



RICHMOND AMBULANCE AUTHORITY OVERVIEW

In 1991, the Richmond City Council and the City Manager implemented an Emergency Medical Services (EMS) system that placed the patient first and guaranteed its performance to the City's residents. With the approval of the General Assembly, the Richmond Ambulance Authority (RAA) was created with the requirement that it meet both stringent response time performance measures and exacting clinical standards.

RAA is one of the busiest EMS systems per capita, responding to approximately 162 calls per day and transporting, on average, 113 patients per day.

RAA continuously maintains its delivery of clinical excellence, regardless of a patient's location within the City. In fact, RAA breaks down the City into four (4) zones to ensure equality of care and response times; both of which are closely monitored and analyzed through constant data collection, providing for accountability to the City and the population RAA serves. RAA does not operate a traditional station-based model of service delivery, but uses historical data to strategically stage ambulances where demand analysis identifies the next call will occur. This is known as System Status Management (SSM). SSM is highly efficient and results in only the most appropriate number of ambulances to be in the field. This creates a cost effective and lean model by not paying for extra capacity when it is not needed.

The diverse nature of both population and industrialization within the City of Richmond creates an environment whereby EMS providers must be highly skilled in several areas of prehospital care. RAA's average emergency response times have historically been among the fastest in the nation with ambulances on the scene of life threatening emergencies in less than six (6) minutes. RAA is a Commonwealth of Virginia Accredited Dispatch Center and one of only 32 EMS agencies in the United States accredited by both the Commission on the Accreditation of Ambulance Services (CAAS) and the International Academies of Emergency Dispatch (IAED). RAA has the distinction of being one of only a few EMS agencies in the United States to be re-accredited by IAED 7 consecutive times.

Due to the number of Medicare, Medicaid and uninsured patients in the City of Richmond, RAA is historically only able to collect approximately 42.5% of the retail charges for ambulance transports. Initially the City subsidy was intended to help cover the uninsured and indigent populations who are unable to pay for ambulance transport services. It will be difficult for RAA to maintain the high quality emergency medical care without the requested increase in City subsidy. The Mayor's Proposed FY 2023 Budget included level funding from FY 2021 budget. This is \$1,900,000 below the requested amount. The funding shortfall has resulted in a methodology change from cash purchase to lease purchase of our vehicles and medical equipment in our capital outlay along with limiting funds for addressing personnel needs to stay competitive or even mirror what the Mayor has proposed for City employee salary increases.

The mission of the Richmond Ambulance Authority is to deliver patient centered care through measurable clinical and operational excellence with efficiency, outstanding customer service and employee engagements. The vision of the Richmond Ambulance Authority is an industry leader, providing World Class mobile integrated healthcare.



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**RICHMOND AMBULANCE AUTHORITY
FISCAL YEAR 2023
BUDGET COMMENTS**

I. GENERAL:

Five Year Financial Projection

The Fiscal Year (FY) 2023 Budget includes a five year financial projection for the years FY 2023 to FY 2027. Five-year forecasting supports the long-term planning of the Authority.

Performance Based System

As a high performance emergency medical services system (EMS), the Richmond Ambulance Authority (RAA or Authority) calculates its expenditures based on economic efficiency. This process requires managing the system at a specific Unit Hour Utilization rate, which is determined by predicting the number of transports, while simultaneously achieving the required response time compliance. The following are the key terms, definitions, and steps needed to calculate operational personnel costs.

Key Terms

Definitions

Unit Hour (UH)

A fully equipped and staffed ambulance on a response or waiting for a response for one hour.

Unit Hour Utilization (UHU)

The measurement of productivity of a system calculated by dividing the number of transports by the number of unit hours produced during a given time period.

Demand

The workload on the system or total number of responses made to requests for emergency and non-emergency services. Historical trends reflect that approximately 74% of RAA's responses to emergencies are transported.

Steps to Determine Operational Personnel Costs:

1. Project the number of emergency and non-emergency transports for the year based on historical trends and other factors including contractual and population changes.
2. Establish a budget UHU. The budget is based on performance trends such as average transport time, turnaround time, and temporal demand. The number of transports is exclusive of long-distance transports, special events, and standbys.
3. Calculate the number of unit hours needed to meet projected demand. This budget projects 43,023 transports and the budgeted UHU is .41. Therefore, the minimum number of unit hours needed is 104,934 ($43,023 / .41 = 104,934$).

4. Build a shift schedule that achieves the budgeted UHU and response time compliance. The shift schedule must take into consideration additional unit hours needed to provide adequate geographic coverage. The number of unit hours calculated in Step 3 does not align to reasonable shift schedules. Currently, shifts are 8 hours and, after analysis, more cost effective shifts to meet peak demand may be added. Managing shift days, starting times, shift lengths and implementing some shorter shifts requires the Authority to increase its full-time equivalents (FTE) by 9 for FY 23 to a level of 145. This equates to approximately 46 paramedics and 99 emergency medical technicians (EMT) and these positions will be filled with both full and part-time personnel. This budget includes additional funds to implement a change from longer to shorter shift lengths in an effort to improve retention.
5. Continually review deployment strategies based on temporal and geographic demand, traffic patterns, and existing schedules.

II. SOURCES AND USES OF CASH:

The Richmond Ambulance Authority has been on the frontline of the COVID-19 pandemic for the last two years; a pandemic which has impacted the services we provide the citizens of Richmond, our workforce, and our financial bottom line. Over the course of the last two years, we have seen drastic increases in the cost of basic medical supplies. We have seen our workforce impacted by turnover, stress, and fatigue. Richmond citizens increasingly used RAA as their primary medical care. Yet, RAA's overall call volume has declined steadily as the people of Richmond have declined to seek our services or medical care in general for fear of COVID-19.

Cash and Capital Reserve

The Authority needs to maintain cash for operating expenses because of the potential for delayed payments from outside revenue sources, such as Medicare, Medicaid or Commercial insurance carriers. Ideally, 60 to 90 days of operating capital should be maintained and the amount per month is approximately \$2,080,000. The FY 2023 projected ending cash balance is (\$3,433,724) which is approximately \$5,513,724 less than one month of operating capital. The Authority also attempts to maintain cash for capital equipment purchases. The capital reserve funds are set aside from the prior year ending balance to fund FY 2023 and future year planned capital equipment purchases.

Capital Outlay

Capital outlay is an integral component of the Authority budget for maintaining high performance and supporting efficiencies. The Authority manages a replacement plan for ambulances, stretchers, medical and operational equipment, information technology and communication equipment. As a result of reduced revenue from the pandemic as well as the City subsidy, the Authority has been forced to change the methodology from cash purchase to lease purchase of our vehicles in our capital outlay in order to reduce short-term cost.

RAA continues to closely monitoring driver safety, engine idle time and adherence to a preventative maintenance program, which allows the vehicles to be replaced on a five year replacement schedule. The capital lease program plan in this budget will be to lease seven

Type III ambulances each year starting FY 2023 – FY 2027. Replacement of stretchers and their loading systems and a stair chair are part of the lease cost of an ambulance.

As part of the medical equipment replacement schedule, mechanical cardiac monitors are budgeted in FY 2025.

III. REVENUES:

The Authority was created by the Virginia General Assembly in 1991 and empowered by the City of Richmond to be the provider of ambulance emergency medical services in Richmond. The Richmond Ambulance Authority Act permits the Authority to set its own rates and mandates that such rates shall not be subject to supervision or regulation by any bureau, board, commission or other agency of the Commonwealth or of any political subdivision. FY 2023 includes a rate increase for ALS 2 Emergency of \$800 per transport or a \$150 increase.

Service Revenues

Reimbursement rates from our primary sources of funding for services, which include the Centers for Medicare and Medicaid Services (Medicare), Virginia Department of Medical Assistance Services (Medicaid), and commercial insurance carriers, have not increased in proportion to the supply chain economics that we have seen from the pandemic. Additionally, Medicare, and commercial insurance carriers are increasing their customers' deductibles, co-pays, and co-insurance payments, which increases the financial burden for patients, resulting in a decrease in RAA's collection percentages. RAA does not receive revenue unless we transport the patient. Currently, about one third of our responses do not result in a transport or any revenue.

RAA's net service revenues, the difference between what we bill and how much we receive, have steadily declined since the inception of the pandemic. With all of the changes mentioned, the FY 2023 budget reflects a substantial decrease in net service revenues of \$1,044,746 which is a decrease of 7.84% from the FY 2022 budget. The collection percentage for FY 2023 is projected at 47.00%, which is 6.24% increase from FY 2022 budget. The number of transports in FY 2023 is projected at 43,023 or 6,477 transports under FY 2022. This decrease is due primarily to the Coronavirus pandemic and reductions in both emergency and non-emergency transports. Additionally, the pandemic has impacted staffing and the cost of certain medical supplies and equipment. RAA staff will monitor these impacts and may propose a mid-year adjustment to the projected revenue and expenditures.

City Subsidy

Due to the number of Medicare, Medicaid and uninsured patients in the City of Richmond, historically, RAA is only able to collect approximately 47% of the retail charges for ambulance transports. Initially, the City subsidy was established to help cover the uninsured and indigent populations who are unable to pay for ambulance transport services. For example, residents and visitors without health insurance make up 19.62% of the total transports, but only 4.63% of the total revenue. It will be difficult for RAA to maintain the high quality emergency medical care without the requested increase in City subsidy. The Mayor's Proposed FY 2023 Budget included no increase or a subsidy of \$4,000,000 which is \$1,900,000 below the requested amount. RAA uses the city subsidy to fund the delivery of the services the city created RAA to provide. This additional funding is necessary to address

the increased costs of essential medical supplies, equipment, and attract and retain our most valuable asset, our professionals. It also helps fund the services we provide for free to our most vulnerable populations, so they always have access to EMS healthcare.

RAA's inability to receive full funding of its prior subsidy requests is drastically impacting our service delivery. In FY 2020, RAA requested \$5,620,500 and received \$5,000,000. In FY2021, as it was clear we were in a pandemic, RAA requested \$6,200,000 to address the rising expenses of treating patients and to retain employees while experiencing reduced transport volume. RAA received \$5,000,000. In FY2022, RAA was experiencing the direct impact of the heights of the pandemic, and we requested \$6,900,000 in order to be successful. However, RAA received \$4,000,000, a drastic cut from prior funding levels. Now entering FY2023, RAA's subsidy funding is being proposed at the same \$4,000,000 level. It has been communicated that this level of funding would not be sustainable as the costs of providing this essential service has skyrocketed.

The Authority has a hardship program and will waive a portion or the entire bill based on the applicant's income level. In addition, RAA receives no funds from the State or City for the "Four for Life" funds collected by the Department of Motor Vehicles through registration fees, which a portion is specified for EMS. The City retains the funds they receive from the state under this program.

IV. EXPENDITURES:

In FY2023, RAA's projected operating budget is \$24,961,941 with a projected available funds totaling \$21,528,217. RAA is funded through service revenue, the city subsidy, and carryover funds from the prior year. Without the requested level of funding, RAA is predicting an operating deficit that is related to the effects of the pandemic, for the first time.

It is important to note the increased costs of medical supplies and equipment during the pandemic, which is an unavoidable expense. For example, the price for Personal Protective Equipment (PPE) doubled or, in some cases, tripled in cost. RAA shouldered increased costs of cleaning supplies and chemicals and purchased new medical equipment essential for keeping our patients and staff as safe as possible during the pandemic. Additionally, long wait times to transfer care to hospitals, though improving, still contributes to system inefficiency.

Since the Authority's planned expenditures in the FY 2023 budget are more than the anticipated total available funds. We will not be able to save for future year's capital purchases or leases. RAA staff continue to make reductions and implement cost saving measures in determining necessary funding for the budget.

Personnel

In FY 2022, RAA took measures to ensure our frontline workers had the necessary resources to cope with stress and fatigue as well as improve morale and reduce employee turnover. In doing so, RAA improved the work/life balance and reduced the workweek for frontline workers from 48 hours to 42 hours. Additionally, RAA increased wages to align general employees with the city initiative for a minimum living wage at the Silver level (\$12/hour) and we are working towards funding the Gold level.

However, the emergency medical services industry has experienced significant upheaval and workforce defections due to COVID-19. An American Ambulance Association ambulance industry employee turnover study from July 2021 showed an annual turnover rate of EMTs and paramedics to be 20%-30%. RAA has not been immune to this phenomenon and competition for EMS providers is fierce nationwide. As such, RAA has increased salaries of key positions and instituted a "cadet" program to certify new recruits as EMTs. Most paramedic courses are two years long and the schools teaching these courses closed during the pandemic adding to the nationwide shortage of paramedics. RAA must be able to persuade existing experienced paramedics to leave their current job and come work in the City of Richmond.

The Authority has a long history of including performance based salary increases in the budget. This budget includes an average 5% performance based increase in employee salaries and wages to mirror what the Mayor's proposed for all general employees of the City. However, RAA will not be able to mirror what the Mayor has proposed for employees of the City Fire and Police departments, and will therefore be unable to maintain competitiveness.

The FY 2023 budget FTE's increased by ten from the FY 2022 budget. There is an increase in one FTE in Finance / Administration and nine FTEs in Operations. The FY 2023 budget also includes the necessary funds for FICA, health, dental, unemployment and worker's compensation with an estimated rate increase in these benefits.

Non-Personnel

In the FY 2023 budget, there were small increases in some maintenance and service contracts, and technical improvements and/or upgrades for several systems as well as an increase in interest payments for the capital lease purchases. The FY 2023 budget increased \$106,730 or 0.02%.



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Section I



Budget

for

FY 2023

First Draft
March 23, 2022



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**RICHMOND AMBULANCE AUTHORITY
STATEMENT OF SOURCES AND USES
BY FISCAL YEAR**

	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected
BEGINNING CASH BALANCE	5,602,711	8,324,353	7,111,915	7,111,915
SOURCES:				
Net Service Revenues	15,848,257	14,233,994	13,332,352	12,561,093
Membership Revenues	21,748	18,369	21,000	16,333
City of Richmond Subsidy	5,000,000	5,000,000	4,000,000	4,000,000
Interest Income	54,566	37,774	45,000	15,395
Other Revenues (Losses)	762,761	774,421	166,000	338,515
Capital Reserve	1,623,087	339,358	843,959	2,207,520
Total Sources	<u>23,310,419</u>	<u>20,403,915</u>	<u>18,408,312</u>	<u>19,138,856</u>
TOTAL AVAILABLE FUNDS	<u>28,913,129</u>	<u>28,728,268</u>	<u>25,520,227</u>	<u>26,250,771</u>
USES:				
Operational Expenses:				
Admin: Personnel	2,081,698	2,005,402	2,376,162	2,367,984
Admin: Non - Personnel	1,041,278	1,199,242	1,557,346	1,225,263
Operational: Personnel	12,855,147	11,525,262	16,418,484	13,095,727
Operational: Non - Personnel	3,986,796	3,670,169	4,655,990	3,733,590
Capital Outlay	1,623,087	2,207,520	843,959	2,207,520
Depreciation	(1,306,474)	(1,311,892)	(1,419,358)	(1,281,160)
Change in Other Balance Sheet Accounts	(2,364,680)	1,476,691	0	0
Capital Reserve	2,671,925	843,959	890,157	1,369,450
Total Uses	<u>20,588,776</u>	<u>21,616,353</u>	<u>25,322,740</u>	<u>22,718,374</u>
ENDING CASH BALANCE	<u>8,324,353</u>	<u>7,111,915</u>	<u>197,487</u>	<u>3,532,397</u>

NOTES:

1. Actual FY 2020 and FY 2021 figures are based upon audited revenues and expenditures.
2. Projected FY 2022 figures have been calculated using information through January 31, 2022.

FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget
3,532,397	(3,433,724)	(12,057,672)	(19,322,796)	(26,911,602)
12,287,606	13,024,863	13,806,355	14,358,609	14,932,953
15,000	15,000	15,000	15,000	15,000
4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
10,000	15,000	15,000	15,000	15,000
313,764	275,000	275,000	275,000	275,000
1,369,450	1,026,180	2,937,950	1,902,650	2,311,900
17,995,820	18,356,043	21,049,305	20,566,259	21,549,853
21,528,217	14,922,319	8,991,633	1,243,463	(5,361,749)
2,548,174	2,599,135	2,651,118	2,704,140	2,758,223
1,679,344	1,712,656	1,746,060	1,779,697	1,792,442
15,110,696	15,411,410	15,718,138	16,031,000	16,350,123
4,640,723	4,730,829	5,181,622	5,414,159	5,567,149
1,369,450	1,026,180	2,937,950	1,902,650	2,311,900
(1,412,626)	(1,438,169)	(1,823,109)	(1,988,481)	(2,072,961)
0	0	0	0	0
1,026,180	2,937,950	1,902,650	2,311,900	1,909,626
24,961,941	26,979,991	28,314,429	28,155,065	28,616,502
(3,433,724)	(12,057,672)	(19,322,796)	(26,911,602)	(33,978,251)

**RICHMOND AMBULANCE AUTHORITY
REVENUE PLAN
FOR FISCAL YEAR 2023**

BILLINGS BY PAYOR AND TRANSPORT TYPE

PAYOR TYPE	Actual Billings FY 2021	Projected Billings FY 2022	Projected Billings FY 2023	Percent of Total Billings
Medicare: Emergency	3,446,196	3,084,425	2,755,029	10.54%
Medicare: Non - Emergency	1,548,421	1,385,873	898,161	3.44%
Medicare Total	4,994,617	4,470,298	3,653,190	13.97%
Medicare HMO: Emergency	3,009,439	2,693,518	4,507,094	17.24%
Medicare HMO: Non - Emergency	946,685	847,305	971,301	3.72%
Medicare HMO Total	3,956,125	3,540,823	5,478,396	20.96%
Medicaid: Emergency	771,399	690,419	427,132	1.63%
Medicaid: Non - Emergency	10,417	9,323	-	0.00%
Medicaid Total	781,816	699,742	427,132	1.63%
Medicaid HMO: Emergency	7,338,403	6,568,040	8,128,424	31.09%
Medicaid HMO: Non - Emergency	1,882,164	1,684,580	1,442,343	5.52%
Medicaid HMO Total	9,220,567	8,252,621	9,570,766	36.61%
Insurance: Emergency	1,571,466	1,406,499	1,446,515	5.53%
Insurance: Non - Emergency	450,466	403,178	238,175	0.91%
Insurance Total	2,021,933	1,809,677	1,684,690	6.44%
Private Pay: Emergency	3,056,299	2,735,458	3,018,909	11.55%
Private Pay: Non - Emergency	155,662	139,321	124,513	0.48%
Private Pay Total	3,211,961	2,874,779	3,143,422	12.02%
Hospital Contracts & VA: Emerg	173,909	155,653	425,655	1.63%
Hospital Contracts & VA: NEmerg	3,732,209	3,340,414	1,758,048	6.73%
Hospital Contracts & VA Total	3,906,118	3,496,067	2,183,704	8.35%
TOTAL BILLINGS	28,093,136	25,144,007	26,141,300	100.00%

COLLECTIONS BY PAYOR AND TRANSPORT TYPE

PAYOR TYPE	Actual Collections FY 2021	Projected Collections FY 2022	Projected Collections FY 2023	Percent of Total Collections
Medicare: Emergency	3,115,825	2,749,626	2,048,796	16.67%
Medicare: Non - Emergency	785,205	692,921	221,626	1.80%
Medicare Total	3,901,030	3,442,547	2,270,422	18.48%
Medicare HMO: Emergency	1,656,554	1,461,862	2,679,622	21.81%
Medicare HMO: Non - Emergency	258,141	227,802	229,722	1.87%
Medicare HMO Total	1,914,695	1,689,664	2,909,344	23.68%
Medicaid: Emergency	263,894	232,879	171,393	1.39%
Medicaid: Non - Emergency	8,046	7,100	-	0.00%
Medicaid Total	271,940	239,979	171,393	1.39%
Medicaid HMO: Emergency	1,719,403	1,517,324	2,468,679	20.09%
Medicaid HMO: Non - Emergency	1,127,694	995,158	927,676	7.55%
Medicaid HMO Total	2,847,097	2,512,482	3,396,355	27.64%
Insurance: Emergency	1,793,791	1,582,969	1,321,404	10.75%
Insurance: Non - Emergency	363,886	321,119	123,893	1.01%
Insurance Total	2,157,677	1,904,088	1,445,297	11.76%
Private Pay: Emergency	784,639	692,421	486,310	3.96%
Private Pay: Non - Emergency	111,192	98,124	113,161	0.92%
Private Pay Total	895,831	790,545	599,471	4.88%
Hospital Contracts & VA: Emerg	180,349	159,153	490,470	3.99%
Hospital Contracts & VA: NEmerg	2,065,376	1,822,635	1,004,853	8.18%
Hospital Contracts & VA Total	2,245,724	1,981,788	1,495,323	12.17%
	-	-	-	
TOTAL COLLECTIONS	14,233,994	12,561,093	12,287,606	100.00%

**RICHMOND AMBULANCE AUTHORITY
COMPARISON OF REVENUES
BY FISCAL YEAR**

<u>Description</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Actual</u>
<u>ADV. LIFE SUPPORT</u>			
Base 911	20,636,650	20,009,000	17,641,931
<u>NON - EMERGENCY</u>			
Base	6,061,100	5,991,352	5,924,250
<u>Long Distance</u>	497,777	353,488	138,076
NON - EMERGENCY	<u>6,558,877</u>	<u>6,344,840</u>	<u>6,062,325</u>
<u>CRITICAL CARE</u>	461,500	579,835	464,735
<u>MILEAGE</u>			
Base / ALS	3,126,359	3,093,223	3,215,161
<u>Long Distance</u>	2,061,828	1,558,978	643,950
SUBTOTAL	<u>5,188,188</u>	<u>4,652,201</u>	<u>3,859,110</u>
<u>OTHER</u>			
Special Events - Amb w/Full Crew	64,736	28,295	22,564
Supervisor / Command Post	7,800	4,660	0
<u>Special Events - Bike Medics</u>	35,560	42,396	42,468
SUBTOTAL	<u>108,096</u>	<u>75,351</u>	<u>65,033</u>
Total User Fees	<u>32,953,310</u>	<u>31,661,227</u>	<u>28,093,135</u>
Total User Fees Collected	14,682,684	15,848,257	14,233,994
<u>OTHER REVENUE</u>			
LifeSaver Membership Fees	26,280	26,280	18,369
City Subsidy	5,000,000	5,000,000	5,000,000
Grants - Revenue	84,198	84,198	28,091
Miscellaneous / Other	356,311	356,311	148,035
Capital Reserve	0	0	0
Interest	40,576	40,576	37,774
TOTAL REVENUE	20,190,050	21,355,623	19,466,263
<u>LESS: EXPENSES</u>	<u>19,957,993</u>	<u>19,964,918</u>	<u>18,400,075</u>
NET INCOME	232,057	1,390,705	1,066,187
<u>CASH EXPENDITURES NOT AFFECTING NET INCOME</u>			
<u>Capital Equipment</u>	1,086,651	1,623,087	2,207,520
SUBTOTAL	<u>1,086,651</u>	<u>1,623,087</u>	<u>2,207,520</u>
Add Back Depreciation	1,403,134	1,306,474	1,311,892
Change in Other Balance Sheet Accounts	798,882	(2,364,680)	1,476,691
Capital Reserve for Future Years	0	0	0
INCREASE (DECREASE) TO FUND BALANCE	<u>(250,342)</u>	<u>3,438,772</u>	<u>(1,306,131)</u>

NOTES:

1. Projected FY 2022 is based upon actual revenues and expenditures for period ending January 31, 2022.

<u>FY 2022 Projected</u>	<u>FY 2023 Budget</u>	<u>FY 2024 Budget</u>	<u>FY 2025 Budget</u>	<u>FY 2026 Budget</u>	<u>FY 2027 Budget</u>
17,847,328	18,410,400	18,428,810	18,632,135	18,757,565	18,883,773
4,184,764	4,470,750	4,475,221	4,519,973	4,542,573	4,565,286
1,041	2,100	2,102	2,113	2,124	2,135
<u>4,185,805</u>	<u>4,472,850</u>	<u>4,477,323</u>	<u>4,522,086</u>	<u>4,544,697</u>	<u>4,567,421</u>
160,612	210,000	210,210	212,312	213,374	214,441
2,879,643	2,946,614	2,949,561	2,979,057	2,993,952	3,008,922
5,080	13,356	13,369	13,436	13,463	13,490
<u>2,884,723</u>	<u>2,959,970</u>	<u>2,962,930</u>	<u>2,992,493</u>	<u>3,007,415</u>	<u>3,022,412</u>
59,887	46,500	46,500	46,733	46,967	47,202
2,974	2,250	2,250	2,261	2,272	2,283
2,677	39,330	39,330	39,527	39,725	39,924
<u>65,538</u>	<u>88,080</u>	<u>88,080</u>	<u>88,521</u>	<u>88,964</u>	<u>89,409</u>
<u>25,144,007</u>	<u>26,141,300</u>	<u>26,167,353</u>	<u>26,447,547</u>	<u>26,612,015</u>	<u>26,777,456</u>
12,561,093	12,287,606	13,024,863	13,806,355	14,358,609	14,932,953
16,333	15,000	15,000	15,000	15,000	15,000
4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
94,286	75,000	75,000	75,000	75,000	75,000
244,229	238,764	200,000	200,000	200,000	200,000
0	1,369,450	1,026,180	2,937,950	1,902,650	2,311,900
15,395	10,000	15,000	15,000	15,000	15,000
<u>16,931,336</u>	<u>17,995,820</u>	<u>18,356,043</u>	<u>21,049,305</u>	<u>20,566,259</u>	<u>21,549,853</u>
<u>20,422,564</u>	<u>23,978,936</u>	<u>24,454,030</u>	<u>25,296,938</u>	<u>25,928,996</u>	<u>26,467,937</u>
<u>(3,491,228)</u>	<u>(5,983,116)</u>	<u>(6,097,987)</u>	<u>(4,247,633)</u>	<u>(5,362,737)</u>	<u>(4,918,084)</u>
2,207,520	1,369,450	1,026,180	2,937,950	1,902,650	2,311,900
<u>2,207,520</u>	<u>1,369,450</u>	<u>1,026,180</u>	<u>2,937,950</u>	<u>1,902,650</u>	<u>2,311,900</u>
1,281,160	1,412,626	1,438,169	1,823,109	1,988,481	2,072,961
0	0	0	0	0	0
843,959	1,026,180	2,937,950	1,902,650	2,311,900	1,909,626
<u>(5,261,547)</u>	<u>(6,966,120)</u>	<u>(8,623,948)</u>	<u>(7,265,124)</u>	<u>(7,588,806)</u>	<u>(7,066,649)</u>

**RICHMOND AMBULANCE AUTHORITY
REVENUE PLAN
FOR FISCAL YEAR 2022**

First Draft

SERVICE CATEGORY	FY 2023 Projected # of Units	Rates	Projected Gross Revenue	Projected Collection Percentages	Collections per Projected Percentages
TRANSPORTS:					
BLS Non-Emergency Base Rate (Includes VCU)	8,995	450.00	4,047,750	51.35%	2,078,520
ALS Non-Emergency Base Rate	940	450.00	423,000	51.20%	216,576
ALS Emergency Base Rate	18,496	600.00	11,097,600	45.82%	5,084,920
BLS Emergency Base Rate	14,152	500.00	7,076,000	45.80%	3,240,808
ALS2 Emergency Base Rate	296	800.00	236,800	41.34%	97,893
Critical Care Base Rate (Includes VCU)	140	1,500.00	210,000	42.15%	88,515
BLS Non Emergency Out of City	4	525.00	2,100	41.00%	861
Subtotal Transport	43,023		23,093,250	46.80%	10,808,093
MILEAGE:					
Base Rate - Local (Includes VCU)	267,874	11.00	2,946,614	47.21%	1,391,096
Base Rate - Long-Distance & Contractual	636	21.00	13,356	48.69%	6,503
Subtotal Mileage	268,510		2,959,970	47.22%	1,397,599
SUBTOTAL			26,053,220	46.85%	12,205,692
SPECIAL EVENTS:					
Pair of Bike Medics (per hour)	92	100.00	9,200	93.00%	8,556
Amb Standby w/ Full Crew (per hour)	310	150.00	46,500	93.00%	43,245
College Football Standby (per game)	10	360.00	3,600	93.00%	3,348
High School Football Standby (per game)	39	270.00	10,530	93.00%	9,793
Sup Command Post (per hour)	15	150.00	2,250	93.00%	2,093
Walking Team	26	75.00	1,950	93.00%	1,814
ASAP	14	125.00	1,750	93.00%	1,628
EMS Provider per 15 min	164	75.00	12,300	93.00%	11,439
Subtotal Special Events	670		88,080	93.00%	81,914
GRAND TOTAL			26,141,300	47.00%	12,287,606
OTHER REVENUE:					
LifeSaver Membership Fees					15,000
City Subsidy					4,000,000
Grants - Revenue					75,000
Miscellaneous/Other					238,764
Interest					10,000
Capital Reserve					1,369,450
TOTAL REVENUE					17,995,820
LESS EXPENDITURES					23,978,936
NET INCOME (LOSS)					(5,983,116)
CASH EXPENDITURES NOT AFFECTING NET INCOME:					
Capital Outlay					(1,369,450)
ADD BACK DEPRECIATION					1,412,626
Capital Reserve for FY23					(1,026,180)
INCREASE (DECREASE) TO FUND BALANCE					(6,966,120)

NOTES:

- 1) This report uses two methods to project revenues. The first method reflected on page 3, uses Billings by Payor and Transport Type as presented in quarterly Board reports and the second presented on page 4 is based on actual charge code usage from the RAA billing system (Zoll).
- 2) The projected number of units is based on an analysis of actual charge code usage.
- 3) Current percentage collected is based on analysis of cumulative collection percentages as presented in the monthly Collections Report.
- 4) The Projected Collections Percentages are based on the amount that would be collected of Retail Rates.



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**RICHMOND AMBULANCE AUTHORITY
EXPENDITURE PLAN FOR FISCAL YEAR 2022**

First Draft

<u>Account Number</u>	<u>Description</u>	<u>FY 2023 Budget</u>	<u>Percent of Total</u>
PERSONNEL			
5010	Salaries & Wages	\$12,648,815	52.75%
5015	Overtime	\$1,326,364	5.53%
5110	Health, Dental, Life & Disability	\$1,640,115	6.84%
5210	FICA	\$1,069,101	4.46%
5220	State Unemployment	\$26,000	0.11%
5240	Workers' Compensation	\$350,000	1.46%
5260	Tuition/Training	\$278,515	1.16%
5270	Retirement Plan Contribution	\$319,959	1.33%
	TOTAL PERSONNEL	<u>\$17,658,870</u>	<u>73.64%</u>
NON - PERSONNEL			
5310	Professional Services - Legal	\$100,000	0.42%
5320	Professional Services - Auditing	\$24,100	0.10%
5330	Professional Services - General		
	PWW (Medicare Consultant) Finance	\$19,000	
	3E Company (Chemical Spill Hotline Clinical)	\$1,400	
	Baldrige Group (Patient Engagement Only CEO)	\$7,950	
	Baldrige Group (Employee Engagement Survey HR)	\$2,500	
	Language Line Services	\$15,000	
	eCore (Scheduling and Incident Software)	\$66,000	
	ADP Payroll (Misc)	\$1,500	
	ADP OIG/GSA Exclusion Background Checks	\$4,700	
	ADP Comprehensive Service Contract	\$235,480	
	Wage Works	\$2,000	
	Flexible Benefits Administrator	\$2,750	
	Insurance Brokerage (HR)	\$45,000	
	Safety-Kleen Corp (Waste Oil & Lubricants)	\$8,000	
	Hiko Inspection and Repairs (Fleet)	\$8,000	
	MedPro (Medical Waste and Shredding)	\$45,600	
	Staff Development	\$10,000	
	Telephone Switch Maintenance - Labor (Bob) IT department	\$6,000	
	BCS from Administration (\$70 per month)	\$1,240	
	Temporary Help Services	\$15,000	
	Team Building Coach/Training Reimbursement (\$50 per person)	\$900	
	Clinical CISM /PEER	\$30,000	
	Electrical Repairs (Fleet)	\$8,000	
	Fit Testing, Vaccinations, and TB Testing (Risk and Safety)	\$12,000	
	Operative IQ (Facility and Support)	\$7,000	
	SonoSim (Facility and Support)	\$7,500	
	Misc HR \$1000 , IT \$250	\$1,250	
5330	Total Professional Services - General	<u>\$563,770</u>	2.35%
5340	Professional Services - MCB (Medical Director)	\$42,500	0.18%
5410	Office Supplies	\$67,300	0.28%
5420	Office Equipment - Purchased	\$83,810	0.35%
5440	Office Equipment - Maintenance		
	Software Maintenance		
	Zoll (Rescue Net - \$29,100)	\$29,100	
	Bradshaw Consulting (Marvlis System)	\$35,284	
	Google fees associated with Marvlis System	\$3,600	
	Sage (Financial Software Support Sage 100 ERP)	\$6,921	
	Sage (Fixed Assets Silver Plan)	\$1,134	
	Postage Machine	\$5,400	
	Ricoh Copiers (Meter Reading Expenses - @ \$4,000 per quarter)	\$16,000	
	ESRI Arc View Map Service Agreement (CAD Maps & Marvlis)	\$1,100	
	Priority Dispatch Pro QA 911	\$10,800	
	Qquest Manager Plus (Inventory Software for Fleet & Supply)	\$9,000	
	Zoll Billing (Reimbursement)	\$45,375	
	First Pass Software (QA/QI)	\$23,600	

**RICHMOND AMBULANCE AUTHORITY
EXPENDITURE PLAN FOR FISCAL YEAR 2022**

First Draft

<u>Account Number</u>	<u>Description</u>		<u>FY 2023 Budget</u>	<u>Percent of Total</u>
	First Watch (Clinical)	\$20,539		
	Zoll Billing Pro (Hosting) \$8,000 @ 12	\$96,000		
	Gateway EDI (Reimbursement)	\$15,750		
	eDrawer (Reimbursement)	\$3,100		
	In Reach (\$50 per month)	\$800		
	Zoll Data (Road Safety) Samsara	\$53,500		
	HAAS Alert System (Fleet)	\$15,200		
	Intergraph CAD Support	\$89,906		
	Subtotal	<u>\$482,109</u>		
	<u>Equipment Maintenance</u>			
	Diebold Door Security	\$18,000		
	Subtotal	<u>\$18,000</u>		
5440	Total Office Equipment - Maintenance	<u>\$500,109</u>	\$500,109	2.09%
5441	IT Software Maintenance			
	Paetec Primary & Secondary	\$30,612		
	Remote Access Software (Splashtop)	\$1,500		
	Pro Softnet	\$2,400		
	AntiVirus Software	\$2,500		
	Sonic Wall (Barracuda)	\$2,940		
	Content Filtering and Spam Filter	\$8,000		
	Misc	\$500		
	Total Office - IT Software	<u>\$48,452</u>	\$48,452	0.20%
5460	Medical Supplies - General		\$555,000	2.31%
5462	Medical Supplies - Oxygen		\$45,000	0.19%
5470	Medical Equipment - Purchased		\$46,000	0.19%
5490	Medical Equipment - Maintenance			
	Zoll - AED	\$19,000		
	Zoll - Model X Monitors (Cardiac Monitors)	\$62,000		
	BodyGuard 121 (Double Chamber IV Pump)	\$5,000		
	Hamilton Medical	\$6,000		
	Hamilton Misc (LST)	\$8,000		
5490	Total Medical Equipment - Maintenance	<u>\$100,000</u>	\$100,000	0.42%
5720	Utilities		\$100,000	0.42%
5740	Facility - Maintenance			
	Fidelity Engineering (Generator Service & Maintenance)	\$10,000		
	Janitorial	\$32,000		
	Landscaping	\$15,000		
	Door Access Repair (i.e. Garage Doors)	\$15,000		
	Waste Management	\$25,000		
	Entrust IT \$2,000	\$2,000		
	Minor Contracts & Miscellaneous	\$7,000		
	General Maintenance Repairs	\$15,000		
	Fire Alarm System Monitoring	\$1,000		
	Pest Control	\$1,500		
	Electrical Contractor	\$10,000		
	Misc Repairs	\$25,000		
5740	Total Facility - Maintenance	<u>\$158,500</u>	\$158,500	0.66%
5810	Telephone - Fixed		\$188,000	0.78%
5910	Postage		\$55,200	0.23%
5920	Shipping		\$7,700	0.03%
6010	Communications Equip. - Purchased		\$7,500	0.03%
6030	Communications Equip. - Maintenance			
	City of Richmond Radio Shop	\$69,088		
	RVC Maintenance	\$16,518		
	Motorola Radio Repair	\$10,000		

**RICHMOND AMBULANCE AUTHORITY
EXPENDITURE PLAN FOR FISCAL YEAR 2022**

First Draft

<u>Account Number</u>	<u>Description</u>		<u>FY 2023 Budget</u>	<u>Percent of Total</u>
	Applied Digital Solutions		\$5,291	
	Intrado 911 Phone System		<u>\$58,152</u>	
6030	Communications Equip. - Maintenance		<u>\$159,049</u>	0.66%
6110	Printing & Artwork & Forms		\$15,350	0.06%
6210	Public Information & Education			
	Public Relations Contract Services & Legal Lobby (WMC)		<u>\$25,500</u>	
6210	Total Public Information & Education		<u>\$25,500</u>	0.11%
6230	Marketing & Advertising			
6230	Recruiting - Advertising (Magazines, Newspapers, Websites)		\$30,000	
6230	Lifesaver Campaign and RFP's		\$2,000	
6230	Misc (Rider Alert, etc)		<u>\$10,000</u>	
	Total Marketing & Advertising		<u>\$42,000</u>	0.18%
6240	Grants			
	Community Partner Grants		<u>10,000</u>	
	Total Grants		<u>\$10,000</u>	0.04%
6245	Physical, Drug & Background Testing		\$45,000	0.19%
6250	Dues & Subscriptions		\$29,150	0.12%
6310	Insurance - Liability		\$134,266	0.56%
6320	Insurance - Property		\$144,106	0.60%
6340	Service Charges		\$60,000	0.25%
6350	Total Administrative - Other		\$34,987	0.15%
6390	Contributions		\$350	0.00%
6391	Scholarship Fund		\$4,000	0.02%
6410	Travel		\$126,890	0.53%
6510	Collection Expense		\$36,840	0.15%
7010	Interest Expense		\$20,134	0.08%
7110	Equipment Depreciation			
	Vehicles	\$	1,034,472	
	Communications Equipment	\$	20,620	
	Leasehold/Facility Improvements	\$	29,240	
	Medical Equipment	\$	157,381	
	Office Furniture & Equipment	\$	168,676	
	Shop Equipment	\$	<u>2,237</u>	
7110	Total Equipment Depreciation		<u>\$1,412,626</u>	5.89%
7400	Recruiting		\$30,000	0.13%
7410	Retention (Staff Development & Employee Activities)		\$54,000	0.23%
7440	Vehicle - Fuel (Average Cost Per Gallon of \$2.25 x 253,368 Gallons)		\$570,078	2.38%
7441	Vehicle - Tolls		\$8,000	0.03%
7442	Vehicle - Repairs & Maintenance		\$465,000	1.94%
7445	Vehicle - Towing		\$9,000	0.04%
7450	Shop Supplies		\$88,500	0.37%
7451	Uniforms		\$100,300	0.42%
7452	Laundry & Cleaning		\$2,000	0.01%
	Total Non - Personnel		<u>\$6,320,066</u>	<u>26.36%</u>
	TOTAL EXPENSES		<u>\$23,978,936</u>	<u>100.00%</u>
 SUMMARY				
	Personnel		\$17,658,870	73.64%
	Non - Personnel		<u>\$6,320,066</u>	<u>26.36%</u>
	TOTAL EXPENSES		<u>\$23,978,936</u>	<u>100.00%</u>



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**RICHMOND AMBULANCE AUTHORITY
COMPARISON OF EXPENDITURES
BY FISCAL YEAR**

Acct. Num.	Description	FY 2020 <u>Actual</u>	FY 2021 <u>Actual</u>	FY 2022 <u>Budget</u>
<u>PERSONNEL:</u>				
5010	Salaries & Wages	10,415,884	9,458,218	12,629,877
5015	Overtime	1,503,950	1,188,774	2,186,778
5110	Health, Dental, Life & Disability	1,424,439	1,454,772	1,855,550
5210	FICA	859,491	766,387	1,133,474
5220	State Unemployment	12,356	19,254	15,113
5240	Workers' Compensation	351,906	299,454	386,250
5260	Tuition/Training	175,417	153,914	267,645
5270	Retirement Plan Contribution	193,402	189,890	319,959
	Total Personnel	<u>14,936,844</u>	<u>13,530,664</u>	<u>18,794,646</u>
<u>NON - PERSONNEL:</u>				
5310	Prof. Services - Legal	54,086	102,279	100,000
5320	Prof. Services - Auditing	20,700	22,365	23,000
5330	Prof. Services - General	313,513	495,115	562,030
5340	Prof. Services - MCB	42,500	42,500	42,500
5410	Office Supplies	61,428	48,147	77,850
5420	Off. Equipment - Purchased	23,371	8,721	48,494
5440	Off. Equipment - Maintenance	274,395	323,214	438,438
5441	Office Equipment - IT Software	57,643	36,549	48,152
5460	Medical Supplies - General	593,763	571,715	705,000
5462	Medical Supplies - Oxygen	20,608	25,748	37,500
5470	Medical Equipment - Purchased	52,032	40,968	46,000
5490	Medical Equipment - Maintenance	86,643	60,699	100,000
5720	Utilities	86,047	85,131	107,000
5740	Facility - Maintenance	103,862	121,950	158,500
5810	Telephone - Fixed	158,836	161,640	188,000
5910	Postage	48,085	28,483	55,200
5920	Shipping	585	1,136	7,700
6010	Communications Equip. - Purchased	5,138	26,854	20,500
6030	Communications Equip. - Maintenance	136,477	138,398	181,750
6110	Printing & Artwork & Forms	4,667	4,150	11,850
6210	Public Info. & Education	18,000	16,766	25,500
6230	Marketing & Advertising	12,899	27,297	40,500
6240	Community Partner Grants	0	0	10,000
6245	Physical, Drug & Background Testing	27,383	27,136	45,000
6250	Dues & Subscriptions	22,151	28,216	27,330
6310	Insurance - Liability	96,445	98,502	102,753
6320	Insurance - Property	92,193	113,185	115,000
6340	Service Charges	37,170	41,626	35,000
6350	Administrative - Other	45,991	14,723	29,087
6390	Contributions	0	200	350
6391	Scholarship Funds	4,000	0	4,000
6410	Travel	38,657	13,641	114,704
6510	Collection Expense	28,383	22,952	36,840
7010	Interest Expense	860	878	14,134
7110	Equipment Depr (Funded Replmt)	1,306,474	1,311,892	1,419,358

FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget
12,648,815	12,900,290	13,156,795	13,418,430	13,685,299
1,326,364	1,352,891	1,379,949	1,407,547	1,435,699
1,640,115	1,672,917	1,706,375	1,740,503	1,775,313
1,069,101	1,090,483	1,112,293	1,134,539	1,157,230
26,000	26,520	27,050	27,591	28,143
350,000	357,000	364,140	371,423	378,851
278,515	284,086	289,769	295,564	301,477
319,959	326,358	332,885	339,543	346,334
17,658,870	18,010,545	18,369,256	18,735,140	19,108,346
100,000	102,000	104,040	106,121	108,243
24,100	24,582	25,074	25,575	26,087
563,770	575,046	586,547	598,277	610,241
42,500	42,500	42,500	42,500	42,500
67,300	68,646	70,020	71,419	72,847
83,810	85,486	87,194	88,937	90,716
500,109	510,112	520,313	530,719	541,333
48,452	49,421	50,409	51,417	52,445
555,000	566,100	577,422	588,970	600,749
45,000	45,900	46,818	47,754	48,709
46,000	46,920	47,858	48,815	49,791
100,000	102,000	104,040	106,121	108,243
100,000	102,000	104,040	106,121	108,243
158,500	161,670	164,904	168,202	171,566
188,000	191,760	195,595	199,507	203,497
55,200	56,304	57,430	58,579	59,751
7,700	7,854	8,010	8,168	8,330
7,500	7,650	7,803	7,959	8,118
159,049	162,230	165,475	168,785	172,161
15,350	15,627	15,940	16,258	16,584
25,500	26,010	26,530	27,061	27,602
42,000	42,840	43,697	44,571	45,462
10,000	10,200	10,404	10,612	10,824
45,000	45,900	46,818	47,754	48,709
29,150	29,733	30,327	30,932	31,550
134,266	136,951	139,690	142,484	145,334
144,106	146,988	149,928	152,927	155,986
60,000	61,200	62,424	63,672	64,945
34,987	35,687	36,402	37,130	37,873
350	357	364	371	378
4,000	4,080	4,162	4,245	4,330
126,890	129,428	132,017	134,658	137,351
36,840	37,577	38,329	39,096	39,878
20,134	21,141	21,564	21,564	0
1,412,626	1,438,169	1,823,109	1,988,481	2,072,961

**RICHMOND AMBULANCE AUTHORITY
COMPARISON OF EXPENDITURES
BY FISCAL YEAR**

Acct. Num.	Description	FY 2020 <u>Actual</u>	FY 2021 <u>Actual</u>	FY 2022 <u>Budget</u>
7400	Recruiting	6,895	17,822	14,000
7410	Retention	40,997	39,422	54,000
7440	Vehicle - Fuel	431,857	233,564	565,316
7441	Vehicle - Tolls	5,555	5,185	8,000
7442	Vehicle - Repairs & Maintenance	470,858	394,655	400,000
7445	Vehicle - Towing	2,816	7,607	8,000
7450	Shop Supplies	76,515	47,285	83,500
7451	Uniforms	117,335	60,534	100,000
7452	Laundry & Cleaning	86	563	1,500
	Total Non - Personnel	<u>5,027,900</u>	<u>4,869,412</u>	<u>6,213,336</u>
	TOTAL EXPENSES	<u>19,964,744</u>	<u>18,400,075</u>	<u>25,007,982</u>
	SUMMARY			
	Personnel	14,936,844	13,530,664	18,794,646
	Non - Personnel	5,027,900	4,869,412	6,213,336
	TOTAL EXPENSES	<u>19,964,744</u>	<u>18,400,075</u>	<u>25,007,982</u>

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
30,000	30,600	31,212	31,836	32,473
54,000	55,080	56,182	57,305	58,451
570,078	581,480	593,110	604,972	617,071
8,000	8,160	8,323	8,489	8,659
465,000	474,300	483,786	493,462	503,331
9,000	9,180	9,364	9,551	9,742
88,500	90,270	92,075	93,917	95,795
100,300	102,306	104,352	106,439	108,567
2,000	2,040	2,081	2,123	2,165
<u>6,320,066</u>	<u>6,443,485</u>	<u>6,927,682</u>	<u>7,193,856</u>	<u>7,359,591</u>
<u>23,978,936</u>	<u>24,454,030</u>	<u>25,296,938</u>	<u>25,928,996</u>	<u>26,467,937</u>
17,658,870	18,010,545	18,369,256	18,735,140	19,108,346
6,320,066	6,443,485	6,927,682	7,193,856	7,359,591
<u>23,978,936</u>	<u>24,454,030</u>	<u>25,296,938</u>	<u>25,928,996</u>	<u>26,467,937</u>

RICHMOND AMBULANCE AUTHORITY

CAPITAL OUTLAY PLAN

Project Description	FY 2023 Budget
Communication Equipment	\$ 223,450
IT Equipment	35,000
Medical Equipment	40,500
Vehicles and Shop Equipment	991,400
Other Capital Items	79,100
Total Capital Outlay	\$ 1,369,450

CITY CAPITAL IMPROVEMENT PLAN

Project Description	Prior Year Funding	FY 2023 Budget
Extend Ambulance Canopy & Add Walkway Canopies	\$ 1,260,000	\$ 700,000
Decontamination Restroom Renovations & HVAC Improvements	40,000	-
Extend Parking Lot and Drainage Improvements	641,780	-
On-Going Mechanical, Electrical and Plumbing Maintenance	-	300,000
RAA Building Expansion	-	-
Total RAA Buildings and Property Improvements	\$ 1,941,780	\$ 1,000,000

The above figures have been submitted for inclusion in the Mayor's Proposed FY2023-2027 Mayor's Proposed Capital Improvement Plan, **but were not included.**

First Draft

FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	5 Year Total
\$ -	\$ -	\$ 14,350	\$ -	\$ 237,800
130,000	35,000	35,000	35,000	270,000
-	1,584,000	108,000	-	1,732,500
824,180	1,246,450	1,672,800	2,104,400	6,839,230
72,000	72,500	72,500	172,500	468,600
\$ 1,026,180	\$ 2,937,950	\$ 1,902,650	\$ 2,311,900	\$ 9,548,130

FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	Project Total
\$ -	\$ -	\$ -	\$ -	\$ 1,960,000
-	-	-	-	40,000
-	-	-	-	641,780
300,000	300,000	300,000	300,000	1,500,000
-	-	600,000	5,600,000	6,200,000
\$ 300,000	\$ 300,000	\$ 900,000	\$ 5,900,000	\$ 10,341,780



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Section II



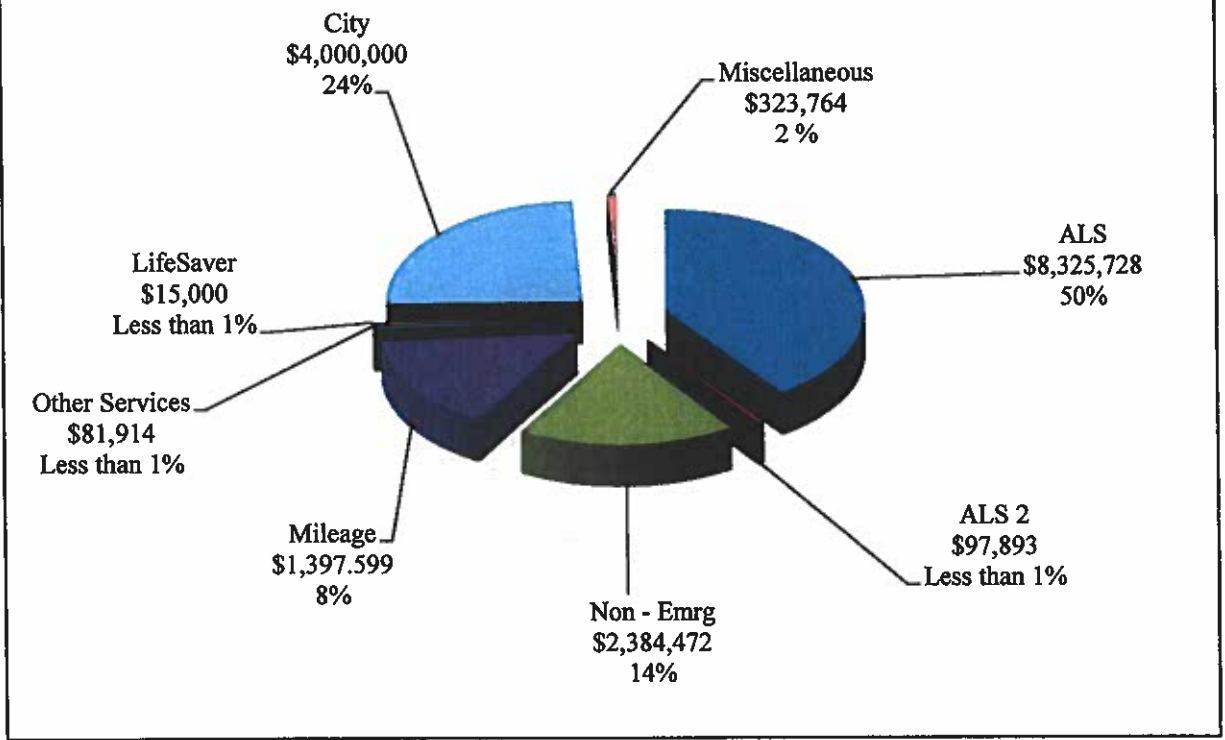
Comparative Charts of the Budget for FY 2023

*First Draft
March 23, 2022*

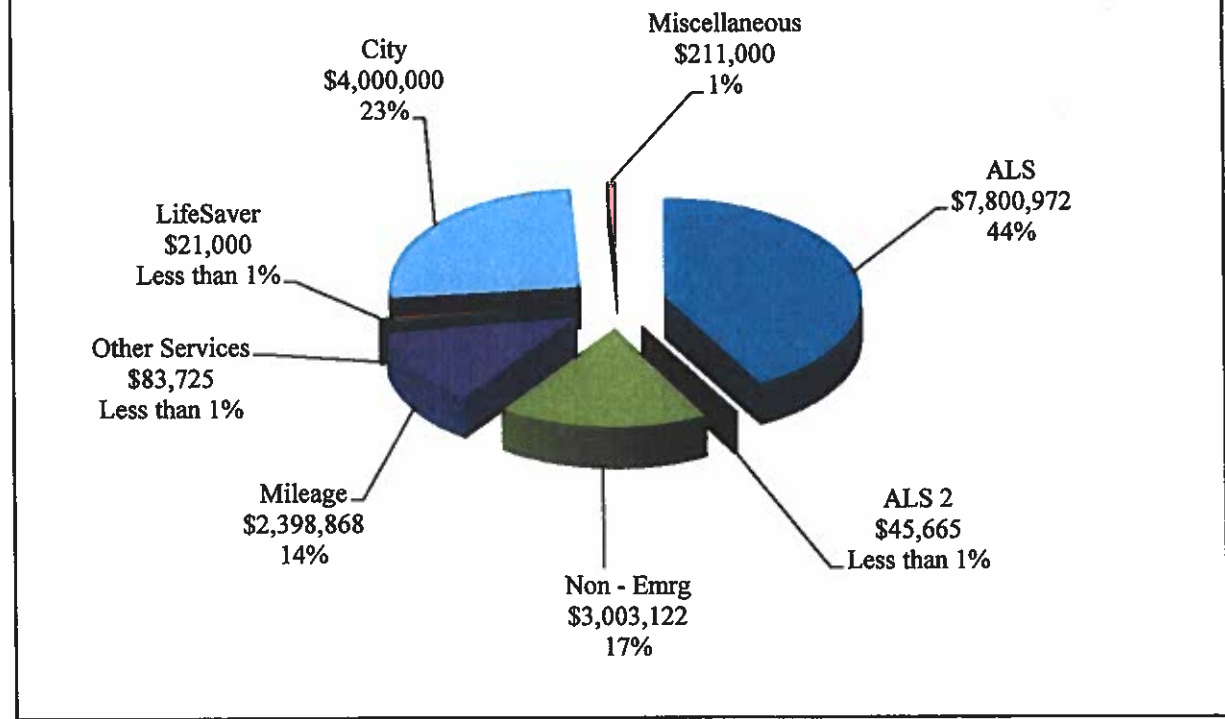
RICHMOND AMBULANCE AUTHORITY

First Draft

NET REVENUES FOR FISCAL YEAR 2023



NET REVENUES FOR FISCAL YEAR 2022



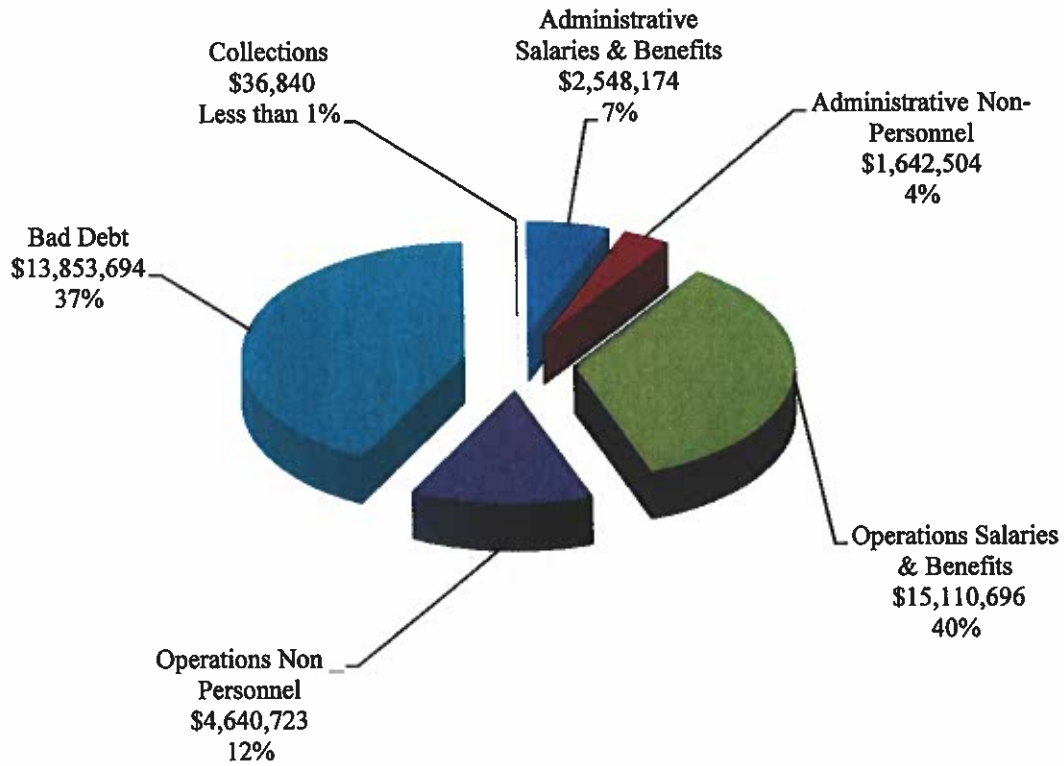


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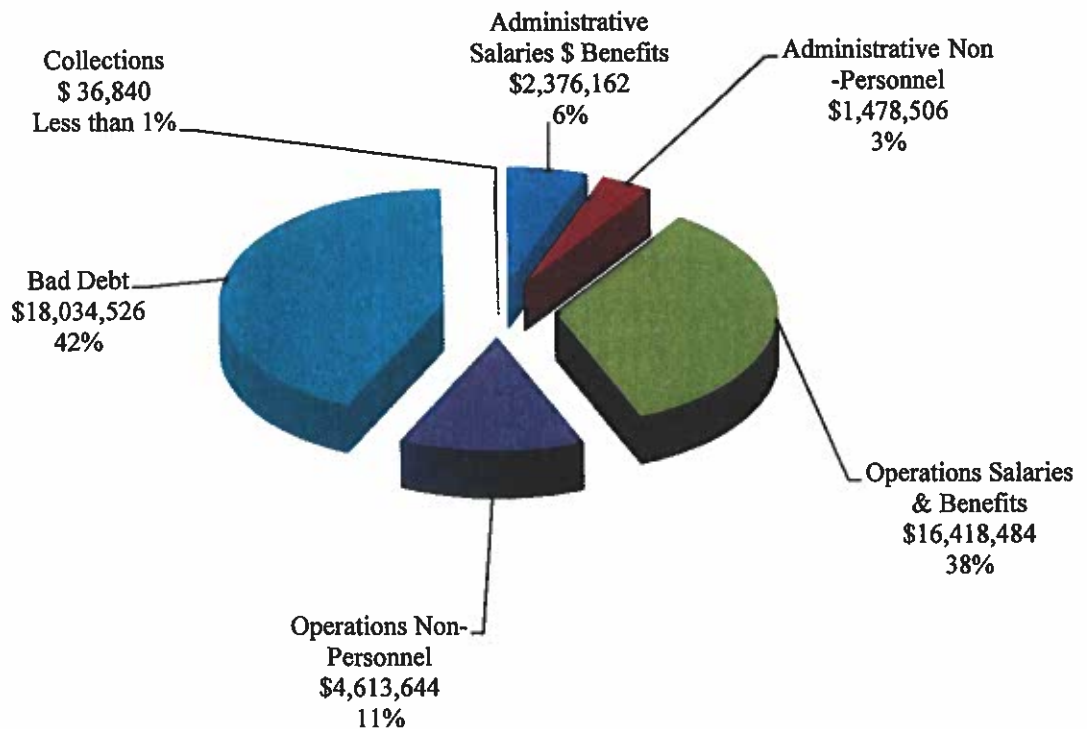
RICHMOND AMBULANCE AUTHORITY

First Draft

EXPENDITURES FOR FISCAL YEAR 2023



EXPENDITURES FOR FISCAL YEAR 2022





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Section III



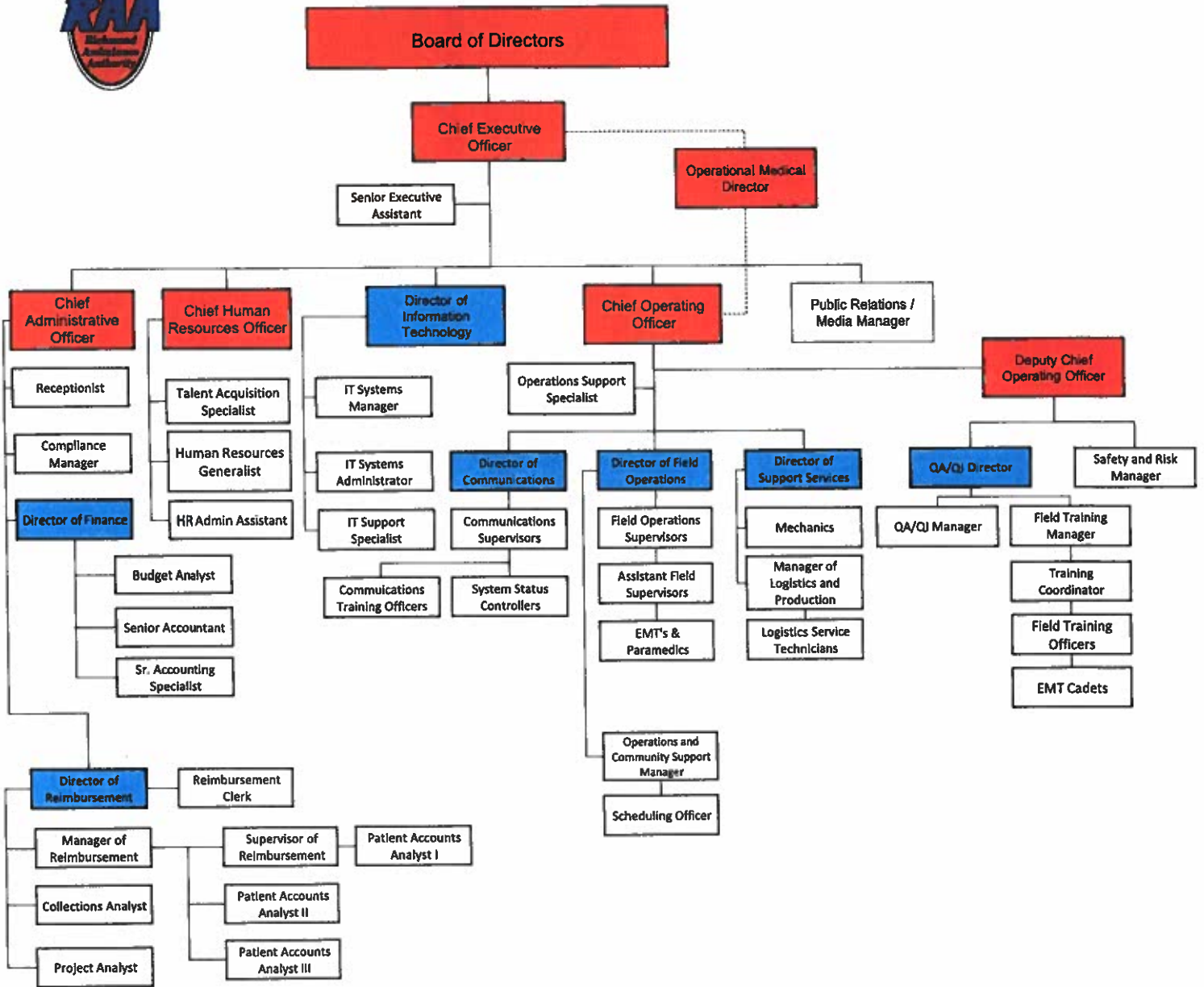
Summary of the Departmental Budgets

for FY 2023

First Draft
March 23, 2022



Richmond Ambulance Authority





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**RICHMOND AMBULANCE AUTHORITY
FULL TIME EQUIVALENT (FTE) POSITIONS**

First Draft

<u>Division and Department</u>	<u>FY 2022 Budgeted FTEs</u>	<u>FY 2023 Budgeted FTEs</u>	<u>Change</u>	
Executive	3.00	3.00	0.00	
Administration:				
Human Resources	4.00	4.00	0.00	a
Finance /Administration	6.00	7.00	1.00	b
Information Technology	4.00	4.00	0.00	
Patient Accounts	17.00	17.00	0.00	
Operations:				
Operations Department				
Leadership	15.50	15.50	0.00	
Field Paramedics & EMTs	126.00	145.00	19.00	c
VCU Business EMTs	10.00	0.00	(10.00)	d
Support Services - Fleet	4.00	4.00	0.00	
Support Services - Logistics	17.00	17.00	0.00	
Communications Center	17.00	18.00	1.00	e
VCU Business Dispatcher	1.00	0.00	(1.00)	f
Clinical:	<u>6.50</u>	<u>6.50</u>	<u>0.00</u>	
Total	<u><u>231.00</u></u>	<u><u>241.00</u></u>	<u><u>10.00</u></u>	

NOTES:

- a) Decrease of 1 FTE for Receptionist that was moved to Finance / Administration and an increase of 1 FTE Human Resources Administrative Assistant.
- b) Increase of 1 FTE for Receptionist that was moved from Human Resources.
- c) Increase of 9 FTE's due to reducing scheduled hours worked from 96 to 84 bi-weekly and an increase of 10 FTE's by moving VCU business to Operations.
- d) Decrease of 10 FTE's by moving VCU business to Operations.
- e) Increase of 1 FTE by moving VCU business to Communication Center
- d) Decrease of 1 FTE by moving VCU business to Communication Center.

**RICHMOND AMBULANCE AUTHORITY
EXPENDITURES BY DIVISION**

<u>GL#</u>	<u>DESCRIPTION</u>	<u>Board of Directors</u>	<u>Executive</u>
PERSONNEL			
5010	Salaries & Wages	0	716,721
5018	Preception Wages	0	0
5012	Life Assistance Payments	0	0
5010	Salaries Long Distance & Events	0	0
5013	Stand-By Stipends	0	0
5015	Overtime	0	0
5110	Health, Dental, Life & Disability	0	0
5210	FICA	0	0
5220	State Unemployment	0	0
5240	Workers' Compensation	0	0
5260	Tuition/Training	1,250	6,859
5270	Retirement Plan Contributions	0	0
	Total Personnel	1,250	723,580
NON - PERSONNEL			
5310	Professional Services - Legal	0	100,000
5320	Professional Services - Auditing	0	0
5330	Professional Services - General	0	15,440
5340	Professional Services - Medical Director	0	42,500
5410	Office Supplies	0	7,200
5420	Office Equipment - Purchased	0	35,760
5440	Office Equipment - Maintenance	0	18,000
5441	IT Software - Maintenance	0	48,452
5460	Medical Supplies - General	0	0
5462	Medical Supplies - Oxygen	0	0
5470	Medical Equipment - Purchased	0	0
5490	Medical Equipment - Maintenance	0	0
5720	Utilities	0	100,000
5740	Facility - Maintenance	0	2,000
5810	Telephone - Fixed	0	188,000
5910	Postage	0	0
5920	Shipping	0	650
6010	Communications Equip. - Purchased	0	0
6030	Communications Equip. - Maintenance	0	0
6110	Printing & Artwork & Forms	0	500
6210	Public Information & Education	0	25,500
6230	Marketing & Advertising	0	0
6240	Community Partner Grants	10,000	0
6245	Physical, Drug & Background Testing	0	0
6250	Dues & Subscriptions	0	19,900
6310	Insurance - Liability	0	0
6310	Insurance - Property	0	0
6340	Service Charges	0	0
6350	Administrative - Other	6,500	4,700
6390	Contributions	0	350
6391	Scholarship Fund	0	0
6410	Travel	4,650	25,500
6411	Travel- Long Distance	0	0
6510	Collection Expense	0	0
7010	Interest Expense	0	0
7110	Equipment Depreciation	0	0
7400	Recruiting	0	0
7410	Retention	10,000	15,000
7440	Vehicle - Fuel	0	0
7441	Vehicle - Tools	0	0
7442	Vehicle - Repairs & Maintenance	0	0
7445	Vehicle - Towing	0	0

<u>Administration</u>	<u>Operations</u>	<u>Clinical</u>	<u>FY 2023 Budget</u>	<u>Percent of Total</u>
1,746,083	8,971,424	513,644	11,947,872	49.83%
0	490,943	0	490,943	2.05%
85,000	0	0	85,000	0.35%
75,000	0	0	75,000	0.31%
0	50,000	0	50,000	0.21%
37,711	1,285,752	2,902	1,326,364	5.53%
1,640,115	0	0	1,640,115	6.84%
1,069,101	0	0	1,069,101	4.46%
26,000	0	0	26,000	0.11%
350,000	0	0	350,000	1.46%
39,550	41,111	189,745	278,515	1.16%
319,959	0	0	319,959	1.33%
5,388,519	10,839,230	706,291	17,658,870	73.64%
0	0	0	100,000	0.42%
24,100	0	0	24,100	0.10%
339,830	165,100	43,400	563,770	2.35%
0	0	0	42,500	0.18%
26,550	29,250	4,300	67,300	0.28%
3,450	21,000	23,600	83,810	0.35%
218,780	219,190	44,139	500,109	2.09%
0	0	0	48,452	0.20%
0	550,000	5,000	555,000	2.31%
0	45,000	0	45,000	0.19%
0	46,000	0	46,000	0.19%
0	100,000	0	100,000	0.42%
0	0	0	100,000	0.42%
0	0	156,500	158,500	0.66%
0	0	0	188,000	0.78%
55,200	0	0	55,200	0.23%
750	5,800	500	7,700	0.03%
0	7,500	0	7,500	0.03%
0	159,049	0	159,049	0.66%
8,500	2,350	4,000	15,350	0.06%
0	0	0	25,500	0.11%
32,000	10,000	0	42,000	0.18%
0	0	0	10,000	0.04%
45,000	0	0	45,000	0.19%
8,400	350	500	29,150	0.12%
134,266	0	0	134,266	0.56%
144,106	0	0	144,106	0.60%
60,000	0	0	60,000	0.25%
7,400	14,387	2,000	34,987	0.15%
0	0	0	350	0.00%
4,000	0	0	4,000	0.02%
29,208	54,192	7,340	120,890	0.50%
0	6,000	0	6,000	0.03%
36,840	0	0	36,840	0.15%
20,134	0	0	20,134	0.08%
1,412,626	0	0	1,412,626	5.89%
30,000	0	0	30,000	0.13%
25,000	4,000	0	54,000	0.23%
0	570,078	0	570,078	2.38%
0	8,000	0	8,000	0.03%
0	465,000	0	465,000	1.94%
0	9,000	0	9,000	0.04%

**RICHMOND AMBULANCE AUTHORITY
EXPENDITURES BY DIVISION**

<u>GL#</u>	<u>DESCRIPTION</u>	<u>Board of Directors</u>	<u>Executive</u>
7450	Shop Supplies	0	0
7451	Uniforms	0	0
7452	Laundry & Cleaning	0	0
	Total Non - Personnel	<u>31,150</u>	<u>649,452</u>
	TOTAL EXPENSES	<u>32,400</u>	<u>1,373,032</u>

Reconciliation between Divisions that have more than one Department

Human Resources	
Finance / Administration	
Information Technology	653,749
Executive	719,283
Reimbursement	
Support Services - Logistics	
Support Services - Fleet	
Operations	
Board of Directors	32,400
VCU Business	
Communications Center	
CHAP	
Clinical	
TOTAL EXPENSES	<u>1,405,432</u>

<u>Administration</u>	<u>Operations</u>	<u>Clinical</u>	<u>FY 2023 Budget</u>	<u>Percent of Total</u>
0	88,500	0	88,500	0.37%
0	100,300	0	100,300	0.42%
0	2,000	0	2,000	0.01%
<u>2,666,140</u>	<u>2,682,046</u>	<u>291,279</u>	<u>6,320,067</u>	<u>26.36%</u>
<u>8,054,659</u>	<u>13,521,276</u>	<u>997,570</u>	<u>23,978,936</u>	<u>100.00%</u>
4,012,407				
2,886,411				
1,155,840				
	1,883,048			
	1,520,134			
	8,459,517			
	0			
	1,658,577			
		<u>997,570</u>		
<u>8,054,659</u>	<u>13,521,276</u>	<u>997,570</u>		



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Section IV

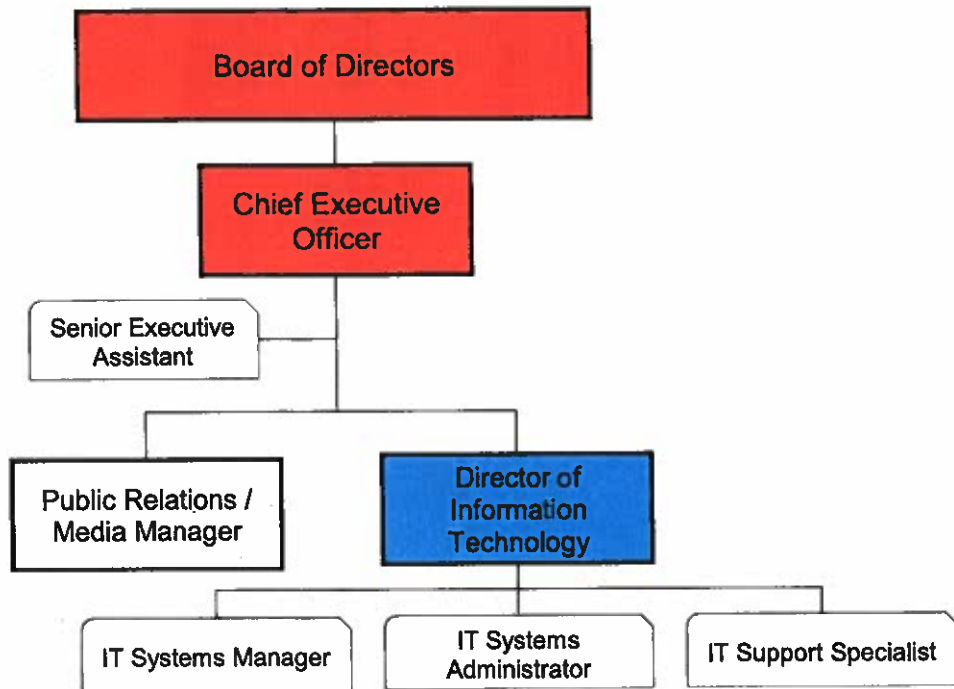


Detailed Departmental Budgets **for FY 2023**

First Draft
March 23, 2022



Executive





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**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

2710 - Board of Directors		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	<u>Descriptions</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
5260-2710	Tuition/Training	460	0	1,000	1,250
	Subtotal Salaries & Benefits	460	0	1,000	1,250
6240-2710	Community Partner Grants	0	0	10,000	10,000
6350-2710	Administrative Other	1,206	1,797	6,500	6,500
6410-2710	Travel	2,604	0	4,500	4,650
7410-2710	Retention	10,000	10,091	10,000	10,000
	Subtotal Expenses	13,810	11,888	31,000	31,150
	Total	14,270	11,888	32,000	32,400

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

1000 - Executive		FY 2020	FY 2021	FY 2022	FY 2023
Acct	Descriptions	Actual	Actual	Budget	Budget
Num					
	PERSONNEL				
5010-1000	Salaries & Wages	351,533	328,319	355,353	369,124
5260-1000	Tuition/Training	1,341	836	4,350	5,459
	Total Personnel	352,874	329,155	359,703	374,583
	NON - PERSONNEL				
5310-1000	Professional Services - Legal	54,086	102,279	100,000	100,000
5330-1000	Professional Services - General	3,006	4,915	6,700	7,950
5340-1000	Prof. Services - M.C.B.	42,500	42,500	42,500	42,500
5410-1000	Office Supplies	1,782	1,305	4,500	4,500
5420-1000	Office Equipment - Purchased	769	120	1,350	1,000
5720-1000	Utilities/Occupancy	86,047	85,131	107,000	100,000
5920-1000	Shipping	7	0	400	400
6110-1000	Printing & Artwork & Forms	0	0	500	500
6210-1000	Public Information & Education	18,000	16,766	25,500	25,500
6250-1000	Dues & Subscriptions	19,314	17,019	18,580	18,900
6350-1000	Administrative - Other	1,321	837	4,500	4,500
6351-1000	Administrative Business Meals	891	416	0	0
6390-1000	Contributions	0	0	350	350
6410-1000	Travel	6,656	(405)	18,580	23,600
7410-1000	Retention	15,000	15,000	15,000	15,000
	Total Non - Personnel	249,380	285,882	345,460	344,700
	Total	602,253	615,037	705,163	719,283

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

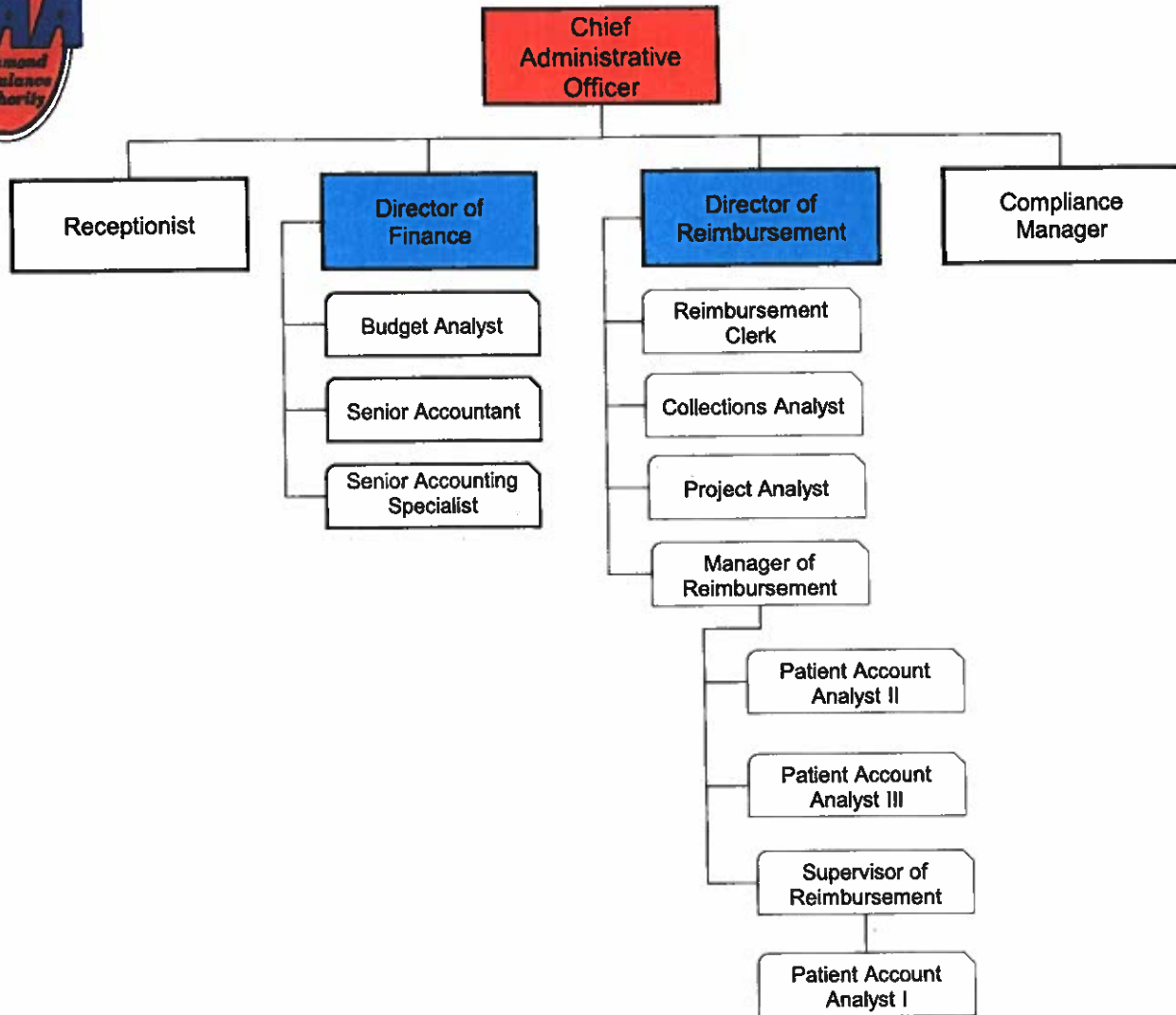
5000 - Information Technology		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	Actual	Actual	Budget	Budget
	PERSONNEL				
5010-5000	Salaries & Wages	311,281	311,482	330,984	347,597
5015-5000	Overtime	16	0	0	0
5260-5000	Tuition/Training	618	0	1,400	1,400
	Total Personnel	311,915	311,482	332,384	348,997
	NON - PERSONNEL				
5330-5000	Professional Services - General	0	0	7,490	7,490
5410-5000	Office Supplies	1,248	587	2,700	2,700
5420-5000	Office Equipment - Purchased	17,742	4,051	28,544	34,760
5440-5000	Office Equipment - Maintenance	0	0	18,000	18,000
5441-5000	IT Software Maintenance	57,643	36,549	48,152	48,452
5740-5000	Facility - Maintenance		434	2,000	2,000
5810-5000	Telephone - Fixed	158,836	161,640	188,000	188,000
5920-5000	Shipping	0	0	250	250
6250-5000	Dues & Subscriptions	1,124	453	1,000	1,000
6350-5000	Administrative - Other	0	288	200	200
6410-5000	Travel	1,829	0	1,900	1,900
	Total Non - Personnel	238,422	204,002	298,236	304,752
	Total	550,337	515,484	630,620	653,749



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Administration





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**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

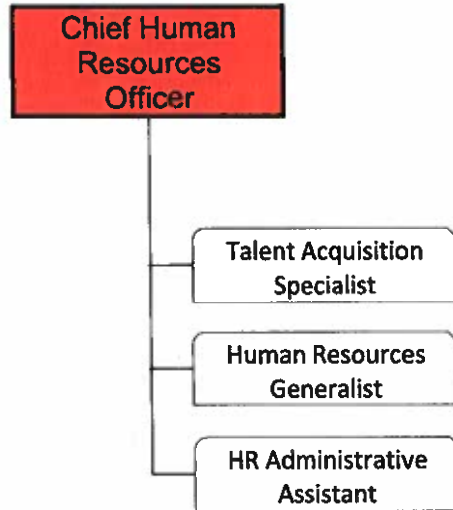
4000 - Administration and Finance		FY 2020	FY 2021	FY 2022	FY 2023
<u>Acct Num</u>	<u>Descriptions</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
	PERSONNEL				
5010-4000	Salaries & Wages	547,853	509,477	537,431	600,101
5015-4000	Overtime	461	519	519	351
5260-4000	Tuition/Training	2,632	3,719	8,350	9,500
	Total Personnel	<u>550,947</u>	<u>513,714</u>	<u>546,300</u>	<u>609,952</u>
	NON - PERSONNEL				
5240-4000	Workers' Compensation - Medical	348,625	296,255	381,797	350,000
5320-4000	Professional Services - Audit	20,700	22,365	23,000	24,100
5330-4000	Professional Services - General	6,673	17,140	19,000	19,000
5410-4000	Office Supplies	2,941	2,307	3,900	3,900
5420-4000	Office Equipment - Purchased	0	0	3,000	3,000
5740-4000	Facility - Maintenance	448	118	0	0
5440-4000	Office Equipment - Maintenance	24,379	14,071	28,929	29,455
5910-4000	Postage - Finance	48,085	28,483	55,200	55,200
5920-4000	Shipping	0	37	100	100
6110-4000	Printing & Artwork & Forms	65	1,027	1,500	1,500
6230-4000	Marketing & Advertising	39	85	2,000	2,000
6250-4000	Dues & Subscriptions	124	10,000	3,000	3,000
6310-4000	Insurance - Liability	90,516	92,573	96,794	134,266
6320-4000	Insurance - Property	87,463	108,455	110,270	144,106
6340-4000	Service Charges	37,170	41,626	35,000	60,000
6350-4000	Administrative - Other	405	227	1,400	1,400
6351-4000	Administrative Business Meals	763	486	0	0
6410-4000	Travel	3,568	5,960	12,671	12,672
7010-4000	Interest Expense	860	878	14,134	20,134
7110-4000	Depreciation and Amortization	1,254,581	1,260,538	1,385,995	1,412,626
	Total Non - Personnel	<u>1,927,444</u>	<u>1,902,715</u>	<u>2,177,690</u>	<u>2,276,459</u>
	Total	<u>2,478,391</u>	<u>2,416,429</u>	<u>2,723,990</u>	<u>2,886,411</u>

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

6000 - Reimbursement		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	Actual	Actual	Budget	Budget
	PERSONNEL				
5010-6000	Salaries & Wages	685,825	665,747	792,845	838,870
5015-6000	Overtime	5,191	16,155	31,483	33,259
5260-6000	Tuition/Training	6,907	7,883	21,600	20,050
	Total Personnel	697,923	689,785	845,928	892,179
	NON - PERSONNEL				
5330-6000	Professional Services - General	0	0	900	900
5410-6000	Office Supplies	16,782	12,385	22,000	19,150
5420-6000	Office Equipment - Purchased	0	161	600	450
5440-6000	Office Equipment - Maintenance	110,847	139,680	140,950	189,325
5920-6000	Shipping	0	0	400	400
6110-6000	Printing & Artwork & Forms	0	0	2,500	4,000
6250-6000	Dues & Subscriptions	170	0	400	400
6350-6000	Administrative - Other	1,497	3	4,000	4,000
6351-6000	Administrative Business Meals	306	41	0	0
6410-6000	Travel	0	56	8,196	8,196
6510-6000	Collection Expenses Tracing Svcs	28,383	22,952	36,840	36,840
	Total Non - Personnel	157,985	175,279	216,786	263,661
	Total	855,908	865,064	1,062,714	1,155,840



Human Resources





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**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

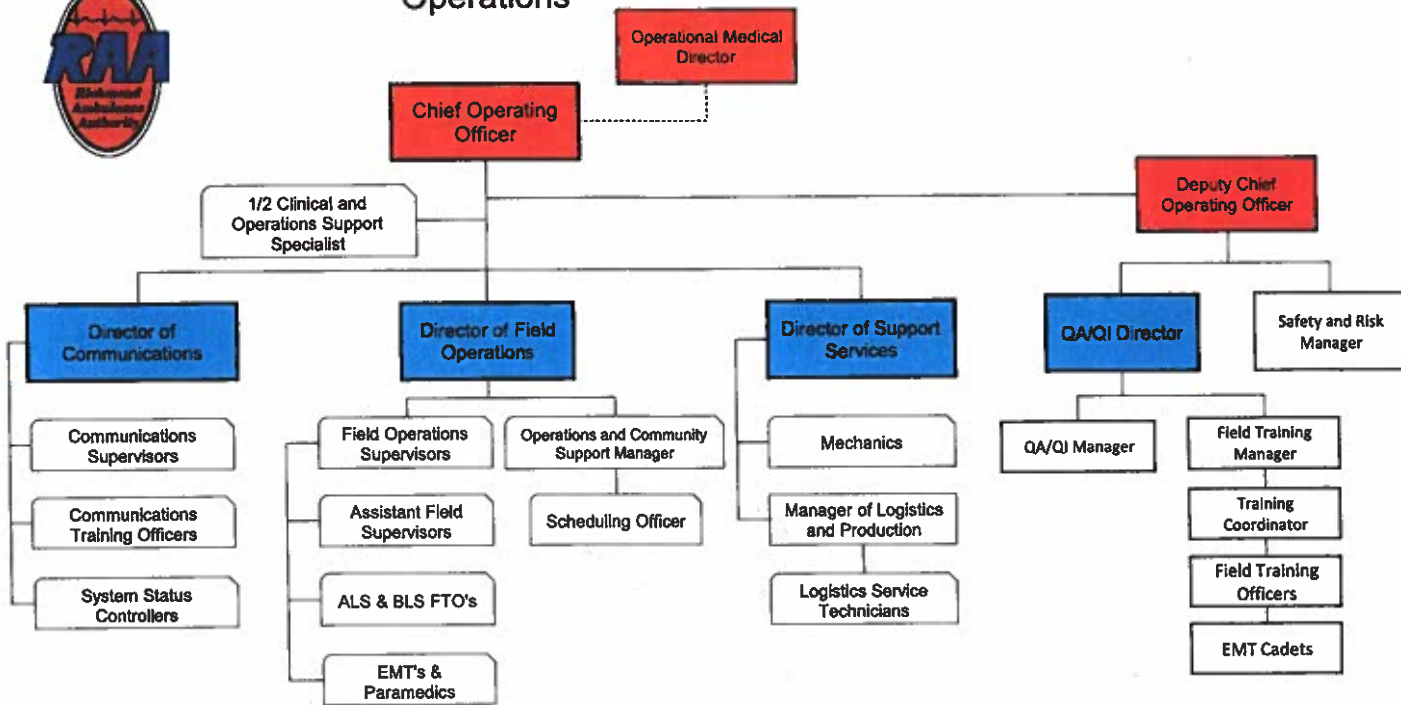
2700 - Human Resources		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	Actual	Actual	Budget	Budget
	PERSONNEL				
5010-2700	Salaries & Wages	166,564	157,687	384,548	382,112
5012-2700	Life Assistance	72,135	61,202	85,000	85,000
5015-2700	Overtime	1,016	1,044	2,099	4,100
5111-2700	Emp Grp Ins - Health	1,359,386	1,381,110	1,637,786	1,516,422
5112-2700	Emp Grp Life Ins	47,865	64,994	110,277	123,693
5210-2700	Payroll Taxes - (FICA)	835,932	740,218	1,092,799	1,069,101
5220-2700	State Unemployment	11,947	18,808	14,557	26,000
5260-2700	Tuition/Training	0	2,535	4,200	10,000
5271-2700	Retirement Plan Contrib.	186,683	181,190	309,959	319,959
	Total Personnel	2,681,529	2,608,787	3,641,225	3,536,387
	NON - PERSONNEL				
5330-2700	Professional Services - General	174,567	293,182	335,180	319,930
5410-2700	Office Supplies	2,883	5,615	3,000	3,500
5420-2700	Office Equipment - Purchased	0	72	0	0
5920-2700	Shipping	42	128	250	250
6110-2700	Printing & Artwork & Forms	1,114	1,770	2,000	3,000
6230-2700	Marketing & Advertising	4,771	18,599	25,000	30,000
6245-2700	Physical, Drug & Background Testing	27,383	27,136	45,000	45,000
6250-2700	Dues & Subscriptions	209	520	3,500	5,000
6350-2700	Administrative - Other	849	818	1,500	2,000
6351-2700	Administrative Business Meals	1,799	366	0	0
6391-2700	Scholarship Fund	4,000	0	4,000	4,000
6410-2700	Travel	346	0	4,600	8,340
7400-2700	Recruiting	6,895	17,822	14,000	30,000
7410-2700	Retention	26,610	11,155	25,000	25,000
	Total Non - Personnel	251,467	377,183	463,030	476,020
	Total	2,932,996	2,985,970	4,104,255	4,012,407



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Operations





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**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

4710 - Support Services - Logistics		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	Actual	Actual	Budget	Budget
PERSONNEL					
5010-4710	Salaries & Wages	475,973	505,993	691,783	712,669
5015-4710	Overtime	70,567	57,449	103,641	106,479
5260-4710	Tuition/Training	0	0	1,050	1,300
	Total Personnel	546,540	563,443	796,474	820,448
NON - PERSONNEL					
5330-4710	Professional Services - General	86,880	76,178	95,860	126,100
5410-4710	Office Supplies	4,328	1,882	3,000	17,500
5460-4710	Medical Supplies - General	593,340	571,627	695,000	550,000
5462-4710	Medical Supplies - Oxygen	20,608	25,748	37,500	45,000
5470-4710	Medical Equipment - Purchased	52,032	40,968	46,000	46,000
5490-4710	Medical Equipment - Maintenance	86,643	60,699	100,000	100,000
5920-4710	Shipping	149	193	500	500
6110-4710	Printing & Artwork & Forms	975	0	1,500	1,500
6350-4710	Administrative - Other	994	245	600	1,000
6351-4710	Administrative Business Meals	103	47	0	0
6410-4710	Travel	1,848	0	3,150	3,000
7450-4710	Shop Supplies	64,200	40,220	70,000	75,000
7451-4710	Uniforms	109,903	56,102	95,000	95,000
7452-4710	Laundry & Cleaning	86	563	1,500	2,000
	Total Non - Personnel	1,022,089	874,471	1,149,610	1,062,600
	Total	1,568,629	1,437,913	1,946,084	1,883,048

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

7000 - Support Services - Fleet		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	Actual	Actual	Budget	Budget
PERSONNEL					
5010-7000	Salaries & Wages	276,549	271,087	273,470	287,156
5015-7000	Overtime	22,873	31,054	26,000	35,000
5260-7000	Tuition/Training	0	0	4,000	4,000
	Total Personnel	299,422	302,140	303,470	326,156
NON - PERSONNEL					
5330-7000	Professional Services - General	6,988	64,024	24,000	24,000
5410-7000	Office Supplies	845	411	2,000	1,500
5420-7000	Office Equipment - Purchased	0	0	1,000	1,000
5440-7000	Office Equipment - Maintenance	11,153	9,544	72,239	77,700
5920-7000	Shipping	0	221	1,000	1,000
6110-7000	Printing & Artwork & Forms	0	0	850	850
6250-7000	Dues & Subscriptions	0	0	50	50
6350-7000	Administrative - Other	43	0	500	500
6351-7000	Administrative Business Meals	244	0	0	0
6410-7000	Travel	2,132	1,895	19,000	19,000
7440-7000	Vehicle - Fuel	410,116	224,815	541,316	570,078
7441-7000	Vehicle - Tolls	5,555	5,185	8,000	8,000
7442-7000	Vehicle - Repairs & Maintenance	470,858	394,655	400,000	465,000
7445-7000	Vehicle - Towing	2,816	7,607	8,000	9,000
7450-7000	Shop Supplies	9,956	7,065	11,000	11,000
7451-7000	Uniforms	7,432	4,432	5,000	5,300
	Total Non - Personnel	928,137	719,853	1,093,955	1,193,978
	Total	1,227,559	1,021,994	1,397,425	1,520,134

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

7100 - Operations		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	Actual	Actual	Budget	Budget
	PERSONNEL				
5011-7100	Salaries	663,511	584,760	705,020	739,937
5010-7100	Wages	4,787,946	4,192,893	6,112,783	6,199,055
5013-7100	Stand-By Stipends	18,253	14,456	23,250	50,000
5018-7100	Preception Wages	245,229	154,167	293,963	410,053
5015-7100	Overtime	1,156,851	866,557	1,722,099	957,236
5260-7100	Tuition/Training	5,030	2,867	18,900	23,976
	Total Personnel	6,876,820	5,815,700	8,876,015	8,380,257
	NON - PERSONNEL				
5330-7100	Professional Services - General	28,145	22,878	24,500	0
5410-7100	Office Supplies	26,414	21,399	28,000	8,000
5420-7100	Office Equipment - Purchased	2,665	1,071	4,000	10,000
5440-7100	Office Equipment - Maintenance	4,292	10,840	20,539	0
5920-7100	Shipping	120	284	3,900	3,900
6230-7100	Marketing & Advertising	8,089	8,614	13,500	10,000
6250-7100	Dues & Subscriptions	544	0	300	300
6350-7100	Administrative - Other	4,172	4,407	8,000	12,000
6351-7100	Administrative Business Meals	31,168	2,082	0	0
6410-7100	Travel	8,429	3,867	20,055	22,560
6411-7100	Travel - Long Distance	3,383	1,258	6,000	6,000
7410-7100	Retention	4,114	3,176	4,000	4,000
7450-7100	Shop Supplies	2,359	0	2,500	2,500
	Total Non - Personnel	123,895	79,874	135,294	79,260
	Total	7,000,715	5,895,574	9,011,309	8,459,517

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

7200 - Communications Center		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	<u>Descriptions</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
PERSONNEL					
5010-7200	Salaries & Wages	929,812	943,243	968,191	1,032,607
5015-7200	Overtime	157,474	108,453	182,332	187,037
5018-7200	Preception Wages	37,969	31,381	80,890	80,890
5260-7200	Tuition/Training	7,486	5,690	11,605	11,835
	Total Personnel	1,132,740	1,088,767	1,243,018	1,312,369
NON - PERSONNEL					
5330-7200	Professional Services General	6,394	9,154	7,200	15,000
5410-7200	Office Supplies	2,515	443	2,250	2,250
5420-7200	Office Equipment - Purchased	2,195	3,245	10,000	10,000
5440-7200	Office Equipment - Maintenance	123,725	125,164	136,181	141,490
5920-7200	Shipping	38	272	400	400
6010-7200	Communication Equipment -Purchased	5,138	26,854	20,500	7,500
6030-7200	Communication Equipment - Maintenance	136,477	138,398	181,750	159,049
6350-7200	Administrative - Other	564	185	887	887
6351-7200	Administrative Business Meals	90	451	0	0
6410-7200	Travel	4,588	1,009	9,482	9,632
	Total Non - Personnel	281,723	305,173	368,650	346,208
	Total	1,414,463	1,393,940	1,611,668	1,658,577

**RICHMOND AMBULANCE AUTHORITY
DEPARTMENTAL BUDGETS BY FISCAL YEAR**

8000 - Clinical / Risk & Safety		FY 2020	FY 2021	FY 2022	FY 2023
Acct Num	Descriptions	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
	PERSONNEL				
5010-8000	Salaries & Wages	530,643	482,815	579,340	513,644
5015-8000	Overtime	6,788	8,625	1,935	2,902
5260-8000	Tuition/Training	150,943	130,385	191,190	189,745
	Total Personnel	688,375	621,825	772,465	706,291
	NON - PERSONNEL				
5330-8000	Professional Services - General	860	2,899	41,200	43,400
5410-8000	Office Supplies	1,690	1,814	6,500	4,300
5440-8000	Office Equipment - Maintenance	0	23,916	21,600	44,139
5460-8000	Medical Supplies - General	423	88	10,000	5,000
5740-8000	Facility - Maintenance	103,526	121,399	156,500	156,500
5920-8000	Shipping	227	0	500	500
6110-8000	Printing & Artwork & Forms	2,513	1,353	3,000	4,000
6250-8000	Dues & Subscriptions	667	225	500	500
6350-8000	Administrative - Other	722	1,855	1,000	2,000
6351-8000	Administrative Business Meals	196	175	0	0
6410-8000	Travel	3,275	0	6,570	7,340
	Total Non - Personnel	114,099	153,723	247,370	267,679
	Total	802,474	775,549	1,019,835	973,970



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