**M E M O R A N D U M**

Date: September 28, 2011

To: Board of Trustees

From: Kent Torrence

Subject: **FINANCIAL REVIEW – July 2011**

Attached you will find financial statements for July 2011. 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 $180 thousand compared to a budgeted profit of $17 thousand, and the Western Division had a net loss of $536 thousand compared to a budgeted net loss of $608 thousand.

A review of our cash and working capital position will show that cash generated from operations is approximately $900 thousand over budget. This is primarily due to an advance against the 2012 contractor rebate partially offset by lower than anticipated patient receipts. Medicare receipts were lower than expected as our Medicare payor will sometimes fall behind in processing claims. A review of August receipts would indicate that they got caught up sometime in August.

**Combined Balance Sheets**

Following is a discussion of significant assets and liabilities at July 31, 2011, and how the balances have changed from the prior year.

*Other Miscellaneous Receivables*

This balance represents three months of accrued utility bill receipts. There is a three month lag between the time utility bills are sent out to when the receipts are remitted to EMSA.

*Due to Contractor*

The due to contractor balance represents our liability to Paramedics Plus for June and July services. This balance usually includes two months of contractor billings.

*Deferred Revenue*

The deferred revenue balance consists of TotalCare revenue that has not yet been amortized and the contractor's rebate that has not been credited against the expense account.

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

*Patient Service Revenue*
Eastern division gross revenue exceeds budget by $378 thousand (6%) and Western exceeds budget by $482 thousand (4%).
Gross patient service revenue variances are primarily the result of differences between actual and budgeted transports for fiscal 2012. The Eastern Division had 210 more emergency transports than budgeted (5%); non-emergency transports were 51 less than budget (5%). The Western Division emergency transports were more than budget by 287 (5%) and non-emergencies were 109 less than budget (37%).

The year-to-date collection rate is 46% for the Eastern Division compared to a budget of 60% and an actual for fiscal 2011 of 65%. The year-to-date collection rate is 44% for the Western Division compared to a budget of 60% and an actual for fiscal 2011 of 80%. The low collection rates are due to lower than anticipated patient receipts previously discussed.

cc: Stephen Williamson – EMSA
Angela Lehman - EMSA
Mike Albright – EMSA
Don Cannon – Tulsa City Council
Steve Wagner – City of Tulsa
Doug Dowler – City of Oklahoma City

EMSA
EMSA Combined
For the Month Ending July 31, 2011

| | Month of July | | | For the 1 Months Ended July | | |
|---|---|---|---|---|---|---|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Patient service revenue: | | | | | | |
| Emergency base rate | $12,108,800.00 | $11,210,833.33 | 8.01% | $12,108,800.00 | $11,210,833.33 | 8.01% |
| Non-emergency base rate | 407,169.90 | 436,242.00 | -6.66% | 407,169.90 | 436,242.00 | -6.66% |
| Mileage | 663,318.00 | 652,516.50 | 1.66% | 663,318.00 | 652,516.50 | 1.66% |
| Special events | 13,950.00 | 19,041.67 | -26.74% | 13,950.00 | 19,041.67 | -26.74% |
| Subscription membership | 6,451.75 | 25,750.00 | -74.94% | 6,451.75 | 25,750.00 | -74.94% |
| Other revenue | 406,062.16 | 400,500.00 | 1.39% | 406,062.16 | 400,500.00 | 1.39% |
| | 13,605,751.81 | 12,744,883.50 | 6.75% | 13,605,751.81 | 12,744,883.50 | 6.75% |
| Deductions from revenue: | | | | | | |
| Contractual allowances and bad debts | 9,005,852.71 | 8,228,000.00 | -9.45% | 9,005,852.71 | 8,228,000.00 | -9.45% |
| Collection fees and expenses | 59,433.58 | 47,916.67 | -24.04% | 59,433.58 | 47,916.67 | -24.04% |
| | 9,065,286.29 | 8,275,916.67 | -9.54% | 9,065,286.29 | 8,275,916.67 | -9.54% |
| Net patient service revenue | 4,540,465.52 | 4,468,966.83 | 1.60% | 4,540,465.52 | 4,468,966.83 | 1.60% |
| Operating expenses other than depreciation: | | | | | | |
| Ambulance contract expense | 4,084,494.41 | 3,792,500.00 | -7.70% | 4,084,494.41 | 3,792,500.00 | -7.70% |
| Employee compensation & benefits | 253,363.64 | 257,943.58 | 1.78% | 253,363.64 | 257,943.58 | 1.78% |
| Medical supplies | 68,016.93 | 117,125.00 | 41.93% | 68,016.93 | 117,125.00 | 41.93% |
| Building rent, utilities and maintenance | 65,440.01 | 76,258.33 | 14.19% | 65,440.01 | 76,258.33 | 14.19% |
| Equipment maintenance | 80,285.37 | 106,833.33 | 24.85% | 80,285.37 | 106,833.33 | 24.85% |
| TotalCare campaign | 2,092.20 | 4,916.67 | 57.45% | 2,092.20 | 4,916.67 | 57.45% |
| Quality assurance fees | 61,791.67 | 61,791.67 | 0.00% | 61,791.67 | 61,791.67 | 0.00% |
| Telephone | 64,838.84 | 67,666.67 | 4.18% | 64,838.84 | 67,666.67 | 4.18% |
| Professional services | 8,602.62 | 17,549.99 | 50.98% | 8,602.62 | 17,549.99 | 50.98% |
| Miscellaneous supplies | 23,604.55 | 26,250.00 | 10.08% | 23,604.55 | 26,250.00 | 10.08% |
| Postage and courier service | 6,963.70 | 7,550.00 | 7.77% | 6,963.70 | 7,550.00 | 7.77% |
| Equipment lease | 8,860.15 | 9,566.68 | 7.39% | 8,860.15 | 9,566.68 | 7.39% |
| Other fees and expenses | 128,573.80 | 110,458.33 | -16.40% | 128,573.80 | 110,458.33 | -16.40% |
| Community relations | 13,353.00 | 8,699.99 | -53.48% | 13,353.00 | 8,699.99 | -53.48% |
| Office supplies | 3,720.36 | 4,291.66 | 13.31% | 3,720.36 | 4,291.66 | 13.31% |
| Insurance | 12,187.82 | 10,751.52 | -13.36% | 12,187.82 | 10,751.52 | -13.36% |
| Travel, meals, and training | 945.57 | 8,624.99 | 89.04% | 945.57 | 8,624.99 | 89.04% |
| | 4,887,134.64 | 4,688,778.41 | -4.23% | 4,887,134.64 | 4,688,778.41 | -4.23% |
| Operating inc. (loss) before depr. | (346,669.12) | (219,811.58) | -57.71% | (346,669.12) | (219,811.58) | -57.71% |
| Depreciation | 367,833.00 | 367,833.33 | 0.00% | 367,833.00 | 367,833.33 | 0.00% |
| Operating income (loss) | (714,502.12) | (587,644.91) | -21.59% | (714,502.12) | (587,644.91) | -21.59% |
| Nonoperating expense: | | | | | | |
| Interest expense | 3,130.55 | 3,166.67 | 1.14% | 3,130.55 | 3,166.67 | 1.14% |

EMSA
EMSA Combined
For the Month Ending July 31, 2011

| | Month of July | | | For the 1 Months Ended July | | |
|---|---|---|---|---|---|---|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Nonoperating expense | $3,130.55 | $3,166.67 | 1.14% | $3,130.55 | $3,166.67 | 1.14% |
| Nonoperating income - interest income | 1,330.03 | 416.67 | 219.20% | 1,330.03 | 416.67 | 219.20% |
| Net income (loss) | (716,302.64) | (590,394.91) | -21.33% | (716,302.64) | (590,394.91) | -21.33% |

EMSA
EMSA Eastern Division
For the Month Ending July 31, 2011

| | Month of July | | | For the 1 Months Ended July | | |
|---|---|---|---|---|---|---|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Patient service revenue: | | | | | | |
| Emergency base rate | $5,519,800.00 | $5,133,333.33 | 7.53% | $5,519,800.00 | $5,133,333.33 | 7.53% |
| Non-emergency base rate | 320,568.06 | 324,875.00 | -1.33% | 320,568.06 | 324,875.00 | -1.33% |
| Mileage | 311,859.00 | 319,002.00 | -2.24% | 311,859.00 | 319,002.00 | -2.24% |
| Special events | 6,850.00 | 7,791.67 | -12.09% | 6,850.00 | 7,791.67 | -12.09% |
| Subscription membership | 6,358.00 | 7,833.33 | -18.83% | 6,358.00 | 7,833.33 | -18.83% |
| Other revenue | 405,993.16 | 400,000.00 | 1.50% | 405,993.16 | 400,000.00 | 1.50% |
| | 6,571,428.22 | 6,192,835.33 | 6.11% | 6,571,428.22 | 6,192,835.33 | 6.11% |
| Deductions from revenue: | | | | | | |
| Contractual allowances and bad debts | 4,296,382.95 | 3,850,000.00 | -11.59% | 4,296,382.95 | 3,850,000.00 | -11.59% |
| Collection fees and expenses | 27,806.07 | 16,666.67 | -66.84% | 27,806.07 | 16,666.67 | -66.84% |
| | 4,324,189.02 | 3,866,666.67 | -11.83% | 4,324,189.02 | 3,866,666.67 | -11.83% |
| Net patient service revenue | 2,247,239.20 | 2,326,168.66 | -3.39% | 2,247,239.20 | 2,326,168.66 | -3.39% |
| Operating expenses other than depreciation: | | | | | | |
| Ambulance contract expense | 1,806,896.43 | 1,666,666.67 | -8.41% | 1,806,896.43 | 1,666,666.67 | -8.41% |
| Employee compensation & benefits | 121,659.48 | 118,654.00 | -2.53% | 121,659.48 | 118,654.00 | -2.53% |
| Medical supplies | 52,953.29 | 70,108.34 | 24.47% | 52,953.29 | 70,108.34 | 24.47% |
| Building rent, utilities and maintenance | 18,130.09 | 22,608.32 | 19.81% | 18,130.09 | 22,608.32 | 19.81% |
| Equipment maintenance | 37,025.37 | 50,333.33 | 26.44% | 37,025.37 | 50,333.33 | 26.44% |
| TotalCare campaign | 1,120.40 | 2,000.00 | 43.98% | 1,120.40 | 2,000.00 | 43.98% |
| Quality assurance fees | 29,725.00 | 29,725.00 | 0.00% | 29,725.00 | 29,725.00 | 0.00% |
| Telephone | 29,993.86 | 28,166.67 | -6.49% | 29,993.86 | 28,166.67 | -6.49% |
| Professional services | 4,324.62 | 8,249.99 | 47.58% | 4,324.62 | 8,249.99 | 47.58% |
| Miscellaneous supplies | 6,519.61 | 12,208.33 | 46.60% | 6,519.61 | 12,208.33 | 46.60% |
| Postage and courier service | 3,202.06 | 3,166.67 | -1.12% | 3,202.06 | 3,166.67 | -1.12% |
| Equipment lease | 2,360.55 | 2,233.34 | -5.70% | 2,360.55 | 2,233.34 | -5.70% |
| Other fees and expenses | 100,601.02 | 79,125.00 | -27.14% | 100,601.02 | 79,125.00 | -27.14% |
| Community relations | 5,625.97 | 4,991.66 | -12.71% | 5,625.97 | 4,991.66 | -12.71% |
| Office supplies | 1,645.49 | 1,916.66 | 14.15% | 1,645.49 | 1,916.66 | 14.15% |
| Insurance | 6,868.59 | 5,725.09 | -19.97% | 6,868.59 | 5,725.09 | -19.97% |
| Travel, meals, and training | 356.21 | 3,916.67 | 90.91% | 356.21 | 3,916.67 | 90.91% |
| | 2,229,008.04 | 2,109,795.74 | -5.65% | 2,229,008.04 | 2,109,795.74 | -5.65% |
| Operating inc. (loss) before depr. | 18,231.16 | 216,372.92 | -91.57% | 18,231.16 | 216,372.92 | -91.57% |
| Depreciation | 199,583.00 | 199,583.33 | 0.00% | 199,583.00 | 199,583.33 | 0.00% |
| Operating income (loss) | (181,351.84) | 16,789.59 | -1180.14% | (181,351.84) | 16,789.59 | -1180.14% |
| Nonoperating expense: | | | | | | |

EMSA
EMSA Eastern Division
For the Month Ending July 31, 2011

| | Month of July | | | For the 1 Months Ended July | | |
|---|---|---|---|---|---|---|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Nonoperating income - interest income | $1,230.77 | $416.67 | 195.38% | $1,230.77 | $416.67 | 195.38% |
| Net income (loss) | (180,121.07) | 17,206.26 | 1146.83% | (180,121.07) | 17,206.26 | 1146.83% |

EMSA Western
EMSA Western Division
For the Month Ending July 31, 2011

| | Month of July | | | For the 1 Months Ended July | | |
|---|---|---|---|---|---|---|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Patient service revenue: | | | | | | |
| Emergency base rate | $6,589,000.00 | $6,077,500.00 | 8.42% | $6,589,000.00 | $6,077,500.00 | 8.42% |
| Non-emergency base rate | 86,601.84 | 111,367.00 | -22.24% | 86,601.84 | 111,367.00 | -22.24% |
| Mileage | 351,459.00 | 333,514.50 | 5.38% | 351,459.00 | 333,514.50 | 5.38% |
| Special events | 7,100.00 | 11,250.00 | -36.89% | 7,100.00 | 11,250.00 | -36.89% |
| Subscription membership | 93.75 | 17,916.67 | -99.48% | 93.75 | 17,916.67 | -99.48% |
| Other revenue | 69.00 | 500.00 | -86.20% | 69.00 | 500.00 | -86.20% |
| | 7,034,323.59 | 6,552,048.17 | 7.36% | 7,034,323.59 | 6,552,048.17 | 7.36% |
| Deductions from revenue: | | | | | | |
| Contractual allowances and bad debts | 4,709,469.76 | 4,378,000.00 | -7.57% | 4,709,469.76 | 4,378,000.00 | -7.57% |
| Collection fees and expenses | 31,627.51 | 31,250.00 | -1.21% | 31,627.51 | 31,250.00 | -1.21% |
| | 4,741,097.27 | 4,409,250.00 | -7.53% | 4,741,097.27 | 4,409,250.00 | -7.53% |
| Net patient service revenue | 2,293,226.32 | 2,142,798.17 | 7.02% | 2,293,226.32 | 2,142,798.17 | 7.02% |
| Operating expenses other than depreciation: | | | | | | |
| Ambulance contract expense | 2,277,597.98 | 2,125,833.33 | -7.14% | 2,277,597.98 | 2,125,833.33 | -7.14% |
| Employee compensation & benefits | 131,704.16 | 139,289.58 | 5.45% | 131,704.16 | 139,289.58 | 5.45% |
| Medical supplies | 15,063.64 | 47,016.66 | 67.96% | 15,063.64 | 47,016.66 | 67.96% |
| Building rent, utilities and maintenance | 47,309.92 | 53,650.01 | 11.82% | 47,309.92 | 53,650.01 | 11.82% |
| Equipment maintenance | 43,260.00 | 56,500.00 | 23.43% | 43,260.00 | 56,500.00 | 23.43% |
| TotalCare campaign | 971.80 | 2,916.67 | 66.68% | 971.80 | 2,916.67 | 66.68% |
| Quality assurance fees | 32,066.67 | 32,066.67 | 0.00% | 32,066.67 | 32,066.67 | 0.00% |
| Telephone | 34,844.98 | 39,500.00 | 11.78% | 34,844.98 | 39,500.00 | 11.78% |
| Professional services | 4,278.00 | 9,300.00 | 54.00% | 4,278.00 | 9,300.00 | 54.00% |
| Miscellaneous supplies | 17,084.94 | 14,041.67 | -21.67% | 17,084.94 | 14,041.67 | -21.67% |
| Postage and courier service | 3,761.64 | 4,383.33 | 14.18% | 3,761.64 | 4,383.33 | 14.18% |
| Equipment lease | 6,499.60 | 7,333.34 | 11.37% | 6,499.60 | 7,333.34 | 11.37% |
| Other fees and expenses | 27,972.78 | 31,333.33 | 10.73% | 27,972.78 | 31,333.33 | 10.73% |
| Community relations | 7,727.03 | 3,708.33 | -108.37% | 7,727.03 | 3,708.33 | -108.37% |
| Office supplies | 2,074.87 | 2,375.00 | 12.64% | 2,074.87 | 2,375.00 | 12.64% |
| Insurance | 5,319.23 | 5,026.43 | -5.83% | 5,319.23 | 5,026.43 | -5.83% |
| Travel, meals, and training | 589.36 | 4,708.32 | 87.48% | 589.36 | 4,708.32 | 87.48% |
| | 2,658,126.60 | 2,578,982.67 | -3.07% | 2,658,126.60 | 2,578,982.67 | -3.07% |
| Operating inc. (loss) before depr. | (364,900.28) | (436,184.50) | 16.34% | (364,900.28) | (436,184.50) | 16.34% |
| Depreciation | 168,250.00 | 168,250.00 | 0.00% | 168,250.00 | 168,250.00 | 0.00% |
| Operating income (loss) | (533,150.28) | (604,434.50) | 11.79% | (533,150.28) | (604,434.50) | 11.79% |
| Nonoperating expense: | | | | | | |
| Interest expense | 3,130.55 | 3,166.67 | 1.14% | 3,130.55 | 3,166.67 | 1.14% |

EMSA Western
EMSA Western Division
For the Month Ending July 31, 2011

| | Month of July | | | For the 1 Months Ended July | | |
|---|---|---|---|---|---|---|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Nonoperating expense | $3,130.55 | $3,166.67 | 1.14% | $3,130.55 | $3,166.67 | 1.14% |
| Nonoperating income - interest income | 99.26 | | 0.00% | 99.26 | | 0.00% |
| Net income (loss) | (536,181.57) | (607,601.17) | 11.75% | (536,181.57) | (607,601.17) | 11.75% |

EMSA
EMSA Combined
For the Month Ending July 31, 2011

| | 2012 | 2011 |
|---|---|---|
| **Assets** | | |
| Current assets: | | |
| Cash and cash equivalents: | | |
| Cash in banks | ($155,831.23) | $40,254.95 |
| Petty cash | 1,200.00 | 1,700.00 |
| Invested cash | 6,214,422.13 | 5,136,401.39 |
| | 6,059,790.90 | 5,178,356.34 |
| Patient accounts receivable: | | |
| Patient accounts receivable | 20,971,626.33 | 18,649,571.11 |
| Receivables in collection | 24,373,999.68 | 19,497,999.68 |
| | 45,345,626.01 | 38,147,570.79 |
| Less allowance for contractual allowances and bad debts | 31,977,291.00 | 27,029,291.00 |
| Net patient accounts receivable | 13,368,335.01 | 11,118,279.79 |
| Other receivables: | | |
| Due from contractor | 444,649.87 | 313,058.21 |
| Due from collection agency | 19,094.41 | 43,303.03 |
| Other miscellaneous receivables | 1,381,095.45 | 1,588,683.28 |
| | 1,844,839.73 | 1,945,044.52 |
| Other current assets: | | |
| Prepaid assets | 281,004.28 | 233,262.96 |
| Other, principally funds held by trustee | (3,921.86) | (2,404.18) |
| | 277,082.42 | 230,858.78 |
| Total current assets | 21,550,048.06 | 18,472,539.43 |
| Property and equipment: | | |
| Communication equipment | 5,601,647.42 | 5,026,601.57 |
| Buildings and leasehold improvements | 3,433,230.62 | 3,346,201.18 |
| Ambulances | 6,930,446.53 | 4,360,860.73 |
| Data processing equipment | 7,091,601.65 | 6,495,488.80 |
| On-board equipment | 5,189,593.04 | 3,931,142.73 |
| Office furniture and equipment | 1,029,128.51 | 980,299.36 |
| Miscellaneous other equipment | 1,096,255.48 | 875,669.44 |
| Land | 64,200.00 | 64,200.00 |
| Transportation equipment | 385,027.24 | 339,027.24 |
| Prepaid assets | 51,195.96 | 170,693.30 |
| Capital Lease | 739,910.29 | 739,910.29 |
| | 31,612,236.74 | 26,330,094.64 |
| Less accumulated depreciation | 17,830,886.11 | 14,770,977.89 |
| Net property and equipment | 13,781,350.63 | 11,559,116.75 |
| Other assets | 14,676.67 | 14,676.67 |
| Total assets | 35,346,075.36 | 30,046,332.85 |

EMSA
EMSA Combined
For the Month Ending July 31, 2011

## Liabilities and Division Capital

| | 2012 | 2011 |
|---|---|---|
| Current liabilites: | | |
| Accounts payable and accrued liabilities | $2,026,668.21 | $2,324,764.68 |
| Due to contractor | 8,762,347.69 | 8,143,400.63 |
| Due to Quality Assurance Fund | 63,747.55 | 138,028.32 |
| Accrued retirement | 229,290.30 | 212,875.12 |
| Accrued salaries and wages | 220,271.37 | 235,316.94 |
| Current installments of long-term debt | 620,000.00 | 900,000.00 |
| Accrued interest payable | 5.57 | 22,428.92 |
| Deferred revenue | 2,054,303.28 | 1,004,307.56 |
| Total current liabilities | 13,976,633.97 | 12,981,122.17 |
| Other liabilities | 21,752.22 | 21,752.22 |
| Total liabilities | 13,998,386.19 | 13,002,874.39 |
| Division capital: | | |
| Contributed capital | 42,042,182.45 | 33,692,484.55 |
| Retained earnings (deficit) | (19,978,190.64) | (15,963,608.60) |
| Current year earnings (loss) | (716,302.64) | (685,417.49) |
| Total division capital | 21,347,689.17 | 17,043,458.46 |
| Total liabilities & division capital | 35,346,075.36 | 30,046,332.85 |

EMSA
EMSA Eastern Division
For the Month Ending July 31, 2011

| | 2012 | 2011 |
|---|---|---|
| **Assets** | | |
| Current assets: | | |
| Cash and cash equivalents: | | |
| Cash in banks | ($405,103.29) | ($269,813.87) |
| Petty cash | 600.00 | 600.00 |
| Invested cash | 3,642,098.42 | 3,723,949.06 |
| | 3,237,595.13 | 3,454,735.19 |
| Patient accounts receivable: | | |
| Patient accounts receivable | 9,349,572.41 | 8,667,554.94 |
| Receivables in collection | 11,059,999.82 | 7,790,999.82 |
| | 20,409,572.23 | 16,458,554.76 |
| Less allowance for contractual allowances and bad debts | 14,674,710.00 | 11,748,710.00 |
| Net patient accounts receivable | 5,734,862.23 | 4,709,844.76 |
| Other receivables: | | |
| Due from contractor | 444,649.87 | 173,058.21 |
| Due from collection agency | 8,498.66 | 16,394.87 |
| Other miscellaneous receivables | 1,381,095.45 | 1,588,683.28 |
| | 1,834,243.98 | 1,778,136.36 |
| Other current assets: | | |
| Prepaid assets | 125,049.46 | 101,199.20 |
| Other, principally funds held by trustee | (40,071.45) | 19,479.23 |
| | 84,978.01 | 120,678.43 |
| Total current assets | 10,891,679.35 | 10,063,394.74 |
| Property and equipment: | | |
| Communication equipment | 2,865,692.53 | 2,628,203.98 |
| Buildings and leasehold improvements | 2,959,701.81 | 2,881,219.77 |
| Ambulances | 3,958,396.00 | 2,750,183.20 |
| Data processing equipment | 3,715,274.18 | 3,399,432.35 |
| On-board equipment | 2,498,518.77 | 2,104,684.88 |
| Office furniture and equipment | 406,696.43 | 399,260.95 |
| Miscellaneous other equipment | 565,304.89 | 462,086.43 |
| Land | 64,200.00 | 64,200.00 |
| Transportation equipment | 308,104.80 | 262,104.80 |
| Prepaid assets | 6,000.63 | 83,522.24 |
| Capital Lease | 338,087.66 | 338,087.66 |
| | 17,685,977.70 | 15,372,986.26 |
| Less accumulated depreciation | 10,004,634.58 | 8,283,981.08 |
| Net property and equipment | 7,681,343.12 | 7,089,005.18 |
| Other assets | 10,698.65 | 10,698.65 |
| Total assets | 18,583,721.12 | 17,163,098.57 |

EMSA
EMSA Eastern Division
For the Month Ending July 31, 2011

## Liabilities and Division Capital

| | 2012 | 2011 |
|---|---|---|
| Current liabilites: | | |
| Accounts payable and accrued liabilities | ($1,816,122.17) | ($1,554,683.29) |
| Due to contractor | 3,837,790.15 | 3,526,695.83 |
| Due to Quality Assurance Fund | 63,747.55 | 138,028.32 |
| Accrued retirement | 122,133.99 | 106,606.79 |
| Accrued salaries and wages | 105,894.38 | 107,769.16 |
| Accrued interest payable | 5.57 | 22,428.92 |
| Deferred revenue | 766,605.04 | 490,355.48 |
| Total current liabilities | 3,080,054.51 | 2,837,201.21 |
| Other liabilities | 21,752.22 | 21,752.22 |
| Total liabilities | 3,101,806.73 | 2,858,953.43 |
| Division capital: | | |
| Contributed capital | 4,975,138.56 | 4,649,487.66 |
| Retained earnings (deficit) | 10,686,896.90 | 9,799,408.17 |
| Current year earnings (loss) | (180,121.07) | (144,750.69) |
| Total division capital | 15,481,914.39 | 14,304,145.14 |
| Total liabilities & division capital | 18,583,721.12 | 17,163,098.57 |

EMSA Western
EMSA Western Division
For the Month Ending July 31, 2011

## Assets

| | 2012 | 2011 |
|---|---|---|
| Current assets: | | |
| Cash and cash equivalents: | | |
| Cash in banks | $249,272.06 | $310,068.82 |
| Petty cash | 600.00 | 1,100.00 |
| Invested cash | 2,572,323.71 | 1,412,452.33 |
| | 2,822,195.77 | 1,723,621.15 |
| Patient accounts receivable: | | |
| Patient accounts receivable | 11,622,053.92 | 9,982,016.17 |
| Receivables in collection | 13,313,999.86 | 11,706,999.86 |
| | 24,936,053.78 | 21,689,016.03 |
| Less allowance for contractual allowances and bad debts | 17,302,581.00 | 15,280,581.00 |
| Net patient accounts receivable | 7,633,472.78 | 6,408,435.03 |
| Other receivables: | | |
| Due from contractor | | 140,000.00 |
| Due from collection agency | 10,595.75 | 26,908.16 |
| | 10,595.75 | 166,908.16 |
| Other current assets: | | |
| Prepaid assets | 155,954.82 | 132,063.76 |
| Other, principally funds held by trustee | 36,149.59 | (21,883.41) |
| | 192,104.41 | 110,180.35 |
| Total current assets | 10,658,368.71 | 8,409,144.69 |
| Property and equipment: | | |
| Communication equipment | 2,735,954.89 | 2,398,397.59 |
| Buildings and leasehold improvements | 473,528.81 | 464,981.41 |
| Ambulances | 2,972,050.53 | 1,610,677.53 |
| Data processing equipment | 3,376,327.47 | 3,096,056.45 |
| On-board equipment | 2,691,074.27 | 1,826,457.85 |
| Office furniture and equipment | 622,432.08 | 581,038.41 |
| Miscellaneous other equipment | 530,950.59 | 413,583.01 |
| Transportation equipment | 76,922.44 | 76,922.44 |
| Prepaid assets | 45,195.33 | 87,171.06 |
| Capital Lease | 401,822.63 | 401,822.63 |
| | 13,926,259.04 | 10,957,108.38 |
| Less accumulated depreciation | 7,826,251.53 | 6,486,996.81 |
| Net property and equipment | 6,100,007.51 | 4,470,111.57 |
| Other assets | 3,978.02 | 3,978.02 |
| Total assets | 16,762,354.24 | 12,883,234.28 |

EMSA Western
EMSA Western Division
For the Month Ending July 31, 2011

| | 2012 | 2011 |
|---|---|---|
| **Liabilities and Division Capital** | | |
| Current liabilites: | | |
| Accounts payable and accrued liabilities | $3,842,790.38 | $3,879,447.97 |
| Due to contractor | 4,924,557.54 | 4,616,704.80 |
| Accrued retirement | 107,156.31 | 106,268.33 |
| Accrued salaries and wages | 114,376.99 | 127,547.78 |
| Current installments of long-term debt | 620,000.00 | 900,000.00 |
| Deferred revenue | 1,287,698.24 | 513,952.08 |
| Total current liabilities | 10,896,579.46 | 10,143,920.96 |
| Total liabilities | 10,896,579.46 | 10,143,920.96 |
| Division capital: | | |
| Contributed capital | 37,067,043.89 | 29,042,996.89 |
| Retained earnings (deficit) | (30,665,087.54) | (25,763,016.77) |
| Current year earnings (loss) | (536,181.57) | (540,666.80) |
| Total division capital | 5,865,774.78 | 2,739,313.32 |
| Total liabilities & division capital | 16,762,354.24 | 12,883,234.28 |

# *EMSA*
## Cash Rollforward
## Year Ending June 30, 2012

| | Eastern Division Actual | Eastern Division Budget | Eastern Division Variance | Western Division Actual | Western Division Budget | Western Division Variance | Combined Actual | Combined Budget | Combined Variance |
|---|---|---|---|---|---|---|---|---|---|
| Balance at June 30, 2010 | $ 5,630,676 | $ 5,630,676 | - | (216,785) | (216,785) | - | 5,413,891 | 5,413,891 | - |
| Net revenue collected | 1,667,779 | 1,962,000 | (294,221) | 1,857,439 | 2,166,000 | (308,561) | 3,525,218 | 4,128,000 | (602,782) |
| Utility bill receipts | 812,042 | 400,000 | 412,042 | | | | 812,042 | 400,000 | 412,042 |
| TotalCare proceeds | 6,305 | - | 6,305 | 405 | 72,000 | (71,595) | 6,710 | 72,000 | (65,290) |
| Payment to contractor | (1,072,604) | (1,699,000) | 626,396 | (1,308,363) | (2,167,000) | 858,637 | (2,380,967) | (3,866,000) | 1,485,033 |
| Operating expenses/changes in WC | (908,949) | (449,000) | (459,949) | (384,931) | (461,000) | 76,069 | (1,293,880) | (910,000) | (383,880) |
| Capital expenditures | (6,001) | (304,000) | 297,999 | (45,195) | (274,000) | 228,805 | (51,196) | (578,000) | 526,804 |
| Net debt proceeds/(reduction) | | | - | | (23,000) | 23,000 | - | (23,000) | 23,000 |
| Interest/other income | 923 | - | 923 | 53 | | 53 | 976 | - | 976 |
| Other | (2) | 41,000 | (41,000) | 26,997 | (1) 26,997 | - | 26,997 | 67,997 | (41,000) |
| Balance at July 31, 2011 | 6,130,171 | 5,581,676 | 548,495 | (70,380) | (876,788) | 806,408 | 6,059,791 | 4,704,888 | 1,354,903 |

(1) 26,997 - '11 Other Western Subsidy
0 - '12 Edmond Subsidy
0 -'12 Other Western Subsidy
0- '12 Oklahoma City Subsidy
26,997

(2) - - '12 Other Eastern Subsidy

| | |
|---|---|
| West - Cash | 2,822,196 |
| A/P | (2,892,576) |
| Net | (70,380) |

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

EMSA
Statement of Cash Flows
One Months Ended 7/31/11

Eastern Division

| | | |
|---|---|---|
| Net Income (loss) | | (180,121) |
| Add: Depreciation | 199,583 | |
| Increase in allowance for doubtful accounts | 506,000 | |
| Increase in deferred revenue | 696,614 | 1,402,197 |
| Changes in working capital: | | |
| Increase in patient receivables | (1,065,886) | |
| Decrease in other receivables | 874,873 | |
| Decrease in other assets | 33,096 | |
| Decrease in accounts payable | (1,005,793) | |
| Increase in accrued liabilities | 11,389 | (1,152,321) |
| Net Property Additions: | | (6,001) |
| Debt Service/ Loan Proceeds | | - |
| Net Contributed Capital | | |
| Change in cash and cash equivalents: | | 63,754 |

| | |
|---|---|
| Cash balance @6/30/11 | 3,173,841 |
| Cash balance @7/31/11 | 3,237,595 |
| Change in cash | 63,754 |

EMSA
Statement of Cash Flows
One Month Ended 7/31/11

Western Division

| | | |
|---|---|---|
| Net income (loss) | | (536,182) |
| Add: Depreciation | 168,250 | |
| Increase in allowance for doubtful accounts | 894,000 | |
| Increase in deferred revenue | 886,978 | 1,949,228 |
| Changes in working capital: | | |
| Increase in patient receivables | (1,286,859) | |
| Increase in other receivables | (3,034) | |
| Increase in other assets | (51,040) | |
| Increase in accounts payable | 518,309 | |
| Increase in accrued liabilities | 9,922 | (812,702) |
| Net Property (Additions)/Dispositions | | (45,195) |
| Debt Service/Loan proceeds | | - |
| Contributed Capital | | 26,997 |
| Change in cash and cash equivalents: | | 582,146 |

| | |
|---|---|
| Cash balance @6/30/11 | 2,240,050 |
| Cash balance @6/30/12 | 2,822,196 |
| Change in cash | 582,146 |

**EMSA Eastern Division**
**Capital Expenditures Variance**
**Year Ending June 30, 2012**

*Through July*

| Description | Budget | Actual EMSA | Under (Over) Budget |
|---|---|---|---|
| **Ambulances** | | | |
| *2012 remount project (nine)* | | | |
| New units | 1,460,000 | | 1,460,000 |
| Support vehicle | 30,000 | | 30,000 |
| Bariatric upgrade | 20,000 | | 20,000 |
| Miscellaneous | 20,000 | | 20,000 |
| **On board equipment:** | | | |
| Power cots | 582,100 | | 582,100 |
| Lifepack 15's | 202,000 | | 202,000 |
| First responder equipment | 203,000 | | 203,000 |
| Equipment for new units | 64,000 | | 64,000 |
| Ventilators | 260,000 | | 260,000 |
| Miscellaneous | 28,000 | | 28,000 |
| **CAD and radio equipment:** | | | |
| Base station upgrade | 50,000 | | 50,000 |
| Saber III portables | 19,200 | | 19,200 |
| Equipment for new units | 78,100 | | 78,100 |
| Clinical conputer pads | 180,000 | | 180,000 |
| | | | - |
| **Building expenses:** | | | |
| Garage | 15,000 | | 15,000 |
| Lansing remodel | 281,000 | | 281,000 |
| Miscellaneous | 38,000 | 4,100 | 33,900 |
| **Computer equipment:** | | | |
| Serverupgrade (network) | 40,000 | | 40,000 |
| Billing/CAD system hardware | 10,000 | | 10,000 |
| Web site development | 15,000 | | 15,000 |
| UPS batteries | 5,000 | | 5,000 |
| Miscellaneous | 50,000 | 1,901 | 48,099 |
| **TOTAL** | 3,650,400 | 6,001 | 3,644,399 |

**EMSA Western Division**
**Capital Expenditures Variance**
**Year Ending June 30, 2012**

*Through July*

| Description | Budget | Actual EMSA | Under (Over) Budget |
|---|---|---|---|
| **Ambulances** | | | |
| *2012 remount project (ten)* | | | |
| New units | 1,440,000 | | 1,440,000 |
| Bariatric upgrade | 20,000 | | 20,000 |
| Miscellaneous | 20,000 | | 20,000 |
| **On board equipment:** | | | |
| Power cots | 657,000 | | |
| Lifepack 15's | 404,000 | | 404,000 |
| Equipment for new units | 64,000 | | 64,000 |
| Training manikin | 8,000 | | 8,000 |
| Miscellaneous | 35,000 | | 35,000 |
| **CAD and radio equipment:** | | | |
| Saber III portables | 35,000 | | 35,000 |
| Equipment for new units | 75,000 | | 75,000 |
| Base station upgrade | 40,000 | | 40,000 |
| Clinical computer pads | 150,000 | | 150,000 |
| Radio infrastructure (NG911) | 163,000 | 40,668 | 122,332 |
| | | | - |
| **Building expenses:** | | | |
| Parking lot and grounds | 5,000 | | 5,000 |
| Office furniture | 10,000 | | 10,000 |
| Miscellaneous | 42,000 | 2,258 | 39,742 |
| **Computer equipment:** | | | |
| Web site development | 15,000 | | 15,000 |
| UPS batteries | 8,000 | | 8,000 |
| Server upgrade | 47,000 | | 47,000 |
| Miscellaneous | 50,000 | 2,269 | 47,731 |
| **TOTAL** | 3,288,000 | 45,195 | 3,242,805 |

***EMSA***

*Key Financial Indicators*

*Fiscal Year Ending June 30, 2012*

*Eastern Division*

| | Jul-11 | Year-to-date | Prior Year | Budget |
|---|---|---|---|---|
| *Transports:* | | | | |
| Emergency | 4,966 | 4,966 | 4,699 | 4,756 |
| Non-emergency | 909 | 909 | 948 | 960 |
| Total | 5,875 | 5,875 | 5,647 | 5,716 |
| Unit hours | 14,165 | 14,165 | 13,780 | |
| % of total system hours | 46.5% | 46.5% | 46.4% | 46.0% |
| *Gross revenue by payor:* | | | | |
| Medicare | 43% | 43% | 42% | |
| Medicaid | 17% | 17% | 17% | |
| Private insurance | 14% | 14% | 14% | |
| Uninsured and other | 26% | 26% | 27% | |
| | 100% | 100% | 100% | |
| *Collection rate* | 45.8% | 45.8% | 65.1% | 60.0% |
| *Net income (loss)* | $ (180,121) | $ (180,121) | $ (144,751) | $ 17,206 |
| *Days in A/R* | 75.7 | N/A | 77.7 | |
| *Past due A/R* | $ 1,779,000 | N/A | $ 1,057,000 | |
| *Current ratio* | 3.54 | N/A | 3.55 | |

*EMSA*
*Key Financial Indicators*
*Fiscal Year Ending June 30, 2012*

*Western Division*

| | Jul-11 | Year-to-date | Prior Year | Budget |
|---|---|---|---|---|
| *Transports:* | | | | |
| Emergency | 5,918 | 5,918 | 5,420 | 5,631 |
| Non-emergency | 180 | 180 | 354 | 289 |
| Total | 6,098 | 6,098 | 5,774 | 5,920 |
| Unit hours | 18,500 | 18,500 | 18,080 | |
| % of total system hours | 53.5% | 53.5% | 53.6% | 54.0% |
| *% of gross revenue by payor:* | | | | |
| Medicare | 43% | 43% | 43% | |
| Medicaid | 16% | 16% | 16% | |
| Private insurance | 14% | 14% | 15% | |
| Uninsured and other | 27% | 27% | 26% | |
| | 100% | 100% | 100% | |
| *Collection rate* | 43.9% | 43.9% | 81.4% | 63.0% |
| *Net income (loss)* | $ (536,182) | $ (536,182) | $ (540,667) | $ (607,601) |
| *Days in A/R* | 82.0 | N/A | 82.6 | |
| *Past due A/R* | $ 2,268,000 | N/A | $ 1,545,000 | |
| *Current ratio* | 0.98 | N/A | 0.83 | |

# *EMSA Eastern Division*

Transports and Requests for Service

Fiscal Year Ending June 30, 2012

| | Jul-11 | Aug-11 | Y-T-D | Budget | Variance # | Variance % |
|---|---|---|---|---|---|---|
| Transports: | | | | | | |
| Code 1 | 1,894 | 1,868 | 3,762 | | | |
| Code 2 | 3,072 | 3,095 | 6,167 | | | |
| Total emergencies | 4,966 | 4,963 | 9,929 | 9,512 | 417 | 4.4% |
| Code 3 | 886 | 850 | 1,736 | | | |
| Code 4 | 23 | 30 | 53 | | | |
| Total non-emergencies | 909 | 880 | 1,789 | 1,920 | (131) | (6.8%) |
| Total transports | 5,875 | 5,843 | 11,718 | 11,432 | 286 | 2.5% |
| Cancelled calls | 234 | 245 | 479 | | | |
| No hauls | 1,848 | 1,790 | 3,638 | | | |
| Total requests for service | 7,957 | 7,878 | 15,835 | | | |
| | | | | | | |
| Transports/day: | | | | | | |
| Emergencies | 160.2 | 160.1 | 160.1 | 153.4 | 6.7 | |
| Non-emergencies | 29.3 | 28.4 | 28.9 | 31.0 | (2.1) | |
| | 189.5 | 188.5 | 189.0 | 184.4 | 4.6 | |
| | | | | | | |
| Percent of total transports: | | | | | | |
| Emergencies | 84.5% | 84.9% | 84.7% | 83.2% | | |
| Non-emergencies | 15.5% | 15.1% | 15.3% | 16.8% | | |
| | 100.0% | 100.0% | 100.0% | 100.0% | | |
| | | | | | | |
| Unit hours | 14,165 | 14,162 | 28,327 | | | |
| | | | - | | | |
| Percent of total unit hours: | | | - | | | |
| Eastern Division | 46.5% | 46.1% | 46.3% | 46.0% | | |
| Western Division | 53.5% | 53.9% | 53.7% | 54.0% | | |
| | 100.0% | 100.0% | 100.0% | 100.0% | | |

*EMSA Western Division*

Transports and Requests for Service

Fiscal Year Ending June 30, 2012

| | Jul-11 | Aug-11 | Y-T-D | Budget | Variance # | Variance % |
|---|---|---|---|---|---|---|
| Transports: | | | | | | |
| Code 1 | 2,331 | 2,310 | 4,641 | | | |
| Code 2 | 3,587 | 3,743 | 7,330 | | | |
| Total emergencies | 5,918 | 6,053 | 11,971 | 11,262 | 709 | 6.3% |
| Code 3 | 177 | 189 | 366 | | | |
| Code 4 | 3 | 3 | 6 | | | |
| Total non-emergencies | 180 | 192 | 372 | 578 | (206) | (35.6%) |
| Total transports | 6,098 | 6,245 | 12,343 | 11,840 | 503 | 4.2% |
| Cancelled calls | 365 | 353 | 718 | | | |
| No hauls | 1,568 | 1,598 | 3,166 | | | |
| Total requests for service | 8,031 | 8,196 | 16,227 | | | |
| Transports/day: | | | | | | |
| Emergencies | 190.9 | 195.3 | 193.1 | 181.6 | 11.4 | |
| Non-emergencies | 5.8 | 6.2 | 6.0 | 9.3 | (3.3) | |
| | 196.7 | 201.5 | 199.1 | 191.0 | 8.1 | |
| Percent of total transports: | | | | | | |
| Emergencies | 97.0% | 96.9% | 97.0% | 95.1% | | |
| Non-emergencies | 3.0% | 3.1% | 3.0% | 4.9% | | |
| | 100.0% | 100.0% | 100.0% | 100.0% | | |
| Unit hours | 16,310 | 16,582 | 32,892 | | | |
| Percent of total unit hours: | | | | | | |
| Eastern Division | 46.5% | 46.1% | 46.3% | 46.0% | | |
| Western Division | 53.5% | 53.9% | 53.7% | 54.0% | | |
| | 100.0% | 100.0% | 100.0% | 100.0% | | |