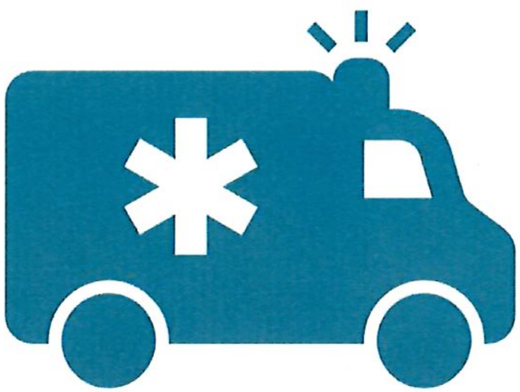
Scott Maples, Chairman
(LCEMS Board of Directors)

Lincoln County EMS Financial Sustainability

Lincoln County EMS (Organization Overview)



Private, non-profit ambulance service operating independently from other local emergency services

Approximately 4600 calls for service for FY 2024-2025.

Governed by a Board of Directors (similar to the county ambulance taxing district board) that provide oversight, accountability, and mission alignment without personal financial gain

Service Footprint

COVERAGE AREA: 337 SQUARE MILES

PER THE CONTRACT WITH THE LINCOLN COUNTY AMBULANCE BOARD, WE OPERATE 4 STAFFED STATIONS SUPPORTING COUNTYWIDE COVERAGE

DAILY STAFFING CITED: 9 CREW SUPPORTING 4 AMBULANCES (2 PER UNIT + 1 CHASE MEDIC)

Purpose & Agenda

1. **Present financial outlook**

2. **Risk to service levels**

3. **Request board action**

Key drivers:

- Reimbursement constraints
- Inflationary cost growth
- Cash flow vs. cost structure (stations/staffing)

Minimum Decision requested:

- **FY 2026–2027 4% tax assessment increase**

Financial Position

Budget balance has relied on the Ambulance Taxing District subsidy and transport reimbursement.

- 35% of the budget is derived from Ambulance Taxing District subsidy
- 65% of the budget is derived from Transport Reimbursement

Financial Position

According to the American Ambulance Association the average cost for a service of our size, location and nonprofit status to do a transport is $935.00.

- FY 2024-2025 calls for service was approximately 4600 (1300 no transports and 3300 transports).
- That left our base expenditures at $3,085,500 for FY 2024-2025 .
- Our estimated income for FY 2024-2025 was $2,972,000
  - No salary increases or major equipment upgrades to make up the difference.

Financial Position

Expense growth is outpacing revenue growth with an overall increase in expense at 6-10%.

- Medical supplies projected +20% (FY 2026–2027)
- Employee health insurance projected +13.7% (FY 2026–2027)
- Vehicle insurance projected +6% (FY 2026–2027)
- **<u>Fuel price spikes at +20% over the same period</u>**

Financial Position

Overall income increase is expected to be less than 2%

- Avg monthly 275 transports x $935 =-$257,000 cost
- Collections are average 38% of charges billed (year-to-date)
  - Monthly charges entered: $458k (avg. YTD)
  - Monthly cash collected: $138k (avg. YTD)
- $257,000(cost)- $138,000(billing rev) = -$119,000
- Money needed from other sources annually
  - $119,000 x 12 months = $1,428,000.
- FY 2026-2027 budget cited for tax money: $ 1,275,000 to LCEMS
  - $-1,428,000 + $1,275,000 = -$ 153,000
    - Cost offset
      - Wages frozen across the last 3 budgets (2022–2023 through 2024–2025)
      - Major purchases such as ambulances have been put on hold.
      - **Brown out of stations**

Financial Position

The Current and Accelerating Financial Strain

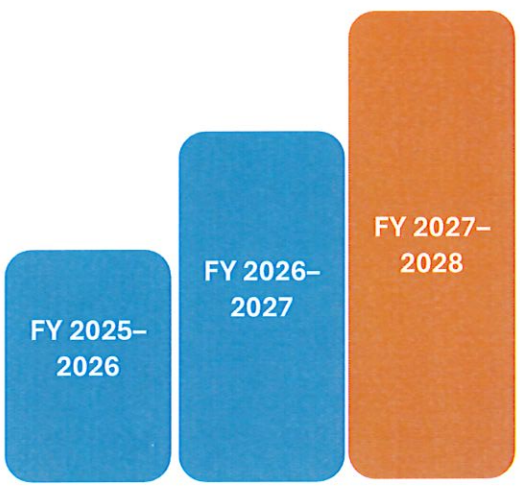
- 6-10% increase in operational expenses and only a 2% increase in revenue will only lead to failure of the system.
  - Mergers of smaller services and an increase in tax assessment rates were done in 2015 to combat this problem.
  - Requests were made for FY 2025-2026 to take the 4% increase and the board agreed. Lincoln County EMS had placed that in the budget. The increase failed to pass the 2nd reading and took **$40,000** out of the budget.
- Beginning of FY 2025-2026 LCEMS had 7 weeks of operating expenses(CD's & Money Market) in reserve.
  - To balance the budget for FY 2025-2026($100,000), 2 weeks were removed and we now have 5 weeks of operating expenses.
    - 6 months are recommended for any business.

- **We expect this trend to continue and multiply.**

Financial Position

Balancing the Budget

FY 2025–2028



If we continue at the compensating rate, reserve fund use is projected to increase each year through FY 2027–2028

FY 2025–2026: Used 2 week of reserves to balance the budget already

FY 2025–2026: We anticipate using 1 additional week of reserves to balance

FY 2026–2027: We anticipate using 3 weeks of reserves to balance the budget

FY 2027–2028: <u>No reserve funds left</u> and now we must <u>borrow</u> money to balance the budget


Minimum Request
for FY 2026-2027:
nature

Approve the 4% Tax Assessment Increase

A 4% tax assessment increase (beyond compensating) would generate an estimated $50,000–$70,000+ in additional annual revenue (depending on assessed values).

This is not a total solution, nor will this fix our problem.

Station "Brown Outs" will continue and may become mandatory.

No salary increases for employees

No equipment upgrades.

<u>RESOLUTIONS FOR FOR THE NEAR FUTURE THAT MUST HAPPEN</u>

RESOLUTIONS
1 Increase Payer Reimbursement

Transport reimbursement rates are legislatively driven and largely not decided locally

HB 447 has been proposed to improve commercial reimbursement.

Failed to GET OUT OF COMMITTEE.

RESOLUTIONS
2 Increase Tax Rate

In 2017 the tax rate was set at 9.8% to support the countywide consolidation. Each year that number has dropped(compensating rate) to bring approximately in the same money as 2017.

Projected Compensating rate is 7.8% for FY 2026-2027. For most years that has meant little to no increase in money.

To make up for past years and to secure the continued service footprint of operations an increase in tax rate must be taken

RESOLUTION
3 Restructure

Restructure the current operational footprint.

Close 1 station.

Reduce daily staff to 7.

However

Increase response times to the affected area of the county

Place greater strain on staff and equipment

Risk further staff attrition in an already challenging recruitment environment.

County Service	Funding Types	Amount	Funding Types	Amount	Funding Types	Amount	Annual Budget	Run Volume	Square Miles	Population	Stations	Crews on Duty	Chase on Duty	FTE's per day
Casey	Taxing Dist	$ 681,200.00	Billing	$ 917,300.00	Other	$ 353,500.00	$ 1,952,000.00	2600	446	16,000	1	2	1	5
Garrard	Fiscal Court	$ 766,500.00	Billing	$ 1,200,000.00	Other	$ 235,000.00	$ 2,201,500.00	3350	230	18,000	1	2	1	5
Lincoln	Taxing Dist	$ 1,200,000.00	Billing	$ 2,090,000.00	Other	$ 53,750.00	$ 3,343,750.00	4600	337	25,000	4	4	1	9
Boyle	Fiscal Court	$ 3,409,956.00	Billing	$ 2,170,000.00	Other	$ 585,614.00	$ 6,165,570.00	7300	183	31,400	1	4	1	9
Jessamine	Fiscal Court	$ 5,561,340.00	Billing	$ 2,475,000.00	Other	$ 64,350.00	$ 8,100,690.00	11000	175	56,500	3	5	2	12
Pulaski	City Gov't	?	Billing	?	Other	?	$ 9,460,700.00	13000	678	65,000	1	5	1	11
Madison	Taxing Dist	$ 3,656,000.00	Billing	$ 5,986,385.00	Other	$ 124,400.00	$ 9,766,785.00	22000	443	99,600	3	9	1.5	19.5

Lincoln County Run Volume 2025

Total Call Volume per Station

Stanford	2266
Hustonville	886
Waynesburg	713
CrabOrchard	647
	4512

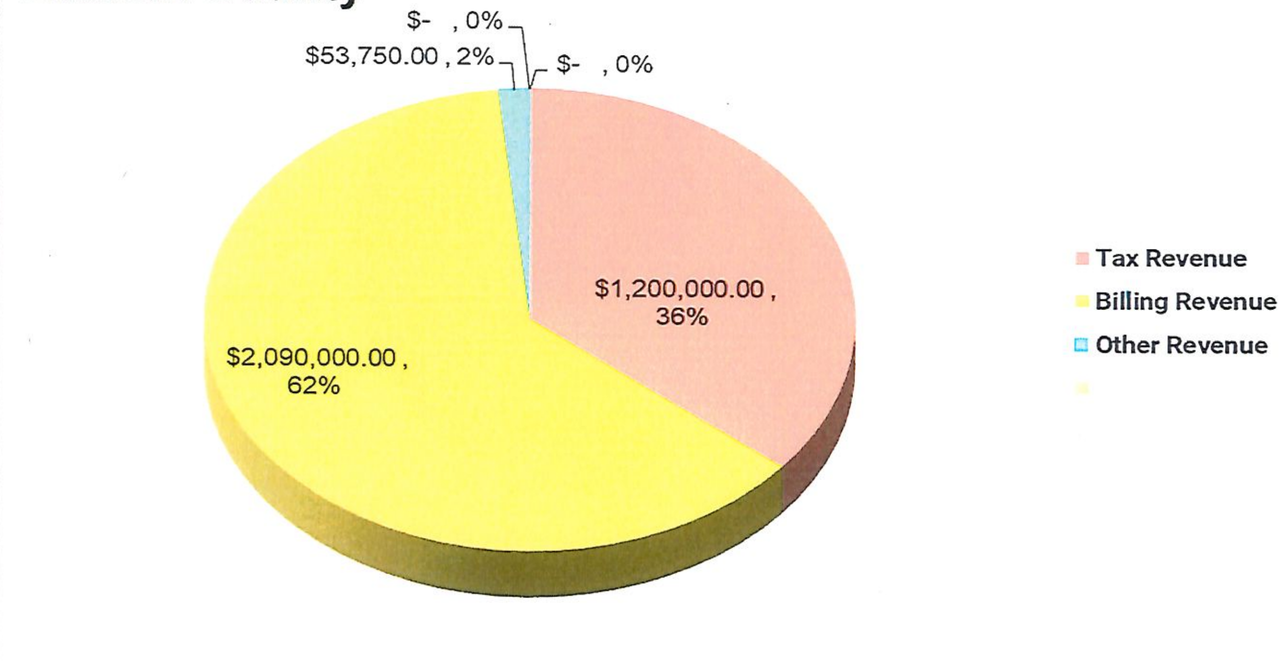
911 Call Volume per Station

Stanford	1930
Hustonville	701
Waynesburg	476
CrabOrchard	391
	3498

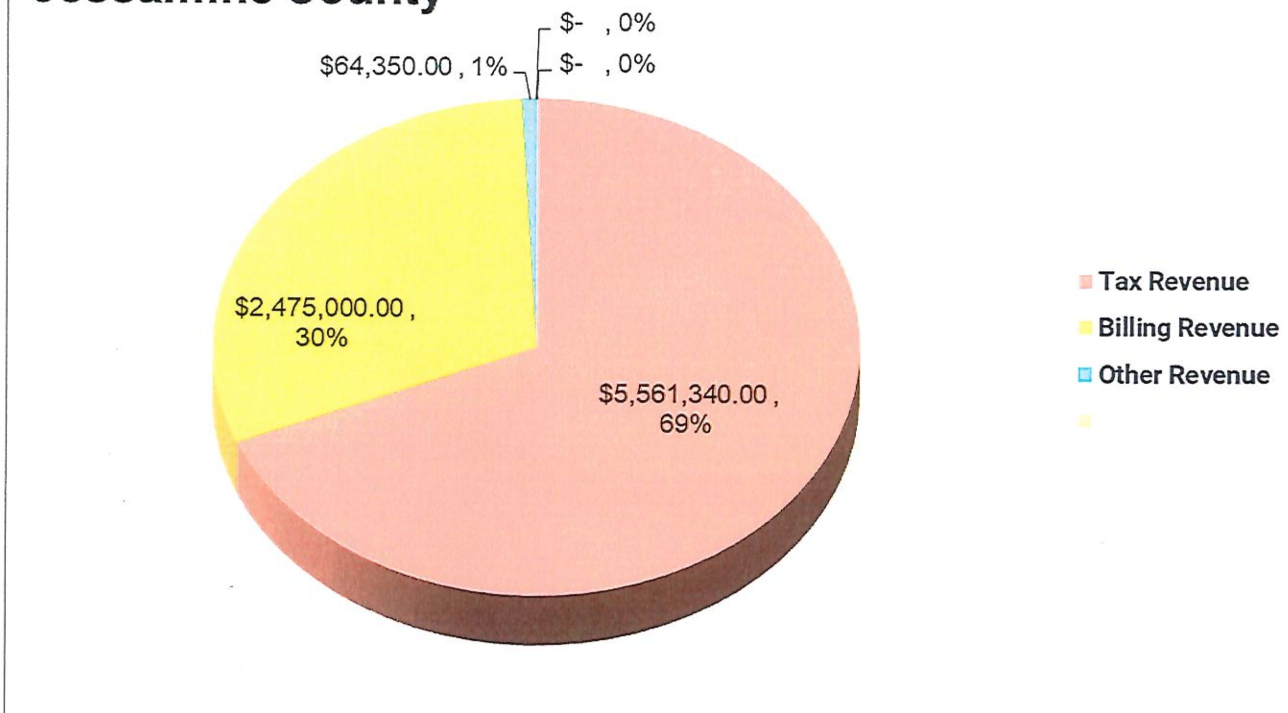
Revenue per Run Comparison

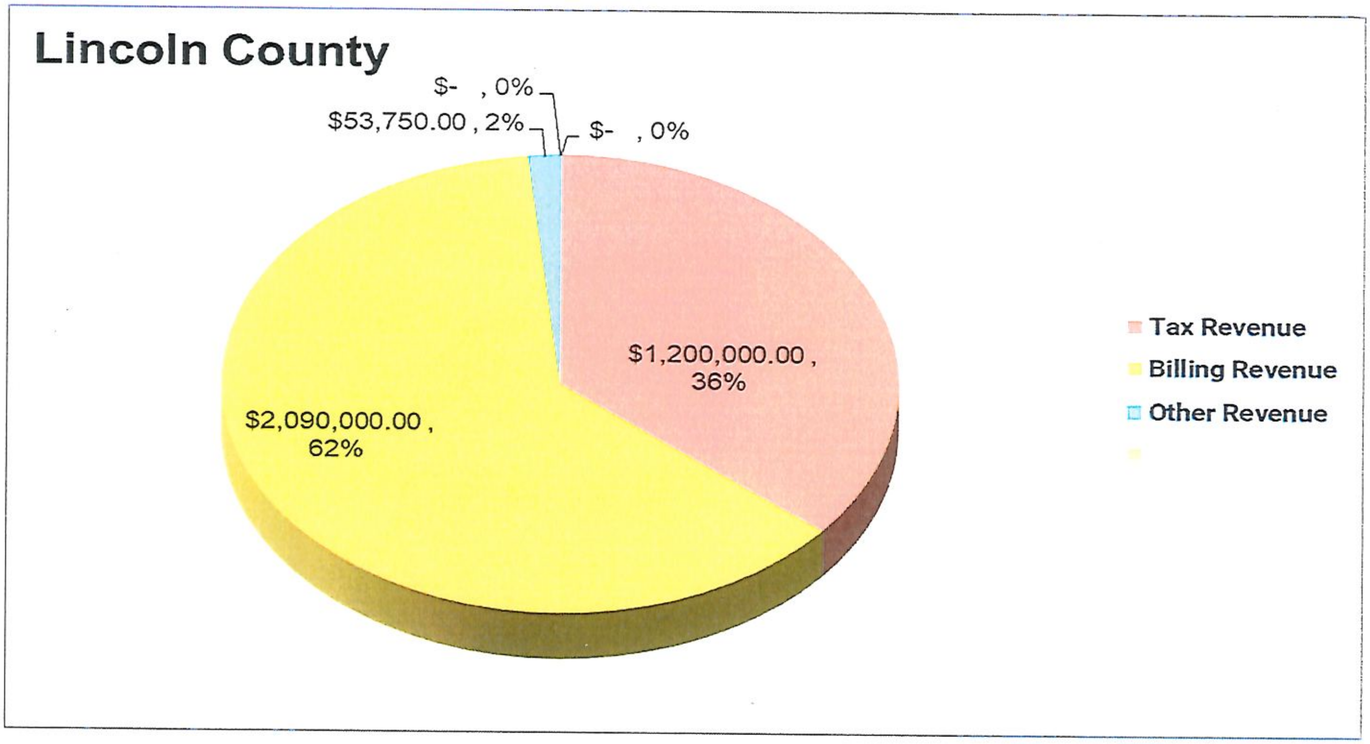
County Service	Tax Revenue Per Run	Billing Revenue Per Run	Total Revenue Per Run	Medicare Category	Calls per Day per Crew
Casey	35%	47%	$ 750.77	Rural	3.56
Garrard	35%	54%	$ 657.16	Rural	4.59
Lincoln	36%	62%	$ 726.90	Rural	3.15
Boyle	55%	35%	$ 844.60	Rural	5
Jessamine	69%	30%	$ 736.42	Urban	6.03
Pulaski	?	?	$ 727.75	Urban	7.12
Madison	38%	61%	$ 443.94	Urban	6.69

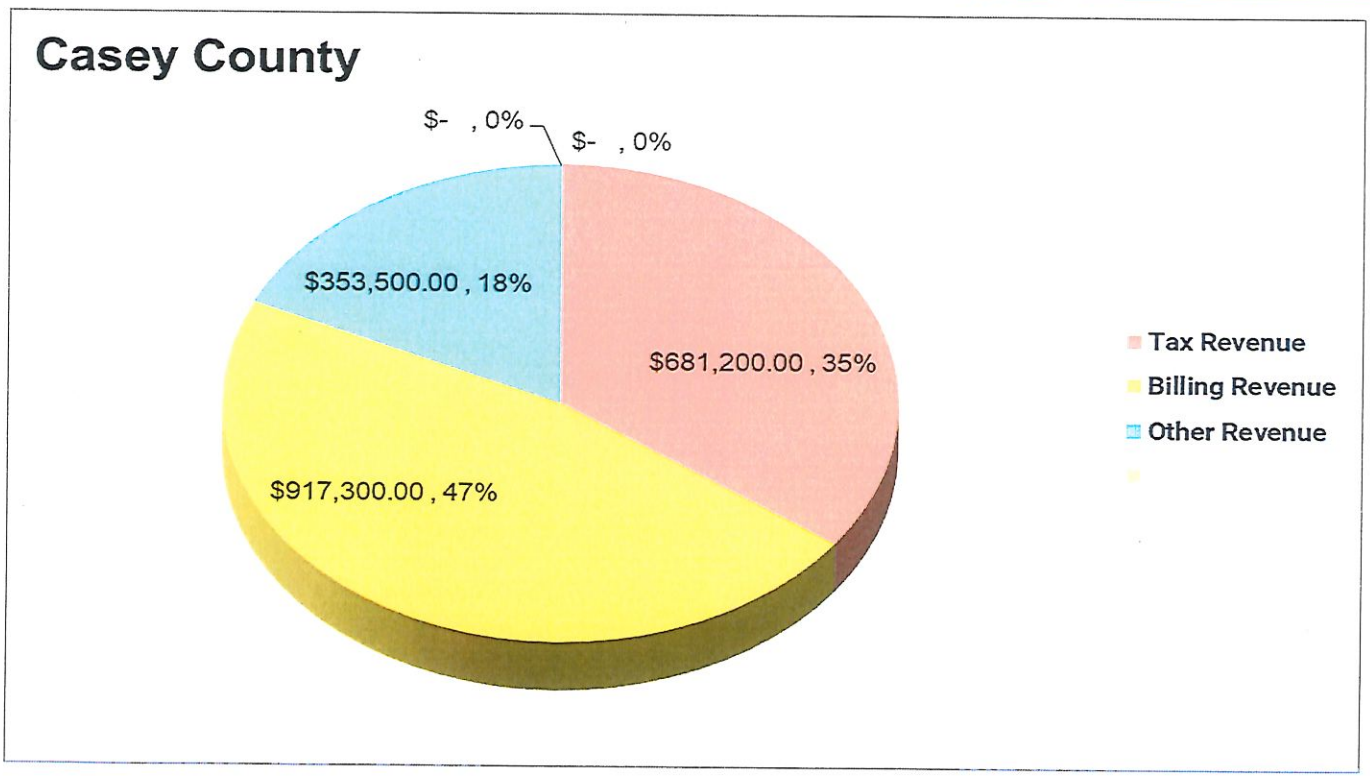
Lincoln County

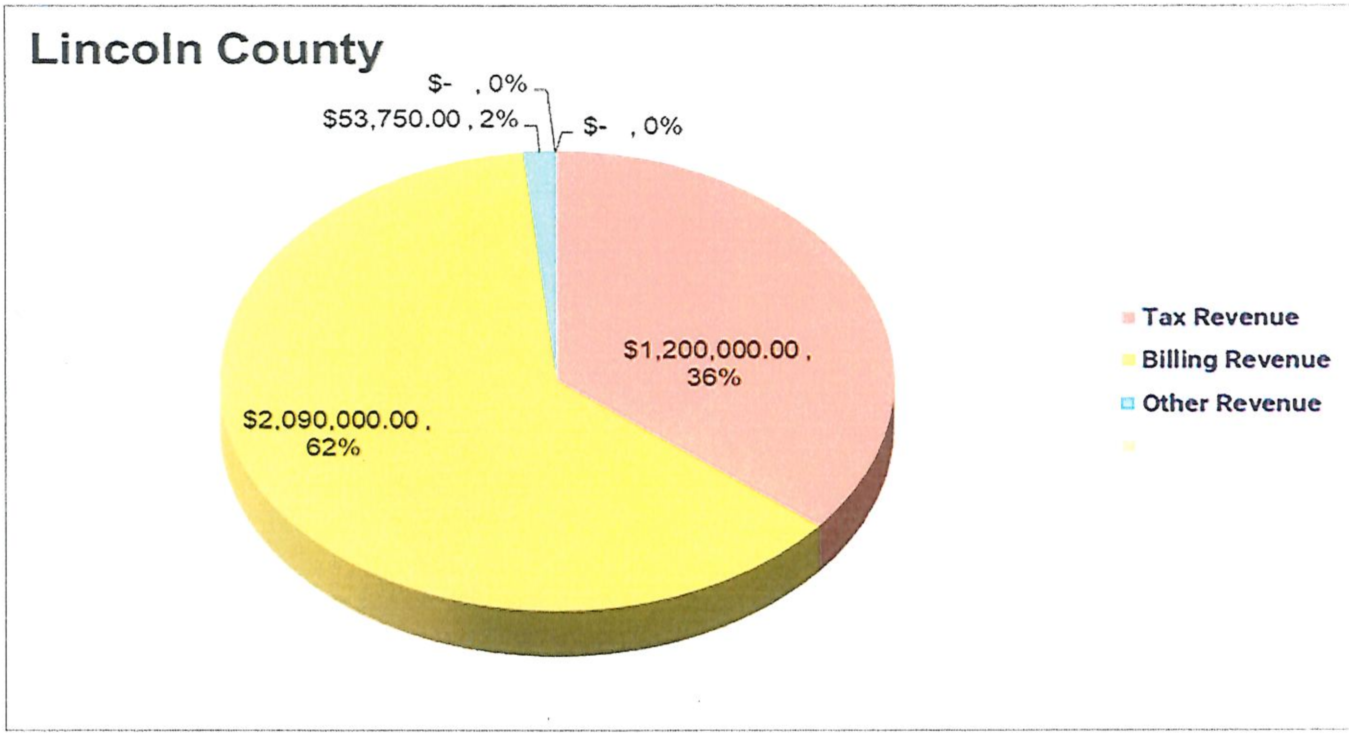


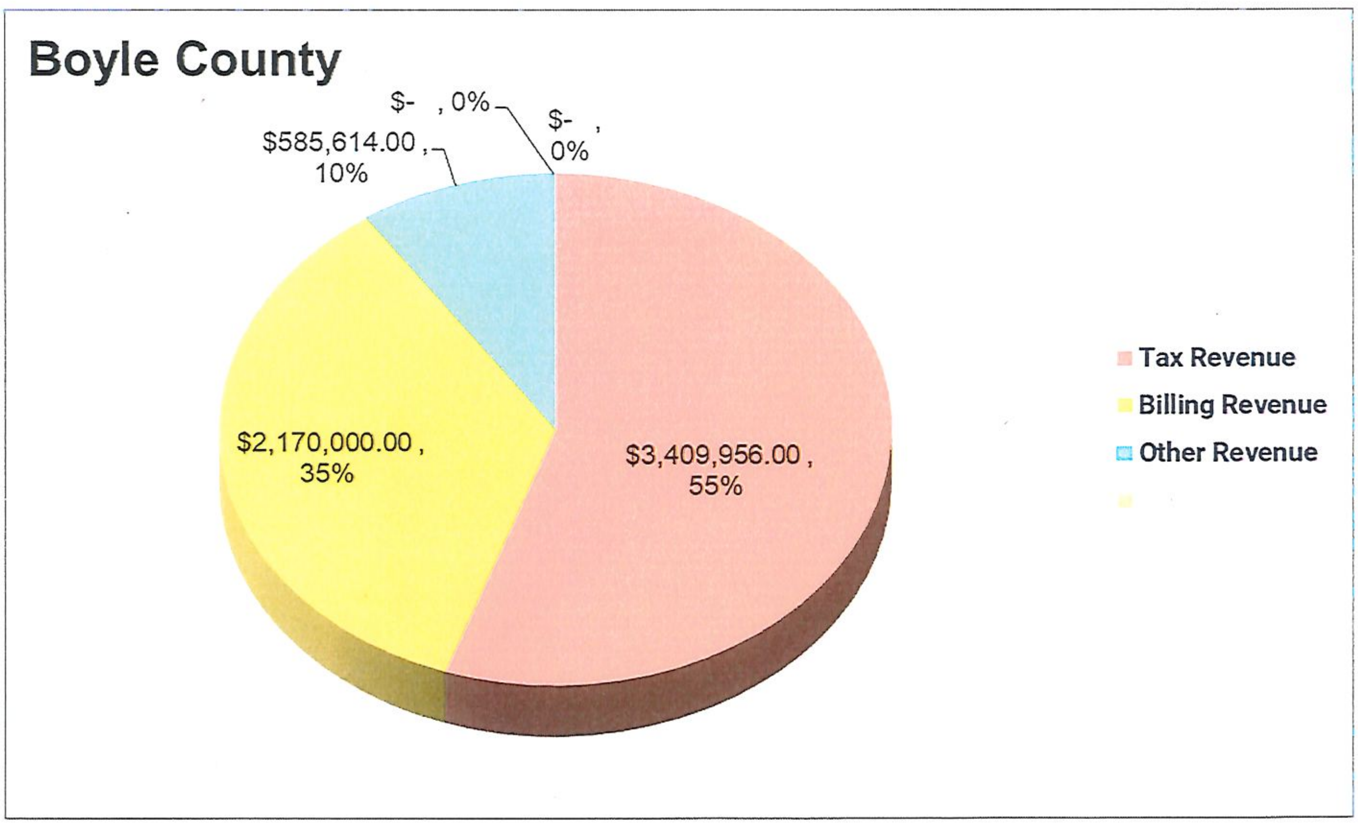
Jessamine County

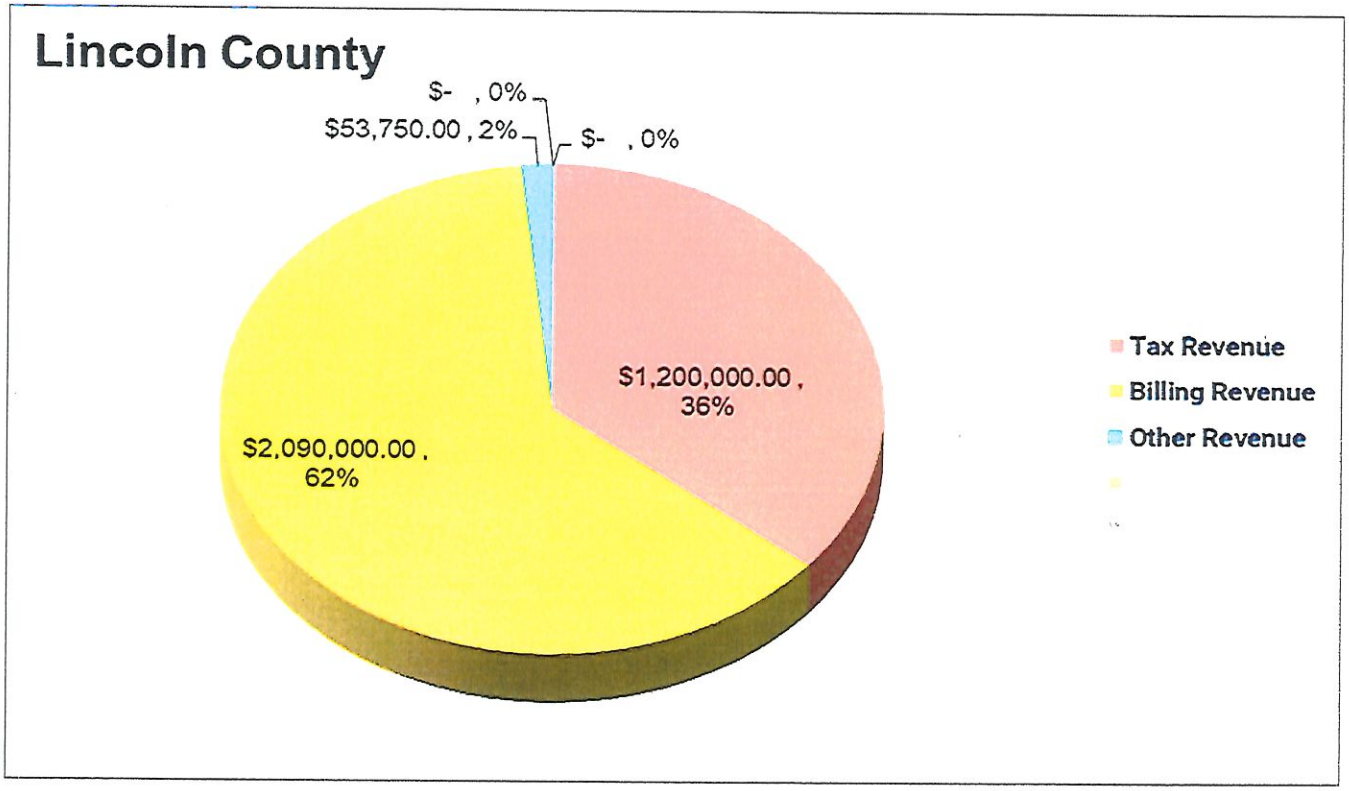


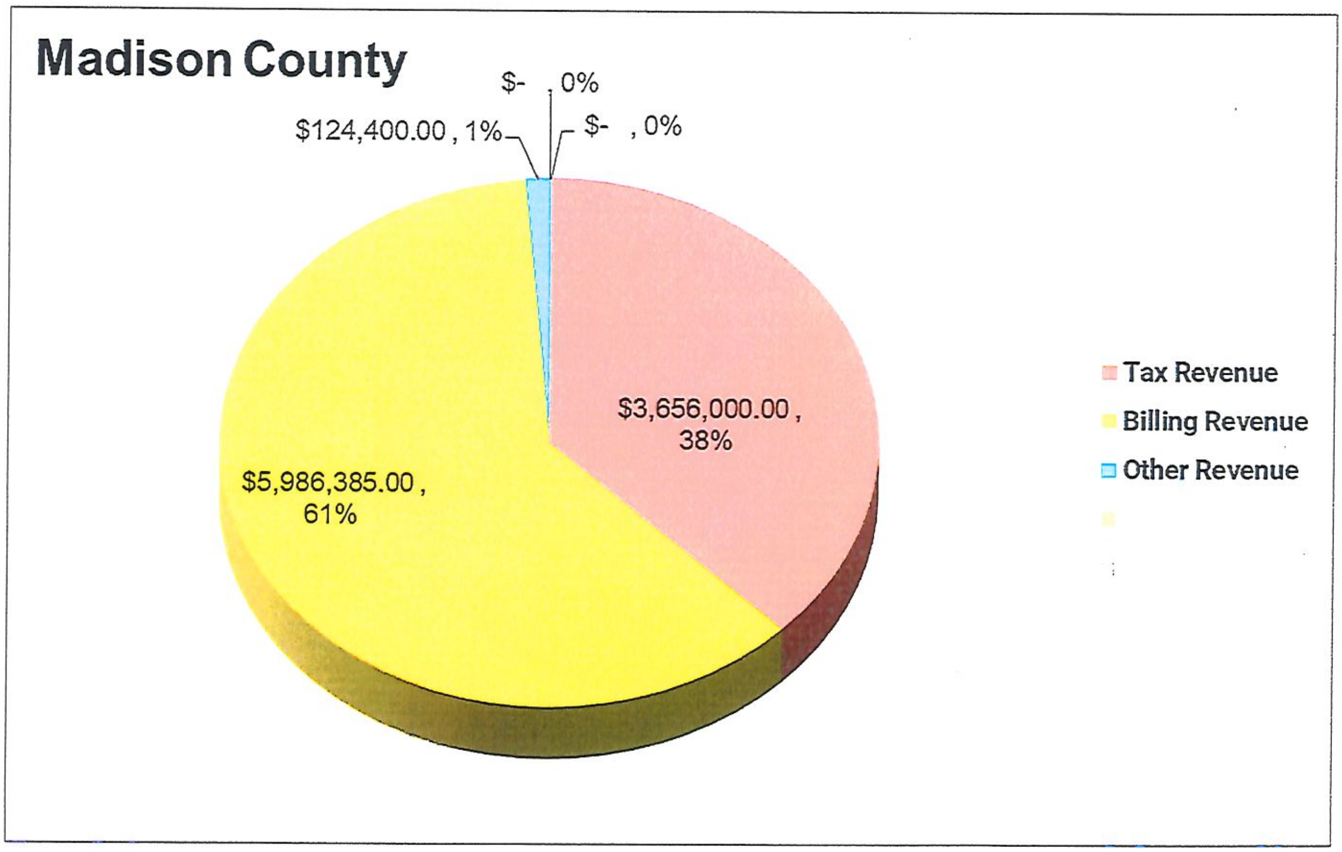

Lincoln County
$- , 0%
$53,750.00 , 2%
$- , 0%
$1,200,000.00 , 36%
$2,090,000.00 , 62%
Tax Revenue
Billing Revenue
Other Revenue

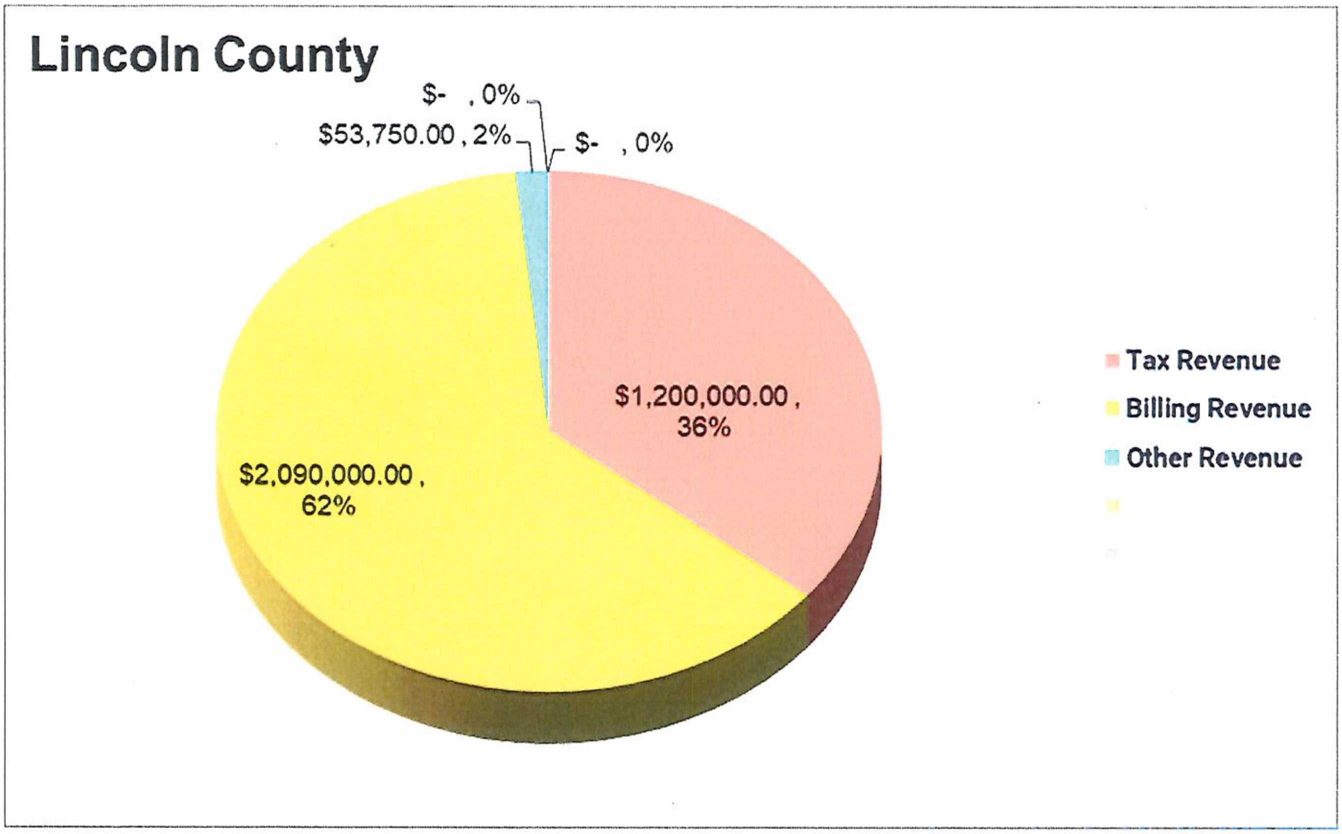

Casey County
$- , 0%
$- , 0%
$353,500.00 , 18%
$681,200.00 , 35%
$917,300.00 , 47%
Tax Revenue
Billing Revenue
Other Revenue

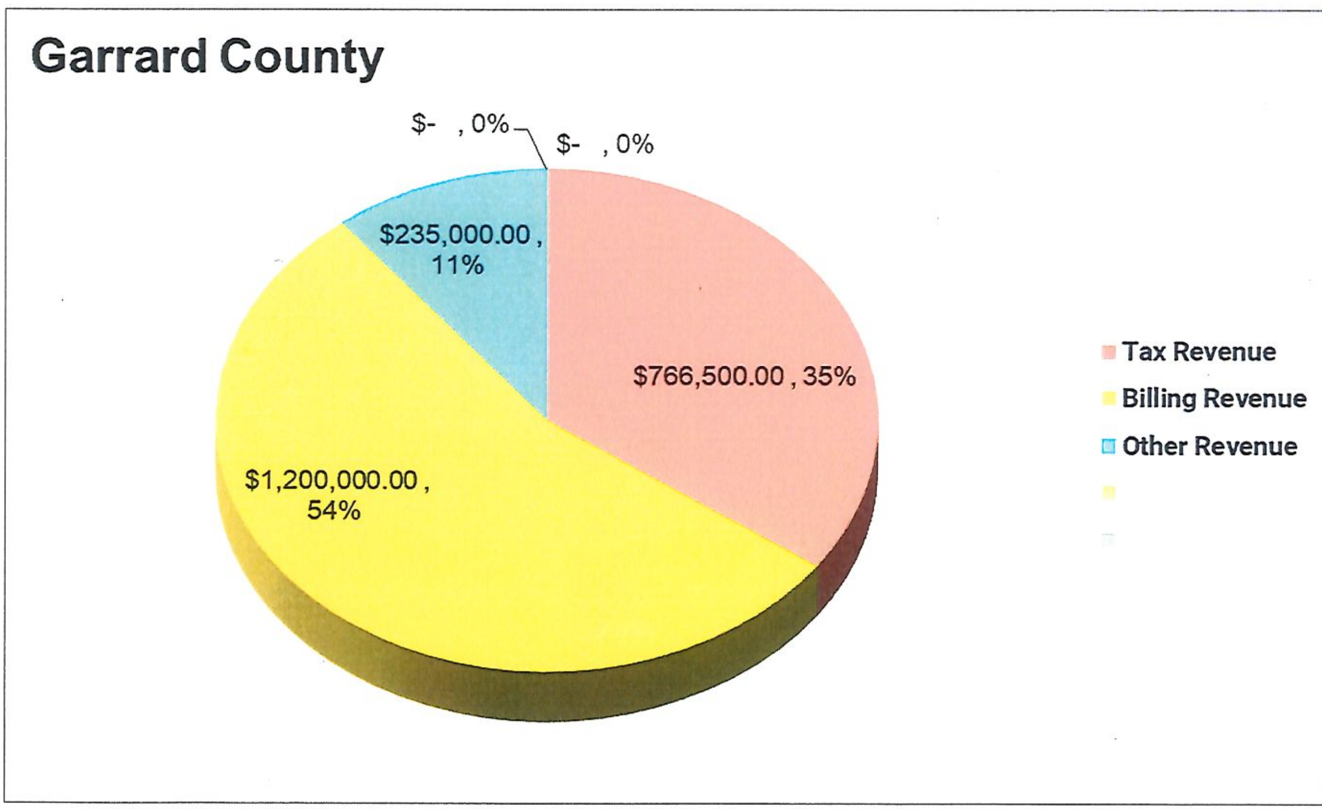

Lincoln County
$- , 0%
$53,750.00 , 2%
$- , 0%
$1,200,000.00 , 36%
$2,090,000.00 , 62%
Tax Revenue
Billing Revenue
Other Revenue


Boyle County
$- , 0%
$585,614.00 , 10%
$- , 0%
$2,170,000.00 , 35%
$3,409,956.00 , 55%
Tax Revenue
Billing Revenue
Other Revenue


Lincoln County
$- , 0%
$53,750.00 , 2%
$- , 0%
$1,200,000.00 , 36%
$2,090,000.00 , 62%
Tax Revenue
Billing Revenue
Other Revenue


Madison County
$- , 0%
$124,400.00 , 1%
$- , 0%
$3,656,000.00 , 38%
$5,986,385.00 , 61%
Tax Revenue
Billing Revenue
Other Revenue


Lincoln County
$- , 0%
$53,750.00 , 2%
$- , 0%
$1,200,000.00 , 36%
$2,090,000.00 , 62%
Tax Revenue
Billing Revenue
Other Revenue


Garrard County
$- , 0%
$- , 0%
$235,000.00 , 11%
$766,500.00 , 35%
$1,200,000.00 , 54%
Tax Revenue
Billing Revenue
Other Revenue

Full Time EMT	Min	Avg	Max	LCEMS
Statewide	$8.45	$13.90	$25.60	$13.00
By population	Min	Avg	Max	
2,000 - 9,999	$8.45	$11.50	$17.00	
10,000 -14,999	$12.00	$14.48	$18.10	
15,000 - 29,999	$15.00	$15.00	$15.00	$13.00
30,000 - 69,999	$10.66	$15.07	$25.60	
70,000+	$12.23	$16.76	$20.13	
By budget class	Min	Avg	Max	
$1,000,000 - $1,999,999	$8.45	$10.44	$11.50	
$2,000,000 - $2,999,999	$10.50	$13.82	$18.10	
$3,000,000 - $4,999,999	$15.00	$15.00	$15.00	$13.00
$5,000,000 - $9,999,999	$10.74	$14.40	$25.02	
$10 million +	$10.66	$15.25	$25.60	
By Area Development District	Min	Avg	Max	
Bluegrass	$8.45	$14.83	$25.60	$13.00
Gateway	$0.00	$0.00	$0.00	
Green River	$10.74	$11.12	$11.36	
KIPDA	$10.66	$12.38	$16.46	
KY River	$11.50	$11.50	$11.50	
Lake Cumberland	$15.00	$15.00	$15.00	
Lincoln Trail	$12.00	$14.82	$25.02	
Northern KY	$14.00	$14.94	$15.57	
Pennyrile	$10.50	$14.00	$17.00	
Purchase	$12.79	$12.79	$12.79	

Part Time EMT	Min	Avg	Max	LCEMS
Statewide	$10.25	$13.51	$20.19	$12.00
By population	Min	Avg	Max	
2,000 - 9,999	$10.25	$11.80	$20.00	
10,000 -14,999	$12.00	$13.92	$17.91	
15,000 - 29,999	$15.00	$16.00	$17.00	$12.00
30,000 - 69,999	$12.00	$14.40	$20.19	
70,000+	$14.88	$15.70	$17.70	
By budget class	Min	Avg	Max	
$1,000,000 - $1,999,999	$10.25	$10.62	$11.11	
$2,000,000 - $2,999,999	$10.50	$13.38	$20.00	
$3,000,000 - $4,999,999	$15.00	$15.00	$15.00	$12.00
$5,000,000 - $9,999,999	$10.74	$14.96	$20.19	
$10 million +	$12.00	$14.01	$19.20	
By Area Development District	Min	Avg	Max	
Bluegrass	$10.25	$11.98	$19.20	$12.00
Gateway	$17.00	$17.00	$17.00	
Green River	$10.74	$10.93	$11.11	
KIPDA	$14.00	$14.66	$15.77	
KY River	$10.50	$10.50	$10.50	
Lake Cumberland	$15.00	$15.00	$15.00	
Lincoln Trail	$12.00	$14.96	$20.19	
Northern KY	$14.00	$14.94	$20.00	
Pennyrile	$10.50	$14.00	$17.00	
Purchase	$11.00	$11.00	$11.00	

Full Time Paramedic	Min	Avg	Max	LCEMS
Statewide	$9.95	$16.99	$31.00	$16.50
By population class	**Min**	**Avg**	**Max**	
2,000 - 9,999	$9.95	$14.18	$21.00	
10,000 -14,999	$14.00	$17.22	$19.65	
15,000 - 29,999	$17.00	$18.43	$19.85	$16.50
30,000 - 69,999	$13.76	$20.16	$31.00	
70,000+	$15.48	$17.25	$20.12	
By budget class	**Min**	**Avg**	**Max**	
$1,000,000 - $1,999,999	$9.95	$13.67	$15.43	
$2,000,000 - $2,999,999	$12.53	$15.82	$21.00	
$3,000,000 - $4,999,999	$17.00	$17.00	$17.00	$16.50
$5,000,000 - $9,999,999	$12.03	$18.71	$31.00	
$10 million +	$13.76	$18.79	$30.92	
By Area Development District	**Min**	**Avg**	**Max**	
Bluegrass	$9.95	$17.24	$30.92	$16.50
Gateway	$19.85	$19.85	$19.85	
Green River	$12.03	$13.73	$15.43	
KIPDA	$13.76	$18.80	$24.02	
KY River	$14.50	$14.50	$14.50	
Lake Cumberland	$17.00	$17.00	$17.00	
Lincoln Trail	$14.00	$18.56	$31.00	
Northern KY	$15.02	$17.52	$21.00	
Pennyrile	$16.00	$17.50	$19.25	
Purchase	$12.53	$12.53	$12.53	

Part Time Paramedic	Min	Avg	Max	LCEMS
Statewide	$11.79	$17.12	$26.00	$15.50
By population class	**Min**	**Avg**	**Max**	
2,000 - 9,999	$11.79	$14.90	$26.00	
10,000 -14,999	$14.00	$16.87	$19.54	
15,000 - 29,999	$17.00	$18.95	$20.00	$15.50
30,000 - 69,999	$15.00	$20.11	$24.64	
70,000+	$18.09	$19.06	$20.57	
By budget class	**Min**	**Avg**	**Max**	
$1,000,000 - $1,999,999	$12.25	$13.51	$15.28	
$2,000,000 - $2,999,999	$14.00	$16.75	$26.00	
$3,000,000 - $4,999,999	$17.00	$18.50	$20.00	$15.50
$5,000,000 - $9,999,999	$11.79	$18.12	$22.23	
$10 million +	$15.00	$19.11	$24.64	
By Area Development District	**Min**	**Avg**	**Max**	
Bluegrass	$12.25	$16.10	$24.00	$15.50
Gateway	$19.85	$19.85	$19.85	
Green River	$11.79	$13.60	$15.28	
KIPDA	$20.30	$22.24	$24.64	
KY River	$13.00	$13.00	$13.00	
Lake Cumberland	$17.00	$17.00	$17.00	
Lincoln Trail	$14.00	$18.26	$22.23	
Northern KY	$18.00	$18.34	$26.00	
Pennyrile	$16.00	$17.50	$19.25	
Purchase	$16.33	$16.33	$16.33	