

## MEMORANDUM

Date: April 22, 2019  
To: Board of Trustees  
From: Lora Conger  
Subject: **CFO Report**

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### **Financial Review- March 2019**

Attached you will find financial statements for March 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. YTD, there is a combined net loss of \$184K compared to budgeted net loss of \$2M. Combined operating expenses are \$21K under budget YTD. This consists of a \$418K positive variance in the East, offset by a negative variance of \$326K 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's consistent with 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 exceeds budget by \$2.5m (3.4%) YTD and the West exceeds budget by \$6m (8.3%). 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 offset entirely with higher than budgeted contractual allowances in the West. Contractual allowances and write-offs (DFR) as a % of GPSR is 2.4% higher than budget YTD. 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 has resulted in the West's write-off % being higher than the East. In addition, the A/R in collection balance has grown this fiscal year, for both divisions. However, the A/R balance is reserved at a higher rate in the West (due to the higher write-offs) which has the effect of driving DFR up, as well.

The DFR % YTD in the East is favorable, 70.4% compared to budget of 70.9%.

Other Revenue exceeds budget \$571K YTD. This is due to a \$282K positive variance with special events and a \$310K positive variance with subsidy revenue due to timing.

Ambulance Contractor is over budget approximately \$934K, predominately in the West. This is due to volume and is consistent with the West's GPSR budget variance. The variance continues to grow each month.

Professional Services is under budget YTD \$606K. This is primarily 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 \$7.3M in March 19 compared to \$7.0 in March 18. Cash averaged approximately \$8M the last 6 months of FY18 and has averaged \$9M in the first 6 months of FY. The current ratio for March is 2.14 compared to 2.23 in the prior year and 2.16 in the prior month. This indicates a slight deterioration in the liquidity position in March, but still very positive.

Patient Accounts Receivable is up compared to prior year approximately \$2.1M. This is due, in part, to the change in the self-pay process. However, the high transport volumes in both divisions is also contributing to the increase. Overall, A/R not in collections remains relatively consistent at 25% of total A/R compared to 27% in the prior year. The allowance for contractals and bad debt as a % of A/R has increased slightly to 85.4% compared to 82.8%. This is consistent with higher write-offs in the West driving the reserve % up.

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

**EMSA**  
**EMSA Combined**  
**For the Nine Months Ending, March 31, 2019**

	Month of March			For the 9 Months Ended March		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Revenue</b>						
<b>Patient service revenue:</b>						
Emergency base rate	16,068,000	14,850,274	8.20%	138,043,100	131,257,261	5.17%
Non-emergency base rate	892,369	669,573	33.27%	7,169,694	5,918,162	21.15%
Mileage	1,125,642	1,020,120	10.34%	9,488,938	9,016,542	5.24%
	<u>18,086,011</u>	<u>16,539,967</u>	<u>9.35%</u>	<u>154,701,731</u>	<u>146,191,965</u>	<u>5.82%</u>
<b>Deductions from revenue:</b>						
Contractual allowances and bad debts	13,542,159	11,342,250	-19.40%	109,520,417	102,080,250	-7.29%
Collection fees and expenses	35,174	57,750	39.09%	475,588	519,750	-8.50%
	<u>13,577,333</u>	<u>11,400,000</u>	<u>-19.10%</u>	<u>109,996,006</u>	<u>102,600,000</u>	<u>-7.21%</u>
Net patient service revenue	<u>4,508,677</u>	<u>5,139,967</u>	<u>-12.28%</u>	<u>44,705,726</u>	<u>43,591,965</u>	<u>2.55%</u>
<b>Other Revenue</b>						
Special events	66,178	29,000	128.20%	543,035	261,000	108.06%
Subscription membership	17,921	16,667	7.52%	129,532	150,000	-13.65%
Other revenue	1,172,868	869,167	34.94%	8,067,265	7,757,500	3.99%
Other revenue	<u>1,256,966</u>	<u>914,833</u>	<u>37.40%</u>	<u>8,739,833</u>	<u>8,168,500</u>	<u>6.99%</u>
<b>Total Operating Revenue</b>	<u>5,765,643</u>	<u>6,054,800</u>	<u>-4.78%</u>	<u>53,445,558</u>	<u>51,760,465</u>	<u>3.26%</u>
<b>Operating expenses other than depreciation:</b>						
Ambulance contract expense	4,976,284	4,642,142	-7.20%	42,140,795	41,206,543	-2.27%
Employee compensation & benefits	342,128	362,653	5.66%	3,411,912	3,263,880	-4.54%
Medical supplies	4,688	22,500	79.16%	85,933	202,500	57.56%
Building rent, utilities and maintenance	81,790	105,000	22.10%	863,786	945,000	8.59%
Equipment maintenance	237,387	184,583	-28.61%	1,533,710	1,661,250	7.68%
EmsaCare campaign	3,827	3,750	-2.06%	25,834	33,750	23.46%
Quality assurance fees	75,326	75,333	0.01%	677,931	678,000	0.01%
Telephone	85,880	77,917	-10.22%	792,230	701,250	-12.97%
Professional services	103,080	67,621	-52.44%	1,666	608,588	99.73%
Miscellaneous supplies	23,218	39,250	40.85%	250,516	353,250	29.08%
Postage and courier service	488	6,583	92.59%	43,062	59,250	27.32%
Equipment lease	4,112	1,775	-131.67%	15,775	15,975	1.25%
Other fees and expenses	39,697	59,417	33.19%	417,793	534,750	21.87%
Community relations	4,800	7,833	38.72%	49,904	70,500	29.21%
Office supplies	2,168	3,833	43.44%	21,020	34,500	39.07%
Insurance	19,094	17,833	-7.07%	158,287	160,500	1.38%
Travel, meals, and training	7,787	3,083	-152.55%	45,667	27,750	-64.57%
	<u>6,011,753</u>	<u>5,681,108</u>	<u>-5.82%</u>	<u>50,535,820</u>	<u>50,557,235</u>	<u>0.04%</u>
Operating inc. (loss) before depr.	(246,110)	373,692	-165.86%	2,909,738	1,203,229	141.83%
Depreciation	333,333	333,333	0.00%	3,000,000	3,000,000	0.00%
Operating income (loss)	<u>(579,444)</u>	<u>40,359</u>	<u>-1535.72%</u>	<u>(90,262)</u>	<u>(1,796,771)</u>	<u>-94.98%</u>
<b>Nonoperating expense:</b>						
Interest expense	-	-	0.00%	149,707	134,268	-11.50%
Nonoperating expense	-	-	0.00%	149,707	134,268	-11.50%
Nonoperating income - interest income	8,885	-	0.00%	56,423	-	0.00%
Net income (loss)	<u>(570,559)</u>	<u>40,359</u>	<u>1513.70%</u>	<u>(183,546)</u>	<u>(1,931,039)</u>	<u>90.49%</u>

**EMSA**  
**EMSA Eastern Division**  
**For the Nine Months Ending, March 31, 2019**

	Month of March			For the 9 Months Ended March		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Revenue</b>						
<b>Patient service revenue:</b>						
Emergency base rate	7,751,900	7,452,740	4.01%	67,678,000	65,872,605	2.74%
Non-emergency base rate	400,770	345,756	15.91%	3,540,835	3,056,038	15.86%
Mileage	526,063	496,375	5.98%	4,560,763	4,387,312	3.95%
	<u>8,678,733</u>	<u>8,294,871</u>	<u>4.63%</u>	<u>75,779,598</u>	<u>73,315,955</u>	<u>3.36%</u>
<b>Deductions from revenue:</b>						
Contractual allowances and bad debts	6,493,221	5,775,000	-12.44%	53,319,197	51,975,000	-2.59%
Collection fees and expenses	16,673	25,000	33.31%	226,315	225,000	-0.58%
	<u>6,509,894</u>	<u>5,800,000</u>	<u>-12.24%</u>	<u>53,545,512</u>	<u>52,200,000</u>	<u>-2.58%</u>
Net patient service revenue	<u>2,168,840</u>	<u>2,494,871</u>	<u>-13.07%</u>	<u>22,234,086</u>	<u>21,115,955</u>	<u>5.30%</u>
	<u>74.8%</u>	<u>69.6%</u>		<u>70.4%</u>	<u>70.9%</u>	
<b>Other Revenue</b>						
Special events	40,718	14,000	190.84%	356,403	126,000	182.86%
Subscription membership	8,654	8,333	3.85%	65,695	75,000	-12.41%
Other revenue	642,905	467,083	37.64%	4,414,427	4,138,750	6.66%
Other revenue	<u>692,277</u>	<u>489,417</u>	<u>41.45%</u>	<u>4,836,525</u>	<u>4,339,750</u>	<u>11.45%</u>
<b>Total Operating Revenue</b>	<u>2,861,117</u>	<u>2,984,288</u>	<u>-4.13%</u>	<u>27,070,611</u>	<u>25,455,705</u>	<u>6.34%</u>
<b>Operating expenses other than depreciation:</b>						
Ambulance contract expense	2,380,019	2,236,508	-6.42%	19,955,499	19,842,781	-0.57%
Employee compensation & benefits	162,959	174,074	6.39%	1,623,021	1,566,662	-3.60%
Medical supplies	(1,721)	11,333	115.18%	44,618	102,000	56.26%
Building rent, utilities and maintenance	18,834	33,917	44.47%	243,698	305,250	20.16%
Equipment maintenance	111,828	88,750	-26.00%	722,174	798,750	9.59%
EmsaCare campaign	2,462	2,500	1.54%	17,676	22,500	21.44%
Quality assurance fees	37,758	37,750	-0.02%	339,818	339,750	-0.02%
Telephone	39,707	31,500	-26.05%	326,663	283,500	-15.23%
Professional services	49,290	32,333	-52.44%	2,934	291,000	98.99%
Miscellaneous supplies	7,930	20,583	61.48%	103,408	185,250	44.18%
Postage and courier service	199	3,167	93.73%	20,327	28,500	28.68%
Equipment lease	1,960	1,025	-91.17%	7,891	9,225	14.47%
Other fees and expenses	22,239	28,250	21.28%	228,010	254,250	10.32%
Community relations	2,266	5,250	56.83%	23,579	47,250	50.10%
Office supplies	643	1,917	66.45%	8,861	17,250	48.63%
Insurance	10,126	9,833	-2.97%	85,680	88,500	3.19%
Travel, meals, and training	3,689	1,250	-195.14%	21,793	11,250	-93.72%
	<u>2,850,186</u>	<u>2,719,940</u>	<u>-4.79%</u>	<u>23,775,648</u>	<u>24,193,668</u>	<u>1.73%</u>
Operating inc. (loss) before depr.	10,931	264,348	-95.86%	3,294,963	1,262,037	161.08%
<b>Depreciation</b>	<u>250,000</u>	<u>250,000</u>	<u>0.00%</u>	<u>2,250,000</u>	<u>2,250,000</u>	<u>0.00%</u>
Operating income (loss)	<u>(239,069)</u>	<u>14,348</u>	<u>-1766.25%</u>	<u>1,044,963</u>	<u>(987,963)</u>	<u>-205.77%</u>
<b>Nonoperating expense:</b>						
Interest expense	-	-	0.00%	124,527	109,268	-13.96%
Nonoperating expense	-	-	0.00%	124,527	109,268	-13.96%
<b>Nonoperating income - interest income</b>	<u>3,281</u>	<u>-</u>	<u>0.00%</u>	<u>20,717</u>	<u>-</u>	<u>0.00%</u>
Net income (loss)	<u>(235,788)</u>	<u>14,348</u>	<u>1743.38%</u>	<u>941,153</u>	<u>(1,097,231)</u>	<u>185.78%</u>

**EMSA**  
**EMSA Western Division**  
**For the Nine Months Ending, March 31, 2019**

	Month of March			For the 9 Months Ended March		
	Actual	Budget	Variance	Actual	Budget	Variance
Revenue						
Patient service revenue:						
Emergency base rate	8,316,100	7,397,534	12.42%	70,365,100	65,384,656	7.62%
Non-emergency base rate	491,599	323,817	51.81%	3,628,859	2,862,124	26.79%
Mileage	599,579	523,745	14.48%	4,928,174	4,629,230	6.46%
	<u>9,407,277</u>	<u>8,245,096</u>	<u>14.10%</u>	<u>78,922,133</u>	<u>72,876,010</u>	<u>8.30%</u>
Deductions from revenue:						
Contractual allowances and bad debts	7,048,938	5,567,250	-26.61%	56,201,221	50,105,250	-12.17%
Collection fees and expenses	18,502	32,750	43.51%	249,273	294,750	15.43%
	<u>7,067,440</u>	<u>5,600,000</u>	<u>-26.20%</u>	<u>56,450,494</u>	<u>50,400,000</u>	<u>-12.00%</u>
Net patient service revenue	<u>2,339,838</u>	<u>2,645,096</u>	<u>-11.54%</u>	<u>22,471,639</u>	<u>22,476,010</u>	<u>-0.02%</u>
	74.9%	67.5%		71.2%	68.8%	
Other Revenue						
Special events	25,460	15,000	69.73%	186,633	135,000	38.25%
Subscription membership	9,266	8,333	11.19%	63,837	75,000	-14.88%
Other revenue	529,963	402,083	31.80%	3,652,838	3,618,750	0.94%
Other revenue	564,689	425,417	32.74%	3,903,308	3,828,750	1.95%
Total Operating Revenue	<u>2,904,526</u>	<u>3,070,513</u>	<u>-5.41%</u>	<u>26,374,947</u>	<u>26,304,760</u>	<u>0.27%</u>
Operating expenses other than depreciation:						
Ambulance contract expense	2,596,265	2,405,634	-7.92%	22,185,296	21,363,762	-3.85%
Employee compensation & benefits	179,169	188,580	4.99%	1,788,890	1,697,218	-5.40%
Medical supplies	6,409	11,167	42.61%	41,315	100,500	58.89%
Building rent, utilities and maintenance	62,957	71,083	11.43%	620,089	639,750	3.07%
Equipment maintenance	125,560	95,833	-31.02%	811,536	862,500	5.91%
EmsaCare campaign	1,366	1,250	-9.26%	8,158	11,250	27.49%
Quality assurance fees	37,568	37,583	0.04%	338,113	338,250	0.04%
Telephone	46,173	46,417	0.52%	465,567	417,750	-11.45%
Professional services	53,790	35,288	-52.43%	(1,267)	317,588	100.40%
Miscellaneous supplies	15,288	18,667	18.10%	147,108	168,000	12.44%
Postage and courier service	289	3,417	91.54%	22,735	30,750	26.06%
Equipment lease	2,153	750	-187.02%	7,884	6,750	-16.80%
Other fees and expenses	17,458	31,167	43.99%	189,783	280,500	32.34%
Community relations	2,534	2,583	1.92%	26,325	23,250	-13.23%
Office supplies	1,525	1,917	20.42%	12,159	17,250	29.51%
Insurance	8,968	8,000	-12.10%	72,607	72,000	-0.84%
Travel, meals, and training	4,098	1,833	-123.51%	23,874	16,500	-44.69%
	<u>3,161,568</u>	<u>2,961,168</u>	<u>-6.77%</u>	<u>26,760,172</u>	<u>26,363,567</u>	<u>-1.50%</u>
Operating inc. (loss) before depr.	<u>(257,041)</u>	<u>109,345</u>	<u>-335.07%</u>	<u>(385,224)</u>	<u>(58,807)</u>	<u>555.06%</u>
Depreciation	83,333	83,333	0.00%	750,000	750,000	0.00%
Operating income (loss)	<u>(340,375)</u>	<u>26,011</u>	<u>-1408.56%</u>	<u>(1,135,224)</u>	<u>(808,807)</u>	<u>40.36%</u>
Nonoperating expense:						
Interest expense	-	-	0.00%	25,180	25,000	-0.72%
Nonoperating expense			0.00%	25,180	25,000	-0.72%
Nonoperating income - interest income	5,604	-	0.00%	35,706	-	0.00%
Net income (loss)	<u>(334,771)</u>	<u>26,011</u>	<u>1387.02%</u>	<u>(1,124,699)</u>	<u>(833,807)</u>	<u>-34.89%</u>

**EMSA**  
**EMSA Combined**  
**For the Nine Months Ending, March 31, 2019**

Assets	2019	2018
Current assets:		
Cash and cash equivalents:		
Cash in banks	(281,700)	261,390
Petty cash	200	1,200
Invested cash	7,586,215	6,759,068
	7,304,715	7,021,657
Patient accounts receivable:		
Patient accounts receivable	30,719,229	28,629,579
Receivables in collection	91,110,606	76,372,000
	121,829,835	105,001,579
Less allowance for contractual allowances and bad debts	104,080,600	86,928,291
Net patient accounts receivable	17,749,235	18,073,288
Other receivables:		
Due from contractor	614,525	596,470
Due from collection agency	16,569	32,623
Other miscellaneous receivables	6,755,449	8,232,237
Allowance for other receivable	(6,436,464)	(6,436,464)
	950,078	2,424,866
Other current assets:		
Prepaid assets	1,009,266	703,922
Other, principally funds held by trustee	(45,535)	(447,183)
	963,730	256,739
Total current assets	26,967,759	27,776,550
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	1,853,894	10,351,778
Capital Lease	739,910	739,910
	59,393,806	59,096,323
Less accumulated depreciation	45,080,047	43,155,509
Net property and equipment	14,313,759	15,940,814
Other assets	37,057	46,320
Total assets	\$ 41,318,575	\$ 43,763,684

**EMSA**  
**EMSA Combined**  
**For the Nine Months Ending, March 31, 2019**

	2019	2018
<b>Liabilities and Division Capital</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	1,419,076	72,385
Due to contractor	9,473,935	10,748,997
Due to Quality Assurance Fund	298,406	328,476
Accrued retirement	285,542	256,600
Accrued salaries and wages	351,285	386,720
Current installments of long-term debt	716,560	634,395
Accrued interest payable	207	29
Deferred revenue	53,762	57,991
<b>Total current liabilities</b>	<b>12,598,773</b>	<b>12,485,594</b>
Long-term debt	4,951,414	6,324,083
<b>Total liabilities</b>	<b>17,550,187</b>	<b>18,809,677</b>
<b>Division capital:</b>		
Contributed capital	92,485,749	90,897,435
Retained earnings (deficit)	(68,533,816)	(62,381,582)
Current year earnings (loss)	(183,546)	(3,561,846)
<b>Total division capital</b>	<b>23,768,388</b>	<b>24,954,007</b>
<b>Total liabilities &amp; division capital</b>	<b>\$ 41,318,575</b>	<b>\$ 43,763,684</b>

**EMSA**  
**EMSA Eastern Division**  
**For the Nine Months Ending, March 31, 2019**

Assets	2019	2018
Current assets:		
Cash and cash equivalents:		
Cash in banks	(375,163)	(41,907)
Petty cash	100	600
Invested cash	3,021,746	1,910,461
	2,646,683	1,869,154
Patient accounts receivable:		
Patient accounts receivable	13,903,663	13,051,384
Receivables in collection	46,684,437	38,122,000
	60,588,100	51,173,384
Less allowance for contractual allowances and bad debts	52,083,236	43,300,710
Net patient accounts receivable	8,504,864	7,872,674
Other receivables:		
Due from contractor	614,525	596,470
Due from collection agency	7,759	17,617
Other miscellaneous receivables	3,294,345	3,068,513
Allowance for other receivable	(3,005,285)	(3,005,285)
	911,344	677,315
Other current assets:		
Prepaid assets	463,211	323,234
Other, principally funds held by trustee	(27,067)	(451,586)
	436,144	(128,353)
Total current assets	12,499,035	10,290,790
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	1,034,183	8,783,579
Capital Lease	338,088	338,088
	37,063,993	36,595,203
Less accumulated depreciation	26,199,421	24,207,855
Net property and equipment	10,864,572	12,387,348
Other assets	29,596	44,859
Total assets	\$ 23,393,203	\$ 22,722,997



**EMSA**  
**EMSA Eastern Division**  
**For the Nine Months Ending, March 31, 2019**

	2019	2018
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	1,822,373	(305,353)
Due to contractor	4,491,074	6,070,482
Due to Quality Assurance Fund	298,406	328,476
Accrued retirement	149,225	136,291
Accrued salaries and wages	170,943	183,560
Current installments of long-term debt	528,572	454,436
Accrued interest payable	207	29
Deferred revenue	25,963	27,993
Total current liabilities	7,486,763	6,895,914
Long-term debt	4,755,042	5,939,723
Total liabilities	12,241,805	12,835,637
Division capital:		
Contributed capital	9,477,069	9,084,535
Retained earnings (deficit)	733,175	1,101,802
Current year earnings (loss)	941,153	(298,977)
Total division capital	11,151,397	9,887,360
Total liabilities & division capital	\$ 23,393,203	\$ 22,722,997

**EMSA**  
**EMSA Western Division**  
**For the Nine Months Ending, March 31, 2019**

Assets	2019	2018
<b>Current assets:</b>		
Cash and cash equivalents:		
Cash in banks	93,463	303,297
Petty cash	100	600
Invested cash	4,564,468	4,848,606
	4,658,032	5,152,503
Patient accounts receivable:		
Patient accounts receivable	16,815,566	15,578,195
Receivables in collection	44,426,169	38,250,000
	61,241,735	53,828,195
Less allowance for contractual allowances and bad debts	51,997,364	43,627,581
Net patient accounts receivable	9,244,371	10,200,614
Other receivables:		
Due from collection agency	8,810	15,006
Other miscellaneous receivables	3,461,104	5,163,724
Allowance for other receivable	(3,431,179)	(3,431,179)
	38,735	1,747,551
Other current assets:		
Prepaid assets	546,054	380,688
Other, principally funds held by trustee	(18,468)	4,404
	527,586	385,092
Total current assets	14,468,724	17,485,760
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	819,711	1,568,199
Capital Lease	401,823	401,823
	22,329,813	22,501,121
Less accumulated depreciation	18,880,626	18,947,654
Net property and equipment	3,449,187	3,553,466
Other assets		
Total assets	\$ 17,925,372	\$ 21,040,687

**EMSA**  
**EMSA Western Division**  
**For the Nine Months Ending, March 31, 2019**

	2019	2018
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	(403,297)	377,738
Due to contractor	4,982,861	4,678,515
Accrued retirement	136,317	120,309
Accrued salaries and wages	180,342	203,160
Current installments of long-term debt	187,988	179,959
Deferred revenue	27,798	29,998
Total current liabilities	5,112,010	5,589,680
Long-term debt	196,372	384,360
Total liabilities	5,308,382	5,974,040
Division capital:		
Contributed capital	83,008,680	81,812,900
Retained earnings (deficit)	(69,266,990)	(63,483,384)
Current year earnings (loss)	(1,124,699)	(3,262,869)
Total division capital	12,616,990	15,066,647
Total liabilities & division capital	\$ 17,925,372	\$ 21,040,687

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

*Through March*

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	219,165	23,835
Miscellaneous	33,000	8,195	24,805
<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	16,779	83,221
<b>TOTAL</b>	<b>2,783,000</b>	<b>1,034,182</b>	<b>1,748,818</b>

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

*Through March*

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		252,760	15,240
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		5,941	94,059
<b>TOTAL</b>	<b>2,080,500</b>	<b>126,538</b>	<b>463,348</b>	<b>1,490,614</b>

**EMSA Eastern Division  
Statement of Cash Flows  
Nine Months Ended March 31, 2019**

Net Income (loss)		941,153
Add: Depreciation	2,250,000	
Increase in allowance for doubtful accounts	7,856,526	
Increase in deferred revenue	25,963	<u>10,132,489</u>
Changes in working capital:		
Increase in patient receivables	(10,072,269)	
Increase in other receivables	(135,534)	
Increase in other assets	(141,005)	
Decrease in accounts payable	(698,744)	
Increase in accrued liabilities	287,055	<u>(10,760,497)</u>
Net Property Additions:		(1,034,183)
Debt Service/ Loan Proceeds		(995,322)
Net Contributed Capital		137,701
Change in cash and cash equivalents:		<u>(1,578,659)</u>
Cash balance @6/30/18		4,225,342
Cash balance @3/31/19		2,646,683
Change in cash		<u>(1,578,659)</u>

**EMSA Western Division  
Statement of Cash Flows  
Nine Months Ended March 31, 2019**

Net income (loss)		(1,124,699)
Add: Depreciation	750,000	
Increase in allowance for doubtful accounts	7,436,783	
Increase in deferred revenue	27,798	8,214,581
Changes in working capital:		
Increase in patient receivables	(8,373,470)	
Decrease in other receivables	397,926	
Increase in other assets	(226,428)	
Increase in accounts payable	9,765	
Decrease in accrued liabilities	(4,608)	(8,196,815)
Net Property (Additions)/Dispositions		(589,886)
Debt Service/Loan proceeds		(179,959)
Contributed Capital		37,697
Change in cash and cash equivalents:		(1,839,081)
Cash balance @6/30/18		
		6,497,113
Cash balance @3/31/19		
		4,658,032
Change in cash		
		(1,839,081)