

## MEMORANDUM

Date: January 27, 2016

To: Board of Trustees

From: Kent Torrence

Subject: **FINANCIAL REVIEW – December 2015**

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Attached you will find financial statements for December 2015. The financial statements are presented on a combined basis and for each division. Also included are *Key Financial Indicators, Transports and Requests for Service, Cash Rollforward, and Capital Expenditures Variance*. Please note that the financial statements are unaudited.

### ***Highlights***

On a year-to-date basis, the Eastern Division had a net loss of \$189 thousand compared to a budgeted profit of \$200 thousand, and the Western Division had a net loss of \$1,459 thousand compared to a budgeted net loss of \$1,576 thousand.

There is no net interdivisional payable/receivable as of 12/31/15.

### **Combined Balance Sheets**

Following is a discussion of significant assets and liabilities at December 31, 2015, and how the balances have changed from the prior year.

#### *Other Miscellaneous Receivables*

The East balance represents the amount owed from the utility fund based on ordinance criteria and also amounts owed by granting agencies. The West balance represents assets that have been paid for by the Authority that will be included as part of the West subsidy.

#### *Due to Contractor*

The due to contractor balance represents our liability to American Medical Response for December and November services. This balance usually includes two months of contractor billings.

#### *Deferred Revenue*

The deferred revenue balance consists of EMSAcare revenue that has not yet been amortized.

### **Income Statements**

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

#### *Patient Service Revenue*

Eastern division patient revenue (excluding utility fund revenue) is more than budget by \$653 thousand (1.5%) and Western is less than budget by \$619 thousand (1.2%). Gross patient service revenue variances are partly attributable to differences between actual and budgeted transports for fiscal 2016. The Eastern Division had 414 more emergency transports than budgeted (1.4%); non-emergency transports were 140 less than budget (3.1%). The Western Division emergency transports were less than budget by 457 (1.2%) and non-emergencies were 17 more than budget (.5%).

The year-to-date collection rate is 48% for the Eastern Division compared to a budget of 46% and an actual for fiscal 2015 of 49%. The year-to-date collection rate is 48% for the Western Division compared to a budget of 48% and an actual for fiscal 2015 of 53%.

cc: Stephen Williamson – EMSA  
Angela Lehman - EMSA  
Mike Albright – EMSA

Drew Rees – Tulsa City Council  
Steve Wagner – City of Tulsa  
Doug Dowler – City of Oklahoma City

EMSA  
EMSA Combined  
For the Six Months Ending December 31, 2015

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Patient service revenue:						
Emergency base rate	\$14,509,300.00	\$14,717,781.00	-1.42%	\$87,327,500.00	\$87,357,152.00	-0.03%
Non-emergency base rate	589,356.74	484,041.00	21.76%	3,191,924.30	2,873,018.00	11.10%
Mileage	945,792.00	990,855.00	-4.55%	5,611,428.00	5,881,204.00	-4.59%
Special events	27,275.00	29,166.67	-6.49%	164,194.00	175,000.02	-6.17%
Subscription membership	21,770.38	13,000.00	67.46%	99,001.53	78,000.00	26.93%
Other revenue	(1,260.68)	395,833.33	-100.32%	1,928,652.48	2,374,999.98	-18.79%
	<u>16,092,233.44</u>	<u>16,630,677.00</u>	<u>-3.24%</u>	<u>98,322,700.31</u>	<u>98,739,374.00</u>	<u>-0.42%</u>
Deductions from revenue:						
Contractual allowances and bad debts	11,530,629.29	11,390,833.33	-1.23%	68,471,983.30	68,344,999.98	-0.19%
Collection fees and expenses	77,447.12	69,166.66	-11.97%	450,203.15	414,999.96	-8.48%
	<u>11,608,076.41</u>	<u>11,459,999.99</u>	<u>-1.29%</u>	<u>68,922,186.45</u>	<u>68,759,999.94</u>	<u>-0.24%</u>
Net patient service revenue	<u>4,484,157.03</u>	<u>5,170,677.01</u>	<u>-13.28%</u>	<u>29,400,513.86</u>	<u>29,979,374.06</u>	<u>-1.93%</u>
Operating expenses other than depreciation:						
Ambulance contract expense	4,073,554.07	4,190,124.00	2.78%	23,864,356.57	23,947,368.00	0.35%
Employee compensation & benefits	336,236.69	340,956.57	1.38%	2,000,230.74	2,045,739.42	2.22%
Medical supplies	38,547.96	39,916.66	3.43%	206,143.33	239,499.96	13.93%
Building rent, utilities and maintenance	89,165.83	89,800.02	0.71%	531,349.54	538,800.12	1.38%
Equipment maintenance	129,314.45	132,250.00	2.22%	764,247.39	793,500.00	3.69%
TotalCare campaign	17,451.27	5,416.67	-222.18%	52,430.77	32,500.02	-61.33%
Quality assurance fees	71,447.33	71,500.00	0.07%	428,683.98	429,000.00	0.07%
Telephone	87,205.12	68,166.66	-27.93%	386,187.63	408,999.96	5.58%
Professional services	34,688.87	30,666.67	-13.12%	196,426.45	184,000.02	-6.75%
Miscellaneous supplies	45,739.32	33,083.34	-38.25%	206,835.59	198,500.04	-4.20%
Postage and courier service	1,027.86	5,250.00	80.42%	31,902.92	31,500.00	-1.28%
Equipment lease	5,534.97	3,250.00	-70.31%	18,409.04	19,500.00	5.59%
Other fees and expenses	61,699.29	55,333.35	-11.50%	335,836.59	332,000.10	-1.16%
Community relations	6,154.63	23,333.33	73.62%	61,885.87	139,999.98	55.80%
Office supplies	2,858.81	4,083.32	29.99%	22,549.18	24,499.92	7.96%
Insurance	15,609.59	16,438.75	5.04%	86,756.82	98,632.50	12.04%
Travel, meals, and training	1,057.70	5,316.67	80.11%	7,731.09	31,900.02	75.76%
	<u>5,017,293.76</u>	<u>5,114,886.01</u>	<u>1.91%</u>	<u>29,201,963.50</u>	<u>29,495,940.06</u>	<u>1.00%</u>
Operating inc. (loss) before depr.	(533,136.73)	55,791.00	-1055.60%	198,550.36	483,434.00	-58.93%
Depreciation	<u>308,333.33</u>	<u>308,333.33</u>	<u>0.00%</u>	<u>1,849,999.98</u>	<u>1,849,999.98</u>	<u>0.00%</u>
Operating income (loss)	<u>(841,470.06)</u>	<u>(252,542.33)</u>	<u>-233.20%</u>	<u>(1,651,449.62)</u>	<u>(1,366,565.98)</u>	<u>-20.85%</u>
Nonoperating expense:						
Interest expense		<u>2,083.33</u>	<u>100.00%</u>	<u>245.28</u>	<u>12,499.98</u>	<u>98.04%</u>

EMSA  
EMSA Combined  
For the Six Months Ending December 31, 2015

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Nonoperating expense		\$2,083.33	100.00%	\$245.28	\$12,499.98	98.04%
Nonoperating income - interest income	484.77	416.67	16.34%	3,739.43	2,500.02	49.58%
Net income (loss)	<u>(840,985.29)</u>	<u>(254,208.99)</u>	<u>-230.82%</u>	<u>(1,647,955.47)</u>	<u>(1,376,565.94)</u>	<u>-19.71%</u>

EMSA  
EMSA Eastern Division  
For the Six Months Ending December 31, 2015

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Patient service revenue:						
Emergency base rate	\$6,545,500.00	\$6,624,658.00	-1.19%	\$39,928,200.00	\$39,320,550.00	1.55%
Non-emergency base rate	300,415.00	263,712.00	13.92%	1,655,119.94	1,565,258.00	5.74%
Mileage	421,200.00	428,972.00	-1.81%	2,509,365.00	2,546,156.00	-1.44%
Special events	15,325.00	16,666.67	-8.05%	82,312.50	100,000.02	-17.69%
Subscription membership	9,552.55	6,333.33	50.83%	47,738.10	37,999.98	25.63%
Other revenue	(1,050.40)	395,833.33	-100.27%	1,925,240.18	2,374,999.98	-18.94%
	<u>7,290,942.15</u>	<u>7,736,175.33</u>	<u>-5.76%</u>	<u>46,147,975.72</u>	<u>45,944,963.98</u>	<u>0.44%</u>
Deductions from revenue:						
Contractual allowances and bad debts	5,239,892.30	5,154,000.00	-1.67%	31,520,340.16	30,924,000.00	-1.93%
Collection fees and expenses	37,811.94	29,333.33	-28.90%	193,412.29	175,999.98	-9.89%
	<u>5,277,704.24</u>	<u>5,183,333.33</u>	<u>-1.82%</u>	<u>31,713,752.45</u>	<u>31,099,999.98</u>	<u>-1.97%</u>
Net patient service revenue	<u>2,013,237.91</u>	<u>2,552,842.00</u>	<u>-21.14%</u>	<u>14,434,223.27</u>	<u>14,844,964.00</u>	<u>-2.77%</u>
Operating expenses other than depreciation:						
Ambulance contract expense	1,913,067.75	1,918,184.00	0.27%	11,109,746.78	11,000,252.00	-1.00%
Employee compensation & benefits	159,161.10	160,244.16	0.68%	935,716.51	961,464.96	2.68%
Medical supplies	6,586.17	17,333.33	62.00%	60,074.87	103,999.98	42.24%
Building rent, utilities and maintenance	27,173.98	25,716.67	-5.67%	151,722.28	154,300.02	1.67%
Equipment maintenance	57,780.39	62,250.00	7.18%	357,833.60	373,500.00	4.19%
TotalCare campaign	14,392.96	4,166.67	-245.43%	38,566.73	25,000.02	-54.27%
Quality assurance fees	33,580.25	34,500.00	2.67%	201,481.50	207,000.00	2.67%
Telephone	39,470.17	28,791.66	-37.09%	174,829.36	172,749.96	-1.20%
Professional services	16,008.31	14,333.34	-11.69%	90,526.92	86,000.04	-5.26%
Miscellaneous supplies	17,754.99	16,000.01	-10.97%	108,006.17	96,000.06	-12.51%
Postage and courier service	487.17	2,416.67	79.84%	14,849.83	14,500.02	-2.41%
Equipment lease	3,548.43	2,500.00	-41.94%	13,793.83	15,000.00	8.04%
Other fees and expenses	32,899.03	27,000.01	-21.85%	178,856.44	162,000.06	-10.41%
Community relations	1,943.76	14,750.00	86.82%	34,338.56	88,500.00	61.20%
Office supplies	1,419.75	1,916.66	25.93%	10,614.72	11,499.96	7.70%
Insurance	7,641.20	7,916.67	3.48%	41,652.09	47,500.02	12.31%
Travel, meals, and training	411.73	2,441.67	83.14%	3,060.38	14,650.02	79.11%
	<u>2,333,327.14</u>	<u>2,340,461.52</u>	<u>0.30%</u>	<u>13,525,670.57</u>	<u>13,533,917.12</u>	<u>0.06%</u>
Operating inc. (loss) before depr.	(320,089.23)	212,380.48	-250.71%	908,552.70	1,311,046.88	-30.70%
Depreciation	<u>183,333.33</u>	<u>183,333.33</u>	<u>0.00%</u>	<u>1,099,999.98</u>	<u>1,099,999.98</u>	<u>0.00%</u>
Operating income (loss)	<u>(503,422.56)</u>	<u>29,047.15</u>	<u>-1833.12%</u>	<u>(191,447.28)</u>	<u>211,046.90</u>	<u>-190.71%</u>
Nonoperating expense:						
Interest expense		<u>2,083.33</u>	<u>100.00%</u>	<u>245.28</u>	<u>12,499.98</u>	<u>98.04%</u>

EMSA  
EMSA Eastern Division  
For the Six Months Ending December 31, 2015

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Nonoperating expense		\$2,083.33	100.00%	\$245.28	\$12,499.98	98.04%
Nonoperating income - interest income	267.08	166.67	60.24%	2,301.76	1,000.02	130.17%
Net income (loss)	<u>(503,155.48)</u>	<u>27,130.49</u>	<u>1954.58%</u>	<u>(189,390.80)</u>	<u>199,546.94</u>	<u>194.91%</u>

EMSA Western  
EMSA Western Division  
For the Six Months Ending December 31, 2015

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Patient service revenue:</b>						
Emergency base rate	\$7,963,800.00	\$8,093,123.00	-1.60%	\$47,399,300.00	\$48,036,602.00	-1.33%
Non-emergency base rate	288,941.74	220,329.00	31.14%	1,536,804.36	1,307,760.00	17.51%
Mileage	524,592.00	561,883.00	-6.64%	3,102,063.00	3,335,048.00	-6.99%
Special events	11,950.00	12,500.00	-4.40%	81,881.50	75,000.00	9.18%
Subscription membership	12,217.83	6,666.67	83.27%	51,263.43	40,000.02	28.16%
Other revenue	(210.28)		0.00%	3,412.30		0.00%
	<u>8,801,291.29</u>	<u>8,894,501.67</u>	<u>-1.05%</u>	<u>52,174,724.59</u>	<u>52,794,410.02</u>	<u>-1.17%</u>
<b>Deductions from revenue:</b>						
Contractual allowances and bad debts	6,290,736.99	6,236,833.33	-0.86%	36,951,643.14	37,420,999.98	1.25%
Collection fees and expenses	39,635.18	39,833.33	0.50%	256,790.86	238,999.98	-7.44%
	<u>6,330,372.17</u>	<u>6,276,666.66</u>	<u>-0.86%</u>	<u>37,208,434.00</u>	<u>37,659,999.96</u>	<u>1.20%</u>
<b>Net patient service revenue</b>	<u>2,470,919.12</u>	<u>2,617,835.01</u>	<u>-5.61%</u>	<u>14,966,290.59</u>	<u>15,134,410.06</u>	<u>-1.11%</u>
<b>Operating expenses other than depreciation:</b>						
Ambulance contract expense	2,160,486.32	2,271,940.00	4.91%	12,754,609.79	12,947,116.00	1.49%
Employee compensation & benefits	177,075.59	180,712.41	2.01%	1,064,514.23	1,084,274.46	1.82%
Medical supplies	31,961.79	22,583.33	-41.53%	146,068.46	135,499.98	-7.80%
Building rent, utilities and maintenance	61,991.85	64,083.35	3.26%	379,627.26	384,500.10	1.27%
Equipment maintenance	71,534.06	70,000.00	-2.19%	406,413.79	420,000.00	3.23%
TotalCare campaign	3,058.31	1,250.00	-144.66%	13,864.04	7,500.00	-84.85%
Quality assurance fees	37,867.08	37,000.00	-2.34%	227,202.48	222,000.00	-2.34%
Telephone	47,734.95	39,375.00	-21.23%	211,358.27	236,250.00	10.54%
Professional services	18,680.56	16,333.33	-14.37%	105,899.53	97,999.98	-8.06%
Miscellaneous supplies	27,984.33	17,083.33	-63.81%	98,829.42	102,499.98	3.58%
Postage and courier service	540.69	2,833.33	80.92%	17,053.09	16,999.98	-0.31%
Equipment lease	1,986.54	750.00	-164.87%	4,615.21	4,500.00	-2.56%
Other fees and expenses	28,800.26	28,333.34	-1.65%	156,980.15	170,000.04	7.66%
Community relations	4,210.87	8,583.33	50.94%	27,547.31	51,499.98	46.51%
Office supplies	1,439.06	2,166.66	33.58%	11,934.46	12,999.96	8.20%
Insurance	7,968.39	8,522.08	6.50%	45,104.73	51,132.48	11.79%
Travel, meals, and training	645.97	2,875.00	77.53%	4,670.71	17,250.00	72.92%
	<u>2,683,966.62</u>	<u>2,774,424.49</u>	<u>3.26%</u>	<u>15,676,292.93</u>	<u>15,962,022.94</u>	<u>1.79%</u>
<b>Operating inc. (loss) before depr.</b>	<u>(213,047.50)</u>	<u>(156,589.48)</u>	<u>-36.05%</u>	<u>(710,002.34)</u>	<u>(827,612.88)</u>	<u>14.21%</u>
<b>Depreciation</b>	<u>125,000.00</u>	<u>125,000.00</u>	<u>0.00%</u>	<u>750,000.00</u>	<u>750,000.00</u>	<u>0.00%</u>
<b>Operating income (loss)</b>	<u>(338,047.50)</u>	<u>(281,589.48)</u>	<u>-20.05%</u>	<u>(1,460,002.34)</u>	<u>(1,577,612.88)</u>	<u>7.45%</u>
<b>Nonoperating expense:</b>						

EMSA Western  
 EMSA Western Division  
 For the Six Months Ending December 31, 2015

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Nonoperating income - interest income	\$217.69	\$250.00	-12.92%	\$1,437.67	\$1,500.00	-4.16%
Net income (loss)	<u>(337,829.81)</u>	<u>(281,339.48)</u>	<u>-20.08%</u>	<u>(1,458,564.67)</u>	<u>(1,576,112.88)</u>	<u>7.46%</u>



EMSA  
EMSA Combined  
For the Six Months Ending December 31, 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash and cash equivalents:		
Cash in banks	(\$256,509.45)	(\$436.67)
Petty cash	1,200.00	1,200.00
Invested cash	7,844,722.34	6,516,475.83
	7,589,412.89	6,517,239.16
Patient accounts receivable:		
Patient accounts receivable	24,839,934.00	23,093,560.52
Receivables in collection	65,716,000.19	50,535,140.19
	90,555,934.19	73,628,700.71
Less allowance for contractual allowances and bad debts	76,256,291.00	59,756,291.00
Net patient accounts receivable	14,299,643.19	13,872,409.71
Other receivables:		
Due from contractor	520,006.48	344,950.59
Due from collection agency	33,436.04	23,342.03
Other miscellaneous receivables	247,086.55	785,402.97
	800,529.07	1,153,695.59
Other current assets:		
Prepaid assets	919,433.67	678,266.24
Other, principally funds held by trustee	227,447.32	169,958.11
	1,146,880.99	848,224.35
Total current assets	23,836,466.14	22,391,568.81
Property and equipment:		
Communication equipment	7,204,355.14	6,359,404.80
Buildings and leasehold improvements	3,746,529.66	3,746,529.66
Ambulances	13,836,519.25	12,171,267.94
Data processing equipment	7,190,880.85	7,087,400.05
On-board equipment	7,879,842.70	6,454,680.94
Office furniture and equipment	1,335,672.64	1,311,802.63
Miscellaneous other equipment	1,309,761.25	1,156,094.25
Land	64,200.00	64,200.00
Transportation equipment	534,093.96	395,337.24
Prepaid assets	1,665,099.03	1,206,387.36
Capital Lease	739,910.29	739,910.29
	45,506,864.77	40,693,015.16
Less accumulated depreciation	35,186,112.02	31,416,718.36
Net property and equipment	10,320,752.75	9,276,296.80
Other assets		
	9,734.50	24,194.50
Total assets	34,166,953.39	31,692,060.11

EMSA  
EMSA Combined  
For the Six Months Ending December 31, 2015

	2016	2015
<b>Liabilities and Division Capital</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$1,270,202.07	\$935,498.94
Due to contractor	7,943,728.28	7,657,618.04
Due to Quality Assurance Fund	239,418.10	334,973.98
Accrued retirement	170,714.97	160,559.79
Accrued salaries and wages	401,648.20	309,513.93
Accrued interest payable	12.51	17.48
Deferred revenue	130,622.27	87,915.86
Total current liabilities	10,156,346.40	9,486,098.02
Long-term debt	190,073.08	
Other liabilities	21,752.22	21,752.22
Total liabilities	10,368,171.70	9,507,850.24
Division capital:		
Contributed capital	76,010,916.17	72,324,360.52
Retained earnings (deficit)	(50,564,179.01)	(48,420,819.28)
Current year earnings (loss)	(1,647,955.47)	(1,719,331.37)
Total division capital	23,798,781.69	22,184,209.87
Total liabilities & division capital	34,166,953.39	31,692,060.11

EMSA  
EMSA Eastern Division  
For the Six Months Ending December 31, 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash and cash equivalents:		
Cash in banks	(\$754,863.40)	(\$322,565.10)
Petty cash	600.00	600.00
Invested cash	3,591,254.87	2,280,206.17
	2,836,991.47	1,958,241.07
Patient accounts receivable:		
Patient accounts receivable	11,098,942.26	10,037,128.34
Receivables in collection	30,411,999.82	24,018,999.82
	41,510,942.08	34,056,128.16
Less allowance for contractual allowances and bad debts	35,243,710.00	27,995,710.00
Net patient accounts receivable	6,267,232.08	6,060,418.16
Other receivables:		
Due from contractor	520,006.48	344,950.59
Due from collection agency	12,573.49	16,712.19
Other miscellaneous receivables	83,579.29	5,534.54
	616,159.26	367,197.32
Other current assets:		
Prepaid assets	453,882.45	331,843.48
Other, principally funds held by trustee	179,494.98	68,251.93
	633,377.43	400,095.41
Total current assets	10,353,760.24	8,785,951.96
Property and equipment:		
Communication equipment	3,747,002.07	3,065,473.88
Buildings and leasehold improvements	3,219,494.25	3,219,494.25
Ambulances	8,424,600.65	7,262,608.82
Data processing equipment	3,753,954.39	3,703,850.46
On-board equipment	4,498,758.92	3,282,818.51
Office furniture and equipment	600,082.76	576,212.75
Miscellaneous other equipment	721,337.81	594,932.65
Land	64,200.00	64,200.00
Transportation equipment	360,250.04	318,414.80
Prepaid assets	935,457.56	981,360.45
Capital Lease	338,087.66	338,087.66
	26,663,226.11	23,407,454.23
Less accumulated depreciation	19,524,554.99	17,326,288.46
Net property and equipment	7,138,671.12	6,081,165.77
Other assets		
	8,273.60	16,057.97
Total assets	17,500,704.96	14,883,175.70

EMSA  
EMSA Eastern Division  
For the Six Months Ending December 31, 2015

	2016	2015
<b>Liabilities and Division Capital</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$1,239,273.03	\$524,610.83
Due to contractor	3,711,304.82	3,668,999.42
Due to Quality Assurance Fund	239,418.10	334,973.98
Accrued retirement	89,101.16	84,360.16
Accrued salaries and wages	189,624.96	150,124.41
Accrued interest payable	12.51	17.48
Deferred revenue	57,315.26	43,400.12
Total current liabilities	5,526,049.84	4,806,486.40
Long-term debt	190,073.08	
Other liabilities	21,752.22	21,752.22
Total liabilities	5,737,875.14	4,828,238.62
Division capital:		
Contributed capital	7,348,937.23	6,697,215.23
Retained earnings (deficit)	4,603,283.39	4,106,195.80
Current year earnings (loss)	(189,390.80)	(748,473.95)
Total division capital	11,762,829.82	10,054,937.08
Total liabilities & division capital	17,500,704.96	14,883,175.70

EMSA Western  
EMSA Western Division  
For the Six Months Ending December 31, 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash and cash equivalents:		
Cash in banks	\$498,353.95	\$322,128.43
Petty cash	600.00	600.00
Invested cash	4,253,467.47	4,236,269.66
	4,752,421.42	4,558,998.09
Patient accounts receivable:		
Patient accounts receivable	13,740,991.74	13,056,432.18
Receivables in collection	35,304,000.37	26,516,140.37
	49,044,992.11	39,572,572.55
Less allowance for contractual allowances and bad debts	41,012,581.00	31,760,581.00
Net patient accounts receivable	8,032,411.11	7,811,991.55
Other receivables:		
Due from collection agency	20,862.55	6,629.84
Other miscellaneous receivables	163,507.26	779,868.43
	184,369.81	786,498.27
Other current assets:		
Prepaid assets	465,551.22	346,422.76
Other, principally funds held by trustee	47,952.34	101,706.18
	513,503.56	448,128.94
Total current assets	13,482,705.90	13,605,616.85
Property and equipment:		
Communication equipment	3,457,353.07	3,293,930.92
Buildings and leasehold improvements	527,035.41	527,035.41
Ambulances	5,411,918.60	4,908,659.12
Data processing equipment	3,436,926.46	3,383,549.59
On-board equipment	3,381,083.78	3,171,862.43
Office furniture and equipment	735,589.88	735,589.88
Miscellaneous other equipment	588,423.44	561,161.60
Transportation equipment	173,843.92	76,922.44
Prepaid assets	729,641.47	225,026.91
Capital Lease	401,822.63	401,822.63
	18,843,638.66	17,285,560.93
Less accumulated depreciation	15,661,557.03	14,090,429.90
Net property and equipment	3,182,081.63	3,195,131.03
Other assets	1,460.90	8,136.53
Total assets	16,666,248.43	16,808,884.41

EMSA Western  
EMSA Western Division  
For the Six Months Ending December 31, 2015

	2016	2015
<b>Liabilities and Division Capital</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$30,929.04	\$410,888.11
Due to contractor	4,232,423.46	3,988,618.62
Accrued retirement	81,613.81	76,199.63
Accrued salaries and wages	212,023.24	159,389.52
Deferred revenue	<u>73,307.01</u>	<u>44,515.74</u>
Total current liabilities	4,630,296.56	4,679,611.62
Total liabilities	<u>4,630,296.56</u>	<u>4,679,611.62</u>
Division capital:		
Contributed capital	68,661,978.94	65,627,145.29
Retained earnings (deficit)	(55,167,462.40)	(52,527,015.08)
Current year earnings (loss)	<u>(1,458,564.67)</u>	<u>(970,857.42)</u>
Total division capital	<u>12,035,951.87</u>	<u>12,129,272.79</u>
Total liabilities & division capital	<u><u>16,666,248.43</u></u>	<u><u>16,808,884.41</u></u>

**EMSA**  
**Cash Rollforward**  
**Year Ending June 30, 2016**

	<b>Eastern Division Actual</b>	<b>Eastern Division Budget</b>	<b>Eastern Division Variance</b>	<b>Western Division Actual</b>	<b>Western Division Budget</b>	<b>Western Division Variance</b>	<b>Combined Actual</b>	<b>Combined Budget</b>	<b>Combined Variance</b>
Balance at June 30, 2015	\$ 3,651,013	\$ 3,651,013	-	3,790,311	3,790,311	-	7,441,324	7,441,324	-
Net revenue collected	12,909,000	12,149,040	759,960	14,992,000	14,669,590	322,410	27,901,000	26,818,630	1,082,370
Utility bill receipts	1,925,000	2,374,800	(449,800)				1,925,000	2,374,800	(449,800)
TotalCare proceeds	104,193		104,193	120,553		120,553	224,746	-	224,746
Payment to contractor	(11,124,561)	(11,000,252)	(124,309)	(12,864,336)	(12,946,516)	82,180	(23,988,897)	(23,946,768)	(42,129)
Operating expenses/changes in WC	(3,733,295)	(2,500,200)	(1,233,095)	(2,843,854)	(3,000,000)	156,146	(6,577,149)	(5,500,200)	(1,076,949)
Capital expenditures	(1,153,778)	(1,188,000)	34,222	(1,411,959)	(1,372,800)	(39,159)	(2,565,737)	(2,560,800)	(4,937)
Net debt proceeds/(reduction)			-			-	-	-	-
Interest/other income	683		683	816		816	1,499	-	1,499
Other	289,665 (2)	343,500	(53,835)	2,937,961 (1)	2,937,961	-	3,227,626	3,281,461	(53,835)
Balance at December 31, 2015	<u>2,867,920</u>	<u>3,829,901</u>	<u>(961,981)</u>	<u>4,721,492</u>	<u>4,078,546</u>	<u>642,946</u>	<u>7,589,412</u>	<u>7,908,447</u>	<u>(319,035)</u>

(1) 21,517 - '15 Other Western Subsidy  
345,454 - '15 Edmond Subsidy  
347,878 - '15 Other Western Subsidy  
2,223,112 - '15 Oklahoma City Subsidy  
2,937,961

(2) 289,665 - '15 Other Eastern Subsidy

West - Cash	4,752,421
A/P	(30,929)
Net	<u>4,721,492</u>

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

EMSA  
Statement of Cash Flows  
Six Months Ended 12/31/15

Eastern Division

Net Income (loss)		(189,391)
Add: Depreciation	1,100,000	
Increase in allowance for doubtful accounts	3,151,000	
Increase in deferred revenue	57,315	<u>4,308,315</u>
Changes in working capital:		
Increase in patient receivables	(2,736,726)	
Increase in other receivables	(14,107)	
Increase in other assets	(362,252)	
Decrease in accounts payable	(1,042,965)	
Decrease in accrued liabilities	(60,984)	<u>(4,217,034)</u>
Net Property Additions:		(695,388)
Debt Service/ Loan Proceeds		190,073
Net Contributed Capital		289,665
Change in cash and cash equivalents:		<u>(313,760)</u>
Cash balance @6/30/15		3,150,751
Cash balance @12/31/15		2,836,991
Change in cash		<u>(313,760)</u>



EMSA  
Statement of Cash Flows  
Six Months Ended 12/31/15

Western Division

Net income (loss)		(1,458,565)
Add: Depreciation	750,000	
Increase in allowance for doubtful accounts	4,384,000	
Increase in deferred revenue	73,307	<u>5,207,307</u>
Changes in working capital:		
Increase in patient receivables	(4,380,991)	
Decrease in other receivables	415,652	
Increase in other assets	(204,348)	
Decrease in accounts payable	(553,360)	
Decrease in accrued liabilities	(64,339)	<u>(4,787,386)</u>
Net Property (Additions)/Dispositions		(674,794)
Debt Service/Loan proceeds		-
Contributed Capital		2,175,287
Change in cash and cash equivalents:		<u>461,849</u>
		<u>461,849</u>
	Cash balance @6/30/15	4,290,572
	Cash balance @12/31/15	4,752,421
	Change in cash	<u>461,849</u>

**EMSA Eastern Division  
Capital Expenditures Variance  
Year Ending June 30, 2016**

Through December

Description	Budget	Actual EMSA	Under (Over) Budget
<b>Ambulances</b>			
<i>2016 Ambulances (ten)</i>			
Replacement units	1,100,000	163,336	936,664
Repairs	25,000	38,889	(13,889)
Miscellaneous	20,000	5,660	14,340
<b>On board equipment:</b>			
Stair chairs	20,000		20,000
Miscellaneous	30,000		30,000
<b>CAD and radio equipment:</b>			
Base station upgrade	50,000		50,000
Dispatch console replacement	653,000	649,621	3,379
<b>Building expenses:</b>			
Office furniture	10,000		10,000
Building expansion	5,250,000	190,073	5,059,927
Common use vehicle	30,000		30,000
Audio equipment for conference room		13,150	(13,150)
Compressor		18,154	(18,154)
Painting of Lansing exterior		18,216	(18,216)
Upgrade Lansing security system		54,026	(54,026)
Upgrade heating system in bay area		79,282	(79,282)
Replace vehicle exhaust system		64,326	(64,326)
Drug storage safes		20,372	(20,372)
Inventory/asset mgt licenses		11,221	(11,221)
Miscellaneous	41,000	17,525	23,475
<b>Computer equipment:</b>			
Server upgrade (network)	142,000		142,000
Server upgrade (accounting)	10,000		10,000
Miscellaneous	50,000		50,000
<b>TOTAL</b>	<b>7,431,000</b>	<b>1,343,851</b>	<b>6,087,149</b>
Less future cash impact of bldg expansion	5,250,000	190,073	5,250,000
Current year budget (cash impact)	2,181,000	1,153,778	837,149

**EMSA Western Division  
Capital Expenditures Variance  
Year Ending June 30, 2016**

Through December

Description	Budget	Actual OKC	Actual EMSA	Under (Over) Budget
<b>Ambulances</b>				
<i>2016 Ambulances (ten)</i>				
Replacement units	1,100,000	163,336		936,664
Repairs	25,000		13,038	11,962
Special event carts	50,000		47,411	2,589
Miscellaneous	20,000		3,900	16,100
<b>On board equipment:</b>				
Stair chairs	20,000			20,000
Training manikin	8,000			8,000
Miscellaneous	38,000		5,279	32,721
<b>CAD and radio equipment:</b>				
Dispatch console replacement	700,000	573,848		126,152
Base station upgrade	40,000			40,000
Radio infrastructure (NG911)	110,080		55,040	55,040
<b>Building expenses:</b>				
Bldg improvements	20,000			20,000
Infrastructure move	350,000		369,822	(19,822)
Audio equipment for conference room			16,310	(16,310)
New building location			19,899	(19,899)
Security systems upgrade at Classen and Walker			51,933	(51,933)
Drug storage safes			6,791	(6,791)
Inventory/asset mgt licenses			12,971	(12,971)
Sewer line replacement at Walker			67,000	(67,000)
Miscellaneous	46,000		5,400	40,600
<b>Computer equipment:</b>				
Server upgrade (network)	150,000			150,000
UPS batteries	9,000			9,000
Billing/CAD system hardware	10,000			10,000
Miscellaneous	50,000			50,000
<b>TOTAL</b>	<b>2,746,080</b>	<b>737,184</b>	<b>674,794</b>	<b>1,334,102</b>

**EMSA**  
 Key Financial Indicators  
 Fiscal Year Ending June 30, 2016

*Eastern Division*

	<u>Jul-15</u>	<u>Aug-15</u>	<u>Sep-15</u>	<u>Oct-15</u>	<u>Nov-15</u>	<u>Dec-15</u>	<u>Year-to-date</u>	<u>Prior Year</u>	<u>Budget</u>
<i>Transports:</i>									
Emergency	5,235	5,326	5,165	5,111	4,797	5,029	30,663	29,718	30,249
Non-emergency	700	725	740	724	706	801	4,396	4,385	4,536
Total	5,935	6,051	5,905	5,835	5,503	5,830	35,059	34,103	34,785
Unit hours	14,859	14,623	14,775	14,568	14,244	14,814	87,883	86,301	
% of total system hours	46.0%	46.3%	46.6%	45.5%	46.4%	46.8%	46.3%	46.2%	47.0%
<i>Gross revenue by payor:</i>									
Medicare	43%	44%	44%	43%	45%	46%	44%	43%	
Medicaid	20%	19%	18%	24%	19%	18%	19%	23%	
Private insurance	14%	14%	14%	14%	14%	15%	14%	14%	
Uninsured and other	23%	23%	24%	19%	22%	22%	23%	20%	
	100%	100%	100%	100%	100%	101%	100%	100%	
<i>Collection rate</i>	52.4%	41.5%	52.5%	46.2%	47.5%	47.5%	47.9%	49.4%	46.0%
<i>Net income (loss)</i>	\$ (177,444)	\$ 672,555	\$ 163,718	\$ (490,758)	\$ 145,695	\$ (503,155)	\$ (189,389)	\$ (748,475)	\$ 199,547
<i>Days in A/R</i>	68.4	72.3	73.5	72.3	78.2	72.6	N/A	74.1	
<i>Past due A/R</i>	\$ 2,728,000	\$ 3,015,000	\$ 2,969,000	\$ 2,993,000	\$ 3,127,000	\$ 3,135,000	N/A	\$ 2,948,000	
<i>Current ratio</i>	1.69	1.92	1.99	1.90	1.93	1.87	N/A	1.83	

EMSA  
Key Financial Indicators  
Fiscal Year Ending June 30, 2016

Western Division

	<u>Jul-15</u>	<u>Aug-15</u>	<u>Sep-15</u>	<u>Oct-15</u>	<u>Nov-15</u>	<u>Dec-15</u>	<u>Year-to-date</u>	<u>Prior Year</u>	<u>Budget</u>
<i>Transports:</i>									
Emergency	6,363	6,198	6,059	5,934	5,831	6,108	36,493	35,656	36,950
Non-emergency	561	547	519	552	549	617	3,345	3,245	3,328
Total	6,924	6,745	6,578	6,486	6,380	6,725	39,838	38,901	40,278
Unit hours	17,421	16,983	16,939	17,456	16,466	16,856	102,121	100,340	
% of total system hours	54.0%	53.7%	53.4%	54.5%	53.6%	53.2%	53.7%	53.8%	53.0%
<i>% of gross revenue by payor:</i>									
Medicare	45%	43%	42%	45%	45%	46%	45%	44%	
Medicaid	15%	16%	16%	15%	15%	15%	15%	20%	
Private insurance	16%	18%	17%	17%	17%	17%	17%	16%	
Uninsured and other	24%	23%	25%	23%	23%	22%	23%	20%	
	100%	100%	100%	100%	100%	100%	100%	100%	
<i>Collection rate</i>	48.3%	42.7%	53.1%	48.0%	53.4%	45.2%	48.3%	52.8%	48.0%
<i>Net income (loss)</i>	\$ (20,605)	\$ (19,508)	\$ (158,238)	\$ (774,713)	\$ (147,670)	\$ (337,830)	\$ (1,458,564)	\$ (970,858)	\$ (1,576,113)
<i>Days in A/R</i>	69.6	75.5	76.8	77.2	79.7	76.1	N/A	83.1	
<i>Past due A/R</i>	\$ 3,399,000	\$ 3,828,000	\$ 3,988,000	\$ 4,073,000	\$ 4,060,000	\$ 4,050,000	N/A	\$ 4,415,000	
<i>Current ratio</i>	2.78	2.80	3.07	3.05	3.07	2.91	N/A	2.91	





<u>Vendor Name</u>	<u>Vendor ID</u>	<u>Document Date</u>	<u>Document Amount</u>	<u>Comment1</u>
KEY: AMR MCB EMSA P+ TFD	OVER \$10K			
Aaron Fence Co.	76760	1/5/2016	\$520	Building Maintenance
Aaron Fence Co.	76785	1/14/2016	\$5,125	Building Maintenance
Absolute Data Shredding	76787	1/14/2016	\$950	Shredding
Adam Paluka	76720	12/21/2015	\$84	Employee Expense Reimbursement
Adam Paluka	76779	1/14/2016	\$61	Employee Expense Reimbursement
Advanced Systems Group	76788	1/14/2016	\$119,865	Software Support
Airco Service Inc.	Z000002711	1/14/2016	\$698	Building Maintenance
AIRGAS USA LLC	76757	1/5/2016	\$8,424	AMR - Medical Supplies
Ala Carte Courier Service, Inc	76789	1/14/2016	\$1,072	Courier Service
All-Kill Pest Control	76724	12/29/2015	\$126	Building Maintenance
American Ambulance Association	Z000002712	1/14/2016	\$12,000	Dues
American Checked	76790	1/14/2016	\$146	Employee Background Checks
American Emergency Vehicles	76723	12/29/2015	\$326,672	Ambulance Maintenance
American Express	76722	12/28/2015	\$79,890	Employee Cards
American Parking, Inc.	76793	1/14/2016	\$112	Fees
American Waste Control	Z000002713	1/14/2016	\$486	Utilities
Amos Electrical & Mechanical, Inc.	76792	1/14/2016	\$2,781	Building Maintenance
Angela Walker	76744	1/4/2016	\$47	Employee Reimbursement
Association of Central Ok Govn	76786	1/14/2016	\$646	OKC 911 Service Agreement
AT&T	Z000002714	1/14/2016	\$1,539	Communications
AT&T Advertising & Publishing	76794	1/14/2016	\$496	Yellow Pages
AT&T Interstate Dedicated Private Line Service	76795	1/14/2016	\$2,680	Communications
AT&T Mobility	Z000002715	1/14/2016	\$1,954	Wireless Communications
AT&T OneNet Services	76796	1/14/2016	\$938	Communications
att	Z000002716	1/14/2016	\$18,021	Communications
B. D. Eddie Enterprises	76726	12/29/2015	\$27,044	Rent
Barker Specialty AMR/EMSC Punchout	76749	1/5/2016	\$89	AMR - Medical Supplies
Bill Knight Ford	76774	1/6/2016	\$167,244	Ambulances
Bixby Public Works Authority	76798	1/14/2016	\$29	Utilities
Blue Calypso Inc	76799	1/14/2016	\$740	Professional Services
Board of Regents of the Univ, OU Physicians Tulsa	76797	1/14/2016	\$29,953	OMD Dir Salary & Benefits
Calvert's Plant Interiors Inc.	76800	1/14/2016	\$450	Plant Maintenance



CDW Government, Inc.	76801	1/14/2016	\$201	Computer Supplies
CDW PunchOut	76754	1/5/2016	\$60	AMR - Medical Supplies
Center Point Energy	76733	12/29/2015	\$1,175	Utilities
City of OKC Police Dept	76807	1/14/2016	\$17	Fees
City of Oklahoma City - Utilities	76728	12/29/2015	\$673	Utilities
City of Tulsa Utilities	76729	12/29/2015	\$2,288	Utilities
Clean Sweep Janitorial	76802	1/14/2016	\$2,325	Janitorial Services
Cohlmia's	Z000002717	1/14/2016	\$435	Building Maintenance
ColorComm	76803	1/14/2016	\$1,709	Community Relations
Community Care	76727	12/29/2015	\$49	Benefits
Compsource Oklahoma	76804	1/14/2016	\$2,800	Workers Comp
Cox	Z000002718	1/14/2016	\$8,245	Internet
Cox Communication Tulsa	Z000002707	12/29/2015	\$1,895	Internet
Cox Communication Tulsa	Z000002719	1/14/2016	\$8,329	Internet
CPI Office Products	Z000002720	1/14/2016	\$11,794	Office Supplies/Toner/Janitor
Critical Comm	76805	1/14/2016	\$314	Communications
CSI Communications, LLC	76806	1/14/2016	\$112	Website
David Howerton	76768	1/6/2016	\$71	MCB - Reimburse
Detco	Z000002709	1/5/2016	\$261	Fleet Maintenance
Dinorah Rivera-Lake	76767	1/6/2016	\$368	MCB - Reimburse
Domino Equipment Co.	Z000002721	1/14/2016	\$135	Medical Supplies
Donohue Commercial Service	76808	1/14/2016	\$6,916	Building Maintenance
Electronic Security Specialists	76811	1/14/2016	\$27,163	Drug Boxes
Emdeon Business Services	76809	1/14/2016	\$4,438	Medicaid Inquiry
Erling and Associates Inc.	76810	1/14/2016	\$4,166	Professional Services
Federal Express Corporation	76812	1/14/2016	\$115	Express Mail
Grainger Punchout	76748	1/5/2016	\$6,828	AMR - Medical Supplies
Graybar Electric Company Inc	76815	1/14/2016	\$357	Telephone Supplies
GTP Acquisition Partners LLC	76814	1/14/2016	\$673	Tower Rentals
Henry Schein Inc.	Z000002722	1/14/2016	\$464	Medical Supplies
HFMA	76730	12/29/2015	\$130	Dues
Howard Reed	76868	1/14/2016	\$1,134	MCB - Reimburse
IMPACT INSTRUMENTATION INC	76750	1/5/2016	\$552	AMR - Medical Supplies
Imperial Coffee Service, Inc.	Z000002723	1/14/2016	\$989	Coffee

Insperty Expense Management	Z000002724	1/14/2016	\$280	Expense Report Software
Iron Mountain OSDP	76731	12/29/2015	\$870	Offsite Storage
James Shirley Mgt Consultants	76819	1/14/2016	\$8,000	Professional Services
January Transport, Inc.	76818	1/14/2016	\$375	Building Maintenance
Jeff Goodloe, M.D.	76781	1/14/2016	\$562	MCB - Reimburse
Jennifer Jones	76782	1/14/2016	\$215	MCB - Employee Reimbursement
Johnson, Tracy L	76775	1/6/2016	\$306	Travel Reimburse
Kelly Smith	76780	1/14/2016	\$928	Employee Supplies
Kim McDorman	76745	1/4/2016	\$173	Employee Reimbursement
KTUL Television Inc.	76820	1/14/2016	\$805	Tower Rental
Lambrusco's	76822	1/14/2016	\$412	Lunch Meeting
LandCare	Z000002725	1/14/2016	\$2,327	Lawn Maintenance
Lands' End Business Outfitters	76823	1/14/2016	\$207	Uniforms
Landscape Partners	Z000002726	1/14/2016	\$398	Lawn Maintenance
Language Line Service	76824	1/14/2016	\$910	Patient Support Services
LexisNexis Risk Data Management Inc	76821	1/14/2016	\$1,726	Patient Service
Managed Outsource Solutions	76827	1/14/2016	\$109	Transcription Services
McKesson Medical Punchout	76756	1/5/2016	\$136,042	AMR - Medical Supplies
McKesson Medical Surgical	76762	1/5/2016	\$33,690	AMR - Medical Supplies
MEDSOURCE INTERNATIONAL LLC	76759	1/5/2016	\$37,770	AMR - Medical Supplies
Melanie Key	76769	1/6/2016	\$99	Internet Reimburse
Metro Monitor	76825	1/14/2016	\$165	Media Monitoring
Metroplex Electric	Z000002727	1/14/2016	\$5,323	Building Maintenance
Midcon Recovery Solutions	76826	1/14/2016	\$12,680	Rental Space
Motorola, Inc.	Z000002728	1/14/2016	\$7,557	Maintenance Communications
MyHealth Access Network	76846	1/14/2016	\$3,083	Patient Services
Net Solutions	76828	1/14/2016	\$6,000	Network Support
Nolan Business Solutions	76829	1/14/2016	\$720	Computer Software
Office Butler	76772	1/6/2016	\$4,000	Janitorial
Office Butler	76830	1/14/2016	\$4,000	Janitorial
Office Depot Punchout	76751	1/5/2016	\$466	AMR - Medical Supplies
OG&E	76732	12/29/2015	\$4,260	Utilities
OG&E	76831	1/14/2016	\$89	Utilities
Ok Natural Gas	76734	12/29/2015	\$526	Utilities

Ok Natural Gas	76833	1/14/2016	\$554	Utilities
Oklahoma Academy	76832	1/14/2016	\$500	Dues
Oklahoma Turnpike Authority	76776	1/7/2016	\$2,000	Pike Pass
Orkin Exterminating Company	Z000002708	12/29/2015	\$94	Building Maintenance
Orkin Exterminating Company	Z000002729	1/14/2016	\$218	Building Maintenance
OSU-OKC Business Services	76771	1/6/2016	\$1,447	MCB - Reimburse
OTE International Holdings	76834	1/14/2016	\$3,040	P+ - Ambulance Maintenance
Overhead Door of Okc	76835	1/14/2016	\$170	Building
Owens Waste Management	76735	12/29/2015	\$18	Utilities
PACIFIC BIOMEDICAL EQUIPMENT INC	76753	1/5/2016	\$20,393	AMR - Medical Supplies
Packco Inc	76763	1/5/2016	\$1,107	AMR - Misc Supplies
PC Connection	76836	1/14/2016	\$13,691	Computer Supplies
PCM PUNCHOUT	76758	1/5/2016	\$142	AMR - Medical Supplies
PCS Mobile	76837	1/14/2016	\$5,600	Misc Supplies
Petty Cash	76784	1/14/2016	\$144	Petty Cash Reimburse
PHYSIO CONTROL INC	76755	1/5/2016	\$60,603	AMR - Medical Supplies
Pitney Bowes	76736	12/29/2015	\$3,705	Postage
Pitney Bowes Purchase Power	76773	1/6/2016	\$5,017	Postage
Precision Sign & Design	76838	1/14/2016	\$860	Ambulance Wrap
PRSA, Tulsa Chapter	76770	1/6/2016	\$50	Dues
Public Service Co of Oklahoma	76839	1/14/2016	\$3,155	Utilities
Puckett, Ruth	76737	12/29/2015	\$5,416	Rent
Ranette Lauinger	76718	12/17/2015	\$191	Employee Reimbursement
Republic Services #060	Z000002730	1/14/2016	\$2,165	Utilities
Resource One Administrators	76738	12/29/2015	\$364	FSA Admin Fee
Revenue Management Solutions	76842	1/14/2016	\$3,294	Patient Account Services
Rich & Cartmill	76840	1/14/2016	\$17,341	Insurance
Riggs, Abney, Neal, Turpen	76739	12/29/2015	\$89	Attorney Fees
Riggs, Abney, Neal, Turpen	76841	1/14/2016	\$4,742	Attorney Fees
Roxanne Hurry	76717	12/16/2015	\$77	Employee Reimbursement
Roxanne Hurry	76743	1/4/2016	\$77	Employee Reimbursement
Safari Micro	76843	1/14/2016	\$205	Computer Supplies
SAP America	76844	1/14/2016	\$18,260	Software Maintenance
SBS Group	76845	1/14/2016	\$370	Software Support

Scott Rice Company	Z000002731	1/14/2016	\$1,176	Office Furniture
Sherrie Snow	76783	1/14/2016	\$99	Internet Reimburse
Sierra Wireless	76817	1/14/2016	\$18,339	Server Maintenance
Solutions Group	76740	12/29/2015	\$7,267	Collections
Solutions Group	76847	1/14/2016	\$10,814	Collections
Special Ops	76764	1/5/2016	\$882	AMR - Uniforms
Stanley Security	76816	1/14/2016	\$11,518	Building Maintenance
Stericycle, Inc.	76848	1/14/2016	\$4,124	Medical Disposal
Steves Wholesale Distributors Inc	76765	1/5/2016	\$10	AMR - Misc Supplies
Strategic SaaS	76741	12/29/2015	\$17,400	Software Maintenance
Stryker Sales Corporation	Z000002732	1/14/2016	\$463	Medical Supplies
Support Warehouse	76849	1/14/2016	\$12,713	Printer Maintenance
Technical Programming Services, Inc.	76851	1/14/2016	\$1,282	Community Relations
The Stewards Company	76778	1/14/2016	\$1,649	Building Maintenance
Thomas Emergency Medical Solutions	76852	1/14/2016	\$4,330	Medical Supplies
Timmons Oil Company	76766	1/5/2016	\$1,771	Ambulance Maintenance
TriTech	76854	1/14/2016	\$115,166	Software Maintenance
TriZetto	76813	1/14/2016	\$525	Patient Support Services
True Digital Security	76855	1/14/2016	\$2,585	Network Security
Tulsa Area United Way	76850	1/14/2016	\$1,736	United Way
Tulsa County Clerk	76721	12/22/2015	\$136	Liens
Tulsa County Clerk	76746	1/5/2016	\$136	Liens
Tulsa County Clerk	76777	1/12/2016	\$170	Liens
Tulsa County Clerk	76869	1/15/2016	\$187	Liens
Tulsa Overhead Door, LLC	Z000002733	1/14/2016	\$293	Building Maintenance
Tulsa Press Club	76853	1/14/2016	\$712	Dues
Tulsa Regional Chamber	Z000002734	1/14/2016	\$2,403	dues
Tulsa World	76856	1/14/2016	\$602	Subscription
U.S. Cellular	76859	1/14/2016	\$351	Tower Rental
United Ford	Z000002710	1/5/2016	\$109	Ambulance Maintenance
United Ford	Z000002735	1/14/2016	\$25,813	Ambulance Maintenance
United Mechanical	76858	1/14/2016	\$73,613	Building Maintenance
United Way of Central Oklahoma	76857	1/14/2016	\$2,297	Payroll Deduction
Verizon Wireless	76860	1/14/2016	\$28,077	Wireless Communications

VF IMAGEWEAR Punchout	76747	1/5/2016	\$8,609	AMR - Medical Supplies
Vicki Lacy	76719	12/17/2015	\$401	Employee Reimbursement
Walker Companies	76861	1/14/2016	\$65	Office Supplies
Weather Affirmation, L.L.C.	76866	1/14/2016	\$350	Weather Notification
Wegener Human Resource Grp	76862	1/14/2016	\$6,921	Temporary Employee
Windstream	76863	1/14/2016	\$19,940	Communications
Works & Lentz, Inc.	76864	1/14/2016	\$2,579	Collecions
Works & Lentz, Inc.	76865	1/14/2016	\$3,765	Collections
Xtivia	Z000002736	1/14/2016	\$4,429	Maintenance SQL
Yale 31	76742	12/29/2015	\$550	Rent
Zirmed	76867	1/14/2016	\$15,839	Patient Billing
ZOLL Data Systems	Z000002737	1/14/2016	\$73,552	Patient Support Services
ZOLL MEDICAL CORP	76752	1/5/2016	\$5,904	AMR - Medical Supplies