



MEMORANDUM

TO: Pamela Nichols, Council Management Analyst, Richmond City Council
cc: Candice Reid, City Clerk, Richmond City Council
FROM: Chip Decker, Chief Executive Officer
cc: Weet Baldwin, Chairman of the Board
RE: Richmond Ambulance Authority (RAA) – 2023 Year-End Information
DATE: December 14, 2023

Handwritten initials: CD/1b

In accordance with City Code and City ordinance requirements, below please find information required for submission to Council by December 29, 2023.

Current Board Membership/Terms

Table with 2 columns: MEMBER and CURRENT TERM EXPIRATION DATE. Lists board members including DeWitt Baldwin, Julia Hammond, Kirk Roberts, Marilyn West, Mark Hickman, Carlos Hopkins, Joseph Trapani, Andrew Walker, Katherine Jordan, Lincoln Saunders, and Sheila White.

**Attendance Records – 2023 Board of Directors Meetings**

Board Member Name P = Present A = Absent	2023 Meeting Dates				
	January 19 <i>Special Meeting</i>	February 21	May 16	August 15	November 28
Weet Baldwin	P	P	P	P	P
Julia Hammond	P	P	A	P	P
Kirk Roberts	P	P	P	P	P
Marilyn West	P	P	P	P	A
Matt Conrad*	A	A	N/A	N/A	N/A
Mark Hickman*	N/A	N/A	N/A	N/A	A
Carlos Hopkins	P	P	P	P	P
Katherine Jordan	P	P	P	A	P
Lincoln Saunders	P	A	A	A	P
Joey Trapani	P	A	A	P	A
Drew Walker*	N/A	N/A	P	A	A
Sheila White	P	P	P	P	P
<p><b>*Note:</b> Matt Conrad resigned from the Board on April 1, 2023.  Drew Walker was appointed to the Board on May 8, 2023.  Mark Hickman was appointed to the Board on September 11, 2023.</p>					
<p align="center"><b>2024 Meeting Dates</b>  February 20, 2024  May 21, 2024 (<i>serves as the Annual Meeting</i>)  August 20, 2024  November 19, 2024</p>					

\*\*A copy of the current RAA Bylaws are included with this memo\*\*

**Legislation for Recommended Action by Council and/or General Assembly**

Historically, the intent of the annual subsidy RAA receives from the City has been to help offset the lack of revenue RAA generates from those patients unable to pay for EMS care in the City of Richmond. This year, City Administration implemented a “policy shift” for the citizens of Richmond to absorb more of the financial needs for the services provided by RAA. This decision comes from Mayor Stoney’s request made in April 2022 for a third-party review of RAA’s performance and financial operations. The consultants completed their review and presented their recommendations to RAA’s Board of Directors in January followed by Council’s Organizational Development Standing Committee in March.

One of their recommendations is to “*enhance current billing and collections policies... ..to maximize revenue from third party payers to reduce public funding...*” Specifically, it was recommended RAA pursue an increase in the state’s Medicaid reimbursement rate for ambulance transports. RAA has not seen an increase in over ten years and costs to provide high quality EMS care continue to rise. Many states have already implemented increases in the Medicaid rate to be in parity with the Medicare allowable rate. Approximately 81% of RAA’s patients have Medicare or Medicaid, which accounts for an average of 55% of RAA’s overall revenue stream. On average, RAA receives \$135/transport from Medicaid while the cost to RAA is approximately \$598/transport. Several reasons support this critical need – a vital one being the proper sustainability of ambulance services and the delivery of EMS care overall. The current Medicaid rate is insufficient to cover current operational costs.

Additionally, the consultants proposed to “actively pursue a Ground Emergency Medical Transport (GEMT) ambulance supplemental payment program.” GEMT is a cost recovery program used by many states to help compensate ambulance providers with low Medicaid reimbursement rates. The Federal Medical Assistance Percentage (FMAP) are federal dollars used to offset a state’s expense. FMAP varies by state, based on the state’s per capita income. States with lower per capital income typically have a higher FMAP. The Centers for Medicare & Medicaid Services (CMS) will reimburse each state for a percentage of its total Medicaid expenditures.

Without adequate reimbursement, RAA will continue to struggle to maintain our services and upgrade necessary medical equipment, potentially putting the overall quality of care to our community at risk. When EMS agencies face financial challenges such as low reimbursement rates, it directly affects our most critical need to operate – proper staffing. Properly compensated providers allow RAA to attract and retain highly trained Paramedics and EMT’s. RAA seeks Council’s support for the Virginia General Assembly to implement this necessary increase.

### **City Council’s Public Safety Standing Committee – Requests for Information**

While specific information from RAA may not have been requested, an overview of the previous month’s operational activities was provided at the request of the Committee members at monthly Public Safety Committee meetings. This included information on the previous month’s performance and activities such as RAA’s responses by call type as well as recruitment and retention efforts and an update on current staffing levels and needs.

### **Audits / Financial Reports**

RAA engages the services of CliftonLarsonAllen, LLC (CLA), the same audit firm contracted by the City of Richmond, to provide outside financial auditing services. CLA has completed their review and audit of RAA’s “Financial Statements with Independent Auditor’s Report” for FY2023. The report was provided to the Board of Directors for acceptance at their November 28<sup>th</sup> meeting. At that meeting, a representative from CLA was in attendance to present their findings and reported it was CLA’s opinion the financial statements were presented fairly in all material aspects and announced they are issuing an opinion that will reflect an unmodified audit document (“clean opinion”). Upon receipt of the finalized document, RAA then provides it to City Administration to be included as part of the overall audit package. As part of RAA’s Annual Report each year, we include the audited Statement of Net Position as well as Statement of Revenues, Expenses, and Changes in Net Position; both of which are enclosed with this memo.

### **Key Initiatives, Challenges, Other Information Relevant to Council**

#### **FY2024 City Subsidy**

At Council’s budget work session on April 17<sup>th</sup>, a proposed text amendment to transfer \$1.4 million in non-departmental contingency funds to be allocated to RAA was introduced and subsequently approved when Council adopted the City’s Annual Fiscal Plan for FY2024 on May 8<sup>th</sup>. Council’s actions removed the ambiguity surrounding the contingencies upon which the funding would have been provided as well as allowed RAA the ability to more appropriately finalize our FY2024 operating budget. Council’s continued support this fiscal year has been essential.

RAA recently met with City leadership to discuss the FY2025 subsidy need, which will remain critical for the provision of the essential services RAA provides for the delivery of EMS care to the Richmond community.

### **EMS Industry Staffing Shortages**

2023 continued to be a challenging year for the EMS industry, with the pandemic having dramatically worsened a nationwide staffing shortage for Paramedics and EMT's. The remnants of the pandemic continue to bring longstanding issues. While staffing shortages have been a problem for some time, the pandemic hit the pipeline of new recruits hard and the healthcare industry, on the whole, has had a difficult time recovering.

Some key initiatives to help combat the impact of staffing shortages in 2023 were as follows:

- 1) Earlier this year, RAA partnered with the Associates in Emergency Care (AEC) to provide onsite courses to current RAA field providers interested in obtaining their Paramedic certification. During the pandemic, area community colleges and schools halted EMS course options to become a Paramedic, narrowing the pipeline for new recruits even further. In response, RAA launched an in-depth, ten-month course to provide our EMT's with a career-advancing opportunity to become Paramedics.
- 2) RAA implemented an Advanced-Emergency Medical Technician course (A-EMT) for the training of specific advanced life support skills and the performance of select medical interventions to current Emergency Medical Technician-Basic (EMT-B) field providers. Those enrolled in the course successfully met the requirements of the National Registry of Emergency Medical Technicians as well as the Virginia Department of Health, Office of Emergency Medical Services, which establishes the students are qualified to treat patients at a higher level of care within the Commonwealth of Virginia. Due to the training program's success, RAA plans to continue offering A-EMT courses to its EMT-B providers interested in advancing their clinical and operational skillset.
- 3) RAA increased our recruiting presence on social media, Indeed and Glassdoor, with increased marketing efforts to share the benefits of working for RAA. In early 2024, we are planning visits the RPS high schools to meet with school guidance counselors and EMT-B instructors about career opportunities with RAA. RAA recently implemented the use of Criteria Corp. in order to assist with providing more information on applicants through assessments that test Critical Thinking, Personality, Basic Math and other important skills that are needed. This has increased applicant contact as we continue to work on employee retention and hiring quality EMS providers for the City of Richmond.

### **Service Rate Increases**

While the consultants found RAA operates within the top 25% of EMS operations nationally, they recommended changes be made to maintain high quality EMS care in the City of Richmond – one of which included significant service rate increases of at least 325% of the Medicare allowable. This recommendation was made to better reflect current market rates, generate the necessary revenue needed to continue providing excellent clinical care to our patients and make RAA less reliant on the City of Richmond's contribution in the form of a subsidy to RAA's budget. In May, RAA's Board voted and approved the increase, which took effect on June 1, 2023.

RAA's new service rate structure included increases of 350% of the Medicare allowable, overall retail service rates and mileage, implementation of an assessment fee ("treat no transport"), increased membership costs for the LifeSaver subscription program (to take effect on 1/1/24), and increases to special event rate coverage. Initial findings do not indicate a significant impact on revenue; however, this is due to the new rates taking effect only six months ago. Once additional time has passed since implementation, the level of impact will become clearer.

### **Changes to Response Time Targets**

In June, RAA implemented new outcome-based response time targets for 911 calls for service to better align RAA with the national EMS industry standards. Additionally, RAA introduced the ALS response car ("chase car") to assist with EMS responses. The consultant's recommendation to "*align EMS response standards and response type to meet current needs*" identifies a key step to "*update RAA response standards to reflect industry best practice and patient outcomes.*" RAA continually reviews patient outcomes and evaluates any potential need(s) for

adjustments in response priorities while assuring an appropriate response based on the severity of the patient's condition.

### **Hospital Off-Load Delays**

Extended hospital wait times continue to heavily impact RAA's response. While offload delays are not a new hurdle for RAA, they remain increasingly challenging since the onset of the COVID-19 pandemic. Area hospitals at full capacity have led to our ambulances waiting longer—in some cases for hours—to complete the transfer of patient care. These delays, along with subsequent diversions, affect our ability to respond as well as the availability of RAA's emergency resources.

### **Ambulance Chassis Availability at Crisis Levels**

While RAA's FY2024 subsidy request was funded at \$5,400,000, RAA's additional request for \$350,000 in capital for the purchase of one ambulance was not funded. It will be imperative for RAA to order ambulances soon to be able to take delivery in the next 24 months. Lead times for new ambulance deliveries have extended from pre-pandemic norms of 90-120 days (from order to delivery) to 24 months and longer. When an ambulance is lost due to a crash or when it exceeds its useful life, RAA must wait almost two years to replace it, making it even more challenging to ensure timely responses to 911 calls. A multitude of supply chain issues are impeding ambulance manufacturing, but the significantly reduced and erratic supply of ambulance chassis is the most crippling of the shortages. In a typical year, the North American ambulance industry receives about 6,000 orders. Since 2020, that demand has continuously grown and in 2021, orders increased to 8,500 a year (an increase of 41%). For the past year and a half, ambulance manufacturers have been receiving only a fraction of their chassis orders from these companies and, as a result, production has slowed to a trickle.

# RICHMOND AMBULANCE AUTHORITY

## BYLAWS

### ARTICLE I - THE AUTHORITY

Section 1.1. Description. The Richmond Ambulance Authority (the "Authority") is a public body and a body politic and corporate of the Commonwealth of Virginia, created by and having the politic and corporate powers and functions set forth in the Richmond Ambulance Authority Act, as amended from time to time (the "Act").

Section 1.2. Membership. The powers of the Authority shall be vested in eleven members (hereinafter referred to as the "Board"), who shall be appointed and shall hold office as provided in the Act. The members of the Board shall serve without compensation but shall be reimbursed for the amount of actual expenses incurred by them in the performance of their duties, excepting city officers.

Section 1.3. Offices. The principal office and corporate office of the Authority shall be located in the City of Richmond, Commonwealth of Virginia. The Authority may also have such other offices at such places within the Commonwealth of Virginia as the Board may from time to time designate by Resolution.

Section 1.4. Seal. The official seal of the Authority shall be in the form of a circle with the name of the Authority inscribed therein. Such seal also may include such other insignia as may be approved by Resolution of the Board.

Section 1.5. Fiscal Year. The fiscal year of the Authority shall begin on the first day of July in each calendar year and shall end at the close of business on the thirtieth day of June in the following calendar year.

### ARTICLE II - OFFICERS

Section 2.1. Officers. The officers of the Authority shall be a Chairperson, a Vice Chairperson, a Chief Executive Officer ("CEO"), a Secretary, a Treasurer, and such other officers as may be designated from time to time by Resolution of the Board. As provided in the Act, the Board shall select by election from its membership one of its members as Chairperson and another as Vice Chairperson. It shall also select by election a Secretary and a Treasurer who may, but need not, be members of the Authority. The offices of Secretary and Treasurer may be combined. The terms of office of the Chairperson, Vice Chairperson, Secretary and Treasurer shall be one (1) year. A member of the Board may serve as an officer in a particular office no more than four consecutive terms. If a Board member has served as an officer in a particular office for four consecutive terms, the Board member shall not be eligible to hold such office for two terms from the date the office was last held.

Section 2.2. Chairperson. The Chairperson shall preside at all Meetings of the Board and shall appoint from time to time such committees as he or she may deem appropriate and shall

*(Revised 8/18/2020)*

have such other powers and duties pertaining to the office of Chairperson as are prescribed by law or in these Bylaws.

Section 2.3. Vice Chairperson. The Vice Chairperson shall perform the duties of the Chairperson in the absence or incapacity of the Chairperson and as directed by the Chairperson. In the case of vacancy in the office of Chairperson, the Vice Chairperson shall perform the duties of the Chairperson until such time as the Board shall elect a new Chairperson. In the case of vacancy in the offices of both the Chairperson and Vice Chairperson, the member with the longest uninterrupted tenure from the date of his or her qualification shall perform the duties of the Chairperson until such time as the Board shall elect a new Chairperson or Vice Chairperson; provided, that, if there are two or more members with the same such tenure, the Secretary shall elect, by lot among the members with the same such tenure, the member who is to so perform the duties of Chairperson.

Section 2.4. Secretary, Treasurer and Chief Executive Officer ("CEO").

2.4.1. The Secretary, and any Assistant Secretary of the Authority, shall act as Secretary of the Meetings of the Board and record all votes, shall maintain the Minute Books of proceedings of the Board and all other books, documents, records and papers of the Authority, shall maintain custody of the official seal of the authority, and shall affix the official seal of the Authority on contracts and other instruments of the Authority as necessary or appropriate and shall have such other powers and duties pertaining to the office of Secretary as are prescribed by law or in these Bylaws. The Board may by Resolution appoint such assistant secretaries of the Authority as it may deem appropriate.

2.4.2. The Treasurer of the Authority shall have the responsibility for the receipt, collection and deposit of all funds of the Authority, for investment of same as authorized by the Act or by Resolution of the Board, the maintenance of bank accounts of the Authority in such depository banks as may be designated from time to time by or pursuant to Resolution of the Board and the maintenance of books of account of the Authority. Checks, drafts and other withdrawals and expenditures of funds of the Authority shall be executed on behalf of the Authority by such authorized officers of the Authority as shall be designated from time to time by or pursuant to Resolution of the Board.

2.4.3. The CEO shall be the Chief Executive Officer of the Authority and, subject to the policies, control and direction of the Board, the CEO shall have general responsibility for the administration, management and direction of the affairs and business of the Authority, including the initiation, planning and carrying out of the projects, programs and other activities of the Authority pursuant to the Act. The CEO shall have such other powers and duties pertaining to his or her office as are prescribed by law or in these Bylaws or as may be assigned to him or her from time to time by the Board.

Section 2.5. Additional Duties

2.5.1. The Secretary, the Assistant Secretary or Assistant Secretaries, and such other officers of the Authority designated by the Board, shall have the authority, when necessary or appropriate, to certify the records, proceedings, rules and regulations and other instruments of the Authority.

2.5.2. The officers of the Authority shall perform such other duties and functions commonly incident to their office and shall perform such other duties and functions as may from time to time be required or delegated by Resolution of the Board or these Bylaws of the Authority including, without limitation, the certification of the records, proceedings, rules and regulations and other instruments of the Authority and the affixing of the official seal of the Authority to such instruments.

Section 2.6. Election or Appointment. The Chairperson, Vice Chairperson, Secretary and Treasurer shall be elected by the Board at the Annual Meeting of the Board from among its membership. The officers shall hold office until June 30 or until their successors are duly elected and qualified. If for any reason any officer is not elected at the Annual Meeting, the election for the officer, as applicable, shall be held at each subsequent Meeting until a successor is so duly elected and qualified.

Section 2.7. Vacancies. Should the office of Chairperson or Vice Chairperson become vacant, the Board shall elect a successor from its membership at the next Meeting, and such election shall be for the unexpired term of such office. If for any reason the Chairperson, Vice Chairperson, Secretary or Treasurer is not so elected at the next Meeting, the election for Chairperson, Vice Chairperson, Secretary or Treasurer, as applicable, shall be held at each subsequent Meeting until a successor is so duly elected and qualified. Should the office of the CEO become vacant, the Board shall appoint a successor.

Section 2.8. Additional Personnel. The Authority from time to time may employ such other officers, employees and agents as the Board deems necessary for the Authority's exercise of its powers, duties and functions as prescribed by law. The selection and compensation of the CEO shall be determined by the Board. The selection, qualification, duties and compensation of other personnel of the Authority shall be as determined by the CEO subject to such review and approval by the Board as it shall deem appropriate.

Section 2.9. Absence of Chairperson and Vice Chairperson. Whenever the Chairperson and Vice Chairperson are unable to attend a Meeting of the Board, the members present at such Meeting shall designate a temporary Chairperson from among the members present, who shall preside at such meeting.

### **ARTICLE III - MEETINGS**

Section 3.1. Annual Meeting. The Annual Meeting of the Board shall be held on the third Tuesday of May of each year, or on such earlier or later date in each calendar year as the Chairperson for good cause shall designate (the "Annual Meeting"). The Annual Meeting shall be held at the principal office of the Authority or at such other place within Virginia as shall be designated in the Notice of Meeting.

Section 3.2. Regular and Special Meetings. Regular Meetings of the Authority shall be held, at the call of the Chairperson, quarterly on such date as shall be established by Resolution of the Board; provided, however, that prior to such quarterly date, the Chairperson may by notice to each Member (i) determine not to hold a Regular Meeting for such month or (ii) designate another date in such month as the date for the Regular Meeting. In the event the date of any such Regular Meeting shall fall on a legal holiday, the meeting shall be held on the next succeeding day. The Chairperson may, and upon the request of two members of the Authority shall, call a Special Meeting of the Board.

*(Revised 8/18/2020)*



All Regular and Special Meetings (the "Meetings") of the Board shall be held at the principal office of the Authority or at such other place within Virginia as shall be designated in the Notice of Meeting.

Section 3.3. Notice of Meeting. Notice of the time and place of each Meeting of the Board (the "Notice") shall be given by the CEO to each member (a) by mail at least five (5) calendar days before such meeting or (b) in person or by telephone, courier service, hand delivery or electronic mail at least forty-eight (48) hours before such meeting. A Notice by electronic mail shall be deemed to have been given when it has been successfully delivered to the receiving member's electronic mail service provider. Notices by mail shall be deemed received within three (3) days when mailed to a member at his or her address appearing on the records of the Authority. Notices delivered by courier service or by hand shall be deemed received when received at such address. Except as otherwise provided in Article V relating to the amendment of these Bylaws, a Notice need not specify the matters to be considered at the Meeting.

Section 3.4. Waiver of Notice. A waiver of notice of any Board Meeting in writing signed by a member, whether before or after a Meeting, shall be equivalent to the giving of Notice of such Meeting for such member. A member who attends a Meeting shall be deemed to have had timely and proper Notice of the Meeting, unless he or she attends for the express purpose of objecting to the transaction of any business because the Meeting is not lawfully called or convened. Notice of an adjourned Meeting need not be given to any member present at the time of adjournment.

Section 3.5. Quorum and Voting. A majority of the members of the Board shall constitute a quorum for the transaction of any business or the exercise of any power or function of the Board. The affirmative vote of a majority of all members of the Board shall be necessary for any action taken by the Authority. If one or more members are disqualified from voting on any matter by the Virginia State and Local Government Conflict of Interests Act, the remaining members shall have authority to act for the Board by majority vote. No vacancy in the membership of the Board shall impair the right of a quorum to exercise all the rights and perform all the duties of the Authority. A majority of the members present at any Meeting whether or not constituting a quorum, may adjourn the Meeting to another time and place.

Section 3.6. Manner of Voting. Every vote by the Board shall be entered upon the Minutes of such Meeting. Voting on all questions shall be by voice vote.

Section 3.7. Resolutions and Effective Date. Any action taken by the Authority under the provisions of the Act or these bylaws may be authorized by resolution at any regular or special meeting and each such resolution shall take effect immediately and need not be published or posted. All Resolutions shall be in writing and shall be entered in the Minute Book of the Board which shall be maintained by the CEO.

Section 3.8. Electronic Participation in Meetings. As permitted by Virginia law and in accordance with policies adopted by the Board, members may remotely fully participate in the Authority's Board and committee meetings, including voting, through telephone and internet connections, so long as the member can hear what is occurring at the meeting, members present can hear the remote participant, and participation is approved by majority vote of the physically assembled quorum, except in the case of a member who is participating remotely due to a temporary or permanent disability or medical condition that prevents physical attendance. A physically assembled quorum at the primary meeting location is required for remote participation by Board members. Remote

*(Revised 8/18/2020)*

participation by an individual member for personal reasons or due to an emergency is limited to a total of two (2) Board meetings and two (2) committee meetings per calendar year or 25% of these respective meetings of the Board, whichever is fewer. The two or 25% limitation does not apply to members who cannot attend a meeting due to temporary or permanent disability. Any member participating remotely for personal reasons or due to an emergency must state the location of remote participation and the nature of the emergency for recordation purposes. An individual member is not required to make the remote location open to the public. A Board member may arrange to participate remotely before or on the day of the meeting so long as there is a physically assembled quorum and the member can be heard by all.

#### **ARTICLE IV - STANDING COMMITTEES**

Section 4.1. There shall be the following standing committees:

- (a) Finance Committee;
- (b) Personnel Committee; and
- (c) Operations and Clinical Committe

Section 4.2. The membership of the Standing Committees shall be comprised of interested Board members. Standing Committee membership shall be established annually effective as of the Annual Meeting date. The number of voting members of a Standing Committee shall be based on the membership as of the Annual Meeting. Vacancies shall be filled as needed during the year. A quorum for purposes of the Standing Committees shall be a majority of the members appointed to the Committee as of the date of the Annual Meeting.

Section 4.3. The duties of the standing committees shall be as follows:

- (a) Each committee shall:
  - (1) Participate in strategic and/or fiscal planning and oversight activities.
  - (2) Review and conduct oversight activities regarding the areas of the Authority's operations indicated by such committee's designation and as determined by the Committee Chairperson in consultation with the Board Chairperson, initiating governance and/or policy recommendations to the Board where necessary, to promote the adequacy of service and conformance to accepted or required standards.
- (b) Each Committee shall perform any other task or duties that are referred to it by the Board or the Board Chairperson and/or exercise any power lawfully delegated to it by the Board.

Section 4.4. Committees may invite non-Board members to participate in committee meetings and other committee activities as non-voting members.

Section 4.5. Each standing committee shall keep minutes of its meetings.

Section 4.6. Other *ad hoc* committees may be established by the Chairperson or the Board who will in such action, determine the committee charge, membership composition and duration.

Section 4.7. Each standing committee shall meet at such times as called by the committee's Chairperson. Notice of committee meetings shall be given in the same manner as Notice of Board meetings as specified in Section 3.3 of the Authority's Bylaws.

#### **ARTICLE V - BYLAWS**

Section 5.1. Amendments. These Bylaws may be amended, supplemented or repealed by majority vote of the members then in office at any Meeting of the Board, provided that notice of the proposed amendment, supplement or repeal (a) shall have been included in the Notice of such Meeting, or (b) shall have been waived by all of the members.

**RICHMOND AMBULANCE AUTHORITY  
STATEMENTS OF NET POSITION  
JUNE 30, 2023 AND 2022**

	2023	2022
<b>ASSETS</b>		
Current Assets:		
Cash	\$ 97,971	\$ 1,641,624
Short-Term Investments	3,000,000	5,000,000
Total Cash and Short-Term Investments	3,097,971	6,641,624
Receivables:		
Service Accounts Receivable, Net of Allowance for Contractual Adjustments and Doubtful Accounts	4,585,359	3,071,471
Reusable Supplies	246,452	260,684
Other Current Assets	469,677	628,153
Total Current Assets	8,399,459	10,601,932
Capital Assets, Net:		
Vehicles and Ambulances	6,040,845	6,873,253
Buildings and Improvements	687,482	687,482
Communications Center	351,390	351,390
Communications Equipment	730,183	730,183
Medical Equipment	2,441,466	2,502,986
Office Furniture and Equipment	766,807	786,738
Shop Equipment	81,275	73,738
Less: Accumulated Depreciation	(8,492,103)	(8,671,643)
Total Capital Assets, Net	2,607,345	3,334,127
Right-to-Use Assets	1,538,782	506,222
Less: Accumulated Amortization	(330,713)	(252,529)
Total Right-to-Use Assets, Net	1,208,069	253,693
Total Assets	12,214,873	14,189,752
<b>CURRENT LIABILITIES</b>		
Accounts Payable and Accrued Expenses	1,143,881	864,516
Accrued Payroll	208,380	165,985
Unearned Revenue	7,013	1,018,351
Current Installments of Lease and SBITA Liabilities	205,287	181,995
Total Current Liabilities	1,564,561	2,230,847
<b>NONCURRENT LIABILITIES</b>		
Lease and SBITA Liabilities	874,804	52,013
Total Liabilities	2,439,365	2,282,860
<b>NET POSITION</b>		
Net Investment in Capital Assets	2,366,066	3,353,812
Unrestricted	7,409,442	8,553,080
Total Net Position	\$ 9,775,508	\$ 11,906,892

See accompanying Notes to Basic Financial Statements.

**RICHMOND AMBULANCE AUTHORITY**  
**STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION**  
**YEARS ENDED JUNE 30, 2023 AND 2022**

	2023	2022
<b>OPERATING REVENUES</b>		
Service Revenues	\$ 27,435,205	\$ 25,043,090
Provision for Contractual Adjustments and Doubtful Accounts	(14,356,760)	(12,394,519)
Subtotal	13,078,445	12,648,571
Grant Revenues	232,397	892,590
Total Operating Revenues	13,310,842	13,541,161
<b>OPERATING EXPENSES</b>		
Salaries and Related Benefits	13,542,769	13,991,606
Health Insurance	1,545,564	1,329,726
Worker's Compensation	445,795	332,055
Depreciation and Amortization	1,412,854	1,473,078
Professional Services	495,339	558,194
Collection Expenses	8,057	5,914
Marketing and Advertising	6,044	6,727
Office Expenses and Communications	487,257	411,434
Telephone	166,993	158,120
Public Information	19,719	21,215
Postage and Shipping	29,940	39,203
Occupancy	213,701	185,975
Other	96,852	104,730
Insurance	336,842	265,516
Printing and Artwork	6,300	3,441
Travel	47,874	38,584
Medical Supplies and Equipment	739,564	706,892
Recruiting and Background Investigations	84,774	112,951
Vehicle Fuel and Tolls	541,907	432,439
Vehicle Repairs and Maintenance	455,190	544,657
Uniforms and Laundry	101,951	110,048
Total Operating Expenses	20,785,286	20,832,505
<b>OPERATING LOSS</b>	(7,474,444)	(7,291,344)
<b>NONOPERATING REVENUES (EXPENSES)</b>		
City of Richmond Subsidy	4,000,000	4,000,000
Federal Grant Revenue - Provider Relief Funds	1,011,079	-
Interest Income	126,804	11,822
Interest Expense	(40,284)	(12,204)
Gain (Loss) on Disposal of Capital Assets	222,497	(236,905)
Miscellaneous Revenues, Net	22,964	23,601
Total Nonoperating Revenues, Net	5,343,060	3,786,314
<b>CHANGE IN NET POSITION</b>	(2,131,384)	(3,505,030)
Net Position - Beginning of Year	11,906,892	15,411,922
<b>NET POSITION - END OF YEAR</b>	\$ 9,775,508	\$ 11,906,892

See accompanying Notes to Basic Financial Statements.