	-	-	-	376	769	392
Medical Supplies/Equipment	2,365	5,000	2,635	29,254	30,000	746
Total Fleet Expenses	8,681	13,036	4,355	67,199	77,300	10,101
Total Operating Expenses	22,891	51,853	28,961	185,433	269,179	83,746
Other Expenses						
Bank and Credit Card Charges	423	250	(173)	1,755	1,750	(5)
Bond Expense	4,736	-	(4,736)	19,583	31,600	12,017
Contingency/Outreach/Public Ed.	-	400	400	17,355	14,100	(3,255)
Equipment	-	-	-	-	-	-
Miscellaneous	449	300	(149)	611	1,800	1,189
QAF Fee	11,061	4,000	(7,061)	23,061	8,000	(15,061)
Sales Tax	-	115	115	536	690	154
Total Other Expenses	16,668	5,065	(11,603)	62,901	57,940	(4,961)
Total Expenses	191,876	220,128	28,252	1,126,827	1,306,380	179,553
Net Operating Income	100,692	151,417	(50,725)	(207,070)	(316,502)	109,432
Other Income/Expense						
Grant /Equipment Procurement	-	-	-	45,572	55,800	(10,228)
Covid Relief	-	-	-	-	-	-
Total Other Income	-	-	-	45,572	55,800	(10,228)
Net Income	100,692	151,417	(50,725)	(161,499)	(260,702)	99,204

Cambria Community Healthcare District Monthly Banking Financial Report

DECEMBER 2023

Pacific Premier Bank Operating Account

Beginning Balance	\$	164,897.55	
Income		78,199.88	
Tax Income		199,213.98	
Less Checking Expenses		(260,993.68)	
Bank Fee(s)		(5.55)	
Ending Balance			<u>\$ 181,312.18</u>

Pacific Premier Bank Money Market Account Reserve Account

Beginning Balance	\$	20,014.68	
Transfer to Operating Account		-	
Interest		0.85	
Ending Balance			<u>\$ 20,015.53</u>

Local Agency Investment Fund Account Operating Reserves

Beginning Balance	\$	13,213.44	
Transfer from Operating Account		45,000.00	
Interest		-	
Ending Balance			<u>\$ 58,213.44</u>

ALL ACCOUNTS TOTAL

\$ 259,541.15

PPB Trust Account

Beginning Balance	\$	15,829.88	
Deposit		48,211.19	
Less Checking Expense		(3,308.90)	
Bank fee (paper statement)		(2.00)	
Withdrawal payables(Qgiv)		(62.54)	
Ending Balance			<u>\$ 60,667.63</u>

Accounts Prior Year Total Comparison (Not including Trust Account)

DECEMBER	2023		\$	259,541.15
DECEMBER	2022		\$	356,248.60
Difference			\$	<u>(96,707.45)</u>

Note: SLO County Property Tax Deposit \$391,039.84 received 1-10-2024

Cambria Community Healthcare District

Transaction Detail by Account

December 2023

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	AMOUNT
11200 PP (5645) Operating					
12/01/2023	Bill Payment (Check)	2998	Adamski Moroski Madden Cumberland & Green	Invoice# 63021	-3,387.50
12/01/2023	Bill Payment (Check)	2999	California Special District Assoc.	Membership ID: 1104	-6,500.00
12/01/2023	Bill Payment (Check)	3001	Life Assist	Invoice# 1383422	-154.95
12/01/2023	Bill Payment (Check)	3005	Simone A. Rathbun	Mileage reimbursement	-24.96
12/01/2023	Bill Payment (Check)	3002	Mrs. Kathleen Bramlette	TB test reimbursement	-30.00
12/01/2023	Bill Payment (Check)	3004	Robert W Sayers	December 2023 Invoices	-797.90
12/01/2023	Bill Payment (Check)	3000	Coastal Copy	Acct# CC45 Inv# 1087900	-179.86
12/01/2023	Bill Payment (Check)	3007	Wells Fargo Vendor Financial Services	Cust# 1051980762	-191.98
12/01/2023	Bill Payment (Check)	3003	Paul Hoover	CalPERS deduction reimbursement	-229.17
12/01/2023	Bill Payment (Check)	3006	Timothy Nurge	CalPERS deduction reimbursement	-229.17
12/04/2023	Expense		Payroll People		-42,809.20
12/05/2023	Bill Payment (Check)	3010	Graybar Financial Services	Contract# 100-5910031-001	-163.24
12/05/2023	Bill Payment (Check)	3018	SEIU Local 620	Union dues, Check date 12/05/2023	-139.68
12/05/2023	Bill Payment (Check)	3014	Orkin	Acct# 2388 Inv# 424186	-92.00
12/05/2023	Bill Payment (Check)	3008	Cambria Hardware Center	Acct# 205	-77.97
12/05/2023	Bill Payment (Check)	3017	PG&E - ending 810-8	Acct# 5179258810-8	-50.18
12/05/2023	Bill Payment (Check)	3016	PG&E - ending 135-3	Acct# 4378486135-3	-10.80
12/05/2023	Bill Payment (Check)	3020	Templeton Uniforms, LLC	Invoice# 3680	-171.31
12/05/2023	Bill Payment (Check)	3009	Coast Unified School District	Invs# 240004, 240006 & 240007	-180.00
12/05/2023	Bill Payment (Check)	3019	Streamline	Invoice# 8A432981-0016	-200.00
12/05/2023	Bill Payment (Check)	3011	MEDSTOP Urgent Care	Invoice #25004	-200.00
12/05/2023	Bill Payment (Check)	3012	Mission Country Disposal	Acct# 4130-8101951	-204.69
12/05/2023	Bill Payment (Check)	3013	MP Cloud Technologies	Invoice# 6984	-599.00
12/05/2023	Bill Payment (Check)	3015	PG&E - #A ending 348-9	Acct# 9976402348-9	-973.16
12/05/2023	Bill Payment (Check)	3021	US Bank Card	Account ending in 3652	-2,365.87
12/05/2023	Check	ACH	CalPERS Fiscal Services Division		-941.32
12/05/2023	Check	3620	Payroll People		-1,132.24
12/05/2023	Check	ACH	CalPERS Fiscal Services Division		-3,825.94
12/05/2023	Check	ACH	CalPERS Fiscal Services Division		-1,175.36
12/07/2023	Bill Payment (Check)	3026	SDRMA P/L	Member# 7576 P/L invoice	-7,806.50
12/07/2023	Bill Payment (Check)	ACH	WEX Bank -	Invoice # 92521792	-2,450.12
12/07/2023	Bill Payment (Check)	3022	BoundTree Medical	Inv# 85167817	-1,738.39
12/07/2023	Bill Payment (Check)	3028	SLO County EMS Agency	Invoice# 688	-232.00
12/07/2023	Bill Payment (Check)	3024	Heidi Holmes-Nagy	Paul's Medicare premium	-164.90
12/07/2023	Bill Payment (Check)	3027	SDRMA WC	Member# 7576 W/C invoice	-8,905.35
12/07/2023	Bill Payment (Check)	3025	Kitzman Water (Culligan)	Acct# 190231	-65.00
12/07/2023	Bill Payment (Check)	3023	Handyman Plus Service	Inv# INV0008	-140.00
12/08/2023	Expense		CalPERS Fiscal Services Division		-16,375.49
12/08/2023	Expense		EDIS	FSA-DCSA 2024 Pre Funding	-2,500.00
12/11/2023	Expense		WORLDPAY CC		-336.96
12/12/2023	Bill Payment (Check)	Wire Transfer	Department of Health Care Services	Inv# GEM0523Y2BV	-11,060.77
12/12/2023	Bill Payment (Check)	3033	Zoll Medical Corp.	Invoice# 90094980	-2,091.08
12/12/2023	Bill Payment (Check)	3030	Ameritas Life Insurance Corp.	Policy# 58022	-893.48
12/12/2023	Bill Payment (Check)	3029	Airgas West	Invoice# 5504233118	-816.90
12/12/2023	Bill Payment (Check)	3032	Templeton Uniforms, LLC	Invoice# 3756	-535.68
12/12/2023	Bill Payment (Check)	3031	Antonio Mercado	November yard work	-150.00
12/12/2023	Expense		Pacific Premier Bank	GEMT Wire Transfer Fee	-40.00
12/14/2023	Bill Payment (Check)	3035	MEDSTOP Urgent Care	Invoice #24808	-25.00
12/14/2023	Bill Payment (Check)	3034	John Lisberg	DMV PE reimbursement	-200.00
12/19/2023	Bill Payment (Check)	3041	Verizon Wireless	Acct# 271000184-00002	-401.48
12/19/2023	Bill Payment (Check)	3040	Vanir Construction Management, Inc.	Invoice# 177310	-4,735.70
12/19/2023	Bill Payment (Check)	3038	MEDSTOP Urgent Care	Invoice #25055	-200.00
12/19/2023	Bill Payment (Check)	3037	Dana Brancati	TB test & Mileage reimbursement	-52.00
12/19/2023	Bill Payment (Check)	3039	SEIU Local 620	Union dues, Check date 12/20/2023	-139.68
12/19/2023	Bill Payment (Check)	3036	Cambria Business Center	Invoice# 219	-11.30
12/20/2023	Bill Payment (Check)	3042	SDRMA P/L	Member# 7576 P/L invoice	-7,806.50
12/20/2023	Bill Payment (Check)	3043	SDRMA WC	Member# 7576 W/C invoice	-8,905.35
12/21/2023	Check	ACH	CalPERS Fiscal Services Division		-1,089.87

Cambria Community Healthcare District

Transaction Detail by Account

December 2023

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	AMOUNT
12/21/2023	Check	ACH	CalPERS Fiscal Services Division		-4,115.16
12/21/2023	Check	ACH	CalPERS Fiscal Services Division		-1,175.36
12/21/2023	Expense		Pacific Premier Bank	LAIF Wire Fee	-40.00
12/21/2023	Expense		Payroll People		-48,696.18
12/21/2023	Bill Payment (Check)	3049	Mutual of Omaha	Group ID# G000BZ6W	-192.00
12/21/2023	Bill Payment (Check)	3046	Denise Codding	January 2024 health premium	-679.53
12/21/2023	Bill Payment (Check)	3048	Heidi Holmes-Nagy	January 2024 health premium	-1,025.14
12/21/2023	Bill Payment (Check)	3047	Donald Melendy	January 2024 Health premium	-1,279.72
12/21/2023	Bill Payment (Check)	3044	Daniel Cariaga	January 2024 Health premium	-1,279.72
12/21/2023	Bill Payment (Check)	3045	Danny Takaoka	January 2024 Health premium	-2,395.12
12/27/2023	Bill Payment (Check)	3052	Charter Communications	Acct# 824510113 0094588	-459.93
12/27/2023	Bill Payment (Check)	3050	Adamski Moroski Madden Cumberland & Green	Invoice# 63472	-437.50
12/27/2023	Bill Payment (Check)	3051	BoundTree Medical	Inv# 85187868	-1,822.46
12/27/2023	Bill Payment (Check)	3056	Simone A. Rathbun	Mileage reimbursement	-31.11
12/27/2023	Bill Payment (Check)	3054	Michael Bryant	Mileage reimbursement	-96.29
12/27/2023	Bill Payment (Check)	3053	Matthew Hallmark	Boot purchase and TB test reimbursement	-250.00
12/27/2023	Bill Payment (Check)	3057	Trophy Hunters	Invoice# 29540	-31.64
12/27/2023	Bill Payment (Check)	3055	Mr. Jeremy Kantner	Boot purchase reimbursement	-200.00
12/28/2023	Bill Payment (Check)	ACH	CalPERS Fiscal Services Division		-11,231.33
12/28/2023	Bill Payment (Check)	ACH	KS StateBank		-3,621.48
12/28/2023	Bill Payment (Check)	ACH	CalPERS Fiscal Services Division		-1,247.83
12/28/2023	Bill Payment (Check)	ACH	CalPERS Fiscal Services Division		-143.33
12/28/2023	Bill Payment (Check)	ACH	CalPERS Fiscal Services Division		-133.83
12/29/2023	Expense		Pacific Premier Bank		-4.25
12/29/2023	Expense		Pacific Premier Bank		-1.30
12/29/2023	Check	ACH	CalPERS Fiscal Services Division		-200.00
Total for 11200 PP (5645) Operating					\$ -227,697.16



CAMBRIA COMMUNITY HEALTHCARE DISTRICT
BOARD AGENDA STAFF REPORT – 01

TO: Board of Directors

FROM: Supervisor Paramedic, Michael Bryant

DATE: January 23, 2024

AGENDA DESCRIPTION: 2023 Key Performance Indicator (KPI) report.

RECOMMENDATION: Review the Key Performance Indicators report (KPIs) for the calendar year 2023 vs 2022. The District will provide training to staff on areas requiring improvement.

FISCAL IMPACT: None at this time.

DISCUSSION: Each year the District monitors and benchmarks a set of quality metrics measuring the quality of care provided by District field Paramedics and EMTs. In prior years the District would extract data from internal patient care reports (PCRs) to monitor the quality of care provided. In November 2022 the San Luis Obispo County EMSA moved all EMS agencies to a single PCR software (Image Trend). This was implemented by the EMSA to collect data from all EMS agencies in the County to provide a single comprehensive report.

In 2023 District field Paramedics and EMTs successfully increased or sustained the success rate measurement noting that five of the ten metrics received a 100% success rate.

CONCLUSION: Operation Supervisors will continue to review patient care reports daily through a quality assurance (QA) review of each call, monitor all County EMSA reports, and continue performing mandated quarterly training as required by the County EMSA.

ATTACHMENTS:

1. 2023 Key Performance Indicator Report

BOARD ACTION: Receive and File.

Date of Vote: January 23, 2024

UNANIMOUS: ___

MONTALVO ___ MILEUR ___ FEDOROFF ___ MUMPER ___ KULESA ___

Cambria Community Healthcare District Key Performance Indicators Calendar Year 2023

Metric	Objective	2023 Metrics	2022 Metrics	Success Rate 2023/2022	Notes	Status
Response Times In District	90% Calls are to be responded to (Unit Notified to On scene) within 10 minutes in CCHD Response Area	777	843	92.9% / 92.8%	10 minute requirement compared to Urban timeframe requirements.	
Responses Times Out of District	90% of Responses to Incidents outside of CCHD Response Area met within 30 min.	261	318	91.9% / 92.2%	30 minute requirement compared to Rural timeframe requirements.	
Report Writing Compliance	Per SLOEMSA Policy #124, EMS Reports shall be written and submitted within 2 hours after clearing the incident/hospital.	517	N/A	72.6% / N/A	Policy revision requiring new submission timeframe effective 7/1/23. Review begins on that date.	
Placement of IVs	IV Placed successfully on each attempt	479	726	87.8% / 64.4%	IV Success rate compared to 82.7% County success rate.	
Advanced Airway Placement	Placement of Endotracheal tubes and Supraglottic Airways	2	4	100% / 50%	Use of Advanced airways (ETI and SGA) is currently low due to patient volume and use of BLS airways instead. A bulletin from SLOEMSA was recently received encouraging more use of Advanced Airways. This metric is projected to be higher next year.	
12 Lead EKG Assessment	Diagnostic procedure completed in the field to assess for possible heart attack. Shall be done on all cardiac chest pain patients per SLOEMSA Procedure #707.	66	57	100% / 98.2%	Metric Count is based on patient count with chest pain with success being a 12 lead performed on these patients.	
Specialty Care: STEMI	Specialty Care System metrics for STEMIs (heart attacks). This metric measures number of patients and accurate recognition/treatment given.	5	5	100% / 100%	Accurate treatment includes early and serial 12 Lead ECGs, appropriate medication administration, and appropriate time spent on scene.	
Specialty Care: Trauma	Specialty Care System metrics for Trauma Alerts/Consultations. This metric measures number of patients and accurate categorization/treatment given.	43	67	93% / 92.5%	Accurate treatment includes proper trauma categorization, appropriate treatments, and on scene times noted in EMSA CQI plan for Alerts (10-20 min). Fallouts noted to be prolonged on-scene times.	
Specialty Care: Stroke	Specialty Care System metrics for Stroke Alerts. This metric measures number of patients and accurate recognition/treatment given.	26	25	100% / 100%	Accurate treatment includes proper recognition of stroke criteria, obtaining blood glucose and 12 lead, and expedited on transport with last known normal < 6 hours.	
Specialty Care: Cardiac Arrest	Specialty Care System metrics for Cardiac Arrests. This metric measures number of patients and accurate treatment rendered.	10	13	100% / 100%	Accurate treatment includes quick recognition/CPR initiation, appropriate medications/procedures rendered, proper recognition of obvious death, and appropriate transport destinations.	



CAMBRIA COMMUNITY HEALTHCARE DISTRICT

BOARD AGENDA STAFF REPORT – 02

TO: Board of Directors

FROM: Cecilia Montalvo, Board President

DATE: January 23, 2024

AGENDA DESCRIPTION: Long Term Sustainability

RECOMMENDATION: Review the “Base Case” 10-year forecast and discuss alternative scenarios.

FISCAL IMPACT: None at this time.

DISCUSSION: Based on the 2023-2024 Budget for the CCHD, a 10-year financial forecast has been created using the assumptions below:

Revenue Inflation

Medicare	3%
CenCal/MediCal	3%
Commercial	3%
Tax	3%
Monterey Contract	10% every 3 years
Rent	5%

Expense Inflation

Wages	3%
Health Benefits	13%
Pension	3%
Retiree Health	13%
Workers Compensation	10%
Contract Services	5%
Dues & Education	4%
Facility Repair	6%
Legal	5%
Insurance	10%
Supplies, Storage	5%
Utilities	7%
Fleet	5%
Other	5%
Medical Supplies	7%

The 10-year financial forecast results, based on these assumptions, suggest that in year 10 the District would be losing \$1.467 million per year. It is essential that the Board begin to consider long-term changes in operations that would yield a more favorable result. Examples include increased revenue (tax), addition of new services (lab, other), or subscription models.

In this discussion, board members will be asked for input on measures for consideration.

ATTACHMENTS:

1. 10-year forecast (“Base Case”)

BOARD ACTION: Receive and File.

Date of Vote: January 23, 2024

UNANIMOUS: __

MONTALVO__MILEUR__FEDOROFF__MUMPER__KULESA__

**Cambria Community Healthcare District
10-Year Forecast
2024-2034**

	Budget 2023-24	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Income											
40000 Ambulance											
40000-A Ambulance Income Billed Amount)	\$ 3,884,181	\$ 3,895,834	\$ 3,907,521	\$ 3,919,244	\$ 3,931,001	\$ 3,942,794	\$ 3,954,623	\$ 3,966,487	\$ 3,978,386	\$ 3,990,321	\$ 4,002,292
40000-B Adjustment to Ambulance Income - CONTRA	\$ (2,909,386)	\$ (2,918,114)	\$ (2,926,869)	\$ (2,935,649)	\$ (2,944,456)	\$ (2,953,289)	\$ (2,962,149)	\$ (2,971,036)	\$ (2,979,949)	\$ (2,988,889)	\$ (2,997,855)
40000-D Adjustments - Sent to Collections	\$ (56,000)	\$ (20,000)	\$ (20,060)	\$ (20,120)	\$ (20,181)	\$ (20,241)	\$ (20,302)	\$ (20,363)	\$ (20,424)	\$ (20,485)	\$ (20,547)
40000-E Adjustments - to Bad Debt	\$ (24,000)	\$ (24,072)	\$ (24,144)	\$ (24,217)	\$ (24,289)	\$ (24,362)	\$ (24,435)	\$ (24,509)	\$ (24,582)	\$ (24,656)	\$ (24,730)
Total 40000 Ambulance	\$ 894,795	\$ 933,647	\$ 936,448	\$ 939,258	\$ 942,075	\$ 944,902	\$ 947,736	\$ 950,580	\$ 953,431	\$ 956,292	\$ 959,160
41000 Tax Income											
41000-A SLO CO General Tax	\$ 643,309	\$ 645,239	\$ 647,175	\$ 649,116	\$ 651,064	\$ 653,017	\$ 654,976	\$ 656,941	\$ 658,912	\$ 660,888	\$ 662,871
41000-B SLO CO Special Tax-Sec F	\$ 650,160	\$ 652,110	\$ 654,067	\$ 656,029	\$ 657,997	\$ 659,971	\$ 661,951	\$ 663,937	\$ 665,929	\$ 667,926	\$ 669,930
Total 41000 Tax Income	\$ 1,293,469	\$ 1,297,349	\$ 1,301,241	\$ 1,305,145	\$ 1,309,061	\$ 1,312,988	\$ 1,316,927	\$ 1,320,878	\$ 1,324,840	\$ 1,328,815	\$ 1,332,801
42000 Monterey Contract	\$ 46,000	\$ 46,000	\$ 46,000	\$ 50,600	\$ 50,600	\$ 50,600	\$ 55,660	\$ 55,660	\$ 55,660	\$ 61,226	\$ 61,226
43000 Rental Income	\$ 1,200	\$ 1,380	\$ 1,587	\$ 1,825	\$ 2,099	\$ 2,414	\$ 2,776	\$ 3,192	\$ 3,671	\$ 4,221	\$ 4,855
44000 Misc. Income	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
45000 GEMT Reimbursement	\$ 50,000	\$ 50,150	\$ 50,300	\$ 50,451	\$ 50,603	\$ 50,755	\$ 50,907	\$ 51,059	\$ 51,213	\$ 51,366	\$ 51,520
46000 Bad Debt Recovery	\$ 8,000	\$ 8,024	\$ 8,048	\$ 8,072	\$ 8,096	\$ 8,121	\$ 8,145	\$ 8,170	\$ 8,194	\$ 8,219	\$ 8,243
47000 Interest Income	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
Total Income	\$ 2,300,814	\$ 2,343,901	\$ 2,350,975	\$ 2,362,701	\$ 2,369,884	\$ 2,377,128	\$ 2,389,501	\$ 2,396,888	\$ 2,404,359	\$ 2,417,489	\$ 2,425,156
Gross Profit	\$ 2,300,814	\$ 2,343,901	\$ 2,350,975	\$ 2,362,701	\$ 2,369,884	\$ 2,377,128	\$ 2,389,501	\$ 2,396,888	\$ 2,404,359	\$ 2,417,489	\$ 2,425,156
Expenses											
60000 PAYROLL EXPENSES											
60100 Administration	\$ 286,582	\$ 295,179	\$ 304,035	\$ 313,156	\$ 322,551	\$ 332,227	\$ 342,194	\$ 352,460	\$ 363,034	\$ 373,925	\$ 385,142
60200 Full Time Para/EMT/Ops	\$ 781,624	\$ 805,073	\$ 829,225	\$ 854,102	\$ 879,725	\$ 906,116	\$ 933,300	\$ 961,299	\$ 990,138	\$ 1,019,842	\$ 1,050,437
60300 Part Time EMT/Medics	\$ 136,715	\$ 140,816	\$ 145,041	\$ 149,392	\$ 153,874	\$ 158,490	\$ 163,245	\$ 168,142	\$ 173,186	\$ 178,382	\$ 183,734
60400 Payroll Tax Expense	\$ 69,460	\$ 71,544	\$ 73,690	\$ 75,901	\$ 78,178	\$ 80,523	\$ 82,939	\$ 85,427	\$ 87,990	\$ 90,630	\$ 93,348
60500 Employee Medical/Dental	\$ 204,000	\$ 230,520	\$ 260,488	\$ 294,351	\$ 332,617	\$ 375,857	\$ 424,718	\$ 479,932	\$ 542,323	\$ 612,825	\$ 692,492
60600 PERS Pension Expense	\$ 130,000	\$ 133,900	\$ 137,917	\$ 142,055	\$ 146,316	\$ 150,706	\$ 155,227	\$ 159,884	\$ 164,680	\$ 169,621	\$ 174,709
60700 UAL-Unfunded Accrued Liability	\$ 155,076	\$ 159,728	\$ 164,520	\$ 169,456	\$ 174,539	\$ 179,776	\$ 185,169	\$ 190,724	\$ 196,446	\$ 202,339	\$ 208,409
61400 Uniform	\$ 9,000	\$ 9,450	\$ 9,923	\$ 10,419	\$ 10,940	\$ 11,487	\$ 12,061	\$ 12,664	\$ 13,297	\$ 13,962	\$ 14,660
61600 Workers Comp Insurance	\$ 53,432	\$ 58,775	\$ 64,653	\$ 71,118	\$ 78,230	\$ 86,053	\$ 94,658	\$ 104,124	\$ 114,536	\$ 125,990	\$ 138,589
61900 Retiree Health	\$ 95,400	\$ 107,802	\$ 121,816	\$ 137,652	\$ 155,547	\$ 175,768	\$ 198,618	\$ 224,439	\$ 253,616	\$ 286,586	\$ 323,842
Total 60000 PAYROLL EXPENSES	\$ 1,921,289	\$ 2,012,788	\$ 2,111,307	\$ 2,217,601	\$ 2,332,516	\$ 2,457,002	\$ 2,592,128	\$ 2,739,093	\$ 2,899,245	\$ 3,074,100	\$ 3,265,362
63000 OPERATING EXPENSES											
63400 Contract Services											
63400-B Audit Fees	\$ 30,500	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153	\$ 24,310	\$ 25,526	\$ 26,802	\$ 28,142	\$ 29,549	\$ 31,027
63400-C Billing Services	\$ 8,400	\$ 8,820	\$ 9,261	\$ 9,724	\$ 10,210	\$ 10,721	\$ 11,257	\$ 11,820	\$ 12,411	\$ 13,031	\$ 13,683
63400-D Other	\$ 14,500	\$ 15,225	\$ 15,986	\$ 16,786	\$ 17,625	\$ 18,506	\$ 19,431	\$ 20,403	\$ 21,423	\$ 22,494	\$ 23,619
63400-E Payroll Service	\$ 7,400	\$ 7,770	\$ 8,159	\$ 8,566	\$ 8,995	\$ 9,444	\$ 9,917	\$ 10,413	\$ 10,933	\$ 11,480	\$ 12,054
Total 63400 Contract Services	\$ 60,800	\$ 51,815	\$ 54,406	\$ 57,126	\$ 59,982	\$ 62,981	\$ 66,131	\$ 69,437	\$ 72,909	\$ 76,554	\$ 80,382
63700 Dues and Subscriptions	\$ 19,500	\$ 20,280	\$ 21,091	\$ 21,935	\$ 22,812	\$ 23,725	\$ 24,674	\$ 25,661	\$ 26,687	\$ 27,755	\$ 28,865
63800 Education/Travel/Mileage	\$ 4,000	\$ 4,160	\$ 4,326	\$ 4,499	\$ 4,679	\$ 4,867	\$ 5,061	\$ 5,264	\$ 5,474	\$ 5,693	\$ 5,921
64400 Facility Repair Maintenance	\$ 50,000	\$ 53,000	\$ 56,180	\$ 59,551	\$ 63,124	\$ 66,911	\$ 70,926	\$ 75,182	\$ 79,692	\$ 84,474	\$ 89,542
64600 Legal Expense	\$ 12,000	\$ 12,600	\$ 13,200	\$ 13,892	\$ 14,586	\$ 15,315	\$ 16,081	\$ 16,885	\$ 17,729	\$ 18,616	\$ 19,547
64800 Liability/Auto/D&O Insurance	\$ 46,839	\$ 51,523	\$ 56,675	\$ 62,343	\$ 68,577	\$ 75,435	\$ 82,978	\$ 91,276	\$ 100,404	\$ 110,444	\$ 121,488

65000 License/Permit	\$	6,000	\$	6,300	\$	6,615	\$	6,946	\$	7,293	\$	7,658	\$	8,041	\$	8,443	\$	8,865	\$	9,308	\$	9,773
65200 Office/Computer Supply & Parts	\$	15,000	\$	15,750	\$	16,538	\$	17,364	\$	18,233	\$	19,144	\$	20,101	\$	21,107	\$	22,162	\$	23,270	\$	24,433
65350 Storage Expense	\$	960	\$	1,008	\$	1,058	\$	1,111	\$	1,167	\$	1,225	\$	1,286	\$	1,351	\$	1,418	\$	1,489	\$	1,564
65400 Training	\$	3,000	\$	3,150	\$	3,308	\$	3,473	\$	3,647	\$	3,829	\$	4,020	\$	4,221	\$	4,432	\$	4,654	\$	4,887
65600 Utilities	\$	25,000	\$	26,750	\$	28,623	\$	30,626	\$	32,770	\$	35,064	\$	37,518	\$	40,145	\$	42,955	\$	45,961	\$	49,179
Total 63000 OPERATING EXPENSES	\$	243,099	\$	246,336	\$	262,049	\$	278,866	\$	296,870	\$	316,154	\$	336,818	\$	358,970	\$	382,728	\$	408,219	\$	435,581
66000 FLEET/VEHICLE EXPENSES																						
66200 Communication Equipment	\$	1,000	\$	1,050	\$	1,103	\$	1,158	\$	1,216	\$	1,276	\$	1,340	\$	1,407	\$	1,477	\$	1,551	\$	1,629
66400 Fleet Fuel	\$	42,000	\$	44,100	\$	46,305	\$	48,620	\$	51,051	\$	53,604	\$	56,284	\$	59,098	\$	62,053	\$	65,156	\$	68,414
66600 Fleet Maintenance	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
66600-C Unit #18	\$	6,000	\$	6,300	\$	6,615	\$	6,946	\$	7,293	\$	7,658	\$	8,041	\$	8,443	\$	8,865	\$	9,308	\$	9,773
66600-D Unit #20	\$	4,000	\$	4,200	\$	4,410	\$	4,631	\$	4,862	\$	5,105	\$	5,360	\$	5,628	\$	5,910	\$	6,205	\$	6,516
66600-E Unit #21	\$	2,000	\$	2,100	\$	2,205	\$	2,315	\$	2,431	\$	2,553	\$	2,680	\$	2,814	\$	2,955	\$	3,103	\$	3,258
66600-F Unit #22	\$	40,550	\$	2,100	\$	2,205	\$	2,315	\$	2,431	\$	2,553	\$	2,680	\$	2,814	\$	2,955	\$	3,103	\$	3,258
Total 66600 Fleet Maintenance	\$	52,550	\$	14,700	\$	15,435	\$	16,207	\$	17,017	\$	17,868	\$	18,761	\$	19,699	\$	20,684	\$	21,719	\$	22,805
66800 Interest Expense	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064	\$	1,064
67000 Medical Equip/Supply	\$	60,000	\$	64,200	\$	68,694	\$	73,503	\$	78,648	\$	84,153	\$	90,044	\$	96,347	\$	103,091	\$	110,308	\$	118,029
Total 66000 FLEET/VEHICLE EXPENSES	\$	156,614	\$	125,114	\$	132,601	\$	140,551	\$	148,996	\$	157,965	\$	167,493	\$	177,616	\$	188,370	\$	199,797	\$	211,940
68000 OTHER EXPENSES																						
68200 Bank Charges & Credit Card Fee	\$	3,500	\$	3,605	\$	3,713	\$	3,825	\$	3,939	\$	4,057	\$	4,179	\$	4,305	\$	4,434	\$	4,567	\$	4,704
68300 Bond Expense	\$	39,100	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
68400 Contingency/Outreach/Pub Edu	\$	16,700	\$	17,201	\$	17,717	\$	18,249	\$	18,796	\$	19,360	\$	19,941	\$	20,539	\$	21,155	\$	21,790	\$	22,443
68600 Miscellaneous	\$	3,600	\$	3,708	\$	3,819	\$	3,934	\$	4,052	\$	4,173	\$	4,299	\$	4,428	\$	4,560	\$	4,697	\$	4,838
68800 QAF FEE	\$	15,000	\$	15,450	\$	15,914	\$	16,391	\$	16,883	\$	17,389	\$	17,911	\$	18,448	\$	19,002	\$	19,572	\$	20,159
68900 Sales Tax Paid	\$	1,400	\$	1,442	\$	1,485	\$	1,530	\$	1,576	\$	1,623	\$	1,672	\$	1,722	\$	1,773	\$	1,827	\$	1,881
Total 68000 OTHER EXPENSES	\$	79,300	\$	41,406	\$	42,648	\$	43,928	\$	45,245	\$	46,603	\$	48,001	\$	49,441	\$	50,924	\$	52,452	\$	54,025
Total Expenses	\$	2,400,302	\$	2,425,644	\$	2,548,605	\$	2,680,945	\$	2,823,627	\$	2,977,724	\$	3,144,440	\$	3,325,120	\$	3,521,267	\$	3,734,567	\$	3,966,909
Net Operating Income	\$	(99,488)	\$	(81,743)	\$	(197,630)	\$	(318,244)	\$	(453,743)	\$	(600,596)	\$	(754,940)	\$	(928,232)	\$	(1,116,908)	\$	(1,317,079)	\$	(1,541,753)
Other Income																						
74000 Grant Income	\$	55,800	\$	57,474	\$	59,198	\$	60,974	\$	62,803	\$	64,687	\$	66,628	\$	68,627	\$	70,686	\$	72,806	\$	74,991
Total Other Income	\$	55,800	\$	57,474	\$	59,198	\$	60,974	\$	62,803	\$	64,687	\$	66,628	\$	68,627	\$	70,686	\$	72,806	\$	74,991
Net Other Income	\$	55,800	\$	57,474	\$	59,198	\$	60,974	\$	62,803	\$	64,687	\$	66,628	\$	68,627	\$	70,686	\$	72,806	\$	74,991
Net Income	\$	(43,688)	\$	(24,269)	\$	(138,432)	\$	(257,270)	\$	(390,939)	\$	(535,909)	\$	(688,312)	\$	(859,605)	\$	(1,046,222)	\$	(1,244,272)	\$	(1,466,762)