

MEMORANDUM

Date: January 22, 2019

To: Board of Trustees

From: Lora Conger

Subject: **CFO Report January Board Meeting**

Financial Review- November 2018

Attached you will find financial statements for November 2018. The financial statements are presented on a combined basis and for each division. Also included are the *Cash Rollforward* and *Capital Expenditures Variance*. Please note that the financial statements are unaudited.

Combined Balance Sheets

Following is a discussion of significant assets and liabilities at November 30, 2018:

Cash compared to prior year is up approximately \$500K. This is primarily due to timing and the delay in purchasing some capital items.

Patient Accounts Receivable is up over the prior year due to several reasons. Part of it is due to an increase in transports and a change in the self-pay process. Additional analysis of patient A/R is included in the Chief Revenue Officer's report.

Other Miscellaneous Receivable account primarily consists of amounts due to EMSA from AMR related to expenses paid on their behalf and for amounts due to EMSA for the 2016 and 2017 profit cap.

Due to Contractor balance represents our liability to AMR for October and November services. This balance usually includes two months of contractor billings. It's higher than prior year which is consistent with the increase in transports.

Deferred Revenue consists of EMSAcare revenue that has not yet been amortized.

Combined Income Statement

Following is a discussion of operating revenues and expenses that vary significantly from budget:

Patient Service Revenue for the East YTD exceeds budget by \$1.1m (3%) and the West exceeds budget YTD by \$2.7m (6.6%). Gross patient service revenue variances are attributable higher than budgeted transports for fiscal 2019. The positive variance in gross patient service revenue is partially offset with a higher than budgeted contractual allowances in both East and West.

Other Revenue exceeds budget YTD in the East by \$1m. This is due to \$200K positive variance with special events and \$800K positive variance in subsidy revenue due to timing of receipt.

Equipment Maintenance is under budget YTD \$120K due to timing and how the budgeted expense was spread. The variance should continue to decline over the residual of the fiscal year.

Telephone is over budget YTD \$53K due to a few invoices related to FY18 getting recorded and paid in FY19. As a result, this will likely be a variance for the remainder of the fiscal year.

Professional Services is under budget YTD \$560K. This is due to the \$500K settlement received from RSUI in September. The settlement was recorded as a reduction in legal fees.

EMSA
Combined Income Statement
For the Five Months Ending, November 30, 2018

	Month of November			For the 5 Months Ended November		
	Actual	Budget	Variance	Actual	Budget	Variance
Revenue						
Patient service revenue:						
Emergency base rate	\$ 14,678,300	\$ 14,371,233	2.14%	\$ 76,434,800	\$ 73,293,288	4.29%
Non-emergency base rate	802,031	647,974	23.78%	3,883,523	3,304,667	17.52%
Mileage	1,018,944	987,212	3.21%	5,223,192	5,034,784	3.74%
	16,499,275	16,006,419	3.08%	85,541,515	81,632,739	4.79%
Deductions from revenue:						
Contractual allowances and bad debts	11,028,665	11,342,250	2.76%	60,355,540	56,711,250	-6.43%
Collection fees and expenses	35,738	57,750	38.12%	264,460	288,750	8.41%
	11,064,404	11,400,000	2.94%	60,620,000	57,000,000	-6.35%
Net patient service revenue	5,434,871	4,606,419	17.98%	24,921,516	24,632,739	1.17%
Other Revenue						
Special events	57,303	29,000	97.59%	349,251	145,000	140.86%
Subscription membership	16,276	16,667	-2.34%	60,531	83,333	-27.36%
Subsidy and other revenue	1,435,080	869,167	65.11%	5,071,021	4,280,833	18.46%
Other revenue	1,508,659	914,833	64.91%	5,480,804	4,509,167	21.55%
Total Operating Revenue	6,943,530	5,521,252	25.76%	30,402,319	29,141,906	4.33%
Operating expenses other than depreciation:						
Ambulance contract expense	4,496,680	4,470,743	-0.58%	23,320,820	22,788,727	-2.33%
Employee compensation & benefits	359,318	362,653	0.92%	1,872,571	1,813,267	-3.27%
Medical supplies	8,802	22,500	60.88%	51,471	112,500	54.25%
Building rent, utilities and maintenance	78,805	105,000	24.95%	494,506	525,000	5.81%
Equipment maintenance	120,410	184,583	34.77%	783,445	922,917	15.11%
EmsaCare campaign	2,509	3,750	33.09%	11,364	18,750	39.39%
Quality assurance fees	75,326	75,333	0.01%	376,628	376,667	0.01%
Telephone	87,860	77,917	-12.76%	442,032	389,583	-13.46%
Professional services	57,903	67,621	14.37%	(230,597)	338,104	168.20%
Miscellaneous supplies	35,224	39,250	10.26%	124,041	196,250	36.79%
Postage and courier service	6,039	6,583	8.27%	24,582	32,917	25.32%
Equipment lease	407	1,775	77.06%	6,269	8,875	29.37%
Other fees and expenses	37,324	59,417	37.18%	251,120	297,083	15.47%
Community relations	4,130	7,833	47.27%	23,493	39,167	40.02%
Office supplies	1,162	3,833	69.69%	11,801	19,167	38.43%
Insurance	17,891	17,833	-0.33%	84,942	89,167	4.74%
Travel, meals, and training	3,899	3,083	-26.44%	19,584	15,417	-27.03%
	5,393,689	5,509,709	2.11%	27,668,071	27,983,556	1.13%
Operating inc. (loss) before depr.	1,549,841	11,543	13326.11%	2,734,248	1,158,349	136.05%

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Combined Income Statement

For the Five Months Ending, November 30, 2018

For the 5 Months Ended November

	Actual	Budget	Variance	Actual	Budget	Variance
Month of November						
Depreciation	333,333	333,333	0.00%	1,666,667	1,666,667	0.00%
Operating income (loss)	1,216,508	(321,790)	-478.04%	1,067,582	(508,317)	-310.02%
Nonoperating expense:						
Interest expense	32,576	0	0.00%	111,990	107,213	-4.46%
Nonoperating expense	32,576		0.00%	111,990	107,213	-4.46%
Nonoperating income - interest income	11,898	0	0.00%	18,637	0	0.00%
Net income (loss)	\$ 1,195,830	\$ (321,790)	471.62%	\$ 974,228	\$ (615,530)	258.27%

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Eastern Division Income Statement For the Five Months Ending, November 30, 2018

	For the 5 Months Ended November					
	Actual	Month of November Budget	Variance	Actual	Budget	Variance
Revenue						
Patient service revenue:						
Emergency base rate	\$ 7,230,600	\$ 7,212,329	0.25%	\$ 37,653,200	\$ 36,782,878	2.37%
Non-emergency base rate	398,075	334,603	18.97%	1,969,385	1,706,474	15.41%
Mileage	489,312	480,362	1.86%	2,522,100	2,449,849	2.95%
	8,117,987	8,027,294	1.13%	42,144,685	40,939,201	2.94%
Deductions from revenue:						
Contractual allowances and bad debts	5,586,807	5,775,000	3.26%	30,000,089	28,875,000	-3.90%
Collection fees and expenses	15,549	25,000	37.80%	124,392	125,000	0.49%
	5,602,356	5,800,000	3.41%	30,124,481	29,000,000	-3.88%
Net patient service revenue	2,515,631	2,227,294	12.95%	12,020,204	11,939,201	0.68%
Other Revenue						
Special events	37,029	14,000	164.49%	239,758	70,000	242.51%
Subscription membership	7,919	8,333	-4.97%	32,390	41,667	-22.26%
Subsidy and other revenue	895,182	467,083	91.65%	3,135,220	2,270,417	38.09%
Other revenue	940,130	489,417	92.09%	3,407,367	2,382,083	43.04%
Total Operating Revenue	3,455,761	2,716,711	27.20%	15,427,572	14,321,284	7.72%
Operating expenses other than depreciation:						
Ambulance contract expense	2,115,429	2,141,652	1.22%	11,072,684	10,967,404	-0.96%
Employee compensation & benefits	169,647	174,074	2.54%	890,975	870,368	-2.37%
Medical supplies	4,013	11,333	64.59%	33,301	56,667	41.23%
Building rent, utilities and maintenance	14,319	33,917	57.78%	152,605	169,583	10.01%
Equipment maintenance	61,464	88,750	30.74%	380,396	443,750	14.28%
EmsaCare campaign	1,855	2,500	25.79%	8,761	12,500	29.91%
Quality assurance fees	37,758	37,750	-0.02%	188,788	188,750	-0.02%
Telephone	36,301	31,500	-15.24%	180,188	157,500	-14.40%
Professional services	25,960	32,333	19.71%	(109,564)	161,667	167.77%
Miscellaneous supplies	13,550	20,583	34.17%	51,468	102,917	49.99%
Postage and courier service	2,888	3,167	8.80%	12,012	15,833	24.13%
Equipment lease	193	1,025	81.17%	3,416	5,125	33.34%
Other fees and expenses	21,702	28,250	23.18%	137,768	141,250	2.47%
Community relations	1,955	5,250	62.75%	11,074	26,250	57.81%
Office supplies	283	1,917	85.26%	4,933	9,583	48.52%
Insurance	9,559	9,833	2.79%	46,610	49,167	5.20%
Travel, meals, and training	1,813	1,250	-45.05%	9,416	6,250	-50.65%
	2,518,689	2,625,084	4.05%	13,074,832	13,384,564	2.31%
Operating inc. (loss) before depr.	937,072	91,627	922.71%	2,352,740	936,721	151.17%

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Eastern Division Income Statement

For the Five Months Ending, November 30, 2018

For the 5 Months Ended November

	Actual	Budget	Variance	Actual	Budget	Variance
Month of November						
Depreciation	250,000	250,000	0.00%	1,250,000	1,250,000	0.00%
Operating income (loss)	687,072	(158,373)	-533.83%	1,102,740	(313,279)	-452.00%
Nonoperating expense:						
Interest expense	32,576	0	0.00%	86,810	82,213	-5.59%
Nonoperating expense	32,576		0.00%	86,810	82,213	-5.59%
Nonoperating income - interest income	4,912	0	0.00%	7,554	0	0.00%
Net income (loss)	\$ 659,407	\$ (158,373)	516.36%	\$ 1,023,485	\$ (395,492)	358.79%

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Western Division Income Statement For the Five Months Ending, November 30, 2018

	Month of November				For the 5 Months Ended November			
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	Variance
Revenue								
Patient service revenue:								
Emergency base rate	\$ 7,447,700	\$ 7,158,904	4.03%	\$ 38,781,600	\$ 36,510,410	6.22%		
Non-emergency base rate	403,956	313,371	28.91%	1,914,138	1,598,193	19.77%		
Mileage	529,632	506,850	4.49%	2,701,092	2,584,935	4.49%		
	8,381,288	7,979,125	5.04%	43,396,830	40,693,538	6.64%		
Deductions from revenue:								
Contractual allowances and bad debts	5,441,859	5,567,250	2.25%	30,355,452	27,836,250	-9.05%		
Collection fees and expenses	20,189	32,750	38.35%	140,067	163,750	14.46%		
	5,462,048	5,600,000	2.46%	30,495,519	28,000,000	-8.91%		
Net patient service revenue	2,919,240	2,379,125	22.70%	12,901,311	12,693,538	1.64%		
Other Revenue								
Special events	20,274	15,000	35.16%	109,494	75,000	45.99%		
Subscription membership	8,357	8,333	0.29%	28,141	41,667	-32.46%		
Subsidy and other revenue	539,899	402,083	34.28%	1,935,801	2,010,417	-3.71%		
Other revenue	568,529	425,417	33.64%	2,073,436	2,127,083	-2.52%		
Total Operating Revenue	3,487,770	2,804,542	24.36%	14,974,748	14,820,621	1.04%		
Operating expenses other than depreciation:								
Ambulance contract expense	2,381,251	2,329,091	-2.24%	12,248,136	11,821,323	-3.61%		
Employee compensation & benefits	189,672	188,580	-0.58%	981,596	942,899	-4.10%		
Medical supplies	4,789	11,167	57.11%	18,170	55,833	67.46%		
Building rent, utilities and maintenance	64,487	71,083	9.28%	341,901	355,417	3.80%		
Equipment maintenance	58,946	95,833	38.49%	403,049	479,167	15.89%		
EmsaCare campaign	654	1,250	47.69%	2,603	6,250	58.35%		
Quality assurance fees	37,568	37,583	0.04%	187,840	187,917	0.04%		
Telephone	51,559	46,417	-11.08%	261,844	232,083	-12.82%		
Professional services	31,943	35,288	9.48%	(121,033)	176,438	168.60%		
Miscellaneous supplies	21,674	18,667	-16.11%	72,573	93,333	22.24%		
Postage and courier service	3,151	3,417	7.78%	12,569	17,083	26.42%		
Equipment lease	214	750	71.44%	2,852	3,750	23.94%		
Other fees and expenses	15,622	31,167	49.88%	113,352	155,833	27.26%		
Community relations	2,175	2,583	15.81%	12,418	12,917	3.86%		
Office supplies	879	1,917	54.12%	6,868	9,583	28.34%		
Insurance	8,332	8,000	-4.15%	38,333	40,000	4.17%		
Travel, meals, and training	2,086	1,833	-13.76%	10,168	9,167	-10.92%		
	2,875,000	2,884,625	0.33%	14,593,239	14,598,993	0.04%		
Operating inc. (loss) before depr.	612,769	(80,083)	-865.17%	381,508	221,629	72.14%		

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Western Division Income Statement

For the Five Months Ending, November 30, 2018

For the 5 Months Ended November

Month of November

	Actual	Budget	Variance	Actual	Budget	Variance
Depreciation	83,333	83,333	0.00%	416,667	416,667	0.00%
Operating income (loss)	529,436	(163,417)	-423.98%	(35,158)	(195,038)	-81.97%
Nonoperating expense:						
Interest expense	0	0	0.00%	25,180	25,000	-0.72%
Nonoperating expense	0	0	0.00%	25,180	25,000	-0.72%
Nonoperating income - interest income	6,986	0	0.00%	11,083	0	0.00%
Net income (loss)	\$ 536,422	\$ (163,417)	428.25%	\$ (49,256)	\$ (220,038)	77.61%

EMSA
Combined Balance Sheet
For the Months Ending November 30, 2018

Assets	2019	2018
Current assets:		
Cash and cash equivalents:		
Cash in banks	269,860	576,535
Petty cash	1,200	1,200
Invested cash	10,019,441	9,157,089
	10,290,500	9,734,824
Patient accounts receivable:		
Patient accounts receivable	30,517,881	24,544,791
Receivables in collection	82,305,289	75,566,000
	112,823,170	100,110,791
Less allowance for contractual allowances and bad debts	102,959,341	87,204,450
Net patient accounts receivable	9,863,829	12,906,341
Other receivables:		
Due from contractor	594,697	610,136
Due from collection agency	21,172	50,027
Other miscellaneous receivables	6,702,100	2,946,610
Allowance for other receivable	(6,436,464)	(1,939,159)
	881,504	1,667,613
Other current assets:		
Prepaid assets	624,398	468,480
Other, principally funds held by trustee	(73,405)	22,534
	550,993	491,014
Total current assets	21,586,826	24,799,792
Property and equipment:		
Communication equipment	9,663,822	9,489,481
Buildings and leasehold improvements	9,646,489	3,994,114
Ambulances	15,255,955	14,642,428
Data processing equipment	8,249,905	7,778,364
On-board equipment	10,124,351	8,322,964
Office furniture and equipment	1,391,368	1,391,368
Miscellaneous other equipment	1,725,394	1,681,973
Land	64,200	64,200
Transportation equipment	678,518	639,743
Prepaid assets	1,223,028	7,347,648
Capital Lease	739,910	739,910
	58,762,940	56,092,193
Less accumulated depreciation	43,746,714	41,755,509
Net property and equipment	15,016,227	14,336,684
Other assets	29,525	9,735
Total assets	\$ 36,632,578	\$ 39,146,210

EMSA
Combined Balance Sheet
For the Months Ending November 30, 2018

	2019	2018
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	2,157,859	2,445,186
Due to contractor	9,233,820	8,788,447
Due to Quality Assurance Fund	319,162	349,420
Accrued retirement	156,773	146,802
Accrued salaries and wages	351,285	386,720
Current installments of long-term debt	1,210,559	648,835
Accrued interest payable	76	19
Deferred revenue	113,933	120,230
Total current liabilities	13,543,468	12,885,659
Long-term debt	4,774,809	5,801,779
Total liabilities	18,318,276	18,687,438
Division capital:		
Contributed capital	92,310,353	88,624,729
Retained earnings (deficit)	(68,533,816)	(62,381,582)
Current year earnings (loss)	974,228	(3,845,216)
Total division capital	24,750,766	22,397,931
Total liabilities & division capital	\$ 43,069,042	\$ 41,085,369

EMSA
Eastern Division Balance Sheet
For the Months Ending November 30, 2018

	2019	2018
Assets		
Current assets:		
Cash and cash equivalents:		
Cash in banks	(101,226)	277,649
Petty cash	600	600
Invested cash	3,909,921	2,591,869
	3,809,295	2,870,118
Patient accounts receivable:		
Patient accounts receivable	14,379,644	11,586,768
Receivables in collection	41,620,494	36,980,000
	56,000,137	48,566,768
Less allowance for contractual allowances and bad debts	51,828,581	42,707,297
Net patient accounts receivable	4,171,556	5,859,471
Other receivables:		
Due from contractor	594,697	610,136
Due from collection agency	11,342	14,920
Other miscellaneous receivables	3,240,996	1,024,667
Allowance for other receivable	(3,005,285)	(905,587)
	841,749	744,136
Other current assets:		
Prepaid assets	286,192	209,901
Other, principally funds held by trustee	(82,687)	27,826
	203,505	237,727
Total current assets	9,026,106	9,711,452
Property and equipment:		
Communication equipment	4,785,265	4,758,552
Buildings and leasehold improvements	8,983,849	3,331,474
Ambulances	10,243,720	8,847,059
Data processing equipment	4,132,331	3,913,090
On-board equipment	5,435,534	4,571,178
Office furniture and equipment	620,544	620,544
Miscellaneous other equipment	981,728	961,664
Land	64,200	64,200
Transportation equipment	444,551	405,776
Prepaid assets	618,498	6,805,876
Capital Lease	338,088	338,088
	36,648,309	34,617,500
Less accumulated depreciation	25,199,421	23,374,521
Net property and equipment	11,448,888	11,242,978
Other assets	22,065	8,274
Total assets	\$ 20,497,058	\$ 20,962,703

EMSA
Eastern Division Balance Sheet
For the Months Ending November 30, 2018

	2019	2018
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	1,774,243	2,066,505
Due to contractor	4,403,632	4,121,984
Due to Quality Assurance Fund	319,162	349,420
Accrued retirement	81,815	77,656
Accrued salaries and wages	170,943	183,560
Current installments of long-term debt	1,022,571	468,876
Accrued interest payable	76	19
Deferred revenue	55,434	59,520
Total current liabilities	7,827,876	7,327,539
Long-term debt	4,578,437	5,417,419
Total liabilities	12,406,313	12,744,958
Division capital:		
Contributed capital	9,339,370	8,829,700
Retained earnings (deficit)	733,175	1,101,802
Current year earnings (loss)	1,023,485	(808,171)
Total division capital	11,096,030	9,123,332
Total liabilities & division capital	\$ 23,502,343	\$ 21,868,290

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Western Division Balance Sheet
For the Months Ending November 30, 2018

Assets	2019	2018
Current assets:		
Cash and cash equivalents:		
Cash in banks	371,086	298,886
Petty cash	600	600
Invested cash	6,109,520	6,565,220
	6,481,206	6,864,706
Patient accounts receivable:		
Patient accounts receivable	16,138,237	12,958,023
Receivables in collection	40,684,795	38,586,000
	56,823,033	51,544,023
Less allowance for contractual allowances and bad debts	51,130,760	44,497,153
Net patient accounts receivable	5,692,273	7,046,870
Other receivables:		
Due from collection agency	9,830	35,107
Other miscellaneous receivables	3,461,104	1,921,943
Allowance for other receivable	(3,431,179)	(1,033,572)
	39,755	923,477
Other current assets:		
Prepaid assets	338,206	258,579
Other, principally funds held by trustee	9,281	(5,292)
	347,487	253,287
Total current assets	12,560,721	15,088,340
Property and equipment:		
Communication equipment	4,878,557	4,730,929
Buildings and leasehold improvements	662,639	662,639
Ambulances	5,012,235	5,795,370
Data processing equipment	4,117,574	3,865,274
On-board equipment	4,688,817	3,751,786
Office furniture and equipment	770,825	770,825
Miscellaneous other equipment	743,666	720,309
Transportation equipment	233,967	233,967
Prepaid assets	604,529	541,772
Capital Lease	401,823	401,823
	22,114,632	21,474,693
Less accumulated depreciation	18,547,293	18,380,988
Net property and equipment	3,567,339	3,093,706
Other assets	7,461	1,461
Total assets	\$ 16,135,520	\$ 18,183,507

EMSA
Western Division Balance Sheet
For the Months Ending November 30, 2018

	2019	2018
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	383,616	378,681
Due to contractor	4,830,187	4,666,463
Accrued retirement	74,958	69,146
Accrued salaries and wages	180,342	203,160
Current installments of long-term debt	187,988	179,959
Deferred revenue	58,500	60,710
Total current liabilities	5,715,591	5,558,120
Long-term debt	196,372	384,360
Total liabilities	5,911,963	5,942,480
Division capital:		
Contributed capital	82,970,983	79,795,029
Retained earnings (deficit)	(69,266,990)	(63,483,384)
Current year earnings (loss)	(49,256)	(3,037,046)
Total division capital	13,654,736	13,274,599
Total liabilities & division capital	\$ 19,566,699	\$ 19,217,079

**EMSA Eastern Division
Statement of Cash Flows
Five Months Ended, November 30, 2018**

Eastern Division

Net Income (loss)		1,023,485
Add: Depreciation	1,250,000	
Increase in allowance for doubtful accounts	4,596,586	
Increase in deferred revenue	55,434	5,902,020
Changes in working capital:		
Increase in patient receivables	(5,484,304)	
Increase in other receivables	(65,940)	
Decrease in other assets	99,165	
Decrease in accounts payable	(515,154)	
Decrease in accrued liabilities	(78,892)	(6,045,125)
Net Property Additions:		(618,499)
Debt Service/ Loan Proceeds		(677,928)
Net Contributed Capital		-
Change in cash and cash equivalents:		(416,047)
Cash balance @6/30/18		4,225,342
Cash balance @11/30/18		3,809,295
Change in cash		(416,047)

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**EMSA Western Division
Statement of Cash Flows
Five Months Ended, November 30, 2018**

Western Division

Net income (loss)		(49,256)
Add: Depreciation	416,667	
Increase in allowance for doubtful accounts	3,139,000	
Increase in deferred revenue	58,500	3,614,167
Changes in working capital:		
Increase in patient receivables	(3,954,768)	
Decrease in other receivables	396,906	
Increase in other assets	(46,329)	
Increase in accounts payable	644,005	
Decrease in accrued liabilities	(65,968)	(3,026,154)
Net Property (Additions)/Dispositions		(374,705)
Debt Service/Loan proceeds		(179,959)
Contributed Capital		-
Change in cash and cash equivalents:		(15,907)
Cash balance @6/30/18		6,497,113
Cash balance @11/30/18		6,481,206
Change in cash		(15,907)

EMSA
Cash Rollforward
Year Ending June 30, 2019

	Eastern Division Actual	Eastern Division Budget	Eastern Division Variance	Western Division Actual	Western Division Budget	Western Division Variance	Combined Actual	Combined Budget	Combined Variance
Balance at June 30, 2018	\$ 3,767,531	\$ 3,767,531	-	6,954,925	6,954,925	-	10,722,456	10,722,456	-
Net revenue collected	12,937,967	11,317,000	1,620,967	12,089,277	12,072,000	17,277	25,027,244	23,389,000	1,638,244
Utility bill receipts	2,935,000	2,010,249	924,751	-	-	-	2,935,000	2,010,249	924,751
EMSACare proceeds	87,239	100,000	(12,761)	56,018	100,000	(43,982)	143,257	200,000	(56,743)
Payment to contractor	(11,107,901)	(10,898,438)	(209,463)	(12,302,745)	(11,747,000)	(555,745)	(23,410,646)	(22,645,438)	(765,208)
Change in Working Capital	(3,433,856)	(2,415,000)	(1,018,856)	(2,057,737)	(2,791,000)	733,263	(5,491,593)	(5,206,000)	(285,593)
Capital expenditures	(618,498)	(1,160,000)	541,502	(374,705)	(867,000)	492,295	(993,203)	(2,027,000)	1,033,797
Net debt proceeds/(reduction)&int	(586,500)	(586,000)	(500)	(205,138)	(205,000)	(138)	(791,638)	(791,000)	(638)
Interest/other income	11,262	-	11,262	10,998	10,998	10,998	22,260	-	22,260
Subsidies	196,267	254,133	(57,866)	1,931,096	2,010,417	(79,321)	2,127,363	2,264,550	(137,187)
Balance at November 30, 2018	4,188,511	2,389,475	1,799,036	6,101,989	5,527,342	574,647	10,290,500	7,916,817	2,373,683
(1) FY18 Other Western Subsidy	8,904		(2)	196,267	FY19 Other Eastern Subsidy				
FY19 Edmond Subsidy	313,958			-					
FY19 Other Western Subsidy	75,986			196,267					
FY18 Oklahoma City Subsidy	168,188								
FY19 Oklahoma City Subsidy	1,364,060								
	1,931,096								
					West - Cash	6,481,205			
					A/R	(379,216)			
					Net	6,101,989			

NOTE: The cash balance is net of the intercompany receivable/payable which results from consolidating the accounts payable function.

**EMSA Eastern Division
Capital Expenditures Variance
Year Ending June 30, 2019**

Through November

Description	Budget	Actual EMSA	Under (Over) Budget
Ambulances			
2019 Ambulances (eleven)			
Replacement units	1,392,000		1,392,000
2018 Ambulances			
Replacement units	332,000	502,099	(170,099)
Miscellaneous	20,000		20,000
Repairs	25,000	15,452	9,548
On board equipment:			
Cots	522,000		522,000
Clinical pads	243,000		243,000
Miscellaneous	33,000		33,000
Building expenses:			
Office furniture	10,000		10,000
Garage general	15,000		15,000
Miscellaneous	44,000	4,855	39,145
Computer equipment:			
Firewall and network security	47,000		47,000
Miscellaneous	100,000	96,093	3,907
TOTAL	<u>2,783,000</u>	<u>618,499</u>	<u>2,164,501</u>

**EMSA Western Division
Capital Expenditures Variance
Year Ending June 30, 2019**

Through November

Description	Budget	Actual OKC	Actual EMSA	Under (Over) Budget
Ambulances				
<i>2019 ambulance replacement-(eleven)</i>				
Replacement units	1,392,000	126,538		1,265,462
Miscellaneous	25,000			25,000
Repairs	20,000		38,899	(18,899)
Administrative vehicle	40,000		27,212	12,788
On board equipment:				
Stair chairs	5,000			5,000
Clinical pads	268,000			268,000
Miscellaneous	39,000			39,000
CAD and radio equipment:				
Radio infrastructure (NG911)	117,500		58,752	58,748
Building expenses:				
Bldg Improvements	10,000			10,000
Miscellaneous	49,000		10,500	38,500
Computer equipment:				
Server upgrade (accounting)	10,000			10,000
UPS batteries	5,000			5,000
Miscellaneous	100,000		112,804	(12,804)
TOTAL	2,080,500	126,538	248,167	1,705,795