



Board of County Commissioners
Board Work Session
Wednesday, October 11, 2023
1:30pm to 3:15pm
3000 Pacific Avenue SE, Room 110

For public virtual attendance, you may follow along on the [Thurston County YouTube Channel](#).

AGENDA

2024-2025 BUDGET PRESENTATIONS - *Informational*

- | | | |
|-----|-----------------|------------------------------------|
| I. | 1:30pm – 2:15pm | Tourism Promotion Area |
| II. | 2:30pm – 3:15pm | Emergency Management and Medic One |

Disability Accommodations: Room 110 is equipped with an assistive listening system and is wheelchair accessible. To request disability accommodations, call the Reasonable Accommodation Coordinator at least 3 days prior to the meeting at 360-786-5440. Persons with speech or hearing disabilities may call via Washington Relay at 711 or 800-833-6388.



2023 Mid-Year
Budget Adjustment
& 2024
Budget Proposal

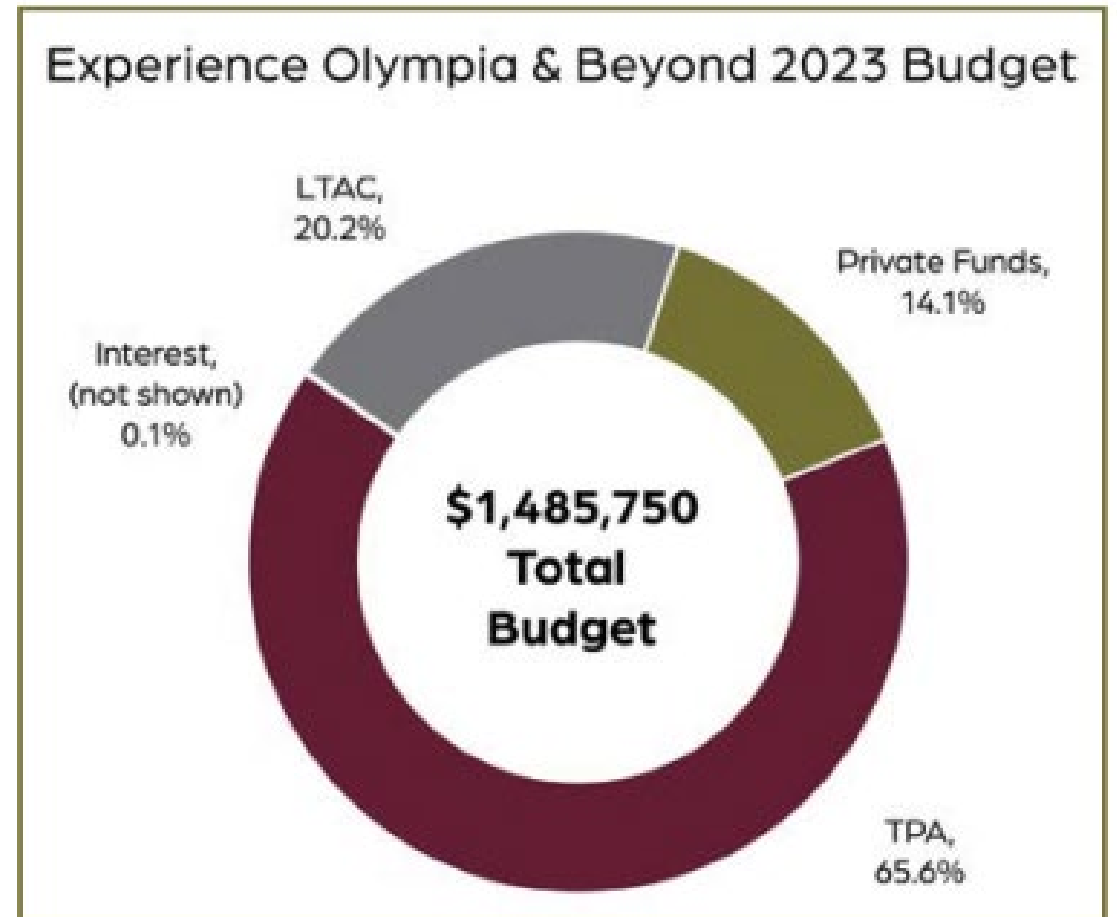




Why We Do A Mid-Year Budget Adjustment

Our budget is based on a balance of funding sources that we must estimate:

- TPA collections
- Lodging tax awards
- Private funds



Why We Do A Mid-Year Budget Adjustment

- TPA collections are \$2 assessments passed through from visitors who stay overnight in non-tax-exempt hotel motel rooms at properties that have 40 or more rooms.
- The hotel or motel collects the charges and sends them to the Department of Revenue, which is sent monthly to our fiscal agent, Thurston County and then dispersed to us.
- Important Note: Assessments are not taxes. Assessments are voluntary and based on the entity who collects/passes through the fee receiving a benefit from a service funded by the assessed fee.



Why We Do A Mid-Year Budget Adjustment

Three dynamics in the TPA process affect our ability to forecast:

- We are not privy to the number of tax-exempt bookings.
- The time delay (three months) before we receive the assessments causes us a significant delay in anticipating necessary adjustments.
- Our fiscal agent can not share information about TPA collections to assist our ability to forecast.



Why We Do A Mid-Year Budget Adjustment

- LTAC applications start taking place in August and require budgetary information.
- The EOB draft budget is reviewed and approved by the following August-October well before we know what we may be awarded by the various LTACs, typically in December:
 - EOB Budget & Policy Committee
 - EOB Executive Board
 - EOB Board of Directors
 - TPA Commission
 - Thurston County Commissioners

Lodging tax award timing does not align with our budgeting process/schedule so we must speculate on lodging tax awards to include.



Why We Do A Mid-Year Budget Adjustment

Challenges that affected our budget this year:

- Economic impacts such as inflation and fuel costs
- TPA collections not corresponding to occupancy rates and inventory likely based on number of tax-exempt bookings and/or rooms held out of inventory, but not shared



2023 Goals

Marketing & Communications	Change from 2022
Unique Web Visits	+ 25%
Social Media Total Reach	+ 25%
Earned Media Placements	+ 25%
PR Impressions	+ 25%

Group Sales	Change from 2022
Lead Room Nights	+10%
Booked Room Nights	+10%
Meeting & Event Leads	+10%
Meeting & Event Leads Booked	+10%

Visitor Services	
Number of CTAs	90



2023 Comparison

Approved Aug. 2022

INCOME	2023
LTAC	\$300,000
Private Funds	\$208,750
TPA	\$975,0000
Interest	\$2,000
TOTAL	\$ 1,485,750

EXPENSES	2023
Marketing & Communications	\$603,117
Sales	\$81,310
Community Relations	\$34,000
Operations	\$121,240
Personnel	\$627,567
TPA Commission	\$18,160
TOTAL	\$1,485,394

Proposed Aug. 2023

INCOME	2023
LTAC	\$294,977
Private Funds	\$197,325
TPA	\$850,000
Grant Income*	\$60,000
Interest	\$9,153
TOTAL	\$ 1,411, 455

*Port of Seattle Tourism Support Grant and 50% of QUEST Grant Income

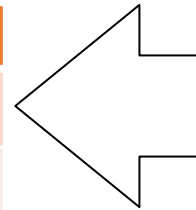
EXPENSES	2023
Marketing & Communications	\$526,346
Sales	\$55,150
Community Relations	\$30,467
Operations*	\$205,392
Personnel	\$577,084
TPA Commission	\$14,725
TOTAL	\$1,409,164

*Port of Seattle Tourism Support Grant expenses captured in marketing, and 50% of QUEST Grant expenses captured in operations.

2023 Income

LTAC

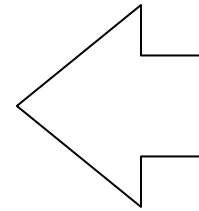
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Lacey	\$110,000
Tumwater	\$36,300
Olympia	\$148,677
Yelm	\$0.00
Thurston County	\$0.00

2023 Income

Private Funds



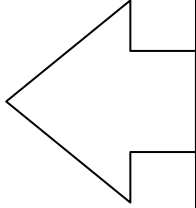
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2023 Income

TPA

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While occupancy rates were up over 2022, collections were not in lock step. Various factors continue to impact TPA collections.

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Grants



Funds received from Port of Seattle Tourism Support grant and QUEST Grant to fund Destination Master Plan for Thurston County.

2023 Income

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Interest



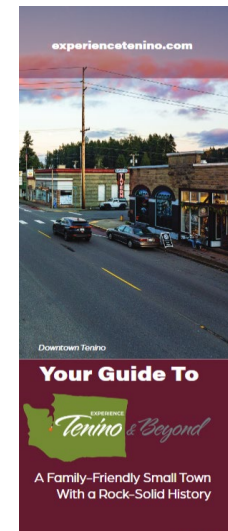
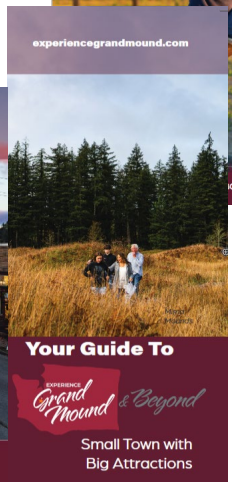
Estimated funds received from investments. Operating Reserve and Strategic Projects Reserve.

2023 Expenses

Marketing & Communications

\$526,346

- Continue research-driven marketing strategy, executing on deliverables approved in 2023 Business & Marketing Plan
- Continue intelligence-based, targeted advertising (media attribution)
- Continue build-out of content and partner listings on experienceolympia.com
- Continue to leverage social media influencers and travel writers for earned media in key origin markets
- Facilitate local public relations with Destination Master Plan
- Port of Seattle Tourism Support Grant expenses are also included



Media Attribution Update

Over \$19 million in local economic impact to date expressly from targeted ad campaigns.
Attribution YTD as of September, 2023.



All Data and estimates are considered to be Complete up to 8/8/2023. Data and estimates are considered Preliminary from 8/9/2023 through 9/16/2023.

Olympia WA



Calendar Model

Campaigns:

Experience Olympia - 2023 Leisure Campaign - Run Dates: 03.08.23 - 12.31.23

Experience Olympia - 2023 Leisure Campaign- Water-Beer Campaign - Run Dates: 03.15.23 - 10.31.23

Experience Olympia - 2023 You Belong Here - Run Dates: 05.15.23 - 10.15.23

Distance (Miles)



In-State Out-of-State

ADR

\$157.01

Spend per Visitor

\$311

Export

Attribution



Destination

Total Trips / Visits

61,137

Est. Campaign Impact

\$19,013,607.00

Hotels

Est. Room Nights

7,916

Est. Campaign Impact

\$1,242,891.16

Est. Campaign Impact
\$19,013,607

Est. ROAS
\$410.80 : \$1

Cost/Visitor Day
\$0.22

Traditional KPI's

Total Impressions
4,432,873

Total Clicks
10,011

Total Video/Audio Completions
341,644

Total Spend
\$46,284.00

Total Display CTR
0.26%
Benchmark: 0.12-0.18%
0.14% ↑ compared to benchmark

Avg Native CTR
0.17%
Benchmark: 0.14-0.25%
0.03% ↑ compared to benchmark

Video/Audio Completion Rate
90%
Benchmark: 75%
15% ↑ compared to benchmark

2023 Expenses

Community Relations

\$30,467

- Ongoing community and industry outreach
- Held 2023 Annual Meeting
- Currently planning 2023 Sports Awards
- Conduct stakeholder and resident sentiment surveying



2023 Expenses

Sales

\$55,150

Group and sports sales are top priorities for EOB. The Sales team attends tradeshows, conducts sales missions, and holds Media FAM tours to help promote and book countywide venues.



2023 Expenses

Personnel

\$577,084

Benefits

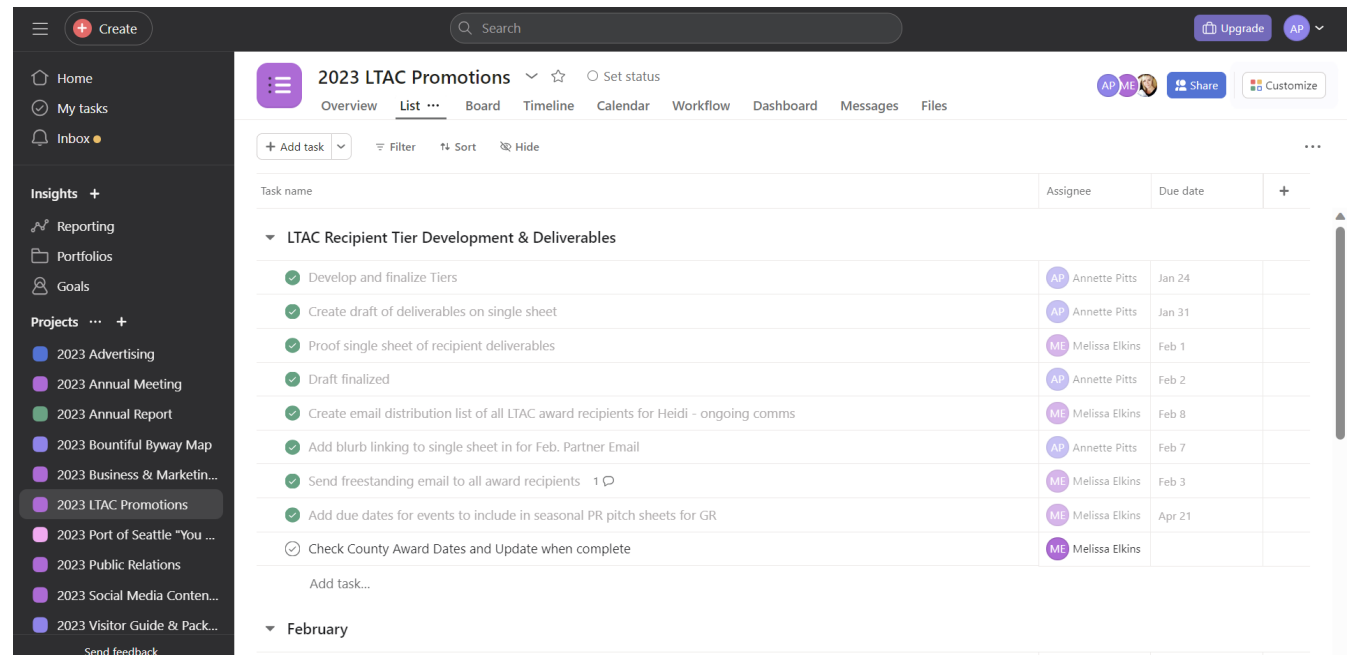
- Health
- Dental
- Vision
- Life Insurance
- Long-term Disability
- Short-term Disability
- 5% 401K Safe Harbor Match



2023 Expenses

Operations \$205,392

- We will continue to use:
 - Asana for cross-department project management
 - Adobe Creative Suite to accommodate in-house graphic design
 - Licenses for Zoom
- Newly added:
 - Hootsuite
- Grant expenses for the upcoming Destination Master Plan are also included



The screenshot displays the Asana project management interface for a project titled "2023 LTAC Promotions". The interface includes a sidebar with navigation options like Home, My tasks, and Inbox, as well as a main task list. The task list is organized into sections, with the primary section being "LTAC Recipient Tier Development & Deliverables". This section contains several tasks, each with a status indicator (green checkmark for completed), a task name, an assignee (indicated by a profile icon), and a due date. The tasks are as follows:

Task name	Assignee	Due date
Develop and finalize Tiers	AP Annette Pitts	Jan 24
Create draft of deliverables on single sheet	AP Annette Pitts	Jan 31
Proof single sheet of recipient deliverables	ME Melissa Elkins	Feb 1
Draft finalized	AP Annette Pitts	Feb 2
Create email distribution list of all LTAC award recipients for Heidi - ongoing comms	ME Melissa Elkins	Feb 8
Add blurb linking to single sheet in for Feb. Partner Email	AP Annette Pitts	Feb 7
Send freestanding email to all award recipients 1	ME Melissa Elkins	Feb 3
Add due dates for events to include in seasonal PR pitch sheets for GR	ME Melissa Elkins	Apr 21
Check County Award Dates and Update when complete	ME Melissa Elkins	

Below this section, there is a "February" section which is currently empty. The interface also features a search bar at the top, a "Create" button, and various navigation and utility icons.

2023 Expenses

TPA Administration

\$14,725

- Insurance
- Licenses & Fees
- Legal & Accounting
- Recurring Contract Services

2023 Comparison Recap

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2023 Draft Budget

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2024 Draft Budget

INCOME	2024
LTAC	\$299,977
Private Funds	\$202,325
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Grant Income*	\$50,000
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TOTAL	\$ 1,442,302

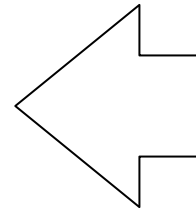
EXPENSES	2024
Marketing & Communications	\$557,175
Sales	\$78,285
Community Relations	Now included in Marketing budget with PR
Operations	\$194,810
Personnel	\$594,471
TPA Commission	\$17,325
TOTAL	\$1,442,066

*Port of Seattle Tourism Support Grant will be complete in 2023, so only QUEST grant expenses anticipated in 2024.

2024 Income

LTAC

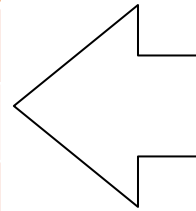
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2024 Income

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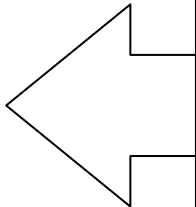
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TPA

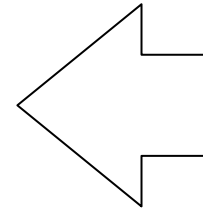


Economic forecasts predict continued slight growth in leisure visitation and slow, but continued growth in business travel so we are estimating growth in TPA collections.

2024 Income

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Grants



Funds received from QUEST Grant to fund Destination Master Plan for Thurston County.

2024 Income

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Interest



Estimated funds received from investments. Operating Reserve and Strategic Projects Reserve.

2024 Notes

Reallocations

A few changes have been made to how we organize our expenses this year. We made this decision so we could more readily track and evaluate the true cost of each category. We also aimed to help staff better understand their respective budgets.

- Community Relations (moved out of Operating Expenses and into Marketing along with Public Relations. Our Public Relations External line item allows us to measure expenses associated with relationship building and image management out-of-area, and Community Relations expenses are associated with local relationship building and image management.
- SEO was moved out of Advertising and into Website.
- Content items such as Photography and Videography were also moved into Website.
- We've created a segment—Products—where we track the total expenses by product including design, production and distribution.
- Membership and Research were separated into their own categories.

2024 Expenses

Marketing & Communications

\$557,175



- Continue research-driven marketing strategy, executing on deliverables to be approved in 2024 Business & Marketing Plan
- Continue intelligence-based, targeted advertising (media attribution)
- Continue build-out of content and partner listings on experienceolympia.com
- Continue to leverage social media influencers and travel writers for earned media in key origin markets
- Facilitate local public relations with Destination Master Plan
- Community Relations has been reallocated with public relations



2024 Expenses

Community Relations (local public relations)

\$47,492

- Ongoing community and industry outreach
- 2024 Annual Meeting
- 2024 Sports Awards
- Conduct stakeholder and resident sentiment surveying
- Costs of holding open houses/ public meetings as part of Destination Master Planning process
- CTA



2024 Expenses

Sales

\$78,285

Group and sports sales are top priorities for EOB. The Sales team attends tradeshows, conducts sales missions, and holds Media FAM tours to help promote and book countywide venues.



2024 Expenses

Personnel
\$594,471

Benefits

- Health
- Dental
- Vision
- Life Insurance
- Long-term Disability
- Short-term Disability
- 5% 401K Safe Harbor Match
- *Includes addition of small monthly health self care stipend

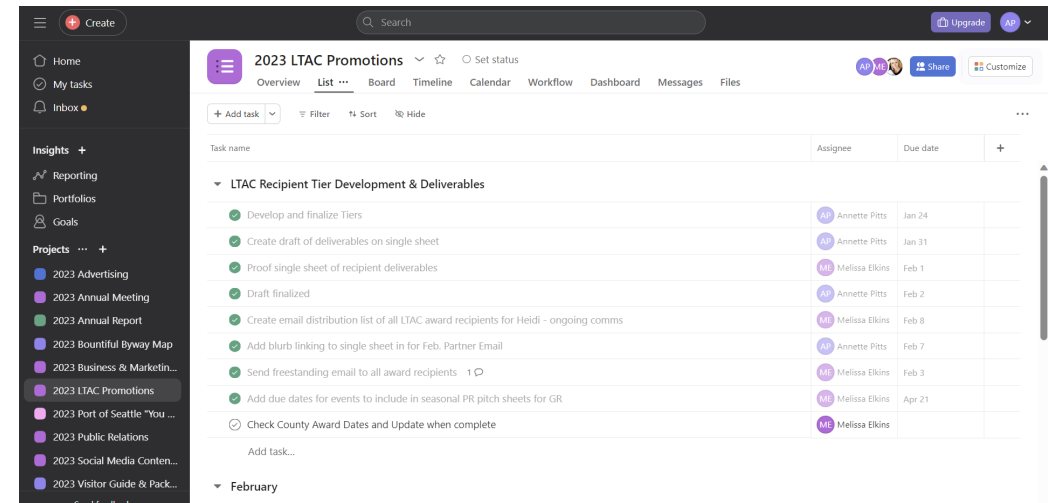


Includes addition of Intern

2024 Expenses

Operations \$194,810

- We will continue to use:
 - Asana for cross-department project management
 - Adobe Creative Suite to accommodate in-house graphic design
 - Licenses for Zoom
 - Hootsuite
- Grant expenses for the upcoming Destination Master Plan are also included
- *Community Relations reallocated to Marketing/ Public Relations (local)



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Add due dates for events to include in seasonal PR pitch sheets for GR	Melissa Elkins	Apr 21
Check County Award Dates and Update when complete	Melissa Elkins	
Add task...		
▼ February		

2024 Expenses

TPA Administration

\$17,325

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2023-2024 Comparison Recap

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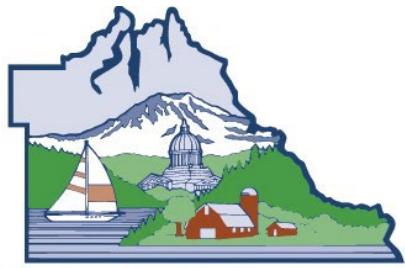
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Any Questions?





THURSTON COUNTY
WASHINGTON
SINCE 1852

Emergency Services

2024-2025 Budget Presentation

October 11, 2023

2:30-3:15

Emergency Services



Medic One

Medic One provides efficient and effective pre-hospital Emergency Medical Services (EMS) throughout Thurston County (Washington State).

Medic One is the countywide delivery of paramedic response and transportation services.

In addition, Medic One provides EMS training, medical direction, financial support, and technical support to the county's 12 fire agencies for Emergency Medical Services (EMS). Cardiopulmonary resuscitation (CPR) and public-access defibrillation training are provided at no fee to the public.



Emergency Management

Emergency Management saves lives, prevents injury, and protects property and the environment by taking reasonable measures to mitigate, prepare for, respond to and recover from disasters.

Emergency Management is the county program providing individual disaster preparedness and business continuity education.



Funds Managed by Emergency Services

Fund Table	2024 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2024 Estimated Ending Balance
1280 Medic One Reserve	930,000	563,661	1,000,000	493,661
1290 Medic One Operating Fund	5,811,886	22,235,946	22,131,098	5,916,734
1140 Emergency Management Council	309,983	170,277	259,052	221,208

Fund Table	2025 Estimated Beginning Balance	Proposed Revenues	Proposed Expenditures	2025 Estimated Ending Balance
1280 Medic One Reserve	493,661	469,093	500,000	462,754
1290 Medic One Operating Fund	5,916,734	21,778,640	23,503,026	4,192,348
1140 Emergency Management Council	221,208	170,277	156,698	234,787

In the fund table, do not include general fund.



Emergency Services General Fund Budget

(Emergency Management Division)

Total Expenditures General Fund	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	8.05	8.05	8.05	8.05
Personnel	900,009	933,214	989,494	1,006,611
Other	856,068	862,862	1,157,291	733,417
Total Expenses	2,170,830	2,287,320	2,146,785	1,740,028



Medic One Other Funds Budget

(Medic One 1280 & 1290 Funds)

Total Expenditures All Other Funds	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	13.45	13.45	13.45	13.45
Personnel	1,272,214	1,916,967	1,943,943	1,989,640
Other	14,158,851	17,348,662	22,203,919	22,513,386
Total Expenses	15,431,065	19,265,629	24,147,862	24,503,026

In the fund table, do not include general fund.



Emergency Management Other Funds Budget

Fund 1140

Total Expenditures All Other Funds	2022 Actual FTEs & Expenditures	2023 Budget Inc Amendment #3	2024 Proposed FTEs & Expenditures	2025 Proposed FTEs & Expenditures
FTEs	0	0	0	0
Personnel	0	0	0	0
Other	52,147	249,253	259,052	156,698
Total Expenses	52,147	249,253	259,052	156,698

In the fund table, do not include general fund.



Medic One Opportunities and Challenges

Challenges *(Stay high-level and significant)*

- ❖ Health Care
 - ❖ Mitigate impacts of inflationary pressures to health care costs.
 - ❖ Changing healthcare needs for the Thurston County population.
- ❖ Complex logistical impacts of fielding new medical equipment to twelve agencies spanning 650 Emergency Medical Service providers
- ❖ Inconsistent/Inadequate staffing levels to support the EMS system.

Opportunities *(Actions to mitigate the issues)*

- ❖ Leverage new technologies to ensure that both the continued excellent delivery of EMS services, as well as high-quality training of prehospital providers rooted in best-practice standards, is delivered in the most efficient, and cost-effective manner possible.
- ❖ Advocate for improving access to health for Thurston County residents, while also exploring alternative methods of prehospital medical delivery.
- ❖ Educate stakeholders, residents, and elected representatives with regards to the ongoing issues in both EMS, as well as the broader healthcare arena.
- ❖ Support the Thurston County Fire Agencies by embracing new methods of recruitment and training to meet the needs of the current workforce.



Emergency Management Opportunities and Challenges

Challenges *(Stay high-level and significant)*

- ❖ Funding
 - ❖ Federal funding for emergency management and homeland security programs is anticipated to become more competitive, which will impact the division's ability to update equipment and maintain programs.
 - ❖ Limited Federal Funding for preparedness efforts.
 - ❖ Federal and/or state unfunded mandates
- ❖ New and evolving threats (i.e., extreme weather, cyber security, active shooter, pandemic)
- ❖ Participating in state and local exercises in a resource constrained environment.

Opportunities *(Actions to mitigate the issues)*

- ❖ Ensure grant proposals are well-researched, data-driven, and aligned with current priorities and guidelines.
- ❖ Collaborate with other jurisdictions and agencies to find innovative solutions for implementing unfunded mandates and executing training exercises. Share resources, knowledge, and best practices to minimize the financial burden.
- ❖ Advocate for increased federal funding for emergency management. Form coalitions with other emergency management agencies to amplify our voice and advocate collectively for additional funding.
- ❖ Prioritize preparedness efforts based on risk assessments and threat analyses. Focus resources on areas with the highest vulnerability and potential impact.
- ❖ Invest in community outreach and education programs to empower residents to be more self-reliant and resilient in the face of disasters. Engaged and prepared communities can help reduce the demand on emergency management resources.



Policy Level Proposal

Priority #1, Policy Request #B-29-01: Medic One Advanced Life Support Increased Operating Costs

No additional FTEs

2024 Expenses \$ 688,475

2024 revenue \$ 688,475 (Medic One Funds)

2025 Expenses \$1,379,375

2025 revenue \$1,379,375 (Medic One Funds)

*includes 2024 increase

Initiative 5: Strengthen Emergency Medical Services provided county-wide by Medic One and area hospitals.



Policy Level Proposal

Priority #1, Policy Request #B-29-02: Medic One Basic Life Support Increased Operating Costs

No additional FTEs

2024 Expenses \$175,646

2025 Expenses \$252,368

*includes 2024 increase

2024 revenue \$175,646 (Medic One Funds)

2025 revenue \$252,368 (Medic One Funds)

Initiative 5: Strengthen Emergency Medical Services provided county-wide by Medic One and area hospitals.



Policy Level Proposal

Priority #1, Policy Request #B-29-03: Medic One Essential IT Support to Fire Agencies

No additional FTEs

2024 Expenses \$55,818

2024 revenue \$55,818 (Medic One Funds)

2025 Expenses \$55,818

2025 revenue \$55,818 (Medic One Funds)

Initiative 5: Strengthen Emergency Medical Services provided county-wide by Medic One and area hospitals.



Policy Level Proposal

Priority #1, Policy Request #B-29-04: Medic One Equipment

No additional FTEs

2024 Expenses \$1,380,031

2025 Expenses \$ 233,261

2024 revenue \$1,380,031 (ARPA funding)

2025 revenue \$ 233,261 (Medic One Funds)

Initiative 5: Strengthen Emergency Medical Services provided county-wide by Medic One and area hospitals.

Priority #, Policy Request #: Short description, FTEs, expenditure amount, revenue amount, tie to county strategic plan.



Policy Level Proposal

Priority #1, Policy Request #B-29-05: Medic One 8th Medic Unit Staffing

No additional FTEs

2024 Expenses \$0

2024 revenue \$0

2025 Expenses \$1,680,000

2025 revenue \$1,680,000 (Medic One Funds)

Initiative 5: Strengthen Emergency Medical Services provided county-wide by Medic One and area hospitals.

Priority #, Policy Request #: Short description, FTEs, expenditure amount, revenue amount, tie to county strategic plan.



Policy Level Proposal

Priority #1, Policy Request #B-29A-01: Emergency Management Emergency Communications Projects

0 FTEs

2024 Expenses \$100,000

2025 Expenses \$0

2024 revenue \$100,000 (General Fund request)

2025 revenue \$0

Strategic Plan through Initiative 4: Strengthen Emergency Management Planning and community Disaster Preparedness.



Policy Level Proposal

Priority #2, Policy Request #B-29A-02: Emergency Management Homeland Security Region 3 Incident Management Team (HSR3IMT) Operating Costs

0 FTEs

2024 Expenses \$147,705

2025 Expenses \$ 44,500

2024 revenue \$147,705 (HSR3 IMT funds)

2025 revenue \$ 44,500 (HSR3 IMT funds)

Strategic Plan through Initiative 4: Strengthen Emergency Management Planning and community Disaster Preparedness.



Policy Level Proposal

Priority #2, Policy Request #B-29A-03: Emergency Management Preparedness Grant

No additional FTEs

2024 Expenses \$89,349

2025 Expenses \$89,349

2024 revenue \$89,348 (FEMA grant funding)

2025 revenue \$89,348 (FEMA grant funding)

Strategic Plan through Initiative 4: Strengthen Emergency Management Planning and community Disaster Preparedness.



Policy Level Proposal

Priority #2, Policy Request #B-29A-06: Emergency Management Federal Fiscal Year 2023 Homeland Security Grant Program

No additional FTEs

2024 Expenses \$100,878

2025 Expenses \$100,875

2024 revenue \$100,875 (FEMA grant funding)

2025 revenue \$100,875 (FEMA grant funding)

Strategic Plan through Initiative 4: Strengthen Emergency Management Planning and community Disaster Preparedness.



**Medic One ER&R Schedule
As of 5.5.23
(includes leased equipment)**

ITEM	LIFECYCLE	TOTAL # OF UNITS	EXPECTED REPLACEMENT YEAR FOR FIRST UNITS	2023	2023 Cost per unit	2024	2024 Estimated cost per unit	2025	2025 Estimated Cost per unit	2026	2026 Estimated Cost per unit	2027	2027 Estimated Cost per unit
Medic Units	5	8	2024	0		5	\$ 413,000	3	\$ 413,000	0		0	
				\$ -		\$ 2,065,000		\$ 1,239,000		\$ -		\$ -	
12-Lead Monitors	8	15	2027	0		0		0		0		15	\$ 40,000
				\$ -		\$ -		\$ -		\$ -		\$ 600,000	
AEDs	5	190	2023	Lease 190 units		Lease		Lease		Lease		Lease	
				\$ 121,034.16		\$ 121,034.16		\$ 121,034.16		\$ 121,034.16		\$ 121,034.16	
Modems	5	190	2026	0		0	0	0		190	\$ 1,750	0	
				\$ -		\$ -		\$ -		\$ 332,500		\$ -	
MCTs (CAD)	5	16	2024	0	\$ -	10	\$ 2,000	6	\$ 2,205	0		0	
				\$ -		\$ 20,000		\$ 13,230		\$ -		\$ -	
ePCR (tablets)	4	140	2024	0	\$ -	Lease 140		Lease		Lease		Lease	
				\$ -		\$ 147,407		\$ 147,407		\$ 147,407		\$ 147,407	
Gurneys	5	0		0	0	0		0		0		0	
				\$ -		\$ -		\$ -		\$ -		\$ -	
Ventilators	5	15	2024	0	\$ -	14	\$ 20,000.00	1	\$ 20,000.00	0		0	\$ -
				\$ -		\$ 280,000		\$ 20,000		\$ -		\$ -	
Radios	5	9	2023	1	\$ 26,000.00	5	\$ 27,000.00	3	\$ 27,000.00	0		0	
				\$ 26,000.00		\$ 135,000.00		\$ 81,000.00		\$ -		\$ -	
CF-20 Batteries	2	140	2026	0		0	\$ -	0		140		0	
				\$ -		\$ -		\$ -		\$ 35,000		\$ -	
Medic Administration Vehicles	10	2	2023	1	\$ 100,000.0	0		0		1	\$ 50,000.0	0	
				\$ 100,000		\$ -		\$ -		\$ 50,000		\$ -	
Annual Cost				\$ 247,034		\$ 2,768,441		\$ 1,621,671		\$ 685,941		\$ 868,441	

10 YEAR FINANCIAL PLAN												Do Not Include	
Medic One Reserve FUND 1280												In Print Area	
through 8.31.23	Hide Column Before Printing	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Budget	
	Coding	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2023	
Beginning Fund Balance		308800	\$ 8,242,241	\$ 8,616,693	\$ 4,750,232	\$ 2,182,684	\$ 320,306	\$ 663,289	\$ 880,999	\$ 364,035	\$ 351,697	\$ 744,030	\$ 663,288
Revenue:													
Taxes	31*	107,011	133,943	70,022	76,164	160,624	130,351	110,188	111,290	112,403	113,527	53,000	
Intergov't revenues	33*	22,285	67,867	135,841	151,646	188,844	176,022	158,777	160,365	161,968	163,588	50,000	
Chgs for Good/services	34*	45	40	0	0	0	0	0	0	0	0	0	
Misc Revenues	36*	176,581	179,651	82,077	35,137	58,089	106,168	58,434	58,814	59,196	59,581	304,370	
Other Financing Sources	39*	73,915	133,673	180,512	135,675	150,725	39,270	155,637	157,193	158,765	160,353	33,000	
Total Revenue			379,837	515,175	468,452	398,622	558,282	451,811	483,036	487,662	492,333	497,049	440,370
Expenditures:													
Internal Services	59*	5,385	4,381,636	3,036,000	2,261,000	215,299	234,101	1,000,000	500,000	100,000	852,000	234,101	
Total Expenditures			5,385	4,381,636	3,036,000	2,261,000	215,299	234,101	1,000,000	500,000	100,000	852,000	234,101
Ending Fund Balance			\$ 8,616,693	\$ 4,750,232	\$ 2,182,684	\$ 320,306	\$ 663,289	\$ 880,999	\$ 364,035	\$ 351,697	\$ 744,030	\$ 389,078	\$ 869,557
% Percentage Change - year to year			4.54%	-44.87%	-54.05%	-63.16%	107.08%	32.82%	-58.68%	-3.39%	111.55%	-47.71%	-81.69%
Cash Flow Needs (reference time frame)		0	This is a reserve fund										
Assumptions in spreadsheet:													
Revenue													
Years 2024-2026 31* Taxes-based on average for 2019-2022_1% growth													
Years 2024-2026 33* Taxes-based on average for 2020-2022_1% growth													
Years 2024-2026 33* Taxes-based on average for 2020-2022_1% growth													
Years 2024-2026 36* Taxes-based on average for 2020-2022_6.5% growth													
Years 2024-2026 36* Taxes-based on average for 2020-2022_1% growth													
Expenditures													
59* Operating transfer to fund 1290 for equipment purchases													

10 YEAR FINANCIAL PLAN

Dept 29 MEDIC ONE FUND 1290		5.31.23 Draft ER&R leased equipment option & 8th Medic Unit Staffing.										Do Not Include
through 8.31.23	Hide Column Before Printing	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Budget 2023
Beginning Fund Balance	Coding 308800	\$ 4,562,377	\$ 837,438	\$ 2,308,450	\$ 3,973,366	\$ 3,565,402	\$ 5,201,578	\$ 5,576,962	\$ 5,624,174	\$ 3,932,768	\$ 3,463,190	\$ 5,201,578
Revenue:								1,600,000				
Taxes	31*	10,705,663	11,089,717	11,316,506	11,755,837	16,421,206	17,821,694	19,500,000	21,216,000	23,083,008	25,114,313	18,000,000
Intergov't revenues	33*	15,348	13,256	378,423	66,362	15,614	778,722	18,640	18,640	18,640	18,640	529,192
Charges for Goods/Svcs	34*	43,281	28,004	1,866	2,499	3,450	6,019	28,364	28,364	28,364	28,364	24,000
Misc Revenues	36*	1,931	6,091	18,767	39,844	135,849	45,010	33,306	33,306	33,306	33,306	-
Other Financial Sources	39*	51,199	4,387,389	3,036,000	2,301,385	712,094	260,977	1,000,000	500,000	100,000	852,000	234,101
Total Revenue		10,817,422	15,524,457	14,751,563	14,165,927	17,288,213	18,912,423	22,180,310	21,796,310	23,263,318	26,046,623	18,787,293
Expenditures:												
Salaries	51*	900,580	965,302	842,264	993,694	965,993	1,160,280	1,447,027	1,475,750	1,512,644	1,550,460	1,438,651
Benefits	52*	297,221	301,874	277,524	329,381	306,221	372,116	482,152	498,580	513,537	528,944	456,016
Supplies	53*	1,797,966	1,423,767	1,386,790	1,010,731	1,423,001	1,641,592	1,795,289	1,877,495	1,971,370	2,069,938	1,572,251
Services	54*	10,184,751	10,344,874	10,420,100	11,651,389	11,774,702	14,274,739	14,828,948	17,187,759	18,047,147	18,949,504	14,179,668
Capital Outlays	56*	925,985	545,385	-	-	484,581	261,598	2,768,441	1,621,671	685,941	868,441	1,345,642
Debt Svcs-Principal	57*	2,891	3,307	3,474	3,649	101,460	118,251	2,573	2,822	135,010	135,010	4,532
Debt Svcs-Interest	58*	732	646	479	304	3,909	3,713	1,080	831	3,299	3,299	381
Internal Services	59*	432,234	468,291	452,450	552,406	624,508	704,750	807,588	822,808	863,948	907,146	710,352
Total Expenditures		14,542,361	14,053,446	13,383,080	14,541,553	15,684,375	18,537,039	22,133,098	23,487,716	23,732,896	25,012,742	19,707,493
EOY adjustment				296,433	(32,338)	32338						
Ending Fund Balance		\$ 837,438	\$ 2,308,450	\$ 3,973,366	\$ 3,565,402	\$ 5,201,578	\$ 5,576,962	\$ 5,624,174	\$ 3,932,768	\$ 3,463,190	\$ 4,497,071	\$ 4,281,378
Percentage Change - year to year		-81.64%	175.66%	72.12%	-10.27%	45.89%	7.22%	0.85%	-30.07%	-11.94%	29.85%	85.47%
Cash Flow Needs (2 months)	3,089,506											
Assumptions in spreadsheet:												
2026-2027												
COLA 2.5%												
ISC 5%												
Inflationary increases supplies, equipment 5%												
Prof Svcs Contracts 5%												
Medic One medic unit staffing 5% inc years 2026 & 2027												

10 YEAR FINANCIAL PLAN

Emergency Management Council FUND 1140		through 8.31.23												
Coding	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027		
Beginning Fund Balance	308800	\$ 2,499	\$ 1,817	\$ 3,999	\$ 3,029	\$ 125,902	\$ 196,130	\$ 316,689	\$ 380,606	\$ 294,188	\$ 205,413	\$ 218,992	\$ 270,592	
Revenue:														
Disaster Prep Svcs	342500	26,235	30,386	20,658	22,856	23,876	23,671	23,566	27,879	28,288	28,288	28,288	28,288	
Investment Earnings	361110	41	31	87	1,538	58,212	1,303	2,933	5,344	1,989	1,989	2,118	2,118	
Equipment Rental	362100-29130	-	-	-	-	28,251	132,864	89,565	129,129	140,000	140,000	143,500	147,088	
O/T-General Fund	39*				134,331		-		-	-	-	-	-	
Total Revenue		26,276	30,417	20,745	158,725	110,339	157,838	116,064	162,352	170,277	170,277	173,906	177,494	
Expenditures:														
Supplies	53*	379	237	2,045	5,638	2,548	970	2,106	82,073	128,495	40,290	42,305	44,420	
Professional Services	54*	26,289	27,665	19,085	19,412	22,251	26,032	36,600	47,513	89,512	74,512	36,011	36,011	
Machinery & Equipment	56*				-		-	-	-	-	-	-	-	
Interfund	59*	291	333	584	10,802	15,312	10,277	13,441	119,183	41,045	41,896	43,991	46,190	
Total Expenditures		26,959	28,235	21,714	35,852	40,111	37,279	52,147	248,769	259,052	156,698	122,306	126,621	
Ending Fund Balance		\$ 1,817	\$ 3,999	\$ 3,029	\$ 125,902	\$ 196,130	\$ 316,689	\$ 380,606	\$ 294,188	\$ 205,413	\$ 218,992	\$ 270,592	\$ 321,464	
Change - year to year			120.08%	-24.24%	4055.91%	55.78%	34.34%	20.18%	-22.71%	-30.18%	6.61%	23.56%		
Cash Flow Needs (reference)	41,462	2 months operating												
Assumptions in spreadsheet:														
Revenue														
2026-2027 2.5% increase in equipment rental revenue														
Expenditures														
2026-2027 Internal Service Costs 5% increase (59*)														
2026-2027 Supplies, Prof svcs, machinery and equipment will be updated as budget development occurs (53*, 54*56*)														
Includes 2024-2025 Policy Level Request														