

MEMORANDUM

Date: January 22, 2014

To: Board of Trustees

From: Kent Torrence

Subject: **FINANCIAL REVIEW – December 2013**

Attached you will find financial statements for December 2013. 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 net loss of \$403 thousand compared to a budgeted loss of \$836 thousand, and the Western Division had a net loss of \$3,932 thousand compared to a budgeted net loss of \$4,641 thousand.

There is no net interdivisional payable/receivable as of 12/31/13.

Combined Balance Sheets

Following is a discussion of significant assets and liabilities at December 31, 2013, 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.

Due to Contractor

The due to contractor balance represents our liability to Paramedics Plus for December and November 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.

Income Statements

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

Patient Service Revenue

Eastern division patient revenue is less than budget by \$1,272 thousand (2.7%) and Western is less than budget by \$1,640 thousand (3.2%).

Gross patient service revenue variances are partly attributable to differences between actual and budgeted transports for fiscal 2014. The Eastern Division had 1,014 less emergency transports than budgeted (3.2%); non-emergency transports were 317 less than budget (7%). The Western Division emergency transports were less than budget by 1,740 (4.8%) and non-emergencies were 1,016 more than budget (57.6%).

The year-to-date collection rate is 45% for the Eastern Division compared to a budget of 51% and an actual for fiscal 2013 of 52%. The year-to-date collection rate is 48% for the Western Division compared to a budget of 51% and an actual for fiscal 2013 of 49%.

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, 2013

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Patient service revenue:						
Emergency base rate	\$14,599,200.00	\$14,889,229.00	-1.95%	\$85,386,700.00	\$88,893,732.00	-3.95%
Non-emergency base rate	508,196.26	373,392.50	36.10%	2,804,854.36	2,240,355.00	25.20%
Mileage	958,638.00	939,482.00	2.04%	5,109,479.00	5,532,214.00	-7.64%
Special events	22,162.50	20,083.00	10.35%	140,521.25	120,498.00	16.62%
Subscription membership	21,971.23	20,000.00	9.86%	108,296.05	120,000.00	-9.75%
Other revenue	383,488.76	475,000.00	-19.27%	3,295,804.69	2,850,000.00	15.64%
	16,493,656.75	16,717,186.50	-1.34%	96,845,655.35	99,756,799.00	-2.92%
Deductions from revenue:						
Contractual allowances and bad debts	11,521,293.28	11,720,833.33	1.70%	67,256,942.76	70,324,999.98	4.36%
Collection fees and expenses	74,901.88	70,833.33	-5.74%	452,481.76	424,999.98	-6.47%
	11,596,195.16	11,791,666.66	1.66%	67,709,424.52	70,749,999.96	4.30%
Net patient service revenue	4,897,461.59	4,925,519.84	-0.57%	29,136,230.83	29,006,799.04	0.45%
Operating expenses other than depreciation:						
Ambulance contract expense	3,809,004.95	3,859,341.00	1.30%	26,314,406.46	26,973,355.00	2.44%
Employee compensation & benefits	292,012.54	288,885.83	-1.08%	1,835,884.93	1,733,314.98	-5.92%
Medical supplies	(59,519.77)	31,608.34	288.30%	631,517.96	719,650.04	12.25%
Building rent, utilities and maintenance	83,517.72	74,424.99	-12.22%	530,089.42	446,549.94	-18.71%
Equipment maintenance	101,494.37	104,208.32	2.60%	383,732.23	625,249.92	38.63%
TotalCare campaign	5,586.68	2,916.67	-91.54%	31,657.52	17,500.02	-80.90%
Quality assurance fees	67,114.92	67,166.67	0.08%	402,689.52	403,000.02	0.08%
Telephone	71,645.37	79,249.99	9.60%	450,698.18	475,499.94	5.22%
Professional services	17,244.73	26,733.33	35.49%	120,030.36	160,399.98	25.17%
Miscellaneous supplies	19,118.87	31,200.00	38.72%	168,579.36	187,200.00	9.95%
Postage and courier service	1,043.98	7,500.01	86.08%	32,393.56	45,000.06	28.01%
Equipment lease	2,644.56	3,000.00	11.85%	15,800.86	18,000.00	12.22%
Other fees and expenses	41,690.17	39,324.99	-6.01%	217,374.87	235,949.94	7.87%
Community relations	22,038.62	33,000.00	33.22%	163,686.22	198,000.00	17.33%
Office supplies	2,458.02	6,833.32	64.03%	21,131.95	40,999.92	48.46%
Insurance	13,481.47	15,000.00	10.12%	67,614.59	90,000.00	24.87%
Travel, meals, and training	2,186.35	4,416.66	50.50%	26,786.55	26,499.96	-1.08%
	4,492,763.55	4,674,810.12	3.89%	31,414,074.54	32,396,169.72	3.03%
Operating inc. (loss) before depr.	404,698.04	250,709.72	61.42%	(2,277,843.71)	(3,389,370.68)	32.79%
Depreciation	341,249.00	341,250.00	0.00%	2,047,494.00	2,047,500.00	0.00%
Operating income (loss)	63,449.04	(90,540.28)	170.08%	(4,325,337.71)	(5,436,870.68)	20.44%
Nonoperating expense:						
Interest expense	2,830.20	7,166.67	60.51%	10,809.75	43,000.02	74.86%

EMSA
EMSA Combined
For the Six Months Ending December 31, 2013

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Nonoperating expense	<u>\$2,830.20</u>	<u>\$7,166.67</u>	<u>60.51%</u>	<u>\$10,809.75</u>	<u>\$43,000.02</u>	<u>74.86%</u>
Nonoperating income - interest income	<u>405.64</u>	<u>416.67</u>	<u>-2.65%</u>	<u>1,343.91</u>	<u>2,500.02</u>	<u>-46.24%</u>
Net income (loss)	<u><u>61,024.48</u></u>	<u><u>(97,290.28)</u></u>	<u><u>162.72%</u></u>	<u><u>(4,334,803.55)</u></u>	<u><u>(5,477,370.68)</u></u>	<u><u>20.86%</u></u>

EMSA
EMSA Eastern Division
For the Six Months Ending December 31, 2013

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Patient service revenue:						
Emergency base rate	\$6,792,500.00	\$6,845,479.00	-0.77%	\$39,200,200.00	\$40,631,232.00	-3.52%
Non-emergency base rate	274,678.06	258,750.00	6.16%	1,548,701.12	1,552,500.00	-0.24%
Mileage	433,872.00	426,000.00	1.85%	2,277,837.00	2,556,000.00	-10.88%
Special events	13,537.50	9,583.00	41.27%	74,125.00	57,498.00	28.92%
Subscription membership	7,715.52	6,666.67	15.73%	44,650.87	40,000.02	11.63%
Other revenue	366,774.98	475,000.00	-22.78%	3,269,786.15	2,850,000.00	14.73%
	7,889,078.06	8,021,478.67	-1.65%	46,415,300.14	47,687,230.02	-2.67%
Deductions from revenue:						
Contractual allowances and bad debts	5,457,147.64	5,408,333.33	-0.90%	31,097,590.35	32,449,999.98	4.17%
Collection fees and expenses	34,762.43	33,333.33	-4.29%	209,031.56	199,999.98	-4.52%
	5,491,910.07	5,441,666.66	-0.92%	31,306,621.91	32,649,999.96	4.11%
Net patient service revenue	2,397,167.99	2,579,812.01	-7.08%	15,108,678.23	15,037,230.06	0.48%
Operating expenses other than depreciation:						
Ambulance contract expense	1,822,870.88	1,767,725.00	-3.12%	11,984,094.36	12,120,055.00	1.12%
Employee compensation & benefits	148,740.50	135,776.33	-9.55%	892,321.04	814,657.98	-9.53%
Medical supplies	(30,622.89)	29,941.67	202.28%	322,382.00	459,650.02	29.86%
Building rent, utilities and maintenance	27,842.15	21,883.33	-27.23%	150,910.70	131,299.98	-14.94%
Equipment maintenance	49,198.34	49,083.33	-0.23%	224,339.25	294,499.98	23.82%
TotalCare campaign	4,509.87	1,666.67	-170.59%	27,059.22	10,000.02	-170.59%
Quality assurance fees	32,737.67	32,750.00	0.04%	196,426.02	196,500.00	0.04%
Telephone	34,356.27	34,666.66	0.90%	208,095.93	207,999.96	-0.05%
Professional services	8,506.92	12,916.66	34.14%	56,506.15	77,499.96	27.09%
Miscellaneous supplies	8,191.35	15,400.00	46.81%	85,522.41	92,400.00	7.44%
Postage and courier service	540.23	3,666.67	85.27%	15,222.12	22,000.02	30.81%
Equipment lease	2,644.56	2,333.33	-13.34%	13,243.69	13,999.98	5.40%
Other fees and expenses	9,820.11	7,008.33	-40.12%	35,556.27	42,049.98	15.44%
Community relations	18,993.34	27,166.67	30.09%	129,822.49	163,000.02	20.35%
Office supplies	1,158.08	3,416.66	66.10%	10,141.07	20,499.96	50.53%
Insurance	7,334.48	8,250.01	11.10%	38,026.38	49,500.06	23.18%
Travel, meals, and training	1,199.70	2,083.33	42.41%	12,406.82	12,499.98	0.75%
	2,148,021.56	2,155,734.65	0.36%	14,402,075.92	14,728,112.90	2.21%
Operating inc. (loss) before depr.	249,146.43	424,077.36	-41.25%	706,602.31	309,117.16	128.59%
Depreciation	185,083.00	185,083.33	0.00%	1,110,498.00	1,110,499.98	0.00%
Operating income (loss)	64,063.43	238,994.03	-73.19%	(403,895.69)	(801,382.82)	49.60%
Nonoperating expense:						
Interest expense		6,166.67	100.00%		37,000.02	100.00%

EMSA
EMSA Eastern Division
For the Six Months Ending December 31, 2013

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Nonoperating expense		\$6,166.67	100.00%		\$37,000.02	100.00%
Nonoperating income - interest income	276.55	416.67	-33.63%	631.13	2,500.02	-74.76%
Net income (loss)	<u>64,339.98</u>	<u>233,244.03</u>	<u>72.42%</u>	<u>(403,264.56)</u>	<u>(835,882.82)</u>	<u>51.76%</u>

EMSA Western
EMSA Western Division
For the Six Months Ending December 31, 2013

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Patient service revenue:						
Emergency base rate	\$7,806,700.00	\$8,043,750.00	-2.95%	\$46,186,500.00	\$48,262,500.00	-4.30%
Non-emergency base rate	233,518.20	114,642.50	103.69%	1,256,153.24	687,855.00	82.62%
Mileage	524,766.00	513,482.00	2.20%	2,831,642.00	2,976,214.00	-4.86%
Special events	8,625.00	10,500.00	-17.86%	66,396.25	63,000.00	5.39%
Subscription membership	14,255.71	13,333.33	6.92%	63,645.18	79,999.98	-20.44%
Other revenue	16,713.78		0.00%	26,018.54		0.00%
	<u>8,604,578.69</u>	<u>8,695,707.83</u>	<u>-1.05%</u>	<u>50,430,355.21</u>	<u>52,069,568.98</u>	<u>-3.15%</u>
Deductions from revenue:						
Contractual allowances and bad debts	6,064,145.64	6,312,500.00	3.93%	36,159,352.41	37,875,000.00	4.53%
Collection fees and expenses	40,139.45	37,500.00	-7.04%	243,450.20	225,000.00	-8.20%
	<u>6,104,285.09</u>	<u>6,350,000.00</u>	<u>3.87%</u>	<u>36,402,802.61</u>	<u>38,100,000.00</u>	<u>4.45%</u>
Net patient service revenue	<u>2,500,293.60</u>	<u>2,345,707.83</u>	<u>6.59%</u>	<u>14,027,552.60</u>	<u>13,969,568.98</u>	<u>0.42%</u>
Operating expenses other than depreciation:						
Ambulance contract expense	1,986,134.07	2,091,616.00	5.04%	14,330,312.10	14,853,300.00	3.52%
Employee compensation & benefits	143,272.04	153,109.50	6.43%	943,563.89	918,657.00	-2.71%
Medical supplies	(28,896.88)	1,666.67	1833.81%	309,135.96	260,000.02	-18.90%
Building rent, utilities and maintenance	55,675.57	52,541.66	-5.96%	379,178.72	315,249.96	-20.28%
Equipment maintenance	52,296.03	55,124.99	5.13%	159,392.98	330,749.94	51.81%
TotalCare campaign	1,076.81	1,250.00	13.86%	4,598.30	7,500.00	38.69%
Quality assurance fees	34,377.25	34,416.67	0.11%	206,263.50	206,500.02	0.11%
Telephone	37,289.10	44,583.33	16.36%	242,602.25	267,499.98	9.31%
Professional services	8,737.81	13,816.67	36.76%	63,524.21	82,900.02	23.37%
Miscellaneous supplies	10,927.52	15,800.00	30.84%	83,056.95	94,800.00	12.39%
Postage and courier service	503.75	3,833.34	86.86%	17,171.44	23,000.04	25.34%
Equipment lease		666.67	100.00%	2,557.17	4,000.02	36.07%
Other fees and expenses	31,870.06	32,316.66	1.38%	181,818.60	193,899.96	6.23%
Community relations	3,045.28	5,833.33	47.80%	33,863.73	34,999.98	3.25%
Office supplies	1,299.94	3,416.66	61.95%	10,990.88	20,499.96	46.39%
Insurance	6,146.99	6,749.99	8.93%	29,588.21	40,499.94	26.94%
Travel, meals, and training	986.65	2,333.33	57.71%	14,379.73	13,999.98	-2.71%
	<u>2,344,741.99</u>	<u>2,519,075.47</u>	<u>6.92%</u>	<u>17,011,998.62</u>	<u>17,668,056.82</u>	<u>3.71%</u>
Operating inc. (loss) before depr.	155,551.61	(173,367.64)	189.72%	(2,984,446.02)	(3,698,487.84)	19.31%
Depreciation	<u>156,166.00</u>	<u>156,166.67</u>	<u>0.00%</u>	<u>936,996.00</u>	<u>937,000.02</u>	<u>0.00%</u>
Operating income (loss)	<u>(614.39)</u>	<u>(329,534.31)</u>	<u>99.81%</u>	<u>(3,921,442.02)</u>	<u>(4,635,487.86)</u>	<u>15.40%</u>
Nonoperating expense:						
Interest expense	<u>2,830.20</u>	<u>1,000.00</u>	<u>-183.02%</u>	<u>10,809.75</u>	<u>6,000.00</u>	<u>-80.16%</u>

EMSA Western
EMSA Western Division
For the Six Months Ending December 31, 2013

	Month of December			For the 6 Months Ended December		
	Actual	Budget	Variance	Actual	Budget	Variance
Nonoperating expense	<u>\$2,830.20</u>	<u>\$1,000.00</u>	<u>-183.02%</u>	<u>\$10,809.75</u>	<u>\$6,000.00</u>	<u>-80.16%</u>
Nonoperating income - interest income	<u>129.09</u>		<u>0.00%</u>	<u>712.78</u>		<u>0.00%</u>
Net income (loss)	<u><u>(3,315.50)</u></u>	<u><u>(330,534.31)</u></u>	<u><u>99.00%</u></u>	<u><u>(3,931,538.99)</u></u>	<u><u>(4,641,487.86)</u></u>	<u><u>15.30%</u></u>

EMSA
EMSA Combined
For the Six Months Ending December 31, 2013

	<u>2014</u>	<u>2013</u>
Assets		
Current assets:		
Cash and cash equivalents:		
Cash in banks	(\$252,790.83)	(\$152,643.05)
Petty cash	1,200.00	1,200.00
Invested cash	<u>2,785,446.00</u>	<u>3,639,689.88</u>
	2,533,855.17	3,488,246.83
Patient accounts receivable:		
Patient accounts receivable	24,579,279.23	25,814,062.25
Receivables in collection	<u>42,168,140.19</u>	<u>31,476,999.68</u>
	66,747,419.42	57,291,061.93
Less allowance for contractual allowances and bad debts	<u>51,931,291.00</u>	<u>43,112,291.00</u>
Net patient accounts receivable	<u>14,816,128.42</u>	<u>14,178,770.93</u>
Other receivables:		
Due from contractor	439,477.80	989,251.31
Due from collection agency	32,762.35	17,408.23
Other miscellaneous receivables	<u>771,567.67</u>	<u>1,899,444.71</u>
	<u>1,243,807.82</u>	<u>2,906,104.25</u>
Other current assets:		
Prepaid assets	691,356.45	543,275.62
Other, principally funds held by trustee	<u>2,972.51</u>	<u>(57,951.36)</u>
	<u>694,328.96</u>	<u>485,324.26</u>
Total current assets	<u>19,288,120.37</u>	<u>21,058,446.27</u>
Property and equipment:		
Communication equipment	5,971,034.85	5,789,890.81
Buildings and leasehold improvements	3,711,390.66	3,649,488.81
Ambulances	10,179,769.89	9,965,032.41
Data processing equipment	6,962,010.41	6,585,439.91
On-board equipment	5,745,503.06	5,280,737.72
Office furniture and equipment	1,214,750.31	1,203,417.85
Miscellaneous other equipment	1,129,726.08	1,103,008.09
Land	64,200.00	64,200.00
Transportation equipment	361,737.24	361,737.24
Prepaid assets	780,419.39	806,761.67
Capital Lease	<u>739,910.29</u>	<u>739,910.29</u>
	36,860,452.18	35,549,624.80
Less accumulated depreciation	<u>27,353,235.10</u>	<u>22,557,635.59</u>
Net property and equipment	9,507,217.08	12,991,989.21
Other assets	<u>24,194.50</u>	<u>12,960.00</u>
Total assets	28,819,531.95	34,063,395.48

EMSA
EMSA Combined
For the Six Months Ending December 31, 2013

	<u>2014</u>	<u>2013</u>
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	\$746,645.75	\$1,541,502.10
Due to contractor	7,302,363.99	9,172,060.22
Due to Quality Assurance Fund	372,033.52	196,240.86
Accrued retirement	152,480.57	133,318.10
Accrued salaries and wages	240,825.59	241,710.50
Current installments of long-term debt	565,000.00	480,000.00
Accrued interest payable	10.81	23.81
Deferred revenue	<u>131,827.36</u>	<u>753,052.70</u>
Total current liabilities	9,511,187.59	12,517,908.29
Other liabilities	<u>394,378.22</u>	<u>21,752.22</u>
Total liabilities	<u>9,905,565.81</u>	<u>12,539,660.51</u>
Division capital:		
Contributed capital	66,110,647.10	56,871,890.30
Retained earnings (deficit)	(42,861,877.41)	(30,758,685.64)
Current year earnings (loss)	<u>(4,334,803.55)</u>	<u>(4,589,469.69)</u>
Total division capital	<u>18,913,966.14</u>	<u>21,523,734.97</u>
Total liabilities & division capital	<u><u>28,819,531.95</u></u>	<u><u>34,063,395.48</u></u>

EMSA
EMSA Eastern Division
For the Six Months Ending December 31, 2013

	<u>2014</u>	<u>2013</u>
Assets		
Current assets:		
Cash and cash equivalents:		
Cash in banks	(\$658,023.87)	(\$540,911.59)
Petty cash	600.00	600.00
Invested cash	<u>1,622,335.11</u>	<u>2,044,313.30</u>
	964,911.24	1,504,001.71
Patient accounts receivable:		
Patient accounts receivable	11,214,764.50	11,657,943.17
Receivables in collection	<u>20,135,999.82</u>	<u>13,814,999.82</u>
	31,350,764.32	25,472,942.99
Less allowance for contractual allowances and bad debts	<u>24,781,710.00</u>	<u>19,214,710.00</u>
Net patient accounts receivable	<u>6,569,054.32</u>	<u>6,258,232.99</u>
Other receivables:		
Due from contractor	439,477.80	989,251.31
Due from collection agency	14,837.58	7,779.26
Other miscellaneous receivables	<u>523,734.28</u>	<u>1,899,409.71</u>
	<u>978,049.66</u>	<u>2,896,440.28</u>
Other current assets:		
Prepaid assets	377,421.46	286,832.74
Other, principally funds held by trustee	<u>(44,804.31)</u>	<u>(122,696.63)</u>
	<u>332,617.15</u>	<u>164,136.11</u>
Total current assets	<u>8,844,632.37</u>	<u>10,822,811.09</u>
Property and equipment:		
Communication equipment	2,966,409.22	2,953,658.64
Buildings and leasehold improvements	3,219,494.25	3,175,960.00
Ambulances	5,580,372.23	5,443,669.86
Data processing equipment	3,642,715.89	3,460,784.94
On-board equipment	2,778,224.12	2,670,234.36
Office furniture and equipment	576,212.75	569,064.65
Miscellaneous other equipment	582,920.45	571,621.50
Land	64,200.00	64,200.00
Transportation equipment	284,814.80	284,814.80
Prepaid assets	478,890.34	249,618.74
Capital Lease	<u>338,087.66</u>	<u>338,087.66</u>
	20,512,341.71	19,781,715.15
Less accumulated depreciation	<u>15,049,870.53</u>	<u>12,452,376.42</u>
Net property and equipment	5,462,471.18	7,329,338.73
Other assets	<u>16,057.97</u>	<u>10,698.65</u>
Total assets	14,323,161.52	18,162,848.47

EMSA
EMSA Eastern Division
For the Six Months Ending December 31, 2013

	<u>2014</u>	<u>2013</u>
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	(\$71,728.04)	\$869,003.13
Due to contractor	3,495,147.76	4,142,857.25
Due to Quality Assurance Fund	372,033.52	196,240.86
Accrued retirement	82,098.73	72,355.22
Accrued salaries and wages	117,190.21	113,737.88
Accrued interest payable	10.81	23.81
Deferred revenue	<u>46,293.12</u>	<u>155,356.17</u>
Total current liabilities	4,041,046.11	5,549,574.32
Other liabilities	<u>200,071.65</u>	<u>21,752.22</u>
Total liabilities	<u>4,241,117.76</u>	<u>5,571,326.54</u>
Division capital:		
Contributed capital	5,963,560.61	5,601,757.11
Retained earnings (deficit)	4,521,747.71	7,923,273.81
Current year earnings (loss)	<u>(403,264.56)</u>	<u>(933,508.99)</u>
Total division capital	<u>10,082,043.76</u>	<u>12,591,521.93</u>
Total liabilities & division capital	<u><u>14,323,161.52</u></u>	<u><u>18,162,848.47</u></u>

EMSA Western
EMSA Western Division
For the Six Months Ending December 31, 2013

	<u>2014</u>	<u>2013</u>
Assets		
Current assets:		
Cash and cash equivalents:		
Cash in banks	\$405,233.04	\$388,268.54
Petty cash	600.00	600.00
Invested cash	<u>1,163,110.89</u>	<u>1,595,376.58</u>
	1,568,943.93	1,984,245.12
Patient accounts receivable:		
Patient accounts receivable	13,364,514.73	14,156,119.08
Receivables in collection	<u>22,032,140.37</u>	<u>17,661,999.86</u>
	35,396,655.10	31,818,118.94
Less allowance for contractual allowances and bad debts	<u>27,149,581.00</u>	<u>23,897,581.00</u>
Net patient accounts receivable	<u>8,247,074.10</u>	<u>7,920,537.94</u>
Other receivables:		
Due from collection agency	17,924.77	9,628.97
Other miscellaneous receivables	<u>247,833.39</u>	<u>35.00</u>
	<u>265,758.16</u>	<u>9,663.97</u>
Other current assets:		
Prepaid assets	313,934.99	256,442.88
Other, principally funds held by trustee	<u>47,776.82</u>	<u>64,745.27</u>
	<u>361,711.81</u>	<u>321,188.15</u>
Total current assets	<u>10,443,488.00</u>	<u>10,235,635.18</u>
Property and equipment:		
Communication equipment	3,004,625.63	2,836,232.17
Buildings and leasehold improvements	491,896.41	473,528.81
Ambulances	4,599,397.66	4,521,362.55
Data processing equipment	3,319,294.52	3,124,654.97
On-board equipment	2,967,278.94	2,610,503.36
Office furniture and equipment	638,537.56	634,353.20
Miscellaneous other equipment	546,805.63	531,386.59
Transportation equipment	76,922.44	76,922.44
Prepaid assets	301,529.05	557,142.93
Capital Lease	<u>401,822.63</u>	<u>401,822.63</u>
	16,348,110.47	15,767,909.65
Less accumulated depreciation	<u>12,303,364.57</u>	<u>10,105,259.17</u>
Net property and equipment	4,044,745.90	5,662,650.48
Other assets	<u>8,136.53</u>	<u>2,261.35</u>
Total assets	<u><u>14,496,370.43</u></u>	<u><u>15,900,547.01</u></u>

EMSA Western
EMSA Western Division
For the Six Months Ending December 31, 2013

	<u>2014</u>	<u>2013</u>
Liabilities and Division Capital		
Current liabilities:		
Accounts payable and accrued liabilities	\$818,373.79	\$672,498.97
Due to contractor	3,807,216.23	5,029,202.97
Accrued retirement	70,381.84	60,962.88
Accrued salaries and wages	123,635.38	127,972.62
Current installments of long-term debt	565,000.00	480,000.00
Deferred revenue	<u>85,534.24</u>	<u>597,696.53</u>
Total current liabilities	5,470,141.48	6,968,333.97
Other liabilities	<u>194,306.57</u>	
Total liabilities	<u>5,664,448.05</u>	<u>6,968,333.97</u>
Division capital:		
Contributed capital	60,147,086.49	51,270,133.19
Retained earnings (deficit)	(47,383,625.12)	(38,681,959.45)
Current year earnings (loss)	<u>(3,931,538.99)</u>	<u>(3,655,960.70)</u>
Total division capital	<u>8,831,922.38</u>	<u>8,932,213.04</u>
Total liabilities & division capital	<u><u>14,496,370.43</u></u>	<u><u>15,900,547.01</u></u>

EMSA
Cash Rollforward
Year Ending June 30, 2014

	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, 2013	\$ 2,354,092	\$ 2,354,092	-	1,172,181	1,172,181	-	3,526,273	3,526,273	-
Net revenue collected	11,466,000	12,098,630	(632,630)	13,778,000	14,039,450	(261,450)	25,244,000	26,138,080	(894,080)
Utility bill receipts	3,255,000	3,800,000	(545,000)				3,255,000	3,800,000	(545,000)
TotalCare proceeds	19,080		19,080	150,998	161,000	(10,002)	170,078	161,000	9,078
Payment to contractor	(12,659,593)	(12,872,000)	212,407	(15,717,335)	(15,708,000)	(9,335)	(28,376,928)	(28,580,000)	203,072
Operating expenses/changes in WC	(2,198,145)	(2,726,000)	527,855	(2,922,354)	(2,862,000)	(60,354)	(5,120,499)	(5,588,000)	467,501
Capital expenditures	(751,531)	(1,438,002)	686,471	(379,415)	(1,363,500)	984,085	(1,130,946)	(2,801,502)	1,670,556
Net debt proceeds/(reduction)			-	225,000	(140,000)	365,000	225,000	(140,000)	365,000
Interest/other income	297	3,000	(2,703)	202		202	499	3,000	(2,501)
Other	298,085	(2) 348,000	(49,915)	4,443,293	(1) 4,443,293	-	4,741,378	4,791,293	(49,915)
Balance at December 31, 2013	1,783,285	1,567,720	215,565	750,570	(257,576)	1,008,146	2,533,855	1,310,144	1,223,711

(1) 23,543 - '13 Other Western Subsidy
695,367 '14 Edmond Subsidy
477,022 '14 Other Western Subsidy
3,247,361- '14 Oklahoma City Subsidy
4,443,293

(2) 298,085 - '13 Other Eastern Subsidy

West - Cash	1,568,944
A/P	(818,374)
Net	<u>750,570</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 12/31/13

Eastern Division

Net Income (loss)		(403,265)
Add: Depreciation	1,110,498	
Increase in allowance for doubtful accounts	2,025,000	
Decrease in deferred revenue	(25,731)	<u>3,109,767</u>
Changes in working capital:		
Increase in patient receivables	(2,635,455)	
Decrease in other receivables	1,392,931	
Decrease in other assets	(16,073)	
Decrease in accounts payable	(1,701,239)	
Decrease in accrued liabilities	(40,654)	<u>(3,000,490)</u>
Net Property Additions:		(478,891)
Debt Service/ Loan Proceeds		-
Net Contributed Capital		22,697
Change in cash and cash equivalents:		<u><u>(750,182)</u></u>
Cash balance @6/30/13		1,715,093
Cash balance @12/31/13		964,911
Change in cash		<u><u>(750,182)</u></u>

EMSA
Statement of Cash Flows
Six Months Ended 12/31/13

Western Division

Net income (loss)		(3,931,539)
Add:		
Depreciation	936,996	
Decrease in allowance for doubtful accounts	(540,000)	
Increase in deferred revenue	85,534	<u>482,530</u>
Changes in working capital:		
Decrease in patient receivables	120,484	
Decrease in other receivables	219,464	
Increase in other assets	(245,120)	
Decrease in accounts payable	(1,207,649)	
Decrease in accrued liabilities	(39,295)	<u>(1,152,116)</u>
Net Property (Additions)/Dispositions		(301,529)
Debt Service/Loan proceeds		225,000
Contributed Capital		4,435,418
Change in cash and cash equivalents:		<u><u>(242,236)</u></u>
Cash balance @6/30/13		1,811,180
Cash balance @ 12/31/13		1,568,944
Change in cash		<u><u>(242,236)</u></u>

**EMSA Eastern Division
Capital Expenditures Variance
Year Ending June 30, 2014**

Through December

Description	Budget	Actual EMSA	Under (Over) Budget
Ambulances			
<i>2014 Ambulances (eight)</i>			
Replacement units	1,290,000	83,187	1,206,813
New units	300,000		300,000
Repairs	25,000	96,088	(71,088)
Miscellaneous	20,000		20,000
On board equipment:			
Power cot enhancement	644,000	59,206	584,794
First responder equipment	25,000		25,000
Equipment for new units	128,000	40,040	87,960
Stair chairs	80,000	84,447	(4,447)
Ventilators		97,375	(97,375)
Radio replacement		(46,541)	46,541
Miscellaneous	30,000		30,000
CAD and radio equipment:			
Base station upgrade	75,000	24,808	50,192
Mobile data terminals	110,000		110,000
Equipment for new units	19,000		19,000
CAD for EMSA and TFD (previous year)	1,428,000	1,516,340	(88,340)
Building expenses:			
Garage	15,000		15,000
Building expansion	2,500,000	18,031	2,481,969
Miscellaneous	40,000		40,000
Computer equipment:			
Billing/CAD system hardware	10,000	14,261	(4,261)
Web site development	15,000	1,343	13,657
Miscellaneous	50,000	6,648	43,352
TOTAL	6,804,000	1,995,233	4,808,767
Less previous year item and expense incurred previous year	1,428,000	1,243,702	
Current year expenditures	5,376,000	751,531	
Less previous year item incurred current year		272,638	
Current year budget	5,376,000	478,893	4,897,107

**EMSA Western Division
Capital Expenditures Variance
Year Ending June 30, 2014**

Through December

Description	Budget	Actual OKC	Actual EMSA	Under (Over) Budget
Ambulances				
<i>2014 Ambulances (ten)</i>				
Replacement units	1,613,000			1,613,000
New units	300,000			300,000
Repairs	25,000		24,356	644
Miscellaneous	20,000			20,000
On board equipment:				
Equipment for new units	128,000		40,040	87,960
Ventilators	90,000	89,884	(7,468)	7,584
Stair chairs	96,000	100,868		(4,868)
Radio replacement			(105,775)	105,775
Miscellaneous	37,000			37,000
CAD and radio equipment:				
Equipment for new units	15,000			15,000
Base station upgrade	40,000		28,047	11,953
Mobile data terminals	150,000			150,000
Radio infrastructure (NG911)	163,000		81,336	81,664
Building expenses:				
Office furniture	72,000		79,493	(7,493)
Common use vehicle	35,000			35,000
Security enhancement			23,139	(23,139)
Miscellaneous	44,000			44,000
Computer equipment:				
Web site development	10,000		1,535	8,465
Billing/CAD system hardware	20,000		16,317	3,683
Server upgrade	30,000			30,000
Miscellaneous	50,000		7,643	42,357
TOTAL	2,938,000	190,752	188,663	2,558,585

EMSA
Key Financial Indicators
Fiscal Year Ending June 30, 2014

Eastern Division

	<u>Jul-13</u>	<u>Aug-13</u>	<u>Sep-13</u>	<u>Oct-13</u>	<u>Nov-13</u>	<u>Dec-13</u>	<u>Year-to-date</u>	<u>Prior Year</u>	<u>Budget</u>
<i>Transports:</i>									
Emergency	5,174	5,367	4,985	4,984	4,578	5,154	30,242	30,054	31,256
Non-emergency	654	679	688	695	751	752	4,219	4,567	4,536
Total	<u>5,828</u>	<u>6,046</u>	<u>5,673</u>	<u>5,679</u>	<u>5,329</u>	<u>5,906</u>	<u>34,461</u>	<u>34,621</u>	<u>35,792</u>
Unit hours	15,702	15,911	15,456	15,848	16,999	17,382	97,298	90,532	
% of total system hours	46.8%	46.6%	46.5%	46.9%	50.2%	50.3%	47.9%	48.9%	47.0%
<i>Gross revenue by payor:</i>									
Medicare	42%	41%	42%	43%	44%	45%	43%	41%	
Medicaid	19%	19%	20%	19%	18%	18%	19%	19%	
Private insurance	15%	15%	12%	11%	10%	1%	11%	13%	
Uninsured and other	24%	25%	26%	27%	28%	36%	27%	27%	
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	
<i>Collection rate</i>	43.3%	30.8%	35.4%	58.5%	48.3%	46.9%	45.3%	52.4%	50.7%
<i>Net income (loss)</i>	\$ 200,499	\$ 108,820	\$ (591,231)	\$ (144,857)	\$ (40,835)	\$ 64,340	\$ (403,264)	\$ (933,508)	\$ (835,883)
<i>Days in A/R</i>	58.0	70.1	67.3	75.6	74.6	71.6	N/A	88.5	
<i>Past due A/R</i>	\$ 2,175,000	\$ 2,248,000	\$ 2,319,000	\$ 2,447,000	\$ 2,383,000	\$ 2,361,000	N/A	\$ 2,993,000	
<i>Current ratio</i>	1.88	2.02	2.04	2.05	2.08	2.19	N/A	1.95	

EMSA
Key Financial Indicators
Fiscal Year Ending June 30, 2014

Western Division

	<u>Jul-13</u>	<u>Aug-13</u>	<u>Sep-13</u>	<u>Oct-13</u>	<u>Nov-13</u>	<u>Dec-13</u>	<u>Year-to-date</u>	<u>Prior Year</u>	<u>Budget</u>
<i>Transports:</i>									
Emergency	6,071	6,278	6,060	5,826	5,502	5,903	35,640	36,039	37,430
Non-emergency	314	533	492	482	444	515	2,780	1,799	1,764
Total	6,385	6,811	6,552	6,308	5,946	6,418	38,420	37,838	39,194
Unit hours	20,052	20,440	19,886	20,107	18,986	19,393	118,864	107,950	
% of total system hours	53.2%	53.4%	53.5%	53.1%	49.8%	49.7%	52.1%	51.1%	53.0%
<i>% of gross revenue by payor:</i>									
Medicare	42%	42%	43%	44%	44%	46%	43%	42%	
Medicaid	16%	17%	17%	17%	17%	16%	17%	16%	
Private insurance	15%	15%	13%	11%	10%	14%	13%	14%	
Uninsured and other	27%	26%	27%	28%	29%	24%	27%	28%	
	100%	100%	100%	100%	100%	100%	100%	100%	
<i>Collection rate</i>	52.0%	31.8%	43.2%	61.3%	50.2%	48.4%	48.2%	49.5%	50.7%
<i>Net income (loss)</i>	\$ (1,205,787)	\$ (881,316)	\$ (903,354)	\$ (640,148)	\$ (297,618)	\$ (3,316)	\$ (3,931,539)	\$ (3,655,961)	\$ (4,641,488)
<i>Days in A/R</i>	58.7	73.1	69.6	80.5	76.5	78.4	N/A	88.4	
<i>Past due A/R</i>	\$ 2,803,000	\$ 3,167,000	\$ 2,906,000	\$ 3,149,000	\$ 2,500,000	\$ 3,031,000	N/A	\$ 3,676,000	
<i>Current ratio</i>	1.45	1.40	1.48	1.45	1.57	1.91	N/A	1.47	

Fiscal Year Ending June 30, 2014

Western Division

Fiscal Year Ending June 30, 2014

[illegible]

Vendor Name	Document Number	Document Date	Document Amount	Comment1
KEY: AMR P+ TFD MCB EMSA				
A MAX Signs	Z000001836	1/13/2014	\$2,250	Misc Supplies
Absolute Data Shredding	73213	1/13/2014	\$315	Shredding
Adam Paluka	73170	12/23/2013	\$42	Employee Expense Reimbursement
Airgas	Z000001837	1/13/2014	\$6,081	AMR - Oxygen Cylinders
Ala Carte Courier Service, Inc	73214	1/13/2014	\$1,139	Courier Service
Alko Enterprises, Inc	73171	12/30/2013	\$401	P+ - Medical Supplies
Alko Enterprises, Inc	73215	1/13/2014	\$5,835	Medical Supplies P+ 342.65
Allied Waste Services #060	Z000001838	1/13/2014	\$1,652	Utilities
All-Kill Pest Control	73216	1/13/2014	\$116	Building Maintenance
American Ambulance Association	Z000001839	1/13/2014	\$2,000	Dues
American Express Corporate	73169	12/23/2013	\$29,124	
American Express Corporate	73217	1/13/2014	\$301,457	
Amos Electrical & Mechanical, Inc.	73172	12/30/2013	\$360	Building Maintenance
Association of Central Ok Govn	73212	1/13/2014	\$405	OKC 911 Service Agreement
AT&T Advertising & Publishing	73218	1/13/2014	\$486	Yellow Pages
AT&T Interstate Dedicated Private Line Service	73219	1/13/2014	\$15,948	Communications
AT&T Long Distance	73221	1/13/2014	\$3,488	Communications
AT&T Mobility	Z000001840	1/13/2014	\$2,581	Wireless Communications
att	73220	1/13/2014	\$31,997	Communications
Aztec Systems	Z000001841	1/13/2014	\$725	Professional Services
B. D. Eddie Enterprises	73173	12/30/2013	\$26,436	Rent
Bixby Public Works Authority	73223	1/13/2014	\$159	Utilities
Black Ink Systems, LLC	73174	12/30/2013	\$15,014	Collection Service
Black Ink Systems, LLC	73224	1/13/2014	\$9,604	Collection Service
Board of Regents of the University of Okla	73222	1/13/2014	\$27,230	OMD Dir Salary & Benefits
Bob Hurley Ford	73225	1/13/2014	\$112	P+ - Vehicle Maintenance
Brooks Industries	Z000001842	1/13/2014	\$392	Building Maintenance
Brookside Animal Hospital	73226	1/13/2014	\$27	Lansing Vet
Calvert's Plant Interiors Inc.	73227	1/13/2014	\$1,081	Plant Maintenance
CDW Government, Inc.	73228	1/13/2014	\$1,764	Computer Supplies
Center Point Energy	73265	1/13/2014	\$4,899	Utilities
Chantelle Hinds	73209	1/9/2014	\$61	Employee Travel Expenses
Chem-Can Services, Inc	73229	1/13/2014	\$130	Building Maintenance
Cherokee County Health Services Council	73230	1/13/2014	\$3,083	Patient Verification
City of OKC Police Dept	73236	1/13/2014	\$17	ocpd.alarmpermits@okc.gov
City of Oklahoma City	73235	1/13/2014	\$916	Utilities
City of Tulsa	73237	1/13/2014	\$1,177	Utilities
Clean Sweep Janitorial	73231	1/13/2014	\$2,085	Janitorial Services
Cohlmlia's	Z000001843	1/13/2014	\$217	Plant Maintenance
Commercial Carpet Contractors, INC	73232	1/13/2014	\$968	Building Maintenance
Compsource Oklahoma	73211	1/10/2014	\$3,245	Workers Comp
Cooper Auto Group	73233	1/13/2014	\$337	P+ - Vehicle Maintenance
Cox	Z000001844	1/13/2014	\$6,609	Internet

Note: Items highlighted exceed \$10,000.00

Cox Communication Tulsa	Z000001845	1/13/2014	\$9,626	Internet
CPI Office Products	Z000001846	1/13/2014	\$7,567	Office Supplies
CSI Communications, LLC	73175	12/30/2013	\$406	Website
David Howerton	73210	1/10/2014	\$65	MCB - Reimburse
Davoco LLC	73238	1/13/2014	\$7,541	Computer Supplies
Domino Equipment Co.	73176	12/30/2013	\$288	Medical Supplies
Donohue Commercial Service	73239	1/13/2014	\$2,006	Building Maintenance
Emdeon Business Services	73177	12/30/2013	\$1,896	Medicaid Inquiry
Empire Truck Rebuilders, Inc	73240	1/13/2014	\$8,310	P+ - Vehicle Maintenance
EMS Toolkit	73241	1/13/2014	\$7,344	TFD - Medical Supplies
FCC Environmental	73178	12/30/2013	\$230	Building Maintenance
FedEx Office	73242	1/13/2014	\$1,380	Postage
FMS, Inc.	73243	1/13/2014	\$7,310	Collections
Ford Quality Fleet Care	73179	12/30/2013	\$20,671	AMR - Fleet
Ford Quality Fleet Care	73244	1/13/2014	\$12,995	AMR - Fleet
Fritz Baily, Inc.	73245	1/13/2014	\$7,141	Architect Fees
Galls	73180	12/30/2013	\$389	OMD - Uniforms
Gateway EDI LLC	73181	12/30/2013	\$1,670	Patient Support Services
Global Tower Partners	73246	1/13/2014	\$655	Tower Rentals
Graybar Electric Company Inc	73247	1/13/2014	\$798	Telephone Supplies
H & H Garage Door Sales/Service	73248	1/13/2014	\$375	Building Maintenance
Henry Schein Inc.	Z000001847	1/13/2014	\$427	Medical Supplies
Howard Reed	73202	12/31/2013	\$259	MCB - Reimburse
Hyatt Place OKC NW	73250	1/13/2014	\$408	Travel - Stay
Hyatt Regency Tulsa	73234	1/13/2014	\$193	Travel -Stay
Impact Instrumentation Inc	Z000001848	1/13/2014	\$7,056	Medical Supplies
Imperial Coffee Service, Inc.	73182	12/30/2013	\$198	Coffee
Imperial Coffee Service, Inc.	Z000001849	1/13/2014	\$935	Coffee
Iron Mountain OSDP	73251	1/13/2014	\$948	Offsite Storage
J D Young Company	73253	1/13/2014	\$60	Copy Machine Lease
James Shirley Mgt Consultants	73254	1/13/2014	\$2,700	Consulting
January Transport, Inc.	73252	1/13/2014	\$375	Building Maintenance
Jimmy Johns #1317	73183	12/30/2013	\$161	OMD - Food for Meetings
Joe Cooper OKC	Z000001850	1/13/2014	\$332	P+ - Vehicle Maintenance
Johnson, Tracy L	73198	12/30/2013	\$273	Travel Reimburse
Kim McDorman	73206	1/8/2014	\$210	Employee Reimbursement
KTUL Television Inc.	73255	1/13/2014	\$1,610	Tower Rental
Lambrusco's	73257	1/13/2014	\$445	Lunch Meeting
Lands' End Business Outfitters	73258	1/13/2014	\$153	Uniforms
Landscape Partners	73194	12/30/2013	\$430	Lawn Maintenance
Landscape Partners	Z000001851	1/13/2014	\$3,035	Lawn Maintenance
Legal Shield	73184	12/30/2013	\$114	Payroll
LexisNexis Risk Data Management Inc	73185	12/30/2013	\$3,777	Patient Service
LexisNexis Risk Data Management Inc	73256	1/13/2014	\$3,322	Patient Service
Managed Outsource Solutions	73262	1/13/2014	\$285	Transcription Services

McKesson Drug DC #8165	73259	1/13/2014	\$107,752	AMR - Medical Supplies
McKesson Drug DC #8165	Z000001833	12/31/2013	\$201,527	AMR - Medical Supplies
Metro Monitor	73186	12/30/2013	\$165	Media Monitoring
Metroplex Electric	Z000001834	12/31/2013	\$1,300	Building Maintenance
Metroplex Electric	Z000001852	1/13/2014	\$4,704	Building Maintenance
Midcon Recovery Solutions	73261	1/13/2014	\$1,125	Misc Supplies
Modern Bindery, Inc.	73260	1/13/2014	\$954	Misc Supplies
Moore Medical	Z000001853	1/13/2014	\$698	TFD - Medical Supplies
Motorola, Inc.	Z000001854	1/13/2014	\$6,277	Maintenance Communications
Mullin Plumbing, Inc	Z000001855	1/13/2014	\$389	Building Maintenance
Mullin Plumbing, Inc.	Z000001856	1/13/2014	\$447	Building Maintenance
Net Solutions	73263	1/13/2014	\$6,000	Network Support
Office Butler	73187	12/30/2013	\$3,500	Janitorial
OG&E	73188	12/30/2013	\$323	Utilities
OG&E	73264	1/13/2014	\$7,022	Utilities
Ok Natural Gas	73189	12/30/2013	\$78	Utilities
Ok Natural Gas	73200	12/31/2013	\$503	Utilities
Oklahoma Academy	73266	1/13/2014	\$500	Subscription
Oklahoma Ambulance Association	73267	1/13/2014	\$8,500	Fee
OOSI Leasing - One Source	73203	1/2/2014	\$937	Leased Printers
Orkin Exterminating Company	Z000001857	1/13/2014	\$207	Building Maintenance
Owens Trash Service	Z000001858	1/13/2014	\$401	Utilities
Patrol Technology	73269	1/13/2014	\$377	OMD - Uniforms
Petty Cash	73201	12/31/2013	\$292	Petty Cash Reimburse
Pitney Bowes Purchase Power	73190	12/30/2013	\$160	Postage
Progressive Business Pub	Z000001859	1/13/2014	\$299	Subscription
PRSA, Tulsa Chapter	73294	1/14/2014	\$40	Fee
Public Service Co of Oklahoma	73268	1/13/2014	\$3,248	Utilities
Puckett, Ruth	73191	12/30/2013	\$5,416	Rent
Ranette Lauinger	73293	1/14/2014	\$54	Employee Reimbursement
Real Time Translations	73270	1/13/2014	\$20	Patient Support Services
Resource One Administrators	73271	1/13/2014	\$168	FSA Admin Fee
Rich & Cartmill	73272	1/13/2014	\$16,850	Insurance
Riggs, Abney, Neal, Turpen	73273	1/13/2014	\$9,518	Attorney Fees
Robert Half Technology	73274	1/13/2014	\$17,963	Temp Employees
Rogers Safe and Lock	Z000001860	1/13/2014	\$33	Building Maintenance
SAP America	73275	1/13/2014	\$18,260	Software Maintenance
Schnake Turnbo and Assoc. Inc.	73276	1/13/2014	\$3,500	Community Relations
Scott's Printing & Copying	Z000001835	12/31/2013	\$1,522	Printing
Sherrie Snow	73207	1/8/2014	\$101	Internet Reimburse
Sherrie Snow	73292	1/14/2014	\$99	Internet Reimburse
Stanley Convergent Security Solutions	73249	1/13/2014	\$7,724	Security
Stericycle, Inc.	Z000001861	1/13/2014	\$9,071	Medical Disposal
Strategic SaaS	73277	1/13/2014	\$10,000	Software Maintenance
Synergy DataCom	Z000001862	1/13/2014	\$270	Misc Supplies

T & W Tire	Z000001863	1/13/2014	\$580	Vehicle Maintenance
The Stewards Company	73205	1/8/2014	\$1,549	Building Maintenance
The University of OK Health Sciences Center	73282	1/13/2014	\$55	Dues
Trinity Employment Specialists	73280	1/13/2014	\$3,832	Temp Employees
TriTech	73193	12/30/2013	\$4,200	Software Maintenance
TruGreen-LandCare	73279	1/13/2014	\$6,565	Lawn Maintenance
Tulsa County Clerk	73168	12/17/2013	\$408	Liens
Tulsa County Clerk	73199	12/31/2013	\$391	Liens
Tulsa County Clerk	73204	1/8/2014	\$255	Liens
Tulsa County Clerk	73295	1/14/2014	\$272	Liens
Tulsa Metro Chamber	Z000001864	1/13/2014	\$1,172	Fees
Tulsa Press Club	73192	12/30/2013	\$10	Dues
Tulsa Press Club	73278	1/13/2014	\$700	Dues
U.S. Cellular	73283	1/13/2014	\$319	Towers
United Ford	Z000001865	1/13/2014	\$2,534	P+ - Ambulance Maintenance
United Mechanical	73281	1/13/2014	\$1,816	Building Maintenance
Vehicle Washing Systems Inc	73284	1/13/2014	\$1,076	Building Maintenance
Verizon Wireless	73285	1/13/2014	\$3,860	Wireless Communications
Vicki Lacy	73208	1/8/2014	\$174	Employee Reimbursement
Walker Companies	73286	1/13/2014	\$17	Misc Supplies
Waste Management of America	Z000001866	1/13/2014	\$30	Recycling
Weather Affirmation, L.L.C.	73289	1/13/2014	\$350	Weather Notification
Wegener Human Resource Grp	73195	12/30/2013	\$2,947	Temp Employees
Wegener Human Resource Grp	73287	1/13/2014	\$7,081	Temp Employees
Whelen Engineering Co	Z000001867	1/13/2014	\$1,527	P+ - Vehicle Maintenance
Windstream	73288	1/13/2014	\$182	Communications
Works & Lentz, Inc.	73196	12/30/2013	\$3,703	Collections
Xtivia	73290	1/13/2014	\$7,800	Maintenance SQL
Yale 31	73197	12/30/2013	\$550	Rent
Zirmed	73291	1/13/2014	\$14,873	Patient Billing
ZOLL Data Systems	Z000001868	1/13/2014	\$16,973	Patient Support Services

