

## MEMORANDUM

Date: February 27, 2019  
To: Board of Trustees  
From: Lora Conger  
Subject: **CFO Report**

---

### **Financial Review- January 2019**

Attached you will find financial statements for January 2019. The financial statements are presented on a combined basis and for each division. Also included are the *Cash Rollforward* and *Capital Expenditures Variance statements*. Please note that the financial statements are unaudited.

#### **Overview**

Overall, operations are positive for both divisions. Combined net income is \$652K YTD compared to a budgeted loss of \$562. Combined operating expenses are \$330K under budget YTD. This consists of a \$460K positive variance in the East, offset by a negative variance of \$130K in the West. If the budget overage in contractor expense in the West is removed (see further analysis below), the West's operating expenses would have a positive variance to budget that mirrors the East. This indicates both divisions continue to do a good job of cost control. Transports for both divisions continue to exceed budget, which results in higher-than-budget gross patient service revenue (GPSR), further analysis below.

#### **Combined Income Statement**

Below is an analysis of operating revenues and expenses that vary significantly from budget.

Patient Service Revenue for the East YTD exceeds budget by \$1.5m (3%) and the West exceeds budget YTD by \$3.8m (6.6%). Gross patient service revenue (GPSR) variances are attributable to higher than budgeted transports for fiscal 2019. The large variance in the West is primarily due the transport number used for budget assumed a decline in volume from the loss of two non-beneficiary cities in 2018. The projected decline for the West has not materialized in 2019, but it is skewing the budget variance when compared to the East. The positive variance in GPSR is partially offset with a higher than budgeted contractual allowances in the West. Contractual allowances and write-offs (DFR) in the West are running 2% higher than budget. Part of this is attributable to higher bad debt write-offs due to the change in collection agencies in FY19. The old agency ceased

working accounts already turned to them when EMSA switched to the new company, which resulted in the accounts being written-off. This was not anticipated.

Other Revenue exceeds budget \$300K YTD. This is primarily due to \$220K positive variance with special events.

Ambulance Contractor is over budget approximately \$600K, predominately in the West. This is due to volume and is consistent with the West's GPSR budget variance.

Employee Compensation & Benefits is over budget YTD \$180K. This is primarily due to the switch from a semi-monthly to a bi-weekly payroll cycle January 1, which resulted in an extra week of payroll expense for January. In addition, health insurance had a higher than budgeted rate increase effective January 1.

Equipment Maintenance is under budget \$210K YTD. This is due to several factors, one of which is timing. However, a \$55K settlement from Ford was received in January and recorded as a reduction in ambulance maintenance. The biggest piece of the variance, however, is \$100K YTD variance in software licenses and maintenance. This variance is the result of a one license being invoiced at a significantly lower amount than what was budgeted (\$50K); and a few items that were duplicated in the budget, but the actual expense is recorded only once, in a different account (\$50K).

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.

### **Combined Balance Sheet**

Cash is \$7.2M in January 19 compared to \$9.3 in the prior year. The \$2M decline is primarily due to timing. Cash averaged approximately \$8M the last 6 months of FY18 and has averaged \$9M in the first 6 months of FY19. The current ratio for January is 2.17 compared to 2.0 in the prior year. This indicates an improved liquidity position over the prior year despite the decrease in cash. This is primarily attributable to a \$1.5M decrease in A/P and accrued liabilities in January.

Patient Accounts Receivable is up compared to prior year approximately \$1.5M. This is due to the change in the self-pay process. Overall, A/R not in collections remains relatively consistent at 25.1% of total A/R compared to 25.5% in the prior year. The allowance for contractals and bad debt as a % of A/R has increased slightly to 84.7% compared to 83.8%. This is consistent with higher write-offs in the West driving the reserve % up.

Due to Contractor balance represents our liability to AMR for December and January services. This balance usually includes two months of contractor billings.

**EMSA**  
**EMSA Combined**  
**For the Seven Months Ending, January 31, 2019**

	Month of January			For the 7 Months Ended January		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Revenue</b>						
<b>Patient service revenue:</b>						
Emergency base rate	15,419,300	14,850,274	3.83%	107,192,800	102,993,836	4.08%
Non-emergency base rate	867,156	669,573	29.51%	5,536,511	4,643,813	19.22%
Mileage	1,067,064	1,020,120	4.60%	7,335,156	7,075,024	3.68%
	<u>17,353,520</u>	<u>16,539,967</u>	<u>4.92%</u>	<u>120,064,467</u>	<u>114,712,673</u>	<u>4.67%</u>
<b>Deductions from revenue:</b>						
Contractual allowances and bad debts	13,417,050	11,342,250	-18.29%	84,224,770	79,395,750	-6.08%
Collection fees and expenses	35,869	57,750	37.89%	373,971	404,250	7.49%
	<u>13,452,919</u>	<u>11,400,000</u>	<u>-18.01%</u>	<u>84,598,741</u>	<u>79,800,000</u>	<u>-6.01%</u>
<b>Net patient service revenue</b>	<u>3,900,601</u>	<u>5,139,967</u>	<u>-24.11%</u>	<u>35,465,726</u>	<u>34,912,673</u>	<u>1.58%</u>
<b>Other Revenue</b>						
Special events	42,693	29,000	47.22%	428,839	203,000	111.25%
Subscription membership	17,030	16,667	2.18%	94,140	116,667	-19.31%
Other revenue	447,885	869,167	-48.47%	6,086,573	6,019,167	1.12%
<b>Other revenue</b>	<u>507,607</u>	<u>914,833</u>	<u>-44.51%</u>	<u>6,609,552</u>	<u>6,338,833</u>	<u>4.27%</u>
<b>Total Operating Revenue</b>	<u>4,408,208</u>	<u>6,054,800</u>	<u>-27.19%</u>	<u>42,075,278</u>	<u>41,251,506</u>	<u>2.00%</u>
<b>Operating expenses other than depreciation:</b>						
Ambulance contract expense	4,690,877	4,642,142	-1.05%	32,666,860	32,073,011	-1.85%
Employee compensation & benefits	500,946	362,653	-38.13%	2,719,000	2,538,573	-7.11%
Medical supplies	10,137	22,500	54.95%	66,020	157,500	58.08%
Building rent, utilities and maintenance	116,262	105,000	-10.73%	700,196	735,000	4.74%
Equipment maintenance	105,971	184,583	42.59%	1,082,814	1,292,083	16.20%
EmsaCare campaign	2,509	3,750	33.09%	16,382	26,250	37.59%
Quality assurance fees	75,326	75,333	0.01%	527,280	527,333	0.01%
Telephone	76,294	77,917	2.08%	609,042	545,417	-11.67%
Professional services	51,289	67,621	24.15%	(145,679)	473,346	130.78%
Miscellaneous supplies	48,983	39,250	-24.80%	202,181	274,750	26.41%
Postage and courier service	1,125	6,583	82.91%	36,882	46,083	19.97%
Equipment lease	814	1,775	54.12%	11,195	12,425	9.90%
Other fees and expenses	43,783	59,417	26.31%	336,819	415,917	19.02%
Community relations	2,992	7,833	61.81%	29,419	54,833	46.35%
Office supplies	2,541	3,833	33.71%	16,058	26,833	40.16%
Insurance	17,001	17,833	4.67%	120,063	124,833	3.82%
Travel, meals, and training	2,413	3,083	21.73%	22,776	21,583	-5.53%
	<u>5,749,263</u>	<u>5,681,108</u>	<u>-1.20%</u>	<u>39,017,308</u>	<u>39,345,772</u>	<u>0.83%</u>
<b>Operating inc. (loss) before depr.</b>	<u>(1,341,055)</u>	<u>373,692</u>	<u>-458.87%</u>	<u>3,057,970</u>	<u>1,905,734</u>	<u>60.46%</u>
<b>Depreciation</b>	<u>333,333</u>	<u>333,333</u>	<u>0.00%</u>	<u>2,333,333</u>	<u>2,333,333</u>	<u>0.00%</u>
<b>Operating income (loss)</b>	<u>(1,674,388)</u>	<u>40,359</u>	<u>-4248.72%</u>	<u>724,636</u>	<u>(427,599)</u>	<u>-269.47%</u>
<b>Nonoperating expense:</b>						
Interest expense	-	27,055.00	100.00%	111,990	134,268	16.59%
<b>Nonoperating expense</b>	<u>-</u>	<u>27,055.00</u>	<u>100.00%</u>	<u>111,990</u>	<u>134,268</u>	<u>16.59%</u>
<b>Nonoperating income - interest income</b>	<u>9,683.57</u>	<u>-</u>	<u>0.00%</u>	<u>39,117</u>	<u>-</u>	<u>0.00%</u>
<b>Net income (loss)</b>	<u>(1,664,704.42)</u>	<u>13,304.16</u>	<u>12612.66%</u>	<u>651,764</u>	<u>(561,867)</u>	<u>216.00%</u>

**EMSA**  
**EMSA Eastern Division**  
**For the Seven Months Ending, January 31, 2019**

	Month of January			For the 7 Months Ended January		
	Actual	Budget	Variance	Actual	Budget	Variance
Revenue						
Patient service revenue:						
Emergency base rate	7,517,900	7,452,740	0.87%	52,716,300	51,688,358	1.99%
Non-emergency base rate	412,345	345,756	19.26%	2,775,835	2,397,986	15.76%
Mileage	518,304	496,375	4.42%	3,544,200	3,442,599	2.95%
	<u>8,448,549</u>	<u>8,294,871</u>	<u>1.85%</u>	<u>59,036,335</u>	<u>57,528,943</u>	<u>2.62%</u>
Deductions from revenue:						
Contractual allowances and bad debts	6,629,998	5,775,000	-14.81%	41,099,947	40,425,000	-1.67%
Collection fees and expenses	18,759	25,000	24.97%	176,961	175,000	-1.12%
	<u>6,648,757</u>	<u>5,800,000</u>	<u>-14.63%</u>	<u>41,276,908</u>	<u>40,600,000</u>	<u>-1.67%</u>
Net patient service revenue	<u>1,799,792</u>	<u>2,494,871</u>	<u>-27.86%</u>	<u>17,759,427</u>	<u>16,928,943</u>	<u>4.91%</u>
Other Revenue						
Special events	23,380	14,000	67.00%	285,746	98,000	191.58%
Subscription membership	8,165	8,333	-2.02%	48,565	58,333	-16.75%
Other revenue	71,164	467,083	-84.76%	3,344,248	3,204,583	4.36%
Other revenue	<u>102,708</u>	<u>489,417</u>	<u>-79.01%</u>	<u>3,678,559</u>	<u>3,360,917</u>	<u>9.45%</u>
Total Operating Revenue	1,902,501	2,984,288	-36.25%	21,437,987	20,289,860	5.66%
Operating expenses other than depreciation:						
Ambulance contract expense	2,225,081	2,236,508	0.51%	15,464,425	15,440,420	-0.16%
Employee compensation & benefits	237,716	174,074	-36.56%	1,290,807	1,218,515	-5.93%
Medical supplies	5,312	11,333	53.13%	39,527	79,333	50.18%
Building rent, utilities and maintenance	33,046	33,917	2.57%	209,253	237,417	11.86%
Equipment maintenance	44,429	88,750	49.94%	512,862	621,250	17.45%
EmsaCare campaign	1,855	2,500	25.79%	12,471	17,500	28.74%
Quality assurance fees	37,758	37,750	-0.02%	264,303	264,250	-0.02%
Telephone	31,001	31,500	1.58%	246,877	220,500	-11.96%
Professional services	25,469	32,333	21.23%	(67,582)	226,333	129.86%
Miscellaneous supplies	20,901	20,583	-1.54%	82,604	144,083	42.67%
Postage and courier service	417	3,167	86.82%	17,664	22,167	20.31%
Equipment lease	377	1,025	63.19%	5,715	7,175	20.35%
Other fees and expenses	24,421	28,250	13.55%	185,837	197,750	6.02%
Community relations	1,480	5,250	71.81%	13,909	36,750	62.15%
Office supplies	1,184	1,917	38.25%	6,920	13,417	48.42%
Insurance	9,141	9,833	7.04%	65,415	68,833	4.97%
Travel, meals, and training	1,258	1,250	-0.66%	10,962	8,750	-25.28%
	<u>2,700,846</u>	<u>2,719,940</u>	<u>0.70%</u>	<u>18,361,970</u>	<u>18,824,443</u>	<u>2.46%</u>
Operating inc. (loss) before depr.	(798,345)	264,348	-402.01%	3,076,017	1,465,416	109.91%
Depreciation	250,000	250,000	0.00%	1,750,000	1,750,000	0.00%
Operating income (loss)	<u>(1,048,345)</u>	<u>14,348</u>	<u>-7406.69%</u>	<u>1,326,017</u>	<u>(284,584)</u>	<u>-565.95%</u>
Nonoperating expense:						
Interest expense	-	27,055	100.00%	86,810	109,268	20.55%
Nonoperating expense	-	27,055	100.00%	86,810	109,268	20.55%
Nonoperating income - interest income	3,003	-	0.00%	14,441	-	0.00%
Net income (loss)	<u>(1,045,342)</u>	<u>(12,707)</u>	<u>-8126.35%</u>	<u>1,253,648</u>	<u>(393,852)</u>	<u>418.30%</u>

**EMSA**  
**EMSA Western Division**  
**For the Seven Months Ending, January 31, 2019**

	Month of January			For the 7 Months Ended January		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Revenue</b>						
<b>Patient service revenue:</b>						
Emergency base rate	7,901,400	7,397,534	6.81%	54,476,500	51,305,478	6.18%
Non-emergency base rate	454,811	323,817	40.45%	2,760,676	2,245,827	22.92%
Mileage	548,760	523,745	4.78%	3,790,956	3,632,425	4.36%
	<u>8,904,971</u>	<u>8,245,096</u>	<u>8.00%</u>	<u>61,028,132</u>	<u>57,183,730</u>	<u>6.72%</u>
<b>Deductions from revenue:</b>						
Contractual allowances and bad debts	6,787,052	5,567,250	-21.91%	43,124,823	38,970,750	-10.66%
Collection fees and expenses	17,110	32,750	47.76%	197,011	229,250	14.06%
	<u>6,804,162</u>	<u>5,600,000</u>	<u>-21.50%</u>	<u>43,321,833</u>	<u>39,200,000</u>	<u>-10.51%</u>
<b>Net patient service revenue</b>	<u>2,100,809</u>	<u>2,645,096</u>	<u>-20.58%</u>	<u>17,706,299</u>	<u>17,983,730</u>	<u>-1.54%</u>
	76.2%	67.5%		70.7%	68.2%	
<b>Other Revenue</b>						
Special events	19,313	15,000	28.75%	143,093	105,000	36.28%
Subscription membership	8,865	8,333	6.38%	45,575	58,333	-21.87%
Other revenue	376,721	402,083	-6.31%	2,742,325	2,814,583	-2.57%
Other revenue	<u>404,899</u>	<u>425,417</u>	<u>-4.82%</u>	<u>2,930,993</u>	<u>2,977,917</u>	<u>-1.58%</u>
<b>Total Operating Revenue</b>	<u>2,505,707</u>	<u>3,070,513</u>	<u>-18.39%</u>	<u>20,637,291</u>	<u>20,961,647</u>	<u>-1.55%</u>
<b>Operating expenses other than depreciation:</b>						
Ambulance contract expense	2,465,796	2,405,634	-2.50%	17,202,435	16,632,591	-3.43%
Employee compensation & benefits	263,230	188,580	-39.59%	1,428,193	1,320,058	-8.19%
Medical supplies	4,825	11,167	56.79%	26,493	78,167	66.11%
Building rent, utilities and maintenance	83,216	71,083	-17.07%	490,943	497,583	1.33%
Equipment maintenance	61,542	95,833	35.78%	569,952	670,833	15.04%
EmsaCare campaign	654	1,250	47.69%	3,911	8,750	55.31%
Quality assurance fees	37,568	37,583	0.04%	262,977	263,083	0.04%
Telephone	45,293	46,417	2.42%	362,164	324,917	-11.46%
Professional services	25,819	35,288	26.83%	(78,097)	247,013	131.62%
Miscellaneous supplies	28,083	18,667	-50.44%	119,576	130,667	8.49%
Postage and courier service	708	3,417	79.29%	19,219	23,917	19.64%
Equipment lease	437	750	41.72%	5,481	5,250	-4.39%
Other fees and expenses	19,362	31,167	37.88%	150,982	218,167	30.80%
Community relations	1,512	2,583	41.48%	15,510	18,083	14.23%
Office supplies	1,358	1,917	29.16%	9,137	13,417	31.90%
Insurance	7,860	8,000	1.74%	54,647	56,000	2.42%
Travel, meals, and training	1,155	1,833	37.00%	11,814	12,833	7.94%
	<u>3,048,417</u>	<u>2,961,168</u>	<u>-2.95%</u>	<u>20,655,338</u>	<u>20,521,328</u>	<u>-0.65%</u>
<b>Operating inc. (loss) before depr.</b>	<u>(542,710)</u>	<u>109,345</u>	<u>-596.33%</u>	<u>(18,047)</u>	<u>440,318</u>	<u>-104.10%</u>
<b>Depreciation</b>	<u>83,333</u>	<u>83,333</u>	<u>0.00%</u>	<u>583,333</u>	<u>583,333</u>	<u>0.00%</u>
<b>Operating income (loss)</b>	<u>(626,043)</u>	<u>26,011</u>	<u>-2506.80%</u>	<u>(601,380)</u>	<u>(143,015)</u>	<u>320.50%</u>
<b>Nonoperating expense:</b>						
Interest expense	-	-	0.00%	25,180	25,000	-0.72%
Nonoperating expense	-	-	0.00%	25,180	25,000	-0.72%
<b>Nonoperating income - interest income</b>	<u>6,681</u>	<u>-</u>	<u>0.00%</u>	<u>24,676</u>	<u>-</u>	<u>0.00%</u>
<b>Net income (loss)</b>	<u>(619,362)</u>	<u>26,011</u>	<u>2481.12%</u>	<u>(601,885)</u>	<u>(168,015)</u>	<u>-258.23%</u>

**EMSA**  
**EMSA Combined**  
**For the Seven Months Ending, January 31, 2019**

<b>Assets</b>	2019	2018
<b>Current assets:</b>		
<b>Cash and cash equivalents:</b>		
Cash in banks	(452,048)	1,616
Petty cash	1,200	1,200
Invested cash	7,682,685	9,305,270
	7,231,836	9,308,087
<b>Patient accounts receivable:</b>		
Patient accounts receivable	29,473,952	25,750,654
Receivables in collection	88,063,907	75,390,000
	117,537,859	101,140,654
Less allowance for contractual allowances and bad debts	99,606,550	84,766,291
<b>Net patient accounts receivable</b>	17,931,309	16,374,363
<b>Other receivables:</b>		
Due from contractor	545,037	498,969
Due from collection agency	18,070	46,230
Other miscellaneous receivables	6,787,657	7,833,687
Allowance for other receivable	(6,436,464)	(6,436,464)
	914,300	1,942,422
<b>Other current assets:</b>		
Prepaid assets	983,118	854,700
Other, principally funds held by trustee	(48,043)	(397,290)
	935,075	457,409
<b>Total current assets</b>	27,012,520	28,082,281
<b>Property and equipment:</b>		
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	1,663,431	10,016,500
Capital Lease	739,910	739,910
	59,203,343	58,761,045
Less accumulated depreciation	44,413,380	42,455,509
<b>Net property and equipment</b>	14,789,963	16,305,536
<b>Other assets</b>	47,718	46,320
<b>Total assets</b>	\$ 41,850,201	\$ 44,434,137

**EMSA**  
**EMSA Combined**  
**For the Seven Months Ending, January 31, 2019**

	2019	2018
<b>Liabilities and Division Capital</b>		
Current liabilities:		
Accounts payable and accrued liabilities	1,220,686	2,773,490
Due to contractor	9,398,589	9,447,217
Due to Quality Assurance Fund	309,013	341,686
Accrued retirement	227,597	201,787
Accrued salaries and wages	351,285	386,720
Current installments of long-term debt	878,045	822,936
Accrued interest payable	121	22
Deferred revenue	85,150	90,942
Total current liabilities	12,470,486	14,064,800
Long-term debt	4,951,414	6,324,083
Total liabilities	17,421,900	20,388,883
Division capital:		
Contributed capital	92,310,353	90,227,978
Retained earnings (deficit)	(68,533,816)	(62,381,582)
Current year earnings (loss)	651,764	(3,801,143)
Total division capital	24,428,301	24,045,254
Total liabilities & division capital	\$ 41,850,201	\$ 44,434,137

**EMSA**  
**EMSA Eastern Division**  
**For the Seven Months Ending, January 31, 2019**

<b>Assets</b>	2019	2018
Current assets:		
Cash and cash equivalents:		
Cash in banks	(875,043)	(207,657)
Petty cash	600	600
Invested cash	2,837,064	1,827,054
	1,962,621	1,619,997
Patient accounts receivable:		
Patient accounts receivable	13,810,261	11,885,860
Receivables in collection	44,528,184	37,044,000
	58,338,444	48,929,860
Less allowance for contractual allowances and bad debts	49,773,464	41,743,710
Net patient accounts receivable	8,564,980	7,186,150
Other receivables:		
Due from contractor	545,037	498,969
Due from collection agency	9,218	10,676
Other miscellaneous receivables	3,326,553	3,092,916
Allowance for other receivable	(3,005,285)	(3,005,285)
	875,523	597,276
Other current assets:		
Prepaid assets	476,883	398,093
Other, principally funds held by trustee	(71,275)	(392,700)
	405,608	5,393
Total current assets	11,808,733	9,408,815
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	934,393	8,521,591
Capital Lease	338,088	338,088
	36,964,203	36,333,214
Less accumulated depreciation	25,699,421	23,791,188
Net property and equipment	11,264,782	12,542,026
Other assets	40,257	44,859
Total assets	\$ 23,113,772	\$ 21,995,700



**EMSA**  
**EMSA Eastern Division**  
**For the Seven Months Ending, January 31, 2019**

	2019	2018
<b>Liabilities and Division Capital</b>		
Current liabilities:		
Accounts payable and accrued liabilities	1,307,140	583,837
Due to contractor	4,395,590	4,548,796
Due to Quality Assurance Fund	309,013	341,686
Accrued retirement	118,848	107,013
Accrued salaries and wages	170,943	183,560
Current installments of long-term debt	690,057	642,977
Accrued interest payable	121	22
Deferred revenue	40,824	44,429
Total current liabilities	7,032,536	6,452,319
Long-term debt	4,755,042	5,939,723
Total liabilities	11,787,578	12,392,042
Division capital:		
Contributed capital	9,339,370	8,946,836
Retained earnings (deficit)	733,175	1,101,802
Current year earnings (loss)	1,253,648	(444,981)
Total division capital	11,326,193	9,603,658
Total liabilities & division capital	\$ 23,113,772	\$ 21,995,700

**EMSA**  
**EMSA Western Division**  
**For the Seven Months Ending, January 31, 2019**

<b>Assets</b>	2019	2018
Current assets:		
Cash and cash equivalents:		
Cash in banks	422,994	209,273
Petty cash	600	600
Invested cash	4,845,621	7,478,217
	5,269,215	7,688,090
Patient accounts receivable:		
Patient accounts receivable	15,663,691	13,864,794
Receivables in collection	43,535,723	38,346,000
	59,199,415	52,210,794
Less allowance for contractual allowances and bad debts	49,833,086	43,022,581
Net patient accounts receivable	9,366,329	9,188,213
Other receivables:		
Due from collection agency	8,852	35,554
Other miscellaneous receivables	3,461,104	4,740,772
Allowance for other receivable	(3,431,179)	(3,431,179)
	38,777	1,345,146
Other current assets:		
Prepaid assets	506,235	456,607
Other, principally funds held by trustee	23,231	(4,590)
	529,467	452,017
Total current assets	15,203,788	18,673,466
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	729,038	1,494,909
Capital Lease	401,823	401,823
	22,239,140	22,427,831
Less accumulated depreciation	18,713,959	18,664,321
Net property and equipment	3,525,181	3,763,510
Other assets	7,461	1,461
	7,461	1,461
Total assets	\$ 18,736,429	\$ 22,438,437

**EMSA**  
**EMSA Western Division**  
**For the Seven Months Ending, January 31, 2019**

	2019	2018
<b>Liabilities and Division Capital</b>		
Current liabilities:		
Accounts payable and accrued liabilities	(86,454)	2,189,654
Due to contractor	5,002,999	4,898,421
Accrued retirement	108,750	94,774
Accrued salaries and wages	180,342	203,160
Current installments of long-term debt	187,988	179,959
Deferred revenue	44,325	46,514
Total current liabilities	5,437,950	7,612,481
Long-term debt	196,372	384,360
Total liabilities	5,634,322	7,996,841
Division capital:		
Contributed capital	82,970,983	81,281,142
Retained earnings (deficit)	(69,266,990)	(63,483,384)
Current year earnings (loss)	(601,885)	(3,356,162)
Total division capital	13,102,108	14,441,596
Total liabilities & division capital	\$ 18,736,429	\$ 22,438,437

**EMSA Eastern Division  
Statement of Cash Flows  
Seven Months Ended January 31, 2019**

Net Income (loss)	1,253,648
Add: Depreciation	1,750,000
Increase in allowance for doubtful accounts	5,546,754
Increase in deferred revenue	40,824
	<u>7,337,578</u>
Changes in working capital:	
Increase in patient receivables	(7,822,613)
Increase in other receivables	(99,713)
Increase in other assets	(121,130)
Decrease in accounts payable	(1,309,460)
Increase in accrued liabilities	267,199
	<u>(9,085,717)</u>
Net Property Additions:	(934,393)
Debt Service/ Loan Proceeds	(833,837)
Net Contributed Capital	-
Change in cash and cash equivalents:	<u>(2,262,721)</u>
Cash balance @6/30/18	
	4,225,342
Cash balance @1/31/19	
	1,962,621
Change in cash	<u>(2,262,721)</u>

**EMSA Western Division  
Statement of Cash Flows  
Seven Months Ended January 31, 2019**

Net income (loss)		(601,885)
Add: Depreciation	583,333	
Increase in allowance for doubtful accounts	5,272,505	
Increase in deferred revenue	44,325	<u>5,900,163</u>
Changes in working capital:		
Increase in patient receivables	(6,331,149)	
Decrease in other receivables	397,884	
Increase in other assets	(228,309)	
Increase in accounts payable	346,746	
Decrease in accrued liabilities	(32,176)	<u>(5,847,004)</u>
Net Property (Additions)/Dispositions		(499,213)
Debt Service/Loan proceeds		(179,959)
Contributed Capital		-
Change in cash and cash equivalents:		<u>(1,227,898)</u>
Cash balance @6/30/18		6,497,113
Cash balance @1/31/19		5,269,215
Change in cash		<u>(1,227,898)</u>

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

*Through January*

Description	Budget	Actual EMSA	Under (Over) Budget
<b>Ambulances</b>			
<i>2019 Ambulances (eleven)</i>			
Replacement units	1,392,000		1,392,000
<i>2018 Ambulances</i>			
Replacement units	332,000	760,735	(428,735)
Miscellaneous	20,000		20,000
Repairs	25,000	15,452	9,548
<b>On board equipment:</b>			
Cots	522,000		522,000
Clinical pads	243,000	48,258	194,742
Miscellaneous	33,000		33,000
<b>Building expenses:</b>			
Office furniture	10,000		10,000
Garage general	15,000		15,000
Miscellaneous	44,000	13,855	30,145
<b>Computer equipment:</b>			
Firewall and network security	47,000		47,000
Miscellaneous	100,000	96,093	3,907
<b>TOTAL</b>	<b>2,783,000</b>	<b>934,393</b>	<b>1,848,607</b>

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

*Through January*

Description	Budget	Actual OKC	Actual EMSA	Under (Over) Budget
<b>Ambulances</b>				
<i>2019 ambulance replacement-(eleven)</i>				
Replacement units	1,392,000	126,538		1,265,462
Miscellaneous	25,000			25,000
Repairs	20,000		78,807	(58,807)
Administrative vehicle	40,000		27,212	12,788
<b>On board equipment:</b>				
Stair chairs	5,000			5,000
Clinical pads	268,000		55,224	212,776
Miscellaneous	39,000			39,000
<b>CAD and radio equipment:</b>				
Radio infrastructure (NG911)	117,500		88,128	29,372
<b>Building expenses:</b>				
Bldg Improvements	10,000			10,000
Miscellaneous	49,000		10,500	38,500
<b>Computer equipment:</b>				
Server upgrade (accounting)	10,000			10,000
UPS batteries	5,000			5,000
Miscellaneous	100,000		112,804	(12,804)
<b>TOTAL</b>	<b>2,080,500</b>	<b>126,538</b>	<b>372,675</b>	<b>1,581,287</b>