

**NOTICE OF A REGULAR MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

Notice is hereby given to all interested members of the public that the Board of Directors of Montgomery County Hospital District will hold a regular meeting as follows:

Date: May 23, 2017

Time: 4:00 P.M.

Place: MONTGOMERY COUNTY HOSPITAL DISTRICT
ADMINISTRATIVE BUILDING
1400 SOUTH LOOP 336 WEST
CONROE, MONTGOMERY COUNTY, TEXAS 77304

Open to Public: The meeting will be open to the public at all times during which such subjects are discussed, considered, or formally acted upon as required by Texas Open Meetings Act, Chapter 551 of the Government Code.

This Notice in detail was posted at least 72 hours prior to the beginning of said meeting with the County Clerk's Office and is on the Bulletin Board of the Courthouse and in the District's Administrative Office.

Subject: The agenda for such meeting shall include the consideration of, and if deemed advisable, the taking of action upon:

1. Call to Order
2. Invocation
3. Pledge of Allegiance
4. Roll Call
5. Public Comment
6. Special Recognition

Items Involving Visitors

7. Consider and act on ratification of contracts with additional network providers for indigent care. (Mrs. Wagner, Chair - Indigent Care Committee)

District

8. CEO Report to include update on District operations, strategic plan, capital purchases, employee issues and benefits, transition plans and other healthcare matters, grants and any other related district matters.
9. Consider and act upon selection of nominees for consideration by the Texas Conference of Urban Counties to serve on the following tobacco settlement committees. (Mr. Fawn, Chairman – MCHD Board)
 - Tobacco Settlement Permanent Trust Account Administration Advisory Committee.
 - Tobacco Settlement Permanent Trust Account Investment Advisory Committee.
10. Presentation of MCHD 5 year plan – draft version. (Mr. Fawn, Chairman – MCHD Board)
11. Consider and act on RedFlash engagement agreement. (Mr. Fawn, Chairman – MCHD Board)

Emergency Medical Services

12. EMS Director Report to include updates on EMS staffing, performance measures, staff activities, patient concerns, transport destinations and fleet.
13. Consider and act on Ambulance Services agreement with Houston Methodist The Woodlands Hospital. (Mr. Bagley, Chair – EMS Committee)
14. Consider and act on employment services agreement with Dr. Robert Dickson, MD. (Mr. Bagley, Chair – EMS Committee)
15. Consider and approve issuance of P.O. for six (6) Ram 4500 cab/chassis from 2017-2018 fiscal year budget. (Mr. Bagley, Chair – EMS Committee)
16. Consider and act on sole source letter for Harris/Dailey Wells Communications of dispatch consoles. (Mr. Bagley, Chair – EMS Committee)
17. Consider and act on purchase of three (3) each Dispatch Consoles. (Mr. Bagley, Chair – EMS Committee)

Operations and Health Care Services

18. COO Report to include updates on infrastructure, facilities, radio system, warehousing, staff activities, community paramedicine, emergency management, and purchasing.
19. Consider and act on sole source letter for Harris/Dailey Wells Communications of StatusAware server. (Mr. Cole, PADCOM – MCHD Board)
20. Consider and act on purchase of StatusAware server for GPS tracking of radios. (Mr. Cole, PADCOM – MCHD Board)
21. Consider and act on purchase of P25 field radios. (Mr. Cole, PADCOM – MCHD Board)
22. Consider and act on recommended RFP for purchase and installation of Generators for Robinson Road Tower and EMS Stations 14, 31, 41, 43 and 45. (Mr. Cole, Chair – PADCOM)
23. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.
24. Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. (Mrs. Wagner, Chair - Indigent Care Committee)
25. Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman. (Mrs. Wagner, Chair – Indigent Care Committee)
26. Consider and act on revisions and modifications to Healthcare Assistance Program (HCAP) which is comprised of the Montgomery County Indigent Care Plan and the Medical Assistance Plan Handbooks (Mrs. Wagner, Chair-Indigent Care Committee).

Finance

27. Presentation of preliminary Financial Report for seven months ended April 30, 2017 – Brett Allen, CFO, report to include Financial Summary, Financial Statements, Supplemental EMS Billing Information, and Supplemental Schedules.
28. Consider and act on policy ACC 05-102 Capital Asset Capitalization Policy. (Mr. Grice, Treasurer – MCHD Board)
29. Consider and act on closing and consolidation of bank accounts. (Mr. Grice, Treasurer – MCHD Board)
30. Consider and act on ratification of payment of District invoices. (Mr. Grice, Treasurer – MCHD Board)

Other Items

31. Consider and act on minutes for the April 25, 2017 Regular Meeting. (Mrs. Wagner, Secretary - MCHD Board)
32. Adjourn.

Sandy Wagner, Secretary

The Board will announce it will convene into Executive Session, if necessary, pursuant to Chapter 551 of the Texas Government Code, to receive advice from Legal Counsel, to discuss matters of land acquisition, litigation and personnel matters as specifically listed on this agenda. The Board of Directors may also announce it will go into Executive Session, if necessary, to receive advice from Legal Counsel regarding any item on this agenda.

New Provider Contracts to present to BOD

New Agreements
OTA's
Renewals
New Provider-existing facility agreement

<u>BOD Meeting</u>	<u>Provider</u>	<u>Date Sign</u>		<u>Specialty</u>	<u>Primary Location</u>	<u>Facility</u>
May 2017	Michael Walls, MD	4/24/2017	RJ	Nephrology	17450 St Luke's Way Ste 250	St Luke's Hospital, Conroe Regional, Memorial Hermann

Agenda Item # 8



We Make a Difference!

To: Board of Directors

From: Randy Johnson, CEO

Date: May 23, 2017

Re: CEO Report

I have been working on the following projects during May:



















- The Human Resources Department held a Health Fair April 27th. The Fair was attended by 80 employees. The following vendors were at the Fair:
 1. Sam's Club
 2. VALIC
 3. Colonial Life Insurance
 4. Blue Cross/Blue Shield
 5. Nationwide Pet Insurance
 6. The Standard Insurance
 7. EAP
 8. Methodist Hospital Screening
 9. Clear Choice Acupuncture
 10. Alpha Omega Wellness Chiropractor (Chair Massage).
 11. Gentle Dental
 12. Northwest Oral and Maxillofacial
 13. Kingwood Dermspa
 14. Life Fit Gym
 15. New Dimensions (Mental Health)
 16. Nightlight Urgent Care (Pediatrics)
 17. US Physical therapy
 18. LoneStar Family (blood sugar screenings)
 19. Aspire Hospital (sleep study)
 20. Woodlands Wellness
 21. Grater Houston Gastroenterology

- The Health Fair was a great success. We will grow and market next year.
- Methodist Hospital provided an on-site Physical. Twenty three employees participated. The project was very well done and will be also expanded next year.
 - MCHD added 8 more EMS NEOPS for training beginning May 15th.
 - Command Staff met with Magnolia Fire, Conroe Fire, The Woodlands Fire, and ESD #3 Fire Departments to discuss coordination of care, organization updates, and the roll out of new first responder procedures.
 - I presented the CASS accreditation update to Oak Ridge North and Panorama City Councils.

- EMS Week celebration began this week.
- Dr. Dickson, Chief Cosper, Melissa Miller, Andrew Karrer, and Sara Horton traveled to Florida to review Dr. Antevy's Capitated In-Home Community Paramedicine Program. We will be following up and reporting our plan for possibly implementing this program at MCHD in the next 60 days.
- I have been in communications with Chip VanSteemberg and Chief Hudson of 911, regarding the concern that many times, residents are complaining that the initial 911 call taker is not answering calls in a timely fashion. Mr. VanSteemberg is recommending a consulting group for 911 to assess proper staffing and process flow in order to improve call taking response.
- Administrative staff is beginning 2018 budget preparation. Additionally, Executive staff is reviewing the 2017 budget to discuss with the board any variances from budget as planned and projected throughout the end of the year.
- I have been working with EMS personnel to plan and project the transfer service volume. MCHD is averaging 5 calls per day from CRMC. We will begin transporting Methodist patients when they open in July. By autumn of 2017, we plan to ask for Kingwood Medical Center's transfer business.
- MCHD enjoyed the annual spring picnic Saturday, May 6th. The picnic was well attended, well planned, and very relaxing and enjoyable. Special thanks to all the MCHD volunteers who planned and worked to make it a success. Special thanks to Donnie Case who spent all of Friday night overseeing smoking the briskets. They were outstanding!
- We have the results of the wage and salary survey back, but have not yet completed analyzing the data. As a result, we will bring the wage and salary data and recommendations to you next month.

Thank you,
Randy Johnson

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects

DATE: May 23, 2017				
 Task/Project on Schedule  Task/ Project in Danger of Not Meeting  Task/Project Not Meeting Schedule				
Project	Progress			Evaluation
Project: <u>Hospital BDA</u> Objective: Improve radio communications in the hospitals by installing BDA's at MHTW and Kingwood FY17 Initial Deadline: September 2017 Final Deadline: Budget: \$50,000.00 Project Manager: Justin Evans/Melissa Miller	Apr 	May 	Jun 	Kingwood installation is scheduled for May 19. We are working closely with Methodist to complete BDA installation prior to the facility opening date of July 1. MHTW is complete.
Project: <u>Inter RF Subsystem Interface (ISSI)</u> Objective: Seamless, dual system, multi -jurisdictional Radio talk groups Initial Deadline: September 2017 Final Deadline: Budget: Project Manager: Justin Evans/Melissa Miller	Apr 	May 	Jun 	We are currently using the system for the following channels: <ul style="list-style-type: none"> • Lake response • FD 6,7,8 • Ops 1 Harris County is actively working through the required upgrade process with Motorola for their system which should be complete by May 31.
Project: <u>Microwave Replacement Project</u> Objective: Redundant microwave connections to our dispatch center Initial Deadline: May 2018 Final Deadline: Budget: \$ 1,260,000.00 Project Manager: Justin Evans/Melissa Miller	Apr 	May 	Jun 	Phase 1 of the Microwave project is complete. We are on schedule with Phase 2 which includes developing and posting of the RFP, licensing and pre-bid conference. The RFP will post by the end of May. Phase 3 will begin when the RFP is returned and includes the evaluation of the respondents, contracting and installation of microwave ring. Phase 3 is projected to take 9-12 months.
Project: <u>Station Generator Purchase and Installation</u> Objective: Provide back-up power at MCHD stations Initial Deadline for purchase: June 30, 2017 Installation Deadline: Sept. 31, 2017 Budget: \$115,500.00 stations Budget: \$75,000.00 tower Project Manager: Avery Belue /Justin Evans/Melissa Miller	Apr 	May 	Jun 	The RFP for six (6) generators, 5 stations and Robinson Road tower was posted April 25. A recommendation based on RFP results will be presented at the May board meeting.
Project: Air-conditioned for MDF room Objective: Provide back-up air-conditioning to MDF room Initial Deadline for purchase: June 30, 2017 Installation Deadline: Sept. 31, 2017 Budget: \$ Project Manager: Avery Belue /Melissa Miller	Apr 	May 	Jun 	The RFP for back-up air conditioner for the MDF (Main Distribution Frame) room was posted with April 27 at noon as the deadline for submittals. We received no bids for this project. The bid will repost May 23. If we receive bids, a recommendation will be presented at the June 27 th board meeting.

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects

DATE: May 23, 2017















Task/Project on Schedule



Task/Project in Danger of Not Meeting



Task/Project Not Meeting Schedule

Project	Progress	Evaluation
<p>Project: LaserFiche (Multiyear Project) Objective: Fully Implement LaserFiche throughout the organization. Phase I Objective: Determine what the initial function and application needs to be for the HR Department. Set up new repository structure and move documents into new filing system. Phase I Deadline: August 31, 2016 Budget: Project Manager: Henrietta Valentine</p>	<p align="center">Apr May Jun</p> <p align="center">    </p>	<p>HR is continuing the audit of all active employees in the new filing system. HR phase 1 is on track to be completed on time. Currently making occasional adjustments to file structure and moving to complete filing of established documents. Project Charter, Task List and Milestones are being written and will be completed by June 23rd. All project team members are signed up for Laserfiche online training” Enterprise Content Management 101” Deadline for completion is June 23rd. All supervisors and Safety Officer have access to review their documents.</p>
<p>Project: 5 Year Plan Update Objective: Update the 5 Year Plan Initial Deadline: August 31, 2016 New Deadline: December 31, 2016 Budget: Project Manager: Randy Johnson</p>	<p align="center">Apr May Jun</p> <p align="center">    </p>	<p>The Five Year plan written review and capital projection is complete. The Pro Forma Cash Flow statement is incomplete. The plan is complete and has been submitted to The Board of Directors for review and final approval.</p>
<p>Project: Alarm Supervisor Structure Objective: Formalize alarm management and supervisory structure. Initial Deadline: October 31, 2016 Secondary Deadline: June 30, 2017 Budget: Project Manager: Jared Cospers/ Sarah Cotter</p>	<p align="center">Apr May Jun</p> <p align="center">    </p>	<p>Sarah Cottar has assumed her role as Alarm Manager. She has made several interim staffing changes that will allow her supervisors to improve training and onboarding of several employees. Supervisor TJ Darst has been selected as the Assistant Alarm Manager, and the team is interviewing for Alarm Medic’s to reach full staffing levels.</p>
<p>Project: EMS Command Supervisor Structure Objective: Reorganize EMS to improve both form and flow. Initial Deadline: January 15, 2016 Secondary Deadline: June 30, 2017 Budget: Project Manager: Jared Cospers</p>	<p align="center">Apr May Jun</p> <p align="center">    </p>	<p>The Shift Commander was filled as of mid-January, 2017. The Commanders have been working to improve communication and consistency across the county.</p>

MONTGOMERY COUNTY HOSPITAL DISTRICT BOARD REPORT
Organizational Projects

DATE: May 23, 2017











Task/Project on Schedule



Task/Project in Danger of Not Meeting



Task/Project Not Meeting Schedule

Project	Progress	Evaluation
<p>Project: EMS Deployment Objective: Evaluate current deployment program to determine the most effective and efficient deployment program. Initial Deadline: December 31, 2016 Secondary Deadline: September 30, 2017 Budget: Project Manager: Jared Cospers/ Matt Walkup</p>	<p>Apr May Jun</p> <p>  </p>	<p>Shift bid has gone live and the updated deployment changes are working well to cover daily demand. An overall review will be completed by Matt Walkup by September 30, 2017.</p>
<p>Project: <u>Effectiveness of Current EMS Shifts</u> Objective: Review current shift structure to determine the appropriate shifts to fulfill our mission and minimize burnout/fatigue. Initial Deadline: December 31, 2016 Secondary Deadline: September 30, 2017 Budget: Project Manager: Jared Cospers/ Matt Walkup</p>	<p>Apr May Jun</p> <p>  </p>	<p>MCHD will develop a live dashboard for system and unit demand to identify units that are at risk for fatigue, if any, and allow for supervisors and shift commanders to intervene when these situations arise. A "sleep room" has been set in each District Station. This is one of many reporting elements the Business Analysis Unit Manager will complete over the 2017 year. The reporting of this metric has been delayed as Matt Walkup manages the Tablet PCR system until Joe Fioretti assumes his role as administrator of that program. Mr. Fioretti has rapidly taken the reigns from Mr. Walkup which is giving him more time to focus on the analysis of our systems demand.</p>
<p>Project: <u>Fixed Asset Implementation</u> Objective: Transfer assets from Excel to Blackbaud financial system. Initial Deadline: September 30, 2017 Secondary Deadline: Budget:\$50,000.00 Project Manager: Brett Allen/Shannon Woleben</p>	<p>May Jun</p> <p> </p>	<p>The Project Charter, Project Plan, and Task List is complete. We are working on the Design and Configuration stage with the Blackbaud Implementation Team. We are analyzing the Excel data and organizing the data to match the implementation template. The goal is to load assets into Blackbaud by 6/9.</p>

Agenda Item # 9



To: Board of Directors

From: Brett Allen, CFO

Date: May 23, 2017

Re: Tobacco Settlement Trust Account

Consider and act upon selection of nominees for consideration by the Texas Conference of Urban Counties to serve on the following tobacco settlement committees. (Mr. Fawn, Chairman – MCHD Board)

- Tobacco Settlement Permanent Trust Account Administration Advisory Committee.
- Tobacco Settlement Permanent Trust Account Investment Advisory Committee.

The *Investment Committee* is responsible for overseeing the investment and management by the Texas Comptroller of over \$2 billion in tobacco settlement funds held in trust for Texas counties, hospital districts, and public hospitals. For Texas counties to receive distributions, the Committee must meet and conduct certain business each year.

The Urban Counties has three criteria of paramount importance when reviewing nominees for these appointments:

1. An absolute commitment to attend committee meetings;
2. The nominee to the *Administration Committee* should have experience with the operations and finances of public hospitals, hospital districts and counties in regards to health care expenditures; and
3. The nominee to the *Investment Committee* should have experience with institutional investing.

The following materials are requested to support the nomination - the nominee's resume, contact information, and, a copy of your nominating resolution. Please send these materials to us by **5 p.m. on Wednesday, May 31, 2017** via mail to our office, or email to Gabriela Villareal, gabriela.villareal@cuc.org. Appointments will be made in June 2017.

Thank you for your assistance and participation in this process. Please feel free to contact me if I can provide any additional assistance on this or any matter. I can be reached at 512.476.6174 or donlee@cuc.org.

Agenda Item # 10



We Make a Difference!

To: Board of Directors

From: Randy Johnson, CEO

Date: May 23, 2017

Re: 5 year Plan

Presentation of MCHD 5 year plan – draft version. (Mr. Fawn, Chairman – MCHD Board)



Montgomery County Hospital District Five-Year Strategic Plan

~~April-May~~
~~2013~~2017

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MCHD Board of Directors Approval Date: / /

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Executive Summary

In creating the Strategic Plan for the Montgomery County Hospital District, the Board of Directors developed some overarching goals for District executives. Following is the Policy Statement, which serves as the guiding principles of the Executive Management and Command staff:

1. MCHD shall set tangible and definable Goals to:

a. Set a standard and then measure MCHD's delivery of services. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.

b. Set a standard and then measure the increase in MCHD's employee job satisfaction. We will continue to measure this metric by focusing on employee turnover rates and patient satisfaction surveys, additionally we will contract an outside agency to measure employee satisfaction more formally. Again, This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.

c. Effectively communicate the successes of the District to the residents of Montgomery County. This will be done by giving quarterly updates to Chambers of Commerce, Rotary Clubs, Lions Club and updates to City Councils. Successes will be promoted in social media and news outlets at least weekly. Finally, success will be communicated to first Responder organizations and local hospitals at least two times a year.

2. MCHD will assure that tax revenue into the District does not grow faster than the rate of inflation together with the rate of population growth.

3. MCHD will strive to maintain a cash reserve of at least six month's operating expenses at all times.

:

:

Montgomery County:

MCHD will assure that tax revenue into the District does not grow faster than the rate of inflation together with the rate of population growth.

MCHD will strive to maintain a cash reserve of at least three month's operating expenses at all times.

The Montgomery County Hospital District (MCHD) was created by special legislation in 1977 as a

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political subdivision of the State of Texas. The primary responsibility of the District's creation, according to enabling legislation, is to provide healthcare to indigent residents of the county.

Through the years, MCHD services have expanded to include a county-wide emergency medical service (EMS), the 911 communication system, the county's Public Health District, and emergency preparedness (with coordination of agency partners).

This report completes a detailed assessment of the Montgomery County Hospital District's strategic position. As a part of the analysis, the planning group examined the history of the District, the external environment and associated trends, evaluated the stakeholders' needs, assessed the internal operating conditions and current directional strategies to provide the basis for the proposed strategic objectives.

The strategic assessments were performed with specific attention placed on balancing the organization pillars of People, Service, Quality, Finance, and Growth.

The recommendations offered in this report bear a direct relation to the major issues that need to be addressed by the District. Perhaps the largest predictable challenge that faces MCHD in the coming years is the change in healthcare legislation. ~~As this plan is being written, The state continues to work with the seven year old Affordable Care Act, the state is ironing out how to work within the recently passed federal "Affordable Care" law.~~

As a political subdivision of the state, the District must work within the parameters provided, ~~striving to~~ **striving to** maximize the available healthcare dollars to positively impact healthcare in Montgomery County.

In addition to healthcare reform, other significant trends include:

1. ~~Population growth and the associated growth in volume~~
2. ~~Legislative and regulatory changes in healthcare~~
3. ~~A local economy beginning to recover from recession/oil glut~~
4. ~~Uninsured population growing~~
5. ~~Increasing expenses related to services provided~~

From these key factors, a series of ~~five strategic goals~~ **Five Strategic Goals** supported by strategic objectives to fulfill those goals were formulated to enhance the District's ability to balance the needs of competing stakeholders and achieve success in meeting our statutory and elected service goals.

1. ~~Maintain MCHD as the regional "Employer of Choice" for healthcare professionals and District personnel,~~
2. ~~Provide excellent service in our EMS, Public Health, HCAP and Emergency Preparedness programs to all our customers: co-workers, clients, patients, taxpayers and the community.~~
3. ~~Deliver the highest quality service possible by establishing and maintaining a structured process to measure and continually improve. This will be evidenced by Key Performance Indicators, Core Measures and implementation of a Process Improvement program. our service as evidenced by key performance indicators.~~
4. ~~Provide for the short and long term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.~~
5. ~~Proactively meet the growth needs of our community in all areas: HCAP, EMS, Public Health and Emergency Preparedness:~~
 - a. ~~Communicate mission and outcomes internally and externally~~
 - b. ~~Continuous education and training of our staff, based on current best practices and industry standards~~

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In conclusion, the Montgomery County Hospital District is committed to providing in a financially responsible way, with excellence and responsibility, the essential services with which it is charged. MCHD is also dedicated to creating a work environment for its employees that encourages open communication and highly supports professional growth and education. The District is financially strong and operates in a community that is experiencing steady growth.

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Mission, Vision and Values

Mission Statement

Our mission is to care for the indigent and provide EMS services while protecting the interest of the taxpayers and insuring long-term stability through fund development.

Vision Statement

Our vision is cost effective indigent care and taxpayer supplemented EMS with total professionalism administered through an elected board of directors.

Values

Our values are quality, innovative, cost effective operations that are open to the public.

Employee Value Statements

Accountability

Being responsible for our thoughts, words, and deeds, and the resources entrusted to us.

Compassion

To be understanding, caring and nurturing.

Excellence

We will strive to exceed all expectations and maintain the highest standards in our industry.

Innovation

Providing superior and professional service to the citizens of Montgomery County utilizing professional development, state of the art technology, and sound practice.

Integrity

Acting with the highest standards of honesty and ethics in every decision and action that we make as individuals or as an organization.

Unity

A group of individuals striving toward shared goals and a vision of improving the quality of life for all.

MCHD History

Originally, the District carried out its legislative purpose through its operations of the Medical Center Hospital in Conroe, Texas, which was sold in 1993 to Health Trust, Inc. After the sale of the hospital, the District met its requirement through contracts with the new owners of the hospital and other private physicians.

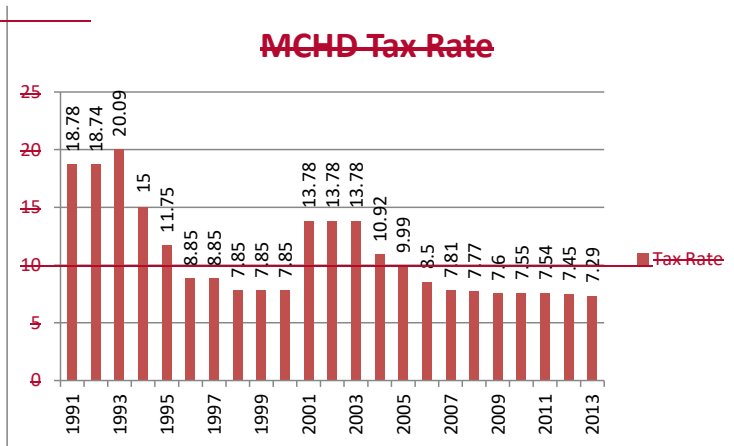
Today, the District’s provider network for its Health Care Assistance Program (HCAP) has grown from a handful of physicians to more than 650 providers across Montgomery and Harris Counties. The District contracts for healthcare services across the continuum of care. Our contracts provide pre and post hospital care providers as well as over 15 hospitals in Montgomery County and surrounding areas.

In addition to indigent care, the District provides ~~for~~ emergency medical ambulance services for ~~county residents~~ Montgomery County. Medical Center Hospital operated a hospital-based EMS prior to the formation of the District in 1977. ~~At the time of the sale of the hospital, the District maintained operational control of EMS.~~ In 1995, the District contracted with a private company to provide EMS emergency response and transfer services. In 1997, the MCHD Board of Directors decided that in order to reach the desired level of excellence, the District would resume control of EMS operations in 1998.

~~1998.~~

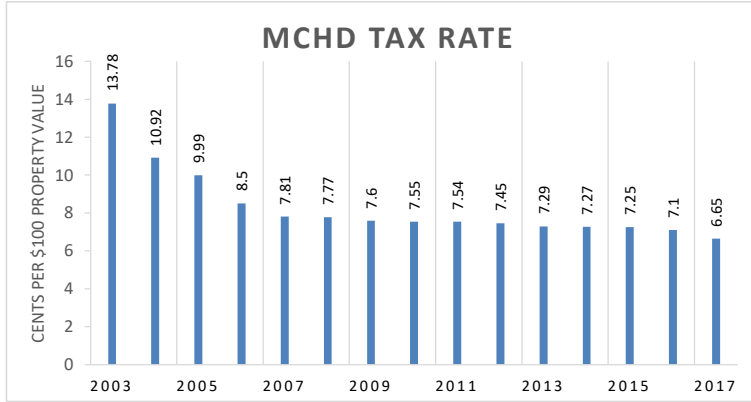
Because of the District’s enabling legislation, it is supported through an ad valorem tax-based funding mechanism. In 2003, MCHD began a trend of reducing property taxes. This was accomplished by controlling costs, eliminating inefficient programs, and increasing fee for service revenue. Rapidly rising property valuations also contributed to the Board’s ability to reduce the tax rate. As the chart below demonstrates, ~~in four consecutive years, MCHD not only reduced the tax rate, but reduced the actual tax dollars collected.~~ MCHD has reduced the tax rate every year since 2003.

The graph below shows the progression of the District’s tax rate over time.



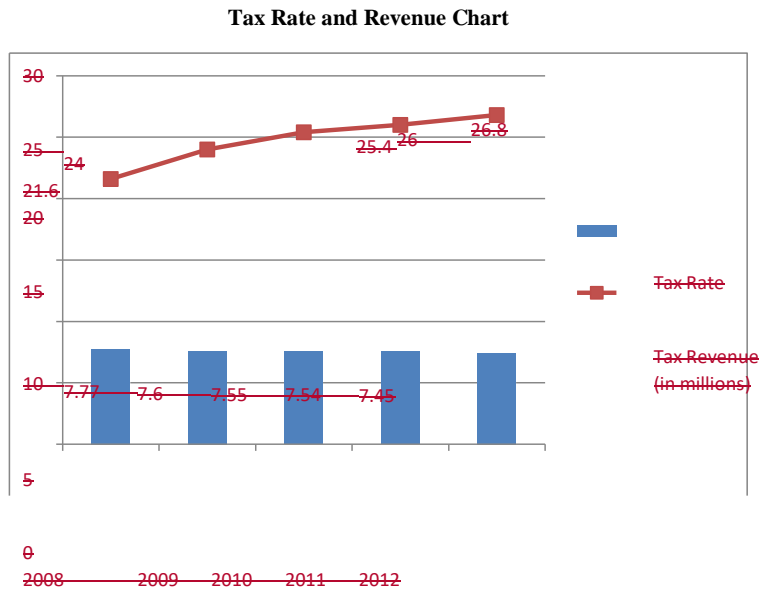
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Likewise, the graph below shows the progress of the tax rate and total tax revenue received by the District over the years.



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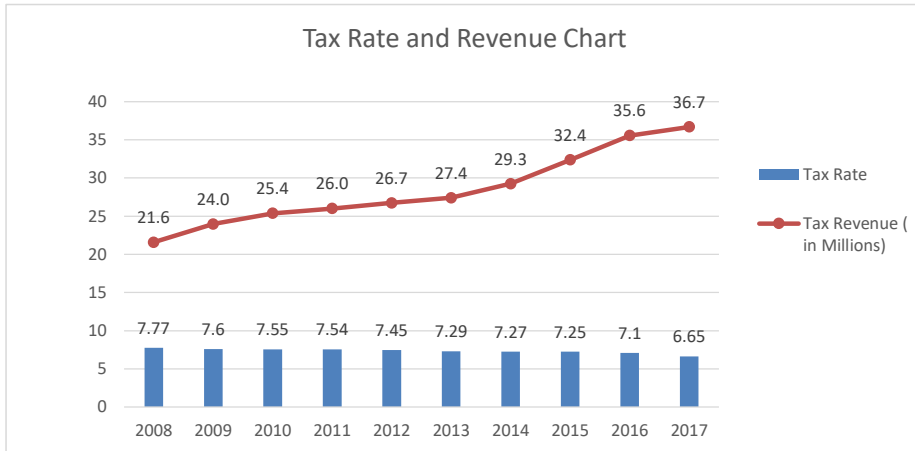
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Because of growth in the county’s tax base, the tax rate reductions will have not negatively affected the District’s income. MCHD’s conservative Board works diligently to have one of the lowest, if not the lowest, tax rate in the county.

However current projection of 2018 taxes indicate that MCHD tax revenue will reduce from \$36.7 MM to \$35.1 MM, due to the increased Homestead exemption. Growth in the county should allow tax revenue increases to \$ 36.9 MM in 2019.

The District Today

The District operates ~~four two~~ separate, ~~though overlapping~~, **Strategic Business Service Units**. Each unit has a unique mission, set of stakeholders, operating environment and resource requirements. These units are: ~~HCAP and Public Health, EMS and Emergency Preparedness~~. In addition to these units, there are **Support Units** that enable the Strategic ~~Business Service~~ Units to be successful.

Strategic ~~Business Service~~ Units

1. Health Care Assistance Program (HCAP)

HCAP is the District's indigent health care program, and is mandated by MCHD's enabling legislation. HCAP does not directly provide medical care, but instead provides the funding mechanism for its members to have access to care through contracted providers. This "membership" program provides healthcare for Montgomery County citizens who meet the eligibility requirements. We contract with hospitals and other providers to actively decrease medical cost, allowing us to provide the broadest range of services at the least cost.

These eligibility requirements substantially exceed the minimum income eligibility mandates of the State of Texas. Although a complete discussion of the eligibility requirements and the services provided is outside the scope of this discussion, it is important to understand the basic requirements for membership.

— In order to qualify for HCAP, an applicant:

- a. Must be a legal resident of Montgomery County
- b. Must have a family income that does not exceed 100% of the Federal Poverty Level for the region
- c. Must have household assets that do not exceed \$2,000 (excluding one household automobile)
- d. Must not have access to healthcare services that can be funded by any other public or private program
- e. Must meet other eligibility requirements
- f. Member must recertify their eligibility every six months.

I. ~~Health Care Assistance Program (HCAP)~~

~~HCAP is the District's indigent health care program, which is the only legally mandated charge by MCHD's enabling legislation. HCAP does not, at this time, directly provide medical care, but instead provides the funding mechanism for its members to have access to care through contracted providers. This "membership" program provides healthcare for Montgomery County citizens who meet the eligibility requirements.~~

~~These eligibility requirements substantially exceed the minimum income eligibility mandates of the State of Texas. However, the program seeks to emulate the county indigent model whenever possible, and is much smaller in scale and expense than the programs offered by large urban counties that operate their own hospitals.~~

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Although a complete discussion of the eligibility requirements and the services provided is outside the scope of this discussion, it is important to understand the basic requirements for membership. In order to qualify for HCAP, an applicant:

- ~~Must be a legal resident of Montgomery County;~~
- ~~Must have a family income that does not exceed 133% of the Federal Poverty Level for the region;~~
- ~~Must have household assets that do not exceed \$2,000 (excluding one household automobile);~~
- ~~Must not have access to healthcare services that can be funded by any other public or private program;~~
- ~~Must meet other eligibility requirements, and~~
- ~~Member must recertify their eligibility every six months.~~

Certified members of HCAP are entitled to:

- a. ~~Basic healthcare;~~
- b. ~~Certain specialty care;~~
- c. ~~Certain prescription medication (up to three concurrent);~~
- d. ~~Hospitalization, and~~
- e. ~~Annual cap on cost of care: \$60,000 which is twice the amount of the legal required minimum;~~

As previously discussed, the direct provision of healthcare services is handled by contracted providers. The HCAP staff is responsible for:

- a. Managing the eligibility process and certifying eligibility of member applicants
- b. Resolving eligibility issues with members and service providers
- c. Resolving issues and conflicts that may arise with, and between, members and service providers
- d. Overseeing the payment process and resolving any payment issues
- e. Case Management assists clients in accessing community resources, disease management and overcoming barriers to obtaining optimum health. In addition to providing the above services, HCAP also provides diabetes education and supplies, including home visits to certain clients.

HCAP Strategic Quality Goals and Objectives:

1. Strategic Goal: Maintain MCHD as the regional “Employer of Choice”

Strategic tactics to meet goal:

- a. Provide quarterly continuing education to staff
- b. Staff will participate on MCHD Committees
- c. Executive staff will hold “town halls” at least every six months.
- d. MCHD will do a salary and benefit review every three years

2. Strategic Goal: Provide Excellent Service to our co-workers, clients, taxpayers and community

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Strategic tactics to meet goal:

- a. Customer Service will be a standing agenda item for staff meetings
- b. Manager will track and trend service feedback and report monthly at staff meetings and bi-monthly as a KPI at the Quality meeting
- c. Employee defined “Standards” will be reviewed at each quarterly CE

3. Strategic Goal: Establish and maintain a structured process to measure and improve quality

Strategic tactics to meet goal:

- a. Revise current KPI’s as needed to measure improvement with new and established processes
- b. Involve staff with KPI data collection and action plans
- c. Check with hospitals and physician offices to discuss process, cost and outcomes

4. Strategic Goal: Provide for the short and long-term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.

Strategic tactics to meet goal:

- a. Maintain 2-level approval process for all HCAP applicants
- b. Review 100% of claims for accuracy of bills compared with the contract
- c. Investigate and recommend the return on investment of providing transportation to and from medical visits

5. Strategic Goal: Proactively meet the growth needs of our community

Objective #1: Communicate mission and outcomes internally and externally

HCAP Strategic tactics to meet goal and objective #1:

- a. Monthly staff meetings
- b. Bi-monthly HCAP newsletter article
- c. Monthly presentation to external stakeholders

HCAP Objective #2: Continuous education and training of staff

Strategic tactics to meet goal and objective #2:

- a. Quarterly CE for staff
- b. KPI’s reviewed at monthly staff meeting to include analysis and action planning
- c. Select staff to attend approved conferences and provide education to the remaining staff at next staff meeting or quarterly CE as determined by Manager.

As previously discussed, the direct provision of healthcare services is handled by contracted providers. The HCAP staff is responsible for:

- Managing the eligibility process and certifying eligibility of member applicants;
- Resolving eligibility issues with members and service providers;
- Resolving issues and conflicts that may arise with, and between, members and service providers; and
- Overseeing the payment process and resolving any payment issues.

In addition to providing the above services, HCAP also provides diabetes education and supplies, including home visits to certain clients.

II- Public Health

MCHD is an operational and fiscal agent for the Montgomery County Public Health District (MCPHD). The MCPHD was formed via a cooperative agreement in July 2010. MCHD's CEO serves as the District's executive director, and health district staff members are MCHD employees. The MCPHD has four primary areas of responsibility: clinical services, community education, epidemiology and emergency preparedness.

This department is new to MCHD, but its experienced staff hit the ground running, and is actively involved with the following:

- Developing its volunteer Medical Reserve Corps (MRC) program;
- Educating the public about health issues (West Nile virus, flu precautions, STD prevention, etc.);
- Providing immunizations and basic clinic services to the public; and
- Creating and maintaining emergency management plans for the county as they relate to public health issues.

In order to better serve HCAP clients, MCHD plans to access the Public Health Department 20 hours per week to screen, diagnose and case manage HCAP clients for their initial physician visit. Management believes this will allow better, more appropriate, health care assessment and better clinical care compliance at a cost 20% less than the current process. The clinic is scheduled to begin seeing patients in July.

2. III- Emergency Medical Services (EMS)

Although not mandated by law, the provision of emergency medical services and the 911 communication and radio systems to Montgomery County has been a long-standing adopted responsibility of the District. Throughout its long history, the MCHD EMS has been recognized for its leadership in level and quality of care. To maintain and in fact improve its quality, MCHD has recently achieved CAAS (Commission on Accreditation of Ambulance Services) certification. The service is also widely recognized for its willingness to participate in regional and state-wide initiatives and for its readiness to respond to regional crises that extend beyond the county boundaries.

MCHD EMS is well known for its early adoption of cutting edge protocols, techniques and medications. It also has been well regarded for its education programs, quality improvement initiatives and overall operational efficiency.

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In addition to 911 transports, MCHD EMS provides non-emergency transfers for patients who are being moved from one facility to another, or to their homes. Currently, MCHD focuses its efforts on critical transfers, a service that relies on the in-depth training and experience of its medics. Unlike emergency response, the cost recovery for this service is very high and predictable.

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~~MCHD EMS is well known for its early adoption of cutting edge protocols, techniques and medications. It also has been well regarded for its education programs, quality improvement initiatives and overall operational efficiency.~~

~~As resources are available, MCHD EMS provides non-emergency transfers for patients who are being moved from one facility to another, or to their homes. Currently, MCHD focuses its efforts on critical transfers, a service that relies on the in-depth training and experience of its medics. Unlike emergency response, the cost recovery for this service is very high and predictable.~~

The following are components of ~~the EMS unit:~~

EMS Operations

EMS Operations is responsible for deploying, staffing, housing, supervising and operating all EMS resources. MCHD EMS currently operates 23 24-hour ambulances and four peak units. In addition we have one squad, four supervisor trucks and one command supervisor truck each day.

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~~MCHD EMS currently operates 19 24 hour ambulances with up to three peak units, one squad and four 24-hour supervisor trucks each day.~~

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Clinical Services Department

The Clinical Services Department oversees protocol development, ~~implementation~~ implements and oversees the provision of care of MCHD EMS and oversight of the provision of care of MCHD EMS. The Department also manages and tracks quality, best practices, EMS hiring and EMS promotion process as well as field, community and first responder continuing education through classes and in-services. Department also teaches EMT Basic classes at two area high schools and at MCHD headquarters.

~~community and first responder education. The Clinical Services Department also coordinates first responder services provided throughout the county.~~

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Communications Alarm

MCHD EMS operates a Communications Center to dispatch its emergency and non-emergency calls. The center is ~~one of only five Texas centers that has received accreditation from~~ accredited by the National Academy of EMS Dispatchers. In addition to dispatching all of MCHD EMS emergency and non-emergency calls, the center is contracted to provide dispatch services for the Conroe Fire Department and for several communications centers throughout Texas. The center also serves as the back-up call center in the event of interrupted operations at the main 911 call center.

Community Paramedicine

MCHD's Community Paramedicine program was established in 2013. The program targets individuals that are high utilizers of 911 Emergency Services and is funded through the Medicaid 1115 Waiver. The goal of CP is to reduce non-emergency 911 calls.

Emergency Preparedness

MCHD is actively involved with local, regional and statewide health system planning for emergency preparedness. The District's preparedness activities range from working with the Public Health Department to educate the community, to working with Police Department SWAT units to recover victims of mass casualty. In order to be response-ready, MCHD staff participates in planning activities and training exercises, and works with the following organizations/agencies: Montgomery County, Southeast Texas Regional Advisory Council (SETRAC), and the Texas Department of State Health Services (DSHS).

EMS STRATEGIC GOALS AND TACTICS

1. Strategic Goal: Maintain MCHD EMS as the regional "Employer of Choice".

EMS Strategic tactics to meet this goal:

- a. Provide quarterly CE to all staff
- b. EMS staff will participate on MCHD Committees
- c. EMS Staff will participate in EMS hiring and promotional practices
- d. EMS will participate in Bike Medic, Tactical Medic, Community Medic, and community education programs
- e. Command and Executive Staff will "round and ride out" with EMS in order to get "Town Hall" information to and from each department.
- f. Management staff will track staff satisfaction surveys and turnover reports.
- g. Management staff will do wage and salary comparisons with other agencies every three years.

2. Strategic Goal: Provide excellent service to MCHD co-workers, clients, taxpayers, and community

Strategic tactics to meet this goal:

- a. Command staff will trend service feedback and report monthly at staff and Board Meetings
- b. Core Value, "Compassion" will be discussed at each Supervisor Meeting and each Quarterly CE
- c. Command Staff will track and trend service feedback and report monthly at staff and quarterly meetings

3. **Strategic Goal:** Establish and maintain a structured process to measure and improve quality.

Strategic tactics to meet this goal:

- a. Track, trend, evaluate, and publish 17 core measures data
- b. Track, trend, evaluate, and review KPI's for CP, Alarm, Emergency Preparedness, Clinical Services Department, and EMS Operations
- c. Review all STEMI, stroke, trauma and random routine calls for best practices and quality review

4. **Strategic Goal:** provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

Strategic tactics to meet this goal:

- a. Review historical call volume and use projected county growth data to expand coverage while maintaining efficiency
- b. Review monthly operational and capital expenses to budget
- c. Review Capital project planning and review on a quarterly basis

5. **Strategic Goal:** Proactively meet the growth needs of our community

Strategic tactics to meet this goal:

- a. Track historical trends and use reporting Metrics to plan for the future
- b. Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback

~~several communications centers throughout Texas.~~

~~**Materials Management**~~

~~Materials Management is the internal service provider to MCHD EMS that is responsible for the purchasing, receiving, distributing and, in some cases, delivering all supplies and equipment utilized by the District. This department maintains a shipping, receiving and distribution process for all clinical and non-clinical supplies. Materials Management staff also provides, or arranges for, the maintenance of all biomedical equipment used by EMS.~~

~~**Fleet**~~

~~The Fleet Department is responsible for maintenance and care for all of the District's vehicles. District vehicles log approximately 1.2 million miles each year. The "mission critical" nature of most of the District's vehicles necessitates a rigorous~~

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preventative maintenance program, which has established a “mission interruption rate” below one incident per 100,000 vehicle miles.

~~A. IV. Emergency Preparedness~~

~~MCHD is actively involved with local, regional and statewide health system planning for emergency preparedness. The District's preparedness activities range from working with the Public Health Department to educate the community, to deployment of assets in a disaster.~~

~~In order to be response ready, MCHD staff participates in planning activities and training exercises, and works with the following organizations/agencies: Montgomery County, SouthEast Texas Regional Advisory Council (SETRAC), and the Texas Department of State Health Services (DSHS).~~

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Support Units

In addition to the ~~four-two~~ Strategic ~~Business-Service~~ Units, there are ~~eight-eleven~~ Support Units within the District that provide the underlying foundation that allows MCHD to carry out its mission.

~~1. Emergency Preparedness~~

~~1. Finance and Accounting~~

~~The Finance and Accounting Department is responsible for general accounting, grant~~

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accounting, financial reporting, cost and budget reporting, accounts payable and receipts management. The department is also responsible for all financial analysis and projections, cash management and treasury functions, as well as the oversight of the District's investments and investment policy. The Board of Directors is charged with approving the actual policies that govern investment decisions, as well as ratifying all invoices paid on a monthly basis.

I. Finance and Accounting

The Finance and Accounting Department is responsible for general accounting, grant accounting, financial reporting, cost and budget reporting, accounts payable and receipts management. The department is also responsible for all financial analysis and projections, cash management and treasury functions, as well as the oversight of the District's investments and investment policy. However the Board of Directors is charged with development of the actual policies that govern investment decisions, as well as ratifying all invoices paid on a monthly basis.

2. II. Billing

MCHD EMS has a source of revenue in addition to the subsidy provided by the taxpayer. That revenue comes in the form of reimbursements made either by or on behalf of patients for services rendered. In order to expedite the reimbursement process, MCHD EMS maintains its own internal Billing Department. Typically, reimbursements for services provided comes through various payor sources, including Medicare, Medicaid, private third-parties (e.g. insurance coverage), or the patients themselves.

3. II. Radio/Communications Technology

The District has partnered with The City of Conroe and is the primary owner/operator of an EDACS/P25 800 megahertz trunked radio system. Additionally, the District and the City have strategically partnered to own and sublease a network of six radio tower sites throughout Montgomery County. The radio system serves approximately 900 users on the 800 MHz system, but the District also supports approximately 1,000 users on the Fire/EMS VHF paging and tactical channel system. The combined systems are used as the primary and backup communications resources for Fire and EMS First Responders in the County.

3. IV. Facilities

The MCHD campus houses the 911 call center, administration, the service center and station 11. Additionally, there are 23 MCHD stations throughout the county; four of them are regional stations and there are eleven stations that MCHD shares space with fire departments, has grown dramatically in terms of facilities since the last Strategic Plan was written. In 2010, the District created a campus that houses Administration, Service Center and Station 11. Additionally, there are 21 MCHD stations throughout the

The District is responsible for its own facility maintenance including the MCHD campus, the 23 stations and radio towers throughout the country. Campus house-keeping, laundry and grounds are contracted services responsible to the Facilities department.

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responsible for the purchasing, receiving, distributing and, in some cases, delivering all supplies and equipment utilized by the District. This department maintains a shipping, receiving and distribution process for all clinical and non-clinical supplies. Materials Management staff also provides, or arranges for, the maintenance of all biomedical equipment used by EMS.

9. Quality Improvement

Quality Improvement is responsible for oversight of continuous performance improvement in all departments. EMS Core Measures, patient satisfaction surveys and CAAS certification indicate their commitment to assuring delivery of high quality patient care. All other departments have Key Performance Indicators that allow for tracking, trending and benchmarking.

10. Fleet

The Fleet Department is responsible for maintenance and care for all of the District's vehicles. District vehicles log approximately 1.5 million miles each year. The "mission critical" nature of most of the District's vehicles necessitates a rigorous preventative maintenance program, which has established a "mission interruption rate" below one 1.5 incidents per 100,000 vehicle miles

SUPPORT UNIT STRATEGIC GOALS AND TACTICS

1. ~~MS~~ Strategic Goal: Maintain MCHD as the regional "Employer of Choice".

Strategic tactics:

- a. Provide continuing education to all staff
- b. Invite staff to participate on MCHD Committees
- c. Encourage staff to continue to receive advanced education, management, and leadership skills.
- d. MCHD will continue to offer a competitive wage and excellent benefits, as well as continuing education for all employees.
- e. Executive Staff will "round" at least twice per year with each department in order to get "Town Hall" information to and from each department.
- f. Management staff will track staff satisfaction surveys and turnover reports.
- g. Staff will from time to time be offered the opportunity to attend a conference specific to their area of expertise.

2. Strategic Goal: Provide excellent service to MCHD co-workers, clients, taxpayers, and community

Strategic Tactics:

- a. Departmental managers will trend service feedback and report monthly at staff and Board Meetings
- b. Each Core Value will be previewed at least once per year at the Monthly Departmental Meeting
- c. Managers will track and trend service feedback and report monthly at staff and quarterly meetings

3. Strategic Goal: Establish and maintain a structured process to measure and improve

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quality.

Strategic Tactics:

- a. Plan, execute, review, and reengage on all departmental capital and operational projects. Review project progress by quarter
- b. Track, trend, evaluate, and review KPI's for each support department
- c. Review financials bi-monthly to assure departments are working within budget and budgeted items that are no longer deemed necessary are not purchased, "just because it is in the budget".

4. Strategic Goal: Provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

—Strategic Tactics:

- a. Review historical demand and use projected county growth data to expand capabilities within the mission, while maintaining efficiency
- b. Review monthly operational and capital expenses to budget
- c. Review Capital project planning and execution on a quarterly basis

5. Strategic Goal: Proactively meet the growth needs of our community

Strategic Tactics:

- a. Track historical trends and use reporting metrics to plan for the future
- b. Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback
- c. Attend conferences in the field of focus to do best practices comparisons

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Municipalities within Montgomery County

~~City of Conroe
Montgomery
Magnolia
Willis
Shenandoah
Oak Ridge
North~~

~~Splendor
Cut and Shoot
Roman Forest
Stagecoach
Woodloch~~ ~~Panorama Village
Patton Village
Woodbranch~~

Unincorporated areas including

~~The Woodlands
Grangerland
Porter~~

~~New Caney
Peel Junction
Dobbin~~

~~Pinehurst
Tamina
Decker Prairie~~

School Districts

~~Cleveland ISD
Conroe ISD
Magnolia ISD
Montgomery ISD
New Caney ISD~~

~~Richards ISD
Splendor ISD
Tomball ISD
Willis ISD~~

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Population Growth

According to the 2010-2016 Woodlands Area Economic Development Partnership, ~~Montgomery County's population was 555,890~~U.S. Census, Montgomery County's population was 455,746, making it the 11th largest county in the state. The median household income was \$65,620, and the poverty rate was 10.9%. The median age was 36.1 years.

~~According to The Woodlands Area Economic Development Partnership, the County's population is projected to grow to 555,890 by 2016.~~ A portion of this growth is due to the number of businesses, including Exxon/Mobil, which ~~are in the process of relocating~~ have relocated to North Harris County. All factors taken into account, growth throughout the county will continue ~~County. All factors taken into account, growth throughout the county will continue~~ to occur, which presents certain challenges and opportunities for all service providers.

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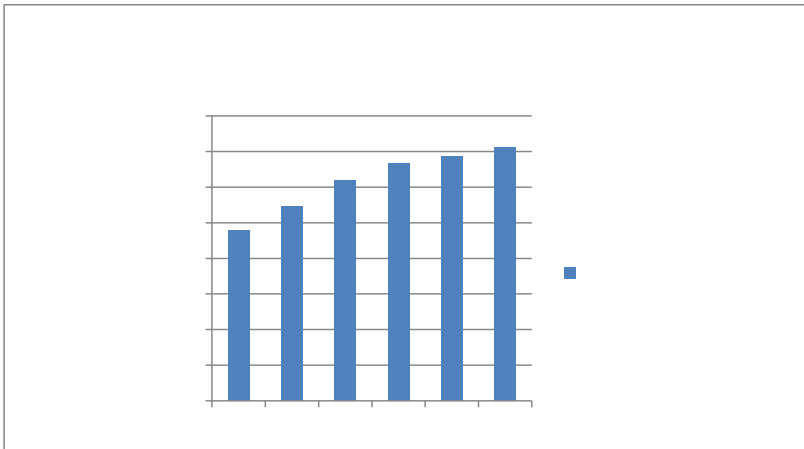
Property Values

Total appraisals in Montgomery County have grown dramatically ~~over their recent years.~~ New years. New housing starts, commercial development, new manufacturing and increased appraisals on existing properties have consistently increased over the past several years.

~~properties have consistently increased over the past several years.~~

Over the last five years, the growth in appraisals has enabled the Board to reduce the tax rate below the historic low rate. Growth brings with it an increase in service demands. The District will continue to function in a responsible manner.

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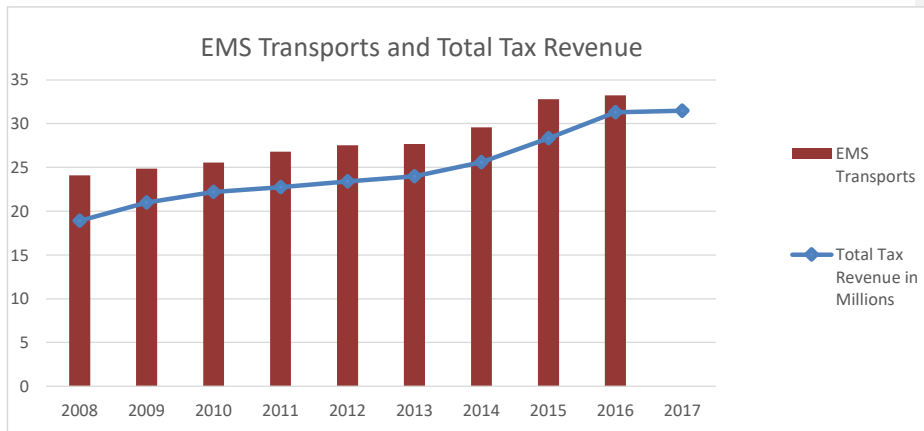
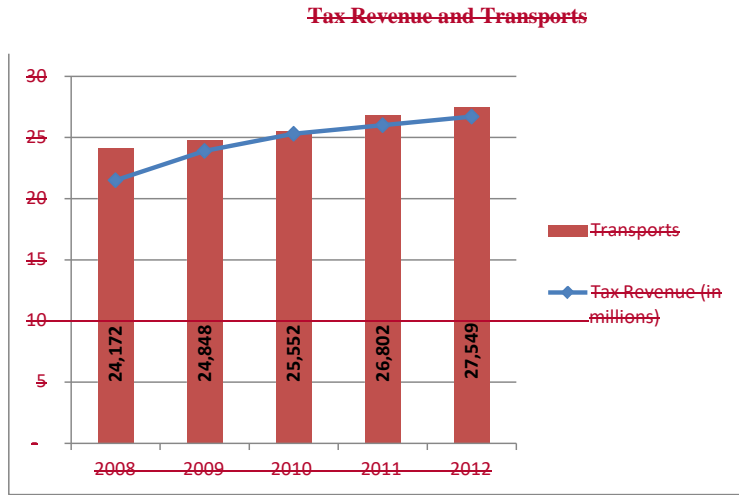


**Montgomery County Taxable Property Values
2007-2012**



Tax Revenue

MCHD has been responsive to the growth in appraisals by reducing tax rates for the last consecutive ~~ten~~ 14 years. However, during those same years, the District experienced increased demand. We continue to add technology and adjust deployment and work schedules to absorb the volume increase with very few additional resources being added.



As growth continues, MCHD will be required to add resources to keep up with the growing demand. But, as MCHD increases resources, it will add value, due to economies of scale and system duplication.

The chart below shows the increase in tax revenue based on a conservative rate of growth in property tax appraisals assuming the tax rate were held constant. We are not necessarily advocating a constant tax rate, merely using it to illustrate the impact of the increasing appraisals.

MCHD intends to maintain three-six months' reserve operating funds while most efficiently serving its mission.

Tax Revenue History and Projections

	2008	2009	2010	2011	2012	2013*	2014*	2015*	2016*
Tax Rate**	0.0777	0.076	0.0755	0.0754	0.0745	0.0729	0.0729	0.0729	0.0729
Tax Revenue Increase									
% Increase	13%	11%	5.9%	2.5%	2.9%	1.5%	4.5%	4.5%	4.5%
\$ Increase	2,479,702	2,383,994	1,407,418	646,485	750,271	408,608	1,223,327	1,278,376	1,335,904

Tax Revenue History and Projections

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Tax Rate **	0.0777	0.076	0.0755	0.0754	0.0745	0.0729	0.0727	0.0725	0.071	0.07
Total Tax Revenue	21,588,263	23,972,257	25,379,675	26,001,632	26,737,471	27,399,294	29,251,683	32,367,127	35,754,407	35,973,441
Tax Revenue Increase :	-	-	-	-	-	-	-	-	-	-
% Increase	12.98%	11.04%	5.87%	2.45%	2.83%	2.48%	6.76%	10.65%	10.47%	2.65%
\$ Increase	2,479,702	2,383,994	1,407,418	62,1957	735,838	661,823	1,852,388	3,115,444	3,387,279	946,496

* Projections
 ** Per \$100 Valuation
 *Projections
 **Per \$100 Valuation

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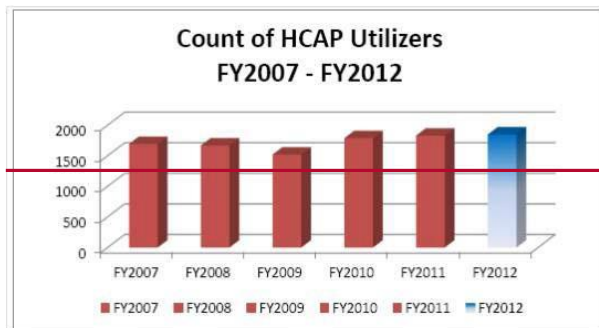
Trends and Issues - Business Service Units Delivery Units

HCAP

In the past three years, HCAP enrollment has increased, with the sharpest (18%) uptick taking place from FY 2008/9 — FY 2009/10. This program usage increase corresponds with the country's economic recession, and related increased unemployment numbers. The two years that followed revealed a steady 1% — 2 % annual increase.

The Medicaid 1115 Waiver, a new Medicaid repayment system that focuses federally-matched dollars for expanding outpatient services, will force the public and private sectors to form partnerships in order to offer health care services to the community, and MCHD has already committed to some partnering projects (see Goals and Objectives).

HCAP projections are steady incremental increases unless the economy experiences another dip, or there are changes to eligibility requirements. If the economic and policy environment remains stable over the next few years, HCAP likely will see a low rate of increase during that time period.



It is important to note that in July 2011, the MCHD Board of Directors voted to reduce HCAP's income limit from 150% Federal Poverty Income Level (FPIIL) to 133% FPIIL. Without this change, the program would have likely experienced a greater increase in clients. On a related note, during 2011, the number of clients who applied, but did not qualify for HCAP services saw a sharp increase (see table below). These numbers potentially reflect indication of persistent gaps in our local healthcare system.

Year	Non-Qualified HCAP Applicants	% Change
FY 2009/10	2,085	-
FY 2010/11	2,223	6%
FY 2011/12	3,185	43%

Public Health

In the last six months, the Public Health Department has managed several high-profile issues, including a suspected Hantavirus case, as well as a number of West Nile Virus cases (including one death). This public attention has resulted in a higher profile in the community. This increased awareness, combined with the affects brought on by gaps in our local healthcare system referred to above, will have a direct impact on the Public Health Department's services.

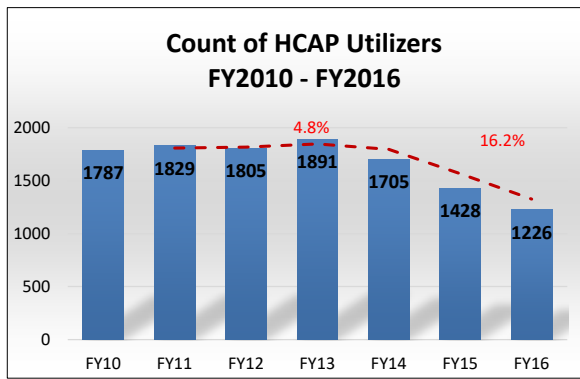
HCAP

Program Enrollment

The number of people from Montgomery County enrolling in HCAP was steadily trending upward from FY2010 – FY 2013. However, in the past three years the program has experienced a decrease in enrollment numbers despite the county's increased population growth.

HCAP enrollment reached a peak growth of 4.8% in FY 2013, and then declined 9.8% in FY 2014 when the Affordable Care Act (ACA) or State Health Insurance Exchanges (HIE), began operations in October of 2013.

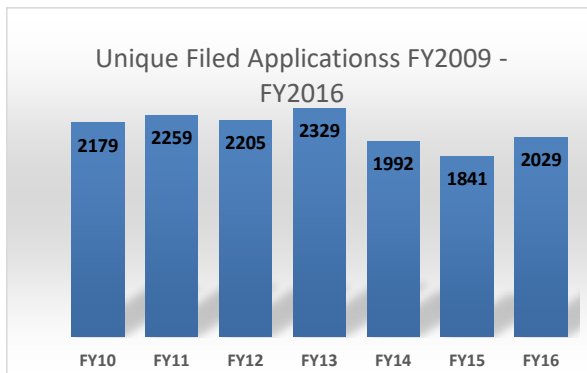
Without this HIE change, the program would have continued to add approximately 300 clients per fiscal year to the enrollment panel. In fact, due to the HIE implementation the actual enrollment dipped 16.2% with a decrease of 277 clients between FY 2014 – FY 2016 (see table below).



Currently, HCAP projects relatively flat to insignificant decrease in enrollment over the next three to five years, if factors affecting indigent health care such as the eligibility requirements, economy and ACA policies remain constant. If changes occur to the aforementioned factors, coupled with internal improvements and population trends, this could lead to a potential increase in HCAP enrollment over the next few years.

Program Applications

Further analysis of HCAP data also indicates a decrease in the number of yearly applications (see table below) which would correlate with the decrease in program enrollment. These predictive numbers are indicative of gaps in our local health care system and the inaccessibility of health care resources. Community collaborations and strategic partnerships could possibly improve access issues which might have a minor increase in the number of applications for HCAP.



EMS

EMS calls have remained at a fairly stable 5-6% rate of growth over the past several years. We expect to see the typical patterns for increased volume relative to past trends, as well as changes in the delivery model of health care.

As health insurance becomes more available through “Obama Care”, there will be a rise in the chronically ill population who have traditionally been underserved. This population tends to use EMS as a form of primary healthcare and transportation.

Market forces will continue to negatively influence the growth in healthcare infrastructure below the demand. Hospitals will continue to struggle with increasing volume and Emergency Departments will continue to serve as the overflow for inpatient beds.

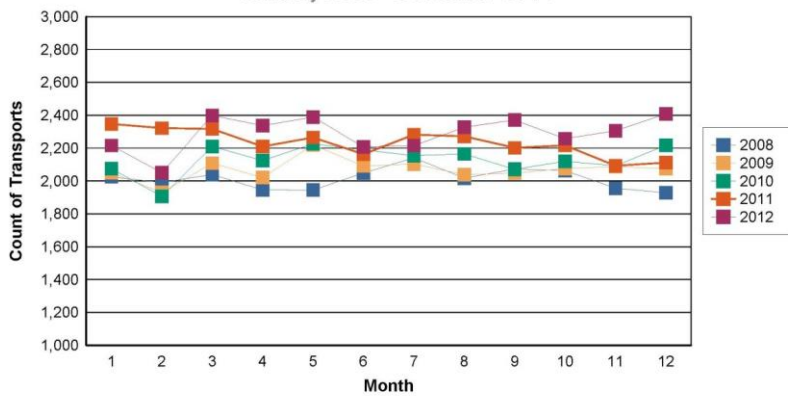
Hospital screening procedures used to divert patients from the emergency room to urgent care centers will be pilot testing in the pre-hospital environment as a method of reducing inappropriate emergency room visits.

For these reasons, MCHD EMS will play a much larger role in primary community wellness, with the goal being to reduce the need for expensive ER visits. MCHD EMS is in a unique position to provide this efficient service to the community since we provide both public health and EMS services to the residents of Montgomery County.

1/18/2013

Number of Transports by Year/Month

January 2008 - December 2012



EMS Demand—Actuals and Projections

	2010	2011	2012	2013*	2014*	2015*
--	-------------	-------------	-------------	--------------	--------------	--------------

% Transport Growth	2.8%	4.9%	2.8%	4.5%	4.5%	4.5%
Transports	25,552	26,802	27,549	28,789	30,084	31,438
Responses (Dispatched)	45,960	46,743	49,087	51,296	53,604	56,016

**Projections*

The chart below demonstrates the projected increase in EMS revenue from increased volume over the next three years, as well as revenue history since 2010.

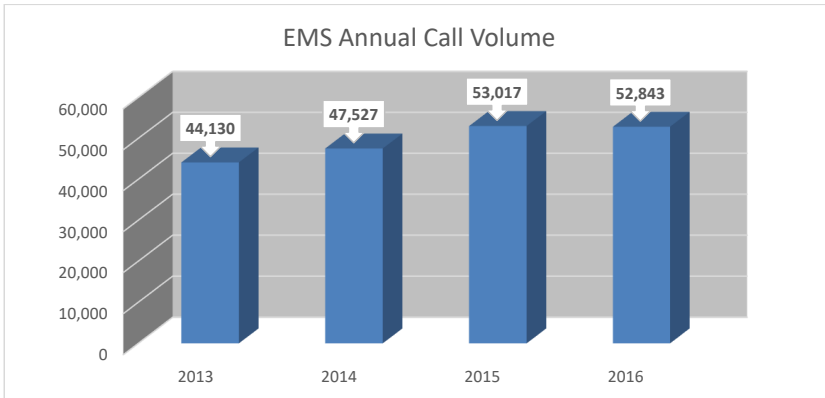
EMS Revenue History and Projections

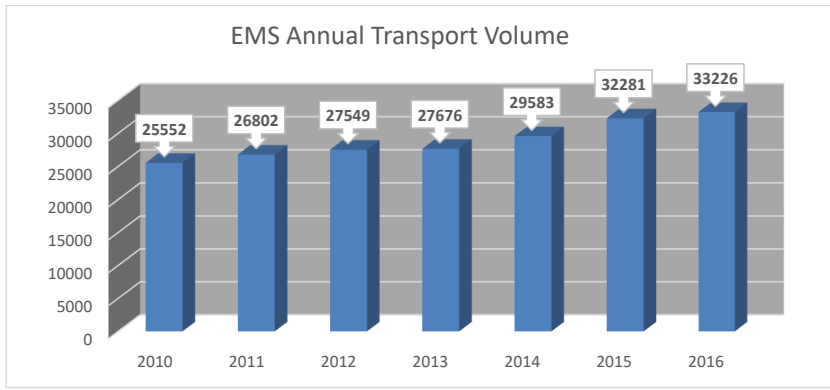
	2010	2011	2012	2013*	2014*	2015*
% Revenue Growth	(9.9%)	3.1%	(2.2%)	6.8%	2.6%	2.5%
Net EMS Revenue	\$10,901,523	\$11,238,509	\$10,987,697	\$11,730,000	\$11,788,650	\$11,847,593

**Projections*

EMS

EMS calls have remained at a fairly stable 5-6% rate of growth over the past several years. EMS calls spiked by 7% and 14% respectively during 2014 and 2015. During 2016 EMS calls were flat due to the economy and free standing ERS. MCHD Call volume is growing by 12% again in 2017. MCHD projects the call volume will continue to grow by 6% per year.



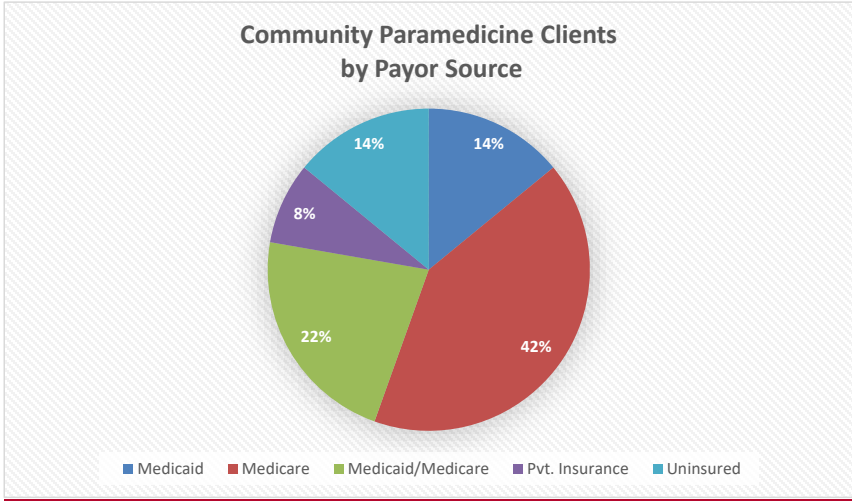


Community Paramedicine

The program utilizes Paramedics, who are already embedded within our community, to optimize clients’ health, improve their quality of life and reduce overall costs of healthcare. The program has served 255 unduplicated residents providing 7,272 clinical encounters. Services provided include:

- Physical and psycho-social assessments
- Medication reconciliation and education
- General and disease specific healthcare education
- Care coordination between hospitals, PCPs, Specialist and care facilities
- Navigation assistance with insurance, discharge instructions, transportation
- Connecting with ongoing community resources and support system

Without extension, the funding from the Medicaid 1115 Waiver will end in December of 2017. The funding obtained will carry the program through FY18. Over 75% of our current clients have healthcare coverage through Medicaid, Medicare, private insurance or a combination of the three. Regional healthcare organizations, both hospital and insurance carriers, are interested in partnering with us to reduce healthcare costs through reduction in hospital re-admissions. We have been meeting with four large hospital systems and two Medicaid insurance carriers to provide these reimbursable services.



Our goal for FY 17 and FY 18 is to obtain contracts with the Medicaid insurance carriers and area hospitals which will provide a sustainable future for the program.

SWOT Assessment

A traditional part of any strategic planning process, the SWOT assessment is integral to developing “situational awareness” for an organization.

Below is an assessment of the strengths and weaknesses that currently impact, or will impact, the District’s operations. Included is a list of opportunities that will likely present themselves which the District can take advantage of to enhance its operations. Finally, there is a list of risks that the District will face as it moves forward. This assessment lays the foundation for the general goals and objectives that follow.

Strengths

- ~~Well trained workforce~~
- ~~About 75% of departments have established cross training~~
- ~~Loyal employees~~
- ~~Employee involvement in decision making~~
- ~~Support for professional development~~
- ~~Financially stable with a well rounded budget~~
- ~~Embracing of innovation and integrated technology~~
- ~~Well managed indigent care system with a broad network of providers~~
- ~~Experienced leadership team~~
- ~~High experience level of staff throughout the District~~
- ~~General Counsel well versed in local government issues~~
- ~~Accredited Communications Center~~
- ~~Good leverage of vendor expertise to compliment staff knowledge~~
- ~~Public Health Department capable of offering additional services~~
- ~~Improving grants process~~
- ~~Communications between departments is improving~~
- ~~Respond quickly to critical issues~~
- ~~Provision of excellent equipment to staff~~
- ~~Improving media and community relations~~
- ~~High level of field staff support (MCHD provides staff who delivers, counts and restocks station supply rooms)~~

- Well-trained workforce
- Loyal employees (annual turnover rate between 5%-15%)
- Employee involvement in decision making
- Support for professional development
- Financially stable with a well-rounded budget
- Embrace innovation and technology
- Well managed indigent care system with a broad network of providers
- Experienced leadership team
- Well trained and experienced staff throughout the District.
- General Counsel well versed in District history and local government issues. Additionally MCHD has an HR Attorney to assure HR compliance.
- Accredited Communications Center
- Good relationship with vendors that supplement and enhance staff knowledge.
- Public Health Department enables us to have financial mechanism to provide Community Paramedicine

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- Strong financial process in place
- Increase in interdepartmental collaboration on projects and committees
- Staff is well equipped to do their job
- Improving media and community relations
- High level of field staff support (MCHD provides staff who delivers, counts and restocks station supply rooms)
- Well managed organizational structure
- Caring and altruistic employees across the organization that exemplifies the corporate values
- Consistent experienced Board of Directors
- MCHD has a quality expert (CPHQ) employed to oversee the development and implementation of our Quality Improvement
- CAAS Accredited EMS
- Key Performance Indicators (KPI) implemented in each department.
- Have implemented a Reports Manager to focus on metrics management

Weaknesses

- ~~Decentralized workforce with broad span of control~~
 - ~~Stressful work environment with a growing demand for services~~
 - ~~Need for greater reliance on objective data for decision making~~
 - ~~Need to support continuity of operations (power, fuel, etc)~~
 - ~~Limited ability for non field staff to advance/promote within the District; relatively flat organization~~
 - ~~Need a more objective way to track employee performance~~
 - ~~Lack of internal understanding of/appreciation for work of other departments~~
 - ~~Better use of Crew Scheduler to monitor staff resources and expenses~~
 - ~~Weak employee evaluation process~~
 - ~~Lack of follow through on long term projects~~
 - ~~Employee morale needs improvement~~
-
- Decentralized workforce with broad span of control
 - Stressful work environment with a growing demand for services
 - Need for greater reliance on objective data for decision making
 - Need to support continuity of operations (power, fuel, etc.)
 - Limited ability for non-field staff to advance/promote within the District; relatively flat organization
 - Need a more objective way to track employee performance (i.e. Laserfiche)
 - Lack of internal understanding of/appreciation for work of other departments
 - Better use of Crew Scheduler to monitor staff resources and expenses
 - Lack of follow through on long-term projects
 - Some community members and providers feel HCAP doesn't cover enough residents
 - Underutilization of some systems in the organization such as LaserFiche, Labor Scheduling, Payroll Processing, CAD Reporting and Inventory Control Systems.
 - Quality benchmarking and process improvement needs to be hardwired

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- Multiple barriers to data retrieval and analysis
- Formal management / leadership programs are not consistent or hardwired
more consistent training is needed

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- ~~Some community members and providers feel HCAP doesn't cover enough residents~~

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Opportunities

- ~~Relationship building with strategic partners and community organizations

 - ~~Providing educational opportunities for our community partners and the public~~
 - ~~Navigator project, which creates public/private partnerships~~~~
- ~~Experienced personnel available for mentoring of new employees~~
- ~~Pursue external accreditations~~
- ~~Interoperability capacity of radio system~~
- ~~Improve documentation of processes in departments~~
- ~~Establish standardization of operations across departments~~
- ~~Seek additional funding through appropriate grants~~
- ~~Improve efficiency and accuracy with new CAD system and implementation of ePCR~~
- ~~Quality benchmarking with other agencies~~
- ~~Customer satisfaction initiatives~~
- ~~Become increasingly financially transparent~~
- ~~Utilization of social media to stay connected to employees and the community~~
- ~~Infrastructure and staff in place to easily expand services offered to the community~~
- ~~Staying involved and aware of healthcare reform will allow MCHD to identify and provide needed services~~
- ~~Increase usage of website to provide information to both the public and employees~~
- ~~Keep emergency management plans current and host training exercises~~
- ~~Proactive employees are further defining their role in the organization, as well as the organization's role in the community, and bringing fresh ideas to the table~~
- Relationship building with strategic partners and community organizations
 - Providing educational opportunities for our community partners and the public
 - Work with community partners to organize a semi-annual project that meets a community need
- Experienced personnel available for mentoring of new employees
- Maintain external accreditations
- Expand and enhance interoperability capacity of radio system
- Establish an employee mentoring program
 - Establish a checklist culture
- Improve documentation of processes in departments
- Establish standardization of operations across departments
- Oversight and management of interdepartmental projects for efficiency, budget adherence and timeliness to negate "mission creep"
- Improve efficiency and accuracy with CAD system
- Quality benchmarking
- Increase involvement in community education
- Become increasingly financially transparent
- Utilization of social media to stay connected to employees and the community
- Infrastructure and staff in place to easily expand services offered to the community
- Expand services of Community Paramedicine
- Increase usage of website to provide information to both the public and employees
- Keep emergency management plans current and host training exercises
- Proactive employees are further defining their role in the organization, as well as the organization's role in the community, and bringing fresh ideas to management
- Increase facility to facility patient requested

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Threatstransfer

Threats

- ▲ Increasing healthcare costs
- ▲ Unstable political environment – healthcare legislative changes
- ▲ Population and demand for services resulting in uncontrolled expansion
- ▲ Competitive forces on staffing regarding wages and benefits
- ▲ Competitive forces for EMS coverage resulting in increasing number of non-emergency providers in Montgomery County
- ▲ Budget constraints
- ▲ Need to be better prepared for a large public health emergency
- ▲ Litigation environment/risk
- ▲ Appraisals and/or revenue caps on property taxes
 - Increasing healthcare costs
 - Unstable political environment – healthcare legislative changes
 - Competitive forces on staffing regarding wages and benefits
 - Competitive forces for EMS coverage resulting in increasing number of non-emergency providers in Montgomery County
 - A Fire department or ESD may take EMS services in -house
 - Budget constraints
 - Need to be better prepared for a large public health emergency
 - Litigation environment/risk
 - Appraisals and/or revenue caps on property taxes

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Five-Year Financial Projections Assumptions

The five year financial projections are included immediately following this information. The following assumptions were made while developing the five year financial forecast:

- ~~1) Taxable value will continue at an average 4.5% increase over the next five years.~~
- ~~2) The MCHD tax rate will remain constant over the next five year period.~~
- ~~3) EMS collected revenue will increase at an average rate of 2.5% per year.~~
- ~~4) Labor costs will increase at an average rate of 2.5% over the next five year period.~~
- ~~5) TCDRS will increase at an annual rate of 6.55%.~~
- ~~6) Employee health insurance expenses will increase at an annual rate of 10% per year.~~
- ~~7) Supply expenses will increase at a rate of 3% per year.~~
- ~~8) EMS Drug expenses will increase at 8% per year.~~
- ~~9) Indigent/specialty healthcare will increase at 8%, 8%, 6% and 5% over the next five years respectively.~~
- ~~10) Capital, other than EMS related Capital will be budgeted at \$750,000 in FY'14 and grow at a 3% rate each year following.~~
- ~~11) MCHD assumed a savings of \$250,000 per year for taking plant operations in house.~~
- ~~12) There was no assumption of increasing revenues for operating the primary care 1115 Medicaid clinic and community EMS program. (- \$250,000 - \$1,000,000 per year).~~
- ~~13) Tower revenue is projected to grow \$6,000 in year 1, 2nd year will be \$18,000, 3rd year will be \$36,000, 4th year will be \$54,000 and 5th year will be \$72,000.~~
- ~~14) MCHD projects a net rent of \$80,000 for leasing 2nd floor Administration building office space.~~
- ~~15) There was no projection of revenue for increasing the EMS transport services.~~

Given these assumptions, the available cash balance for FY ending 2013 will be \$7.0 mil and will grow to \$7.1 mil by the end of FY 2017.

1. Taxable value will continue at an average 5% increase over the next five years.
2. The MCHD tax rate will remain flat (0.0665).
3. EMS collected revenue will increase at an average rate of 6% per year.
4. Labor costs will increase at an average rate of 5% over the next five-year period.
5. TCDRS annual rate of 5%.
6. Employee health insurance expenses will increase at an annual rate of 8% per year.
7. Supply expenses will increase at a rate of 5% per year.
8. EMS Drug expenses will increase at 8% per year.
9. Indigent/specialty healthcare will increase at 5% over the next five years.
10. Capital, other than EMS and Radio Tower, will be budgeted at \$1,200,000 in FY'18 and is projected to grow at a 3% rate the following years.
11. Transport services are planned to increase 1,800 per year for the first 3 years and

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increase 1,000 runs per year in years 4 and 5.

12. Build a station in Porter in 2019, estimated cost \$600,000.
13. Station 33, build a station apartment in Caney Creek estimated cost \$600,000.
14. Build a station in North Central Conroe in 2021 at \$ 1,100,000.
15. Build a station North West of Cut N Shoot (station move) in 2022 at \$1,100,000.
16. Continue to expand Fleet by 1 truck per year, for the next 5 years
17. Build a carport outside the Support Center to accommodate additional trucks
18. Add 2 more towers to radio system at an estimated cost of 2.5 million dollars a tower (1 tower in 2019 and the second tower in 2020)
19. Purchase one Tahoe per year for each of the next 5 years.
20. The adopted 20% Homestead Exemption will reduce the tax value in FY18 by 6 million dollars.

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**Montgomery County Hospital District
Projection of Cash and Investments**

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Revenue					
Tax	<u>35,112,493</u>	<u>36,868,117</u>	<u>38,711,523</u>	<u>40,647,099</u>	<u>42,679,000</u>
EMS	<u>12,000,000</u>	<u>12,720,000</u>	<u>13,483,200</u>	<u>14,292,192</u>	<u>15,149,000</u>
Grants	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Other	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>
Total Revenue	<u>52,537,493</u>	<u>55,013,117</u>	<u>57,619,723</u>	<u>60,364,291</u>	<u>63,254,000</u>
Expenses					
Payroll					
Direct Labor	<u>20,500,000</u>	<u>21,525,000</u>	<u>22,601,250</u>	<u>23,731,313</u>	<u>24,917,000</u>
Taxes	<u>1,568,250</u>	<u>1,646,663</u>	<u>1,728,996</u>	<u>1,815,445</u>	<u>1,906,000</u>
TCDRS	<u>1,342,750</u>	<u>1,409,888</u>	<u>1,480,382</u>	<u>1,554,401</u>	<u>1,632,000</u>
Health & Dental	<u>3,000,000</u>	<u>3,240,000</u>	<u>3,499,200</u>	<u>3,779,136</u>	<u>4,081,000</u>
Unemployment Insurance	<u>18,000</u>	<u>18,900</u>	<u>19,845</u>	<u>20,837</u>	<u>21,000</u>
Total Payroll	<u>26,429,000</u>	<u>27,840,451</u>	<u>29,329,673</u>	<u>30,901,132</u>	<u>32,559,000</u>
Operating Expenses					
Drugs	<u>167,400</u>	<u>180,792</u>	<u>195,255</u>	<u>210,875</u>	<u>227,000</u>
Other	<u>12,000,000</u>	<u>12,600,000</u>	<u>13,230,000</u>	<u>13,891,500</u>	<u>14,586,000</u>
Total Operating Expenses	<u>12,167,400</u>	<u>12,780,792</u>	<u>13,425,255</u>	<u>14,102,375</u>	<u>14,813,000</u>
Indigent Care					
Voluntary	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>
Specialty Healthcare	<u>5,000,000</u>	<u>5,250,000</u>	<u>5,512,500</u>	<u>5,788,125</u>	<u>6,077,000</u>

<u>Total Indigent Care</u>	<u>8,000,000</u>	<u>8,250,000</u>	<u>8,512,500</u>	<u>8,788,125</u>	<u>9,077,531</u>
<u>Capital</u>	<u>4,017,000</u>	<u>4,833,000</u>	<u>5,146,000</u>	<u>6,106,150</u>	<u>6,005,608</u>
<u>Total Expenses</u>	<u>50,613,400</u>	<u>53,704,243</u>	<u>56,413,428</u>	<u>59,897,782</u>	<u>62,456,523</u>
<u>Revenue O/(U) Expenses</u>	<u>1,924,093</u>	<u>1,308,874</u>	<u>1,206,295</u>	<u>466,509</u>	<u>797,655</u>
<u>Capital</u>					
<u>Main Campus</u>					
<u>Telephone System</u>	<u>250,000</u>				
<u>Covered Ambulance Parking</u>	<u>90,000</u>				
<u>EMS Classroom</u>	<u>140,000</u>				
<u>Accounting Software</u>			<u>250,000</u>		
<u>Information Technology</u>	<u>179,000</u>	<u>160,000</u>	<u>150,000</u>	<u>175,000</u>	<u>195,000</u>
<u>Total Main Campus</u>	<u>659,000</u>	<u>160,000</u>	<u>400,000</u>	<u>175,000</u>	<u>195,000</u>
<u>Stations</u>					
<u>Porter Station 34</u>	<u>200,000</u>				
<u>Porter 1314 & 99</u>		<u>600,000</u>			
<u>Caney Creek Replacement</u>			<u>600,000</u>		
<u>Conroe North Central</u>				<u>1,100,000</u>	
<u>Cut-n-Shoot (Move Station)</u>					<u>1,100,000</u>
<u>Total Stations</u>	<u>200,000</u>	<u>600,000</u>	<u>600,000</u>	<u>1,100,000</u>	<u>1,100,000</u>
<u>Towers / Radios</u>					
<u>Land for Towers</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	

<u>Tower and Equipment</u>		<u>850,000</u>	<u>850,000</u>	<u>850,000</u>	<u>850,000</u>
<u>Upgrade EDACS to P25</u>		<u>165,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>
<u>Total Towers / Radios</u>	<u>100,000</u>	<u>1,115,000</u>	<u>1,115,000</u>	<u>1,115,000</u>	<u>1,015,000</u>
<u>EMS / Communications</u>					
<u>911 Ambulance New</u>	<u>700,000</u>	<u>400,000</u>	<u>400,000</u>	<u>700,000</u>	<u>400,000</u>
<u>911 Ambulance (Re-mount)</u>	<u>750,000</u>	<u>750,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>
<u>Transfer Ambulance</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>
<u>Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
<u>ePCR</u>		<u>350,000</u>			
<u>EKG Monitors (Capital Lease)</u>				<u>529,000</u>	<u>529,000</u>
<u>Opticom</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>
<u>Total EMS</u>	<u>1,858,000</u>	<u>1,698,000</u>	<u>1,708,000</u>	<u>2,327,000</u>	<u>2,237,000</u>
<u>Other Capital</u>	<u>1,200,000</u>	<u>1,260,000</u>	<u>1,323,000</u>	<u>1,389,150</u>	<u>1,458,608</u>
<u>Total Capital</u>	<u>4,017,000</u>	<u>4,833,000</u>	<u>5,146,000</u>	<u>6,106,150</u>	<u>6,005,608</u>

<u>Assumptions:</u>					
<u>Tax Revenue</u>					
<u>Adjusted Taxable Value</u>	<u>52,800,741,035</u>	<u>55,440,778,087</u>	<u>58,212,816,991</u>	<u>61,123,457,841</u>	<u>64,179,630,733</u>
<u>MCHD Effective Tax Rate</u>	<u>0.000695</u>	<u>0.000633</u>	<u>0.000633</u>	<u>0.000633</u>	<u>0.000633</u>
<u>MCHD Rollback Tax Rate</u>	<u>0.000751</u>	<u>0.000684</u>	<u>0.000684</u>	<u>0.000684</u>	<u>0.000684</u>
<u>MCHD Adopted Tax Rate</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>
<u>Tax Revenue</u>	<u>35,112,493</u>	<u>36,868,117</u>	<u>38,711,523</u>	<u>40,647,099</u>	<u>42,679,454</u>
<u>Tax Revenue Growth Rate</u>	<u>-4.3%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>

Rates and Growth Factors

<u>Taxable Value Growth Rate</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>
<u>Population Growth Rate</u>	<u>4.1%</u>	<u>4.1%</u>	<u>3.9%</u>	<u>3.6%</u>	<u>3.6%</u>
<u>Inflation</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>
	<u>7.1%</u>	<u>7.1%</u>	<u>6.9%</u>	<u>6.6%</u>	<u>6.6%</u>
<u>EMS Revenue</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>
<u>Labor Cost Increase</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>TCDRS</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>
<u>Health Insurance</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>
<u>Expenses</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>Drugs</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>
<u>Indigent - Specialty Healthcare</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>Qty 911 Ambulance (New)</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>
<u>Cost 911 Ambulance (New)</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
<u>Inflation 911 Ambulance (New)</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Cost 911 Ambulance Equipment</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
<u>Total Cost 911 Ambulance (New)</u>	<u>700,000</u>	<u>400,000</u>	<u>400,000</u>	<u>700,000</u>	<u>400,000</u>
<u>Qty 911 Ambulance (Re-mount)</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
<u>Cost 911 Ambulance (Re-mount)</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<u>Inflation 911 Ambulance (Re-mount)</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost 911 Ambulance (Re-mount)</u>	<u>750,000</u>	<u>750,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>

<u>Qty Transfer Ambulance</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
<u>Cost Transfer Ambulance</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>
<u>Inflation Transfer Ambulance</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost Transfer Ambulance</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>
<u>Qty Tahoe</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<u>Cost Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
<u>Inflation Tahoe</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>

**Montgomery County Hospital District
Projection of Cash and Investments**

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Revenue					
Tax	<u>35,112,493</u>	<u>36,868,117</u>	<u>38,711,523</u>	<u>40,647,099</u>	<u>42,679,000</u>
EMS	<u>12,000,000</u>	<u>12,720,000</u>	<u>13,483,200</u>	<u>14,292,192</u>	<u>15,149,000</u>
Grants	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Other	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>
Total Revenue	<u>52,537,493</u>	<u>55,013,117</u>	<u>57,619,723</u>	<u>60,364,291</u>	<u>63,254,000</u>
Expenses					
Payroll					
Direct Labor	<u>20,500,000</u>	<u>21,525,000</u>	<u>22,601,250</u>	<u>23,731,313</u>	<u>24,917,000</u>
Taxes	<u>1,568,250</u>	<u>1,646,663</u>	<u>1,728,996</u>	<u>1,815,445</u>	<u>1,906,000</u>
TCDRS	<u>1,342,750</u>	<u>1,409,888</u>	<u>1,480,382</u>	<u>1,554,401</u>	<u>1,632,000</u>
Health & Dental	<u>3,000,000</u>	<u>3,240,000</u>	<u>3,499,200</u>	<u>3,779,136</u>	<u>4,081,000</u>
Unemployment Insurance	<u>18,000</u>	<u>18,900</u>	<u>19,845</u>	<u>20,837</u>	<u>21,000</u>
Total Payroll	<u>26,429,000</u>	<u>27,840,451</u>	<u>29,329,673</u>	<u>30,901,132</u>	<u>32,559,000</u>
Operating Expenses					
Drugs	<u>167,400</u>	<u>180,792</u>	<u>195,255</u>	<u>210,875</u>	<u>227,000</u>
Other	<u>12,000,000</u>	<u>12,600,000</u>	<u>13,230,000</u>	<u>13,891,500</u>	<u>14,586,000</u>
Total Operating Expenses	<u>12,167,400</u>	<u>12,780,792</u>	<u>13,425,255</u>	<u>14,102,375</u>	<u>14,813,000</u>
Indigent Care					
Voluntary	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>
Specialty Healthcare	<u>5,000,000</u>	<u>5,250,000</u>	<u>5,512,500</u>	<u>5,788,125</u>	<u>6,077,000</u>

<u>Total Indigent Care</u>	<u>8,000,000</u>	<u>8,250,000</u>	<u>8,512,500</u>	<u>8,788,125</u>	<u>9,077,531</u>
<u>Capital</u>	<u>4,017,000</u>	<u>4,833,000</u>	<u>5,146,000</u>	<u>6,106,150</u>	<u>6,005,608</u>
<u>Total Expenses</u>	<u>50,613,400</u>	<u>53,704,243</u>	<u>56,413,428</u>	<u>59,897,782</u>	<u>62,456,523</u>
<u>Revenue O/(U) Expenses</u>	<u>1,924,093</u>	<u>1,308,874</u>	<u>1,206,295</u>	<u>466,509</u>	<u>797,655</u>
<u>Capital</u>					
<u>Main Campus</u>					
<u>Telephone System</u>	<u>250,000</u>				
<u>Covered Ambulance Parking</u>	<u>90,000</u>				
<u>EMS Classroom</u>	<u>140,000</u>				
<u>Accounting Software</u>			<u>250,000</u>		
<u>Information Technology</u>	<u>179,000</u>	<u>160,000</u>	<u>150,000</u>	<u>175,000</u>	<u>195,000</u>
<u>Total Main Campus</u>	<u>659,000</u>	<u>160,000</u>	<u>400,000</u>	<u>175,000</u>	<u>195,000</u>
<u>Stations</u>					
<u>Porter Station 34</u>	<u>200,000</u>				
<u>Porter 1314 & 99</u>		<u>600,000</u>			
<u>Caney Creek Replacement</u>			<u>600,000</u>		
<u>Conroe North Central</u>				<u>1,100,000</u>	
<u>Cut-n-Shoot (Move Station)</u>					<u>1,100,000</u>
<u>Total Stations</u>	<u>200,000</u>	<u>600,000</u>	<u>600,000</u>	<u>1,100,000</u>	<u>1,100,000</u>
<u>Towers / Radios</u>					
<u>Land for Towers</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	

<u>Tower and Equipment</u>		<u>850,000</u>	<u>850,000</u>	<u>850,000</u>	<u>850,000</u>
<u>Upgrade EDACS to P25</u>		<u>165,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>
<u>Total Towers / Radios</u>	<u>100,000</u>	<u>1,115,000</u>	<u>1,115,000</u>	<u>1,115,000</u>	<u>1,015,000</u>
<u>EMS / Communications</u>					
<u>911 Ambulance New</u>	<u>700,000</u>	<u>400,000</u>	<u>400,000</u>	<u>700,000</u>	<u>400,000</u>
<u>911 Ambulance (Re-mount)</u>	<u>750,000</u>	<u>750,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>
<u>Transfer Ambulance</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>
<u>Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
<u>ePCR</u>		<u>350,000</u>			
<u>EKG Monitors (Capital Lease)</u>				<u>529,000</u>	<u>529,000</u>
<u>Opticom</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>
<u>Total EMS</u>	<u>1,858,000</u>	<u>1,698,000</u>	<u>1,708,000</u>	<u>2,327,000</u>	<u>2,237,000</u>
<u>Other Capital</u>	<u>1,200,000</u>	<u>1,260,000</u>	<u>1,323,000</u>	<u>1,389,150</u>	<u>1,458,608</u>
<u>Total Capital</u>	<u>4,017,000</u>	<u>4,833,000</u>	<u>5,146,000</u>	<u>6,106,150</u>	<u>6,005,608</u>

Assumptions:

Tax Revenue

<u>Adjusted Taxable Value</u>	<u>52,800,741,035</u>	<u>55,440,778,087</u>	<u>58,212,816,991</u>	<u>61,123,457,841</u>	<u>64,179,630,733</u>
<u>MCHD Effective Tax Rate</u>	<u>0.000695</u>	<u>0.000633</u>	<u>0.000633</u>	<u>0.000633</u>	<u>0.000633</u>
<u>MCHD Rollback Tax Rate</u>	<u>0.000751</u>	<u>0.000684</u>	<u>0.000684</u>	<u>0.000684</u>	<u>0.000684</u>
<u>MCHD Adopted Tax Rate</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>
<u>Tax Revenue</u>	<u>35,112,493</u>	<u>36,868,117</u>	<u>38,711,523</u>	<u>40,647,099</u>	<u>42,679,454</u>
<u>Tax Revenue Growth Rate</u>	<u>-4.3%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>

Rates and Growth Factors

<u>Taxable Value Growth Rate</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>
<u>Population Growth Rate</u>	<u>4.1%</u>	<u>4.1%</u>	<u>3.9%</u>	<u>3.6%</u>	<u>3.6%</u>
<u>Inflation</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>
	<u>7.1%</u>	<u>7.1%</u>	<u>6.9%</u>	<u>6.6%</u>	<u>6.6%</u>
<u>EMS Revenue</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>
<u>Labor Cost Increase</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>TCDRS</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>
<u>Health Insurance</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>
<u>Expenses</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>Drugs</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>
<u>Indigent - Specialty Healthcare</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>Qty 911 Ambulance (New)</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>
<u>Cost 911 Ambulance (New)</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
<u>Inflation 911 Ambulance (New)</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Cost 911 Ambulance Equipment</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
<u>Total Cost 911 Ambulance (New)</u>	<u>700,000</u>	<u>400,000</u>	<u>400,000</u>	<u>700,000</u>	<u>400,000</u>
<u>Qty 911 Ambulance (Re-mount)</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
<u>Cost 911 Ambulance (Re-mount)</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<u>Inflation 911 Ambulance (Re-mount)</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost 911 Ambulance (Re-mount)</u>	<u>750,000</u>	<u>750,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>

<u>Qty Transfer Ambulance</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
<u>Cost Transfer Ambulance</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>
<u>Inflation Transfer Ambulance</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost Transfer Ambulance</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>
<u>Qty Tahoe</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<u>Cost Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
<u>Inflation Tahoe</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>

EMS/Communications

Ambulances- Remounts (\$80k ea) -	303,002	480,000	480,000	480,000	480,000
Ambulances- New (\$125k ea)					125,000
Ambulances- Bariatric (Remount) -	135,000				
Ambulances- Bariatric (New)		0			
OMG (\$1k ea)		8,000	7,000	8,000	
Road Safety (\$4k ea)	32,000	24,000	24,000	24,000	28,000
Zoll Link		175,000		5,000	
Stretchers (\$20k ea)		160,000	160,000	160,000	100,000
Recording System		100,000			
Total EMS	470,002	947,000	671,000	677,000	733,000
Other Capital --	961,165	750,000	772,500	791,813	811,608
Total Capital	2,826,227	3,572,000	1,668,500	1,693,813	2,344,608

~~FY 2013 - Ambulance and Bariatric chassis were purchased in FY 2012.~~

~~Other Capital is held at FY 2013 level, but increased annually for inflation.~~

Assumptions - Tax Revenue

Taxable Value	37,290,865,253	38,968,954,189	40,722,557,128	42,555,072,199	44,470,050,448
Taxable Value Growth Rate		4.5%	4.5%	4.5%	4.5%
MCHD Effective Tax Rate	0.000729	0.000698	0.000698	0.000698	0.000698
MCHD Adopted Tax Rate	0.000729	0.000729	0.000729	0.000729	0.000729
Tax Revenue	27,185,039	28,408,368	29,686,744	31,022,648	32,418,667
Rates and Growth Factors					
EMS Revenue		2.50%	2.50%	2.50%	2.50%
Merit		2.50%	2.50%	2.50%	2.50%
TCRS		6.55%	6.55%	6.55%	6.55%
Health Insurance		10.00%	10.00%	10.00%	10.00%
Expenses		3.00%	3.00%	2.50%	2.50%
Drugs		8.00%	8.00%	8.00%	8.00%
Indigent-Specialty Healthcare		8.00%	8.00%	6.00%	5.00%

**Montgomery County Hospital District
Projection of Cash and Investments**

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Revenue					
Tax	<u>35,112,493</u>	<u>36,868,117</u>	<u>38,711,523</u>	<u>40,647,099</u>	<u>42,679,454</u>
EMS	<u>12,000,000</u>	<u>12,720,000</u>	<u>13,483,200</u>	<u>14,292,192</u>	<u>15,149,724</u>
Grants	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Other	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,400,000</u>
Total Revenue	<u>52,537,493</u>	<u>55,013,117</u>	<u>57,619,723</u>	<u>60,364,291</u>	<u>63,254,178</u>
Expenses					
Payroll					
Direct Labor	<u>20,500,000</u>	<u>21,525,000</u>	<u>22,601,250</u>	<u>23,731,313</u>	<u>24,917,879</u>
Taxes	<u>1,568,250</u>	<u>1,646,663</u>	<u>1,728,996</u>	<u>1,815,445</u>	<u>1,906,218</u>
TCDRS	<u>1,342,750</u>	<u>1,409,888</u>	<u>1,480,382</u>	<u>1,554,401</u>	<u>1,632,121</u>
Health & Dental	<u>3,000,000</u>	<u>3,240,000</u>	<u>3,499,200</u>	<u>3,779,136</u>	<u>4,081,467</u>
Unemployment Insurance	<u>18,000</u>	<u>18,900</u>	<u>19,845</u>	<u>20,837</u>	<u>21,879</u>
Total Payroll	<u>26,429,000</u>	<u>27,840,451</u>	<u>29,329,673</u>	<u>30,901,132</u>	<u>32,559,564</u>
Operating Expenses					
Drugs	<u>167,400</u>	<u>180,792</u>	<u>195,255</u>	<u>210,875</u>	<u>227,745</u>
Other	<u>12,000,000</u>	<u>12,600,000</u>	<u>13,230,000</u>	<u>13,891,500</u>	<u>14,586,075</u>
Total Operating Expenses	<u>12,167,400</u>	<u>12,780,792</u>	<u>13,425,255</u>	<u>14,102,375</u>	<u>14,813,820</u>
Indigent Care					
Voluntary	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>
Specialty Healthcare	<u>5,000,000</u>	<u>5,250,000</u>	<u>5,512,500</u>	<u>5,788,125</u>	<u>6,077,531</u>

<u>Total Indigent Care</u>	<u>8,000,000</u>	<u>8,250,000</u>	<u>8,512,500</u>	<u>8,788,125</u>	<u>9,077,531</u>
<u>Capital</u>	<u>4,017,000</u>	<u>4,833,000</u>	<u>5,146,000</u>	<u>6,106,150</u>	<u>6,005,608</u>
<u>Total Expenses</u>	<u>50,613,400</u>	<u>53,704,243</u>	<u>56,413,428</u>	<u>59,897,782</u>	<u>62,456,523</u>
<u>Revenue O/(U) Expenses</u>	<u>1,924,093</u>	<u>1,308,874</u>	<u>1,206,295</u>	<u>466,509</u>	<u>797,655</u>
<u>Capital</u>					
<u>Main Campus</u>					
<u>Telephone System</u>	<u>250,000</u>				
<u>Covered Ambulance Parking</u>	<u>90,000</u>				
<u>EMS Classroom</u>	<u>140,000</u>				
<u>Accounting Software</u>			<u>250,000</u>		
<u>Information Technology</u>	<u>179,000</u>	<u>160,000</u>	<u>150,000</u>	<u>175,000</u>	<u>195,000</u>
<u>Total Main Campus</u>	<u>659,000</u>	<u>160,000</u>	<u>400,000</u>	<u>175,000</u>	<u>195,000</u>
<u>Stations</u>					
<u>Porter Station 34</u>	<u>200,000</u>				
<u>Porter 1314 & 99</u>		<u>600,000</u>			
<u>Caney Creek Replacement</u>			<u>600,000</u>		
<u>Conroe North Central</u>				<u>1,100,000</u>	
<u>Cut-n-Shoot (Move Station)</u>					<u>1,100,000</u>
<u>Total Stations</u>	<u>200,000</u>	<u>600,000</u>	<u>600,000</u>	<u>1,100,000</u>	<u>1,100,000</u>
<u>Towers / Radios</u>					
<u>Land for Towers</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	

<u>Tower and Equipment</u>		<u>850,000</u>	<u>850,000</u>	<u>850,000</u>	<u>850,000</u>
<u>Upgrade EDACS to P25</u>		<u>165,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>
<u>Total Towers / Radios</u>	<u>100,000</u>	<u>1,115,000</u>	<u>1,115,000</u>	<u>1,115,000</u>	<u>1,015,000</u>
<u>EMS / Communications</u>					
<u>911 Ambulance New</u>	<u>700,000</u>	<u>400,000</u>	<u>400,000</u>	<u>700,000</u>	<u>400,000</u>
<u>911 Ambulance (Re-mount)</u>	<u>750,000</u>	<u>750,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>
<u>Transfer Ambulance</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>
<u>Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
<u>ePCR</u>		<u>350,000</u>			
<u>EKG Monitors (Capital Lease)</u>				<u>529,000</u>	<u>529,000</u>
<u>Opticom</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>
<u>Total EMS</u>	<u>1,858,000</u>	<u>1,698,000</u>	<u>1,708,000</u>	<u>2,327,000</u>	<u>2,237,000</u>
<u>Other Capital</u>	<u>1,200,000</u>	<u>1,260,000</u>	<u>1,323,000</u>	<u>1,389,150</u>	<u>1,458,608</u>
<u>Total Capital</u>	<u>4,017,000</u>	<u>4,833,000</u>	<u>5,146,000</u>	<u>6,106,150</u>	<u>6,005,608</u>

<u>Assumptions:</u>	
<u>Tax Revenue</u>	
<u>Adjusted Taxable Value</u>	<u>52,800,741,035</u>
<u>MCHD Effective Tax Rate</u>	<u>0.000695</u>
<u>MCHD Rollback Tax Rate</u>	<u>0.000751</u>
<u>MCHD Adopted Tax Rate</u>	<u>0.000665</u>
<u>Tax Revenue</u>	<u>35,112,493</u>
<u>Tax Revenue Growth Rate</u>	<u>-4.3%</u>

<u>52,800,741,035</u>	<u>55,440,778,087</u>	<u>58,212,816,991</u>	<u>61,123,457,841</u>	<u>64,179,630,733</u>
<u>0.000695</u>	<u>0.000633</u>	<u>0.000633</u>	<u>0.000633</u>	<u>0.000633</u>
<u>0.000751</u>	<u>0.000684</u>	<u>0.000684</u>	<u>0.000684</u>	<u>0.000684</u>
<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>	<u>0.000665</u>
<u>35,112,493</u>	<u>36,868,117</u>	<u>38,711,523</u>	<u>40,647,099</u>	<u>42,679,454</u>
<u>-4.3%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>

Rates and Growth Factors

<u>Taxable Value Growth Rate</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>
<u>Population Growth Rate</u>	<u>4.1%</u>	<u>4.1%</u>	<u>3.9%</u>	<u>3.6%</u>	<u>3.6%</u>
<u>Inflation</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>
	<u>7.1%</u>	<u>7.1%</u>	<u>6.9%</u>	<u>6.6%</u>	<u>6.6%</u>
<u>EMS Revenue</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>
<u>Labor Cost Increase</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>TCDRS</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>	<u>6.55%</u>
<u>Health Insurance</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>
<u>Expenses</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>Drugs</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>	<u>8.00%</u>
<u>Indigent - Specialty Healthcare</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>	<u>5.00%</u>
<u>Qty 911 Ambulance (New)</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>
<u>Cost 911 Ambulance (New)</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
<u>Inflation 911 Ambulance (New)</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Cost 911 Ambulance Equipment</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
<u>Total Cost 911 Ambulance (New)</u>	<u>700,000</u>	<u>400,000</u>	<u>400,000</u>	<u>700,000</u>	<u>400,000</u>
<u>Qty 911 Ambulance (Re-mount)</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
<u>Cost 911 Ambulance (Re-mount)</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<u>Inflation 911 Ambulance (Re-mount)</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost 911 Ambulance (Re-mount)</u>	<u>750,000</u>	<u>750,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>

<u>Qty Transfer Ambulance</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
<u>Cost Transfer Ambulance</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>
<u>Inflation Transfer Ambulance</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost Transfer Ambulance</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>	<u>0</u>	<u>210,000</u>
<u>Qty Tahoe</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<u>Cost Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
<u>Inflation Tahoe</u>		<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
<u>Total Cost Tahoe</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>

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Goals and Objectives

The structure of the goals and objectives in this document are organized by business unit and by department, so that they can easily be used as benchmarks for internal planning purposes. This document is intended to be utilized by all directors and managers as a guide for directing their respective departments.

Organizational Strategic Goal

Deliver the highest quality service possible by establishing and maintaining a structured process to measure and continually improve our service as evidenced by key performance indicators.

Strategic Objectives

- Promote quality performance in all District activities
- Define, document, and manage key performance indicators
 - Look outside for documented best practices
 - Evaluate and adopt as appropriate external industry standards
- Use external review to validate processes and performance
- Report performance measures to stakeholders
- Document loop closure on quality initiatives

Goals and Objectives – Strategic Business Units

HCAP

Strategic Goal

Provide excellent service to all our customers: clients, patients, taxpayers and the community.

Strategic Objectives

- Survey customer base for satisfaction and unmet needs
- Seek best practices for service excellence
- Provide the resources and infrastructure to adequately meet the defined service levels now and into the future, by forecasting needs based on growth analysis and legislative changes, prioritizing demands for service and allocating resources according to these priorities.
- Develop and implement contingency plans to insure continuity of service delivery, including succession plan updates.
- Continue to establish and cultivate strategic partnerships, especially with legislators, state, county and city officials and the RAC.

Strategic Goal

Proactively meet the growth needs of our community by being proactive, as opposed to responsive, to the county's growth.

Strategic Objectives

- Facilitate and/or provide assistance for needs assessments and system development for mission related community infrastructure and initiative. Work with the Public Health Department to move from being a "payor" to focus on the establishment of a HCAP Clinic.

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• Remain educated and involved with healthcare reform, both on a local and national

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- ~~• Work with the Public Health Department to move from being a “payor” to focus on the establishment of a HCAP Clinic.~~
- ~~• Remain educated and involved with healthcare reform, both on a local and national level, so that we may identify ways to provide services and advocate for the best interest of the county in terms of indigent care.~~

Public Health

Strategic Goal

Provide excellent service to all our customers: clients, patients, taxpayers and the community.

Strategic Objectives

- ~~• Seek best practices for service excellence~~
- ~~• Provide the resources and infrastructure to adequately meet the defined service levels now and into the future, by forecasting needs based on growth analysis and legislative changes, prioritizing demands for service and allocating resources according to these priorities.~~
- ~~• Develop and implement contingency plans to insure continuity of service delivery, including succession plan updates and disaster management plans.~~
- ~~• Continue to establish and cultivate strategic partnerships, especially with healthcare providers as well as state, county and city officials.~~
- ~~• Pursue Public Health Accreditation~~

Strategic Goal

Proactively meet the growth needs of our community by being proactive, as opposed to responsive, to the county’s growth.

Strategic Objectives

- ~~• Facilitate and/or provide assistance for needs assessments and system development for mission related community infrastructure and initiatives.~~
- ~~• Work with HCAP to move from being a “payor” to focus on the establishment of a HCAP Clinic.~~
- ~~• Work with other stakeholders to manage the Navigator Program, which coordinates with the community to focus on prevention.~~
- ~~• Remain educated and involved with healthcare reform, both on a local and national level, so that we may identify ways to provide services and advocate for the best interest of the county in terms of public health.~~

Strategic Goal

Build more community resilience through efforts by the Public Health Department.

Strategic Objectives

- ~~• Build the Medical Reserve Corps to an appropriate level.~~

- Improve communication with the Montgomery County Office of Emergency Management.
- Work to create new volunteer utilization opportunities.

Strategic Goal

Work to improve efficiency and expand services offered by providing more health care in the field.

Strategic Objectives

- Work with EMS to help change delivery by moving some processes from the ER to the field.
- Through the Navigator program, work with EMS to identify and transfer chronic users to a healthcare home instead of always going to the ER.

EMS

Strategic Goal

Provide excellent service to all our customers: clients, patients, taxpayers and the community.

Strategic Objectives

- Survey customer base for satisfaction and unmet needs
- Seek best practices for service excellence
- Provide the resources and infrastructure to adequately meet the defined service levels now and into the future, by forecasting needs based on growth analysis, prioritizing demands for service and allocating resources according to these priorities.
- Develop and implement contingency plans to insure continuity of service delivery. This includes updating succession plans, mutual aid agreements and disaster response plans.
- Continue to establish and cultivate strategic partnerships, especially with first responders, hospitals and emergency rooms, to further our purpose and services delivered.
- Improve response time in outlying areas of the county.

Strategic Goal

Obtain professional credentials of excellence.

Strategic Objectives

- Pursue the Commission on Accreditation of Ambulance Services (CAAS) designation.
- Maintain Communication's ACE Accreditation.

Strategic Goal

Proactively meet the growth needs of our community by being proactive, as opposed to responsive, to the county's growth.

Strategic Objectives

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~~Analyze current and historical call data, combined with projected county population growth to strategically determine the optimal locations for future EMS stations.~~

- Complete the Station Development Plan.

Strategic Goal

Work to improve efficiency and expand services offered by providing more health care in the field.

Strategic Objectives

- Change delivery by working with the Public Health Department to move some processes from the ER to the field.
- Transfer chronic users to a healthcare home instead of always going to the ER.

Strategic Goal (Fleet, Materials Management, Radio)

Better coordinate services between departments to improve service and efficiency.

Strategic Objective

- Properly maintain and PM all EMS-related equipment.
- Consider re-structuring positions or hiring someone to coordinate efforts between all three departments.

Strategic Goal (Fleet)

Explore possibility of expanding services.

Strategic Objective

- Evaluate the market need of providing services, such as alignments, for other community partners/agencies.

Strategic Goal (Materials Management)

Explore the possibility of expanding services in order to improve efficiency within the District.

Strategic Objective

- Evaluate the need/capability of storing and distributing supplies for non-EMS staff, making the task more centralized and reducing duplication of efforts.

Emergency Management

Strategic Goal

Provide excellent service to all our customers: employees, taxpayers and the community.

Strategic Objectives

- Seek best practices for service excellence

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- Provide the resources and infrastructure to adequately meet the defined service levels now and into the future, by forecasting needs based on growth analysis, prioritizing demands for service and allocating resources according to these priorities.
- Develop and implement contingency plans to insure continuity of service delivery. This includes updating succession plans, mutual aid agreements and disaster response plans.
- Continue to establish and cultivate strategic partnerships, especially with first responders, hospitals, the RAC, and city, county and state officials, to further our purpose and services delivered.
- Maintain better budgeting and monitoring of funds for emergency management.

Strategic Goal

Provide for the ability to respond effectively to natural or manmade catastrophic events.

Strategic Objectives

- Integrate MCHD operations with local emergency management plans
- Exercise and implement emergency management procedures
- Ensure all staff (field and administrative) are personally prepared for disasters (family plans, etc.)
- Adjust the Continuity of Operations Plan to be more fluid.

Strategic Goal

Meet the growth needs of our community by being proactive, as opposed to responsive, to the county's growth.

Strategic Objectives

- Work with community partners to develop an efficient radio system, which will complete interoperability and allow coordination with community partners.
- Develop better processes for documenting and tracking work performed, in order to demonstrate value and to better prioritize job flow.

Goals and Objectives—Support Units

Finance and Accounting

Strategic Goal (Financial Services)

Provide for the short and long term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community

Strategic Objectives

- Create an environment of financial transparency involving all Board members in granular levels of budget preparation and review, and by posting on the MCHD website all financial information needed to gain the Texas Comptroller Leadership Circle Gold Level of transparency.
 - Establish a culture of stewardship by:
 - Promoting the care, maintenance, and longevity of assets to limit unnecessary

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expenses

- Ensuring funds used for conferences, trips and professional memberships are in areas that will result in highest impact for finances expended and meet the strategic objectives.
- Establish policies and promote behaviors that maximize the financial performance of the District
- Execute an investment policy that emphasizes:
 - Safety and preservation of principal
 - Maintenance of sufficient liquidity to meet operating needs
 - Public trust from prudent investment activities
 - Optimization of interest earnings on the portfolio
- Partner with other entities to further our governmental purpose and/or create efficiencies for the District by leveraging existing public funding to strengthen the healthcare infrastructure within Montgomery County, as well as continue to seek outside funding through grants and partnership funding to offset current costs or pay for expanded services.
- Maintain appropriate accounting controls by keeping current about required governmental controls and regulatory compliance, and conduct annual audits.

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- ~~Establish a culture of stewardship by:

 - ~~Promoting the care, maintenance, and longevity of assets to limit unnecessary expenses~~
 - ~~Ensuring funds used for conferences, trips and professional memberships are in areas that will result in highest impact for finances expended and meet the strategic objectives.~~~~
- ~~Establish policies and promote behaviors that maximize the financial performance of the District~~
- ~~Execute an investment policy that emphasizes:

 - ~~Safety and preservation of principal~~
 - ~~Maintenance of sufficient liquidity to meet operating needs~~
 - ~~Public trust from prudent investment activities~~
 - ~~Optimization of interest earnings on the portfolio~~~~
- ~~Partner with other entities to further our governmental purpose and/or create efficiencies for the District by leveraging existing public funding to strengthen the healthcare infrastructure within Montgomery County, as well as continue to seek outside funding through grants and partnership funding to offset current costs or pay for expanded services.~~
- ~~Maintain appropriate accounting controls by keeping current about required governmental controls and regulatory compliance, and conduct annual audits.~~

~~**Billing**~~

~~Strategic Goal~~

- ~~Have standardized and consistent billing practices.~~

~~Strategic Objective~~

- ~~Create a MCHD Billing Policy and Procedure Manual~~

~~**Radio/Communications Technology**~~

~~Strategic Goal~~

~~Improve radio communication in the county, for all first responders and law enforcement~~

~~Strategic Objectives~~

- ~~Work with partnering agencies to implement P25 technology~~

~~Strategic Goal~~

~~Better coordinate services between Radio, Fleet and Materials Management departments to improve service and efficiency.~~

~~Strategic Objective~~

- ~~Consider re structuring positions or hiring someone to coordinate efforts between all three departments.~~

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Facilities

Strategic Goal

Be a good steward of MHCD assets by providing top quality maintenance of District facilities and assets.

Strategic Objectives

- Create and implement an efficient preventative maintenance program for all District facilities and assets.
- Train staff to troubleshoot minor issues at facilities.
- Establish and maintain relationships with high quality vendors who work efficiently.
- Implement and perfect the processes for work order scheduling and executing.

Human Resources

Strategic Goal

Re-establish and maintain the District as an "Employer of Choice" for healthcare professionals and District personnel.

Strategic Objectives

- Hire an outside human resources consultant to:
 - Standardize and update all job descriptions
 - Conduct a salary survey
- Provide the opportunity and support for employees to further develop skills
- Meet with senior employees to determine their level of satisfaction and recommend areas for growth
- For general development skills, evaluate the option of bringing in a consultant for training (leadership, management, conflict resolution, etc.)
- Maintain appropriate supervision and span of control
 - Adopt a NIMS compliant span of control (1 supervisor:5 +/- 2 work units) for all departments
 - Monitor employee satisfaction with supervision

Strategic Goal

Improve new employee selection process, from recruitment to on-boarding.

Strategic Objectives

- Eliminate unqualified employment candidates earlier in the process
- Create non-field standards which contain clear guidelines

Strategic Goal

Provide a District-wide evaluation plan that allows employees' productivity and performance to be accurately assessed.

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Strategic Goal (Human Resources)

Establish within the District a “Culture of Safety”

Strategic Objectives

- Injury prevention
- Error reduction
- Driver safety
- Fewer accidents
- Others as needed

Information Services

Strategic Goal

Reconfigure the District’s IS system to maximize efficiency, utilizing both MCHD staff and vendors

Strategic Objectives

- Perform an evaluation of the District’s IS system
- Coordinate efforts/interfaces of varying software between departments
- Achieve administrative ability to perform IS duties to reduce outsourced IS costs
- Implement a tool which will measure departmental performance

Public Information

Strategic Goal

Increase MCHD’s presence in the community through all departments.

Strategic Objectives

- Maintain a speakers’ bureau that offers topical speaking engagements to educate and inform
- Provide educational opportunities to community organizations, including churches, schools and community groups
- Send press releases and hold periodic media briefings
- Utilize social media as a tool to disseminate information
- Work with new Community Education Coordinator to maximize effect of community events
- Keep Board Members informed about all public events staff members attend and/or are invited to attend.
- Ensure Board Members are on distribution lists for all community organizations that MCHD has a membership.

~~Records and Compliance Strategic Goal: Develop well-trained staff that improves processes across the MCHD spectrum of service, including HCAP and EMS~~

Strategic Objectives

- ~~Cross train all employees within the Records Department.~~

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Records Manager needs training for compliance in the medical field, and should pattern hospital quality as much as possible.

Strategic Goal

- Have involvement in the process when the District implements new software or systems.

Strategic Objectives

- Provide input on how new software could potentially impact the ease of obtaining and providing records for public inquiry.
- Work with the Billing Department for improved processes.

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~~Develop well trained staff that improves processes across the MCHD spectrum of service, including HCAP and EMS~~

Strategic Objectives

~~Cross train all employees within the Records Department. Records Manager needs training for compliance in the medical field, and should pattern hospital quality as much as possible.~~

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Strategic Objectives

- ~~Provide input on how new software could potentially impact the ease of obtaining and providing records for public inquiry.~~
- ~~Work with the Billing Department for improved processes.~~

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Key Relationships

Hospitals

Our local hospitals are important partners for EMS, Public Health and HCAP. Strong relationships with the hospital administrations and medical staff are essential to the success of MCHD. We must continue efforts to recruit local hospitals into the HCAP provider network. At such time as the ACA expires, a broad based hospital network will insure the financial security of the District.

From an EMS perspective, partnerships with local hospitals will insure continuity of care in important service line areas such as stroke, trauma, and acute coronary syndromes. As the demand for service rises, our hospitals must be ready to meet the demand. Failure to do so will result in extended wait times and undesirable outcomes for patients.

Physician Community

We must continue to cultivate and support our network of local physicians willing to provide care for our indigent care patients. The physician community has voiced the basic areas for physician engagement. They include industry appropriate authorization practices, clear understanding of covered services, reasonable and timely compensation. MCHD should continuously monitor physician satisfaction with our HCAP program in an effort to maintain an optimized network. A diverse and healthy network will insure access to services in the local community for HCAP patients and help promote the long term financial stability of the District. MCHD must assure prompt payment to keep physician panel intact as Medicaid rates decrease.

Municipalities and other Local Governments

MCHD provides essential healthcare services for the local municipalities and other local governments. Maintaining close working relationships with the leadership of these entities to ~~ensure~~ we are meeting their service needs and those of their citizens. As important, these ~~entities~~ entities can provide essential intelligence on expected growth patterns and potential problems in the future.

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Business Community and Local Chambers of Commerce

MCHD has a good relationship with the business community, having a reputation of conservative fiscal management, tax reductions, and quality service to the community. Maintaining strong communication ties with the Chambers and local business leaders will help keep MCHD focused on balancing service needs with our responsibility to assist in creating an environment that promotes economic development.

Civic Groups and Faith Based Community

MCHD leadership must maintain a presence in local civic and faith based organizations. These groups serve two important purposes for MCHD. First, they need to have a good understanding of the services we provide so that they can appropriately refer individuals to MCHD. Second, they will likely be able to represent the concerns and priorities of the community so that we might better understand the needs and plan accordingly.

Key Supply Chain Reinforcement

The District should pursue memorandums of understanding with key suppliers to insure the flow of critical supplies in the event of an emergency.

Organizational Structure of the Future

~~There have been a number of recent changes to the organizational structure, largely due to change in management styles and direction.~~

The next five years will see MCHD maintain its commitment to excellence in health care, quality, research, best practices and staff development. The District will also actively remain educated in the changes of health care policy – both nationally and locally. Just as successful businesses are continually looking for opportunities to serve its customers as the market changes, MCHD will seek out ways to fulfill its mission in light of the changing health care climate.

Currently, some of the initiatives which are being considered are: providing a larger number of services via our medics, ~~expanding Community Paramedicine services opening a clinic for our HCAP clients to provide basic primary care services~~, offering non-emergency ambulance transport services, and expanding our educational offerings.

The incorporation of these activities into our daily business will not only better serve the community by filling gaps left by the current health care system, but it will also give our nursing and field staff the opportunity to put their training into practice and utilize all the medical skills they possess.

These will be years of growth and ~~stepping out of the usual box~~ an opportunity to expand the network within which we work. Employees are being encouraged to think creatively and initiate projects that will serve the community as well as enable our staff to grow professionally.



Montgomery County Hospital District
Five-Year Strategic Plan

May 2017

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Executive Summary

In creating the Strategic Plan for the Montgomery County Hospital District, the Board of Directors developed some overarching goals for District executives. Following is the Policy Statement, which serves as the guiding principles of the Executive Management and Command staff:

1. MCHD shall set tangible and definable Goals to:
 - a. Set a standard and then measure MCHD's delivery of services. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.
 - b. Set a standard and then measure MCHD's employee job satisfaction. We will continue to measure this metric by focusing on employee turnover rates and patient satisfaction surveys, additionally we will contract an outside agency to measure employee satisfaction more formally. This metric must be understood, achieved, and then communicated through the organization to the Board and to the Public.
 - c. Effectively communicate the successes of the District to the residents of Montgomery County. This will be done by giving quarterly "updates" to Chambers of Commerce, Rotary Clubs, Lions Club and updates to City Councils. Successes will be promoted in social media and news outlets at least weekly. Finally, success will be communicated to first Responder organizations and local hospitals at least two times a year.
2. MCHD will assure that tax revenue into the District does not grow faster than the rate of inflation together with the rate of population growth.
3. MCHD will strive to maintain a cash reserve of at least six month's operating expenses at all times.

The Montgomery County Hospital District (MCHD) was created by special legislation in 1977 as a political subdivision of the State of Texas. The primary responsibility of the District's creation, according to enabling legislation, is to provide healthcare to indigent residents of the county.

Through the years, MCHD services have expanded to include a county-wide emergency medical service (EMS), the 911 communication system, the county's Public Health District, and emergency preparedness (with coordination of agency partners).

This report completes a detailed assessment of the Montgomery County Hospital District's strategic position. As a part of the analysis, the planning group examined the history of the District, the external environment and associated trends, evaluated the stakeholders' needs, assessed the internal operating conditions and current directional strategies to provide the basis for the proposed strategic objectives.

The strategic assessments were performed with specific attention placed on balancing the organization pillars of People, Service, Quality, Finance, and Growth.

The recommendations offered in this report bear a direct relation to the major issues that need to be addressed by the District. Perhaps the largest predictable challenge that faces MCHD in the coming years is the change in healthcare legislation. The state continues to work with the seven year old Affordable Care Act.

As a political subdivision of the state, the District must work within the parameters provided, striving to maximize the available healthcare dollars to positively impact healthcare in Montgomery County.

In addition to healthcare reform, other significant trends include:

1. Population growth and the associated growth in volume
2. Legislative and regulatory changes in healthcare
3. A local economy beginning to recover from oil glut
4. Uninsured population growing
5. Increasing expenses related to services provided

From these key factors, a series of Five Strategic Goals supported by strategic objectives to fulfill those goals were formulated to enhance the District's ability to balance the needs of competing stakeholders and achieve success in meeting our statutory and elected service goals.

1. Maintain MCHD as the **regional "Employer of Choice"**
2. **Provide excellent service** in our EMS, HCAP and Emergency Preparedness programs to all our customers: co-workers, clients, patients, taxpayers and the community.
3. Deliver the highest quality service by establishing and maintaining a **structured process to measure and continually improve**. This will be evidenced by Key Performance Indicators, Core Measures and implementation of a Process Improvement program.
4. Provide for the short and long term **financial stability** of MCHD and protection for the taxpayer while meeting the needs of the community.
5. Proactively **meet the growth needs** of our community in all areas.
 - a. Communicate mission and outcomes internally and externally
 - b. Continuous education and training of our staff, based on current best practices and industry standards

In conclusion, the Montgomery County Hospital District is committed to providing in a financially responsible way, with excellence and responsibility, the essential services with which it is charged. MCHD is also dedicated to creating a work environment for its employees that encourages open communication and highly supports professional growth and education. The District is financially strong and operates in a community that is experiencing steady growth.

Mission, Vision and Values

Mission Statement

Our mission is to care for the indigent and provide EMS services while protecting the interest of the taxpayers and insuring long-term stability through fund development.

Vision Statement

Our vision is cost effective indigent care and taxpayer supplemented EMS with total professionalism administered through an elected board of directors.

Values

Our values are quality, innovative, cost effective operations that are open to the public.

Employee Value Statements

Accountability

Being responsible for our thoughts, words, and deeds, and the resources entrusted to us.

Compassion

To be understanding, caring and nurturing.

Excellence

We will strive to exceed all expectations and maintain the highest standards in our industry.

Innovation

Providing superior and professional service to the citizens of Montgomery County utilizing professional development, state of the art technology, and sound practice.

Integrity

Acting with the highest standards of honesty and ethics in every decision and action that we make as individuals or as an organization.

Unity

A group of individuals striving toward shared goals and a vision of improving the quality of life for all.

MCHD History

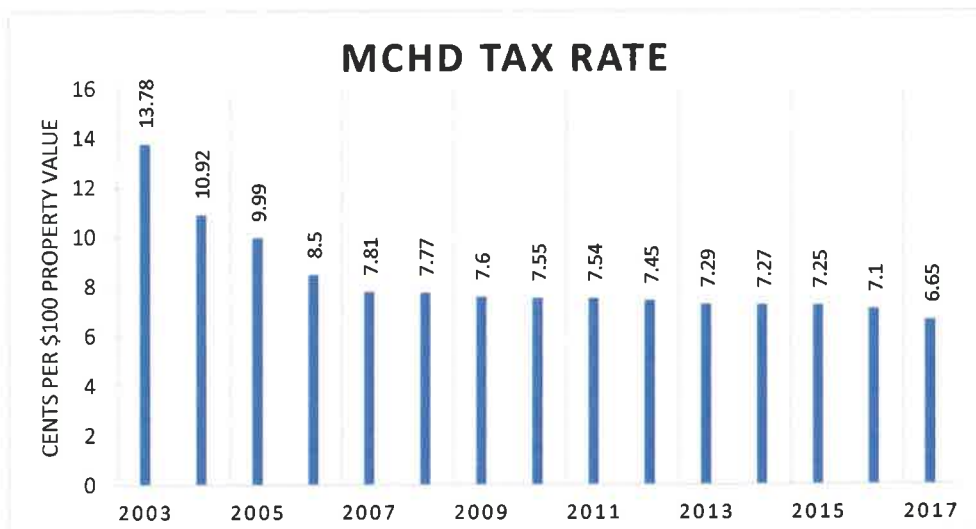
Originally, the District carried out its legislative purpose through its operations of the Medical Center Hospital in Conroe, Texas, which was sold in 1993 to Health Trust, Inc. After the sale of the hospital, the District met its requirement through contracts with the new owners of the hospital and other private physicians.

Today, the District’s provider network for its Health Care Assistance Program (HCAP) has grown from a handful of physicians to more than 650 providers across Montgomery and Harris Counties. The District contracts for healthcare services across the continuum of care. Our contracts provide pre and post hospital care providers as well as over 15 hospitals in Montgomery County and surrounding areas.

In addition to indigent care, the District provides emergency medical ambulance services for Montgomery County. Medical Center Hospital operated a hospital-based EMS prior to the formation of the District in 1977. At the time of the sale of the hospital, the District maintained operational control of EMS. In 1995, the District contracted with a private company to provide EMS emergency response and transfer services. In 1997, the MCHD Board of Directors decided that in order to reach the desired level of excellence, the District would resume control of EMS operations in 1998.

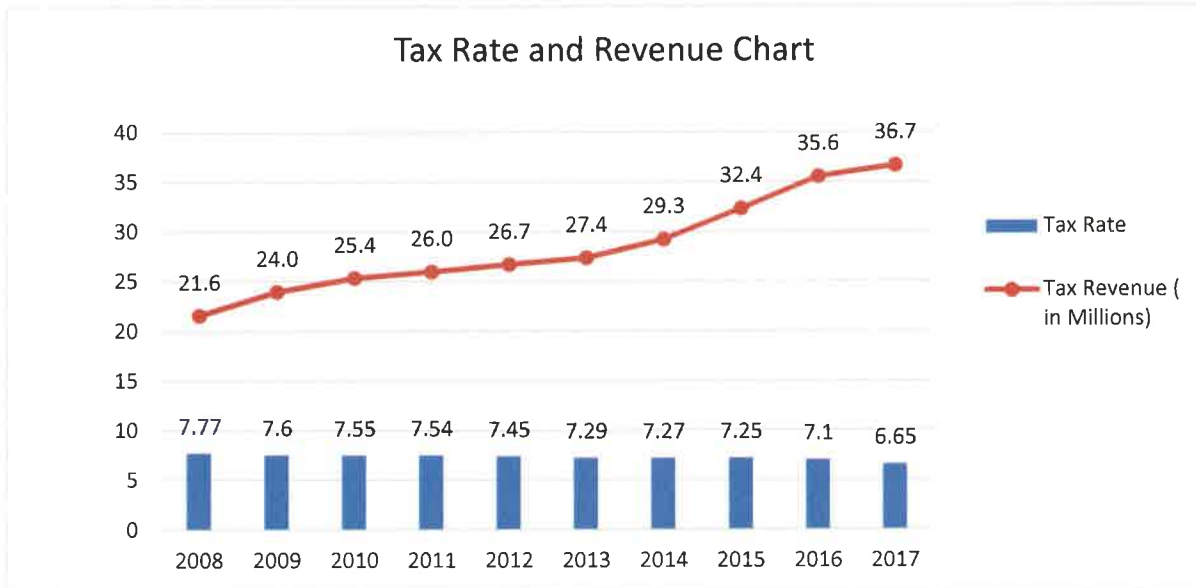
Because of the District’s enabling legislation, it is supported through an ad valorem tax-based funding mechanism. In 2003, MCHD began a trend of reducing property taxes. This was accomplished by controlling costs, eliminating inefficient programs, and increasing fee for service revenue. Rapidly rising property valuations also contributed to the Board’s ability to reduce the tax rate. As the chart below demonstrates, MCHD has reduced the tax rate every year since 2003.

The graph below shows the progression of the District’s tax rate over time.



Likewise, the graph below shows the progress of the tax rate and total tax revenue received by the District over the years.

Tax Rate and Revenue Chart



Because of growth in the county’s tax base, the tax rate reductions have not negatively affected the District’s income. MCHD’s conservative Board works diligently to have one of the lowest, if not the lowest, tax rate in the county.

However current projection of 2018 taxes indicate that MCHD tax revenue will reduce from \$36.7 MM to \$35.1 MM, due to the increased Homestead exemption. Growth in the county should allow tax revenue increases to \$ 36.9 MM in 2019.

The District Today

The District operates two separate **Strategic Service Units**. Each unit has a unique mission, set of stakeholders, operating environment and resource requirements. These units are: HCAP and EMS. In addition to these units, there are **Support Units** that enable the Strategic Service Units to be successful.

Strategic Service Units

1. Health Care Assistance Program (HCAP)

HCAP is the District's indigent health care program, and is mandated by MCHD's enabling legislation. HCAP does not directly provide medical care, but instead provides the funding mechanism for its members to have access to care through contracted providers. This "membership" program provides healthcare for Montgomery County citizens who meet the eligibility requirements. We contract with hospitals and other providers to actively decrease medical cost, allowing us to provide the broadest range of services at the least cost.

These eligibility requirements substantially exceed the minimum income eligibility mandates of the State of Texas. Although a complete discussion of the eligibility requirements and the services provided is outside the scope of this discussion, it is important to understand the basic requirements for membership.

In order to qualify for HCAP, an applicant:

- a. Must be a legal resident of Montgomery County
- b. Must have a family income that does not exceed 100% of the Federal Poverty Level for the region
- c. Must have household assets that do not exceed \$2,000 (excluding one household automobile)
- d. Must not have access to healthcare services that can be funded by any other public or private program
- e. Must meet other eligibility requirements
- f. Member must recertify their eligibility every six months.

Certified members of HCAP are entitled to:

- a. Basic healthcare
- b. Certain specialty care
- c. Certain prescription medication (up to three concurrent)
- d. Hospitalization
- e. Annual cap on cost of care: \$60,000 which is twice the amount of the legal required minimum

As previously discussed, the direct provision of healthcare services is handled by contracted providers. The HCAP staff is responsible for:

- a. Managing the eligibility process and certifying eligibility of member applicants
- b. Resolving eligibility issues with members and service providers
- c. Resolving issues and conflicts that may arise with, and between, members and service providers
- d. Overseeing the payment process and resolving any payment issues

- e. Case Management assists clients in accessing community resources, disease management and overcoming barriers to obtaining optimum health. In addition to providing the above services, HCAP also provides diabetes education and supplies, including home visits to certain clients.

HCAP STRATEGIC GOALS AND OBJECTIVES:

1. **Strategic Goal:** Maintain MCHD as the regional “Employer of Choice”
Strategic tactics to meet goal:
 - a. Provide quarterly continuing education to staff
 - b. Staff will participate on MCHD Committees
 - c. Executive staff will hold “town halls” at least every six months
 - d. MCHD will do a salary and benefit review every three years

2. **Strategic Goal:** Provide Excellent Service to our co-workers, clients, taxpayers and community
Strategic tactics to meet goal:
 - a. Customer Service will be a standing agenda item for staff meetings
 - b. Manager will track and trend service feedback and report monthly at staff meetings and bi-monthly as a KPI at the Quality meeting
 - c. Employee defined “Standards” will be reviewed at each quarterly CE

3. **Strategic Goal:** Establish and maintain a structured process to measure and improve quality
Strategic tactics to meet goal:
 - a. Revise current KPI’s as needed to measure improvement with new and established processes
 - b. Involve staff with KPI data collection and action plans
 - c. Check with hospitals and physician offices to discuss process, cost and outcomes

4. **Strategic Goal:** Provide for the short and long-term financial stability of MCHD and protection for the taxpayer while meeting the needs of the community.
Strategic tactics to meet goal:
 - a. Maintain 2-level approval process for all HCAP applicants
 - b. Review 100% of claims for accuracy of bills compared with the contract
 - c. Investigate and recommend the return on investment of providing transportation to and from medical visits

5. **Strategic Goal:** Proactively meet the growth needs of our community

Objective #1: Communicate mission and outcomes internally and externally

Strategic tactics to meet goal and objective #1:

- a. Monthly staff meetings
- b. Bi-monthly HCAP newsletter article
- c. Monthly presentation to external stakeholders

Objective #2: Continuous education and training of staff

Strategic tactics to meet goal and objective #2:

- a. Monthly staff meetings
- b. Bi-monthly HCAP newsletter article
- c. Monthly presentation to external stakeholders

2. Emergency Medical Services (EMS)

The provision of emergency medical services and the 911 communication and radio systems to Montgomery County has been a long-standing adopted responsibility of the District.

Throughout its history, the MCHD EMS has been recognized for its leadership in level and quality of care. To maintain and in fact improve its quality, MCHD has recently achieved CAAS (Commission on Accreditation of Ambulance Services) certification.

MCHD EMS is well known for its early adoption of cutting edge protocols, techniques and medications. It also has been well regarded for its education programs, quality improvement initiatives and overall operational efficiency.

In addition to 911 transports, MCHD EMS provides non-emergency transfers for patients who are being moved from one facility to another, or to their homes. Currently, MCHD focuses its efforts on critical transfers, a service that relies on the in-depth training and experience of its medics. Unlike emergency response, the cost recovery for this service is very high and predictable.

The following are components of EMS:

EMS Operations

EMS Operations is responsible for deploying, staffing, housing, supervising and operating all EMS resources. MCHD EMS currently operates 23 24-hour ambulances and four peak units. In addition we have one squad, four supervisor trucks and one command supervisor truck each day.

Clinical Services Department

The Clinical Services Department oversees protocol development, implements and oversees the provision of care of MCHD EMS. The Department also manages and tracks quality, best practices, EMS hiring and EMS promotion process as well as field, community and first responder continuing education through classes and in-services. The Clinical Services Department also teaches EMT Basic classes at two area high schools and at MCHD headquarters.

Alarm

MCHD EMS operates a Communications Center to dispatch its emergency and non-emergency calls. The center is accredited by the National Academy of EMS Dispatchers. In addition to dispatching all of MCHD EMS emergency and non-emergency calls, the center is contracted to provide dispatch services for the Conroe Fire Department and for several communications centers throughout Texas. The center also serves as the back-up call center in the event of interrupted operations at the main 911 call center.

Community Paramedicine

MCHD’s Community Paramedicine program was established in 2013. The program targets individuals that are high utilizers of 911 Emergency Services and is funded through the Medicaid 1115 Waiver. The goal of CP is to reduce non-emergency 911 calls.

Emergency Preparedness

MCHD is actively involved with local, regional and statewide health system planning for emergency preparedness. The District’s preparedness activities range from working with the Public Health Department to educate the community, to working with Police Department SWAT units to recover victims of mass casualty. In order to be response-ready, MCHD staff participates in planning activities and training exercises, and works with the following organizations/agencies: Montgomery County, Southeast Texas Regional Advisory Council (SETRAC), and the Texas Department of State Health Services (DSHS).

EMS STRATEGIC GOALS AND TACTICS

1. **Strategic Goal:** Maintain MCHD EMS as the regional “Employer of Choice”.

Strategic tactics to meet this goal:

- a. Provide quarterly CE to all staff
- b. EMS staff will participate on MCHD Committees
- c. EMS Staff will participate in EMS hiring and promotional practices
- d. EMS will participate in Bike Medic, Tactical Medic, Community Medic, and community education programs
- e. Command and Executive Staff will “round and ride out” with EMS in order to get “Town Hall” information to and from each department.
- f. Management staff will track staff satisfaction surveys and turnover reports.
- g. Management staff will do wage and salary comparisons with other agencies every three years.

2. **Strategic Goal:** Provide excellent service to MCHD co-workers, clients, taxpayers, and community
Strategic tactics to meet this goal:
 - a. Command staff will trend service feedback and report monthly at staff and Board Meetings
 - b. Core Value, “Compassion” will be discussed at each Supervisor Meeting and each Quarterly CE
 - c. Command Staff will track and trend service feedback and report monthly at staff and quarterly meetings

3. **Strategic Goal:** Establish and maintain a structured process to measure and improve quality.
Strategic tactics to meet this goal:
 - a. Track, trend, evaluate, and publish 17 core measures data
 - b. Track, trend, evaluate, and review KPI’s for CP, Alarm, Emergency Preparedness, Clinical Services Department, and EMS Operations
 - c. Review all STEMI, stroke, trauma and random routine calls for best practices and quality review

4. **Strategic Goal:** provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community
Strategic tactics to meet this goal:
 - a. Review historical call volume and use projected county growth data to expand coverage while maintaining efficiency
 - b. Review monthly operational and capital expenses to budget
 - c. Review Capital project planning and review on a quarterly basis

5. **Strategic Goal:** Proactively meet the growth needs of our community
Strategic tactics to meet this goal:
 - a. Track historical trends and use reporting Metrics to plan for the future
 - b. Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback

Support Units

In addition to the two Strategic Service Units, there are eleven Support Units within the District that provide the underlying foundation that allows MCHD to carry out its mission.

1. Finance and Accounting

The Finance and Accounting Department is responsible for general accounting, grant accounting, financial reporting, cost and budget reporting, accounts payable and receipts management. The department is also responsible for all financial analysis and projections, cash management and treasury functions, as well as the oversight of the District's investments and investment policy. The Board of Directors is charged with approving the actual policies that govern investment decisions, as well as ratifying all invoices paid on a monthly basis.

2. Billing

MCHD EMS has a source of revenue in addition to the subsidy provided by the taxpayer. That revenue comes in the form of reimbursements made either by or on behalf of patients for services rendered. In order to expedite the reimbursement process, MCHD EMS maintains its own internal Billing Department. Typically, reimbursements for services provided comes through various payor sources, including Medicare, Medicaid, private third-parties (e.g. insurance coverage), or the patients themselves.

3. Radio/Communications Technology

The District has partnered with The City of Conroe and is the primary owner/operator of an EDACS/P25 800 megahertz trunked radio system. Additionally, the District and the City have strategically partnered to own and sublease a network of six radio tower sites throughout Montgomery County. The radio system serves approximately 900 users on the 800 MHz system, but the District also supports approximately 1,000 users on the Fire/EMS VHF paging and tactical channel system. The combined systems are used as the primary and backup communications resources for Fire and EMS First Responders in the County.

4. Facilities

The MCHD campus houses the 911 call center, administration, the service center and station 11. Additionally, there are 23 MCHD stations throughout the county; four of them are regional stations and there are eleven stations that MCHD shares space with fire departments. The District is responsible for its own facility maintenance including the MCHD campus, the 23 stations and radio towers throughout the country. Campus house-keeping, laundry and grounds are contracted services responsible to the Facilities department.

5. Human Resources

The Human Resources Department oversees the personnel for both field and office staff. This includes hiring and termination, payroll tracking, administering employee benefits and formal personnel disciplinary actions.

6. Information Systems

Information Systems (IS) is an internal service provider to all units and departments of the District, and is a mission critical function. Great care is taken to keep the system performing at peak efficiency, great care is given to operating a robust, redundant and safe system. . The technological sophistication of the information system has played a significant role in the successful, and cost efficient, operations of all elements of the District.

In 2005, after reviewing options for maintaining the sophisticated system, the District moved to outsource certain information system support services. While District staff is still extremely active in managing the IS operations, much of the support requiring a high level of specialized skills is contracted. All reporting systems are managed in-house.

7. Public Information

The Public Information Department works to build the lines of communication with field and non-field staff, community partners, chambers of commerce, legislators, the media, and the community as a whole. Building and maintaining relationships allow for better partnerships, and enable easier handling of disaster management.

8. Records and Compliance

District operations are highly regulated and therefore subject to all of the commensurate record keeping and oversight. Oversight of the state and federal requirements to which the District is required to adhere falls to the Compliance Officer. The Records Department oversees the retention of any and all records created and received by MCHD in the regular course of business, to archive essential information for business continuity. The Records department is also responsible for open records requests and contract term review. Additionally, Records department is responsible for MCHD Board correspondence and communication.

9. Materials Management

Materials Management is the internal service provider to MCHD EMS that is responsible for the purchasing, receiving, distributing and, in some cases, delivering all supplies and equipment utilized by the District. This department maintains a shipping, receiving and distribution process for all clinical and non-clinical supplies. Materials Management staff also provides, or arranges for, the maintenance of all biomedical equipment used by EMS.

10. Quality Improvement

Quality Improvement is responsible for oversight of continuous performance improvement in all departments. EMS Core Measures, patient satisfaction surveys and CAAS certification indicate their commitment to assuring delivery of high quality patient care. All other departments have Key Performance Indicators that allow for tracking, trending and benchmarking.

11. Fleet

The Fleet Department is responsible for maintenance and care for all of the District's vehicles. District vehicles log approximately 1.5 million miles each year. The "mission critical" nature of most of the District's vehicles necessitates a rigorous preventative maintenance program, which has established a "mission interruption rate" below one 1.5 incidents per 100,000 vehicle miles.

SUPPORT UNIT STRATEGIC GOALS AND TACTICS

1. **Strategic Goal:** Maintain MCHD as the regional “Employer of Choice”.
Strategic tactics to meet this goal:
 - a. Provide continuing education to all staff
 - b. Invite staff to participate on MCHD Committees
 - c. Encourage staff to continue to receive advanced education, management, and leadership skills.
 - d. MCHD will continue to offer a competitive wage and excellent benefits, as well as continuing education for all employees.
 - e. Executive Staff will “round” at least twice per year with each department in order to get “Town Hall” information to and from each department.
 - f. Management staff will track staff satisfaction surveys and turnover reports.
 - g. Staff will from time to time be offered the opportunity to attend a conference specific to their area of expertise.

2. **Strategic Goal:** Provide excellent service to MCHD co-workers, clients, taxpayers, and community
Strategic tactics to meet this goal:
 - a. Departmental managers will trend service feedback and report monthly at staff and Board Meetings
 - b. Each Core Value will be previewed at least once per year at the Monthly Departmental Meeting
 - c. Managers will track and trend service feedback and report monthly at staff and quarterly meetings

3. **Strategic Goal:** Establish and maintain a structured process to measure and improve quality.
Strategic tactics to meet this goal:
 - a. Plan, execute, review, and reengage on all departmental capital and operational projects. Review project progress by quarter
 - b. Track, trend, evaluate, and review KPI’s for each support department
 - c. Review financials bi-monthly to assure departments are working within budget and budgeted items that are no longer deemed necessary are not purchased, “just because it is in the budget”.

4. **Strategic Goal:** Provide for the financial stability of MCHD and protection for the taxpayer while meeting the needs of the community
Strategic tactics to meet this goal:
 - a. Review historical demand and use projected county growth data to expand capabilities within the mission, while maintaining efficiency
 - a. Review monthly operational and capital expenses to budget
 - b. Review Capital project planning and execution on a quarterly basis

5. **Strategic Goal:** Proactively meet the growth needs of our community
Strategic tactics to meet this goal:
 - a. Track historical trends and use reporting metrics to plan for the future
 - b. Meet with first responder agencies, county commissioners, city councils, as well as community agencies, hospitals and volunteer organizations to communicate our mission and receive feedback
 - c. Attend conferences in the field of focus to do best practices comparisons

Trends and Issues - County

Demographics

The Montgomery County Hospital District serves the geo-political boundaries of Montgomery County. However, each of the business units has a slightly different community of stakeholders. In some cases, the community served is a regional target population (i.e. radio system customers outside Montgomery County, EMS mutual aid requests, disaster response, etc.).

Physical identifying features:

- Montgomery County, Texas is 1,100 square miles
- Large, recreational water supply lake in the county’s northwest corner
- Two major interstates from north to south
- One major state highway (99) transects Montgomery County from state highway 249 to IH 59 in the southernmost portion of the county.
- Two high-volume freight rail lines that carry industrial components to and from Houston, running parallel to the two highways referenced above; other high-volume rail lines travel along Highway 249, FM 2854 and FM 105.
- A secondary road system comprised of primarily two-lane farm to market roads that are currently exceeding original design capacity.

Municipalities within Montgomery County

City of Conroe Montgomery Magnolia Willis Shenandoah Oak Ridge North	Splendora Cut and Shoot Roman Forest Stagecoach Woodloch	Panorama Village Patton Village Woodbranch
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Unincorporated areas including

The Woodlands Grangerland Porter	New Caney Peel Junction Dobbin	Pinehurst Tamina Decker Prairie
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School Districts

Cleveland ISD Conroe ISD Magnolia ISD Montgomery ISD New Caney ISD	Richards ISD Splendora ISD Tomball ISD Willis ISD
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Population Growth

According to the 2016 Woodlands Area Economic Development Partnership, Montgomery County's population was 555,890, making it the 11th largest county in the state. The median household income was \$65,620, and the poverty rate was 10.9%. The median age was 36.1 years.

A portion of this growth is due to the number of businesses, including Exxon/Mobil, which have relocated to North Harris County. All factors taken into account, growth throughout the county will continue to occur, which presents certain challenges and opportunities for all service providers.

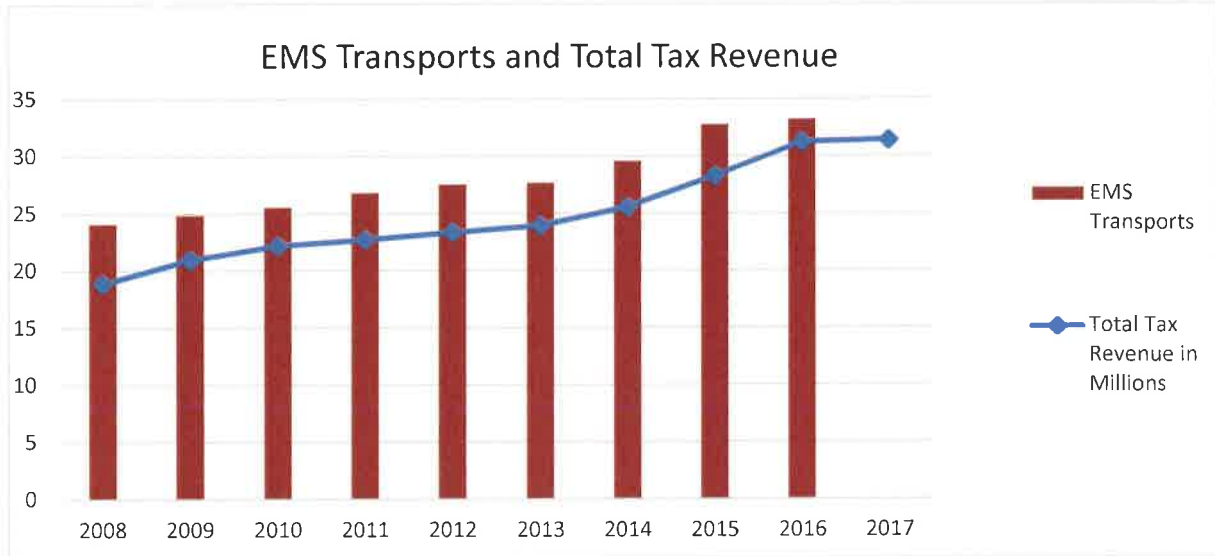
Property Values

Total appraisals in Montgomery County have grown dramatically in recent years. New housing starts, commercial development, new manufacturing and increased appraisals on existing properties have consistently increased over the past several years.

Over the last five years, the growth in appraisals has enabled the Board to reduce the tax rate below the historic low rate. Growth brings with it an increase in service demands. The District will continue to function in a responsible manner.

Tax Revenue

MCHD has been responsive to the growth in appraisals by reducing tax rates for the last consecutive 14 years. However, during those same years, the District experienced increased demand. We continue to add technology and adjust deployment and work schedules to absorb the volume increase with very few additional resources being added.



As growth continues, MCHD will be required to add resources to keep up with the growing demand. But, as MCHD increases resources, it will add value, due to economies of scale and system duplication.

MCHD intends to maintain six months' reserve operating funds while most efficiently serving its mission.

Tax Revenue History and Projections

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017*
Tax Rate **	0.0777	0.076	0.0755	0.0754	0.0745	0.0729	0.0727	0.0725	0.071	0.0665
Total Tax Revenue	21,588,263	23,972,257	25,379,675	26,001,632	26,737,471	27,399,294	29,251,683	32,367,127	35,754,407	35,973,441
Tax Revenue Increase :										
% Increase	12.98%	11.04%	5.87%	2.45%	2.83%	2.48%	6.76%	10.65%	10.47%	2.65%
Increase	2,479,702	2,383,994	1,407,418	62,1957	735,838	661823	1,852,388	3,115,444	3,387,279	946,496

Projections

* Per \$100 Valuation

Trends and Issues - Service Delivery Units

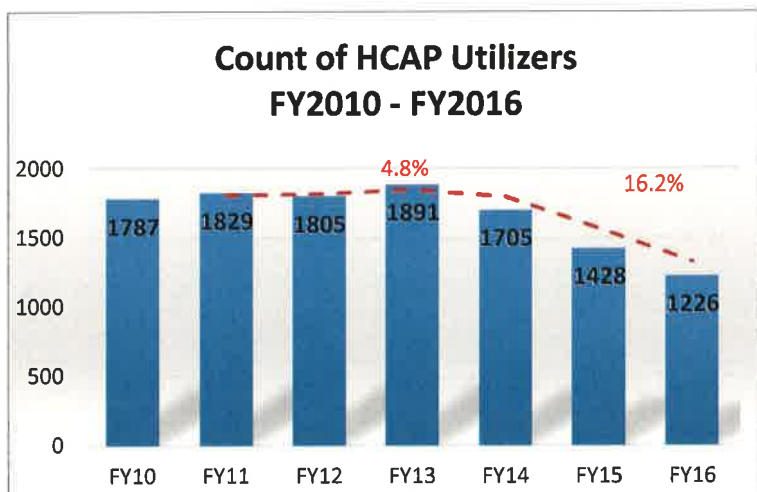
HCAP

Program Enrollment

The number of people from Montgomery County enrolling in HCAP was steadily trending upward from FY2010 – FY 2013. However, in the past three years the program has experienced a decrease in enrollment numbers despite the county’s increased population growth.

HCAP enrollment reached a peak growth of 4.8% in FY 2013, and then declined 9.8% in FY 2014 when the Affordable Care Act (ACA) or State Health Insurance Exchanges (HIE), began operations in October of 2013.

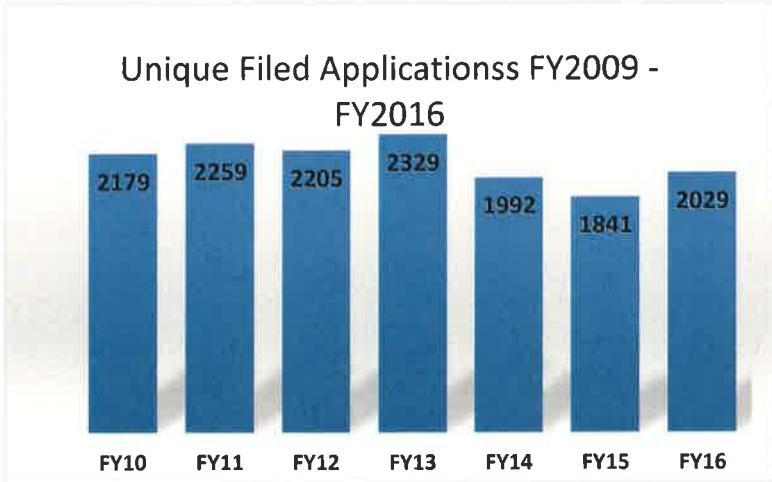
Without this HIE change, the program would have continued to add approximately 300 clients per fiscal year to the enrollment panel. In fact, due to the HIE implementation the actual enrollment dipped 16.2% with a decrease of 277 clients between FY 2014 – FY 2016 (see table below).



Currently, HCAP projects relatively flat to insignificant decrease in enrollment over the next three to five years, if factors affecting indigent health care such as the eligibility requirements, economy and ACA policies remain constant. If changes occur to the aforementioned factors, coupled with internal improvements and population trends, this could lead to a potential increase in HCAP enrollment over the next few years.

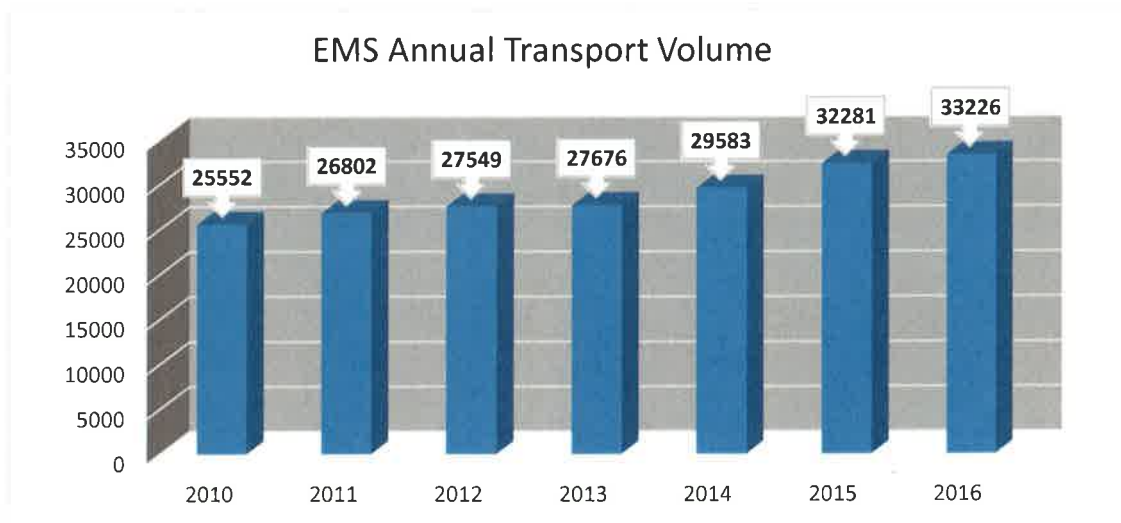
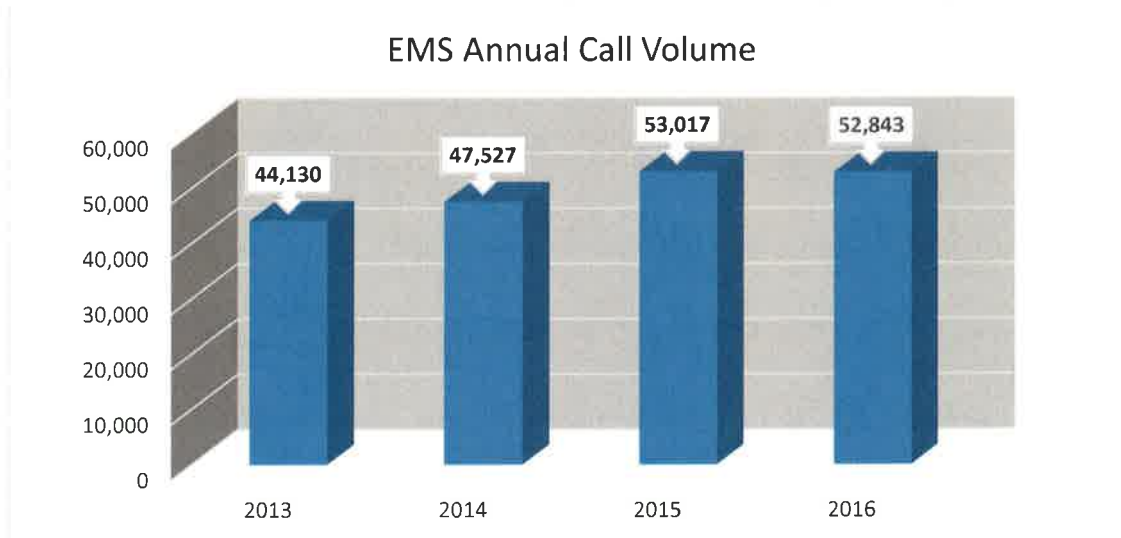
Program Applications

Further analysis of HCAP data also indicates a decrease in the number of yearly applications (see table below) which would correlate with the decrease in program enrollment. These predictive numbers are indicative of gaps in our local health care system and the inaccessibility of health care resources. Community collaborations and strategic partnerships could possibly improve access issues which might have a minor increase in the number of applications for HCAP.



EMS

EMS calls have remained at a fairly stable 5-6% rate of growth over the past several years. EMS calls spiked by 7% and 14% respectively during 2014 and 2015. During 2016 EMS calls were flat due to the economy and free standing ERS. MCHD Call volume is growing by 12% again in 2017. MCHD projects the call volume will continue to grow by 6% per year.

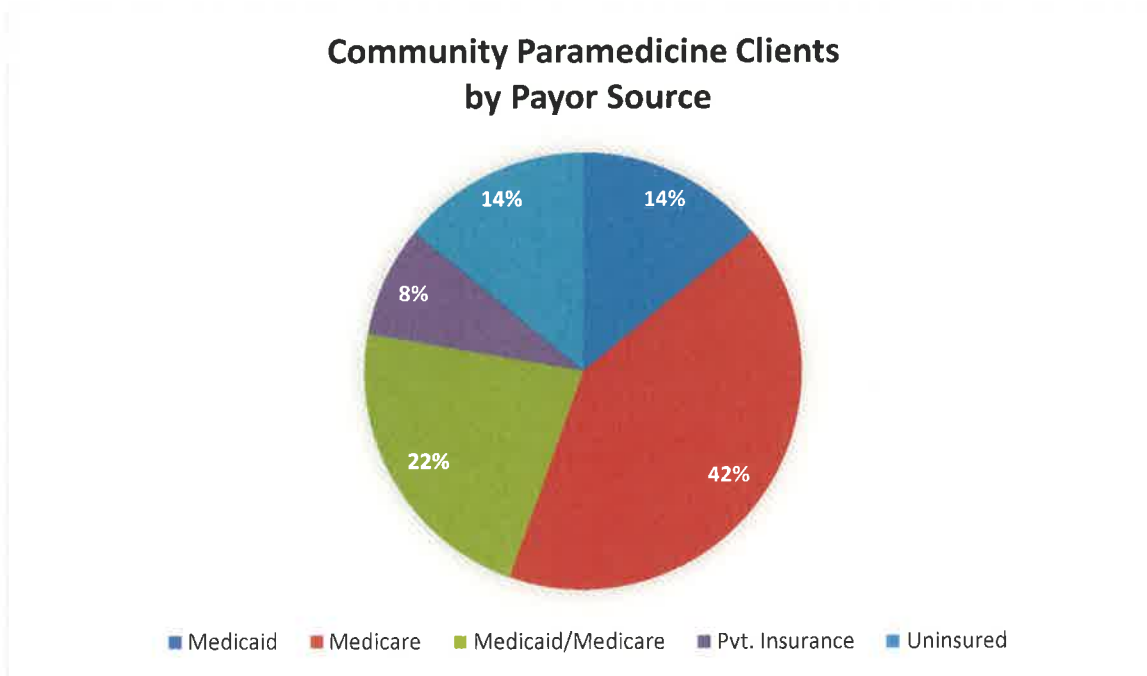


Community Paramedicine

The program utilizes Paramedics, who are already embedded within our community, to optimize clients' health, improve their quality of life and reduce overall costs of healthcare. The program has served 255 unduplicated residents providing 7,272 clinical encounters. Services provided include:

- Physical and psycho-social assessments
- Medication reconciliation and education
- General and disease specific healthcare education
- Care coordination between hospitals, PCPs, Specialist and care facilities
- Navigation assistance with insurance, discharge instructions, transportation
- Connecting with ongoing community resources and support system

Without extension, the funding from the Medicaid 1115 Waiver will end in December of 2017. The funding obtained will carry the program through FY18. Over 75% of our current clients have healthcare coverage through Medicaid, Medicare, private insurance or a combination of the three. Regional healthcare organizations, both hospital and insurance carriers, are interested in partnering with us to reduce healthcare costs through reduction in hospital re-admissions. We have been meeting with four large hospital systems and two Medicaid insurance carriers to provide these reimbursable services.



Our goal for FY 17 and FY 18 is to obtain contracts with the Medicaid insurance carriers and area hospitals which will provide a sustainable future for the program.

SWOT Assessment

A traditional part of any strategic planning process, the SWOT assessment is integral to developing “situational awareness” for an organization.

Below is an assessment of the strengths and weaknesses that currently impact, or will impact, the District’s operations. Included is a list of opportunities that will likely present themselves which the District can take advantage of to enhance its operations. Finally, there is a list of risks that the District will face as it moves forward. This assessment lays the foundation for the general goals and objectives that follow.

Strengths

- Well-trained workforce
- Loyal employees (annual turnover rate between 5%-15%)
- Employee involvement in decision making
- Support for professional development
- Financially stable with a well-rounded budget
- Embrace innovation and technology
- Well managed indigent care system with a broad network of providers
- Experienced leadership team
- Well trained and experienced staff throughout the District.
- General Counsel well versed in District history and local government issues. Additionally MCHD has an HR Attorney to assure HR compliance.
- Accredited Communications Center
- Good relationship with vendors that supplement and enhance staff knowledge,
- Public Health Department enables us to have financial mechanism to provide Community Paramedicine
- Strong financial process in place
- Increase in interdepartmental collaboration on projects and committees
- Staff is well equipped to do their job
- Improving media and community relations
- High level of field staff support (MCHD provides staff who delivers, counts and restocks station supply rooms)
- Well managed organizational structure
- Caring and altruistic employees across the organization that exemplifies the corporate values
- Consistent experienced Board of Directors
- MCHD has a quality expert (CPHQ) employed to oversee the development and implementation of our Quality Improvement
- CAAS Accredited EMS
- Key Performance Indicators (KPI) implemented in each department.
- Have implemented a Reports Manager to focus on metrics management

Weaknesses

- Decentralized workforce with broad span of control
- Stressful work environment with a growing demand for services
- Need for greater reliance on objective data for decision making
- Need to support continuity of operations (power, fuel, etc.)
- Limited ability for non-field staff to advance/promote within the District; relatively flat organization
- Need a more objective way to track employee performance (i.e. Laserfiche)
- Lack of internal understanding of/appreciation for work of other departments
- Better use of Crew Scheduler to monitor staff resources and expenses
- Lack of follow through on long-term projects
- Some community members and providers feel HCAP doesn't cover enough residents
- Underutilization of some systems in the organization such as LaserFiche, Labor Scheduling, Payroll Processing, CAD Reporting and Inventory Control Systems.
- Quality benchmarking and process improvement needs to be hardwired
- Multiple barriers to data retrieval and analysis
- Formal management / leadership programs are not consistent or hardwired more consistent training is needed

Opportunities

- Relationship building with strategic partners and community organizations
 - Providing educational opportunities for our community partners and the public
 - Work with community partners to organize a semi-annual project that meets a community need
- Experienced personnel available for mentoring of new employees
- Maintain external accreditations
- Expand and enhance interoperability capacity of radio system
- Establish an employee mentoring program
- Establish a checklist culture
- Improve documentation of processes in departments
- Establish standardization of operations across departments
- Oversight and management of interdepartmental projects for efficiency, budget adherence and timeliness to negate “mission creep”
- Improve efficiency and accuracy with CAD system
- Quality benchmarking
- Increase involvement in community education
- Become increasingly financially transparent
- Utilization of social media to stay connected to employees and the community
- Infrastructure and staff in place to easily expand services offered to the community
- Expand services of Community Paramedicine
- Increase usage of website to provide information to both the public and employees
- Keep emergency management plans current and host training exercises
- Proactive employees are further defining their role in the organization, as well as the organization’s role in the community, and bringing fresh ideas to management
- Increase facility to facility patient requested transfer

Threats

- Increasing healthcare costs
- Unstable political environment – healthcare legislative changes
- Competitive forces on staffing regarding wages and benefits
- Competitive forces for EMS coverage resulting in increasing number of non- emergency providers in Montgomery County
- A Fire department or ESD may take EMS services in -house
- Budget constraints
- Need to be better prepared for a large public health emergency
- Litigation environment/risk
- Appraisals and/or revenue caps on property taxes

Five-Year Financial Projections Assumptions

The five year financial projections are included immediately following this information. The following assumptions were made while developing the five year financial forecast:

1. Taxable value will continue at an average 5% increase over the next five years.
2. The MCHD tax rate will remain flat (0.0665).
3. EMS collected revenue will increase at an average rate of 6% per year.
4. Labor costs will increase at an average rate of 5% over the next five-year period.
5. TCDRS annual rate of 5%.
6. Employee health insurance expenses will increase at an annual rate of 8% per year.
7. Supply expenses will increase at a rate of 5% per year.
8. EMS Drug expenses will increase at 8% per year.
9. Indigent/specialty healthcare will increase at 5% over the next five years.
10. Capital, other than EMS and Radio Tower, will be budgeted at \$1,200,000 in FY'18 and is projected to grow at a 3% rate the following years.
11. Transport services are planned to increase 1,800 per year for the first 3 years and increase 1,000 runs per year in years 4 and 5.
12. Build a station in Porter in 2019, estimated cost \$600,000
13. Station 33, build a station apartment in Caney Creek estimated cost \$600,000.
14. Build a station in North Central Conroe in 2021 at \$ 1,100,000.
15. Build a station North West of Cut N Shoot (station move) in 2022 at \$1,100,000.
16. Continue to expand Fleet by 1 truck per year, for the next 5 years
17. Build a carport outside the Support Center to accommodate additional trucks
18. Add 2 more towers to radio system at an estimated cost of 2.5 million dollars a tower (1 tower in 2019 and the second tower in 2020)
19. Purchase one Tahoe per year for each of the next 5 years.
20. The adopted 20% Homestead Exemption will reduce the tax value in FY18 by 6 million dollars.

**Montgomery County Hospital District
Projection of Cash and Investments**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Revenue					
Tax	35,112,493	36,868,117	38,711,523	40,647,099	42,679,454
EMS	12,000,000	12,720,000	13,483,200	14,292,192	15,149,724
Grants	25,000	25,000	25,000	25,000	25,000
Other	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000
Total Revenue	52,537,493	55,013,117	57,619,723	60,364,291	63,254,178
Expenses					
Payroll					
Direct Labor	20,500,000	21,525,000	22,601,250	23,731,313	24,917,879
Taxes	1,568,250	1,646,663	1,728,996	1,815,445	1,906,218
TCDRS	1,342,750	1,409,888	1,480,382	1,554,401	1,632,121
Health & Dental	3,000,000	3,240,000	3,499,200	3,779,136	4,081,467
Unemployment Insurance	18,000	18,900	19,845	20,837	21,879
Total Payroll	26,429,000	27,840,451	29,329,673	30,901,132	32,559,564
Operating Expenses					
Drugs	167,400	180,792	195,255	210,875	227,745
Other	12,000,000	12,600,000	13,230,000	13,891,500	14,586,075
Total Operating Expenses	12,167,400	12,780,792	13,425,255	14,102,375	14,813,820
Indigent Care					
Voluntary	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Specialty Healthcare	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531
Total Indigent Care	8,000,000	8,250,000	8,512,500	8,788,125	9,077,531
Capital	4,017,000	4,833,000	5,146,000	6,106,150	6,005,608
Total Expenses	50,613,400	53,704,243	56,413,428	59,897,782	62,456,523
Revenue O/(U) Expenses	1,924,093	1,308,874	1,206,295	466,509	797,655

Assumptions:					
Tax Revenue					
Adjusted Taxable Value	52,800,741,035	55,440,778,087	58,212,816,991	61,123,457,841	64,179,630,733
MCHD Effective Tax Rate	0.000695	0.000633	0.000633	0.000633	0.000633
MCHD Rollback Tax Rate	0.000751	0.000684	0.000684	0.000684	0.000684
MCHD Adopted Tax Rate	0.000665	0.000665	0.000665	0.000665	0.000665
Tax Revenue	35,112,493	36,868,117	38,711,523	40,647,099	42,679,454
Tax Revenue Growth Rate	-4.3%	5.0%	5.0%	5.0%	5.0%
Rates and Growth Factors					
Taxable Value Growth Rate	5.0%	5.0%	5.0%	5.0%	5.0%
Population Growth Rate	4.1%	4.1%	3.9%	3.6%	3.6%
Inflation	3.0%	3.0%	3.0%	3.0%	3.0%
	7.1%	7.1%	6.9%	6.6%	6.6%
EMS Revenue	6.00%	6.00%	6.00%	6.00%	6.00%
Labor Cost Increase	5.00%	5.00%	5.00%	5.00%	5.00%
TCDRS	6.55%	6.55%	6.55%	6.55%	6.55%
Health Insurance	8.00%	8.00%	8.00%	8.00%	8.00%
Expenses	5.00%	5.00%	5.00%	5.00%	5.00%
Drugs	8.00%	8.00%	8.00%	8.00%	8.00%
Indigent - Specialty Healthcare	5.00%	5.00%	5.00%	5.00%	5.00%

Qty 911 Ambulance (New)	2	1	1	2	1
Cost 911 Ambulance (New)	300,000	300,000	300,000	300,000	300,000
Inflation 911 Ambulance (New)		0.0%	0.0%	0.0%	0.0%
Cost 911 Ambulance Equipment	100,000	100,000	100,000	100,000	100,000
Total Cost 911 Ambulance (New)	700,000	400,000	400,000	700,000	400,000
Qty 911 Ambulance (Re-mount)	5	5	6	6	6
Cost 911 Ambulance (Re-mount)	150,000	150,000	150,000	150,000	150,000
Inflation 911 Ambulance (Re-mount)		0.0%	0.0%	0.0%	0.0%
Total Cost 911 Ambulance (Re-mount)	750,000	750,000	900,000	900,000	900,000
Qty Transfer Ambulance	1	0	1	0	1
Cost Transfer Ambulance	210,000	210,000	210,000	210,000	210,000
Inflation Transfer Ambulance		0.0%	0.0%	0.0%	0.0%
Total Cost Transfer Ambulance	210,000	0	210,000	0	210,000
Qty Tahoe	1	1	1	1	1
Cost Tahoe	38,000	38,000	38,000	38,000	38,000
Inflation Tahoe		0.0%	0.0%	0.0%	0.0%
Total Cost Tahoe	38,000	38,000	38,000	38,000	38,000

Capital					
Main Campus					
Telephone System	250,000				
Covered Ambulance Parking	90,000				
EMS Classroom	140,000				
Accounting Software			250,000		
Information Technology	179,000	160,000	150,000	175,000	195,000
Total Main Campus	659,000	160,000	400,000	175,000	195,000
Stations					
Porter Station 34	200,000				
Porter 1314 & 99		600,000			
Caney Creek Replacement			600,000		
Conroe North Central				1,100,000	
Cut-n-Shoot (Move Station)					1,100,000
Total Stations	200,000	600,000	600,000	1,100,000	1,100,000
Towers / Radios					
Land for Towers	100,000	100,000	100,000	100,000	
Tower and Equipment		850,000	850,000	850,000	850,000
Upgrade EDACS to P25		165,000	165,000	165,000	165,000
Total Towers / Radios	100,000	1,115,000	1,115,000	1,115,000	1,015,000
EMS / Communications					
911 Ambulance New	700,000	400,000	400,000	700,000	400,000
911 Ambulance (Re-mount)	750,000	750,000	900,000	900,000	900,000
Transfer Ambulance	210,000	0	210,000	0	210,000
Tahoe	38,000	38,000	38,000	38,000	38,000
ePCR		350,000			
EKG Monitors (Capital Lease)				529,000	529,000
Opticom	160,000	160,000	160,000	160,000	160,000
Total EMS	1,858,000	1,698,000	1,708,000	2,327,000	2,237,000
Other Capital	1,200,000	1,260,000	1,323,000	1,389,150	1,458,608
Total Capital	4,017,000	4,833,000	5,146,000	6,106,150	6,005,608

Key Relationships

Hospitals

Our local hospitals are important partners for EMS, Public Health and HCAP. Strong relationships with the hospital administrations and medical staff are essential to the success of MCHD. We must continue efforts to recruit local hospitals into the HCAP provider network. At such time as the ACA expires, a broad based hospital network will insure the financial security of the District.

From an EMS perspective, partnerships with local hospitals will insure continuity of care in important service line areas such as stroke, trauma, and acute coronary syndromes. As the demand for service rises, our hospitals must be ready to meet the demand. Failure to do so will result in extended wait times and undesirable outcomes for patients.

Physician Community

We must continue to cultivate and support our network of local physicians willing to provide care for our indigent care patients. The physician community has voiced the basic areas for physician engagement. They include industry appropriate authorization practices, clear understanding of covered services, reasonable and timely compensation. MCHD should continuously monitor physician satisfaction with our HCAP program in an effort to maintain an optimized network. A diverse and healthy network will insure access to services in the local community for HCAP patients and help promote the long term financial stability of the District. MCHD must assure prompt payment to keep physician panel intact as Medicaid rates decrease.

Municipalities and other Local Governments

MCHD provides essential healthcare services for the local municipalities and other local governments. Maintaining close working relationships with the leadership of these entities to ensure we are meeting their service needs and those of their citizens. As important, these entities can provide essential intelligence on expected growth patterns and potential problems in the future.

Business Community and Local Chambers of Commerce

MCHD has a good relationship with the business community, having a reputation of conservative fiscal management, tax reductions, and quality service to the community. Maintaining strong communication ties with the Chambers and local business leaders will help keep MCHD focused on balancing service needs with our responsibility to assist in creating an environment that promotes economic development.

Civic Groups and Faith Based Community

MCHD leadership must maintain a presence in local civic and faith based organizations. These groups serve two important purposes for MCHD. First, they need to have a good understanding of the services we provide so that they can appropriately refer individuals to MCHD. Second, they will likely be able to represent the concerns and priorities of the community so that we might better understand the needs and plan accordingly.

Key Supply Chain Reinforcement

The District should pursue memorandums of understanding with key suppliers to insure the flow of critical supplies in the event of an emergency.

Organizational Structure of the Future

The next five years will see MCHD maintain its commitment to excellence in health care, quality, research, best practices and staff development. The District will also actively remain educated in the changes of health care policy – both nationally and locally. Just as successful businesses are continually looking for opportunities to serve its customers as the market changes, MCHD will seek out ways to fulfill its mission in light of the changing health care climate.

Currently, some of the initiatives which are being considered are: providing a larger number of services via our medics, expanding Community Paramedicine services, offering non-emergency ambulance transport services, and expanding our educational offerings.

The incorporation of these activities into our daily business will not only better serve the community by filling gaps left by the current health care system, but it will also give our nursing and field staff the opportunity to put their training into practice and utilize all the medical skills they possess.

These will be years of growth and an opportunity to expand the network within which we work. Employees are being encouraged to think creatively and initiate projects that will serve the community as well as enable our staff to grow professionally.

Agenda Item # 11



To: Board of Directors

From: Randy Johnson, CEO

Date: May 23, 2017

Re: Redflash – Phase II

Consider and act on RedFlash engagement agreement. (Mr. Fawn, Chairman – MCHD Board)

Fiscal Impact: Nominal

- | Yes | No | N/A | |
|-------------------------------------|--------------------------|-------------------------------------|-------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Budgeted item? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Within budget? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Renewal contract? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Special request? |

CONSULTING AGREEMENT

THIS AGREEMENT is entered into on May 1, 2017, (herein the "Effective Date") between Montgomery County Hospital District ("Company"), and KGB Media, LLC, a California Limited Liability Company, dba RedFlash Group ("Consultant"). Company and Consultant are sometimes hereinafter individually referred to as "Party" and hereinafter collectively referred to as the "Parties."

RECITALS

A. Company desires to employ the services of Consultant to provide Consulting Services, as defined below, and Consultant desires to provide such Consulting Services to Company.

B. Consultant is qualified by virtue of experience, training, education, and expertise to provide the Consulting Services to Company and has agreed to provide such services in connection with Company's ongoing business activities.

NOW, THEREFORE, in consideration of the promises and mutual benefits which will result to the Parties in carrying out the terms of this Agreement, it is mutually agreed as follows:

AGREEMENT

1. **Consulting Services.** Consultant shall provide marketing and communication consulting services as attached hereto and incorporated by reference as Exhibit "A". Consultant shall provide marketing and communications services in all areas of Company business, in addition to those services outlined in Exhibit A, as required, and requested by Company and according to the fee structure outlined in section 4 of this Agreement.

1.1 **Representatives:** Each Party shall designate a Representative for the purpose of this Agreement. Company's initial Representative shall be Randy Johnson and Consultant's initial Representative shall be Keith Griffiths.

1.2 Any changes to either Party's initial Representative shall be communicated to the other Party, in writing, 10 days prior to the change in representatives.

2. **Consulting and Business.** This Agreement shall be effective as of the date first set forth above. This Agreement shall commence upon the effective date of this Agreement, and shall remain and continue in effect until July 28, 2017 (herein "Consulting Term"), unless terminated prior to this date pursuant to the provisions of this Agreement.

3. **Non-Exclusivity of this Agreement.** The agreement is non-exclusive. In addition, Consultant will notify Company prior to undertaking the representation of any company or organization providing products or services that are competitive to Company.

4. **Compensation.** The total cost of the consulting engagement will not exceed \$24,000 without prior authorization of the Company. Services will be tracked on an hourly basis at a rate of \$223.06 per hour (\$1,784.48 per day). Consultant shall document his/her time in 15-minute increments. Consultant's hourly rate shall be prorated for actual time spent providing services on an incremental basis. Invoice for work performed will be sent monthly. Billing for the project will be as follows:

May 15, 2017: \$8,000 invoice

June 15, 2017: \$8,000 invoice

At close of project, but not later than July 28, 2017: \$8,000 invoice

4.1 Consultant will bill Company monthly for all fees and will bill the company for expenses incurred in connection with the Services during the preceding billing period. All outstanding balances billed by consultant to Company are due upon receipt. Payments are overdue if not received within thirty (30) days of Company's receipt of the invoice. Company will pay interest on any overdue payments at the rate of one and one half percent (1 1/2%) per month until all such amounts, including interest, are paid to consultant in full. The interest amount will be calculated from the invoice due date.

4.2 Company may request additional marketing and consulting services in the course of its ongoing business activities which are not included in Exhibit A. Requests for additional work are subject to the standard hourly rate of \$223.06 per hour. The rate will be subject to an annual adjustment due to inflation not to exceed 5%.

4.3 Reimbursable Expenses. Company shall not be responsible for reimbursing any out-of-pocket expenses incurred in performing the Consulting Services unless Company approves such expenditures beforehand.

4.4 Direct costs. All direct costs (printing, postage, mailing, purchase of lists, design, production) will be submitted to Company for reimbursement or for direct payment by Company. Direct costs will be approved by Company in advance either individually or as part of an approved budget item.

4.5 Travel expenses. Company will pay for all Consultant travel expenses that are reasonable, pre-approved and necessary to perform the Scope of Work. Such expenses shall be invoiced with original receipts for approval.

5. **Termination.**

5.1 Immediately at any time by the mutual written consent of the parties;

5.2 Upon the material breach of any provision of this Agreement and the failure to cure such breach within five (5) days of written notice of such breach;

5.3 Upon thirty (30) days written notice by either party. Consultant shall cease all work for Company, except as may be mutually agreed upon in writing, following receipt of notice of termination from Company.

6. Relationship of the Parties.

Consultant shall be an independent contractor and not an employee or agent of Company. Nothing herein contained, or otherwise, shall be deemed to place or is intended to have the effect of rendering Consultant in a relationship with Company as one other than an independent contractor, and for no purpose shall Company and Consultant be deemed, respectively, employer and employee. Subject to consultation and agreement with Company, Consultant shall at all times have full power and control respecting the mode and details of performing the services described in this Agreement.

7. Indemnification. To the fullest extent allowed by law, Consultant and Company for each of themselves hereby agrees to indemnify and hold harmless each other and each of their officers, directors, shareholders, agents, representations and employees ("Indemnitees") for any suit, claim, action, obligation or liability affecting the Indemnitees arising from the negligent acts of the other or their agents or arising from any intellectual property infringement by the other or their agents in connection with this Agreement. However, nothing in the Agreement shall obligate the Company to appropriate funds from its future fiscal year budgets to satisfy its indemnity obligations set forth herein.

8. **Severability.** If any provision of this Consulting Agreement is for any reason unenforceable or void as set forth herein, such provision shall be deemed modified and severed from the balance of this Agreement to the extent required to eliminate only such portions or applications as are either unenforceable or void, but otherwise shall remain in full force and effect.

9. **Nominees, Successors, and Assigns.** This Agreement shall bind and inure to the benefit of the nominees, successors and assigns of the Parties. The obligation to make the payments provided herein shall survive the liquidation of Consultant as a corporate entity, but such payment obligations shall be limited to the value of services rendered at the rates set forth herein during such time Consultant is in existence.

10. **Modifications and Amendments to Agreement.** No modification or amendment of this Agreement or any of the provisions hereof shall be effective for any purpose unless set forth in writing signed by duly authorized representatives of both Parties.

11. **Notice.** All notices or other communications required or permitted hereunder shall be in writing and shall be personally delivered, sent by registered or certified mail, postage prepaid, return receipt requested, or delivered or sent by electronic transmission, and shall be deemed received upon the earlier of: (i) the date of delivery to the address of the person to receive such notice if delivered personally or by messenger or overnight courier; (ii) three (3) business days after the date of posting by the United States Post Office if by mail; or (iii) when sent if given by electronic transmission. Any notice, request, demand, direction, or other communication sent by electronic transmission must be confirmed within forty-eight (48) hours by letter mailed or delivered. Notices or other communications shall be addressed as follows:

Consultant: 681 Encinitas Blvd. Suite 407, Encinitas, CA 92024

Company: MCHD, 1400 South Loop 336 West, Conroe, TX 77304; Attn: Randy Johnson

Either Party may change the address for giving of notices by notice given pursuant to this Paragraph.

12. **Waiver.** The waiver by one party of a breach of any provision of this Agreement by the other shall not operate or be construed as a waiver of any prior or subsequent breach of such provision or of any other provision.

13. **Entire Agreement: Captions.** This Agreement contains the entire agreement of the Parties relating to the subject matter set forth and may be amended only by a writing signed by Company and Consultant. Paragraph captions are for the convenience of the Parties and are not a part of this Agreement.

14. **Further Assurances.** Each Party agrees to cooperate with the other, and to execute and deliver, or cause to be executed and delivered, all such other instruments and documents, and to take all such other actions as may be reasonably requested of it from time to time, in order to effectuate the provisions and purposes of this Agreement.

15. **Confidentiality.** Consultant shall not share any information including but not limited to the Consulting Services, the business, product development or marketing plans of Company, or any terms or provisions of this Agreement with any third parties without the express, written permission of Company.

16. **Interpreted Under Laws of the State Of Texas.** This Agreement and any dispute arising hereunder shall be governed and interpreted in accordance with the laws of the State of Texas.

17. **Attorneys' Fees.** If any action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing Party shall be entitled to reasonable attorneys' fees, costs, and necessary disbursements in addition to any other relief to which they may be entitled.

18. **Force Majeure.** If either Party shall be delayed or prevented from the performance of any service under this Agreement by reason of acts of God, strikes, lockouts, labor troubles, restrictive governmental laws or regulations or other cause, without fault and beyond the reasonable control of the Party obligated (financial inability excepted), performance of such act shall be excused for the period of delay, and the period for performance of any such act shall be extended for a period equivalent to the period of such delay.

19. **Time Is Of The Essence.** The Parties agree that time is of the essence of this Agreement with respect to the deadlines set forth herein.

20. **Agreement Execution Authorization.** Each of the undersigned represents and warrants that he or she is duly authorized to execute and deliver this Agreement and that such execution is binding upon the entity for which he or she is executing this Agreement.

21. **Recitals.** The Recitals above are hereby incorporated into this Section as though fully set forth herein and each Party acknowledge and agree that such Party is bound, for purposes of this Agreement, by the same.

22. **Counterparts.** This Agreement may be executed by the Parties hereto in counterparts, each of which shall be deemed an original, but all such counterparts shall constitute the same instrument, and not all signatures need appear on any one counterpart.

23. **Ownership.** Company shall own all rights, title, and interest in any work product that the Consultant produces for Company under this Agreement, and Consultant hereby irrevocably assigns any rights Consultant may have in said work product.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first above written.

For KGB Media, LLC, dba RedFlash Group

For Montgomery County Hospital District

By:



Name: Keith Griffiths

Title: Partner

Date: May 1, 2017

By:

Name: Randy Johnson

Title: CEO

Date:

Exhibit A: REDFLASH SCOPE OF WORK FOR PHASE TWO OF WORKPLAN

Below are the specific recommendations RedFlash will manage as part of the first installment of the Phase Two work plan (not to exceed \$24,000).

Develop 2017 Strategic Communication Plan, including key messages and positioning.

RedFlash will provide MCHD with a communications plan that will serve as the blueprint for all outreach and communication efforts for the organization moving forward. Based on the foundation of the research done in the assessment and audit, the plan will ensure all outreach and communication efforts on in sync and consistent.

Timeline: Q2, 2017

Deliverable: Communications plan.

Begin work on MCHD website.

RedFlash will work with MCHD leadership to development the look and feel of a new website that better meets the needs of all internal and external stakeholders and will follow the key messages and positioning outlined in the communication plan. The new website will update the look of all divisions of MCHD, not just MCHD EMS.

Timeline: Q2, Q3 - 2017

Deliverable: Recommendations and wireframes showing organization of the site and look and feel.

Agenda Item # 12



To: Board of Directors

From: Jared Cospers

Date: May 23, 2017

RE: EMS Report

Executive Summary

- Several members of Command Staff and CEO Randy Johnson attended the quarterly Governor's EMS & Trauma Advisory Council, DSHS will be releasing a certification to improve the quality of pediatric care for young Texans. MCHD will meet the requirements for the highest rating, "Gold," and will be one of the first sites to be evaluated for the certification.
- MCHD and our partner agencies responded to a multi-fatality fire. The event was tragic and had a significant impact on many, including our Fire and Law Enforcement partners. I would like to recognize Jordan Anderson, Lee Gillum Edward Thierbach, Julie Early, Ashton Herring, and Jolene Figueroa who immediately responded to offer support and structured debriefing assistance to all agency members involved in the incident.
- MCHD has fifteen new EMS employees in the onboarding process who will fill our fourteen current vacancies. DCS and our field training employees are working diligently to insure the new employees are properly oriented for a fulfilling career with the District.
- Customer service scores for April, 2017 shows MCHD scoring 1st amongst large EMS systems and 7th among all systems. This month's report has a smaller sample size due to a change in how we submit data to the vendor. The following monthly report will include the remaining data for this month.

ALARM Summary

- Alarm leadership have worked with MCHD Radio, MC911, and our phone vendors to resolve an ongoing issue with outbound phone calls showing as "unknown caller."
- The Alarm leadership team is working diligently to improve stability in the center and have made great strides to improve communication and engagement. Several team members are progressing through their required training and three additional members were recently hired.
- Alarm and IT teams continue to complete the CAD integration project which should "go-live" August 1, 2017.

Department of Clinical Services Summary

- DCS held a quarterly First Responder Council meeting – updates on how to utilize Fire House to document and insure compliance with state quality assurance for supraglottic airways and administration of epinephrine during severe allergic reactions.
- Drs. Dickson and Patrick worked with the DCS team to develop a webcast this week on pain management, working to insure a consistent methodology across the county.
- Tactical Emergency Casualty Care class at the Woodlands Emergency Training Center. Despite widespread interest in the topic turnout was lower than expected. MCHD is reevaluating how we deploy the training and will likely provide it as a mandatory quarterly training.
- Ten employees are going through IC process who will fill eight current openings.

- DCS began QA process of 100% of charts on a randomized day during each month to get a full snapshot of the system's performance clinically on a regular basis. This is in addition to existing quality reviews completed by the DCS team. We have completed March and April will positive results.

EMS Operations Summary

- Several board members have expressed curiosity regarding how involved MCHD EMS is in the community. Below we have attached a summary for the month of April, 2017.

Special Events Coverage MCHD EMS Provided our Community – April, 2017:

EVENT Name	Date	Region	Assets Deployed
MCFA- Rodeo	4/1/2017	Conroe	Medic Unit
Muddy Trails (Rob Flemming Park)	4/1/2017	The Woodlands	Medic Unit
Special Olympics	4/1/2017	Oak Ridge	Medic Unit
CHS - Alumni 5K	4/1/2017	Conroe	Medic Unit
Bike Education and Safety Day	4/1/2017	CISD	Bike Team
MCFA - Ranch Ambulance	4/2/2017	Conroe	Medic Unit
MCFA - Kids Day	4/3/2017	Conroe	Medic Unit/Bike Team
Shattered Lives - Willis HS	4/4/2017	Willis	Multiple Medic Units/Supervisor/Readers
MCFA - Kids Day	4/4/2017	Conroe	Medic Unit/Bike Teams
MCFA - Senior Day	4/4/2017	Conroe	Medic Unit/Bike Teams
MCFA - Auction Day	4/5/2017	Conroe	Medic Unit
MCFA - Cook-off	4/7/2017	Conroe	Bike Teams/Medic Units
MCFA - Cook-off	4/8/2017	Conroe	Bike Teams/Medic Units
MCFA	4/9/2017	Conroe	Bike Teams/Medic Units
Gran Fondo Bike Ride	4/9/2017	Montgomery/Richards	Multiple Medic Units
Shattered Lives CPHS	4/12/2017	The Woodlands	Multiple Medic Units/Supervisor/Readers
San Jacinto Day	4/21/2017	Conroe	Medic Unit
IRONMAN Practice Swim	4/21/2017	The Woodlands	Medic Unit
IRONMAN TX	4/22/2017	The Woodlands	Multiple dedicated medics/bikes/command staff/supervisors
Conroe High School - Cheer Comp	4/23/2017	Conroe	Medic Unit
South Montgomery County FD	4/27/2017	Spring	Medic Unit Familiarization/FRO Training
Youth Rodeo	4/29/2017	Magnolia	Medic Unit
Conroe Kidz Fest	4/29/2017	Conroe	Bike Team/First Aid Tent (Zumero/Ambulance Show and Tell/Medic Units
Church Bazaar	4/30/2017		Dedicated Medic Unit
Conroe Americana Music Festival	5/5/2017	Downtown Conroe	Bike Teams/Medic Unit
Conroe Americana Music Festival	5/6/2017	Conroe	Bikes Teams/Medic Units
Benevolent Mission 5K	5/6/2017	Conroe	Medic Unit
CB&I Triathlon	5/6/2017	The Woodlands	Medic Units (2)
Defenders Challenge	5/6/2017	Candy Cane Park	Medic Unit

Event (Cont)	Date	Region	Assets Deployed
Gary Staley Golf Tournament	5/6/2017	Oak Hurst CC	Medic Unit
Conroe Americana Music Fest	5/7/2017	Conroe	Medic Unit/Bike Teams/First Aid (Zumro)
Conroe Americana Music Fest	5/8/2017	Conroe	Medic Unit/Bike Teams/First Aid (Zumro)
Rock The Ranch	5/12/2017	Texan Drive Stadium	Medic Unit/Bike Teams/First Aid
Elementary Career Fair	5/12/2017	Broadway Elementary	Medic Unit
Rock The Ranch	5/13/2017	Texan Drive Stadium	Medic Unit/Bike Teams/First Aid
Water Safety Fair	5/13/2017	Conroe Aquatic Center	Medic Unit
Bike Rodeo	5/13/2017	The Woodlands Church	Bike Teams
Founders Day	5/13/2017	Splendora	Medic Units
The Woodlands Township Salute to First Responders	5/18/2017	The Woodlands Township	Medic Units
Bike The Woodlands	5/20/2017	Hughes Landing	Bike Teams
CPVA Poolooza	5/20/2017	The Woodlands	Bike Teams
Emergency Preparedness Fair	5/20/2017	Home Depot Magnolia	Medic Unit
CARE Club Career Fair	5/21/2017	Lone Star Community Center	Medic Unit
Methodist The Woodlands EMS Week Lunch	5/24/2017	Methodist The Woodlands	
1st Responder Field Day	5/26/2017	BD Rice Elementary	
Ambulance Familiarization	5/27/2017	Magnolia Station 181	Medic Unit

Dispatched Call Volume – Previous Month

Dispatched Incidents

4,288
Incidents with Transport
3,094
Incident Dispatched as:

Chest Pain (Non-traumatic)

278

Stroke/CVA

116

MVA

461

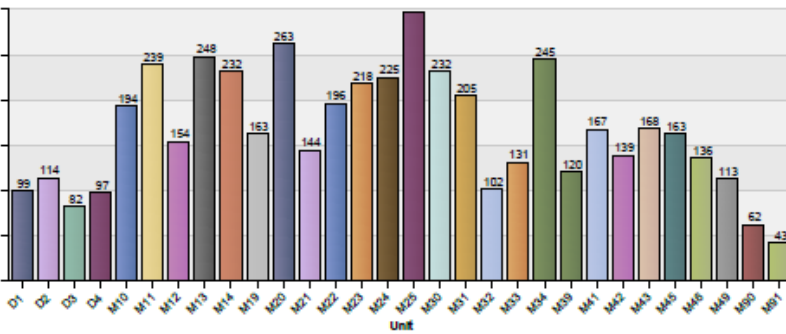
Falls

368

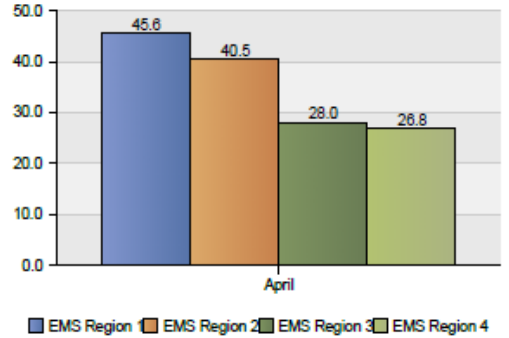
Psychiatric

244

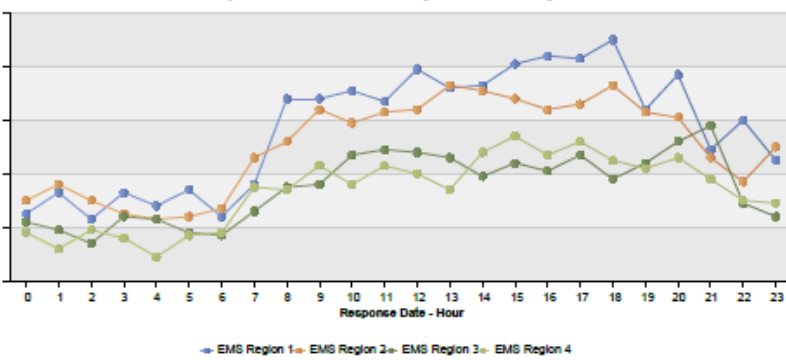
Unit Response by Volume



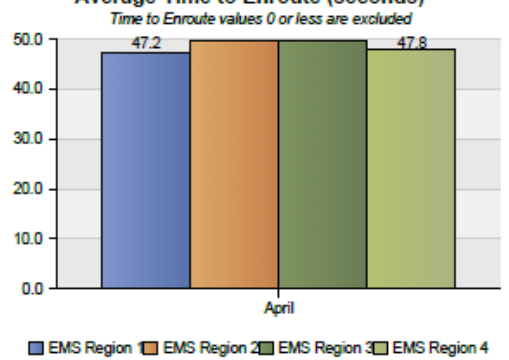
Average Dispatched Incidents per Day



Dispatched Incidents by Time of Day



Average Time to Enroute (seconds)



Turnaround Times

*This report is under construction in Tableau – reporting of May 2017 data will be reported in an improved format.



MCHD EMS Turnaround Times Review

Transport Destination	Year	Month	Transports	Time at Destination (minutes)	Change
Conroe Regional Medical Center	2013	April	712	37.10	
	2014	April	781	31.47	-5.63
	2015	April	982	33.52	2.05
	2016	April	914	30.62	-2.90
	2017	April	896	28.16	-2.46
Conroe Regional Medical Center - Summary		April		32.00	
Kingwood Medical Center	2013	April	228	38.62	
	2014	April	289	35.96	-2.67
	2015	April	340	33.73	-2.23
	2016	April	349	30.31	-3.42
	2017	April	363	28.39	-1.92
Kingwood Medical Center - Summary		April		32.87	
Memorial Herman Hospital Woodlands	2013	April	313	38.28	
Memorial Herman Hospital Woodlands - Summary		April		38.28	
Memorial Hermann - Woodlands	2013	April	192	39.89	
Memorial Hermann - Woodlands - Summary		April		39.89	
Memorial Hermann Hospital The Woodlands	2014	April	542	33.72	
	2015	April	649	39.79	6.07
	2016	April	634	38.30	-1.49
	2017	April	702	33.75	-4.55
Memorial Hermann Hospital The Woodlands - Summary		April		36.43	
St Lukes - Woodlands	2013	April	155	37.16	
St Lukes - Woodlands - Summary		April		37.16	
St. Luke's Hospital the Woodlands	2013	April	162	36.28	
St. Luke's Hospital the Woodlands - Summary		April		36.28	



MCHD EMS Turnaround Times Review

Transport Destination	Year	Month	Transports	Time at Destination (minutes)	Change
Summary					
St. Lukes - Woodlands	2014	April	1	0.00	
St. Lukes - Woodlands - Summary		April		0.00	
St. Lukes Hospital the Woodlands	2013	April	83	37.46	
St. Lukes Hospital the Woodlands - Summary		April		31.11	
St. Lukes Hospital The Woodlands	2014	April	395	29.20	-8.26
	2015	April	472	30.39	1.19
	2016	April	461	34.35	3.96
	2017	April	417	28.85	-5.50
St. Lukes Hospital The Woodlands - Summary		April		31.11	
Tomball Regional Hospital	2013	April	161	32.98	
	2014	April	160	31.16	-1.83
	2015	April	160	29.39	-1.76
	2016	April	160	31.13	1.73
	2017	April	157	28.12	-3.01
Tomball Regional Hospital - Summary		April		30.58	
Tri-County MHMR Hospital	2013	April	14	12.43	
	2014	April	18	12.06	-0.37
	2015	April	21	11.24	-0.82
	2016	April	24	10.75	-0.49
	2017	April	30	11.13	0.38
Tri-County MHMR Hospital - Summary		April		11.39	

MCHD

Conroe, TX
Client 6577



1515 Center Street
Lansing, MI 48096
1 (877) 583-3100
service@EMSSurveyTeam.com
www.EMSSurveyTeam.com

EMS System Report

April 1, 2017 to April 30, 2017

Your Score

96.75

Number of Your Patients in this Report

15

Number of Patients in this Report

4,979

Number of Transport Services in All EMS DB

139





Executive Summary

This report contains data from **15 MCHD** patients who returned a questionnaire between **04/01/2017** and **04/30/2017**.

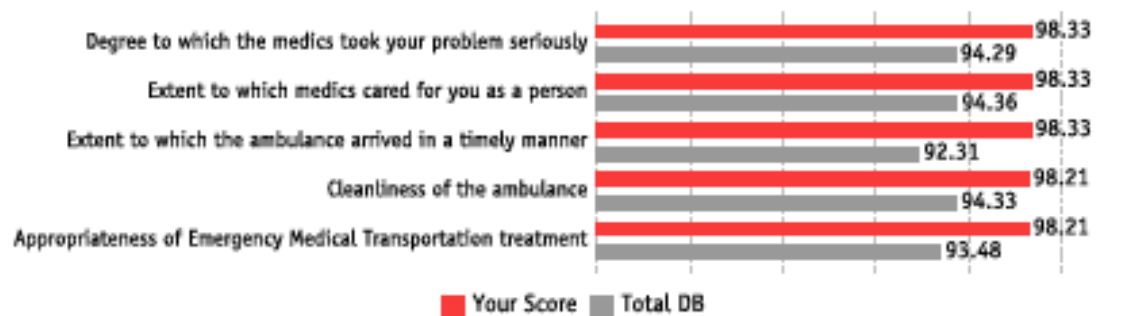
The overall mean score for the standard questions was **96.75**; this is a difference of **4.12** points from the overall EMS database score of **92.63**.

The current score of **96.75** is a change of **1.43** points from last period's score of **95.32**. This was the **7th** highest overall score for all companies in the database.

You are ranked **1st** for comparably sized companies in the system.

87.31% of responses to standard questions had a rating of Very Good, the highest rating. **100.00%** of all responses were positive.

5 Highest Scores



5 Lowest Scores





Question Analysis

This section lists a synopsis of the information about your individual questions and overall scores for this monthly reporting period. The first column shows the company score from the previous period, the second column shows the change, the third column shows your score for this period and the fourth column shows the total Database score.

Dispatch Analysis

	Last Period	Change	This Period	Total DB
Helpfulness of the person you called for ambulance service	95.31	-0.67	94.64	92.40
Concern shown by the person you called for ambulance service	95.09	1.34	96.43	92.35
Extent to which you were told what to do until the ambulance arrived	94.71	1.44	96.15	90.84

Ambulance Analysis

	Last Period	Change	This Period	Total DB
Extent to which the ambulance arrived in a timely manner	95.61	2.72	98.33	92.31
Cleanliness of the ambulance	96.52	1.69	98.21	94.33
Comfort of the ride	93.05	-0.74	92.31	87.20
Skill of the person driving the ambulance	95.66	0.49	96.15	93.81

Medic Analysis

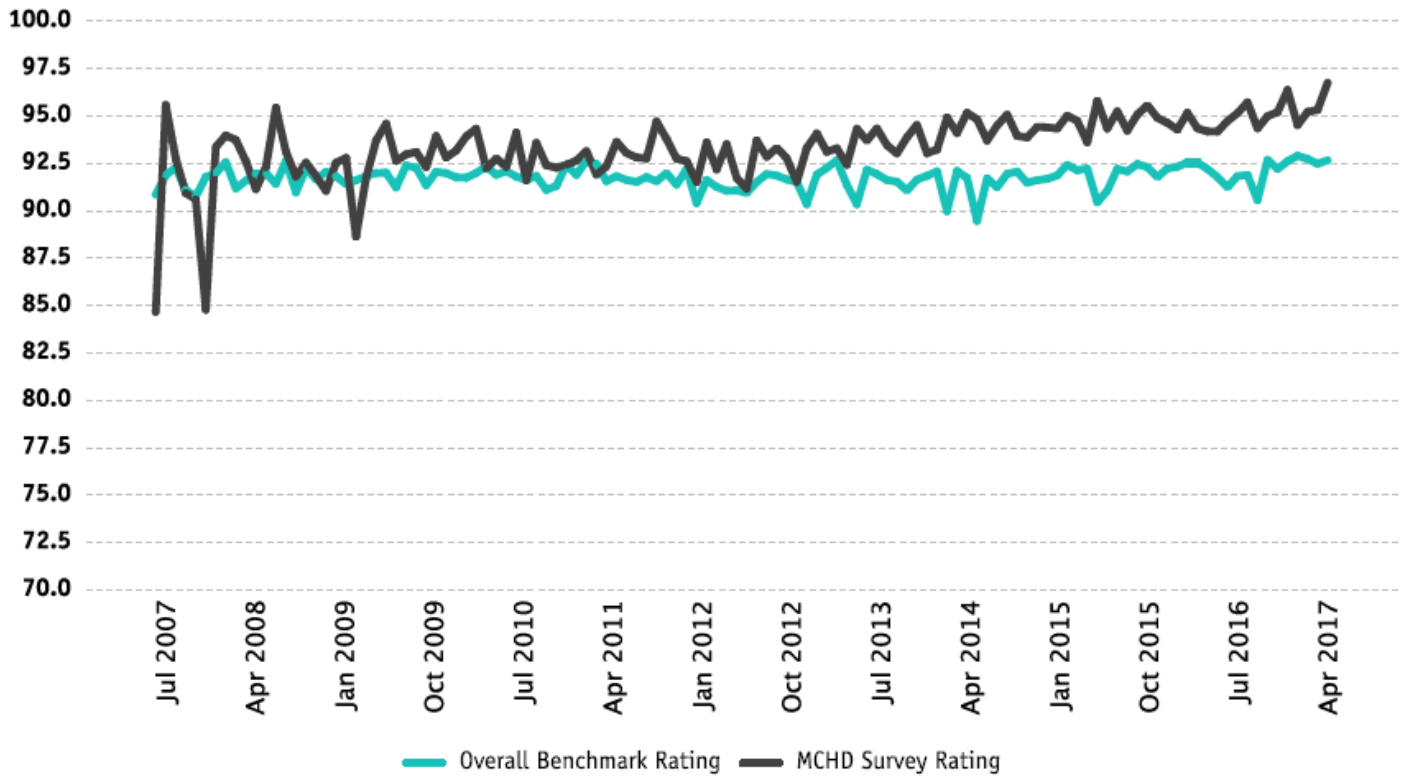
	Last Period	Change	This Period	Total DB
Care shown by the medics who arrived with the ambulance	96.46	0.21	96.67	94.37
Degree to which the medics took your problem seriously	96.98	1.35	98.33	94.29
Degree to which the medics listened to you and/or your family	95.82	0.85	96.67	94.03
Skill of the medics	96.30	0.37	96.67	94.30
Extent to which the medics kept you informed about your treatment	94.97	3.24	98.21	92.70
Extent to which medics included you in the treatment decisions (if applicable)	95.57	1.10	96.67	92.31
Degree to which the medics relieved your pain or discomfort	94.69	3.52	98.21	90.50
Medics' concern for your privacy	94.80	1.87	96.67	93.46
Extent to which medics cared for you as a person	96.72	1.61	98.33	94.36

Billing Staff Assessment Analysis

	Last Period	Change	This Period	Total DB
Professionalism of the staff in our ambulance service billing office	94.59	-5.30	89.29	88.53
Willingness of the staff in our billing office to address your needs	94.68	-3.01	91.67	88.46



Monthly tracking of Overall Survey Score



Fleet Summary 2016-17

Mileage	Ambulance	Supervisor/Squad	CommandStaff	Other	MonthlyTotal	WeeklyTotal
April 2017	104,842	12,348	2,713	13,514	133,417	33,354
March 2017	105,190	13,531	3,247	13,481	135,449	33,862
February 2017	101,049	13,112	3,804	13,805	131,770	32,943
January 2017	120,793	14,836	3,295	16,462	155,386	38,847
December 2016	102,957	11,250	2,303	12,298	128,808	32,202
November 2016	92,392	10,845	2,451	13,323	119,011	29,753
October 2016	115,017	13,907	3,384	18,689	150,997	37,749
September 2016	81,767	13,001	2,117	11,554	108,439	27,110
August 2016	115,871	16,096	3,598	15,680	151,245	37,811
July 2016	81,049	13,488	2,217	10,550	107,304	26,826
June 2016	103,317	13,463	3,752	15,171	135,703	33,926
May 2016	116,063	9,189	3,301	18,278	146,831	36,708
Total	1,240,307	155,066	36,182	172,805	1,604,360	
Average	103,359	12,922	3,015	14,400	133,697	33,424
Annualized Amounts					1,604,360	

Accidents	MCHD-Fault		MCHD Non-Fault		GRAND TOTAL
	Non-injury	Injury	Non-injury	Injury	
April 2017	2		2		4
March 2017	3		1		4
February 2017	4				4
January 2017	2				2
December 2016	2				2
November 2016	3		1		4
October 2016	2		2		4
September 2016	3				3
August 2016	1	1			2
July 2016					-
June 2016	3		1		4
May 2016	1				1
Total	26	1	7	0	34
Per 100,000 Miles	1.62	0.0623	0.44	-	2.12

Service Interruptions	Count	Per 100K mlles
April 2017	3	2.25
March 2017	2	1.48
February 2017	3	2.28
January 2017	3	1.93
December 2016	3	2.33
November 2016	2	1.68
October 2016	2	1.32
September 2016	1	0.92
August 2016	5	3.31
July 2016	4	3.73
June 2016	2	1.47
May 2016	6	4.09
Total	30	1.87

Agenda Item # 13



To: Board of Directors

From: Jared Cospers, EMS Director

Date: May 23, 2017

Re: Ambulance Services Agreement – Houston Methodist The Woodlands

Consider and act on Ambulance Services agreement with Houston Methodist The Woodlands Hospital. (Mr. Bagley, Chair – EMS Committee)

AMBULANCE SERVICES AGREEMENT

MONTGOMERY COUNTY HOSPITAL

DISTRICT EMS

PRIMARY PROVIDER FOR

- **HOUSTON METHODIST THE WOODLANDS
HOSPITAL**

AMBULANCE SERVICES AGREEMENT

This ambulance services agreement (the "Agreement") is entered into this 17th day of May, 2017 (the "Effective Date") by and between Montgomery County Hospital District EMS ("Vendor"), a political subdivision of the State of Texas, with its offices at 1400 South Loop 336 West, Conroe, Texas 77304 and Methodist Health Centers d/b/a Houston Methodist The Woodlands Hospital ("Methodist"), a Texas non-profit corporation with its offices at 17201 I-45 South, The Woodlands, Texas 77385.

WHEREAS, Methodist owns and operates a hospital located in The Woodlands, Texas that provides health care for patients; and

WHEREAS, Vendor is the emergency medical response provider for Montgomery County, Texas, is certified and/or licensed by Medicare, Medicaid, the State of Texas, and the city of The Woodlands, and desires to provide services to patients who need medical transportation from Methodist in an effort to improve the quality of care for the residents of Montgomery County, Texas; and

WHEREAS, Methodist desires to ensure that patients' freedom of choice in selecting health care providers is preserved, and Methodist bases its own operational decisions on selection of ambulance vendors consistent with applicable health regulatory parameters, sound business judgment, and quality of patient care considerations; and

WHEREAS, Methodist desires to enter into this Agreement with Vendor under which Vendor shall provide ambulance services for patient transports originating from Methodist in accordance with the terms and conditions of this Agreement, and Vendor desires to enter into this Agreement with Methodist to provide such ambulance services.

NOW, THEREFORE, in consideration of the mutual covenants herein contained, the parties hereto agree as follows:

1.0 Term and Termination

This Agreement is valid for a period of five (5) years from the Effective Date; therefore, the Agreement shall continue in full force and effect until May 9, 2021. This Agreement may be extended for additional terms upon the mutual consent of both parties hereto evidenced in writing.

Either party may terminate this Agreement without cause at any time by providing the other party with thirty (30) days prior written notice. Either party shall have the right to terminate this Agreement upon the breach of a material term of this Agreement by the other party by providing the other party with fifteen (15) days prior written notice.

2.0 Services

2.1 Services Provided. Vendor shall provide basic life support ("BLS"), advanced cardiac life support with Bi-pap equipment ("ACLS"), mobile intensive care unit ("MICU"), stand-by service for cardiovascular lab procedures, bariatric capability, and long distance transport services (collectively, the "Services"). Vendor shall make the Services available twenty-four (24)

hours a day, seven (7) days a week. Vendor shall respond with an ambulance to Methodist with the appropriate equipment, supplies, and personnel who are appropriately trained on the use of the equipment and supplies. Vendor shall ensure the ambulance is at Methodist *ready to transport the patient* within fifteen (15) minutes for emergencies and within sixty (60) minutes for non-emergencies after a call from Methodist. If Vendor cannot respond within the required time, Vendor shall notify Methodist immediately and Methodist shall secure another provider to transport the patient.

In accordance with all applicable Medicare authorities and Medicare Advantage Plan requirements, Vendor shall be responsible for obtaining prior authorization numbers (“PAN”) for all transports, except that Methodist will obtain the PAN for any transports for which Medicaid is the primary or secondary payor. In general, Methodist shall only call Vendor for patient transports that, in Methodist’s judgment, are medically necessary, as defined in the applicable third party payor’s guidelines. The Medicare program’s definition of “medically necessary” shall be controlling in the case of self-pay or indigent patients. If Methodist would like Vendor to provide Services that do not appear to Methodist to meet the “medically necessary” definition, Methodist shall assume financial responsibility for such Services in accordance with Section 3.0 below. Vendor shall not delay a transport in order to obtain billing information from Methodist or payment from a patient. When Vendor arrives, Methodist shall supply Vendor with copies of applicable patient documentation reasonably required by Vendor to bill for the Services. If Vendor requires additional information once the transport is complete, Methodist will assist Vendor in obtaining such documentation. In addition, once Vendor picks up a patient from Methodist, Vendor will promptly transport the patient to the appropriate destination. Vendor will also transport a copy of the applicable medical records, Memorandum of Transfer, or other appropriate documentation provided by Methodist.

Mileage must be delineated clearly for each Service. Mileage for trips to and from common destinations will not vary, but will be calculated based on the mileage chart included in Schedule A. Methodist will only be responsible for mileage while a patient is loaded; Methodist will not be responsible for any other travel time that does not include the transport of a patient.

2.2 Hospital Access. Vendor shall comply with all Methodist policies and procedures, including but not limited to access to Methodist property and staff, safety, and hand hygiene, and shall comply with all applicable accreditation agency standards. In accordance with those policies and procedures, Vendor’s employees shall only access those areas of Methodist necessary to effect a patient transport. In addition, at all other times Vendor’s personnel shall not be on Methodist’s premises unless they have an appropriately scheduled appointment for a legitimate business purpose. Vendor’s personnel shall not bring gifts, trinkets, food, or any other promotional item to Methodist to distribute to Methodist’s staff. Any violation of this provision shall be considered a material breach of this Agreement.

3.0 Compensation

3.1 Vendor Fee Schedule(s). Vendor from time to time establishes and amends the fee schedule(s) that it utilizes to bill patients, patients’ third party payors, and other responsible parties for medical transportation services and agrees that the fee schedule attached as Schedule A to this Agreement is applicable for all patient transports originating from and going to Methodist facilities

during the term of this Agreement. Except for Services not covered by a governmental health care program (e.g., wheelchair van), Vendor represents and warrants that the rates set forth in Schedule A are consistent with the Medicare allowable rates for such Services during the applicable year. For Services not covered by a governmental health care program (e.g., wheelchair van), Vendor represents and warrants that such rates are consistent with Vendor's customary charges for such Services under similar circumstances in the community serviced by Methodist.

3.2 Vendor Billing and Collection.

3.2.1 Patients and Patients' Third Party Payors. Consistent with the Vendor fee schedule(s) described in Section 3.1 above, Vendor shall bill and collect for its Services furnished pursuant to this Agreement from patients, patients' third party payors, and other responsible parties (including Methodist for those Services for which Methodist is financially responsible). Vendor shall not bill any patient, patient's third party payor, or other responsible party for such Services for which Methodist is financially responsible once Methodist's financial responsibility is determined. Methodist shall not be responsible for assisting Vendor in collecting payments from patients for whom Methodist is not financially responsible.

3.2.2 Methodist. Methodist's financial responsibility shall be determined by the applicable third party payor's guidelines. Vendor shall submit a monthly invoice to Methodist for all transports for the preceding month for which Methodist is financially responsible, and all such invoices shall contain the information listed on Schedule C. Vendor will also include a run sheet of all transports for Methodist for the preceding month, organized by payor type. Such invoices and run sheets shall be sent to the address and individual Methodist designates to Vendor in a format agreed to by Methodist and Vendor. No invoice shall be accepted later than sixty (60) days following (i) the date of Service or (ii) the date that Vendor receives notification that a denied claim for Services continues to be denied after exhaustion of available appeal procedures. For the avoidance of doubt, Methodist agrees that it will (i) timely pay all accurate and complete invoices for transports for which Methodist is financially responsible under the applicable third party payor's guidelines and (ii) until further notice from Methodist to Vendor, be the payor of last resort for any self-pay or indigent patients, consistent with Section 3.2.4 below.

3.2.3 Third Party Payors. In the event that a third party payor denies coverage for Vendor's Services, Methodist shall, at the request of Vendor, provide Vendor with such available documentation as necessary to appeal the denial, and Vendor shall appeal the denial. If such claim continues to be denied after exhaustion of available appeal procedures, Vendor shall submit the denied claim to Methodist in accordance with Section 3.2.2 above, and Methodist will evaluate such claim for payment.

3.2.4 Self-Pay and Indigent Patients. Vendor agrees that if Methodist calls Vendor for transport of any self-pay or indigent patient, Vendor shall accept that transport and shall not delay that transport to collect money from the patient. Vendor shall first bill such self-pay or indigent patient in accordance with Vendor's normal billing practices. If Vendor determines, after engaging in good faith and diligent collection efforts for a minimum of one hundred and twenty (120) days, that such self-pay or indigent patient's bill is uncollectible, Vendor shall submit verification of nonpayment to Methodist, including documentation of Vendor's billing efforts, and bill Methodist in accordance with Schedule A. Methodist shall then assume

financial responsibility for such Services. No invoice for indigent or self-pay patients shall be accepted later than sixty (60) days following the date that any Service furnished to self-pay or indigent patients is determined to be uncollectible by Vendor.

3.3 Compensation for Vendor Services.

3.3.1 Collections from Patients, Patients' Third Party Payers, and Other Responsible Parties. Vendor shall be entitled to all collections for billable Services furnished by Vendor to patients pursuant to this Agreement for which Methodist is not financially responsible.

3.3.2 Methodist Payments. All amounts due under this Agreement from Methodist shall be paid within sixty (60) days of Methodist's receipt of the invoice submitted in accordance with Section 3.2.2 above. If Methodist disputes any portion of an invoice, Methodist shall not be required to pay such disputed amount until the parties resolve the issue.

4.0 Licenses, Quality and Insurance

4.1 Licenses. Vendor warrants that it is a Medicare-certified ambulance supplier, duly licensed by the state of Texas and the city of The Woodlands, Texas. Vendor warrants that it is an ambulance supplier in good standing and has met all the licensing/certification requirements of applicable federal, state and local agencies, and that, in the performance of the Services hereunder, will comply with all applicable statutes, regulations, rules, and ordinances.

4.2 Personnel and Equipment. Vendor represents and warrants that the ambulance drivers and medical technicians on board the ambulance are duly certified and/or licensed, are appropriately experienced, will provide good medical care for patients, and will participate in periodic training sessions to ensure quality and clinically appropriate patient transports including, as appropriate, training and education programs that Methodist periodically provides.¹ Vendor's employees must be trained to appropriately manage patients with special needs, including, but not limited to, obese, pediatric, and advanced life support patients. In addition, Vendor's personnel will, at all times, be professional in appearance, act professionally and courteously to patients, families, and Methodist staff, and utilize Methodist designated waiting areas until the patient is ready for transport. Finally, Vendor represents and warrants that all vehicles used to provide the Services shall be safe, properly inspected, and in good working order and condition.

4.3 Quality/Performance Improvement. Vendor agrees that it will cooperate with Methodist in Methodist's evaluation of Vendor's performance of its obligations under this Agreement. Accordingly, Vendor agrees:

- a. it will meet the response times of fifteen (15) minutes for emergency and sixty (60) minutes for non-emergencies set forth in Section 2.1 above ninety-five percent (95%) of the time;
- b. that Methodist will track and trend patient complaints relating to Vendor's services provided hereunder and Vendor will meet with Methodist at least

¹ For example, Methodist periodically provides training and education programs for local government and community college EMS programs.

- quarterly (unless otherwise mutually agreed by the parties) to discuss such complaints and reach appropriate resolutions for same;
- c. that Methodist will track and trend any patient incidents related to Vendor's services, and Vendor will meet with Methodist promptly after any such incident to reach an appropriate resolution for such incident;
 - d. its employees will participate in critical incident reviews with Methodist; and
 - e. it will participate in quality initiatives implemented by Methodist related to ambulance transports.

In the event that Vendor fails to comply with its obligations under this Section 4.3, Methodist will have (i) the rights set forth in Section 5.1 to call other providers, (ii) the right to terminate this Agreement immediately, and (iii) all other rights provided to it under law or equity.

4.4 Insurance. Without limiting any of the obligations or liabilities of Vendor, Vendor shall carry and maintain, at its own expense including any applicable deductibles or retentions, as long as respective, applicable statute(s) of limitation or repose are in effect relating to the specific purposes of this Agreement, insurance policies of the kind and limits listed below and with insurers with an A.M. Best's Rating of not less than A-VIII at all times. Accordingly, Vendor will maintain the following insurance requirements:

- a. Workers Compensation with statutory limits & Employers' Liability with minimum limits of \$1,000,000 Each Accident, \$1,000,000 Disease — Each Employee, and \$3,000,000 Disease — Policy Limit.
- b. Commercial General Liability including Premises/Operations, Products/Completed Operations, Contractual Liability, Personal/Advertising Injury with minimum limits of \$1,000,000 per occurrence and \$1,000,000 general aggregate.
- c. Automobile Liability with a minimum combined single limit of \$1,000,000 per occurrence shall be maintained at all times when any vehicles are operated on the leased or owned premises of Methodist.
- d. Errors and Omissions/Professional Liability with minimum limits of \$1,000,000 for each claim and \$3,000,000 annual aggregate covering claims involving any professional services provided by Vendor for such length of time as necessary to cover any and all claims arising out of or relating to the work performed herein.
- e. Fidelity/Crime for Employee's Dishonest Acts with limits not less than US\$50,000 and including Liability to Others for Employee Theft or Forgery. If Vendor's employees have access to Methodist assets, either physically or electronically, Vendor will maintain Fidelity/Crime Insurance covering employee dishonesty for Vendor's employees involved in the

Services in this Agreement. Such policy shall name Methodist as Loss Payee as Methodist interest may appear. Vendor's policy shall NOT include a Conviction Requirement Clause.

Where allowed by law, Methodist and its subsidiaries, officers, directors, trustees, employees, agents and affiliated shall be named as Additional Insureds on policies b. through c. above with a Waiver of Subrogation clause in favor of Methodist on policies a. through c. above. Additionally, with respect to Vendor's Indemnification obligations herein, all of Vendor's insurance shall be primary and any other valid and collectible insurance or self-insurance maintained by or in the name of Methodist and Methodists' insurance and self-insurance shall be excess of Vendor's insurance and shall not contribute to it in any way. Such insurance coverages (a.— e.) described above shall cover the actions of all Vendors' employees, contractors and subcontractors performing Services under this Agreement with the exception of coverage a. which would only apply to actual employees of Vendor.

All such insurance above shall operate independent and apart from Vendor's indemnification obligations hereunder, and the insurance requirements herein are not to be considered as indicative of the ultimate amounts and types of insurance that Vendor may need to protect Vendor's own interests.

If any of Vendor's insurance policies referenced above are claims made coverage, and if any of Vendor's policies are cancelled, non-renewed, or, if Vendor's operation is sold or ceases to exist, Vendor shall procure at Vendor's sole expense continuance of coverage with an extended reporting period with the same above terms and conditions which specifically continue to provide benefit for Methodist for as long as respective, applicable statute(s) of limitation or repose are in effect relating to the specific purpose of this Agreement. It is Vendor's responsibility to ensure that the insurance requirements listed above are in effect for the full term of this Agreement and for any period of time required thereafter to provide continuance of coverage needed to address potential claims that may arise. Cancellation of coverage or failure to maintain required coverage shall be considered a material breach of this Agreement.

In addition, Vendor hereby covenants and agrees that it will require its independent contractors, providing any services in this Agreement, through any kind of independent contractor agreements between Vendor and each independent contractor, to have the same types of coverage, coverage requirements, and limits as Vendor above (a. through d.) provide the same waivers of subrogation, and hold Methodist harmless from any and all claims, losses, damages, or injuries suffered by such independent contractor(s) while performing the services under this Agreement.

In compliance with Texas case law, within 120 days after the effective date of this Agreement, Vendor will provide the actual policy language applying to blanket wording provisions and/or applicable endorsements for insurance coverages described above naming Methodist as Additional Insureds and providing Waivers of Subrogation as required above. All such insurance shall be kept current throughout the entire term of this Agreement, and shall provide for at least thirty (30) days' advance notice to Methodist if coverage is to be non-renewed, cancelled or materially modified in some way so as to not provide the same minimum coverages or limits of insurance as cited above. Within ten (10) business days of the execution of this Agreement, and at the renewal of each of the above required insurance coverages, Vendor shall provide certificates

of insurance that comply with Texas Insurance code Chapter 1811, evidencing full compliance with the insurance requirements contained herein to the following address:

ATTN: Corporate Risk & Insurance Department, The Methodist Hospital System, The Methodist Hospital Annex, 1130 Earle Street, Suite 200, Houston, Texas 77030. Office: (713) 383-5101, Facsimile: (713) 383-5190, cputnam@HoustonMethodist.org.

5.0 First Call Priority

5.1 Criteria. Because Vendor meets the quality criteria listed in Sections 2.1, 2.2, 4.1, 4.2, 4.3, and 4.4 above (the “Quality Indicators”), Methodist shall call Vendor prior to calling other ambulance providers whenever (i) Methodist is financially responsible for a patient transport, or (ii) a patient delegates his or her right to choose an ambulance service provider to Methodist. Vendor understands and agrees, however, that this is a privilege it enjoys because of its consistent high quality service that enables Methodist to provide quality care to its patients. If at any time during the term of this Agreement Vendor fails to substantially meet the Quality Indicators for a period of more than ten (10) days after notice from Methodist, the terms of this Section 5.1 shall no longer be binding on Methodist and Methodist may call other ambulance service providers prior to and/or instead of Vendor as Methodist’s first choice.

5.2 Referrals Not Required. The parties expressly agree and do hereby state that any discounts provided by Vendor to Methodist pursuant to this Agreement are not payments for referrals nor is the discount dependent or conditioned on a certain level of referrals. In addition, Vendor agrees that it will notify Methodist immediately if any employee, owner, officer, or director of Vendor is determined to have a financial relationship with Methodist, or vice versa.

5.3 Regulatory Changes. Notwithstanding any other provisions of this Agreement, if at any time while this Agreement is in effect a governmental law or regulation is promulgated that prohibits, restricts, limits, or in any way materially affects either party’s rights or obligations hereunder, either party may give the other party notice of intent to amend this Agreement in a fashion that is equitable to each party considering such prohibition, restriction, limitation, or change, and the parties shall negotiate in good faith to accomplish such amendment. If agreement on the amendment is not reachable, either party shall have the right to terminate this Agreement as of midnight on the fifteenth (15th) day after such notice to amend is given, unless otherwise agreed.

6.0 Indemnification

TO THE EXTENT ALLOWED UNDER THE LAWS AND CONSTITUTION OF THE STATE OF TEXAS, VENDOR SHALL INDEMNIFY AND HOLD HARMLESS METHODIST AND METHODIST’S AGENTS, DIRECTORS, OFFICERS, AND EMPLOYEES FROM AND AGAINST ALL CLAIMS, LOSSES, COSTS, DAMAGES, AND EXPENSES (INCLUDING BUT NOT LIMITED TO REASONABLE ATTORNEY’S FEES) RELATING TO INJURY OR DEATH OF ANY PERSON OR DAMAGE TO PROPERTY RESULTING FROM OR ARISING IN CONNECTION WITH ANY BREACH BY VENDOR OF ANY PROVISION HEREOF, OR ANY ACT, OMISSION OR NEGLIGENCE OF VENDOR OR VENDOR’S DIRECTORS, OFFICERS, EMPLOYEES, AGENTS, INDEPENDENT CONTRACTORS, OR LICENSEES (INCLUDING IN THE EVENT OF THE JOINT, COMPARATIVE, OR PROPORTIONATE

NEGLIGENCE OF METHODIST BUT ONLY TO THE EXTENT OF VENDOR'S ACTUAL PROPORTIONATE NEGLIGENCE) RELATING TO THE SERVICES PROVIDED HEREUNDER. THIS PROVISION SHALL SURVIVE TERMINATION OF THIS AGREEMENT.

METHODIST SHALL INDEMNIFY AND HOLD HARMLESS VENDOR AND VENDOR'S AGENTS, DIRECTORS, OFFICERS, AND EMPLOYEES FROM AND AGAINST ALL CLAIMS, LOSSES, COSTS, DAMAGES, AND EXPENSES (INCLUDING BUT NOT LIMITED TO REASONABLE ATTORNEY'S FEES) RELATING TO INJURY OR DEATH OF ANY PERSON OR DAMAGE TO PROPERTY RESULTING FROM OR ARISING IN CONNECTION WITH ANY BREACH BY METHODIST OF ANY PROVISION HEREOF, OR ANY ACT, OMISSION OR NEGLECT OF METHODIST OR METHODIST'S DIRECTORS, OFFICERS, EMPLOYEES, AGENTS, INDEPENDENT CONTRACTORS, OR LICENSEES (INCLUDING IN THE EVENT OF THE JOINT, COMPARATIVE, OR PROPORTIONATE NEGLIGENCE OF VENDOR, BUT ONLY TO THE EXTENT OF METHODIST'S ACTUAL PROPORTIONATE NEGLIGENCE) RELATING TO THE SERVICES PROVIDED HEREUNDER. THIS PROVISION SHALL SURVIVE TERMINATION OF THIS AGREEMENT

7.0 General Provisions

7.1 Availability of Records. Until the expiration of four (4) years after the furnishing of services under this Agreement, the Secretary of the Department of Health and Human Services and the Comptroller General of the United States, or the designees or duly authorized representative of either of the same, shall have access to all books and records of Vendor pertaining to the subject matter of this Agreement and the provision of services under it, in accordance with the criteria presently or hereafter developed by the Department of Health and Human Services as provided in Section 952 of the Omnibus Reconciliation Act of 1980. Upon request by governmental authority, Vendor shall make available (at reasonable times and places during normal business hours) this Agreement, and all books, documents and records of Vendor that are necessary to verify the nature and extent of the costs and services provided by Vendor in connection with this Agreement. This provision shall survive the termination of this Agreement.

7.2 Amendment. Any changes to this Agreement shall be in writing in the form of an amendment mutually agreed upon and duly executed by both parties.

7.3 Entire Agreement. This Agreement contains the entire agreement of the parties with respect to the subject matter covered by this Agreement. No other Agreement, statement, or promise made by either party, or an employee, officer, or agent of the party, which is not contained in this Agreement shall be binding or valid unless executed pursuant to Section 7.2 above.

7.4 Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the state of Texas, without giving effect to its choice of law provisions, and venue shall lie exclusively in Montgomery County, Texas.

7.5 Force Majeure. Neither party shall be liable nor deemed to be in default for any delay or failure in performance under this Agreement or other interruption of service or

employment deemed resulting, directly or indirectly, from acts of God, civil or military authority, acts of public enemy, war, terrorism, accidents, fires, explosions, earthquakes, flood, failure of transportation, strikes or other work interruptions by either party's employees, or any similar or dissimilar cause beyond the reasonable control of the party.

7.6 Notices. Except as otherwise set forth herein, all notices, requests, and other communications required hereunder shall be in writing and shall be deemed to have been given when presented personally or when mailed by certified mail, return receipt requested, to the applicable address set forth above, and addressed to the hospital administrator for Methodist; provided, however, that any party may change its address for purposes of this Section upon written notice to the other party as required by this Section 7.6.

7.7 Joint Venture. The parties to this Agreement shall be independent contractors of each other, and nothing in this Agreement constitutes or shall be construed to be an Agreement for Methodist and Vendor to share losses or, for any reason, to be a partner or a joint-venturer with one another.

7.8 Severability. The invalidity or unenforceability of any provision or portion of any provision of this Agreement shall not affect the validity or enforceability of the remainder of the same provision or any other provision of this Agreement and each provision hereof or portion of such shall be enforced to the fullest extent permitted by applicable law.

7.9 Assignment. Except as may be herein specifically provided to the contrary, this Assignment shall inure to the benefit of and be binding upon the parties hereto and their respective legal representatives, successors, and assigns; provided, however, that no assignment of this Agreement or the rights and obligations hereunder shall be valid without the specific written consent of both parties hereto, and any such attempted assignment shall be void.

Notwithstanding anything herein to the contrary, Methodist shall have the right to assign this Agreement and the rights and obligations hereunder to an entity that is controlled by, under common control with, or that controls Methodist, or that is formed as the result of an internal restructuring of Methodist and/or its affiliates. Any such assignment by Methodist shall be effective without the need for any action on the part of any party other than Methodist and the party to which such permitted assignment is made in order for such assignment by Methodist to be effective.

7.10 Non-Exclusion. In accordance with Title IV, Medicare, Medicaid, and Children's Health Provisions of Section 4304 of the Balance Budget Act, (42 U.S.C. § 1320a-7af), Vendor acknowledges that Methodist is prohibited from contracting with a person or entity that has been excluded from a government health care program. Vendor represents and warrants that it is not excluded from a government health care program on the Effective Date of this Agreement and agrees that it will not perform any act that will cause it to be excluded during the term of this Agreement. Vendor also represents that if it or an employee who provides items or services under this Agreement becomes excluded from a federal or state health care program that Vendor will promptly notify Methodist. Vendor represents that no final adverse action by the federal or state government has occurred or is pending or threatened against the party, its affiliates, or, to its knowledge, against any employee, contractor, or agent engaged to provide items or services under

this Agreement. Vendor agrees to check the federal government's List of Excluded Entities and Providers and the General Services Administration List of Debarred Contractors to assure that its employees, contractors and agents have not been excluded from participation in federal health care programs. Vendor acknowledges that failure to comply with any provisions of this Section 7.10 shall be considered a material breach of contract and is grounds for immediate termination.

In addition, pursuant to Executive Order 13225 — "Blocking Property and Prohibiting Transactions with Persons who Commit, Threaten to Commit, or Support Terrorism" - each party further represents that each is prohibited from contracting with individuals and entities that commit, threaten to commit, or support terrorism. Each party represents and warrants that it does not employ or is not currently doing business with individuals or entities that are in violation of Executive Order 13225. Each party also represents that if it or an employee who provides items or services under this Agreement is in violation of this Section, it will promptly notify the other party.

7.11 Non-Discrimination. The parties hereby agree that in the performance of their obligations under this Agreement, neither of them will discriminate against an individual on the basis of that individual's race, color, national origin, religious or political affiliation, gender, sexual orientation, age, disability, veteran status, or status as a beneficiary of a governmental health care program.

7.12 Compliance Plan Participation. Vendor agrees to (a) train its employees on applicable laws; (b) provide Methodist, its employees, and agents access to billing documentation related to services provided under this Agreement; (c) participate in contract and claims audits upon reasonable request; and (d) cooperate and assist during any internal compliance review, investigation, monitoring protocol and/or audit, without regard to whether the review, investigation, or audit occurs before or after termination of the Agreement. Vendor is obliged to notify Methodist of any violation of any applicable law, regulation, or third party payor requirement, immediately after Vendor, its employees, or agents become aware of it, without regard to whether Vendor or its employees or agents become aware of during the term hereof and without regard to whether Vendor, its contractor, or its employees are involved or merely a witness. Such notification can be given through any of the following methods: (a) anonymously through Methodist's Hotline service (1-800-500-0333); (b) by contacting the person indicated in Section 7.6 of this Agreement; or (c) by contacting Methodist's Business Practice Officer.

In addition, the Deficit Reduction Act of 2005 requires Methodist to inform all employees, contractors and their agents of the following: Methodist receives reimbursement for many of its services from the Medicare and Medicaid programs. Under the federal False Claims Act and Texas laws, any person who knowingly submits, or causes someone else to submit illegal claims for payment of government funds is subject to government fines and penalties. Reports of suspected illegal claim activity should be made through any of the methods mentioned in the preceding paragraph, but may also be made to the Department of Health and Human Services Office of Inspector General or the Texas Health and Human Services Commission's Office of Inspector General. Those who report questionable practices are protected from retaliation for reports made in good faith by Methodist policy and by federal and state laws.

IN WITNESS WHEREOF, each party has caused this Agreement to be executed and

delivered by its duly authorized representative as of the Effective Date.

METHODIST

By: _____
Name: _____
Title: _____
Date: _____

VENDOR:

By: *Randy E. Johnson*
Name: *Randy E. Johnson*
Title: *CEO*
Date: *5/17/19*

MCHD

APPROVED AS TO FORM
By: *Amy Smedre*
HOUSTON METHODIST
LEGAL SERVICES

**SCHEDULE A
RATES & MILEAGE**

Level of Service	HCPCS	Entity (Locality based on Zip Code; MAC Contractor = 04412)		
		<u>Locality = 09</u>	<u>Locality = 18</u>	<u>Locality = 99</u>
			HMH (77030) San Jacinto (77521) St Catherine's (77450) West Houston (77094) Willowbrook (77070)	Sugar Land (77479) The Woodlands (77385)
		Pearland ECC (77584)	Cypress ECC (77433) Voss ECC (77057) Kirby ECC (77098) Spring ECC (77388)	Sienna ECC (77459) Cinco Ranch ECC (77494)
BLS	A0428	\$225.78	\$228.16	\$215.47
BLS Emergency	A0429	\$361.25	\$365.06	\$344.75
ALS	A0426	\$270.94	\$273.80	\$258.56
ALS Emergency	A0427	\$428.99	\$433.51	\$409.39
ALS2	A0433	\$620.90	\$627.45	\$592.53
SCT	A0434	\$733.80	\$741.53	\$700.27
Ground Mileage	A0425	\$7.29	\$7.29	\$7.29
Air (Rotary Wing)	A0431	\$3,496.62	\$3,522.92	\$3,382.64
Air mileage	A0436	\$22.84	\$22.84	\$22.84

Wheelchair Van Services:

Wheelchair Van \$30.00 plus \$2.50 per
mile

Standby Rates:

First 90 minutes: \$ 100.00

Charge per 30 minutes
thereafter: \$ 50.00

Payments will change automatically as of January 1 each year to match the applicable Medicare Allowable Rates for that calendar year.

**THE METHODIST HOSPITAL SYSTEM
BUSINESS ENTITY LOCATION "POINT-TO-POINT" MILEAGE MATRIX**

HOSPITAL OFFICE LOCATION	Approximate Mileage to Report*														
	DESTINATION														
	HMH	HMWB	HMSL	HMSJ	HMTW	HMSJ	HMSI	HMSJ	HMSI	HMSJ	HMSI	HMSJ	HMSI	HMSJ	HMSI
HMH	N/A	29	20	30	24	38	26	2	3	1	2	2	3	11	4
HMWB	29	N/A	31	46	25	28	27	30	30	29	28	25	21	26	9
HMSL	20	31	N/A	47	25	53	41	26	21	23	20	18	21	17	15
HMSJ	30	45	47	N/A	46	56	20	47	32	30	30	29	33	31	36
HMTW	24	26	25	46	N/A	46	49	3	27	27	23	22	13	21	15
HMSI	38	28	53	55	46	N/A	59	48	39	38	37	36	37	39	48
HMSJ	29	50	41	20	49	59	N/A	50	28	27	30	29	36	31	36
HMSI	26	27	26	47	3	48	50	N/A	28	29	25	23	16	23	17
GB	2	30	21	32	27	36	28	N/A	2	1	3	4	14	6	12
HH	3	30	22	30	27	38	27	29	2	N/A	2	4	7	14	9
Annex	1	29	23	32	27	36	28	29	1	2	N/A	3	7	14	9
SC	2	28	20	30	23	37	30	25	3	4	3	N/A	2	11	4
EC/BI	3	26	18	29	22	38	29	23	4	7	7	2	N/A	10	2
KI	11	21	21	33	13	37	36	16	14	14	11	10	N/A	7	4
MPTOT	4	25	17	31	21	38	31	23	6	9	4	2	7	N/A	7
Voss ED	9	22	15	36	15	36	36	17	12	12	13	9	7	4	7
Pearland ED	14	41	22	39	34	48	27	34	12	11	13	14	15	23	18
Sienna ED	18	38	8	47	31	59	37	33	17	17	17	19	20	23	19

Sources: Yahoo Maps

- HMH: Houston Methodist Hospital - 6565 Fannin St, Houston, TX 77030
- HMWB: Houston Methodist Willowbrook Hospital - 18220 Tomball Parkway, Houston, TX 77070
- HMSL: Houston Methodist Sugar Land Hospital - 16655 Southwest Freeway, Sugar Land, TX 77479
- HMSJ: Houston San Jacinto Methodist Hospital - 4401 Garth Rd, Baytown, TX 77521
- HMTW: Houston Methodist West Hospital, 18500 Katy Freeway, Houston, TX 77084
- HMSI: Houston Methodist The Woodlands Hospital - 17201 Interslate 43 S, The Woodlands, TX 77385
- HMSI: Houston Methodist St. John - 18300 Hospital Blvd, Nassau Bay, TX 77068
- HMSI: Houston Methodist St. Catherine - 701 S. Fry Road, Katy, TX 77450
- GB: Greenbriar - 8100 Greenbriar St., Houston, TX 77054
- HH: Holly Hall - 2550 Holly Hall, Houston, TX 77054
- Annex: 1130 Earle St. Houston, TX 77030
- SC: Sunset Clinic, 1701 Sunset Blvd., Houston, TX 77005
- EC/BI: Methodist Emergency Care/ Breast Imaging Center Upper Kirby, 2615 SW Fry, Houston, TX 77098
- KI: Methodist Imaging Center West Houston (Katy) 8333 Katy Fwy, Houston, TX 77024
- MPTOT: Methodist Physical Therapy and Occupational Therapy, 3100 Timmons Lane, Houston, TX 77027
- Voss ED: 1635 S. Voss Road, Houston, TX 77057
- Pearland ED: 11525 Broadway, Pearland, TX 77584
- Sienna ED: 8200 HWY 6, Missouri City, TX 77459

Schedule "B" - Services

For purposes of this agreement, the following definitions and guidelines shall be used in the provision of Ambulance services.

HCPC Code	Type of Service	Description of Service
A0428	BLS	Basic Life Support (BLS): Where medically necessary, the provision of basic life support (BLS) services as defined in the National EMS Education and Practice Blueprint for the EMT-Basic including the establishment of a peripheral intravenous (IV) line, to the extent permitted by State law.
A0429	BLS-E	Same as above, but rendered under emergency conditions.
A0426	ALS	Advanced Life Support, Level 1 (ALS1): Where medically necessary, the provision of an assessment by an advanced life support (ALS) provider and/or the provision of one or more ALS interventions. An ALS provider is defined as a provider trained to the level of EMT-Intermediate or Paramedic as defined in the National EMS Education and Practice Blueprint. An ALS intervention is defined as a procedure beyond the scope of an EMT-Basic as defined in the National EMS Education and Practice Blueprint, to the extent permitted by State law.
A0427	ALS-E	Same as above, but rendered under emergency conditions.
A0433	ALS2	Advanced Life Support, Level 2 (ALS2): Where medically necessary, transportation either by ground ambulance vehicle, medically necessary supplies and services, three separate administrations of one or more medications by intravenous push/bolus or by continuous infusion excluding crystalloids (hypotonic, isotonic and hypertonic solutions) such as dextrose, normal saline or ringer's lactate, or transportation, medically necessary supplies and services, and the provision of at least one of the following procedures: Manual defibrillation/cardioversion, Endotracheal intubation, Central venous line, Cardiac pacing, Chest decompression, surgical airway, Intraosseous line.
A0434	SCT	Specialty Care Transport (SCT): Where medically necessary, in a critically injured or ill patient, a level of inter-facility service provided beyond the scope of the Paramedic as defined in the National EMS Education and Practice Blueprint. This is necessary when a patient's condition requires ongoing care that must be provided by one or more health professionals in an appropriate specialty area (nursing, medicine, respiratory care, cardiovascular care, or paramedic with additional training); to the extent permitted by State law.

Schedule “C”

Information for Invoices

Each invoice presented to Methodist for payment must, at a minimum, include the following information for each patient.

- a) Patient’s name
- b) Date of Service
- c) Name of the pick-up facility
- d) Name of the destination or drop-off facility
- e) Level of service (e.g., ALS, BLS)
- f) Mileage (calculated per Schedule A Mileage Chart)
- g) Medicare Allowable rate (per Schedule A)
- h) Total balance owed by Methodist
- i) Reason (or condition) necessitating the transport
- j) Reason third party payor denied claim, if applicable, and supporting documentation

All invoices for services provided under this Agreement shall be sent to:

Houston Methodist The Woodlands Hospital

Attention:

Agenda Item # 14



We Make a Difference!

To: Board of Directors

From: Randy Johnson, CEO

Date: May 23, 2017

Re: Dr. Dickson Employment Agreement

Consider and act on employment services agreement with Dr. Robert Dickson, MD. (Mr. Bagley, Chair – EMS Committee)

EMPLOYMENT AGREEMENT

This Employment Agreement ("Agreement"), to be effective as of _____, 2017 (the "Effective Date"), is made and entered into by and between Montgomery County Hospital District ("MCHD") and Robert Lewis Dickson M.D. ("Dickson") with reference to the following:

- A. MCHD desires to provide certain emergency medical services to the community through its Emergency Medical Services Program (the "EMS Program").
- B. The State of Texas promulgates numerous rules and regulations pertaining to provision of emergency medical services, such as those contained in Texas Administrative Code, Chapter 157, et seq., with which MCHD desires to comply.
- C. MCHD seeks to have Dickson serve as its Medical Director (the "Medical Director"). Dickson is a physician who is duly licensed to practice medicine in the State of Texas, is qualified and desires to render professional medical services approximately twenty-four (24) hours per week, other than days the Medical Director is out due to vacation, illness, CME, etc. and will render professional services forty (40) hours per week in conjunction with quarterly C.E. to the EMS Program in order to accomplish MCHD's aspirations stated above; and

NOW, THEREFORE, in consideration of the foregoing, the provisions contained herein and the mutual benefits to be derived from this Agreement, and for other good and valuable consideration, the sufficiency of which is hereby acknowledged, Dickson and MCHD agree as follows:

1. Services.

1.1 Generally. Dickson agrees to provide Medical Director to perform the following duties:

- 1.1.1. Work with MCHD and the EMS Program to develop procedures for providing high quality, appropriate, and efficient health care services to the MCHD community.
- 1.1.2. Assist in investigation of important problems in patient care and clinical performance.
- 1.1.3. Participate in the development and implementation of long-range planning for the EMS Program.
- 1.1.4. Provide oversight for equipment and medications that are obtained through the Medical Director's license.
- 1.1.5. Approve the level of pre-hospital care which may be rendered locally by each of the EMS Program personnel employed by and/or volunteering with the EMS Program under the Medical Director's supervision, regardless of the level of state certification, before the employee or volunteer is permitted to provide such care to the public.
- 1.1.6. Establish and monitor compliance with field performance guidelines for EMS Program personnel.
- 1.1.7. Establish and monitor compliance with training guidelines that meet or exceed the minimum standards set forth in Texas Department of State Health Services EMS program regulations.

- 1.1.8. Develop, implement and revise protocols and/or standing delegation orders, if appropriate, governing pre-hospital care and medical aspects of patient triage, transport, transfer, dispatch, extrication, rescue, and radio-telephone-telemetry communication by the EMS program.
- 1.1.9. Establish and implement an educational training experience for students of MCHD at the Ben Taub General Hospital Emergency Center, if desired by MCHD, which then would be set forth in a separate Educational Affiliation Agreement entered into by the parties.
- 1.1.10. Serve as medical director for any continuing education programs required by the Texas Department of State Health Services and as medical director for the National Registry Exams offered through the MCHD's EMS education program. For point of clarification this section is accountable to the following Texas Department of State Health Services (TDSHS) rules: TAC Title 25, Part 1, Chapter 157, Subchapter C with specifics to Rule 157. 32(g)(5), 157. 32(h)(6) pertaining to medical director.
- 1.1.11. Direct an effective system audit and quality assurance program.
- 1.1.12. Make formal recommendations on medically related aspects of operation of the EMS program including the inspection, evaluation, and approval of the system's performance specifications.
- 1.1.13. Function as the primary liaison between the EMS Program administration and the local medical community, ascertaining and being responsible to the needs of each.
- 1.1.14. Recommend appropriate remedial or corrective measures for EMS Program personnel, in conjunction with MCHD's EMS Program administration, which may include but are not limited to counseling, retraining, testing, probation, and/or field preceptorship.
- 1.1.15. Suspend a certified EMS Program employee or volunteer from medical care duties for due cause pending review and evaluation.
- 1.1.16. Establish the circumstance under which a patient might not be transported.
- 1.1.17. Establish the circumstances under which a patient may be transported against his or her will in accordance with state law, including approval of appropriate procedures, forms, and a review process.
- 1.1.18. Establish criteria for selection of patient's destination.
- 1.1.19. Promptly respond to requests for information from MCHD relating to the subject matter of items included in this section or to patient care issues.
- 1.1.20. Provide timely review and consultation with regard to medical records.
- 1.1.21. Maintain all necessary medical licenses and certifications in good order.
- 1.1.22. Be available, or identify a designee who is available, twenty-four hours per day, seven days per week, to provide telephone consultations to MCHD's EMS supervisors.

- 1.1.23. Periodically review MCHD's medical record keeping system and disease detection management and reporting procedures and suggestions and/or input as to how such systems may be enhanced.
- 1.1.24. Provide assistance and guidance to MCHD EMS ambulance personnel in connection with the provision of life support measures, including cardiac pulmonary resuscitation (CPR) and the discontinuation thereof in instances wherein Dickson has determined the continuation of CPR is no longer necessary (Termination of Life Support Calls. Dickson agrees to provide such services to MCHD EMS every other week (in rotation with Casey Patrick, M.D. ("Patrick") on the off-weeks.). Dickson agrees to coordinate scheduling of such services with Patrick so that MCHD has coverage for these services for each week during the term of this Agreement. The commencement date for these services will be mutually agreed upon between MCHD and Dickson."
- 1.2. Professional Qualification: Licenses and Permits. Dickson represents and warrants that he (i) has the necessary knowledge, experience, abilities, skills, and resources to perform his obligations under this Agreement, and (ii) has all the licenses and permits necessary to conduct his business and perform the obligations contained in this Agreement. Dickson further represents and warrants that he is:
 - 1.2.1. A physician licensed to practice in Texas.
 - 1.2.2. Familiar with the design and operations of EMS systems.
 - 1.2.3. Experienced in pre-hospital emergency care of acutely ill or injured patients.
 - 1.2.4. Actively involved in/or knowledgeable about:
 - 1.2.4.1. The emergency management of acutely ill and/or injured patients.
 - 1.2.4.2. The certification-appropriate training and/or continuing education of EMS Program personnel.
 - 1.2.4.3. The medical audit, review and critique of basic and advanced level EMS Program personnel.
 - 1.2.4.4. The administrative and legislative processes affecting pre-hospital EMS program organizations.
 - 1.2.4.5. Local multi-casualty plans.
 - 1.2.4.6. Dispatch and communications operations of pre-hospital emergency units.
 - 1.2.4.7. Laws and regulations affecting EMS program operations.

Dickson shall be responsible for maintaining and providing copies of appropriate credentials, certifications and associations, including but not limited to (i) current Texas Medical License, (ii) current Texas Controlled Substance License, (iii) current U.S. Drug Enforcement Administrative Narcotics License, (iv) any other licenses necessary for providing to the EMS Program those medications necessary for providing health care as an EMS program, and (v) current curriculum vitae.

- 1.3. Standards of Performance: Compliance with the Law. Dickson represents and warrants that he (i) shall perform his obligations under this Agreement in a professional manner, consistent with prevailing industry standards and practices, and (ii) shall comply with all applicable federal, state, and local statutes, rules, regulations, codes, and ordinances in performing his obligation under this Agreement.
 - 1.4. Contract Employee Relationship. The parties intend that Dickson's relationship to MCHD EMS in providing services hereunder shall be that of employee, but subject to the terms and conditions of this Agreement. MCHD shall (i) remain responsible and liable for Dickson's salary and benefits, (ii) retain the right to supervise, direct and control his performance hereunder and (iii) assume full responsibility and liability for his act or omissions, whether pursuant to this Agreement or otherwise.
2. Compensation. In consideration of Dickson's performance of his obligations under this Agreement, MCHD shall provide the following:
- 2.1. Salary to Dickson in the amount of (a) Two Hundred Sixty-Two Thousand Four Hundred Dollars per year (\$262,400.00) (b) employment benefits including health insurance, retirement benefits, vacation and holidays, sick leave and other benefits provided to other MCHD employees, but only to the extent Dickson qualifies therefor under applicable law and/or MCHD's benefits programs and policies. Dickson shall be paid his salary in accordance with Federal and State wage laws, and in the same manner and frequency as other employees of MCHD.
 - 2.2. For services pertaining to consultations regarding termination of life support, as described in section 1.1.24 above, an additional stipend of One Hundred Dollars (\$100.00) per day for each day such services are rendered by Dickson (in rotation with Dr. Patrick or other qualified Physician) less all required withholding and deductions mandated by law.
 - 2.3. Appropriate office space and support services for the Dickson while he is performing services for the EMS Program on the MCHD campus.
 - 2.4. An emergency response vehicle for the Medical Director's use, with emergency lighting, communications and medical equipment, including maintenance, and fuel, and liability coverage for such vehicle.
 - 2.5. Appropriate emergency medical equipment, communications equipment, including computer, mobile telephone and mobile telephone service.
 - 2.6. MCHD shall pay or reimburse Dickson's expenses in connection with the Medical Director attending ACEP Conference, NAEMSP Conference, EAGLES Conference annually and every other year Pinnacle Conference.
3. Insurance. MCHD shall pay for such policies of malpractice insurance as agreed upon by Dickson and MCHD to cover acts of Dickson while providing services on MCHD's behalf.
4. Term; Termination; Survival.
- 4.1. Term. The term of this Agreement shall commence on the Effective Date and shall continue for a term of one (1) year, subject to earlier termination pursuant to Section 5.2 below. If neither party gives sixty (60) days prior written notice that it wishes to

renegotiate this Agreement, then this Agreement shall automatically renew for successive one (1) year terms.

- 4.2. Termination. This Agreement may be terminated (i) by mutual written agreement of the parties; (ii) by either party, without cause, upon 30 days prior written notice to the other party; or (iii) by either party upon a breach of this Agreement by the other party, which breach remains uncured 30 days after receipt of written notice of such breach from the terminating party.

5. Miscellaneous

- 5.1. Notices. Any notice required by this Agreement shall be given by prepaid, first class mail as follows:

MCHD:
Attention CEO
Montgomery County Hospital District
P.O. Box 478
Conroe, Texas 77304

With a copy to:

Greg Hudson
Hudson O'Leary, LLP
1010 Mo-Pac Circle, Suite 201
Austin, Texas 78746

DICKSON:

Robert Lewis Dickson, M.D.

- 5.2. Power and Authority: Due Authorization: No Conflict: Enforceability. Each party represents and warrants to the other party that (i) such party has the power and authority to execute, deliver and perform such party's obligations under this Agreement, (ii) the execution, delivery and performance of this Agreement have been duly authorized by such party and do not and shall not conflict with any agreement or instrument to which such party is bound, and (iii) this Agreement constitutes the legal, valid and binding obligation of such party, enforceable against such party in accordance with its terms.

- 5.3. Entire Agreement: Severability: Further Assurances. This Agreement constitutes the entire agreement between the parties, and supersedes all prior and contemporaneous agreements, understandings and negotiations, with respect to the subject matter hereof. In the event any one or more of the provisions of the Agreement shall be held invalid, illegal or unenforceable in any respect by a court of competent jurisdiction, such invalidity, illegality or unenforceability shall not affect any other provisions hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provisions had never been incorporated and take such further actions as may be required or reasonably requested by the other party to effectuate the purpose of this Agreement.

- 5.4. No Assignment: No Amendment: No Waiver. This Agreement (i) may not be assigned or transferred, in whole or in part, by operation of law or otherwise, by either party without the prior written consent of the other parties, and (ii) may not be amended or modified, by course of conduct or otherwise, except in writing duly executed by each of the parties. Any waiver of any provisions of the Agreement shall be in writing duly executed by the waiving party. The failure or delay by either party to seek redress for any breach under this Agreement, or to insist upon the strict performance of any provisions of this Agreement, shall not constitute a waiver thereof or of any other provision of this Agreement, and such party shall have all remedies provided herein and at law and in equity with respect to such act or any subsequent act constituting the same.
- 5.5. Force Majeure: Specific Performance: Remedies Cumulative. In the event that any party's performance under this Agreement in any way prevented or delayed as a result of causes or conditions (other than inability to pay) beyond such party's reasonable control, except as otherwise set forth in this Agreement, such party shall be excused without liability with respect to such performance. The rights and remedies provided in this Agreement are cumulative in nature and shall be in addition to any such rights and remedies available at law or in equity.
- 5.6. Governing Law: Jurisdiction and Venue: Attorney's Fees. This Agreement shall be governed by, and construed and enforced in accordance with, the laws of the State of Texas (without regard to the conflicts or choice of law principles thereof). The parties irrevocably consent to the jurisdiction of the State of Texas, and agree that any court of competent jurisdiction of the State of Texas, and agree that any court of competent jurisdiction sitting in the County of Montgomery, State of Texas, shall be an appropriate and convenient place of venue to resolve any dispute with respect to this Agreement. In the event either party commences any proceeding against the other party with respect to this Agreement, the parties agree that the prevailing party (as determined by authority before whom such proceeding is commenced) shall be entitled to recover reasonable attorney's fees and costs as may be incurred in connection therewith in addition to any such other relief as may be granted.
- 5.7. Section Headings: Counterparts. This section and other headings in this Agreement are for convenience of reference only and shall not be construed, expressly or by implication, so as to affect the meaning or interpretation of any of the provisions hereof. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

Each of the parties has duly executed and delivered this Agreement to be effective on the Effective Date.

MONTGOMERY COUNTY HOSPITAL DISTRICT

BY _____
 Randy Johnson
 Chief Executive Officer

ROBERT LEWIS DICKSON, M.D.

BY _____
 Robert Lewis Dickson, M.D.

Cost Analysis

Open Position for
Research Analyst:

Annual Salary	77,646
Beneits	<u>32,544</u>
Fully Loaded	<u><u>110,190</u></u>

Med Director Contract
with Baylor (116 Days /yr):

Annual salary	185,600
Benefits	33,266
Management Fee	<u>11,193</u>
	<u><u>230,059</u></u>

New Med Director Employment
w/MCHD (164 days/yr):

Annual salary	262,400
Benefits	52,361
Management Fee	<u>0</u>
	<u><u>314,761</u></u>

Med Director Employment vs. Old Med
Director Contract + Cost of Open Position

Employed MD	314,761
Contract MD + Open Position	<u>340,249</u>
	<u><u>(25,488)</u></u>

We will not replace Research Analyst.
Dr. Dickson's increased coverage
cost will be absorbed from open
Research position.

TCDRS	17836	6.80%
FICA	11760	
SUI	204	
Workers Comp	1813	0.69%
L-T Disability	240	
S-T Disability	204	
AD&D	36	
Family PPO-ER	19404	
Family Dental	468	
Vision	228	
Life	<u>168</u>	
	52,361	

Agenda Item # 15



To: Board of Directors

From: Wayde Sullivan, Fleet Manager

Date: May 19, 2017

Re: Ram 4500 Cab/Chassis for FY 2017-18

Consider and approve issuance of P.O. for six (6) Ram 4500 cab/chassis from 2017-2018 fiscal year budget. (Mr. Bagley, Chair – EMS Committee)

Fiscal Impact: Nominal

Yes	No	N/A	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budgeted item?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Within budget?
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Renewal contract?
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Special request?

HGACBuy		CONTRACT PRICING WORKSHEET For MOTOR VEHICLES Only		Contract No.:	HT04-14	Date Prepared:	05/15/17	
<p>This Worksheet is prepared by Contractor and given to End User. If a PO is issued, both documents <u>MUST</u> be faxed to H-GAC @ 713-993-4548. Therefore please type or print legibly.</p>								
Buying Agency:	Montgomery County Hospital Dist			Contractor:	Freedom C-D-J-R			
Contact Person:	Wade Sullivan			Prepared By:	Bert D.Stull			
Phone:	847-926-1153			Phone:	972-707-9436			
Fax:				Fax:	214-350-0085			
Email:				Email:	bstull@freedomfleetsales.com			
Product Code:	K1	Description:	2017-18 Ram Cab/Chassis 4500					
A. Product Item Base Unit Price Per Contractor's H-GAC Contract:							30600	
B. Published Options - Itemize below - Attach additional sheet(s) if necessary - Include Option Code in description if applicable. (Note: Published Options are options which were submitted and priced in Contractor's bid.)								
Description		Cost	Description		Cost			
6.7L Diesel		6776						
Full Size Spare		350						
Vinyl Flooring		Inc						
Fog Lights		140						
Auto Trans		1186						
Ambulance Prep		445						
Cold Weather Group		90						
Center Console Delete		Inc						
Premium Seating		925						
Rear sliding Window		140						
					Subtotal From Additional Sheet(s):			
					Subtotal B:		10052	
C. Unpublished Options - Itemize below / attach additional sheet(s) if necessary. (Note: Unpublished options are items which were not submitted and priced in Contractor's bid.)								
Description		Cost	Description		Cost			
Increase to 84" SLT		4200						
					Subtotal From Additional Sheet(s):			
					Subtotal C:		4200	
Check: Total cost of Unpublished Options (C) cannot exceed 25% of the total of the Base Unit Price plus Published Options (A+B).				For this transaction the percentage is:		10%		
D. Total Cost Before Any Applicable Trade-In / Other Allowances / Discounts (A+B+C)								
Quantity Ordered:	6	X Subtotal of A + B + C:	44852	=	Subtotal D:	269112		
E. H-GAC Order Processing Charge (Amount Per Current Policy)						Subtotal E:		1000
F. Trade-Ins / Special Discounts / Other Allowances / Freight / Installation / Miscellaneous Charges								
Description		Cost	Description		Cost			
Delivery Total For 6		2700	Installation For 6		8700			
					Subtotal F:		11400	
Delivery Date:		TBD		G. Total Purchase Price (D+E+F):			281512	

Agenda Item # 16



To: Board of Directors
From: Melissa Miller, Chief Operating Officer
Date: May 23, 2017
Re: Dailey Wells Sole Source Letter

Consider and act on the approval of Dailey Wells being a sole source for purchasing Harris dispatch consoles for the dispatch center. Dailey Wells is the only authorized Harris Corporation Network Solutions provider.

- | Yes | No | N/A | |
|-------------------------------------|--------------------------|-------------------------------------|-------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Budgeted item? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Within budget? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Renewal contract? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Special request? |



8105 North Beltline Road
Suite 170
Irving, Texas 75063
Tele. 972.550.2302
Fax. 972.550.2364

May 18, 2017

Randy Johnson
Montgomery County Hospital District
1400 South Loop 336 West
Conroe, Texas 77304

Dear Mr. Johnson:

The Montgomery County Hospital District has deployed a hybrid radio communications system with Enhanced Digital Access Communications Systems (EDACS) and P25 Digital Trunking system both manufactured by Harris Corporation. This system provides the critical Public Safety and Public Service communications for the hospital district as well as the city of Conroe and many other agencies throughout the surrounding area.

At this time, EDACS/P25 radios, repeaters, dispatch consoles, software and equipment for this system falls under Harris Corporation intellectual property rights and the proprietary protocols represent a patent, copyright or secret process and are, therefore, currently only available from the manufacturer, Harris Corporation.

Dailey-Wells Communications is the only authorized Harris Corporation Network Solutions Provider to provide system sales, service, system upgrades and repairs to include mobiles, portables, control stations and other EDACS/P25 equipment for agencies operating on this communications system. This assignment was made effective September 2004 and does not have an end date. If this status should change at some point in the future you will be notified by Harris Corporation in writing. Orders for Harris Corporation equipment, service and associated accessories should be placed through Dailey-Wells Communications.

Thank you for your attention in this matter. Harris Corporation and Dailey-Wells Communications look forward to the opportunity to continue the service and sales support of EDACS/P25 Systems throughout your area.

Sincerely,

A handwritten signature in black ink that reads "Brian E. Beatty".

Brian Beatty
Manager Indirect Sales, Harris Corporation

Cc: Jim Sawyer, Director of Sales, Dailey-Wells Communications

Agenda Item # 17



We Make a Difference!

To: Board of Directors
From: Melissa Miller, Chief Operating Officer
Date: May 23, 2017
Re: **Purchase of Radio Console**

Consider and act on the purchase of 3 Symphony consoles from Dailey Wells Communications.

We will be replacing one of the current consoles and adding 2 additional positions to serve as primary back up for the Conroe Police Department and the Woodlands Fire Department. This will give MCHD 2 extra positions to utilize during a disaster if needed. The Montgomery County Emergency Communication District approved \$100,000.00 in funding for the additional positions as part of the PSAP improvement project for this year. We currently have the one replacement console budgeted and would like to request to purchase the 2 additional positions with the funding from MCECD.

Yes	No	N/A	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budgeted item?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Within budget?
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Renewal contract?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Special request?

DAILEY-WELLS COMMUNICATIONS

3440 E. Houston St., San Antonio, TX 78219



To: Montgomery County HD, Justin Evans
From: Dennis Vickery (281) 804-7970
Date: 10-Feb-17

Consoles - Symphony Hardware, Encrypted - Package

Item	Part Number	Description	Qty.	Unit Sale	Ext Sale
1	UD-ZN4Z	CONSOLE,SYMPHONY,BUNDLE,PREMIER	3	\$ 42,782.80	\$ 128,348.40
		Each Console Package Includes:			
1a	NS-SG2B	LICENSE,CONSOLE	1	Included	Included
1b	NS-SG2C	LICENSE,CONSOLE TALKPATH	12	Included	Included
1c	UD-SG4W	LICENSE,AES AND DES LEVEL ENCRYPTION	1	Included	Included
1d	UD-AB1A	SPEAKER, NANO, SYMPHONY	2	Included	Included
1e	UD-CU6X	MONITOR, 21.5" CLASS,TOUCHSCREEN,HD	1	Included	Included
1f	UD-AB1K	CABLE,DISPLAYPORT TO DVI-D,10FT	1	Included	Included
1g	UD-AB1F	MOUSE, OPTICAL, USB, SCROLL WHEEL	1	Included	Included
1h	UD-AB1G	KEYBOARD, 104 KEY, USB, HUB	1	Included	Included
1i	UD-AB1D	SINGLE FOOTSWITCH, USB, SYMPHONY	1	Included	Included
1j	UD-AB1M	DESK MIC, DB9	1	Included	Included
1k	UD-AB1B	JACK BOX, 6 WIRE	2	Included	Included
1l	CM-022218-001101	License,Vocoder	1	Included	Included
1m	MM100UD	MANUAL,OP/INSTA/CONFIG,SYMPHONY,CD	1	Included	Included
		SUB TOTAL		\$	128,348.40

NOTE:

Price Valid Until June 30, 2017.

Terms: Net 30 Days.

Shipping: FOB Source, prepay and add to invoice.

Agenda Item #18

To: Board of Directors
From: Melissa Miller, COO
Date: May 23, 2017
Re: COO Report

FACILITIES:

- We received no response to the MDF back-up air conditioner RFP. It will repost May 23rd.
- RFP bids for the following generators, Stations 14, 31, 41, 43, and 45 and Robinson Rd are due May 19. A recommendation will be presented as a separate agenda item.
- Presentation of Station 32 water system, completed work, current status and potential next steps.

RADIO AND TOWERS:

- AT&T has begun installation on the Service Center and Magnolia towers.
- Hospital BDAs
 - Methodist Hospital cabling is scheduled to begin the end of the week of May 22nd. The BDA installation process will be complete prior to the facility opening.
 - The Kingwood BDA is scheduled for installation May 19.
- Station BDAs
 - Each station is being tested for Verizon coverage strength inside the station compared to outside. Stations with a 10 db drop and acceptable external signal will have a BDA installed to optimize Verizon signal strength.

MATERIALS MANAGEMENT:

- The medical supply RFP has been sent to legal for review and will post in June.
- We have a scheduled site visit May 24th to investigate a uniform vendor which was recommended by WFD.
- The Bioquell unit 3 day training is scheduled June 6-9. Ashley, Kevin and Walter will be certified at the completion of training.

COMMUNITY PARAMEDICNE:

- Daily patient census: 79
- Patient Enrollments (on a target goal of 84): 120
- Clinical encounters: 1692
- Resource contacts (non-medical contacts; rides, shelter, food, etc.) (to date): 1493
- Percentage of actively enrolled patients with a decrease in 911: 60%

Agenda Item # 19



To: Board of Directors
From: Melissa Miller, Chief Operating Officer
Date: May 23, 2017
Re: Dailey Wells Sole Source Letter

Consider and act on the approval of Dailey Wells being a sole source for purchasing Harris dispatch consoles for the dispatch center. Dailey Wells is the only authorized Harris Corporation Network Solutions provider.

- | Yes | No | N/A | |
|-------------------------------------|--------------------------|-------------------------------------|-------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Budgeted item? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Within budget? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Renewal contract? |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Special request? |



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May 18, 2017

Randy Johnson
Montgomery County Hospital District
1400 South Loop 336 West
Conroe, Texas 77304

Dear Mr. Johnson:

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At this time, EDACS/P25 radios, repeaters, dispatch consoles, software and equipment for this system falls under Harris Corporation intellectual property rights and the proprietary protocols represent a patent, copyright or secret process and are, therefore, currently only available from the manufacturer, Harris Corporation.

Dailey-Wells Communications is the only authorized Harris Corporation Network Solutions Provider to provide system sales, service, system upgrades and repairs to include mobiles, portables, control stations and other EDACS/P25 equipment for agencies operating on this communications system. This assignment was made effective September 2004 and does not have an end date. If this status should change at some point in the future you will be notified by Harris Corporation in writing. Orders for Harris Corporation equipment, service and associated accessories should be placed through Dailey-Wells Communications.

Thank you for your attention in this matter. Harris Corporation and Dailey-Wells Communications look forward to the opportunity to continue the service and sales support of EDACS/P25 Systems throughout your area.

Sincerely,

A handwritten signature in black ink that reads "Brian E. Beatty". The signature is written in a cursive, flowing style.

Brian Beatty
Manager Indirect Sales, Harris Corporation

Cc: Jim Sawyer, Director of Sales, Dailey-Wells Communications

Agenda Item # 20



We Make a Difference!

To: Board of Directors

From: Melissa Miller, Chief Operating Officer

Date: May 23, 2017

Re: Purchase of StatusAware

Consider and act on the purchase of StatusAware server for GPS tracking of radios consoles from Dailey Wells Communications.

Yes	No	N/A	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budgeted item?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Within budget?
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Renewal contract?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Special request?

DAILEY-WELLS COMMUNICATIONS

3440 E. Houston St., San Antonio, TX 78219



To: Montgomery County HD, Justin Evans
From: Dennis Vickery (281) 804-7970
Date: 18-May-17

Status Aware

Item	Part Number	Description	Qty.	Unit List	Disc. %	Unit Sale	Ext Sale
1	NM-VM2X/NM-SH4J	SOFTWARE,STATUSAWARE & LICENSE FOR UPTO 1,100 DEVICES	1	\$ 60,000.00	26%	\$ 44,400.00	\$ 44,400.00
						SUB TOTAL	\$ 44,400.00

Price Valid Until June 30, 2017.

Terms: Net 30 Days.

Shipping: FOB Source, prepay and add to invoice.

Agenda Item # 21



We Make a Difference!

To: Board of Directors

From: Melissa Miller, Chief Operating Officer

Date: May 23, 2017

Re: Purchase of additional P25 field radios

Consider and act on the purchase of additional P25 field radios off the P25 Radio Bid 2017 from Dailey Wells Communications.

Yes No N/A

Budgeted item?

Within budget?

Renewal contract?

Special request?

DAILEY-WELLS COMMUNICATIONS

3440 E. Houston St., San Antonio, TX 78219



To: Montgomery County HD, Justin Evans
From: Dennis Vickery (281) 804-7970
Date: 18-May-17

XL-200 Portable, Full Spectrum Multiband, P25 Trunking, AES/DES - BLK, System

Item	Part Number	Description	Qty.	Unit List	Disc. %	Unit Sale	Ext Sale
1	XL-PFM1Y	PORTABLE,XL-200P,FULL,BLK-YEL,US	24	\$ 2,900.00	26%	\$ 2,146.00	\$ 51,504.00
2	XL-PL5K	FEATURE,PROFILE OTAP OVER-THE-AIR PRGM	24	\$ 265.00	26%	\$ 196.10	\$ 4,706.40
3	XL-PL8N	FEATURE, IN-BAND GPS	24	\$ 250.00	26%	\$ 185.00	\$ 4,440.00
4	XL-PL4F	FEATURE,P25 PHASE 2 TDMA	24	\$ 250.00	26%	\$ 185.00	\$ 4,440.00
5	XL-PKG8F	FEATURE,256-AES,64-DES ENCRYPTION	24	\$ 695.00	26%	\$ 514.30	\$ 12,343.20
6	XL-LLA	FEATURE,LINK LAYER AUTHENTICATION	24	\$ 100.00	26%	\$ 74.00	\$ 1,776.00
7	XL-PKGPT	FEATURE PACKAGE,P25 TRUNKING	24	\$ 1,500.00	26%	\$ 1,110.00	\$ 26,640.00
8	XL-PKGMR	OPTION,IMMERSIBLE RADIO OPERATION	24	\$ 240.00	26%	\$ 177.60	\$ 4,262.40
9	XL-PKGF1	FEATURE PACKAGE,ALL BANDS,V+U+7/800	24	\$ 1,500.00	26%	\$ 1,110.00	\$ 26,640.00
10	XL-PA3V	BATTERY,LI-ION,3100 MAH	24	\$ 150.00	26%	\$ 111.00	\$ 2,664.00
11	XL-NC5Z	ANTENNA,FLEX,HELICAL,136-870 MHZ	24	\$ 100.00	26%	\$ 74.00	\$ 1,776.00
12	XL-AE9N	SPEAKER MICROPHONE	24	\$ 160.00	26%	\$ 118.40	\$ 2,841.60
13	XL-HC3L	BELT CLIP,METAL	24	\$ 25.00	26%	\$ 18.50	\$ 444.00
14	XL-CH4X	CHARGER,1-BAY	24	\$ 150.00	26%	\$ 111.00	\$ 2,664.00
						SUB TOTAL	\$ 147,141.60
						Trade-In Allowance	\$ (32,371.15)
						TOTAL	\$ 114,770.45

Price Valid Until June 30, 2017.

Terms: Net 30 Days.

Shipping: FOB Source, prepay and add to invoice.

DAILEY-WELLS COMMUNICATIONS

3440 E. Houston St., San Antonio, TX 78219



To: Montgomery County HD, Justin Evans
From: Dennis Vickery (281) 804-7970
Date: 18-May-17

XL-200 Portable, Full Spectrum Multiband, P25 Trunking, AES/DES - BLK, System

Item	Part Number	Description	Qty.	Unit List	Disc. %	Unit Sale	Ext Sale
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6	XL-LLA	FEATURE,LINK LAYER AUTHENTICATION	24	\$ 100.00	26%	\$ 74.00	\$ 1,776.00
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						SUB TOTAL	\$ 147,141.60
						Trade-In Allowance	\$ (32,371.15)
						TOTAL	\$ 114,770.45

Price Valid Until June 30, 2017.

Terms: Net 30 Days.

Shipping: FOB Source, prepay and add to invoice.

Agenda Item # 22



We Make a Difference!

To: Board of Directors
From: Melissa Miller, Chief Operating Officer
Date: May 23, 2017
Re: Generator RFP

Consider and act on recommended RFP for the purchase and installation of Generators for:
Robinson Road Tower
EMS Stations 14, 31, 41, 43 and 45 (Mr. Cole, Chair-PADCOM)

MCHD received three responses to our Invitation to Bid for six (6) generators for EMS Stations/Towers – 2017. One respondent elected not to bid the tower as allowed in the invitation. The bids were evaluated on the following:

0=no response
1=below expectations
2=meets expectations
3=exceeds expectations

	Weight
Compliant with bid requirements	10%
Experience with similar size projects	10%
Install date	15%
Price	35%
Warranty	20%
References	10%

Yes	No	N/A	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budgeted item?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Within budget? Over budget by 2,335.00
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Renewal contract?
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Special request?

Agenda Item # 23



We Make a Difference!

To: Board of Directors
From: Ade Moronkeji, HCAP Manager
Date: May 23, 2017
Re: **HCAP Report**

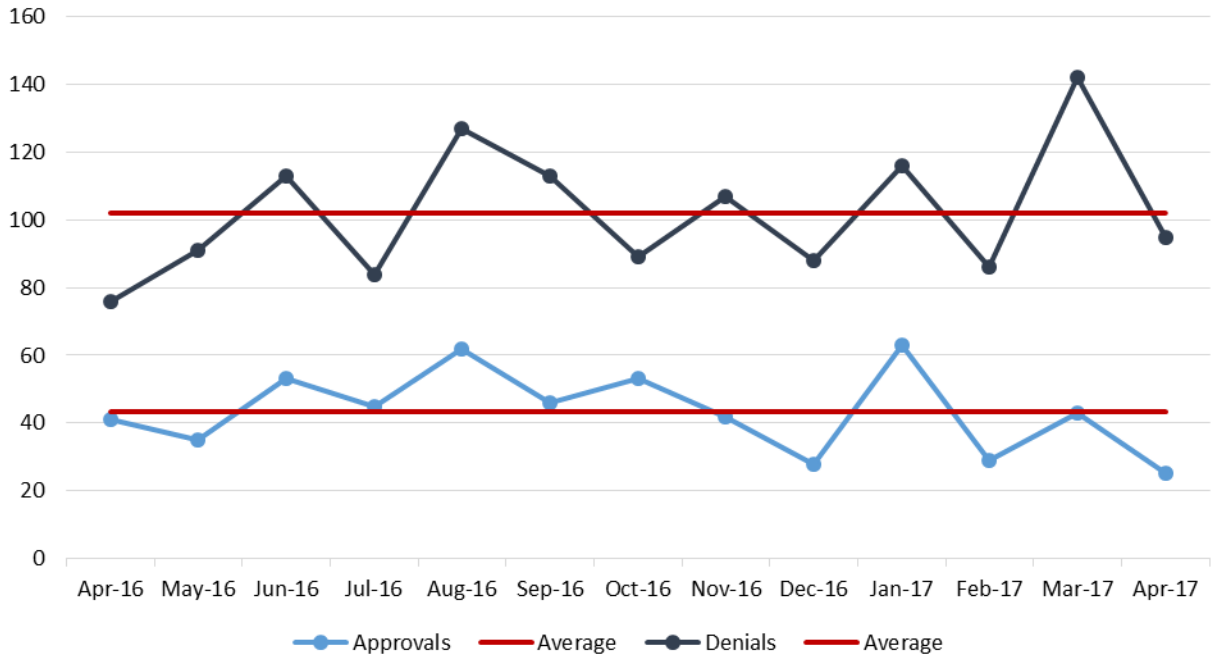
HCAP Applications

We have received and processed a total of 1862 applications fiscal year to date. For this reporting month, we have a 39% denial rate. Denials are based a number of factors:

- Eligible for another payer source (Medicare, Medicaid, Market Place, etc.)
- Above 133% of FPIL
- Failure to complete application/provide information

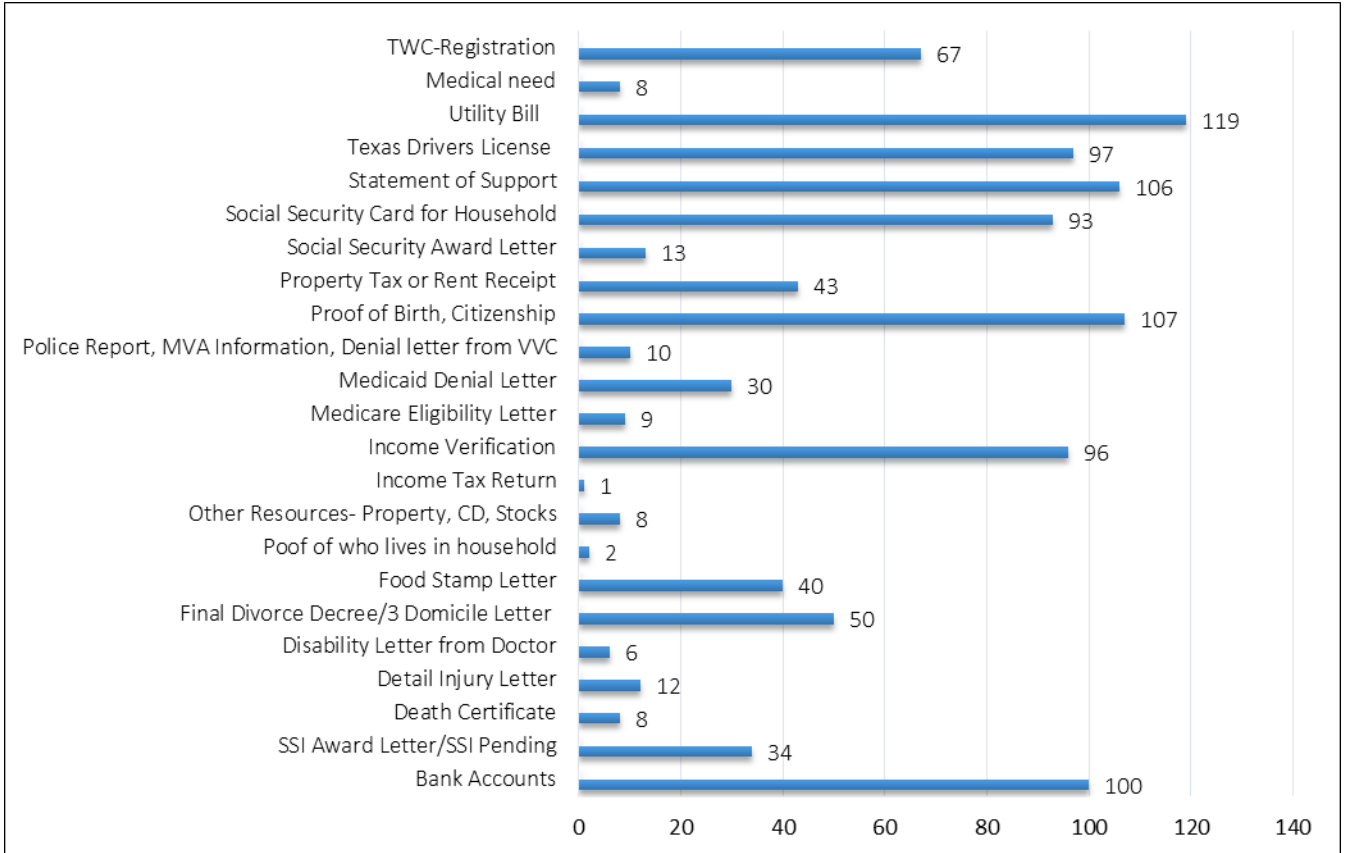
Month	Apps. Received	Apps. Approved	Pending Apps	Denials	
Apr - 17	241	25	121	95	39%
Mar-17	349	43	164	142	41%
Feb - 17	244	29	129	86	35%
Jan - 17	276	63	97	116	42%
Dec - 16	238	28	122	88	37%
Nov - 16	253	42	104	107	42%
Oct - 16	261	53	119	89	34%
Sep - 16	288	46	129	113	40%
Aug - 16	311	62	122	127	41%
Jul - 16	253	45	124	84	34%
Jun - 16	278	53	112	113	41%
May - 16	218	35	92	91	42%
Apr - 16	286	41	169	76	27%

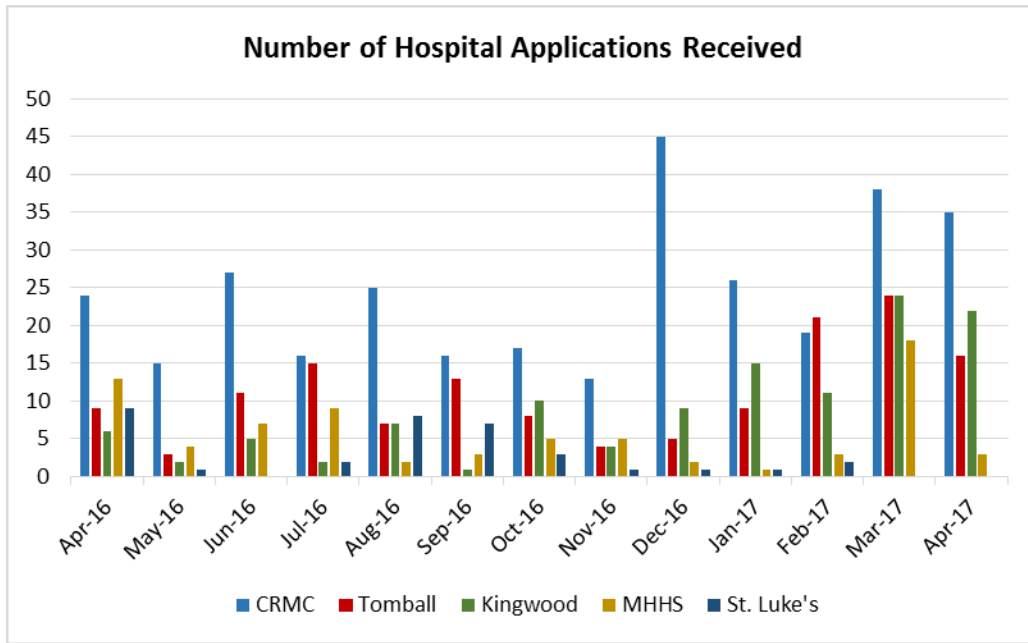
HCAP Approvals and Denials



Failure to Provide Denial Analysis

For the month of April, we recorded a total of 141 cases that were denied due to failure to provide additional information. Some of these cases carried over from previous months. The table below represents the breakdown of the documents that clients were unable to provide for eligibility determination.





Status of the hospital applications

	Approvals		Denials		Pending Cases		Scheduled Appointments	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Apr - 17	1	1%	41	54%	34	45%	0	0%
Mar - 17	0	0%	41	39.4%	63	60.6%	0	0%
Feb - 17	0	0%	25	44.6%	30	53.6%	1	1.8%
Jan - 17	0	0%	34	65.4%	18	34.6%	0	0%
Dec - 16	2	3.2%	32	51.6%	28	45.2%	0	0%
Nov - 16	1	3.7%	12	44.4%	12	44.4%	2	7.4%
Oct - 16	0	0%	25	58%	17	40%	1	2.3%
Sep - 16	0	0%	18	45%	22	55%	0	0%
Aug - 16	2	4.1%	26	53.1%	21	42.9%	0	0%
Jul - 16	0	0%	22	50%	22	50%	0	0%
Jun - 16	2	4%	22	44%	19	38%	7	14%
May - 16	1	4%	0	0%	23	92%	1	4%
Apr - 16	1	1.6%	19	31.1%	40	65.6%	1	1.6%

Census

Effective July 1, 2011, new applicants are required to be $\leq 133\%$ of FPIL to qualify for HCAP benefits

HCAP Clients as of April 30, 2017 = 435 versus April 30, 2016 = 535										
FPIL Range	0-21%		21-50%		50-10%		100-133%		Inmates	
FY 2017	281	65%	44	10%	92	21%	12	3%	6	1%
FY 2016	329	61%	46	9%	121	23%	23	4%	16	3%

Clients who have reached the Maximum Annual Benefits of \$60,000 or 30 inpatient days

- a. FY 16/17 = 4
- b. FY 15/16 = 10
- c. FY 14/15 = 10

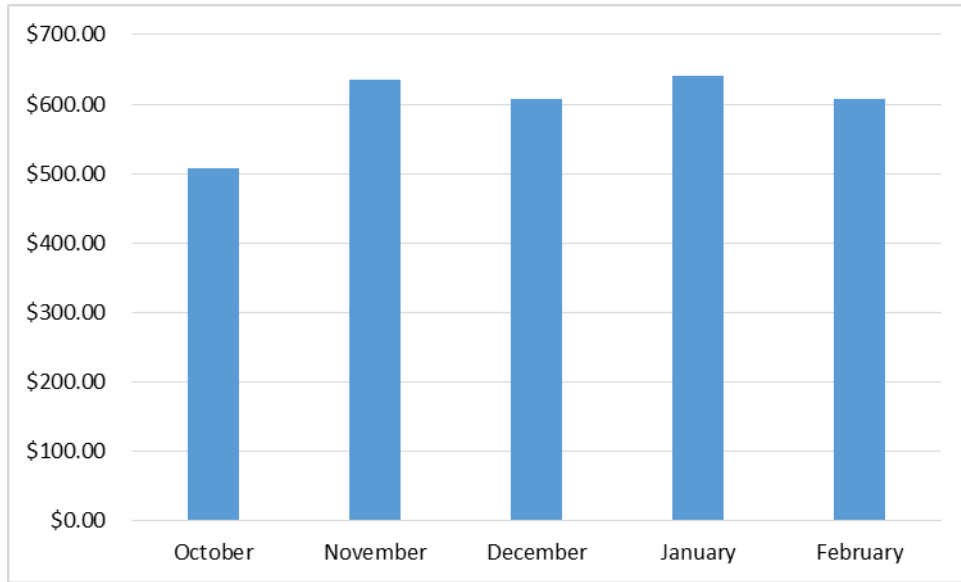
Prescription Benefits Services:

Month	Applying Clients	Total Applications	Monthly Savings (AWP-16% + Dispensing Fee)
Apr - 17	29	39	\$78,646.58
Mar-17	29	40	\$46,040.01
Feb-17	40	53	\$83,153.11
Jan-17	31	41	\$13,348.43
Dec-16	38	50	\$35,675.36
Nov-16	37	51	\$27,166.37
Oct-16	26	34	\$16,889.50
Sep-16	30	43	\$13,092.12
Aug-16	31	43	\$17,797.25
Jul-16	30	45	\$19,889.11
Jun-16	30	35	\$10,872.07
May-16	42	60	\$58,407.11
Apr-16	39	50	\$129,108.73

*Patient assistance programs are run by pharmaceutical companies to provide free medications to people who cannot afford to buy their medicine.

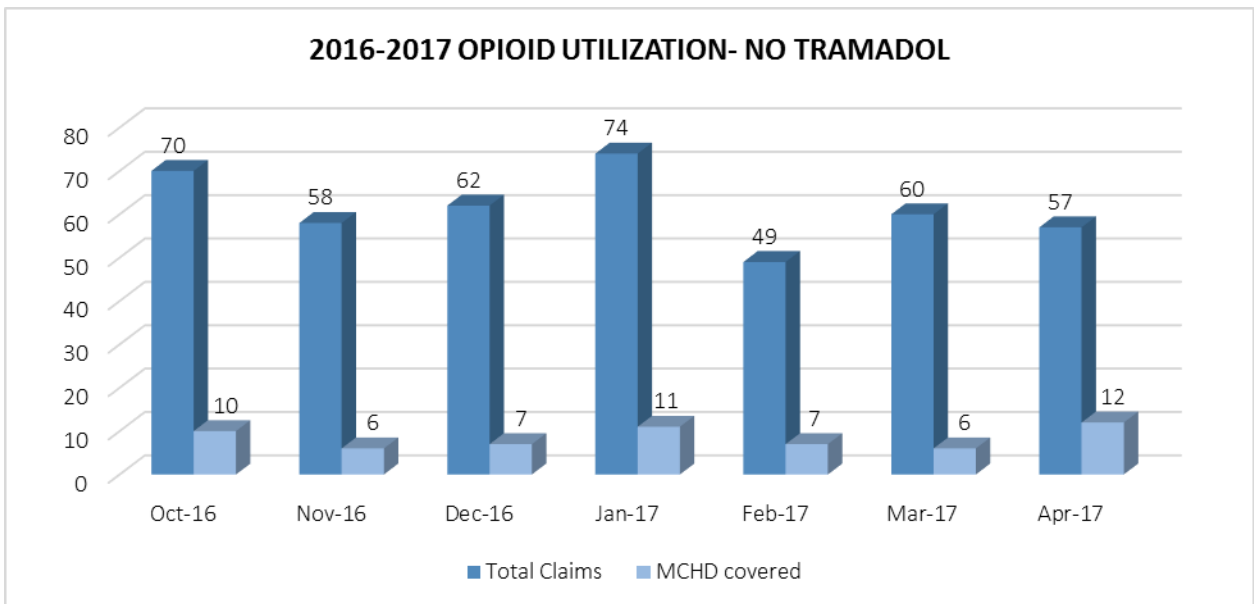
Coast2Coast Prescription Card Year-to-Date Royalty

There are no updates to this data for May reporting period since we have not yet received the applicable revenue.



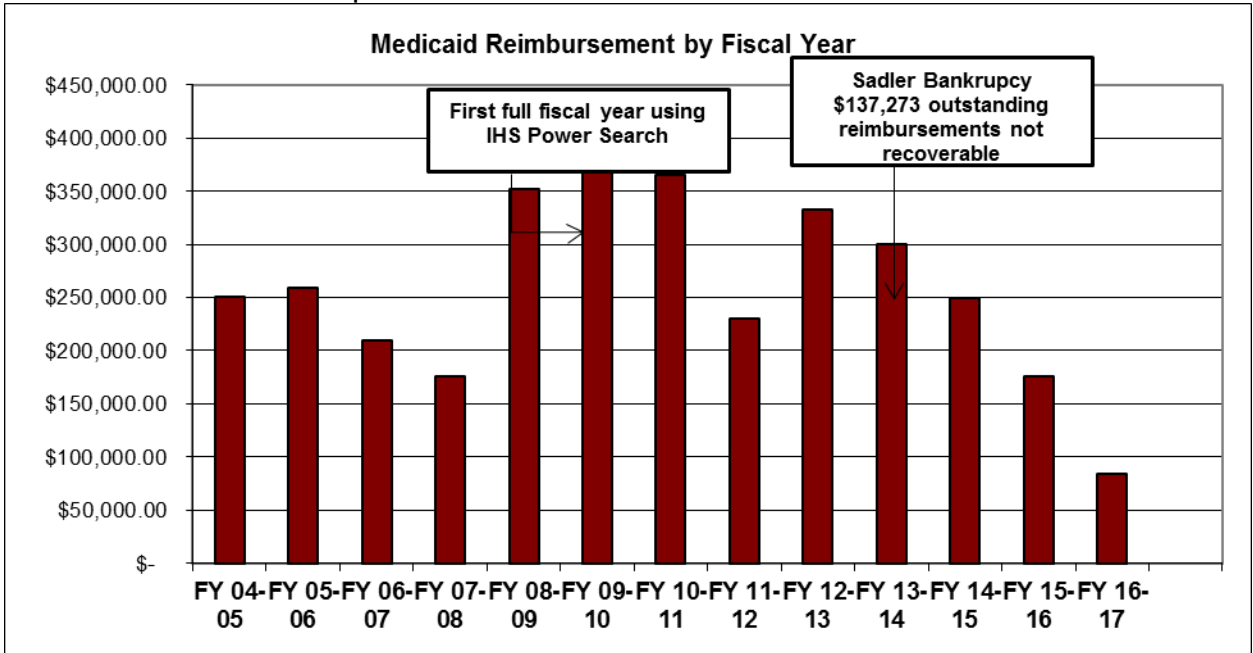
Opioid

Out of the 82 opioid claims 57 (69.51%) represented No Tramadol. Of these only 12 (21.05%) were covered by MCHD. This is an 11.05% increase from March for No Tramadol covered claims.

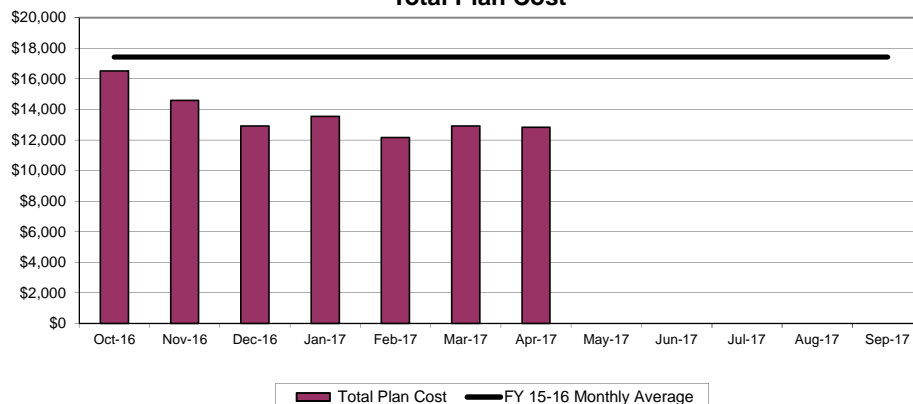


Medicaid Reimbursement

For FY 16-17 we have collected \$83,568.82 in Medicaid reimbursement. In April 6 clients were found to be eligible for Medicaid and \$3,286.87 has been requested in reimbursement from the providers.

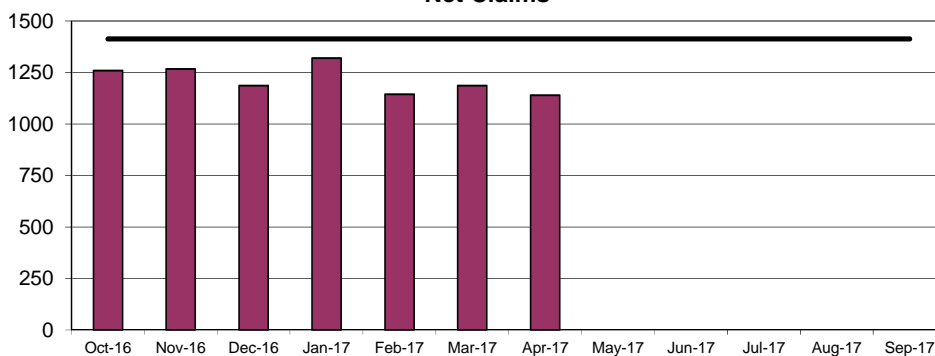


**Montgomery County Hospital District
Healthcare Assistance Program
Total Plan Cost**



■ Total Plan Cost
 FY 15-16 Monthly Average

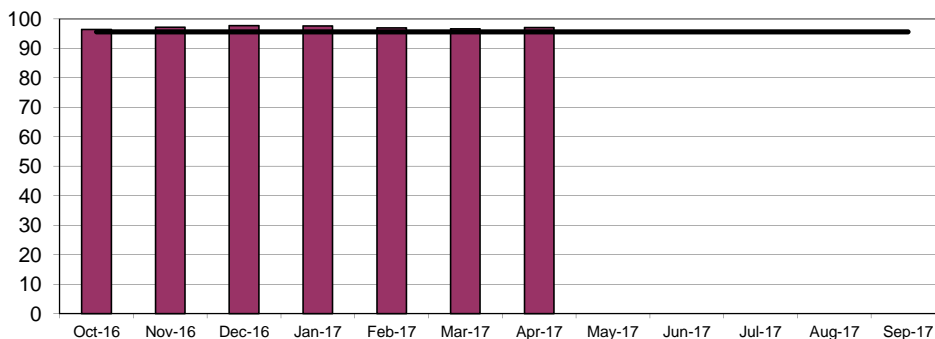
**Montgomery County Hospital District
Healthcare Assistance Program
Net Claims**



Note: Claims count includes 100% client paid claims.

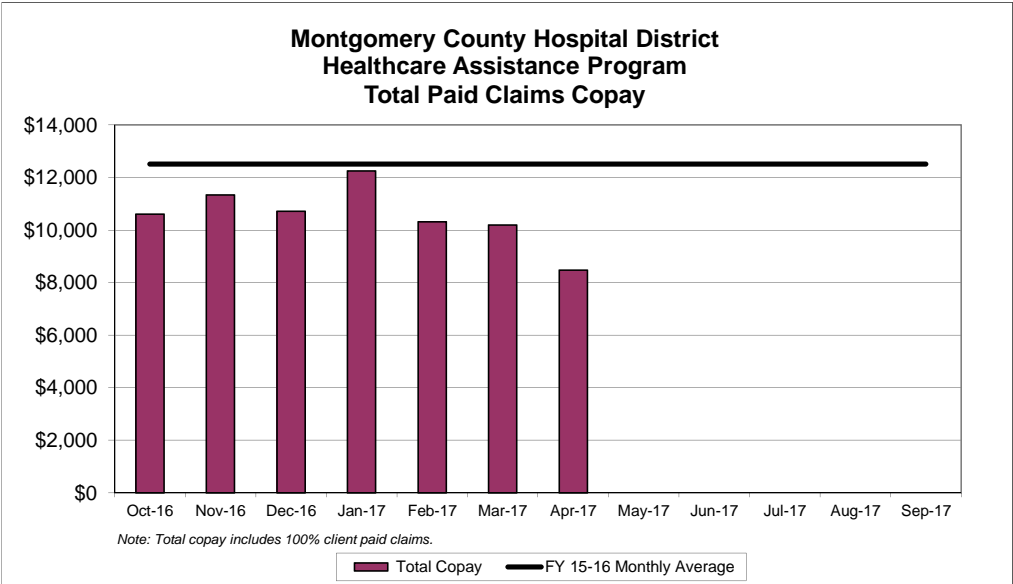
■ Net Claims
 FY 15-16 Monthly Average

**Montgomery County Hospital District
Healthcare Assistance Program
Generic % of Total Paid Claims**

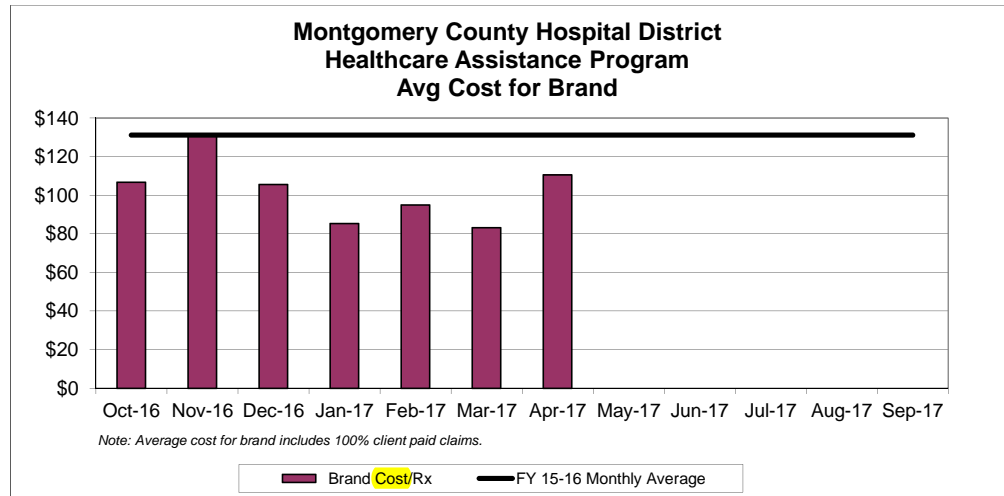
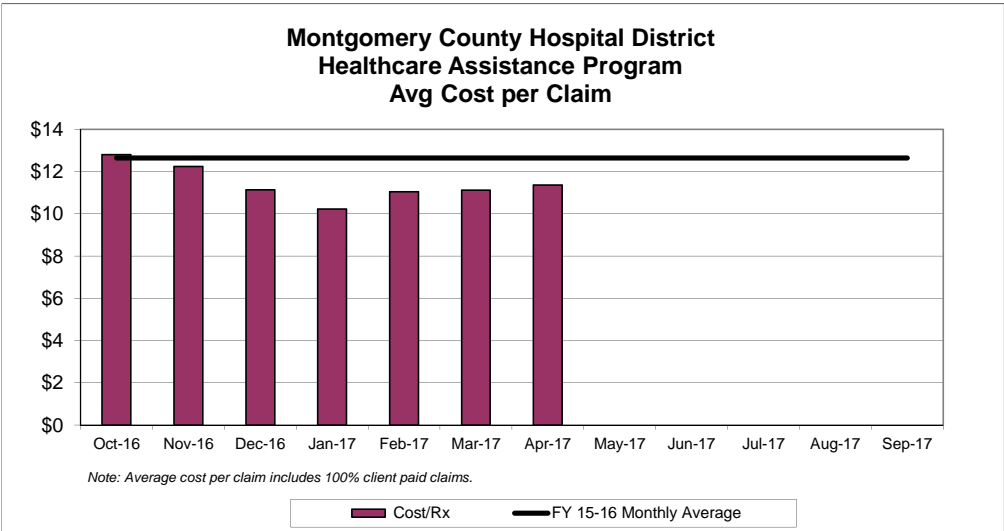


Note: Generic claims percentage includes 100% client paid claims.

■ % Generic-Rx
 FY 15-16 Monthly Average

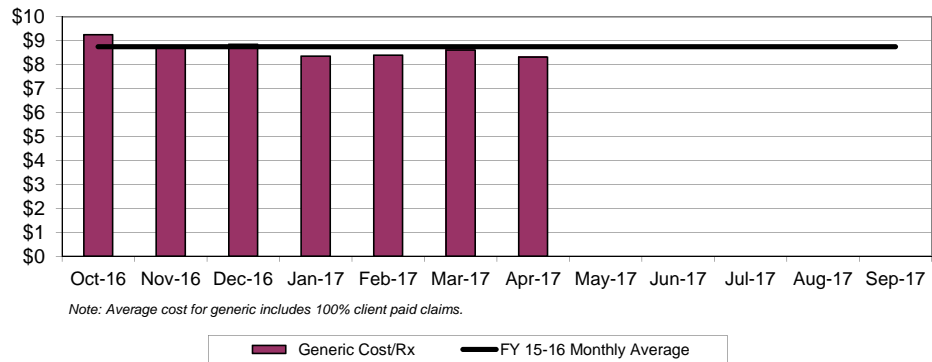


The "Total Paid Claims Copay" graph decreased by 16.92% from March. These claims represent 100% client paid claims as well. This is the lowest it has been since the beginning of the fiscal year. recent contract prices may have caused this decrease.

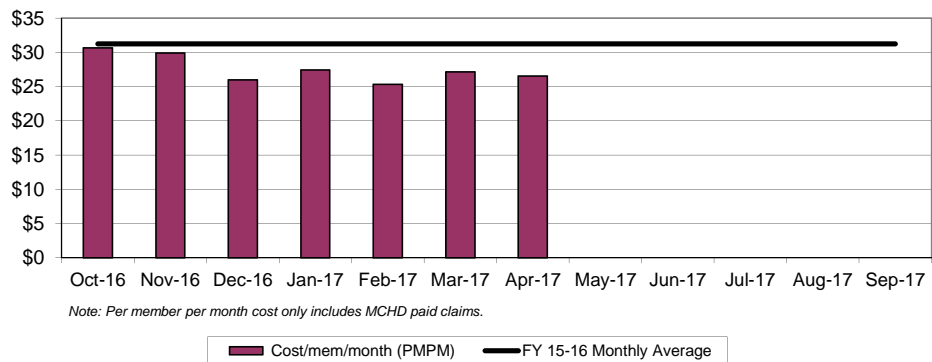


The "Avg Cost for Brand" increased by 32.96% from last month. This graph represents the average cost including 100% client paid claims. Several meds that were not covered seem to have increased the Brand cost percentage. The increased "Avg Cost per Claim" is affected by this as well.

**Montgomery County Hospital District
Healthcare Assistance Program
Avg Cost for Generic**



**Montgomery County Hospital District
Healthcare Assistance Program
Avg Per Member Per Month Cost**



120501 Montgomery Co IHCP-Retail																
RETAIL Montgomery Co IHCP-Retail																
Rank	Pharmacy Name	NABP	Brand RXs. Cnt	Brand RXs. Amount	Generic RXs. Cnt	Generic RXs. Amount	Brd Equiv. RXs. Cnt	Brd Equiv. RXs. Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	DAW C-II	DAW Ovrd
1	WALMART PHARMACY 10-	4592300	3	\$548.31	173	2,069.83	0	0.00	\$2,618.14	176	15.62	20.24	26.3	\$14.88	10	0
2	LONE STAR FAMILY HEALTH	4534219	4	\$801.79	83	230.50	0	0.00	\$1,032.29	87	7.72	7.98	27.4	\$11.87	0	0
3	KROGER PHARMACY #138	4569527	1	\$41.35	41	854.94	0	0.00	\$896.29	42	3.73	6.93	27.0	\$21.34	1	0
4	WALMART PHARMACY 10-	4517148	2	\$215.66	44	678.27	0	0.00	\$893.93	46	4.08	6.91	25.9	\$19.43	0	0
5	KROGER PHARMACY	4523064	3	\$245.59	50	567.97	0	0.00	\$813.56	53	4.70	6.29	26.0	\$15.35	8	2
6	WALMART PHARMACY 10-	4567472	6	\$219.65	112	470.51	1	21.86	\$712.02	119	10.56	5.50	24.8	\$5.98	5	1
7	WALMART PHARMACY 10-	4540870	2	\$543.00	27	94.60	0	0.00	\$637.60	29	2.57	4.93	28.9	\$21.99	0	0
8	KROGER PHARMACY	4570037	1	\$489.74	14	21.81	0	0.00	\$511.55	15	1.33	3.95	28.9	\$34.10	0	0
9	LIFECHek DRUG	5907831	1	\$359.90	17	114.35	0	0.00	\$474.25	18	1.60	3.67	26.2	\$26.35	4	0
10	KROGER PHARMACY #359	5909190	0	\$0.00	21	469.08	0	0.00	\$469.08	21	1.86	3.63	28.8	\$22.34	2	0
11	WALMART PHARMACY 10-	4565113	0	\$0.00	46	303.20	1	82.38	\$385.58	47	4.17	2.98	28.3	\$8.20	0	1
12	WALMART PHARMACY 10-	4567042	0	\$0.00	18	340.50	0	0.00	\$340.50	18	1.60	2.63	20.3	\$18.92	1	0
13	CVS PHARMACY	4548321	0	\$0.00	2	314.98	0	0.00	\$314.98	2	0.18	2.43	30.0	\$157.49	2	0
14	CVS PHARMACY	4536528	2	\$20.50	53	221.51	0	0.00	\$242.01	55	4.88	1.87	24.4	\$4.40	6	0
15	KROGER PHARMACY	4522997	0	\$0.00	44	225.89	0	0.00	\$225.89	44	3.90	1.75	23.3	\$5.13	6	2
16	KROGER PHARMACY	4523088	0	\$0.00	14	224.30	0	0.00	\$224.30	14	1.24	1.73	23.5	\$16.02	0	0
17	CVS PHARMACY	4533976	0	\$0.00	5	200.83	0	0.00	\$200.83	5	0.44	1.55	19.0	\$40.17	0	0
18	KROGER PHARMACY	4593112	0	\$0.00	14	173.92	0	0.00	\$173.92	14	1.24	1.34	27.1	\$12.42	1	0
19	SAMS PHARMACY	4517960	0	\$0.00	6	146.90	0	0.00	\$146.90	6	0.53	1.14	27.3	\$24.48	0	0

Total Dollars: Total calculated price for all RXs for Pharmacy (including copay)
 % Total By RX: Percentage of RXs by Pharmacy vs. total RXs
 %Total by Amt: Percentage of dollars by Pharmacy vs. total dollars (including copay)
 Avg. Qty: Average quantity dispensed in each RX by Pharmacy

Avg Day Supply: Average Number of days supply dispensed by Pharmacy for each RX
 Avg. Cost Per Rx: Average total price for each RX by Pharmacy (including member copay)
 C-II: Total # of C-II Controlled RXs dispensed from Pharmacy
 DAW Ovrd: Total # of DAW 1 (Physician) and DAW 2 (Member) Overrides

Note
 This report is based on Rx Dispensing Date. Totals could change if claims or reversals are subsequently submitted and the dispensing dates are within this range. Invoices are based on period close dates and may not balance to these amounts

Rank	Pharmacy Name	NABP	Brand RXs. Cnt	Brand RXs. Amount	Generic RXs. Cnt	Generic RXs. Amount	Brd Equiv. RXs. Cnt	Brd Equiv. RXs. Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrd
20	WALMART PHARMACY 10-	4528052	0	\$0.00	21	146.14	0	0.00	\$146.14	21	1.86	1.13	29.0	\$6.96	0	0
21	KROGER PHARMACY	4511704	0	\$0.00	30	143.27	0	0.00	\$143.27	30	2.66	1.11	25.5	\$4.78	1	0
22	BROOKSHIRE BROTHERS	4594974	0	\$0.00	18	143.09	0	0.00	\$143.09	18	1.60	1.11	30.0	\$7.95	0	0
23	CVS PHARMACY	4564440	0	\$0.00	23	117.69	0	0.00	\$117.69	23	2.04	0.91	26.7	\$5.12	2	0
24	HEB PHARMACY	4527909	1	\$0.00	8	100.16	0	0.00	\$100.16	9	0.80	0.77	30.0	\$11.13	3	0
25	WALMART PHARMACY 10-	4591877	0	\$0.00	20	99.84	0	0.00	\$99.84	20	1.77	0.77	25.3	\$4.99	0	0

SUBTOTAL FOR TOP25 :									\$12,063.81	932		659.97	\$521.78			
SUBTOTAL FOR ALL OTHER Pharmacies :									\$873.64	195		701.10	\$127.64			
TOTAL FOR PLAN :									\$12,937.45	1127		1,361.06	\$649.43			
TOTAL FOR GROUP :									\$12,937.45	1127		1,361.06	\$649.43			

120501		Montgomery Co IHCP-Retail														
RETAIL		Montgomery Co IHCP-Retail														
Rank	Physician Name	Dea #	Brand RXs. Cnt	Amount	Generic RXs. Cnt	Amount	Brd Equiv. RXs. Cnt	Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrdr
1	NGUYEN, CHANH	1932366135	2	\$312.57	46	326.33	0	0.00	\$638.90	48	4.26	4.94	27.3	\$13.31	1	0
2	BLAYLOCK, HEATHER	1740460542	1	\$489.74	18	110.64	0	0.00	\$600.38	19	1.69	4.64	29.1	\$31.60	0	0
3	DESAI, ASHESH	1649308966	1	\$41.35	7	513.22	0	0.00	\$554.57	8	0.71	4.29	19.3	\$69.32	0	2
4	GUTWEILER, KRISTIN	1154574275	0	\$0.00	1	467.91	0	0.00	\$467.91	1	0.09	3.62	15.0	\$467.91	0	0
5	ALI, SHAIKH	1629026273	0	\$0.00	17	423.74	0	0.00	\$423.74	17	1.51	3.28	29.1	\$24.93	0	0
6	PATRINELY, PATRICIA	1619957636	1	\$27.49	78	356.57	1	21.86	\$405.92	80	7.10	3.14	27.7	\$5.07	1	1
7	SHELTON, HANNAH	1174902803	2	\$401.25	3	0.00	0	0.00	\$401.25	5	0.44	3.10	29.4	\$80.25	0	0
8	UTOH, JENNIFER	1770963357	0	\$0.00	4	395.71	0	0.00	\$395.71	4	0.35	3.06	30.0	\$98.93	0	0
9	SHAFIQ, RABIA	1114307279	1	\$353.04	3	37.08	0	0.00	\$390.12	4	0.35	3.02	26.3	\$97.53	0	0
10	BILLAL, SHAZIA	1144270448	3	\$380.40	8	6.64	0	0.00	\$387.04	11	0.98	2.99	27.9	\$35.19	5	0
11	KREIT, CAMIL	1558423780	0	\$0.00	32	376.94	0	0.00	\$376.94	32	2.84	2.91	29.1	\$11.78	1	0
12	DELANEY, TRACIE	1811240765	1	\$303.75	2	65.37	0	0.00	\$369.12	3	0.27	2.85	30.0	\$123.04	0	0
13	MACDOUGALL, DANIEL	1902219017	1	\$299.90	6	45.45	0	0.00	\$345.35	7	0.62	2.67	27.1	\$49.34	0	0
14	CRUZ CARRERAS, MARIA	1376533893	0	\$0.00	1	331.18	0	0.00	\$331.18	1	0.09	2.56	30.0	\$331.18	1	0
15	MCWILLIAMS, JEREMY	1851325823	0	\$0.00	2	314.98	0	0.00	\$314.98	2	0.18	2.43	30.0	\$157.49	2	0
16	THOMPSON, PATRICIA	1518980465	1	\$239.25	26	54.29	0	0.00	\$293.54	27	2.40	2.27	29.1	\$10.87	0	2
17	FARLEY, DANNY	1093194722	1	\$245.59	11	37.82	0	0.00	\$283.41	12	1.06	2.19	29.8	\$23.62	0	0
18	ANUGWOM, CHINASA	1770613507	0	\$0.00	58	270.63	0	0.00	\$270.63	58	5.15	2.09	26.6	\$4.67	3	0
19	GRISSOM, JUSTIN	1063774842	0	\$0.00	27	266.32	0	0.00	\$266.32	27	2.40	2.06	23.4	\$9.86	3	0

Total Dollars: Total calculated price for all RXs for Physician (including copay) Avg Day Supply: Average Number of days supply dispensed by Physician for each RX
 % Total By RX: Percentage of RXs by Physician vs. total RXs Avg. Cost Per Rx: Average total price for each RX by Physician (including member copay)
 %Total by Amt: Percentage of dollars by Physician vs. total dollars (including copay) C-II: Total # of C-II Controlled RXs written by Physician
 Avg. Qty: Average quantity dispensed in each RX by Physician DAW Ovrdr: Total # of DAW 1 (Physician) and DAW2 (Member) Overrides

Note
 This report is based on Rx Dispensing Date. Totals could change if claims or reversals are subsequently submitted and the dispensing dates are within this range. Invoices are based on period close dates and may not balance to these amounts

Rank	Physician Name	Dea #	Brand RXs. Cnt	Amount	Generic RXs. Cnt	Amount	Brd Equiv. RXs. Cnt	Amount	Total Billed	Rx Count	Percent of Totals By RX	Percent of Totals By Amt	Avg Day Supply	Avg Cost Per RX	C-II	DAW Ovrdr
20	OUAIS, SAMIR	1861559213	1	\$248.41	3	15.18	0	0.00	\$263.59	4	0.35	2.04	24.3	\$65.90	0	0
21	MURILLO, GEORGE	1568426153	0	\$0.00	5	258.65	0	0.00	\$258.65	5	0.44	2.00	25.4	\$51.73	1	0
22	AWASUM, SERGE-ALAIN	1164416608	0	\$0.00	2	205.87	0	0.00	\$205.87	2	0.18	1.59	22.0	\$102.94	0	0
23	THOMAS, CELESTE	1073690731	0	\$0.00	14	179.22	0	0.00	\$179.22	14	1.24	1.39	30.0	\$12.80	1	0
24	MEMON, ILYAS	1992762033	0	\$0.00	12	178.08	0	0.00	\$178.08	12	1.06	1.38	29.3	\$14.84	0	0
25	ZAIDI, SYED	1912090572	0	\$0.00	1	162.93	0	0.00	\$162.93	1	0.09	1.26	30.0	\$162.93	0	0

SUBTOTAL FOR TOP25 :									\$8,765.35	404			677.07	\$2,057.01		
SUBTOTAL FOR ALL OTHER PHYSICIANS :									\$4,172.10	723			4,607.21	\$1,405.56		
TOTAL FOR PLAN :									\$12,937.45	1127			5,284.28	\$3,462.57		
TOTAL FOR GROUP :									\$12,937.45	1127			5,284.28	\$3,462.57		

Top 25 Therapy Classes by- Dollar Amount
From 04/01/2017 to 04/30/2017

120501 Montgomery Co IHCP-Retail
RETAIL Montgomery Co IHCP-Retail

Rank	Code	Drug Class	Retail Rxs	Mail Rxs	Avg Days	Avg Rx Cost	Rx Cnt	Total Billed	Percent of Totals By Rx	Percent of Totals By Amt
1	7260	*Anticonvulsants - Misc.**	56	0	29.09	\$31.49	56	\$1,763.47	4.96	8.27
2	2710	*Insulin**	4	0	23.50	\$268.02	4	\$1,072.08	.35	5.03
3	4420	*Sympathomimetics**	9	0	25.56	\$115.44	9	\$1,038.92	.8	4.87
4	6599	*Opioid Combinations**	52	0	17.63	\$19.19	52	\$998.11	4.61	4.68
5	4440	*Steroid Inhalants**	2	0	22.50	\$473.78	2	\$947.55	.18	4.44
6	4410	*Bronchodilators - Anticholinergics**	2	0	30.00	\$372.4	2	\$744.80	.18	3.49
7	9055	*Corticosteroids - Topical**	9	0	23.56	\$77.47	9	\$697.20	.8	3.27
8	4927	*Proton Pump Inhibitors**	42	0	30.00	\$15.97	42	\$670.63	3.72	3.14
9	3940	*HMG CoA Reductase Inhibitors**	81	0	30.00	\$8.00	81	\$647.77	7.18	3.04
10	3400	*Calcium Channel Blockers**	41	0	30.00	\$15.68	41	\$642.87	3.63	3.01
11	6510	*Opioid Agonists**	29	0	18.66	\$20.50	29	\$594.49	2.57	2.79
12	2810	*Thyroid Hormones**	41	0	30.00	\$12.38	41	\$507.77	3.63	2.38
13	8910	*Rectal Steroids**	3	0	19.33	\$164.35	3	\$493.06	.27	2.31
14	8515	*Platelet Aggregation Inhibitors**	18	0	30.00	\$27.34	18	\$492.12	1.6	2.31
15	6610	*Nonsteroidal Anti-inflammatory Agents (NSAIDs)**	27	0	24.59	\$16.43	27	\$443.73	2.39	2.08
16	3320	*Beta Blockers Cardio-Selective**	52	0	29.71	\$7.64	52	\$397.28	4.61	1.86
17	7510	*Central Muscle Relaxants**	35	0	25.00	\$11.32	35	\$396.30	3.1	1.86
18	6110	*Amphetamines**	2	0	30.00	\$181.50	2	\$362.99	.18	1.7
19	1300	*Antimalarials**	2	0	30.00	\$174.04	2	\$348.08	.18	1.63
20	8799	*Otic Combinations**	3	0	9.00	\$106.20	3	\$318.59	.27	1.49
21	3890	*Anaphylaxis Therapy Agents**	1	0	30.00	\$316.25	1	\$316.25	.09	1.48
22	3920	*Fibric Acid Derivatives**	12	0	30.00	\$25.92	12	\$310.99	1.06	1.46
23	6628	*Pyrimidine Synthesis Inhibitors**	2	0	30.00	\$142.73	2	\$285.46	.18	1.34
24	2130	*Antimetabolites**	4	0	29.75	\$69.76	4	\$279.02	.35	1.31
25	2730	*Diabetic Other**	1	0	7.00	\$260.91	1	\$260.91	.09	1.22
SUBTOTAL FOR TOP 25 :			530	0	634.88	\$2,934.69	530	\$15,030.44		
SUBTOTAL FOR ALL OTHER CLASSES :			598	0	2,173.81	\$1,887.31	598	\$6,295.63		
TOTAL FOR PLAN:			1128	0	2,808.69	\$4,822.00	1128	\$21,326.07		
TOTAL FOR GROUP :			1128	0	2,808.69	\$4,822.00	1128	\$21,326.07		

Note

Code: Therapeutic Classification for the drug class
 Avg Rx Cost: Average amount per script for the drug cost and dispense fee only
 Total Billed: Total amount of the drug cost and dispense fee

This report is based on Rx Dispensing Date. Totals could change if claims or reversals are subsequently submitted and the dispensing dates are within this range. Invoices are based on period close dates and may not balance to these amounts

Top 25 Therapy Classes by MCHD Paid Claims*For Period Ending April 30th, 2017*

Rank	Therapy Class	Total Billed
1	Insulin	\$1,022.08
2	Steroid Inhalants	\$932.55
3	Sympathomimetics	\$931.42
4	Bronchodilators - Anticholinergics	\$719.80
5	Corticosteroids - Topical	\$639.03
6	Anticonvulsants - Misc.	\$583.69
7	Rectal Steroids	\$470.56
8	Proton Pump Inhibitors	\$464.03
9	Calcium Channel Blockers	\$458.60
10	Opioid Agonists	\$413.36
11	Antimalarials	\$333.08
12	Anaphylaxis Therapy Agents	\$303.75
13	Otic Combinations	\$291.09
14	Pyrimidine Synthesis Inhibitors	\$270.46
15	Antimetabolites	\$252.12
16	HMG CoA Reductase Inhibitors	\$250.23
17	Diabetic Other	\$248.41
18	Thyroid Hormones	\$243.69
19	Fibric Acid Derivatives	\$228.45
20	Beta Blockers Cardio-Selective	\$226.86
21	Nonsteroidal Anti-inflammatory Agents (NSAIDs)	\$216.23
22	Antiadrenergic Antihypertensives	\$211.29
23	Central Muscle Relaxants	\$210.23
24	Analgesic Combinations	\$188.61
25	Antifungals - Topical	\$156.11
Grand Total		\$10,265.73

Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman (Mrs. Wagner, Chair-Indigent Care Committee)

**Montgomery County Hospital District
Summary of Claims Processed Through (TPA) Boon-Chapman
For the Period 04/06/17 through 05/25/17**

Disbursement Date	Board Reviewed	Payments Made to All Other Vendors (Non-UPL)	
<u>April</u>			
April 6, 2017	Yes	\$	82,780.39
April 13, 2017	Yes	\$	51,860.82
April 20, 2017	No	\$	39,427.04
April 27, 2017	No	\$	31,261.73
Total March Payments - MTD		\$	205,329.98
Monthly Budget - April 2017		\$	410,951.00
<u>May</u>			
May 4, 2017	No	\$	33,068.43
May 11, 2017	No	\$	26,175.12
May 18, 2017	No	\$	-
May 25, 2017	No	\$	-
Total April Payments - MTD		\$	59,243.55
Monthly Budget - May 2017		\$	410,951.00

Note: Payments made may differ from the amounts shown in the financial statements due to accruals and/or other adjustments.

AGENDA ITEM #25

Board Mtg: 05/23/17

Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman.

**Montgomery County Hospital District
Summary of Claims Processed Through (TPA) Boon-Chapman
For the Period 05/01/2017 through 05/31/2017**

<u>Disbursement Date</u>	<u>Value of Services Provided by CRMC and Affiliated Providers</u>
April Voluntary Contribution for Medicaid 1115 Waiver Program	\$ 255,885.00
Budgeted Amount May 2017	\$ 255,885.00
Over / (Under) Budget	\$ -

Agenda Item 26

To: MCHD Board of Directors

From: Ade Moronkeji

Date: May 23, 2017

Re: Consider and act on revisions and modifications to Healthcare Assistance Program (HCAP) which is comprised of the Montgomery County Indigent Care Plan and the Medical Assistance Plan Handbooks (Mrs. Wagner, Chair-Indigent Care Committee)

Revisions to the MCICP Handbook
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Changes effective April 1, 2017:

- Cover page addition:
 - March 1, 2017
- Made the following revisions per State CIHCP Handbook revision received April 2017:
 - Section Two, Eligibility Criteria, Budgeting Income
 - Old:

**MONTGOMERY COUNTY HOSPITAL DISTRICT
MONTGOMERY COUNTY INDIGENT CARE PLAN INCOME
GUIDELINES EFFECTIVE 03/01/17 21 % FPIL**

# of Individuals in the MCICP Household	Income Standard 21% FPIL
1	\$211
2	\$284
3	\$357
4	\$431
5	\$504
6	\$577
7	\$650
8	\$723
9	\$796
10	\$869
11	\$943
12	\$1016
ADD Member	\$73

- New:

CIHCP Monthly Income Standards Effective April 2017

Based on the 2017 Federal Poverty Guideline (FPG)

# of Individuals in the CIHCP Household	21% FPG Minimum Income Standard
1	\$212
2	\$285
3	\$358
4	\$431
5	\$504
6	\$577
7	\$650
8	\$724
9	\$797
10	\$870
11	\$943
12	\$1,016

- **Potential Impact of revision:** This revision updates our income guidelines to match the Federal Poverty Income Limits that generally are updated for all entitlement programs, due to annual cost of living adjustments, each April. The HCAP program updates its FPIL guidelines when the State County Indigent Healthcare Program publishes its new guidelines. This revision potentially will result in more applicants qualifying for assistance under the MCICP program.

Montgomery County Hospital District
Financial Dashboard for April 2017
 (dollars expressed in 000's)

	Apr 2017	Apr 2016	Var	Var %
Cash and Investments	52,367	43,002	9,365	21.8%

Legend	
Green	Favorable Variance
Red	Unfavorable Variance

Income Statement	April 2017				Year to Date			
	Act	Bud	Var	Var %	Act	Bud	Var	Var %
Revenue								
Tax Revenue	331	311	20	6.4%	36,015	35,781	234	0.7%
EMS Net Revenue	1,104	939	166	17.7%	5,529	6,633	(1,103)	-16.6%
Other Revenue	737	164	573	350.0%	2,329	1,647	682	41.4%
Total Revenue	2,172	1,413	759	53.7%	43,873	44,060	(187)	-0.4%
Expenses								
Payroll	2,234	2,211	23	1.0%	18,157	15,571	2,586	16.6%
Operating	795	958	(163)	-17.0%	6,941	8,730	(1,789)	-20.5%
Indigent Healthcare	456	667	(210)	-31.6%	2,982	4,668	(1,686)	-36.1%
Total Operating Expenses	3,485	3,835	(350)	-9.1%	28,080	28,969	(889)	-3.1%
Capital	447	239	208	87.0%	1,895	2,860	(965)	-33.7%
Total Expenditures	3,932	4,074	(142)	-3.5%	29,975	31,829	(1,853)	-5.8%
Revenue Over / (Under) Expenses	(1,760)	(2,661)	901	-33.9%	13,898	12,231	1,666	13.6%

Tax Revenue: Year-to-date, Tax Revenue has exceeded budget by \$234k.

EMS Net Revenue: Year-to-date, billable trips are running 9.8% higher (approximately 105 per day compared to 96) than for the same period last year; however, EMS Net Revenue is running below budget year-to-date. This is mainly due to the Provision for Bad Debt being more than expected during the first few months of the year. For the month of April, the Provision for Bad Debt is \$139k higher than budgeted, but combined with more billable trips than expected, yields a positive variance of \$166k in EMS Net Revenue for the month.

Other Revenue: Year-to-date, other revenue is more than budget primarily due to an increase in Tobacco Settlement Proceeds and Employee Medical Premiums offset Waiver revenue for Community Paramedicine (CP). Year-to-date, billable encounters have been lower than expected for CP due to a larger "carry-over" of patients from previous delivery year to the current year. These patients do not require as high a level of care as newly enrolled patients. This is a cyclical phenomenon; thus, billable encounters are expected to increase during the course of the year. In addition, a new account, Employee Medical Premiums, was introduced in January due to making change to a partially self-funded health insurance plan. This account represents the employee portion of health insurance premiums.

Payroll: Overall, Payroll Wages, & Taxes, are \$118k over budget year-to-date. TCDRS is over budget year-to-date due to a one-time contribution in October to decrease liability. Health & Benefits is \$288k less than budget mainly due to implementing a partially self-funded employee health insurance program in January. The partially self plan vs the fully insured plan changes how Health & Benefits expense is recorded. Rather than record MCHD's portion of premiums as expense, the submitted medical are expensed.

Operating Expenses: Generally, Operating Expenses are under budget year-to-date across the board.

Indigent Care Expenses: In general, Indigent Healthcare Expenses are running less than budget due to fewer clients utilizing the HCAP program than anticipated in the budget.

Capital Expenditures: Year-to-date, Capital Expenditures are \$965k less than budget mainly due to the delay in Equipment purchases.

Montgomery County Hospital District

Balance Sheet

As of April 30, 2017

	Fund 10	Fund 14	Total
	4/30/2017	4/30/2017	4/30/2017
ASSETS			
Cash and Equivalents			
10-000-10100	Petty Cash-Adm.-BS	\$1,950.00	\$0.00
10-000-11101	Capital Replacement-WF-BS	\$91,994.40	\$0.00
10-000-11401	Operating Account-WF-BS	\$2,172,173.08	\$0.00
10-000-11451	HCAP Disbursement-WF-BS	\$75,189.82	\$0.00
10-000-11701	Tax Revenue-WF-BS	\$11,749.04	\$0.00
10-000-13100	Texpool-District-BS	\$18,340,138.37	\$0.00
10-000-13300	Investments-WF Bank-BS	\$3,732,697.78	\$0.00
10-000-13400	TexStar Investment Pool-BS	\$18,330,231.91	\$0.00
10-000-13500	Investments-Raymond James, Inc.-BS	\$6,173,660.25	\$0.00
10-000-13501	Raymond James, Inc. - Cash-BS	\$341,110.93	\$0.00
10-000-13600	Investments-WF-Spec. Liquidity Fund-BS	\$3,095,604.80	\$0.00
Total Cash and Equivalents	<u>\$52,366,500.38</u>	<u>\$0.00</u>	<u>\$52,366,500.38</u>
Receivables			
10-000-14100	A/R-EMS Billings-BS	\$7,811,132.29	\$0.00
10-000-14200	Allowance for Bad Debts-BS	(\$4,167,107.93)	\$0.00
10-000-14300	A/R-Other-BS	\$707,864.09	\$0.00
10-000-14305	A/R Employee-BS	\$28,041.08	\$0.00
10-000-14525	Receivable from Component Unit-BS	\$172,285.46	\$0.00
10-000-14700	Taxes Receivable-BS	\$1,967,828.44	\$0.00
10-000-14750	Allowance for bad debt-tax rev-BS	(\$356,277.00)	\$0.00
Total Receivables	<u>\$6,163,766.43</u>	<u>\$0.00</u>	<u>\$6,163,766.43</u>
Other Assets			
10-000-14800	Deposits-BS	\$95,258.00	\$0.00
10-000-14900	Prepaid Expenses-BS	\$149,062.85	\$0.00
10-000-15000	Inventory-BS	\$610,784.46	\$0.00
14-000-18100	Deferred Compensation-BS	\$0.00	\$153,982.39
Total Other Assets	<u>\$855,105.31</u>	<u>\$153,982.39</u>	<u>\$1,009,087.70</u>
TOTAL ASSETS	<u>\$59,385,372.12</u>	<u>\$153,982.39</u>	<u>\$59,539,354.51</u>
Current Liabilities			
10-000-20500	Accounts Payable-BS	\$446,191.99	\$0.00
10-000-20501	JP Morgan Credit Card	\$0.00	\$0.00
10-000-20600	Accounts Payable-Other-BS	\$66,709.30	\$0.00
10-000-21000	Accrued Expenditures-BS	\$1,382,010.70	\$0.00
10-000-21400	Accrued Payroll-BS	\$897,970.05	\$0.00
10-000-21525	P/R-United Way Deductions-BS	\$2,883.62	\$0.00
10-000-21585	P/R-Flexible Spending-BS-BS	\$305.00	\$0.00
10-000-21595	P/R-Health Savings-BS-BS	\$269.74	\$0.00
10-000-21650	TCDRS Defined Benefit Plan-BS	\$277,428.57	\$0.00
14-000-23100	Due to Participants-BS	\$0.00	\$153,982.39
Total Current Liabilities	<u>\$3,073,768.97</u>	<u>\$153,982.39</u>	<u>\$3,227,751.36</u>
Deferred Liabilities			
10-000-23000	Deferred Tax Revenue-BS	\$1,611,551.44	\$0.00
10-000-23200	Deferred Revenue-BS	\$616,032.64	\$0.00
Total Deferred Liabilities	<u>\$2,227,584.08</u>	<u>\$0.00</u>	<u>\$2,227,584.08</u>
TOTAL LIABILITIES	<u>\$5,301,353.05</u>	<u>\$153,982.39</u>	<u>\$5,455,335.44</u>

Montgomery County Hospital District
Balance Sheet
As of April 30, 2017

CAPITAL				
10-000-30225	Assigned - Open Purchase Orders-BS	\$213,235.15	\$0.00	\$213,235.15
10-000-30400	Nonspendable - Inventory-BS	\$610,784.46	\$0.00	\$610,784.46
10-000-30700	Nonspendable - Prepaids-BS	\$149,062.85	\$0.00	\$149,062.85
10-000-30802	Restricted - NACCHO Grant Funds Remaining-BS	\$1,204.81	\$0.00	\$1,204.81
10-000-32001	Committed - Uncompensated Care-BS	\$7,580,000.00	\$0.00	\$7,580,000.00
10-000-32002	Committed - Capital Replacement-BS	\$1,890,760.00	\$0.00	\$1,890,760.00
10-000-32003	Committed - Capital Maintenance-BS	\$170,583.00	\$0.00	\$170,583.00
10-000-32004	Committed - Catastrophic Events-BS	\$5,000,000.00	\$0.00	\$5,000,000.00
10-000-39000	Unassigned Fund Balance-MCHD-BS	\$38,468,388.80	\$0.00	\$38,468,388.80
TOTAL CAPITAL		<u>\$54,084,019.07</u>	<u>\$0.00</u>	<u>\$54,084,019.07</u>
TOTAL LIABILITIES AND CAPITAL		<u>\$59,385,372.12</u>	<u>\$153,982.39</u>	<u>\$59,539,354.51</u>

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended April 30, 2017

		Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Total Annual Budget	% YTD Annual Budget	Annual Budget Remaining
Revenue										
Tax Revenue										
40000	Tax Revenue	252,022.57	261,971.00	(9,948.43)	35,606,640.72	35,343,447.00	263,193.72	35,973,441.00	98.98%	366,800.28
40100	Delinquent Tax Revenue	41,687.99	23,479.00	18,208.99	238,388.66	268,549.00	(30,160.34)	404,245.00	58.97%	165,856.34
40200	Penalties and Interest	37,263.70	25,659.00	11,604.70	164,258.16	168,575.00	(4,316.84)	323,218.00	50.82%	158,959.84
40300	Misc Tax Revenue VIT and BIT Funds	0.00	0.00	0.00	5,607.42	0.00	5,607.42	0.00	0.00%	(5,607.42)
Total Tax Revenue		330,974.26	311,109.00	19,865.26	36,014,894.96	35,780,571.00	234,323.96	36,700,904.00	98.13%	686,009.04
EMS Net Revenue										
43100	EMS - Advanced Life Support Revenue	1,575,630.20	1,370,299.00	205,331.20	11,150,940.51	9,683,448.00	1,467,492.51	16,671,974.00	66.88%	5,521,033.49
43200	EMS - Basic Life Support Revenue	396,852.96	368,258.00	28,594.96	2,677,818.83	2,602,355.00	75,463.83	4,480,470.00	59.77%	1,802,651.17
43300	Transfer Service Fees	24,125.00	68,854.00	(44,729.00)	280,672.61	486,567.00	(205,894.39)	837,722.00	33.50%	557,049.39
43400	Non-Transport Fees	77,368.60	23,806.00	53,562.60	281,647.35	168,227.00	113,420.35	289,636.00	97.24%	7,988.65
43500	Contractual Allowance	(486,438.52)	(549,365.00)	62,926.48	(3,569,502.45)	(3,882,179.00)	312,676.55	(6,683,940.00)	53.40%	(3,114,437.55)
43520	Provision for Bad Debt	(504,931.54)	(366,243.00)	(138,688.54)	(5,467,645.05)	(2,588,117.00)	(2,879,528.05)	(4,455,956.00)	122.70%	1,011,689.05
43600	Recovery of Bad Debt - EMS	21,824.84	23,177.00	(1,352.16)	175,202.42	162,239.00	12,963.42	278,124.00	62.99%	102,921.58
Total EMS Net Revenue		1,104,431.54	938,786.00	165,645.54	5,529,134.22	6,632,540.00	(1,103,405.78)	11,418,030.00	48.42%	5,888,895.78
Other Revenue										
41100	Investment Income - MCHD	27,829.34	6,667.00	21,162.34	135,619.21	46,669.00	88,950.21	80,004.00	169.52%	(55,615.21)
41250	Interest Income - EMS Billings	18.44	110.00	(91.56)	701.68	770.00	(68.32)	1,320.00	53.16%	618.32
41300	Tobacco Settlement Proceeds	425,315.48	0.00	425,315.48	825,315.48	400,000.00	425,315.48	400,000.00	206.33%	(425,315.48)
41400	Weyland Bldg. Land Lease	0.00	0.00	0.00	16,531.02	16,532.00	(0.98)	33,064.00	50.00%	16,532.98
41500	Miscellaneous Income	44,232.31	2,000.00	42,232.31	72,151.02	14,000.00	58,151.02	149,000.00	48.42%	76,848.98
41510	Rx Discount Card Royalties	607.50	400.00	207.50	4,006.25	2,800.00	1,206.25	4,800.00	83.46%	793.75
41600	Tenant Rent Income	7,481.25	7,751.00	(269.75)	52,368.75	54,257.00	(1,888.25)	93,012.00	56.30%	40,643.25
42200	P.A. Processing Fees	360.00	270.00	90.00	1,970.00	1,890.00	80.00	3,240.00	60.80%	1,270.00
43700	Contract Revenue (Net)	0.00	0.00	0.00	8,544.00	7,500.00	1,044.00	29,220.00	29.24%	20,676.00
43750	1115 Waiver - Paramedicine	97,800.00	100,000.00	(2,200.00)	507,600.00	700,000.00	(192,400.00)	1,200,000.00	42.30%	692,400.00
43800	Education/Training Revenue	1,180.00	1,300.00	(120.00)	41,555.00	35,100.00	6,455.00	64,800.00	64.13%	23,245.00
43910	Stand-By Fees	1,900.00	0.00	1,900.00	31,525.00	28,000.00	3,525.00	28,000.00	112.59%	(3,525.00)
43920	EMS - Trauma Fund Income	0.00	0.00	0.00	21,881.00	12,000.00	9,881.00	12,000.00	182.34%	(9,881.00)
43950	Ambulance Supplemental Payment Program	0.00	0.00	0.00	0.00	0.00	0.00	2,500,000.00	0.00%	2,500,000.00
44000	Management Fee Revenue	8,333.33	8,334.00	(0.67)	58,333.31	58,334.00	(0.69)	100,000.00	58.33%	41,666.69
44100	Employee Medical Premiums	79,739.13	0.00	79,739.13	312,423.97	0.00	312,423.97	0.00	0.00%	(312,423.97)
45100	Dispatch Fees	8,061.00	7,000.00	1,061.00	54,171.00	49,000.00	5,171.00	219,000.00	24.74%	164,829.00
45150	MDC Revenue - First Responder	0.00	3,000.00	(3,000.00)	7,000.00	44,000.00	(37,000.00)	44,000.00	15.91%	37,000.00
46300	Inter Local 800 Mhz	0.00	0.00	0.00	0.00	0.00	0.00	100,000.00	0.00%	100,000.00
46500	VHF Project Revenue	22,868.31	22,868.00	0.31	160,078.17	160,076.00	2.17	274,416.00	58.33%	114,337.83
49010	Sale of Assets	11,060.00	4,000.00	7,060.00	17,230.00	16,000.00	1,230.00	24,000.00	71.79%	6,770.00
Total Other Revenue		736,786.09	163,700.00	573,086.09	2,329,004.86	1,646,928.00	682,076.86	5,359,876.00	43.45%	3,030,871.14
Total Revenue		2,172,191.89	1,413,595.00	758,596.89	43,873,034.04	44,060,039.00	(187,004.96)	53,478,810.00	82.04%	9,605,775.96
Expenses										
Payroll Expenses										
51100	Regular Pay	1,155,759.88	1,214,502.00	(58,742.12)	7,819,734.13	8,418,046.00	(598,311.87)	14,612,005.00	53.52%	6,792,270.87
51200	Overtime Pay	427,325.21	399,649.00	27,676.21	2,689,785.15	2,777,165.00	(87,379.85)	4,815,370.00	55.86%	2,125,584.85
51300	Paid Time Off	93,836.43	0.00	93,836.43	917,260.64	106,100.00	811,160.64	106,100.00	864.52%	(811,160.64)
51400	Stipend Pay	23,544.42	26,652.00	(3,107.58)	213,924.85	185,809.00	28,115.85	321,703.00	66.50%	107,778.15
51500	Payroll Taxes	122,677.85	123,953.00	(1,275.15)	824,442.31	859,787.00	(35,344.69)	1,491,643.00	55.27%	667,200.69
51650	TCDRS Plan	111,362.47	135,379.00	(24,016.53)	3,702,142.01	945,735.00	2,756,407.01	1,636,159.00	226.27%	(2,065,983.01)
51700	Health & Dental	4,585.32	310,747.00	(306,161.68)	1,065,836.48	2,278,248.00	(1,212,411.52)	3,831,983.00	27.81%	2,766,146.52
51710	Health Insurance Claims	240,571.24	0.00	240,571.24	704,557.64	0.00	704,557.64	0.00	0.00%	(704,557.64)
51720	Health Insurance Admin Fees	54,362.61	0.00	54,362.61	219,411.18	0.00	219,411.18	0.00	0.00%	(219,411.18)
Total Payroll Expenses		2,234,025.43	2,210,882.00	23,143.43	18,157,094.39	15,570,890.00	2,586,204.39	26,814,963.00	67.71%	8,657,868.61
Operating Expenses										
52000	Accident Repair	44,423.20	452.00	43,971.20	29,770.59	3,164.00	26,606.59	5,424.00	548.87%	(24,346.59)
52100	Accounting/Auditing Fees	15,000.00	10,000.00	5,000.00	36,500.00	45,000.00	(8,500.00)	50,000.00	73.00%	13,500.00
52200	Advertising	238.37	500.00	(261.63)	1,159.58	2,863.00	(1,703.42)	5,126.00	22.62%	3,966.42

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended April 30, 2017

		Current Month	Current Month	Current Month	YTD	YTD	YTD	Total Annual	% YTD Annual	Annual Budget
		Actual	Budget	Variance	Actual	Budget	Variance	Budget	Budget	Remaining
52300	Bank Charges	2,716.89	1,850.00	866.89	12,789.52	12,950.00	(160.48)	22,200.00	57.61%	9,410.48
52350	Credit Card Processing Fee	2,095.88	3,300.00	(1,204.12)	17,040.85	22,700.00	(5,659.15)	39,600.00	43.03%	22,559.15
52500	Bio-Waste Removal	0.00	3,407.00	(3,407.00)	25,705.67	23,849.00	1,856.67	40,884.00	62.87%	15,178.33
52600	Books/Materials	1,088.56	1,875.00	(786.44)	21,071.16	33,075.00	(12,003.84)	55,020.00	38.30%	33,948.84
52700	Business Licenses	321.08	850.00	(528.92)	15,490.97	20,399.00	(4,908.03)	36,354.00	42.61%	20,863.03
52725	Capital Lease Expense	67,821.58	67,821.00	0.58	688,322.39	688,323.00	(0.61)	1,029,688.00	66.85%	341,365.61
52900	Collection Fees	14,823.55	31,400.00	(16,576.45)	140,776.81	207,700.00	(66,923.19)	369,300.00	38.12%	228,523.19
52950	Community Education	4,911.81	1,183.00	3,728.81	7,709.14	10,982.00	(3,272.86)	18,350.00	42.01%	10,640.86
53000	Computer Maintenance	5,858.92	7,100.00	(1,241.08)	58,902.96	292,792.00	(233,889.04)	352,592.00	16.71%	293,689.04
53050	Computer Software	42,055.95	23,276.00	18,779.95	433,146.36	488,531.00	(55,384.64)	743,156.00	58.28%	310,009.64
53075	Computer Software - MDC First Responder	0.00	6,000.00	(6,000.00)	33,037.56	47,000.00	(13,962.44)	47,000.00	70.29%	13,962.44
53100	Computer Supplies/Non-Cap.	21.19	4,925.00	(4,903.81)	22,008.49	24,562.98	(2,554.49)	35,007.98	62.87%	12,999.49
53150	Conferences-Fees, Travel, and Meals	9,784.38	5,907.00	3,877.38	89,712.40	123,542.00	(33,829.60)	194,868.00	46.04%	105,155.60
53310	Contractual Obligations-County Appraisal	0.00	0.00	0.00	166,784.00	144,000.00	22,784.00	288,000.00	57.91%	121,216.00
53320	Contractual Obligations-Tax Collector Assessor	40.08	300.00	(259.92)	52,930.19	48,500.00	4,430.19	50,000.00	105.86%	(2,930.19)
53330	Contractual Obligations- Other	0.00	0.00	0.00	0.00	3,000.00	(3,000.00)	6,720.00	0.00%	6,720.00
53500	Customer Property Damage	0.00	100.00	(100.00)	11.00	700.00	(689.00)	1,200.00	0.92%	1,189.00
53550	Customer Relations	2,863.00	2,650.00	213.00	20,433.54	18,550.00	1,883.54	33,300.00	61.36%	12,866.46
53800	Disposable Linen	8,563.20	8,770.00	(206.80)	53,805.55	61,390.00	(7,584.45)	105,240.00	51.13%	51,434.45
53900	Disposable Medical Supplies	61,668.01	90,630.00	(28,961.99)	513,800.80	648,866.58	(135,065.78)	1,102,391.58	46.61%	588,590.78
54000	Drug Supplies	14,398.85	11,375.00	3,023.85	92,479.49	97,734.50	(5,255.01)	154,809.50	59.74%	62,330.01
54100	Dues/Subscriptions	190.00	1,243.00	(1,053.00)	13,657.19	36,326.00	(22,668.81)	51,073.00	26.74%	37,415.81
54200	Durable Medical Equipment	13,127.84	9,200.00	3,927.84	75,573.43	138,364.00	(62,790.57)	184,364.00	40.99%	108,790.57
54300	Election Expenses	0.00	0.00	0.00	173,120.00	275,000.00	(101,880.00)	275,000.00	62.95%	101,880.00
54350	Employee Health/Wellness	658.34	1,640.00	(981.66)	7,021.45	19,940.00	(12,918.55)	29,700.00	23.64%	22,678.55
54450	Employee Recognition	927.50	3,517.00	(2,589.50)	60,726.46	72,568.14	(11,841.68)	90,943.14	66.77%	30,216.68
54500	Equipment Rental	148.32	1,400.00	(1,251.68)	4,813.56	8,200.00	(3,386.44)	14,600.00	32.97%	9,786.44
54700	Fuel - Auto	49,459.24	41,227.00	8,232.24	231,665.14	288,589.00	(56,923.86)	493,724.00	46.92%	262,058.86
54725	Fuel - Non-Auto	0.00	0.00	0.00	1,675.00	3,000.00	(1,325.00)	6,000.00	27.92%	4,325.00
54800	Hazardous Waste Removal	0.00	225.00	(225.00)	305.00	1,575.00	(1,270.00)	2,600.00	11.73%	2,295.00
54900	Insurance	38,933.00	42,200.00	(3,267.00)	313,378.70	325,750.00	(12,371.30)	547,140.00	57.28%	233,761.30
55025	Interest Expense	4,594.33	4,595.00	(0.67)	53,924.74	53,925.00	(0.26)	74,640.00	72.25%	20,715.26
55100	Laundry Service & Purchase	116.64	450.00	(333.36)	2,735.96	2,950.00	(214.04)	5,000.00	54.72%	2,264.04
55400	Leases/Contracts	4,613.17	4,725.00	(111.83)	32,296.69	43,375.00	(11,078.31)	67,250.00	48.02%	34,953.31
55500	Legal Fees	6,871.50	9,183.00	(2,311.50)	60,706.42	70,283.00	(9,576.58)	122,200.00	49.68%	61,493.58
55600	Maintenance & Repairs-Buildings	36,998.79	37,550.00	(551.21)	178,000.27	274,738.94	(96,738.67)	475,488.94	37.44%	297,488.67
55650	Maintenance-Contract Equipment	4,307.57	9,175.00	(4,867.43)	176,136.28	219,537.08	(43,400.80)	377,112.08	46.71%	200,975.80
55700	Management Fees	41,525.92	47,729.00	(6,203.08)	248,776.33	334,803.00	(86,026.67)	574,148.00	43.33%	325,371.67
55900	Meals - Business and Travel	231.19	781.00	(549.81)	1,387.34	4,084.00	(2,696.66)	5,854.00	23.70%	4,466.66
56100	Meeting Expenses	1,545.63	4,218.00	(2,672.37)	10,088.06	14,826.00	(4,737.94)	20,216.00	49.90%	10,127.94
56200	Mileage Reimbursements	321.03	1,268.00	(946.97)	4,257.83	8,696.00	(4,438.17)	14,856.00	28.66%	10,598.17
56300	Office Supplies	1,907.09	2,500.00	(592.91)	11,160.79	17,514.78	(6,353.99)	30,014.78	37.18%	18,853.99
56400	Oil & Lubricants	1,506.90	1,840.00	(333.10)	14,438.46	12,880.00	1,558.46	22,080.00	65.39%	7,641.54
56500	Other Services	646.75	2,309.00	(1,662.25)	7,399.20	16,159.00	(8,759.80)	27,700.00	26.71%	20,300.80
56550	Other Services - DSRIP	0.00	0.00	0.00	599,987.98	566,294.00	33,693.98	624,769.00	96.03%	24,781.02
56600	Oxygen & Gases	6,221.75	6,304.00	(82.25)	43,057.49	44,376.81	(1,319.32)	75,626.81	56.93%	32,569.32
56700	Paging System	424.49	250.00	174.49	4,141.29	1,750.00	2,391.29	3,000.00	138.04%	(1,141.29)
56900	Postage	1,806.01	2,500.00	(693.99)	17,090.78	17,500.00	(409.22)	30,000.00	56.97%	12,909.22
57000	Printing Services	150.00	4,100.00	(3,950.00)	12,110.85	13,695.00	(1,584.15)	18,865.00	64.20%	6,754.15
57100	Professional Fees	131,467.73	217,210.00	(85,742.27)	809,352.16	1,086,388.93	(277,036.77)	1,959,636.93	41.30%	1,150,284.77
57200	Radio Repairs - Outsourced (Depot)	1,618.82	3,594.00	(1,975.18)	13,659.31	25,071.00	(11,411.69)	41,475.00	32.93%	27,815.69
57225	Radio Repair - Parts	1,973.45	3,025.00	(1,051.55)	30,727.40	24,204.47	6,522.93	40,829.47	75.26%	10,102.07
57250	Radios	0.00	500.00	(500.00)	0.00	2,500.00	(2,500.00)	4,000.00	0.00%	4,000.00
57300	Recruit/Investigate	2,853.00	1,850.00	1,003.00	13,183.60	12,950.00	233.60	22,200.00	59.39%	9,016.40
57500	Rent	11,076.00	11,075.00	1.00	77,532.00	77,525.00	7.00	132,900.00	58.34%	55,368.00
57650	Repair-Equipment	3,536.97	2,072.00	1,464.97	11,462.88	20,104.00	(8,641.12)	34,564.00	33.16%	23,101.12
57700	Shop Tools	0.00	1,623.00	(1,623.00)	2,573.44	11,866.00	(9,292.56)	18,916.00	13.60%	16,342.56
57725	Shop Supplies	1,458.76	5,300.00	(3,841.24)	18,122.09	46,812.45	(28,690.36)	74,598.45	24.29%	56,476.36
57750	Small Equipment & Furniture	8,608.61	5,260.00	3,348.61	56,438.91	128,317.56	(71,878.65)	167,012.56	33.79%	110,573.65
57800	Special Events Supplies	0.00	1,000.00	(1,000.00)	0.00	1,900.00	(1,900.00)	2,650.00	0.00%	2,650.00
57900	Station Supplies	8,619.29	5,956.00	2,663.29	29,767.73	43,013.46	(13,245.73)	73,993.46	40.23%	44,225.73
58100	Supplemental Food	0.00	0.00	0.00	0.00	3,000.00	(3,000.00)	3,000.00	0.00%	3,000.00

Montgomery County Hospital District
Preliminary Income Statement - Actual vs. Budget
For the Period Ended April 30, 2017

		Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Total Annual Budget	% YTD Annual Budget	Annual Budget Remaining
58200	Telephones-Cellular	6,979.95	7,392.00	(412.05)	45,870.95	51,639.00	(5,768.05)	88,545.00	51.81%	42,674.05
58310	Telephones-Service	9,658.97	13,871.00	(4,212.03)	95,969.22	97,097.00	(1,127.78)	166,452.00	57.66%	70,482.78
58320	Telephones - Long Distance	1,025.64	700.00	325.64	5,532.99	4,900.00	632.99	8,400.00	65.87%	2,867.01
58500	Training/Related Expenses-CE	10,209.58	20,299.00	(10,089.42)	85,086.56	150,446.00	(65,359.44)	180,321.00	47.19%	95,234.44
58550	Tuition Reimbursement	0.00	4,583.00	(4,583.00)	39,204.76	32,081.00	7,123.76	54,996.00	71.29%	15,791.24
58600	Travel Expenses	400.00	714.00	(314.00)	3,265.20	4,101.00	(835.80)	6,575.00	49.66%	3,309.80
58700	Uniforms	19,150.63	16,725.00	2,425.63	89,179.39	170,181.10	(81,001.71)	253,806.10	35.14%	164,626.71
58800	Utilities	29,333.01	35,465.00	(6,131.99)	209,445.60	248,255.00	(38,809.40)	425,580.00	49.21%	216,134.40
58900	Vehicle-Batteries	241.90	1,742.00	(1,500.10)	3,590.52	12,192.00	(8,601.48)	20,900.00	17.18%	17,309.48
59000	Vehicle-Outside Services	0.00	1,800.00	(1,800.00)	14,777.51	12,600.00	2,177.51	21,600.00	68.41%	6,822.49
59050	Vehicle-Parts	20,736.46	20,833.00	(96.54)	111,786.27	146,865.68	(35,079.41)	251,030.68	44.53%	139,244.41
59100	Vehicle-Registration	150.66	208.00	(57.34)	1,190.08	1,456.00	(265.92)	2,496.00	47.68%	1,305.92
59150	Vehicle-Tires	2,679.64	4,500.00	(1,820.36)	29,372.46	31,500.00	(2,127.54)	54,000.00	54.39%	24,627.54
59200	Vehicle-Towing	0.00	275.00	(275.00)	1,085.50	1,925.00	(839.50)	3,300.00	32.89%	2,214.50
51800	Unemployment Ins.	4,294.65	1,451.00	2,843.65	7,400.23	10,157.00	(2,756.77)	17,412.00	42.50%	10,011.77
59350	Worker's Compensation Insurance	2,825.78	44,922.00	(42,096.22)	242,714.49	314,119.00	(71,404.51)	543,223.00	44.68%	300,508.51
Total Operating Expenses		794,827.00	957,745.00	(162,918.00)	6,941,312.96	8,730,041.46	(1,788,728.50)	13,724,608.46	50.58%	6,783,295.50
Indigent Care Expenses										
53350	1115 Medicaid Waiver - Uncompensated Care	255,885.00	255,885.00	0.00	1,303,783.58	1,791,195.00	(487,411.42)	3,070,620.00	42.46%	1,766,836.42
57850	Specialty Healthcare Providers	200,523.35	410,951.00	(210,427.65)	1,678,139.46	2,876,657.00	(1,198,517.54)	4,931,412.00	34.03%	3,253,272.54
Total Indigent Care Expenses		456,408.35	666,836.00	(210,427.65)	2,981,923.04	4,667,852.00	(1,685,928.96)	8,002,032.00	37.26%	5,020,108.96
Total Operating, Payroll and Indigent Care Expenses		3,485,260.78	3,835,463.00	(350,202.22)	28,080,330.39	28,968,783.46	(888,453.07)	48,541,603.46	57.85%	20,461,273.07
Capital Expenditures										
52753	Capital Purchases / Building Improvements	0.00	0.00	0.00	103,992.60	116,690.74	(12,698.14)	116,690.74	89.12%	12,698.14
52754	Capital Purchases / Equipment	355,696.15	239,000.00	116,696.15	968,221.80	1,857,777.25	(889,555.45)	4,217,031.39	22.96%	3,248,809.59
52755	Capital Purchases - Vehicles	91,164.07	0.00	91,164.07	822,746.89	885,358.00	(62,611.11)	1,125,358.00	73.11%	302,611.11
Total Capital Expenditures		446,860.22	239,000.00	207,860.22	1,894,961.29	2,859,825.99	(964,864.70)	5,459,080.13	34.71%	3,564,118.84
Total Expenditures		3,932,121.00	4,074,463.00	(142,342.00)	29,975,291.68	31,828,609.45	(1,853,317.77)	54,000,683.59	55.51%	24,025,391.91
Revenue over Expenses		(1,759,929.11)	(2,660,868.00)	900,938.89	13,897,742.36	12,231,429.55	1,666,312.81	(521,873.59)	-2663.05%	(14,419,615.95)

AGENDA ITEM # 27

Montgomery County Hospital District Accounts Receivable Analysis

Days in Accounts Receivable

	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17
A/R Balance	8,281,971	8,013,130	8,221,172	8,316,832	8,291,823	7,656,005	7,335,944	6,704,057	6,529,665	6,339,422	6,152,883	6,408,026
Total 6-Mo Charges	13,776,238	13,919,148	14,099,135	14,202,225	14,335,007	13,516,962	12,719,662	11,982,934	11,265,614	10,423,802	9,708,739	9,770,260
Avg Charge / Day *	76,535	77,329	78,329	78,901	79,639	75,094	70,665	66,572	62,587	57,910	53,937	54,279
A/R Days	108	104	105	105	104	102	104	101	104	109	114	118

* Beginning in August 2015, A/R Balance excludes liens related to motor vehicle accidents.

** Avg Charge / Day is calculated using the most current six months' charges divided by 180 days.

Accounts Receivable Aging by Dollars

Month	Days						Total	> 90 Days	> 120 Days
	Current	31-60	61-90	91-120	121-180	>180			
May-16	2,297,571	1,549,051	1,210,982	1,172,576	866,740	2,378,629	9,475,549	4,417,945	3,245,369
Jun-16	2,271,060	1,483,382	1,256,968	1,067,821	740,076	2,429,648	9,248,955	4,237,545	3,169,724
Jul-16	2,293,888	1,469,203	1,250,635	1,171,468	808,669	2,421,729	9,415,592	4,401,866	3,230,398
Aug-16	2,267,913	1,457,394	1,228,351	1,150,498	952,086	2,481,015	9,537,257	4,583,599	3,433,101
Sep-16	2,370,593	1,479,829	1,259,041	1,104,487	672,920	2,618,972	9,505,842	4,396,379	3,291,892
Oct-16	1,534,929	1,621,005	1,289,311	1,137,078	715,502	2,646,634	8,944,460	4,499,214	3,362,136
Nov-16	1,552,311	882,923	1,388,049	1,194,727	920,253	2,705,994	8,644,257	4,820,974	3,626,247
Dec-16	1,610,539	906,978	731,335	1,134,409	898,865	2,786,539	8,068,665	4,819,813	3,685,404
Jan-17	1,676,385	1,052,769	735,061	684,021	850,720	2,880,959	7,879,915	4,415,701	3,731,679
Feb-17	1,622,049	1,008,855	719,629	633,405	741,128	2,978,703	7,703,768	4,353,236	3,719,831
Mar-17	1,620,228	937,648	756,594	581,057	561,653	3,084,073	7,541,252	4,226,782	3,645,726
Apr-17	1,641,595	954,594	741,877	681,531	600,437	3,190,545	7,810,579	4,472,514	3,790,982

Accounts Receivable Aging by Percentage

Month	Days						Total	> 90 Days	> 120 Days
	Current	31-60	61-90	91-120	121-180	>180			
May-16	24%	16%	13%	12%	9%	25%	100%	47%	34%
Jun-16	25%	16%	14%	12%	8%	26%	100%	46%	34%
Jul-16	24%	16%	13%	12%	9%	26%	100%	47%	34%
Aug-16	24%	15%	13%	12%	10%	26%	100%	48%	36%
Sep-16	25%	16%	13%	12%	7%	28%	100%	46%	35%
Oct-16	17%	18%	14%	13%	8%	30%	100%	50%	38%
Nov-16	18%	10%	16%	14%	11%	31%	100%	56%	42%
Dec-16	20%	11%	9%	14%	11%	35%	100%	60%	46%
Jan-17	21%	13%	9%	9%	11%	37%	100%	56%	47%
Feb-17	21%	13%	9%	8%	10%	39%	100%	57%	48%
Mar-17	21%	12%	10%	8%	7%	41%	100%	56%	48%
Apr-17	21%	12%	9%	9%	8%	41%	100%	57%	49%

AGENDA ITEM # 27

Board Mtg.: 05/23/2017

Montgomery County Hospital District Payer Mix

Payer	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	12-Month Total
Medicare	1,686,842	1,807,664	1,618,720	1,657,519	1,574,675	861,573	903,217	1,004,559	1,041,965	924,467	1,011,503	915,278	15,007,982
Medicaid	405,370	445,783	413,213	436,813	432,302	210,125	186,970	231,846	219,044	188,594	226,520	223,594	3,620,174
Insurance	764,166	744,980	769,098	691,850	705,226	380,350	367,303	381,829	379,754	375,444	429,868	382,959	6,372,827
Facility Contract	74,814	65,727	57,939	38,881	37,419	24,751	21,822	15,854	18,085	18,928	19,986	19,553	413,759
Bill Patient	997,964	969,417	1,019,343	1,043,221	1,109,594	560,504	512,911	501,389	500,195	444,077	523,883	556,804	8,739,302
Total	3,929,156	4,033,571	3,878,313	3,868,284	3,859,216	2,037,303	1,992,223	2,135,477	2,159,043	1,951,510	2,211,760	2,098,187	34,154,043

Payer	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	12-Month %
Medicare	42.9%	44.8%	41.7%	42.8%	40.8%	42.3%	45.3%	47.0%	48.3%	47.4%	45.7%	43.6%	43.9%
Medicaid	10.3%	11.1%	10.7%	11.3%	11.2%	10.3%	9.4%	10.9%	10.1%	9.7%	10.2%	10.7%	10.6%
Insurance	19.4%	18.5%	19.8%	17.9%	18.3%	18.7%	18.4%	17.9%	17.6%	19.2%	19.4%	18.3%	18.7%
Facility Contract	1.9%	1.6%	1.5%	1.0%	1.0%	1.2%	1.1%	0.7%	0.8%	1.0%	0.9%	0.9%	1.2%
Bill Patient	25.4%	24.0%	26.3%	27.0%	28.8%	27.5%	25.7%	23.5%	23.2%	22.8%	23.7%	26.5%	25.6%
Total	99.9%	100.0%	100.0%	100.0%	100.1%	100.0%	99.9%	100.0%	100.0%	100.1%	99.9%	100.0%	100.0%

AGENDA ITEM # 27

Board Mtg.: 05/23/2017

Montgomery County Hospital District Accounts Payable Analysis

Accounts Payable Aging by Dollars

Month	Current	Days				Credits	Total	\$ Total minus Credits
		31-60	61-90	> 90				
May-16	612,407	-	-	2	(685)	611,724	612,409	
Jun-16	199,874	-	-	2	(556)	199,319	199,876	
Jul-16	361,091	-	-	2	(556)	360,536	361,093	
Aug-16	54,773	-	6	2	(23)	54,758	54,781	
Sep-16	521,120	8,015	-	8	(27)	529,116	529,143	
Oct-16	758,881	-	-	8	(17)	758,872	758,889	
Nov-16	49,417	-	-	8	(17)	49,408	49,425	
Dec-16	783,987	-	-	8	(17)	783,979	783,995	
Jan-17	455,328	-	-	8	(17)	455,319	455,336	
Feb-17	347,935	226	-	8	(17)	348,152	348,169	
Mar-17	140,846	4,420	-	2	(17)	145,251	145,268	
Apr-17	445,181	-	-	2	(2)	445,181	445,183	

Accounts Payable Aging by Percentage without Credits

Month	Current	Days		
		31-60	61-90	> 90
May-16	100%	0%	0%	0%
Jun-16	100%	0%	0%	0%
Jul-16	100%	0%	0%	0%
Aug-16	100%	0%	0%	0%
Sep-16	98%	2%	0%	0%
Oct-16	100%	0%	0%	0%
Nov-16	100%	0%	0%	0%
Dec-16	100%	0%	0%	0%
Jan-17	100%	0%	0%	0%
Feb-17	100%	0%	0%	0%
Mar-17	97%	3%	0%	0%
Apr-17	100%	0%	0%	0%

Agenda Item # 28




To: Board of Directors

From: Brett Allen, CFO

Date: May 23, 2017

Re: Policy ACC 05-102 – Capital Asset Capitalization Policy

Consider and act on policy ACC 05-102 Capital Asset Capitalization Policy. (Mr. Grice, Treasurer – MCHD Board)

	CAPITAL ASSET CAPITALIZATION	Page 1 of 8
Department Accounting	Policy Number ACC 05-102	CAAS Reference Number

I. PURPOSE

Capital assets have a major impact on the ability of the District to deliver services. The purpose of this policy is to provide guidelines to assist in decision making and define accounting processes that ensure effective and accurate control of capital assets.

II. DEFINITIONS

Capital assets - ~~are~~ real or personal property that have a value equal to or greater than the capitalization threshold and have an estimated useful life of ~~five years~~ one year or more.

Depreciation – allocation of a capital asset’s cost to expense by decreasing the value of the asset over its useful life.

III. POLICY

Montgomery County Hospital District (MCHD) will regard ~~capital~~ assets as capitalized when: ~~all of the following criteria are met:~~

- ~~1) Assets purchased, built or leased have useful lives of five years~~one year~~ or more and;~~
- ~~2) theThe cost of the asset (including installation) is ~~\$5,000~~\$1,000 or more. ~~Multiple assets whose cost are less than \$1,000 but the aggregate request or total are \$1,000 or more are capitalized.~~~~
- 2) The cost of repairing or renovating the asset is ~~\$10,000~~\$2,000 or more and prolongs the life of the asset.
- ~~4)3) The cost of capitalization threshold ~~for~~ buildings and building improvements is \$50,000 or more.~~

MCHD will regard the purchase of software programs as expenditures ~~and that~~ are not subject to the above capitalization policy. Costs associated with software maintenance and customer support are considered expenditures and will not be capitalized.

Each department manager is responsible for ensuring accountability, maintenance, and proper use of District assets assigned to their custody. Capital assets are required to be tracked at the department level and be made available for inspection at any time.

Capital Asset Definitions and Guidelines

~~Capital assets are real or personal property that have a value equal to or greater than the capitalization threshold and have an estimated useful life of one year or more.~~

MCHD has invested in a broad range of capital assets used in the District’s operations, including:

- Land and improvements
- Buildings and building improvements
- Construction in progress
- Radio Tower and Tower Shelter
- Personal Property
 - ~~Furniture~~
 - Equipment
 - Vehicles

Capital Asset Acquisition Cost

Capital assets should be recorded and reported in the District's capital asset software at historical cost, which includes the vendor's invoice (plus the value of any trade-in), plus initial installation costs (excluding in-house labor), modifications, attachments, accessories or apparatus necessary to make the asset usable and render it into service.

For MCHD, historical costs also include ancillary charges such as freight and transportation charges, site preparation costs and professional fees. The costs of purchasing capital assets for governmental activities do not include capitalized interest.

Capital Asset Donations

~~GASB Statement No. 33, *Accounting and Financial Reporting for Non-Exchange Transactions*, defines a donation as a voluntary non-exchange transaction entered into willingly by two or more parties.~~

Leased Equipment

Equipment should be capitalized if the lease agreement meets any of the following criteria. ~~Leases that do not meet these requirements should be recorded as operating leases.~~

- The lease transfers ownership of the property to the lessee by the end of the lease term.
- The lease contains a bargain purchase option.
- The lease term is equal to 75 percent or more of estimated economic life of the leased property.
- The present value of the minimum lease payments at the inception of the lease, excluding lease execution costs, equals at least 90 percent of the fair value of the leased property.
- ~~Leases that do not meet any of the above requirements should be recorded as an operating lease.~~

Depreciating Capital Assets

Capital assets should be depreciated over their estimated useful lives unless they are inexhaustible (land, works of art, historical treasures).

The straight-line depreciation method (historical cost ~~less residual value~~, divided by useful life) will be used. ~~The actual date will govern when an asset was placed into service, subject to the use of a full month for that first month (regardless of the date placed into service).~~ An asset is considered placed into service on the date it became available for use and was being used for the purpose intended when purchased or constructed.

~~Depreciation data will be calculated and stored by the District's accounting department for each eligible asset. Accumulated depreciation will be summarized and posted to the accounting general ledger under the capital asset group.~~

Residual Value

~~In order to calculate depreciation for an asset, the estimated residual value must be declared before depreciation can be calculated. The use of historical sales information becomes invaluable for determining the estimated residual value. Proceeds from sale of assets must be netted against residual value in computing net gain or loss from sale.~~

Capital Asset Categories

Land and Land Improvements

Definition

~~Land is the surface or crust of the earth, which can be used to support structures. Land is characterized as having an unlimited life.~~

~~Land improvements consist of betterments, site preparation and site improvements (other than buildings) that ready land for its intended use. The costs associated with improvements of land are added to the cost of the land.~~

Depreciation Methodology

~~Land and land improvements are inexhaustible assets and do not depreciate over time.~~

Capitalization Threshold

~~All acquisitions of land and land improvements over \$5,000 will be capitalized.~~

~~Examples of expenditures to be capitalized as land and land improvements~~

- ~~● Purchase price~~
- ~~● Fair market value at time of gift~~
- ~~● Commissions paid in purchasing land~~
- ~~● Professional fees (title searches, architect, legal, engineering, appraisal, surveying, environmental assessments, etc.)~~
- ~~● Land excavation, fill, grading, drainage~~
- ~~● Demolition of existing building and improvements~~
- ~~● Removal, relocation, or reconstruction of property of others~~
- ~~● Water wells~~
- ~~● Right of way~~

Buildings and Building Improvements

Definition

~~A building is a structure that is permanently attached to the land, has a roof, is partially or completely enclosed by walls, and is not intended to be transportable or moveable. Total project costs are accumulated in detail as one asset in a construction in progress account, with depreciation calculated as of the date the building is placed into service.~~

Building Improvement Definition

~~Building improvements are capital events that materially extend the useful life of a building or increase the value of a building, or both. A building improvement should be capitalized as a betterment and recorded as an addition of value to the existing building if the expenditure for the improvement is at the capitalization threshold, or the expenditure increases the life or value of the building by at least 25 percent of the original period or cost. An asset that meets this definition is not entered as separate costs for depreciation purposes; the total project cost is accumulated and entered as one total in the system, with depreciation calculated as one amount from the total.~~

Depreciation Methodology

~~The straight line depreciation method (historical cost less residual value, divided by useful life) will be used for buildings and improvements. Subsequent improvements that change the use or function of the building shall be depreciated.~~

Capitalization Threshold

~~The capitalization threshold for buildings and building improvements is \$50,000.~~

Examples of expenditures to be capitalized as buildings

- ~~●—Original purchase price~~
- ~~●—Expenses for remodeling, reconditioning or altering a purchased building to make it ready to use for the purpose for which it was acquired~~
- ~~●—Professional fees (legal, architect, inspections, title searches, etc.)~~
- ~~●—Cancellation or buyout of exiting leases~~
- ~~●—Other costs required to place or render the asset into operation~~

CONSTRUCTED BUILDINGS

- ~~●—Completed project costs~~
- ~~●—Interest accrued during construction~~
- ~~●—Cost of excavation or grading or filling of land~~
- ~~●—Expenses incurred for the preparation of plans, specifications, blueprints, etc.~~
- ~~●—Cost of building permits~~

- Professional fees (architect, engineer, management fees for design and supervision, legal)
- Costs of temporary buildings used during construction
- Permanently attached fixtures or machinery that cannot be removed without impairing the use of the building
- Additions to buildings (expansions, extensions, or enlargements)

Examples of expenditures to be capitalized as improvements to buildings

- Installation or upgrade of heating and cooling systems
- Original installation/upgrade of wall or ceiling covering such as carpeting, tiles, paneling
- Structural changes such as reinforcement of floors or walls
- Installation or upgrade of window or door frame, upgrading of windows or doors
- Replacement of entire roof
- Installation or upgrade of plumbing and electrical wiring
- Installation or upgrade of phone or closed circuit television systems, networks, fiber optic cable, wiring required in the installation of equipment (that will remain in the building)

Site Improvements

Definition

Site improvements are defined as depreciable assets that deteriorate over time. The improvements include fences, parking lots, and access roads.

Depreciation Methodology

The straight line depreciation will be used for site improvements.

Capitalization Threshold

The capitalization threshold for site improvement is \$5,000

Personal Property

Definition

Personal property is defined as fixed or movable tangible assets to be used for operations, the benefits of which extend beyond one year from date of acquisition and are rendered into service. Improvements or additions to existing personal property that constitute a capital outlay or increase the value or life of the asset by at least 25 percent of the original cost or life should be capitalized as betterment and recorded as an addition of value to the existing asset. (Costs of extended warranties and/or maintenance agreements which can be separately identified from the cost of the equipment, should not be capitalized.)

Depreciation Methodology

The straight line depreciation method will be used for personal property.

Capitalization Threshold

The capitalization threshold for personal property is \$1,000.

Examples of expenditures to be capitalized as personal property

- Original contract or invoice price
- Freight charges
- Installation charges
- Charges for testing and preparation for use
- Parts and labor associated with the construction of equipment

Building Maintenance Expense

The following are examples of expenditures not to capitalize as improvements to buildings. Instead, these items should be recorded as maintenance expense.

- Adding, removing and/or moving of walls relating to renovation projects that are not considered major rehabilitation projects and do not increase the value of the building.
- Improvement projects of minimal or no added life expectancy and/or value to the building
- Plumbing or electrical repairs
- Cleaning, pest extermination, or other periodic maintenance
- Interior decoration, such as draperies, blinds, curtain rods, wallpaper
- Exterior decoration, such as detachable awnings, uncovered porches, decorative fences, etc.
- Maintenance type interior renovation, such as repainting, touch-up plastering, replacement of carpet, tile or panel sections; sink and fixture refinishing, etc.
- Maintenance type exterior renovation such as repainting, replacement of deteriorated siding, Roof, or masonry sections
- Any other maintenance related expenditure which does not increase the value of the building

Other Considerations:

- 1) REPAIR is an expenditure that keeps the property in ordinary efficient operating condition. The cost of the repair does not add to the value or prolong the life of the asset. All repair expenditures are charged to the appropriate department and fund.
- 2) IMPROVEMENTS are expenditures for additions, alterations and renovations that appreciably prolong the life of the asset, materially increase its value or adapt it to a different use. Improvements of this nature are capitalized.

Examples of Repairs vs. Improvements

<u>Repairs = Expenditures</u>	<u>Improvements = Capitalized Assets</u>
-------------------------------	--

All items life less than one year	Life of more than one year
All items under \$2,000	All items \$2,000 or more
Property maintenance, wall repair	Property rebuilding
Replacement of machine parts to keep machine in normal operating condition	Replacement of motor and parts that prolong the useful life
Property restoration (rebuilding) for normal operations	Property restoration for something different or better
Existing building repairs	Building regulation conformity
Replacement of small sections of wiring, pipes, or light fixtures	Major replacement of wiring, lighting, pipes, or sewer
Patching walls, minor repair of floors, painting, etc.	Installation of floor, wall, roof, wall-covering, etc.
Patching driveways	New driveway or major repair
Cleaning drapery, carpet, furniture	New drapery, carpets, furniture
Partial roof repair or replacement	Replacement of entire roof

Depreciation Method-Straight Line over the following useful lives: Useful Life in MonthsYears


<u>Asset</u>	<u>Years</u>
Land and Land Improvements	0
Site Improvements	
• Fencing and Gates	<u>605</u>
• Landscaping	<u>12010</u>
• Parking Lot/Driveway/Parking Barrier	<u>24020</u>
• Outside Sprinkler System	<u>18015</u>
Buildings and Building Improvements	
• Building Exterior: Office	<u>36030</u>
• Building Exterior: Storage and Warehouse <u>Roof</u>	<u>36010</u>
• Building Interior: Elevator	<u>240</u>
• Building Interior: Carpet	<u>18010</u>
• Building Interior: Sprinkler System	<u>240</u>
• Building Interior: Roof	<u>120</u>
• Building Interior: HVAC	<u>180</u>
• Building Interior: Security	<u>120</u>
<u>Radio Tower and Tower Shelter</u>	<u>30</u>
Furniture and Equipment	

• <u>Telephone Systems</u>	<u>10</u>
• <u>IT Equipment</u>	<u>5</u>
• <u>Radio, Communication Systems</u>	<u>5</u>
• <u>Medical</u>	<u>5</u>
• <u>HVAC</u>	<u>15</u>
• <u>Security</u>	<u>10</u>
• Desks, tables, chairs, cabinets, credenzas	36
• Fax machines, copiers, projectors	36
• Kitchen appliances	36
• Desktop CPU, servers, laptops	36
Vehicles	
• Passenger Cars	<u>605</u>
• Cargo Vans, Light Trucks	<u>605</u>
• Ambulances – <u>Box and Chassis</u>	<u>605</u>

~~This Capital Asset Capitalization Policy may be amended and supplemented from time to time by resolution of the Board of Directors. All existing capital asset capitalization policies of the District containing provisions inconsistent with these policies are hereby repealed and replaced by these policies. No violation of these policies alone shall constitute a basis for a legal challenge, as it is intended by the District that these policies are intended to provide a method of guidance for the District's capitalization of capital assets, but shall not be construed as having the force and effect of law. Any provisions of the District's enabling statutes as well as other state or federal laws, rules or regulations which are applicable to the District and which conflict with these policies shall supersede these policies to the extent of such conflict.~~

~~These policies have been approved by the Board of Directors of the Montgomery County Hospital District, acting at a public meeting held in strict compliance with the Texas Open Meetings Act, to take effect immediately.~~

~~THESE POLICIES WERE PASSED AND APPROVED BY THE BOARD OF DIRECTORS OF THE MONTGOMERY COUNTY HOSPITAL DISTRICT ON THE 3rd OF NOVEMBER, 2009.~~

	CAPITAL ASSET CAPITALIZATION	Page 1 of 3
Department	Policy Number	CAAS Reference Number
Accounting	ACC 05-102	

I. PURPOSE

Capital assets have a major impact on the ability of the District to deliver services. The purpose of this policy is to provide guidelines to assist in decision making and define accounting processes that ensure effective and accurate control of capital assets.

II. DEFINITIONS

Capital assets - real or personal property that have a value equal to or greater than the capitalization threshold and have an estimated useful life of five years or more.

Depreciation – allocation of a capital asset’s cost to expense by decreasing the value of the asset over its useful life.

III. POLICY

Montgomery County Hospital District (MCHD) will regard assets as capitalized when:

- 1) Assets purchased, built or leased have useful lives of five years or more and the cost of the asset (including installation) is \$5,000 or more.
- 2) The cost of repairing or renovating the asset is \$10,000 or more and prolongs the life of the asset.
- 3) The cost of buildings and building improvements is \$50,000 or more.

MCHD will regard the purchase of software programs as expenditures that are not subject to the above capitalization policy. Costs associated with software maintenance and customer support are considered expenditures and will not be capitalized.

Each department manager is responsible for ensuring accountability, maintenance, and proper use of District assets assigned to their custody. Capital assets are required to be tracked at the department level and be made available for inspection at any time.

Capital Asset Definitions and Guidelines

MCHD has invested in a broad range of capital assets used in the District’s operations, including:

- Land and improvements
- Buildings and building improvements
- Construction in progress
- Radio Tower and Tower Shelter
- Personal Property
 - Equipment
 - Vehicle

Title of Policy CAPITAL ASSET CAPITALIZATION	Policy Number ACC 05-102	Page 2 of 3
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Capital Asset Acquisition Cost

Capital assets should be recorded and reported in the District's capital asset software at historical cost, which includes the vendor's invoice (plus the value of any trade-in), plus initial installation costs (excluding in-house labor), modifications, attachments, accessories or apparatus necessary to make the asset usable and render it into service.

For MCHD, historical costs also include ancillary charges such as freight and transportation charges, site preparation costs and professional fees. The costs of purchasing capital assets for governmental activities do not include capitalized interest.

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- The lease term is equal to 75 percent or more of estimated economic life of the leased property.
- The present value of the minimum lease payments at the inception of the lease, excluding lease execution costs, equals at least 90 percent of the fair value of the leased property.

Depreciating Capital Assets

Capital assets should be depreciated over their estimated useful lives unless they are inexhaustible (land, works of art, historical treasures).

The straight-line depreciation method (historical cost, divided by useful life) will be used. An asset is considered placed into service on the date it became available for use and was being used for the purpose intended when purchased or constructed.

Title of Policy CAPITAL ASSET CAPITALIZATION	Policy Number ACC 05-102	Page 3 of 3
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**Depreciation Method-Straight Line over the following useful lives: Useful Life
in Years**

Asset	Years
Land and Land Improvements	0
Site Improvements	
• Fencing and Gates	5
• Landscaping	10
• Parking Lot/Driveway/Parking Barrier	20
• Outside Sprinkler System	15
Buildings and Building Improvements	
• Building Exterior	30
• Building Exterior: Roof	10
• Building Interior: Carpet	10
Radio Tower and Tower Shelter	30
Equipment	
• Telephone Systems	10
• Document Scanners	5
• Radio, Communication Systems	5
• Medical	5
• HVAC	15
• Security	10
Vehicles	
• Passenger Cars	5
• Cargo Vans, Light Trucks	5
• Ambulances – Box and Chassis	5

Reference:
Government Finance Officers Association: Establishing Capitalization Thresholds for Capital Assets

Original Date 11/2009
Review/Revision Date MM/YYYY
X Supersedes all Previous
Approved by Board of Directors __/__/__

From: Greg Hudson [<mailto:ghudson@holaw.net>]
Sent: Thursday, May 18, 2017 2:22 PM
To: Woleben, Shannon <swoleben@mchd-tx.org>
Cc: Allen, Brett <ballen@mchd-tx.org>
Subject: RE: Capital Asset Policy

Shannon, the policy looks fine. I will execute the attorneys' review certification and send it to you and Donna.

And no, I see no issues in making the policy retroactive to 10.1.16

Greg

Greg Hudson
Hudson & O'Leary LLP
1010 Mopac Circle
Suite 201
Austin, Texas 78746
(512) 441-9941
(512) 441-1501 (fax)
ghudson@holaw.net

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From: Woleben, Shannon [<mailto:swoleben@mchd-tx.org>]
Sent: Wednesday, May 17, 2017 4:14 PM
To: Greg Hudson
Cc: Allen, Brett
Subject: Capital Asset Policy

Greg,

We have revised the Capital Asset Policy and will be submitting the policy for Board approval next week. We would like to request that the Board make the policy retroactive to October 1, 2016 so that the fiscal year assets are handled and presented consistently for accounting purposes. Do you foresee any issues in requesting that the policy be retroactive?

Shannon Woleben, CPA
Accounting Manager

Montgomery County Hospital District

From: Greg Peterson [<mailto:greg.peterson@weaver.com>]
Sent: Wednesday, May 17, 2017 5:11 PM
To: Woleben, Shannon <swoleben@mchd-tx.org>
Cc: Allen, Brett <ballen@mchd-tx.org>
Subject: RE: Capital Asset Policy

Shannon –

I don't see any issue with the policy being applied retroactively.



Greg Peterson
Weaver

Senior Manager
Assurance Services

D: 936.494.4126 greg.peterson@weaver.com

1406 Wilson Rd., Suite 100
Conroe, TX 77304

P: 936.756.8127 **F:** 936.756.8132

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From: Woleben, Shannon [<mailto:swoleben@mchd-tx.org>]
Sent: Wednesday, May 17, 2017 4:06 PM
To: Greg Peterson
Cc: Allen, Brett
Subject: Capital Asset Policy

Notice: This email was received from an external source.

Hi Greg,

We have revised the Capital Asset Policy and will be submitting the changes for Board approval next week. We would like to request that the Board make the policy retroactive to October 1, 2016 so that the fiscal year assets are handled and presented consistently. We currently have \$1,897,630.53 in capital purchases. If the new Capital Assets policy was in place 10/1/2016, the breakdown would be:

Capital \$1,740,543.07

Expense \$157,087.46 (61 line items would not be included on the asset sub ledger)

Do you foresee any issues in requesting that the policy be retroactive?

Shannon Woleben, CPA
Accounting Manager

Agenda Item # 29



We Make a Difference!

To: Board of Directors

From: Brett Allen, CFO

Date: May 23, 2017

Re: Bank Accounts

Consider and act on closing and consolidation of bank accounts. (Mr. Grice, Treasurer – MCHD Board)

“Will discuss at the board meeting”

AGENDA ITEM # 30

Consider and act on payment of District invoices (Mr. Grice, Treasurer-MCHD Board)

**TOTAL FOR
INVOICES**

\$ 2,008,036.50

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 05/23/17- Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount							
ABBOTT, CORD	4/7/2017	ABB040717	91627	04/12/2017	PER DIEM/MIST TRAINING 04/03/17-04/05/17	10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$98.00							
							Totals for ABBOTT, CORD:	\$98.00							
ABFORM, INC.	4/1/2017	432678	91628	04/12/2017	SHIPPING CHARGES FOR SAMPLE VEST SIZING	10-008-58700	Uniforms-Matls. Mgmt.	\$16.89							
							Totals for ABFORM, INC.:	\$16.89							
AEI MEDICAL EQUIPMENT SERVICES	4/11/2017	3745	91841	04/19/2017	E-700 VENILATORS ACCEPTANCE TEST	10-008-55650	Maintenance-Contract Equipment-Mater	\$1,777.50							
							Totals for AEI MEDICAL EQUIPMENT SERVICES LLC:	\$1,777.50							
AIKEN, MICHAEL COTY	4/18/2017	AIK041817	91880	04/19/2017	MILEAGE REIMBURSEMENT 03/21/17-03/29/17	10-009-56200	Mileage Reimbursements-OMD	\$98.70							
							4/26/2017	AIK042617	\$40.66	92047	05/03/2017	MILEAGE REIMBURSEMENT/SETRA 4-26-17	10-009-56200	Mileage Reimbursements-OMD	\$40.66
														Totals for AIKEN, MICHAEL COTY:	\$139.36
ALL HANDS FIRE EQUIPMENT	4/6/2017	0974	SO49486	04/06/1	2784	04/20/2017	RESCUE HELMET	10-008-58700	Uniforms-Matls. Mgmt.	\$1,982.89					
									Totals for ALL HANDS FIRE EQUIPMENT:	\$1,982.89					
ALONTI CAFÉ & CATERING	4/6/2017	1252057	92048	05/03/2017	CADAVER LAB STAFF LUCHEON 04/06/17	10-009-56100	Meeting Expenses-OMD	\$210.00							
							4/5/2017	1252055	92048	05/03/2017	CADAVER LAB STAFF LUCHEON 04/05/17	10-009-56100	Meeting Expenses-OMD	\$210.00	
							4/4/2017	1252053	92048	05/03/2017	CADAVER LAB STAFF LUCHEON 04/05/17	10-009-56100	Meeting Expenses-OMD	\$190.00	
							4/10/2017	1251440	92048	05/03/2017	NEOP EXECUTIVE LUCHEON 04/10/17	10-009-56100	Meeting Expenses-OMD	\$158.38	
							4/17/2017	1256805	92048	05/03/2017	NEW HIRE TESTING LUNCH 04/17/17	10-009-56100	Meeting Expenses-OMD	\$155.65	
							4/17/2017	1257641	92048	05/03/2017	NEW HIRE PHYSICAL AGILITY TESTING	10-009-56100	Meeting Expenses-OMD	\$45.17	
							4/18/2017	1256820	92048	05/03/2017	NEW HIRE TESTING 04/18/17	10-009-56100	Meeting Expenses-OMD	\$106.35	
							4/11/2017	1251446	92048	05/03/2017	NEOP MANAGER'S LUNCH 4/11/17	10-009-56100	Meeting Expenses-OMD	\$316.75	
							4/1/2017	1237360	92048	05/03/2017	SO MONTGOMERY FIRE DEPARTMENT LUNCHEON	10-001-56100	Meeting Expenses-Admin	\$132.89	
							Totals for ALONTI CAFE & CATERING:	\$1,525.19							
							AMAZON.COM LLC	4/10/2017	156351163729	91933	04/27/2017	AVENGER LEATHER COMP TOE SHOE	10-008-58700	Uniforms-Matls. Mgmt.	\$91.40
4/10/2017	253232156342	91933	04/27/2017	BOOKS/MATERIAL	10-009-52600	Books/Materials-OMD								\$147.70	
4/10/2017	208177980379	91933	04/27/2017	BOOKS/MATERIAL	10-009-52600	Books/Materials-OMD								\$46.77	
4/10/2017	301865185294	91933	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$32.18	
4/10/2017	167018779929	91933	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$89.98	
4/10/2017	018389263242	91933	04/27/2017	GOOD GRIPS	10-006-57750	Small Equipment & Furniture-Alarm								\$14.99	
4/10/2017	096213136573	91933	04/27/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater								\$68.84	
4/10/2017	264018786482	91933	04/27/2017	PLANTRONICS HEADSET	10-011-57750	Small Equipment & Furniture-Bill								\$516.74	
4/10/2017	256759949331	91933	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$4.85	
4/10/2017	103524985591	91933	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$31.86	
4/10/2017	191485888986	91933	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$12.99	
4/10/2017	113997034103	91934	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$8.10	
4/10/2017	275372949125	91934	04/27/2017	SAFETY 1ST KIT	10-009-52950	Community Education-Dept								\$533.50	
4/10/2017	202828192554	91934	04/27/2017	TRIANGLE BULBS ULTRA	10-016-57725	Shop Supplies-Facil								\$13.74	
4/10/2017	273514905043	91934	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$310.93	
4/10/2017	123208166088	91934	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater								\$160.31	

Montgomery County Hospital District
Invoice Expense Allocation Report
Board Meeting 05/23/17- Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
	4/10/2017	123206948108	91934	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$15.22
	4/10/2017	14058936906	91934	04/27/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$16.61
	4/10/2017	279522293960	91934	04/27/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$9.46
	4/10/2017	231145383605	91934	04/27/2017	UNIFORM/BOOTS	10-008-58700	Uniforms-Matls. Mgmt.	\$136.38
	4/10/2017	290603840154	91934	04/27/2017	INDUCTION BOTTOM ALUMINUM NONS	10-015-57750	Small Equipment & Furniture-Information Te	\$19.98
	4/10/2017	290609723030	91934	04/27/2017	VIEWSONIC 1080P	10-015-57750	Small Equipment & Furniture-Information Te	\$448.28
	4/10/2017	129148349061	91935	04/27/2017	GARMIN NUVI 57	10-010-57750	Small Equipment & Furniture-Fleet	\$579.75
	4/10/2017	22726618710	91935	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$24.74
	4/10/2017	135292393943	91935	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$34.70
	4/10/2017	274280900862	91935	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$37.26
	4/10/2017	183833442013	91935	04/27/2017	VIVO FLOATING WALL MOUNT	10-015-57750	Small Equipment & Furniture-Information Te	\$13.89
	4/10/2017	281271537565	91935	04/27/2017	APPLE 5W USB POWER ADAPTER	10-015-57750	Small Equipment & Furniture-Information Te	\$64.56
	4/10/2017	251002803389	91935	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$126.82
	4/10/2017	245726525586	91935	04/27/2017	MONOPRICE 200X200 BRACKET	10-004-57750	Small Equipment & Furniture-Radio	\$16.46
	4/10/2017	229406197416	91935	04/27/2017	MEDICAL SUPPLILES	10-008-53900	Disposable Medical Supplies-Mater	\$50.46
	4/10/2017	142008734709	91935	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$39.99
	4/10/2017	159074980808	91935	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$713.72
	4/10/2017	232151568161	91936	04/27/2017	COSCO DELUXE 6 FOOT X 30"	10-009-52950	Community Education-Dept	\$38.88
	4/10/2017	144342423780	91936	04/27/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$7.69
	4/10/2017	216713132135	91936	04/27/2017	BASICS DISPLAY PORT TO HD	10-015-53100	Computer Supplies/Non-Cap.-Information Te	\$21.19
							Totals for AMAZON.COM LLC:	\$4,500.92
AMERICAN ELEVATOR INSPECTIONS	4/11/2017	39410	92049	05/03/2017	ANNUAL HYDRAULIC ELEVATOR INSPECTION	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$320.00
							Totals for AMERICAN ELEVATOR INSPECTIONS, INC.:	\$320.00
AMERICAN TIRE DISTRIBUTORS INC	4/6/2017	S089592429	91632	04/12/2017	AMBULANCE TIRES	10-010-59150	Vehicle-Tires-Fleet	\$2,679.64
							Totals for AMERICAN TIRE DISTRIBUTORS INC:	\$2,679.64
AMERITEX FIRE PROTECTION	4/7/2017	1071	91881	04/19/2017	INVESTIGATED INTERMITTENT TROUBLE IN FIRE PANEL	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$195.00
							Totals for AMERITEX FIRE PROTECTION:	\$195.00
ANDERSON, JORDAN	4/5/2017	AND040517	91633	04/12/2017	MILEAGE REIMBURSEMENT 03/29/17	10-009-56200	Mileage Reimbursements-OMD	\$49.11
							Totals for ANDERSON, JORDAN:	\$49.11
APCO INTERNATIONAL, INC.	4/6/2017	4784 05277 04/06/17	2785	04/20/2017	REGISTRATION FOR APCO CONF/L. SUTTON 08/2017	10-000-14900	Prepaid Expenses-BS	\$320.00
	4/6/2017	4784 05285 04/06/17	2785	04/20/2017	REGISTRATION FOR APCO CONF/S. COTTAR	10-000-14900	Prepaid Expenses-BS	\$320.00
	4/6/2017	4784 05293 04/06/17	2785	04/20/2017	REGISTRATION FOR APCO CONF/K. ERWIN	10-000-14900	Prepaid Expenses-BS	\$320.00
							Totals for APCO INTERNATIONAL, INC.:	\$960.00
ARROW (VIDACARE)	4/1/2017	94721280	91842	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,980.80
	4/8/2017	94740462	91895	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,980.80
	4/17/2017	94756615	92050	05/03/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,971.00

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	4/21/2017	94771329	92126	05/10/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,971.00
							Totals for ARROW (VIDACARE):	\$7,903.60
ASSOCIATION FOR PROF IN INFECTIC	4/6/2017	1754 ASS0411 04/06	2786	04/19/2017	APIC TEX ONLINE POB 42480	10-027-52600	Books/Materials-Emerg	\$385.00
							Totals for ASSOCIATION FOR PROF IN INFECTION CONTROL & EPIDEMIOLOGY:	\$385.00
AT&T (105414)	4/6/2017	1754 2591182 04/06	2786	04/20/2017	STATION 30 ACCT# 2812591182 02/13/17-03/12/17	10-015-58310	Telephones-Service-Information Technology	\$135.29
	4/6/2017	1754 2591182.2 04/06	2787	04/20/2017	STATION 30 ACCT# 2812591182 02/13/17-03/12/17	10-015-58320	Telephones - Long Distance-Information Tecl	\$3.60
	4/6/2017	1754 2598210 04/06	2788	04/20/2017	STATION 42 ACCT# 2812598210 02/13/17-03/12/17	10-015-58310	Telephones-Service-Information Technology	\$135.29
	4/6/2017	1754 6896865 04/06	2789	04/20/2017	STATION 31 ACCT# 6896865 02/23/17-03/22/17	10-015-58310	Telephones-Service-Information Technology	\$279.46
	4/6/2017	1754 6893247 04/06	2790	04/20/2017	STATION 30 ACCT# 2816893247 02/23/17-03/22/17	10-015-58310	Telephones-Service-Information Technology	\$274.80
	4/13/2017	2812598426 04/13/17	91937	04/27/2017	STATION 41 04/13/17-05/12/17	10-015-58310	Telephones-Service-Information Technology	\$84.00
	4/23/2017	2813670626 04/23/17	92051	05/03/2017	STATION 22 04/23/17-05/22/17	10-015-58310	Telephones-Service-Information Technology	\$246.13
	4/21/2017	7131652005 04/21/17	92052	05/03/2017	T1-HISD 04/21/17-05/20/17	10-004-58310	Telephones-Service-Radio	\$238.10
							Totals for AT&T (105414):	\$1,396.67
AT&T (U-VERSE)	4/1/2017	145220893 04/01/17	91636	04/12/2017	STATION 42 04/01/17-04/30/17	10-015-58310	Telephones-Service-Information Technology	\$95.00
	4/11/2017	145685137 04/11/17	91938	04/27/2017	STATION 24 04/12/17-05/11/17	10-015-58310	Telephones-Service-Information Technology	\$110.40
	4/22/2017	150883685 04/22/17	92053	05/03/2017	STATION 41 03/23/17-04/22/17	10-015-58310	Telephones-Service-Information Technology	\$24.44
							Totals for AT&T (U-VERSE):	\$229.84
AT&T MOBILITY-ROC (6463)	4/15/2017	836735112X04232017	91939	04/27/2017	ACCT# 836735112 03/16/17-04/15/17	10-015-58200	Telephones-Cellular-Information Technology	\$79.58
						10-007-58200	Telephones-Cellular-EMS	\$37.99
						10-004-58200	Telephones-Cellular-Radio	\$86.39
						10-015-58200	Telephones-Cellular-Information Technology	\$79.58
							Totals for AT&T MOBILITY-ROC (6463):	\$283.54
AVESTA SYSTEMS, INC.	4/13/2017	4-17-12019	91940	04/27/2017	CANDIDATECARE FOR PERIOD 04/12/17 - 05/11/17	10-025-57100	Professional Fees-Human	\$800.00
							Totals for AVESTA SYSTEMS, INC.:	\$800.00
BARNABY'S CAFE	4/6/2017	2269 93166 04/06/17	2791	04/20/2017	EMS MEETING	10-001-55900	Meals - Business and Travel-Admin	\$42.23
							Totals for BARNABY'S CAFE:	\$42.23
BAXTER HEALTHCARE CORP.	4/5/2017	54416884	91896	04/19/2017	REPAIR OF IV PUMP S/N 843549	10-008-57650	Repair-Equipment-Matls. Mgmt.	\$750.00
							Totals for BAXTER HEALTHCARE CORP.:	\$750.00
BAYLOR COLLEGE OF MEDICINE	4/1/2017	131660039-201702	92054	05/03/2017	MEDICAL DIRECTOR SALARY 02/01/2017 TO 02/28/2017	10-009-57100	Professional Fees-OMD	\$19,171.61
							Totals for BAYLOR COLLEGE OF MEDICINE:	\$19,171.61
BCBS OF TEXAS (POB 731428)	4/7/2017	TY483010005 04/07/1	2777	04/07/2017	BCBS PPO & HSA PREMIUMS 04/01/2017 - 04/07/17	10-025-51710	Health Insurance Claims-Human	\$62,899.43
	4/14/2017	TY483010005 04/14/1	2780	04/14/2017	BCBS PPO & HSA PREMIUMS 04/08/2017 - 04/14/17	10-025-51710	Health Insurance Claims-Human	\$26,726.29
	4/21/2017	TY483010005 04/21/1	2860	04/21/2017	BCBS PPO & HSA PREMIUMS 04/15/2017 - 04/21/17	10-025-51710	Health Insurance Claims-Human	\$101,851.38
	4/28/2017	TY483010005 04/28/1	2867	04/28/2017	BCBS PPO & HSA PREMIUMS 04/22/2017 - 04/28/17	10-025-51710	Health Insurance Claims-Human	\$49,094.14

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						10-025-51720	Health Insurance Admin Fees-Human	\$54,362.61
							Totals for BCBS OF TEXAS (POB 731428):	\$294,933.85
BEDAIR, ELIZABETH	4/18/2017	BED041817	91882	04/19/2017	WELLNESS PROGRAM/MASSAGE	10-025-54350	Employee Health/Wellness-Human	\$20.00
							Totals for BEDAIR, ELIZABETH:	\$20.00
BENTWATER ON THE NORTH SHORE	4/24/2017	MAY 2017-001	91942	04/27/2017	STATION 44	10-000-14900	Prepaid Expenses-BS	\$1,201.00
							Totals for BENTWATER ON THE NORTH SHORE % ROBERT JAMES (44):	\$1,201.00
BIDDLE CONSULTING GROUP, INC.	4/1/2017	53823	91883	04/19/2017	TESTGENIUS CRITICALL ANNUAL SOFTWARE EXP 06/23/	10-015-53050	Computer Software-Information Technology	\$2,495.00
							Totals for BIDDLE CONSULTING GROUP, INC.:	\$2,495.00
BONDS JANITORIAL SERVICE	4/1/2017	2748	91843	04/19/2017	JANITORIAL SERVICES FOR MARCH 2017	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$6,136.55
	4/1/2017	2757	91944	04/27/2017	JANITORIAL SERVICES FOR APRIL 2017	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$6,136.55
							Totals for BONDS JANITORIAL SERVICE:	\$12,273.10
BOON-CHAPMAN (Prime DX)	4/6/2017	584	91884	04/19/2017	MCMC 03/28/17	10-002-55700	Management Fees-PA	\$315.00
	4/10/2017	582	91885	04/19/2017	CASE MANAGEMENT MARCH 2017	10-002-55700	Management Fees-PA	\$3,247.92
	4/6/2017	583	91886	04/19/2017	MEDICAL NECESSITY MARCH 2017	10-002-55700	Management Fees-PA	\$945.00
	4/18/2017	BOO041817	91945	04/27/2017	APRIL 2017 MEDICAL/SURGICAL UTILIZATION REVIEW	10-002-55700	Management Fees-PA	\$36,830.50
							Totals for BOON-CHAPMAN (Prime DX):	\$41,338.42
BOUND TREE MEDICAL, LLC	4/7/2017	82458627	91844	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$319.00
	4/7/2017	82458626	91844	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$629.52
						10-008-54000	Drug Supplies-Mater	\$857.08
	4/1/2017	82451535	91844	04/19/2017	MEDICAL SUPPLIES	10-009-58500	Training/Related Expenses-CE-OMD	\$1,821.38
	4/17/2017	82466614	92055	05/03/2017	DRUG MATER/SUPPLIES	10-008-54000	Drug Supplies-Mater	\$83.50
	4/14/2017	82465374	92055	05/03/2017	DRUG MATER/SUPPLIES	10-008-54000	Drug Supplies-Mater	\$312.00
	4/19/2017	82469237	92055	05/03/2017	MEDICAL SUPPLIES/EDUCATION	10-009-52600	Books/Materials-OMD	\$385.00
	4/19/2017	82469236	92055	05/03/2017	DRUG/MEDIAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$2,622.86
						10-008-54000	Drug Supplies-Mater	\$1,082.40
	4/13/2017	82464057	91946	04/27/2017	DME MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$1,276.62
	4/4/2017	82454534	91946	04/27/2017	DRUG MATER/SUPPLIES	10-008-54000	Drug Supplies-Mater	\$1,336.95
	4/21/2017	82471827	92132	05/10/2017	DRUG MATER/MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$2,581.58
						10-008-54000	Drug Supplies-Mater	\$294.75
	4/24/2017	82473031	92132	05/10/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$22.36
	4/25/2017	82474217	92132	05/10/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$305.88
	4/1/2017	82412942	92055	05/03/2017	DRUG MATER/SUPPLIES	10-008-54000	Drug Supplies-Mater	\$1,824.78
							Totals for BOUND TREE MEDICAL, LLC:	\$15,755.66
BRADSHAW CONSULTING SERVICES.	4/10/2017	7642	91845	04/19/2017	THE ADDRESSER FIRST AID KIT	10-015-53050	Computer Software-Information Technology	\$495.00
							Totals for BRADSHAW CONSULTING SERVICES, INC.:	\$495.00

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BROWN, KIMBERLY	4/18/2017	BRO041817	91887	04/19/2017	TRAVEL EXPENSE REIMBURSEMENT NAVIGATOR	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$118.93
Totals for BROWN, KIMBERLY:								\$118.93
BROWN, SONDR A	4/11/2017	00015	91897	04/19/2017	TRANSPORTATION SERVICE 03/15/17 - 04/10/17	10-039-56500	Other Services-Param	\$325.00
Totals for BROWN, SONDR A:								\$325.00
BUCKALEW CHEVROLET	4/1/2017	513372	91846	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$23.75
	4/1/2017	513186	91646	04/12/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$170.84
	4/3/2017	513419	91846	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$62.69
	4/7/2017	513573	91846	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$188.07
	4/7/2017	513593	91846	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$42.90
	4/20/2017	513985	92056	05/03/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$647.26
Totals for BUCKALEW CHEVROLET:								\$1,135.51
BUCKEYE INTERNATIONAL INC.	4/1/2017	129712	91647	04/12/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$353.62
	4/1/2017	130348	91847	04/19/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$145.20
	4/1/2017	129710	91947	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$720.00
	4/14/2017	133662	92057	05/03/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$315.00
Totals for BUCKEYE INTERNATIONAL INC.:								\$1,533.82
C & R WATER SUPPLY, INC	4/6/2017	1754 1526 04 \$3.25	2792	04/20/2017	STATION 44 ACCT# 1526 02/17/17-03/21/17	10-016-58800	Utilities-Facil	\$3.25
	4/6/2017	1754 1526 04/06/17	2792	04/20/2017	STATION 44 ACCT# 1526 02/17/17-03/21/17	10-016-58800	Utilities-Facil	\$82.37
	4/18/2017	1526 04/18/17	92058	05/03/2017	STATION 44 03/21/17-04/18/17	10-016-58800	Utilities-Facil	\$83.90
Totals for C & R WATER SUPPLY, INC:								\$169.52
CANON FINANCIAL SERVICES	4/12/2017	17235159	91848	04/19/2017	SCHEDULE# 001-0735472-001 CONTRACT # DIR-TSL-3101	10-015-55400	Leases/Contracts-Information Technology	\$3,371.71
Totals for CANON FINANCIAL SERVICES:								\$3,371.71
CCDS-CONROE COMMERICAL DOOR	4/19/2017	11558	92059	05/03/2017	LABOR HOURS TO REPLACE ROLLERS ONGATE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$502.50
Totals for CCDS-CONROE COMMERICAL DOOR SOLUTIONS LLC:								\$502.50
CDW GOVERNMENT, INC.	4/4/2017	HKV3289	91849	04/19/2017	APPLE IPAD WI-FI 32 GB GOLD	10-015-57750	Small Equipment & Furniture-Information Te	\$3,060.00
	4/1/2017	HHG9961	91649	04/12/2017	HPE FOUNDATION CARE 24X7 SERVICE POST WARRANT	10-015-53000	Computer Maintenance-Information Technol	\$943.92
	4/7/2017	HLQ9242	91849	04/19/2017	PAN TOUGHBOOK WARRANTY ELECTRONIC DISTRIBUT	10-015-53000	Computer Maintenance-Information Technol	\$215.00
	4/1/2017	HKH5185	91849	04/19/2017	ABSOLUTE DDS PREM 15MO	10-015-53050	Computer Software-Information Technology	\$9,450.00
	4/19/2017	HNX8694	92060	05/03/2017	Lenovo TopSeller ePac Priority - technical support - 3 years	10-015-53000	Computer Maintenance-Information Technol	\$70.00
Totals for CDW GOVERNMENT, INC.:								\$13,738.92
CENTERPOINT ENERGY (REL109)	4/3/2017	88796735 04/03/17	91650	04/12/2017	STATION 20 02/27/17-03/28/17	10-016-58800	Utilities-Facil	\$42.31
	4/6/2017	1754 885889239 04/06/17	2793	04/20/2017	MCHD CAMPUS ACCT# 88589239 02/03/17-03/03/17	10-016-58800	Utilities-Facil	\$469.83
	4/5/2017	88820089 04/05/17	91925	04/27/2017	STATION 10 03/07/17-04/05/17	10-016-58800	Utilities-Facil	\$19.43
	4/13/2017	64006986422 04	91949	04/27/2017	STATION 43 03/14/17-04/13/17	10-016-58800	Utilities-Facil	\$22.67
	4/17/2017	98116148 04/17/17	91949	04/27/2017	STATION 14 03/14/17-04/17/17	10-016-58800	Utilities-Facil	\$23.56

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	4/25/2017	92013168	04/25/17	92061	05/03/2017	STATION 30 03/24/17-04/25/17	10-016-58800	Utilities-Facil	\$19.11
							Totals for CENTERPOINT ENERGY (REL109):	\$596.91	
CENTRELEARN SOLUTIONS, LLC	4/10/2017	INV00000018968	91898	04/19/2017	LMS WITH CONTENT/LEARNING MGMT SYS	10-009-58500	Training/Related Expenses-CE-OMD	\$580.00	
	4/10/2017	INV00000018967	91898	04/19/2017	ACCESS COMPLETE/LMS ONLY MCHD FIRST RESPONDEF	10-009-58500	Training/Related Expenses-CE-OMD	\$1,994.00	
	4/10/2017	INV00000018966	91898	04/19/2017	ACCESS TO CL COMPLETE/LMS ONLY MCHD	10-009-58500	Training/Related Expenses-CE-OMD	\$1,096.00	
							Totals for CENTRELEARN SOLUTIONS, LLC:	\$3,670.00	
CENTURY LINK (Phoenix)	4/19/2017	313194646	04/19/17	92062	05/03/2017	STATION 32 04/19/17-05/18/17	10-015-58310	Telephones-Service-Information Technology	\$262.43
							Totals for CENTURY LINK (Phoenix):	\$262.43	
CHARTER COMMUNICATIONS	4/8/2017	0035377	04/08/17	91714	04/12/2017	STATION 22 04/018/17 - 05/17/17	10-015-58310	Telephones-Service-Information Technology	\$89.98
							Totals for CHARTER COMMUNICATIONS:	\$89.98	
CHAVEZ, CECILIA	4/25/2017	CHA042517		91951	04/27/2017	TRAVEL EXPENSE REIMBURSEMENT 03/20/17-03/23/17	10-015-53150	Conferences - Fees, Travel, & Meals-Infor	\$35.07
							Totals for CHAVEZ, CECILIA:	\$35.07	
CHUY'S	4/6/2017	2269 80133	04/06/17	2794	04/20/2017	QUARTERLY RETREAT MANAGERS	10-001-55900	Meals - Business and Travel-Admin	\$66.89
							Totals for CHUY'S:	\$66.89	
CITY OF CONROE, WATER (3066)	4/6/2017	1754 00491400	04/06	2795	04/20/2017	MCHD CAMPUS ACCT# 0049-1400-000	10-016-58800	Utilities-Facil	\$2,838.06
	4/6/2017	1754 0049	04/06/	2795	04/20/2017	MCHD CAMPUS ACCT# 0049-1400-000	10-016-58800	Utilities-Facil	\$1.25
	4/20/2017	0049-1400-00	04/20	92063	05/03/2017	MCHD CAMPUS 03/13/17-04/12/17	10-016-58800	Utilities-Facil	\$2,173.63
	4/28/2017	00700592000	04/28/17	92139	05/10/2017	STATION 10 03/23/17-04/24/17	10-016-58800	Utilities-Facil	\$69.31
							Totals for CITY OF CONROE, WATER (3066):	\$5,082.25	
CLANCY, LOIS	4/21/2017	CLA042117		91953	04/27/2017	TRAVEL EXPENSE NAVIGATOR CONF 04/11/17-04/14/17	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$100.00
	4/21/2017	CLA042117	\$43.97	91953	04/27/2017	MILEAGE REIMBURSEMENT NAVIGATOR CONF 04/08/17-	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$43.97
							Totals for CLANCY, LOIS:	\$143.97	
COBURN SUPPLY COMPANY, INC.	4/6/2017	9390 66661	04/06/17	2796	04/20/2017	ADMIN S/C TOILET REPAIR	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$533.97
	4/6/2017	9390 68545	04/06/17	2796	04/20/2017	SERVICE CENTER BACKBOARD WASHER REPAIR	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$428.24
							Totals for COBURN SUPPLY COMPANY, INC.:	\$962.21	
COLONIAL LIFE	4/29/2017	E3387610	04/29/17	2870	04/29/2017	CONTROL NO. E3387610 PREMIUMS 04/01/17-04/30/17	10-000-21590	P/R-Premium Cancer/Accident-BS	\$8,167.28
							Totals for COLONIAL LIFE:	\$8,167.28	
COMCAST CORPORATION	4/5/2017	8777702080546356	04	91654	04/12/2017	STATION 21 04/05/17-05/04/17	10-016-58800	Utilities-Facil	\$59.95
							10-015-58310	Telephones-Service-Information Technology	\$113.34
	4/6/2017	1754 49557	04/06/17	2797	04/20/2017	STATION 23 ACCT# 8777701590849557 04/16/17-05/15/17	10-016-58800	Utilities-Facil	\$111.26
							Totals for COMCAST CORPORATION:	\$284.55	
COMPULINK MANAGEMENT	4/6/2017	3629 832013	04/06/17	2798	04/20/2017	LASERFICHE CONFERENCE 01/2018	10-000-14900	Prepaid Expenses-BS	\$1,190.00

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							Totals for COMPULINK MANAGEMENT:	\$1,190.00
CONNECT YOUR CARE	4/7/2017	160534596	2778	04/07/2017	FLEXIBLE SPENDING ACCOUNT 03/31/17 - 04/06/17	10-000-21585	P/R-Flexible Spending-BS-BS	\$600.04
	4/14/2017	161500159	2782	04/14/2017	FLEXIBLE SPENDING ACCOUNT 04/07/17 - 04/13/17	10-000-21585	P/R-Flexible Spending-BS-BS	\$112.53
	4/12/2017	162138757	2781	04/12/2017	FSA PER EMPLOYEE MONTHLY ADMINISTRATION & NEW I	10-025-57100	Professional Fees-Human	\$46.62
	4/28/2017	163617799	2868	04/28/2017	FLEXIBLE SPENDING ACCOUNT 04/21/17 - 04/27/17	10-000-21585	P/R-Flexible Spending-BS-BS	\$21.99
	4/21/2017	162755622	2869	04/21/2017	FLEXIBLE SPENDING ACCOUNT 04/14/17 - 04/20/17	10-000-21585	P/R-Flexible Spending-BS-BS	\$559.27
							Totals for CONNECT YOUR CARE:	\$1,340.45
CONROE WELDING SUPPLY, INC.	4/3/2017	PS403922	91736	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$90.40
	4/3/2017	CT25514	91736	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$89.40
	4/3/2017	CT825780	91737	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$135.40
	4/4/2017	CT825778	91737	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$114.80
	4/4/2017	CT825821	91737	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$88.40
	4/3/2017	PS403921	91737	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$70.80
	4/3/2017	CT825779	91737	04/12/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$133.40
	4/10/2017	PS404256	91850	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$79.60
	4/10/2017	PS404255	91850	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$62.00
	4/10/2017	PS403596	91850	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$99.22
	4/13/2017	CT827127	91899	04/19/2017	REGULATOR REPAIR/OXYGEN MEDICAL	10-010-59050	Vehicle-Parts-Fleet	\$37.47
						10-008-56600	Oxygen & Gases-Mater	\$123.73
	4/14/2017	CT827236	91899	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$82.60
	4/17/2017	CT827366	91899	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$143.22
	4/17/2017	CT827218	91899	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$135.40
	4/17/2017	CT827055	91899	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$115.80
	4/3/2017	CT825797	91899	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$465.25
	4/12/2017	CT826824	91899	04/19/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$89.40
	4/13/2017	CT827102	91899	04/19/2017	PROPANE	10-010-56600	Oxygen & Gases-Fleet	\$22.00
	4/20/2017	CT827367	91954	04/27/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$99.20
	4/20/2017	CT827395	91954	04/27/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$117.80
	4/20/2017	CT827384	91954	04/27/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$647.84
	4/20/2017	PS404524	91954	04/27/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$89.40
	4/25/2017	CT828330	92065	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$132.40
	4/25/2017	CT828242	92065	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$159.80
	4/25/2017	CT828180	92065	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$140.46
	4/24/2017	PS404936	92065	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$81.60
	4/24/2017	PS404523	92065	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$79.60
	4/24/2017	CT827919	92065	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$98.20
	4/30/2017	R04171857	92065	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$760.15
	4/30/2017	R04171250	92065	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$18.20
	4/30/2017	R04171249	92065	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$123.75
	4/30/2017	R04171248	92065	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$109.20
	4/30/2017	R04171247	92065	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$45.50

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	4/30/2017	R04171244	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$15.00
	4/30/2017	R04171243	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$14.55
	4/30/2017	R04171241	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$13.65
	4/30/2017	R04171240	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$34.55
	4/30/2017	R04171239	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$66.80
	4/30/2017	R04171238	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$159.70
	4/30/2017	R04171236	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$22.75
	4/30/2017	R04171235	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$22.75
	4/30/2017	R04171234	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$10.00
	4/30/2017	R04171233	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$24.55
	4/30/2017	R04171231	92066	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$40.00
	4/30/2017	R04171230	92067	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$45.00
	4/30/2017	R04171229	92067	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$13.65
	4/30/2017	R04171228	92067	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$5.00
	4/30/2017	R04171227	92067	05/03/2017	CYLINDER RENTAL	10-008-56600	Oxygen & Gases-Mater	\$204.75
	4/26/2017	CT828464	92067	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$238.00
	4/26/2017	CT828192	92067	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$63.00
	4/5/2017	CT825848	92067	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$28.40
	4/10/2017	CT826622	92067	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$206.83
	4/5/2017	CT826124	92067	05/03/2017	OXYGEN MEDICAL	10-008-56600	Oxygen & Gases-Mater	\$148.90
							Totals for CONROE WELDING SUPPLY, INC.:	\$6,259.22
CONROE/LAKE CONROE CHAMBER C	4/6/2017	2269 37041 04/06/17	2799	04/20/2017	DUES	10-001-54100	Dues/Subscriptions-Admin	\$105.00
							Totals for CONROE/LAKE CONROE CHAMBER OF COMMERCE:	\$105.00
CONSOLIDATED COMMUNICATIONS-	4/1/2017	06060MCD-S-17091	91851	04/19/2017	ACCT# 210 9MC-DSM3 MCD 04/01/17- 4/30/17	10-015-58310	Telephones-Service-Information Technology	\$178.59
							Totals for CONSOLIDATED COMMUNICATIONS-LUF:	\$178.59
CONSOLIDATED COMMUNICATIONS-	4/1/2017	9365399272 04/01/17	91655	04/12/2017	MCHD CAMPUS 04/01/27/04/30/17	10-015-58310	Telephones-Service-Information Technology	\$36.12
	4/11/2017	9360434566 04/11/17	91955	04/27/2017	MCHD CAMPUS 04/11/17-05/10/17	10-015-58310	Telephones-Service-Information Technology	\$182.50
	4/16/2017	0009600146 04/16/17	91956	04/27/2017	MCHD CAMPUS 04/16/17-05/15/17	10-015-58310	Telephones-Service-Information Technology	\$591.36
	4/16/2017	0009600539 04/16/17	91957	04/27/2017	MCHD CAMPUS 04/16/17-05/15/17	10-015-58310	Telephones-Service-Information Technology	\$286.27
	4/21/2017	9365393450 04/21/17	92068	05/03/2017	MCHD CAMPUS 04/21/17-05/20/17	10-015-58310	Telephones-Service-Information Technology	\$128.18
						10-015-58320	Telephones - Long Distance-Information Tecl	\$37.06
	4/21/2017	935391160 04/21/17	92069	05/03/2017	MCHD CAMPUS 04/21/17-05/20/17	10-015-58310	Telephones-Service-Information Technology	\$7,003.68
						10-015-58320	Telephones - Long Distance-Information Tecl	\$984.98
							Totals for CONSOLIDATED COMMUNICATIONS-TXU:	\$9,250.15
CORMACK, GAVIN	4/21/2017	COR042117	91958	04/27/2017	TRAVEL EXPENSE NAVIATOR CONF 04/11/17-04/14/17	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$113.73
							Totals for CORMACK, GAVIN:	\$113.73
COSPER, JARED	4/24/2017	COS042417	91959	04/27/2017	PER DIEM/FLORIDA SITE VISIT 05/01/17-05/02/17	10-000-14900	Prepaid Expenses-BS	\$96.00
							Totals for COSPER, JARED:	\$96.00

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CRIBS FOR KIDS INC.	4/1/2017	1262	91656	04/12/2017	PORTABLE CRIB	10-009-52950	Community Education-Dept	\$1,831.43
							Totals for CRIBS FOR KIDS INC.:	\$1,831.43
CROWN PAPER AND CHEMICAL	4/1/2017	102125	91657	04/12/2017	STATON SUPPLIES	10-008-57900	Station Supplies-Mater	\$134.90
	4/1/2017	101754	91657	04/12/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$187.69
	4/1/2017	101939	91657	04/12/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$225.99
	4/10/2017	102578	91960	04/27/2017	STATON SUPPLIES	10-008-57900	Station Supplies-Mater	\$109.66
	4/3/2017	102351	91960	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$288.76
	4/18/2017	102802	92070	05/03/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$174.10
							Totals for CROWN PAPER AND CHEMICAL:	\$1,121.10
CUMMINS SOUTHERN PLAINS, LTD.	4/12/2017	012-83671	91900	04/19/2017	FILTER OIL/CLAMPS/AIR CLNR	10-010-59050	Vehicle-Parts-Fleet	\$1,216.00
							Totals for CUMMINS SOUTHERN PLAINS, LTD.:	\$1,216.00
DAILEY WELLS COMMUNICATION	4/1/2017	00053891	91961	04/27/2017	RADIO REPAIR S/N A40121002AFC	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$581.25
	4/20/2017	00058688	92071	05/03/2017	RADIO REPAIR S/N 40121002AF6	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$538.75
	4/5/2017	00060125	91961	04/27/2017	RADIO REPAIR S/N A40204900004	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$257.50
	4/10/2017	00060150	91961	04/27/2017	RADIO REPAIR S/N A4011E007661	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$121.45
	4/7/2017	00060149	91961	04/27/2017	RADIO REPAIR S/N A401210043EA	10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$119.87
							Totals for DAILEY WELLS COMMUNICATION:	\$1,618.82
DEMONTTROND	4/6/2017	190275	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$129.69
	4/4/2017	190106	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,667.34
	4/3/2017	190066	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$23.87
	4/3/2017	189262	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$486.20
	4/1/2017	189876	91660	04/12/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$16.89
	4/5/2017	190185	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$19.69
	4/6/2017	190252	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,349.94
	4/6/2017	190222	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$213.70
	4/4/2017	190105	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$21.23
	4/11/2017	190488	91853	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,790.90
	4/12/2017	190555	91901	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,980.77
	4/12/2017	190545	91901	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,407.90
	4/19/2017	190801	92072	05/03/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$29.87
	4/11/2017	190489	91962	04/27/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,227.26
	4/11/2017	190470	91962	04/27/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,886.21
	4/19/2017	190841	92072	05/03/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$938.67
	4/28/2017	191205	92316	05/28/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,028.50
							Totals for DEMONTTROND:	\$14,218.63
DESIGNERS TOUCH	4/1/2017	DES040117	91661	04/12/2017	325 UNFINISHED PLYWOOD BACKING PANELS CUT TO S	10-004-57225	Radio Repair - Parts-Radio	\$250.00
	4/1/2017	DES040117 \$95.00	91661	04/12/2017	HINGES, PLATES AND PULLS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$95.00

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Totals for DESIGNERS TOUCH:								\$345.00
DIRECTV	4/6/2017	1754 80873 04/06/17	2800	04/20/2017	STATION 31 ACCT# 007780873	10-016-58800	Utilities-Facil	\$50.35
	4/6/2017	1754 21655 04/06/17	2801	04/20/2017	STATION 32 ACCT# 26721655	10-016-58800	Utilities-Facil	\$50.35
	4/6/2017	1754 35057 04/06/17	2802	04/20/2017	STATION 40 ACCT# 052835057	10-016-58800	Utilities-Facil	\$122.98
	4/6/2017	1754 03034 04/06/17	2803	04/20/2017	MO CO CONSTABLE ACCT# 007003034	10-016-58800	Utilities-Facil	\$115.98
	4/6/2017	1754 63325 04/06/17	2804	04/20/2017	STATION 45 ACCT# 026363325 03/12/17-04/11/17	10-016-58800	Utilities-Facil	\$115.35
	4/6/2017	1754 87253 04/06/17	2805	04/20/2017	STATION 10 ACCT# 053487253 03/14/17-04/13/17	10-016-58800	Utilities-Facil	\$122.98
	4/6/2017	1754 02753 04/06/17	2806	04/20/2017	STATION 20 ACCT# 059502753 03/15/17-04/14/17	10-016-58800	Utilities-Facil	\$122.98
	4/6/2017	1754 77337 04/06/17	2807	04/20/2017	MCHD CAMPUS ACCT# 035677337 03/21/17-04/20/17	10-016-58800	Utilities-Facil	\$61.98
	4/6/2017	1754 37939 04/06/17	2808	04/20/2017	STATION 44 ACCT# 007637939 03/22/17-04/21/17	10-016-58800	Utilities-Facil	\$60.35
	4/6/2017	1754 44813 04/06/17	2809	04/20/2017	STATION 41 ACCT# 002444813 03/23/17-04/22/17	10-016-58800	Utilities-Facil	\$36.72
	4/6/2017	1754 00681 04/06/17	2810	04/20/2017	STATION 30 ACCT# 028100681 03/24/17-04/23/17	10-016-58800	Utilities-Facil	\$134.97
	4/6/2017	1754 28155 04/06/17	2811	04/20/2017	STATION 43 ACCT# 22828155	10-016-58800	Utilities-Facil	\$67.98
Totals for DIRECTV:								\$1,062.97
DLT SOLUTIONS LLC	4/17/2017	SI355375	92073	05/03/2017	PASSWORD MANAGER MAINTENANCE RENEWAL 03/31/17	10-015-53050	Computer Software-Information Technology	\$486.00
Totals for DLT SOLUTIONS LLC:								\$486.00
DSHS REGULATORY	4/6/2017	6430 81728 04/06/17	2812	04/20/2017	EMS CERTIFICATION RENEWAL	10-009-52700	Business Licenses-OMD	\$126.00
	4/6/2017	6430 40945 04/06/17	2812	04/20/2017	EMS CERTIFICATION RENEWAL	10-009-52700	Business Licenses-OMD	\$96.00
	4/6/2017	6430 00059 04/06/17	2812	04/20/2017	EMS CERTIFICATION RENEWAL	10-009-52700	Business Licenses-OMD	\$96.00
Totals for DSHS REGULATORY:								\$318.00
EMERGENCY MEDICAL PRODUCTS, I	4/27/2017	1900964	92147	05/10/2017	DME MATER	10-008-54200	Durable Medical Equipment-Mater	\$1,040.00
Totals for EMERGENCY MEDICAL PRODUCTS, INC.:								\$1,040.00
EMERGENCY MINISTRIES	4/6/2017	1754 EME033117 04/06/17	2813	04/20/2017	ASSIST INDVLS CRISIS PLUS GROUP	10-006-58500	Training/Related Expenses-CE-Alarm	\$209.00
Totals for EMERGENCY MINISTRIES:								\$209.00
ENTERGY TEXAS, LLC	4/4/2017	190003908231	91663	04/12/2017	MCHD CAMPUS 02/27/17-03/31/17	10-016-58800	Utilities-Facil	\$12,948.13
	4/4/2017	245004046759	91664	04/12/2017	STATION 32 02/27/31-03/31/17	10-016-58800	Utilities-Facil	\$563.90
	4/4/2017	2016212773	91665	04/12/2017	ROBINSON RD TOWER 02/27/17-03/25/17	10-004-58800	Utilities-Radio	\$37.73
	4/4/2017	20162017967	91666	04/12/2017	ROBINSON RD TOWER 02/27/17-03/25/17	10-004-58800	Utilities-Radio	\$460.18
	4/7/2017	60005125106	91667	04/12/2017	STATION 14 03/03/17-04/03/17	10-016-58800	Utilities-Facil	\$247.40
	4/12/2017	440001999551	91902	04/19/2017	STATION 30 03/13/17-04/12/17	10-016-58800	Utilities-Facil	\$684.62
	4/7/2017	240003520496 04	91964	04/27/2017	STATION 20 03/09/17-04/07/17	10-016-58800	Utilities-Facil	\$748.03
	4/14/2017	155004487042 04	91965	04/27/2017	STATION 31 03/15/17-04/14/17	10-016-58800	Utilities-Facil	\$456.36
	4/12/2017	385003241199 04	91966	04/27/2017	THOMPSON RD TOWER 03/14/17-04/12/17	10-004-58800	Utilities-Radio	\$608.51
	4/14/2017	65004735207 04	91967	04/27/2017	SPLENDORA TOWER 03/15/17-04/14/17	10-004-58800	Utilities-Radio	\$513.41
	4/17/2017	210003433394 04	91968	04/27/2017	STATION 10 03/20/17-04/17/17	10-016-58800	Utilities-Facil	\$827.49
	4/14/2017	65004738954 04	91969	04/27/2017	STATION 43 03/18/17-04/14/17	10-016-58800	Utilities-Facil	\$298.38
	4/18/2017	195004577593 04	91970	04/27/2017	STATION 44 03/20/17-04/18/17	10-016-58800	Utilities-Facil	\$97.37

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	4/19/2017	395003219973 04	92074	05/03/2017	GRANGERLAND TOWER 03/22/17-04/19/17	10-004-58800	Utilities-Radio	\$787.06
	4/26/2017	2016326779 04/26/17	92075	05/03/2017	ROBINSON RD TOWER 03/25/17-04/26/17	10-004-58800	Utilities-Radio	\$48.73
	4/26/2017	2016319474 04/26/17	92076	05/03/2017	ROBINSON RD TOWER 03/25/17-04/26/17	10-004-58800	Utilities-Radio	\$455.96
	4/29/2017	180003822268 04	92077	05/03/2017	MCHD CAMPUS 03/31/17-04/29/17	10-016-58800	Utilities-Facil	\$12,678.32
							Totals for ENTERGY TEXAS, LLC:	\$32,461.58
ESRI, INC.	4/5/2017	93274326	91854	04/19/2017	ARCGIS DESKTOP ADVANCED CONCURRENT USE PRIMA	10-015-53050	Computer Software-Information Technology	\$15,500.00
							Totals for ESRI, INC.:	\$15,500.00
EVANS, JUSTIN	4/18/2017	EVA041817	91888	04/19/2017	PER DIEM/HARRIS USERS GROUP CONF 04/22/17-04/28/17	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$279.00
							Totals for EVANS, JUSTIN:	\$279.00
EVENT ESPRESSO	4/6/2017	1754 13312 04/06/17	2814	04/20/2017	EVENT ESPRESSO	10-015-53050	Computer Software-Information Technology	\$279.95
							Totals for EVENT ESPRESSO:	\$279.95
EXECUCAR AFFILIATES	4/6/2017	4784 78230 04/06/17	2815	04/20/2017	NAVIGATOR SHUTTLE CONF/S. COTTAR/L. LANCY	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$113.28
	4/6/2017	4784 78354 04/06/17	2815	04/20/2017	NAVIGATOR SHUTTLE/S.MCCULLY/K. BROWN/G. CORM/	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$226.56
							Totals for EXECUCAR AFFILIATES:	\$339.84
FAST SIGNS	4/18/2017	326-55086	92079	05/03/2017	PARKING LOT SIGNS ADMIN/SC	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$259.92
							Totals for FAST SIGNS:	\$259.92
FEDERAL EXPRESS (POB 660481)	4/6/2017	1754 573119384 04	2816	04/20/2017	ACCT# 2319-6903-9	10-008-56900	Postage-Meter	\$56.93
	4/6/2017	1754 574517282 04	2816	04/20/2017	ACCT# 2319-6903-9	10-008-56900	Postage-Meter	\$59.43
							Totals for FEDERAL EXPRESS (POB 660481):	\$116.36
FIRST CHOICE COLLISION, LLC	4/17/2017	6480	91971	04/27/2017	SHOP 614 ACCIDENT REPAIR	10-010-52000	Accident Repair-Fleet	\$1,273.02
							Totals for FIRST CHOICE COLLISION, LLC:	\$1,273.02
FORD AUDIO-VIDEO SYSTEMS, LLC	4/6/2017	1754 308003762 04/06/17	2817	04/20/2017	SERVICE 40" DISPLAY VIDEO	10-015-57650	Repair-Equipment-Information Technology	\$1,300.26
							Totals for FORD AUDIO-VIDEO SYSTEMS, LLC:	\$1,300.26
FRAZER, LTD.	4/24/2017	60606	91972	04/27/2017	SWITH: DOOR, COLE HERSEE	10-010-59050	Vehicle-Parts-Fleet	\$787.39
							Totals for FRAZER, LTD.:	\$787.39
FTD/AMERINET	4/6/2017	0974 54700 04/06/17	2818	04/20/2017	FLOWERS/JENNIFER DEVIN	10-025-54350	Employee Health\Wellness-Human	\$58.30
	4/6/2017	0974 15471 04/06/17	2818	04/20/2017	FLOWERS/FAMLY OF REVEREND JAMES DOGGETTE/BOA	10-025-54350	Employee Health\Wellness-Human	\$75.58
	4/6/2017	0974 45084 04/06/17	2818	04/20/2017	FLOWERS/BARBARA RUNTE-STULZ	10-025-54350	Employee Health\Wellness-Human	\$58.30
	4/6/2017	0974 90437 04/06/17	2818	04/20/2017	FLOWERS/IDA CHAPA	10-025-54350	Employee Health\Wellness-Human	\$58.30
	4/6/2017	0974 68515 04/06/17	2818	04/20/2017	FLOWERS/DIANA RODRIGUEZ	10-025-54350	Employee Health\Wellness-Human	\$62.62
	4/6/2017	0974 73705 04/06/17	2818	04/20/2017	FLOWERS/DOUGLAS & ERIN KRAMMER	10-025-54350	Employee Health\Wellness-Human	\$62.62
	4/6/2017	0974 77987 04/06/17	2818	04/20/2017	FLOWERS/OLIVIA KAUFMAN	10-025-54350	Employee Health\Wellness-Human	\$62.62
							Totals for FTD/AMERINET:	\$438.34

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G & K SERVICES	4/1/2017	1165805965	91672	04/12/2017	LAUNDRY CUSTOMER# 11422-01/AGREEMENT # 195443	10-010-55100	Laundry Service & Purchase-Fleet	\$40.00
	4/1/2017	1165805966	91672	04/12/2017	LAUNDRY CUSTOMER # 54951-01 AGREEMENT# 981771	10-010-55100	Laundry Service & Purchase-Fleet	\$76.64
	Totals for G & K SERVICES:							
GALLAGHER BENEFIT SERVICES INC	4/13/2017	113147	91855	04/19/2017	PROFESSIONAL SERVICES	10-025-57100	Professional Fees-Human	\$9,690.00
	Totals for GALLAGHER BENEFIT SERVICES INC.:							
GRAINGER	4/6/2017	9409394468	91856	04/19/2017	STANDARD BATTERIES	10-008-57900	Station Supplies-Mater	\$96.30
	4/6/2017	9408896349	91856	04/19/2017	HALOGEN REFLECTOR LAMP	10-010-59050	Vehicle-Parts-Fleet	\$105.76
	4/5/2017	940845350	91856	04/19/2017	PROTECTIVE FIRE GOGGLES	10-008-58700	Uniforms-Matls. Mgmt.	\$267.08
	4/6/2017	9390 78568 04/06/17	2819	04/20/2017	STATION 10 HVAC FAN MOTOR REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$136.85
	4/6/2017	9390 54336 04/06/17	2819	04/20/2017	SERVICE CENTER BACKBAORD WASHER 3 AMP FUSES	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$83.44
	4/26/2017	9427898961	92151	05/10/2017	SHOP SUPPLIES & VEHICLE PARTS	10-010-57725	Shop Supplies-Fleet	\$222.60
						10-010-59050	Vehicle-Parts-Fleet	\$176.64
Totals for GRAINGER:								\$1,088.67
HARRAH'S HOTEL	4/6/2017	3629 17311 04/06/17	2820	04/20/2017	HOTEL ADOBE CONF/C CHAVEZ	10-015-53150	Conferences - Fees, Travel, & Meals-Infor	\$311.42
	Totals for HARRAH'S HOTEL:							
HARRIS COUNTY TOLL ROAD AUTHC	4/6/2017	4549 30332 04/06/17	2821	04/20/2017	TOLL FEE	10-010-58600	Travel Expenses-Fleet	\$400.00
	Totals for HARRIS COUNTY TOLL ROAD AUTHORITY:							
HEARTLAND SERVICES, INC.	4/1/2017	INV158864	91673	04/12/2017	RADIO REPAIR S/N 2AKYA15301	10-015-57650	Repair-Equipment-Information Technology	\$365.70
	Totals for HEARTLAND SERVICES, INC.:							
HENNERS-GRAINGER, SHAWN	4/28/2017	HEN042817	92081	05/03/2017	MILEAGE REIMBURSEMENT 04/18/17	10-027-56200	Mileage Reimbursements-Emerg	\$42.05
	Totals for HENNERS-GRAINGER, SHAWN:							
HENRY SCHEIN, INC.-MATRX MEDIC,	4/6/2017	40519794	91859	04/19/2017	MEDICAL SUPPLIES	10-008-54000	Drug Supplies-Mater	\$527.40
	4/5/2017	40475137	91859	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$106.50
	4/20/2017	40938068	92082	05/03/2017	TRAINING RELATED/MATERIAL	10-009-58500	Training/Related Expenses-CE-OMD	\$343.20
	Totals for HENRY SCHEIN, INC.-MATRX MEDICAL:							
HERNANDEZ, JESSICA	4/28/2017	HER042817	92083	05/03/2017	MILEAGE REIMBURSEMENT 04/07/17-04/18/17	10-008-56200	Mileage Reimbursements-Matls. Mgmt.	\$5.13
	Totals for HERNANDEZ, JESSICA:							
HERRING, ASHTON	4/28/2017	HER042817	92083	05/03/2017	MILEAGE REIMBURSEMENT 04/03/17-04/28/17	10-009-56200	Mileage Reimbursements-OMD	\$91.37
	Totals for HERRING, ASHTON:							
HOME DEPOT CREDIT SERVICES	4/6/2017	8383 67604 04/06/17	2822	04/20/2017	SHOP SUPPLIES	10-004-57725	Shop Supplies-Radio	\$28.72
	4/6/2017	9390 14014 04/06/17	2822	04/20/2017	STATION 45 NEW DEDICATED CIRCUITS FOR NETWORK	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$168.11
	4/6/2017	9390 77669 04/06/17	2822	04/20/2017	STATION 44 OUTSIDE WALL PAK REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$39.97

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	4/6/2017	9390 45985 04/06/17	2822	04/20/2017	STATION 32 HOT WATER HEATER FITTINGS FOR FLUSHI	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$26.27
	4/6/2017	9390 46546 04/06/17	2822	04/20/2017	SERVICE CENTER WASH BAY HOSE REPLACEMENT HOSI	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$70.39
	4/6/2017	9390 46553 04/06/17	2822	04/20/2017	STATION 32 EXPANSION TANK REPLACEMENT/FITTINGS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$116.68
	4/6/2017	9390 47643 04/06/17	2822	04/20/2017	STATION 32 HOT WATER FITTINGS FOR FLUSHING	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$17.40
	4/6/2017	9390 64725 04/06/17	2822	04/20/2017	ADMIN/ALARM KITCHEN FAUCET REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$69.00
	4/6/2017	9390 00063 04/06/17	2822	04/20/2017	STATION 20 FAN SWITCH REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$5.49
	4/6/2017	9390 59708 04/06/17	2822	04/20/2017	SERVICE CENTER BACKBOARD WASHER REPAIR	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$18.03
	4/6/2017	9390 07316 04/06/17	2822	04/20/2017	STATION 41 BATHROOM LIGHT REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$24.85
	4/6/2017	9390 67342 04/06/17	2822	04/20/2017	SHOP SUPPLIES/ANT KILLER/TIOLET REPAIR KITS	10-016-57725	Shop Supplies-Facil	\$68.32
	4/6/2017	9390 67441 04/06/17	2822	04/20/2017	SHOP SUPPLIES PLUMBING	10-016-57725	Shop Supplies-Facil	\$167.92
	4/6/2017	9390 69915 04/06/17	2822	04/20/2017	STATION 32 CHLORINE FOR CHLORINATOR PUMP	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$8.78
	4/6/2017	9390 72820 04/06/17	2822	04/20/2017	SHOP SUPPLIES SHORLLINIE CONNECTORS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$117.60
	4/6/2017	9390 70883 04/06/17	2822	04/20/2017	STATION 32 BLEACH	10-016-57725	Shop Supplies-Facil	\$65.85
	4/6/2017	9390 41678 04/06/17	2822	04/20/2017	STATION 22 LOCKER WOOD SCREWS	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$11.80
							Totals for HOME DEPOT CREDIT SERVICES:	\$1,025.18
HON, CALVIN	4/7/2017	HON040717	91533	04/07/2017	MONIES OWED TO EMPLOYEE PPE 04-01-17	10-000-21400	Accrued Payroll-BS	\$333.10
	4/18/2017	HON041817	91889	04/19/2017	WELLNESS PROGRAM/MASSAGE	10-025-54350	Employee Health/Wellness-Human	\$25.00
							Totals for HON, CALVIN:	\$358.10
HORTON, SARA J.	4/24/2017	HOR042417	91974	04/27/2017	PER DIEM/FLORIDA SITE VISIT 05/01/17-05/02/17	10-000-14900	Prepaid Expenses-BS	\$96.00
							Totals for HORTON, SARA J.:	\$96.00
HOTWIRE	4/6/2017	4784 53227 04/06/17	2823	04/20/2017	HOTEL FOR NAVIGATOR/3 ROOMS	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$1,083.36
							Totals for HOTWIRE:	\$1,083.36
HOUSTON BUSINESS JOURNAL	4/26/2017	H0612259275	91975	04/27/2017	WEEKLY PRINT ONLY EDITION/RANDY JOHNSON	10-001-54100	Dues/Subscriptions-Admin	\$70.00
							Totals for HOUSTON BUSINESS JOURNAL:	\$70.00
HOUSTON COMMUNITY NEWSPAPER	4/1/2017	226510004	91676	04/12/2017	RADIO P25 RFP	10-001-52200	Advertising-Admin	\$238.37
							Totals for HOUSTON COMMUNITY NEWSPAPERS:	\$238.37
HUGHES NATURAL GAS INC	4/6/2017	1754 7978 04/06/17	2824	04/20/2017	STATION 40 ACCT# 7998/1754	10-016-58800	Utilities-Facil	\$179.86
							Totals for HUGHES NATURAL GAS INC:	\$179.86
HYATT PLACE	4/6/2017	3629 50742 04/06/17	2825	04/20/2017	HOTEL QUALITY CONF/H VALENTINE 09/2017	10-000-14900	Prepaid Expenses-BS	\$198.58
							Totals for HYATT PLACE:	\$198.58
IBS OF GREATER CONROE & INTERS1	4/11/2017	1924101003650	91860	04/19/2017	COMMERICAL BATTERY	10-010-58900	Vehicle-Batteries-Fleet	\$241.90
	4/6/2017	9390 98560 04/06/17	2826	04/20/2017	STATION 20 GENERATOR BATTERY REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$306.75
	4/6/2017	9390 98578 04/06/17	2826	04/20/2017	STATION 10 GENERATOR BATTERY REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$181.95
							Totals for IBS OF GREATER CONROE & INTERSTATE BATTERY SYSTEM:	\$730.60

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IMPACT PRINTING	4/13/2017	43687	91977	04/27/2017	BUSINESS CARDS/VERONICA DELACERDA/IDA CHAPA/H	10-008-57000	Printing Services-Matls. Mgmt.	\$150.00
							Totals for IMPACT PRINTING:	\$150.00
INDIGENT HEALTHCARE SOLUTIONS	4/4/2017	64036	91494	04/05/2017	MARCH 2017 POWER SEARCH SERVICES	10-002-57100	Professional Fees-PA	\$210.00
	4/1/2017	63979	91890	04/19/2017	PROFESSIONAL SERVICES FOR MAY 2017	10-000-14900	Prepaid Expenses-BS	\$12,626.27
							Totals for INDIGENT HEALTHCARE SOLUTIONS:	\$12,836.27
INNOVATIVE CONCEPTS LLC	4/1/2017	1586	91978	04/27/2017	CHILD PASSENGER SAFETY VEH SIMULATOR	10-009-52950	Community Education-Dept	\$2,420.00
							Totals for INNOVATIVE CONCEPTS LLC:	\$2,420.00
J.A.M. EQUIPMENT SALES & SERVICE	4/20/2017	941975	92087	05/03/2017	LIFT INSPECTION	10-010-55650	Maintenance-Contract Equipment-Fleet	\$1,103.00
							Totals for J.A.M. EQUIPMENT SALES & SERVICES, LLC:	\$1,103.00
JAMES L. MILLER MECHANICAL, LLC	4/10/2017	006595	91903	04/19/2017	ICE MACHINE REPAIR STATION 20	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$302.50
							Totals for JAMES L. MILLER MECHANICAL, LLC:	\$302.50
KARRER, ANDREW	4/24/2017	KAR042417	91981	04/27/2017	PER DIEM/FLORIDA SITE VISIT 05/01/17-05/02/17	10-000-14900	Prepaid Expenses-BS	\$96.00
							Totals for KARRER, ANDREW:	\$96.00
KOEN, DANIEL	4/13/2017	KOE041317	91861	04/19/2017	MILEAGE REIMBURSEMENT 04/04/17	10-007-56200	Mileage Reimbursements-EMS	\$12.14
	4/24/2017	KOE042417	91983	04/27/2017	MILEGAE REIMBURSEMENT 04/06/17	10-007-56200	Mileage Reimbursements-EMS	\$10.59
							Totals for KOEN, DANIEL:	\$22.73
KOLOR KOATED, INC.	4/10/2017	16295	91862	04/19/2017	SILVER NAMEPLATES/UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$235.68
	4/3/2017	16294	91984	04/27/2017	UNIFORMS/SILIVER NAMEPLATES	10-008-58200	Telephones-Cellular-Matls. Mgmt.	\$73.65
						10-008-58700	Uniforms-Matls. Mgmt.	\$88.38
	4/13/2017	16296	91984	04/27/2017	UNIFORMS/RHOGLO BADGE	10-008-58700	Uniforms-Matls. Mgmt.	\$99.92
							Totals for KOLOR KOATED, INC.:	\$497.63
KROGER	4/6/2017	0974 50465 04/06/17	2827	04/20/2017	SAVE REUNION	10-009-54450	Employee Recognition-OMD	\$42.98
	4/6/2017	0974 57706 04/06/17	2827	04/20/2017	SAVE REUNION	10-009-54450	Employee Recognition-OMD	\$56.97
							Totals for KROGER:	\$99.95
LAKE SOUTH WATER SUPPLY CORPC	4/24/2017	1000019000 04/24/17	92088	05/03/2017	STATION 45 03/16/17-04/17/17	10-016-58800	Utilities-Facil	\$355.65
							Totals for LAKE SOUTH WATER SUPPLY CORPORATION:	\$355.65
LANGAN, PATRICK	4/26/2017	LAN042617	91985	04/27/2017	MILEAGE REIMBURSEMENT TEAMS CONF 04/19-04/23 '17	10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$239.68
							Totals for LANGAN, PATRICK:	\$239.68
LEE, KEVIN	4/10/2017	LEE041017	91683	04/12/2017	MILEAGE REIMBURSEMENT 04/02/17-04/06/17	10-010-56200	Mileage Reimbursements-Fleet	\$19.26
							Totals for LEE, KEVIN:	\$19.26
LEGISYM, LLC	4/1/2017	20170330	91891	04/19/2017	EXPRESS 22-CSOS ENVIRONMENT W/RCS FOR IDC SET U	10-015-53050	Computer Software-Information Technology	\$10,000.00

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Totals for LEGISYM, LLC:								\$10,000.00
LEXISNEXIS RISK DATA MGMT, INC	4/1/2017	1171610-20170331	91986	04/27/2017	03/01/2017 - 03/31/17 SEARCHES	10-011-52900	Collection Fees-Bill	\$1,894.10
						10-002-57100	Professional Fees-PA	\$620.50
Totals for LEXISNEXIS RISK DATA MGMT, INC:								\$2,514.60
LIFE-ASSIST, INC.	4/1/2017	791571	91684	04/12/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$7,749.48
	4/1/2017	791629	91684	04/12/2017	MEDICAL SUPPLIES	10-008-54000	Drug Supplies-Mater	\$239.50
	4/1/2017	791629	91684	04/12/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$7,436.72
	4/7/2017	792840	91987	04/27/2017	DRUG MATER/SUPPLIES	10-008-54000	Drug Supplies-Mater	\$339.50
	4/7/2017	792917	91987	04/27/2017	DRUG/MEDICAL SUPPLIES	10-008-54000	Drug Supplies-Mater	\$470.50
	4/7/2017	792917	91987	04/27/2017	DRUG/MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$2,920.00
	4/17/2017	794132	92090	05/03/2017	DRUG MATER/MEDICAL SUPPLIES	10-008-54000	Drug Supplies-Mater	\$539.50
	4/17/2017	794132	92090	05/03/2017	DRUG MATER/MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$3,564.00
	4/21/2017	794784	92164	05/10/2017	MEDICAL SUPPLIES	10-008-54000	Drug Supplies-Mater	\$439.50
	4/21/2017	794784	92164	05/10/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$5,705.92
Totals for LIFE-ASSIST, INC.:								\$29,404.62
LIFESTYLES MEDIA GROUP, LLC	4/6/2017	1754 H117101 04/06	2828	04/20/2017	UPDATES & ADDITIONAL CHARGES	10-015-57100	Professional Fees-Information Technology	\$726.00
	4/6/2017	1754 H117158 04/06	2828	04/20/2017	UPDATES & ADDITONS/CHANGES	10-015-57100	Professional Fees-Information Technology	\$396.00
	4/6/2017	1754 H117104 04/06	2828	04/20/2017	UPDATES & ADDIIONTS/CHANGES	10-015-57100	Professional Fees-Information Technology	\$264.00
	4/6/2017	1754 H117149 04/06	2828	04/20/2017	UPDATES & ADDITONS/CHANGES	10-015-57100	Professional Fees-Information Technology	\$792.00
	4/6/2017	1754 H117249 04/06	2828	04/20/2017	UPDATES & ADDITONS/CHANGES	10-015-57100	Professional Fees-Information Technology	\$66.00
Totals for LIFESTYLES MEDIA GROUP, LLC:								\$2,244.00
LINEBARGER GOGGAN BLAIR & SAM	4/1/2017	EMMOR01 03-27-17	91685	04/12/2017	GROSS COLLECTIONS FEE FEB 2017	10-011-52900	Collection Fees-Bill	\$3,782.39
	4/1/2017	EMMOR01 03-31-17	92091	05/03/2017	GROSS COLLECTIONS FEE MARCH 2017	10-011-52900	Collection Fees-Bill	\$6,812.18
Totals for LINEBARGER GOGGAN BLAIR & SAMPSON, LLP:								\$10,594.57
LIQUIDSPRING LLC	4/18/2017	00014673	92092	05/03/2017	VEHICLEPARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,369.20
	4/18/2017	00014674	92092	05/03/2017	VEHICLE PARTS	10-010-56500	Other Services-Fleet	\$88.50
Totals for LIQUIDSPRING LLC:								\$1,457.70
LONESTAR LAWN KEEPERS	4/4/2017	16791	91988	04/27/2017	LAWN MAINTENANCE	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$5,865.00
	4/24/2017	11792	92165	05/10/2017	BLACK MULCH ADMIN/REMOVE OREANDER SC	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$3,621.00
Totals for LONESTAR LAWN KEEPERS:								\$9,486.00
LOWE'S COMPANIES, INC.	4/6/2017	8383 90639 04/06/17	2829	04/20/2017	SHOP SUPPLIES	10-004-57725	Shop Supplies-Radio	\$77.74
	4/6/2017	9390 93637 04/06/17	2829	04/20/2017	STATION 20 BB1 PIT GAS CAPPED OFF	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$10.71
	4/6/2017	9390 60543 04/06/17	2829	04/20/2017	STATION 20 GAS GILL REPLACEMENT	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$149.00
	4/6/2017	9390 84492 04/06/17	2829	04/20/2017	STATION 13 TOILET REPAIR	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$4.99
Totals for LOWE'S COMPANIES, INC.:								\$242.44

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LUPE TORTILLA	4/6/2017	1754 50001	04/06/17	2830	04/20/2017	EMPLOYEE APPRECIATION/BILLING DEPARTMENT	10-011-54450	Employee Recognition-Bill	\$289.39
								Totals for LUPE TORTILLA:	\$289.39
LUXOR	4/6/2017	3629 24025	04/06/17	2831	04/20/2017	RTA RESERVATION DEPOSIT/HOWARD TUTT	10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$195.02
								Totals for LUXOR:	\$195.02
LUXURY AIR, LLC	4/1/2017	0000108526		91686	04/12/2017	WARRANTY EVAPORATOR COIL	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$969.00
	4/1/2017	0000108486	\$383.50	91989	04/27/2017	DIAGNOSTIC FEE STATION 14	10-016-55600	Maintenance & Repairs-Buildings-Facil	\$383.50
								Totals for LUXURY AIR, LLC:	\$1,352.50
LYTX, INC.	4/1/2017	5068329		91905	04/19/2017	DC ENTERPRISE, DC PURCHASE 1 YEAR 04/2017-05/2018	10-010-55650	Maintenance-Contract Equipment-Fleet	\$356.00
	4/1/2017	5068220		91990	04/27/2017	MANUALS-CHARGE USAGE-BILL MONTHLY	10-010-55650	Maintenance-Contract Equipment-Fleet	\$537.57
								Totals for LYTX, INC.:	\$893.57
MAGNOLIA AREA CHAMBER OF COM	4/6/2017	2269 08662	04/06/17	2832	04/20/2017	DUES	10-001-54100	Dues/Subscriptions-Admin	\$15.00
								Totals for MAGNOLIA AREA CHAMBER OF COMMERCE:	\$15.00
MARTIN, DISIERE, JEFFERSON & WISI	4/20/2017	141823		92093	05/03/2017	ATTORNEY FEES 03/21/17 - 03/31/17	10-025-55500	Legal Fees-Human	\$402.00
	4/20/2017	141821		92093	05/03/2017	ATTORNEY FEES 03/10/17 - 03/31/17	10-025-55500	Legal Fees-Human	\$636.50
								Totals for MARTIN, DISIERE, JEFFERSON & WISDOM, LLP:	\$1,038.50
MARTINEAU, JULIE ANN	4/3/2017	11		91508	04/05/2017	MARCH 2017 SERVICES RENDERED	10-001-57100	Professional Fees-Admin	\$4,000.00
								Totals for MARTINEAU, JULIE ANN:	\$4,000.00
MCCULLY, SCOTT	4/21/2017	MCC042117		91991	04/27/2017	TRAVEL EXPENSE NAVIGATOR CONF 04/12/17-04/13/17	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$19.70
								Totals for MCCULLY, SCOTT:	\$19.70
MCKESSON GENERAL MEDICAL COR	4/5/2017	97533292		91863	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$153.00
	4/5/2017	97529529		91863	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$120.10
	4/3/2017	97395971		91863	04/19/2017	DRUG SUPPLIES	10-008-54000	Drug Supplies-Mater	\$1,983.75
	4/1/2017	97241808		91863	04/19/2017	DRUG SUPPLIES	10-008-54000	Drug Supplies-Mater	\$131.50
	4/12/2017	97946186		91906	04/19/2017	MEDICAL/DRUG SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$219.80
								Drug Supplies-Mater	\$108.50
	4/7/2017	97725586		91906	04/19/2017	MEDICAL/DRUG SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,478.92
								Drug Supplies-Mater	\$2,578.38
	4/7/2017	97704475		91906	04/19/2017	DRUG SUPPLIES	10-008-54000	Drug Supplies-Mater	\$85.00
	4/7/2017	97695776		91906	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$12.01
	4/14/2017	98129381		92094	05/03/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$48.04
	4/17/2017	01517287		92094	05/03/2017	MEDICAL SUPPLIES	10-027-53900	Disposable Medical Supplies-Emerg	\$38.82
								Totals for MCKESSON GENERAL MEDICAL CORP.:	\$6,957.82
MEDLINE INDUSTRIES, INC	4/5/2017	1825352424		91864	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$59.95
								Disposable Medical Supplies-Mater	\$15.08

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	4/7/2017	1825503519	91864	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$79.40
						10-008-53900	Disposable Medical Supplies-Mater	\$12.25
	4/20/2017	1826210207	92095	05/03/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$40.54
						10-008-53900	Disposable Medical Supplies-Mater	\$11.91
	4/27/2017	1826648203	92095	05/03/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$267.95
						10-008-53900	Disposable Medical Supplies-Mater	\$14.30
							Totals for MEDLINE INDUSTRIES, INC:	\$501.38
METLIFE C/O FASCORE, LLC	4/1/2017	307835	91754	04/12/2017	RETIREMENT PLAN EXPENSE CHARGES	10-025-55700	Management Fees-Human	\$187.50
							Totals for METLIFE C/O FASCORE, LLC:	\$187.50
MID-SOUTH SYNERGY	4/1/2017	313046001 03/24/17	91756	04/12/2017	STATION 45 02/23/17 - 3/24/17	10-016-58800	Utilities-Facil	\$192.00
							Totals for MID-SOUTH SYNERGY:	\$192.00
MILLER UNIFORMS & EMBLEMS, INC	4/1/2017	69740	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$784.95
	4/1/2017	69739	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$784.95
	4/1/2017	69738	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$525.45
	4/1/2017	69736	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$784.95
						10-008-58700	Uniforms-Matls. Mgmt.	\$25.18
	4/1/2017	69731	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$175.95
	4/1/2017	69729	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$708.45
	4/1/2017	69726	91865	04/19/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$369.45
	4/1/2017	60222	91757	04/12/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$284.95
	4/1/2017	58273	91757	04/12/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$5.00
	4/1/2017	60216	91757	04/12/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$94.50
	4/1/2017	58274	91757	04/12/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$216.45
	4/1/2017	58269	91757	04/12/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$338.00
	4/1/2017	58268	91757	04/12/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$9.00
	4/14/2017	71100	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$653.49
	4/18/2017	71524	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$525.00
						10-008-58700	Uniforms-Matls. Mgmt.	\$12.14
	4/14/2017	71107	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$99.98
	4/14/2017	71102	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$393.99
	4/14/2017	71106	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$183.96
	4/18/2017	71514	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$76.50
	4/18/2017	71520	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$671.99
	4/18/2017	71518	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$463.49
	4/18/2017	71521	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$331.49
	4/18/2017	71523	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$393.99
	4/7/2017	70359	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$393.50
	4/7/2017	70363	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$76.50
	4/7/2017	70366	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$173.00
	4/7/2017	70361	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$507.50

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	4/7/2017	70427	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$146.50
	4/7/2017	70371	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$312.00
	4/7/2017	70375	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$105.00
	4/7/2017	70364	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$485.00
	4/7/2017	70426	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$146.50
	4/7/2017	70380	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$292.00
						10-008-58700	Uniforms-Matls. Mgmt.	\$24.87
	4/7/2017	70392	91994	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$20.00
	4/7/2017	70362	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$86.50
	4/7/2017	70370	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$173.00
	4/7/2017	70377	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$54.00
	4/7/2017	70376	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$349.00
	4/7/2017	70372	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$173.00
	4/7/2017	70374	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$229.50
	4/7/2017	70378	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$62.50
	4/7/2017	70367	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$161.94
	4/1/2017	69732	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$99.98
	4/7/2017	70373	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$259.50
	4/7/2017	70386	91995	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$74.97
	4/7/2017	70387	91996	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$149.94
	4/7/2017	70365	91996	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$76.50
	4/7/2017	70368	91996	04/27/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$20.00
	4/14/2017	71109	92096	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$95.98
						10-008-58700	Uniforms-Matls. Mgmt.	\$11.73
	4/18/2017	71516	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$331.49
	4/1/2017	51667	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$250.00
	4/1/2017	51191	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$139.00
						10-008-58700	Uniforms-Matls. Mgmt.	\$10.68
	4/1/2017	51105	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$54.19
	4/1/2017	55400	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$83.97
						10-008-58700	Uniforms-Matls. Mgmt.	\$10.07
	4/1/2017	58627B	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$40.65
	4/1/2017	58267	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$412.50
	4/1/2017	58267B	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$92.50
	4/1/2017	58272	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$278.00
	4/1/2017	64315	92097	05/03/2017	UNIFORMS	10-008-58700	Uniforms-Matls. Mgmt.	\$146.50
							Totals for MILLER UNIFORMS & EMBLEMS, INC.:	\$15,523.21
MILLER, MELISSA	4/24/2017	MIL042417	91997	04/27/2017	PER DIEM/FLORIDA SITE VISIT 05/01/17-05/02/17	10-000-14900	Prepaid Expenses-BS	\$96.00
							Totals for MILLER, MELISSA:	\$96.00
MONTGOMERY CNTY TAX ASSESSOF	4/6/2017	4549 30600 04/06/17	2833	04/20/2017	REGISTRATION 10/15/24/33/*42/600/604/620/630/631	10-010-59100	Vehicle-Registration-Fleet	\$122.00
	4/6/2017	4549 02778 04/06/17	2833	04/20/2017	REGISTRATION SHOP 39	10-010-59100	Vehicle-Registration-Fleet	\$7.66

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Totals for MONTGOMERY CNTY TAX ASSESSOR-COL TAMMY J MCRAE:								\$129.66
MONTGOMERY COUNTY ESD #1 (STN	4/24/2017	MAY 2017-141	91998	04/27/2017	STATION 13 RENT	10-000-14900	Prepaid Expenses-BS	\$1,025.00
Totals for MONTGOMERY COUNTY ESD #1 (STN 13):								\$1,025.00
MONTGOMERY COUNTY ESD #10, ST:	4/24/2017	MAY 2017-123	91999	04/27/2017	STATION 42 RENT	10-000-14900	Prepaid Expenses-BS	\$950.00
Totals for MONTGOMERY COUNTY ESD #10, STN 42:								\$950.00
MONTGOMERY COUNTY ESD #6, STN	4/24/2017	MAY 2017-146	92000	04/27/2017	STATION 34 RENT	10-000-14900	Prepaid Expenses-BS	\$900.00
Totals for MONTGOMERY COUNTY ESD #6, STN 34:								\$900.00
MONTGOMERY COUNTY ESD #8, STN	4/24/2017	MAY 2017-147	92001	04/27/2017	STATION 21 & 22 RENT	10-000-14900	Prepaid Expenses-BS	\$800.00
Totals for MONTGOMERY COUNTY ESD #8, STN 21/22:								\$1,600.00
MONTGOMERY COUNTY ESD #9, STN	4/24/2017	MAY 2017-146	92000	04/27/2017	STATION 33 RENT	10-000-14900	Prepaid Expenses-BS	\$850.00
Totals for MONTGOMERY COUNTY ESD #9, STN 33:								\$850.00
MONTGOMERY COUNTY ESD 12, STN	4/24/2017	MAY 2017-146	92000	04/27/2017	STATION 12 RENT	10-000-14900	Prepaid Expenses-BS	\$950.00
Totals for MONTGOMERY COUNTY ESD 12, STN 12:								\$950.00
MONTGOMERY COUNTY ESD#3 (STN'	4/24/2017	MAY 2017-026	92004	04/27/2017	RENT STATION 46	10-000-14900	Prepaid Expenses-BS	\$600.00
Totals for MONTGOMERY COUNTY ESD#3 (STNT 46):								\$600.00
MOORE MEDICAL CORP.	4/5/2017	99435850I	91866	04/19/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$134.25
	4/1/2017	99428744I	91759	04/12/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$2,253.45
	4/3/2017	83247227I	91866	04/19/2017	MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$13.58
	4/1/2017	99431466I	91866	04/19/2017	DRUG/MEDICAL SUPPLIES	10-008-54000	Drug Supplies-Mater	\$13.80
						10-008-53900	Disposable Medical Supplies-Mater	\$308.00
	4/6/2017	99437454I	91866	04/19/2017	DRUG SUPPLIES	10-008-54000	Drug Supplies-Mater	\$535.00
	4/7/2017	99438188I	91866	04/19/2017	DRUG SUPPLIES	10-008-54000	Drug Supplies-Mater	\$74.20
	4/4/2017	83247841I	91866	04/19/2017	MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$49.85
	4/12/2017	83253927I	91907	04/19/2017	MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$262.14
	4/17/2017	99448371I	92098	05/03/2017	MEDICAL/DRUG SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,841.77
						10-008-54000	Drug Supplies-Mater	\$280.86
	4/18/2017	99450047I	92098	05/03/2017	DRUG SUPPLIES	10-008-54000	Drug Supplies-Mater	\$186.30
	4/19/2017	99450843I	92098	05/03/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$68.64
	4/19/2017	99451458I	92098	05/03/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$1,948.38
						10-008-54000	Drug Supplies-Mater	\$74.20
	4/26/2017	83263609I	92172	05/10/2017	MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$22.69
	4/27/2017	99461550I	92172	05/10/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$281.39
	4/28/2017	99463829I	92344	05/28/2017	MEDICAL SUPPLIES	10-008-53900	Disposable Medical Supplies-Mater	\$101.44
Totals for MOORE MEDICAL CORP.:								\$8,449.94

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MOSLEY FIRE AND SAFETY, INC	4/5/2017	8406	91867	04/19/2017	ANNUAL INSPECTION	10-008-55650	Maintenance-Contract Equipment-Mater	\$135.50
							Totals for MOSLEY FIRE AND SAFETY, INC:	\$135.50
NATIONAL ACADEMY OF EMS	4/6/2017	4784 25888 04/06/17	2834	04/20/2017	REGISTRATION FOR NAVIGATOR CONF/G. CORMACK	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$452.00
	4/6/2017	4784 25896 04/06/17	2834	04/20/2017	REGISTRATION FOR NAVIGATOR CONF/K. BROWN	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$452.00
	4/6/2017	4784 25862 04/06/17	2834	04/20/2017	REGISTRATION FOR NAVIGATOR CONF/S. MCCULLY	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$452.00
	4/6/2017	4784 25870 04/06/17	2834	04/20/2017	REGISTRATION FOR NAVIGATOR CONF/T. DARST	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$452.00
							Totals for NATIONAL ACADEMY OF EMS:	\$1,808.00
NATIONAL ASSOCIATION OF EMS ED	4/6/2017	6430 44884 04/06/17	2835	04/20/2017	OMD EDUCATIONAL MATERIAL	10-009-52600	Books/Materials-OMD	\$120.00
							Totals for NATIONAL ASSOCIATION OF EMS EDUCATORS:	\$120.00
NATIONWIDE INSURANCE DVM INSU	4/1/2017	DVM03012017	91868	04/19/2017	VETERINARY PET INSURANCE GROUP 4620/MAR '17	10-000-21590	P/R-Premium Cancer/Accident-BS	\$453.86
							Totals for NATIONWIDE INSURANCE DVM INSURANCE AGENCY (PET):	\$453.86
NEW CANEY MUD	4/30/2017	1042826200 04/30/17	92175	05/10/2017	STATION 30 03/21/17-04/19/17	10-016-58800	Utilities-Facil	\$29.11
							Totals for NEW CANEY MUD:	\$29.11
NEW LONDON TECHNOLOGY, INC.	4/19/2017	AD-0685	92099	05/03/2017	SPEAKER MIC, GPS	10-004-57225	Radio Repair - Parts-Radio	\$1,625.00
						10-004-57225	Radio Repair - Parts-Radio	\$98.45
							Totals for NEW LONDON TECHNOLOGY, INC.:	\$1,723.45
NEXT LIFE MEDICAL CORP dba EMER	4/1/2017	35001898	91696	04/12/2017	CPAP CIRCUITS	10-008-53900	Disposable Medical Supplies-Mater	\$2,150.00
	4/13/2017	35001509	91869	04/19/2017	PORTO-VENT SERVICE	10-008-57650	Repair-Equipment-Matls. Mgmt.	\$100.00
							Totals for NEXT LIFE MEDICAL CORP dba EMERGENCY RESPIRATORY:	\$2,250.00
NORTHERN TOOL & EQUIPMENT	4/6/2017	4549 43003 04/06/17	2836	04/20/2017	SHOP SUPPLIES	10-010-57725	Shop Supplies-Fleet	\$14.98
							Totals for NORTHERN TOOL & EQUIPMENT:	\$14.98
NOURISHMENT FOR THE NEEDY INC.	4/4/2017	NOU040417	91503	04/05/2017	FROM EMP DONATIONS NOURISHMENT FOR THE NEEDY	10-000-21525	P/R-United Way Deductions-BS	\$41.36
							Totals for NOURISHMENT FOR THE NEEDY INC.:	\$41.36
OFFICE OF THE SECRETARY OF THE STATE	4/6/2017	1754 601219443 04/06/17	2837	04/20/2017	DBA FIND FOR MCHD BY ASSUMED NAME	10-001-52700	Business Licenses-Admin	\$3.08
							Totals for OFFICE OF THE SECRETARY OF THE STATE:	\$3.08
OPTIMUM COMPUTER SOLUTIONS, INC	4/3/2017	INV0000082231	91516	04/05/2017	ASA 5506 WITH FIREPOWER	10-015-57100	Professional Fees-Information Technology	\$2,355.00
	4/1/2017	INV0000081915	91909	04/19/2017	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$9,890.00
	4/2/2017	INV0000082295	91909	04/19/2017	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$8,308.75
	4/1/2017	INV0000081919	91909	04/19/2017	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$10,120.00
	4/9/2017	INV0000082184	91909	04/19/2017	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$8,165.00
	4/16/2017	INV0000082464	92101	05/03/2017	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$8,768.75
	4/9/2017	INV0000082455	92101	05/03/2017	SERVICE LABOR	10-015-57100	Professional Fees-Information Technology	\$8,366.25

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Totals for OPTIMUM COMPUTER SOLUTIONS, INC.:								\$55,973.75
OPTUM HEALTH BANK	4/5/2017	OPT040517	2775	04/07/2017	EMPLOYEE HSA ET FUNDING APRIL 2017	10-000-21595	P/R-Health Savings-BS-BS	\$7,280.05
	4/19/2017	OPT041917	2861	04/21/2017	EMPLOYEE HSA ET FUNDING APRIL 2017	10-000-21595	P/R-Health Savings-BS-BS	\$7,222.35
	4/28/2017	OPT042817-10	2862	04/28/2017	EMPLOYER HSA ET FUNDING APRIL 2017	10-001-51700	Health & Dental-Admin	\$10,437.50
Totals for OPTUM HEALTH BANK:								\$24,939.90
O'REILLY AUTO PARTS	4/1/2017	0408-291435	91760	04/12/2017	SHOP SUPPLIES	10-010-57725	Shop Supplies-Fleet	\$262.08
						10-010-57725	Shop Supplies-Fleet	\$7.02
	4/1/2017	0408-291109	91760	04/12/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$1,618.05
	4/1/2017	0408-283480	91760	04/12/2017	SHOP SUPPLIES	10-010-57725	Shop Supplies-Fleet	\$53.99
	4/10/2017	0408-296902	91870	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$80.05
	4/13/2017	0408-298339	91908	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$6.20
	4/12/2017	0408-297856	91908	04/19/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$188.40
	4/20/2017	0408-301420	92100	05/03/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$50.10
Totals for O'REILLY AUTO PARTS:								\$2,265.89
ORR SAFETY CORPORATION	4/1/2017	INV3925149	92023	04/27/2017	SAFETY GLASSES	10-008-58700	Uniforms-Matls. Mgmt.	\$175.00
	4/1/2017	INV3893654	92023	04/27/2017	SAFETY GLASSES	10-008-58700	Uniforms-Matls. Mgmt.	\$150.00
	4/1/2017	INV3893661	92023	04/27/2017	SAFETY GLASSES	10-008-58700	Uniforms-Matls. Mgmt.	\$150.00
	4/1/2017	INV3893660	92023	04/27/2017	SAFETY GLASSES	10-008-58700	Uniforms-Matls. Mgmt.	\$150.00
Totals for ORR SAFETY CORPORATION:								\$625.00
OVERHEAD DOOR COMPANY of CONI	4/1/2017	CS9365	91839	04/12/2017	MATERIAL AND LABOR STATION 20	10-004-57100	Professional Fees-Radio	\$520.00
	4/1/2017	CS9373	91839	04/12/2017	MATERIALS AND LABOR STATION 30	10-004-57100	Professional Fees-Radio	\$1,455.00
Totals for OVERHEAD DOOR COMPANY of CONROE:								\$1,975.00
PAIRETT, DAVID C.	4/6/2017	PAI040617	91532	04/06/2017	MONIES OWED TO EMPLOYEE PPE 04/01/17	10-000-21400	Accrued Payroll-BS	\$579.53
Totals for PAIRETT, DAVID C.:								\$579.53
PANORAMA, CITY OF	4/26/2017	1020159006 04/26/17	92102	05/03/2017	STATION 14 03/21/17-04/20/17	10-016-58800	Utilities-Facil	\$66.52
Totals for PANORAMA, CITY OF:								\$66.52
PAPPASITO'S CATINA	4/6/2017	2269 00862 04/06/17	2838	04/20/2017	911 CALL CENTER COVERAGE	10-001-55900	Meals - Business and Travel-Admin	\$75.84
Totals for PAPPASITO'S CATINA:								\$75.84
PARENT, CARTER	4/19/2017	PAR041917	91924	04/19/2017	MONIES OWED TO EMPLOYEE PPE 04.15.17	10-000-21400	Accrued Payroll-BS	\$259.77
Totals for PARENT, CARTER:								\$259.77
PATRICK, CASEY B	4/7/2017	PAT040717	92103	05/03/2017	ASSISTANT MEDICAL DIRECTOR 030/01/17-03/31/17	10-009-57100	Professional Fees-OMD	\$5,920.00
Totals for PATRICK, CASEY B:								\$5,920.00
PAYOR LOGIC, INC.	4/8/2017	INV-5213	91910	04/19/2017	MONTHLY FEE/ PAYMENT ADVISOR/ ADDRESS CHECKER	10-011-52900	Collection Fees-Bill	\$3,209.00

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Totals for PAYOR LOGIC, INC.:								\$3,209.00
PITNEY BOWES INC (POB 371896)postc	4/16/2017	04765611 04/07/17	92104	05/03/2017	ACCT #8000-9090-0476-5611 04/07/17	10-008-56900	Postage-Meter	\$300.00
	4/16/2017	04765611 04/03/17	92104	05/03/2017	ACCT #8000-9090-0746-5611 04/03/17	10-008-56900	Postage-Meter	\$300.00
	4/16/2017	04765611 03/21/17	92104	05/03/2017	ACCT #8000-9090-0476-5611 03/21/17	10-008-56900	Postage-Meter	\$300.00
	4/16/2017	04765611 03/27/17	92104	05/03/2017	ACCT #8000-9090-0476-5611 03/27/17	10-008-56900	Postage-Meter	\$307.00
Totals for PITNEY BOWES INC (POB 371896)postage:								\$1,207.00
PRE CHECK, INC.	4/1/2017	9194332	92024	04/27/2017	ACCT #1213 BACKGROUND CHECKS	10-025-57300	Recruit/Investigate-Human	\$733.00
	Totals for PRE CHECK, INC.:							
PREMIERE GLOBAL SERVICES	4/6/2017	1754 23210369 04/06	2839	04/20/2017	ACCT# 8071370 02/13/17-03/12/17	10-015-58310	Telephones-Service-Information Technology	\$67.39
Totals for PREMIERE GLOBAL SERVICES:								\$67.39
PRIORITY DISPATCH	4/1/2017	SIN026197	91911	04/19/2017	TRAINING EXPENSE/CONTINGENCY FEE	10-006-58500	Training/Related Expenses-CE-Alarm	\$500.00
	4/1/2017	SIN026192	91911	04/19/2017	PROTOCOL TRAINING AND CERTIFICATION	10-006-58500	Training/Related Expenses-CE-Alarm	\$3,740.00
Totals for PRIORITY DISPATCH:								\$4,240.00
QUALITY COMFORT AIR LLC % ROBE	4/10/2017	WO-3154	92105	05/03/2017	AC CHECKUP - ROBINSON TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$265.00
	4/13/2017	WO-3158	92105	05/03/2017	REFRIGERANT - MAGNOLIA TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$50.00
	4/14/2017	WO-3155	92105	05/03/2017	AC SERVICE - SERVICE CENTER TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$265.00
	4/1/2017	5017	92105	05/03/2017	AC CHECK UP - TOWER MAINTENANCE	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$3,165.00
	4/20/2017	WO-3173	92105	05/03/2017	AC SERVICE - SERVICE CENTER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$465.00
	4/11/2017	WO-3157	92105	05/03/2017	AC SERVICE - GRANGERLAND TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$150.00
	4/19/2017	WO-3171	92105	05/03/2017	AC SERVICE - THOMPSON RD	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$911.00
	4/10/2017	WO-3153	92105	05/03/2017	AC SERVICE - THOMPSON RD	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$265.00
	4/14/2017	WO-3164	92105	05/03/2017	AC SERVICE - EAST COUNTY TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$1,850.00
	4/10/2017	WO-3152	92105	05/03/2017	AC SERVICE - EAST COUNTY TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$580.00
Totals for QUALITY COMFORT AIR LLC % ROBERT EDWARD PARSLEY:								\$7,966.00
RADISSON RESORT	4/6/2017	1754 66857 04/06/17	2840	04/20/2017	HOTEL/LODGING 03/12/2017	10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$423.20
	4/6/2017	1754 66865 04/06/17	2840	04/20/2017	HOTEL/LODGING 03/14/2017	10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$253.92
	4/6/2017	1754 66873 04/06/17	2840	04/20/2017	HOTEL/LODGING 03/15/17	10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$169.28
Totals for RADISSON RESORT:								\$846.40
READY REFRESH BY NESTLE	4/6/2017	1754 93399 04/06/17	2841	04/20/2017	STATION 31 ACCT# 0123393399	10-008-57900	Station Supplies-Mater	\$22.44
	4/6/2017	1754 83076 04/06/17	2842	04/20/2017	STATION 45 ACCT# 0124383076	10-008-57900	Station Supplies-Mater	\$29.43
	4/6/2017	1754 90916 04/06/17	2841	04/20/2017	STATION 20 ACCT# 0123390916	10-008-57900	Station Supplies-Mater	\$33.91
	4/6/2017	1754 92532 04/06/17	2841	04/20/2017	STATION 22 ACCT# 0123392532	10-008-57900	Station Supplies-Mater	\$17.95
	4/6/2017	1754 91062 04/06/17	2841	04/20/2017	STATION 46 ACCT# 0123391062	10-008-57900	Station Supplies-Mater	\$22.44
	4/6/2017	1754 91039 04/06/17	2841	04/20/2017	STATION 20 ACCT# 0123391039	10-008-57900	Station Supplies-Mater	\$51.87
	4/6/2017	1754 93225 04/06/17	2841	04/20/2017	STATION 24 ACCT# 0123393225	10-008-57900	Station Supplies-Mater	\$29.42
	4/6/2017	1754 90965 04/06/17	2841	04/20/2017	STATION 12 ACCT# 0123390965	10-008-57900	Station Supplies-Mater	\$51.38

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	4/6/2017	1754 93654 04/06/17	2841	04/20/2017	STATION 33 ACCT# 0123393654	10-008-57900	Station Supplies-Mater	\$26.93
	4/6/2017	1754 90924 04/06/17	2841	04/20/2017	STATION 11 ACCT# 0123390924	10-008-57900	Station Supplies-Mater	\$46.87
	4/6/2017	1754 30192 04/06/17	2843	04/20/2017	STATION 14 ACCT# 0124330192	10-008-57900	Station Supplies-Mater	\$26.92
	4/6/2017	1754 93704 04/06/17	2841	04/20/2017	STATION 40 ACCT# 0123393704	10-008-57900	Station Supplies-Mater	\$28.93
	4/6/2017	1754 93670 04/06/17	2841	04/20/2017	STATION 34 ACCT# 0123393670	10-008-57900	Station Supplies-Mater	\$37.91
	4/6/2017	1754 93738 04/06/17	2841	04/20/2017	STATION 42 ACCT# 0123393738	10-008-57900	Station Supplies-Mater	\$60.85
	4/6/2017	1754 93712 04/06/17	2841	04/20/2017	STATION 41 ACCT# 0123393712	10-008-57900	Station Supplies-Mater	\$19.95
	4/6/2017	1754 92599 04/06/17	2841	04/20/2017	STATION 23 ACCT# 0123392599	10-008-57900	Station Supplies-Mater	\$64.85
	4/6/2017	1754 93332 04/06/17	2841	04/20/2017	STATION 30 ACCT# 0123393332	10-008-57900	Station Supplies-Mater	\$26.42
	4/6/2017	1754 90957 04/06/17	2841	04/20/2017	FLEET/SC ACCT# 0123390957	10-008-57900	Station Supplies-Mater	\$73.81
	4/6/2017	1754 90916-2 04/06	2841	04/20/2017	STATION 10 ACCT# 0123390916	10-008-57900	Station Supplies-Mater	\$55.87
							Totals for READY REFRESH BY NESTLE:	\$728.15
REDFLASH GROUP	4/13/2017	733942	91871	04/19/2017	REDFLASH 360-DEGREE-3RD & FINAL INSTALLMENT	10-001-57100	Professional Fees-Admin	\$8,000.00
							Totals for REDFLASH GROUP:	\$8,000.00
RELIANCE STANDARD LIFE INSURAN	4/6/2017	1754 00333 04/06/17	2844	04/20/2017	STATION 40 ACCT# 703320333 01/30/17-02/28/17	10-016-58800	Utilities-Facil	\$55.17
							Totals for RELIANCE STANDARD LIFE INSURANCE COMPANY:	\$55.17
RELIANT ENERGY	4/3/2017	202000667865	91765	04/12/2017	MAGNOLIA TOWER 02/28/17 - 03/29/17	10-004-58800	Utilities-Radio	\$55.90
	4/3/2017	166003358944	91766	04/12/2017	MAGNOLIA TOWER 02/28/17 - 03/29/17	10-004-58800	Utilities-Radio	\$653.90
	4/5/2017	155003726253	91767	04/12/2017	STATION 41 03/02/17 - 03/31/17	10-016-58800	Utilities-Facil	\$6.02
	4/6/2017	1754 23703 04/06/17	2845	04/20/2017	STATION 40 ACCT# 91123703 01/30/17-02/28/17	10-016-58800	Utilities-Facil	\$540.10
	4/13/2017	111018322392	91912	04/19/2017	STATION 41 03/02/17 - 03/31/17	10-016-58800	Utilities-Facil	\$381.93
							Totals for RELIANT ENERGY:	\$1,637.85
REVSPRING, INC.	4/1/2017	DSII227191	91913	04/19/2017	MAILING FEE/ ACCT PPMCHD001 03/01/17-03/31/17	10-011-52900	Collection Fees-Bill	\$6,864.04
							Totals for REVSPRING, INC.:	\$6,864.04
RON TURLEY ASSOCIATES, INC	4/12/2017	49112	92106	05/03/2017	CONFIGURABLE EFI	10-015-53050	Computer Software-Information Technology	\$1,000.00
							Totals for RON TURLEY ASSOCIATES, INC:	\$1,000.00
RYSZ STORAGE BATTERY CO.	4/14/2017	113651	92107	05/03/2017	POWER-SONIC 6V BATTERY/LITEBOX VEHICLE MOUNT	10-008-54200	Durable Medical Equipment-Mater	\$361.30
						10-008-54200	Durable Medical Equipment-Mater	\$34.16
							Totals for RYSZ STORAGE BATTERY CO.:	\$395.46
S.A.F.E. DRUG TESTING	4/1/2017	15569	91872	04/19/2017	EMPLOYEE DRUG TESTING 03/01/17 - 03/31/17	10-025-57300	Recruit/Investigate-Human	\$2,120.00
							Totals for S.A.F.E. DRUG TESTING:	\$2,120.00
SAFE RIDE NEW PUBLICATIONS LLC	4/6/2017	1754 SAF031517 04/0	2846	04/20/2017	2017 LATCH MANUALS	10-009-52950	Community Education-Dept	\$88.00
							Totals for SAFE RIDE NEW PUBLICATIONS LLC:	\$88.00
SAFETY BELTSAFE USA	4/6/2017	1754 SAF041717 04/0	2847	04/20/2017	TECH SPEICAL SUBSCRIPTION	10-009-58500	Training/Related Expenses-CE-OMD	\$135.00

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							Totals for SAFETY BELTSAFE USA:	\$135.00
SAFETY GLASSES USA.COM	4/10/2017	765961	91873	04/19/2017	SAFETY GLASSES	10-008-53900	Disposable Medical Supplies-Mater	\$636.00
							Totals for SAFETY GLASSES USA.COM:	\$636.00
SAFETY-KLEEN CORP.	4/6/2017	73125467	91874	04/19/2017	30G PARTS WASHER-SOLVENT	10-010-54500	Equipment Rental-Fleet	\$148.32
							Totals for SAFETY-KLEEN CORP.:	\$148.32
SAM'S CLUB DIRECT	4/1/2017	ST 3/20/17 \$83.32			CREDIT	10-008-57900	Station Supplies-Mater	(\$83.32)
	4/1/2017	ST 3/20/17 \$385.47	91768	04/12/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$385.47
	4/1/2017	ST 3/20/17 \$273.91	91768	04/12/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$273.91
	4/1/2017	ST 3/20/17 \$391.02	91768	04/12/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$391.02
	4/1/2017	ST 3/20/17 \$388.59	92025	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$388.59
	4/1/2017	ST 3/20/17 \$79.80	92025	04/27/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$79.80
	4/20/2017	ST 4/20/17 \$285.74	92108	05/03/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$285.74
	4/20/2017	ST 4/20/17 \$20.44	92108	05/03/2017	HCAP SUPPLIES	10-002-56100	Meeting Expenses-PA	\$20.44
	4/20/2017	ST 4/20/17 \$305.86	92108	05/03/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$305.86
	4/20/2017	ST 4/20/17 \$95.96	92108	05/03/2017	SUBWAY GIFT CARDS	10-025-54450	Employee Recognition-Human	\$95.96
	4/20/2017	ST 4/20/17 \$89.46	92108	05/03/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$89.46
	4/20/2017	ST 4/20/17 \$507.03	92108	05/03/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$507.03
	4/20/2017	ST 4/20/17 \$87.34	92108	05/03/2017	ALARM EMPLOYEE RECOGNITION	10-006-54450	Employee Recognition-Alarm	\$87.34
	4/20/2017	ST 4/20/17 \$69.92	92108	05/03/2017	ALARM EMPLOYEE RECOGNITION	10-006-54450	Employee Recognition-Alarm	\$69.92
	4/20/2017	ST 4/20/17 \$44.94	92108	05/03/2017	ALARM EMPLOYEE RECOGNITION	10-006-54450	Employee Recognition-Alarm	\$44.94
							Totals for SAM'S CLUB DIRECT:	\$2,942.16
SARI'S CREATIONS	4/1/2017	7194	92026	04/27/2017	EMBROIDERY JOB	10-008-58700	Uniforms-Matls. Mgmt.	\$375.00
						10-008-58700	Uniforms-Matls. Mgmt.	\$12.85
							Totals for SARI'S CREATIONS:	\$387.85
SEEK, JAMES	4/6/2017	SEE040617	91531	04/06/2017	MONIES OWED TO EMPLOYEE PPE 04/01/17	10-000-21400	Accrued Payroll-BS	\$83.69
							Totals for SEEK, JAMES:	\$83.69
SHRED-IT USA LLC	4/1/2017	8121972284	91769	04/12/2017	ACCT #13034336 SERVICE DATE 02/22/17	10-026-56500	Other Services-Recor	\$233.25
							Totals for SHRED-IT USA LLC:	\$233.25
SPLENDORA, CITY OF	4/4/2017	1010135000 03/31/17	91706	04/12/2017	STATION 31 02/24/17-03/28/17	10-016-58800	Utilities-Facil	\$41.64
							Totals for SPLENDORA, CITY OF:	\$41.64
SPOK - USA MOBILITY WIRELESS, INC	4/2/2017	A0275033P	91770	04/12/2017	ACCT #0275033-9 04/01/17 - 04/30/17	10-007-56700	Paging System-EMS	\$424.49
							Totals for SPOK - USA MOBILITY WIRELESS, INC:	\$424.49
STANLEY LAKE M.U.D.	4/25/2017	00009836 04/25/17	92110	05/03/2017	STATION 43 03/27/17-04/25/17	10-016-58800	Utilities-Facil	\$4.55
	4/25/2017	00009834 04/25/17	92110	05/03/2017	STATION 43 03/27/17-04/25/17	10-016-58800	Utilities-Facil	\$32.22

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Totals for STANLEY LAKE M.U.D.:								\$36.77	
STAPLES ADVANTAGE	4/1/2017	3335539309	91914	04/19/2017	CHAIRS - CONFERENCE ROOM	10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$3,873.96	
	4/1/2017	3335539353A	91914	04/19/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$161.12	
	4/1/2017	3335539353B	91914	04/19/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$236.62	
	4/1/2017	3335539346	91914	04/19/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$70.69	
	4/1/2017	3335539326	91914	04/19/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$74.08	
	4/1/2017	3335539319	91914	04/19/2017	OFFICE/STATION SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$471.09	
						10-008-57900	Station Supplies-Mater	\$255.90	
	4/1/2017	3335539316	91914	04/19/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$280.60	
	4/1/2017	3335539314	91914	04/19/2017	OFFICE SUPPLIES	10-009-52600	Books/Materials-OMD	\$19.09	
	4/1/2017	3335539311	91914	04/19/2017	OFFICE/STATION SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$345.66	
						10-008-57900	Station Supplies-Mater	\$201.94	
	4/1/2017	3335539320B	91914	04/19/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$80.05	
	4/1/2017	3335539320A	91914	04/19/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$406.40	
	4/1/2017	3335539325	91917	04/19/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$39.88	
	4/1/2017	3335539322	91917	04/19/2017	OFFICE SUPPLIES	10-008-56300	Office Supplies-Matls. Mgmt.	\$19.00	
	Totals for STAPLES ADVANTAGE:								\$6,536.08
	STEWART ORGANIZATION	4/1/2017	1217838	92031	04/27/2017	ACCT #1110518 COPIER USAGE 03/25/17-04/24/17	10-015-55400	Leases/Contracts-Information Technology	\$1,241.46
								Totals for STEWART ORGANIZATION:	
	STRYKER SALES CORPORATION	4/19/2017	2153725M	92111	05/03/2017	POWER LOAD EMS PROTECT MODEL #6390	10-008-55650	Maintenance-Contract Equipment-Mater	\$398.00
4/27/2017		2159950M	92191	05/10/2017	VEHICLE PARTS	10-010-59050	Vehicle-Parts-Fleet	\$526.38	
Totals for STRYKER SALES CORPORATION:								\$941.06	
SUDDENLINK	4/12/2017	717712401	04/12/17	91918	04/19/2017	STATION 14 04/21/17 - 05/20/17	10-016-58800	Utilities-Facil	\$51.07
	Totals for SUDDENLINK:								\$566.25
	4/12/2017	714445701	04/12/17	91919	04/19/2017	MCHD CAMPUS 04/21/17 - 05/20/17	10-015-58310	Telephones-Service-Information Technology	\$79.95
	4/24/2017	719772101	04/24/17	92112	05/03/2017	STATION 30 05/01/17 - 05/31/17	10-016-58800	Utilities-Facil	\$194.47
	4/24/2017	709532001	04/24/17	92113	05/03/2017	STATION 13 05/01/17 - 05/31/17	10-015-58310	Telephones-Service-Information Technology	\$104.71
SUPERSHUTTLE	4/6/2017	3629 32421	04/06/17	2848	04/20/2017	SHUTTLE/LASERFICHE CONF	10-016-58800	Utilities-Facil	\$50.08
	Totals for SUPERSHUTTLE:								\$20.00
TAYLOR HEALTHCARE PRODUCTS, II	4/1/2017	60793756	91708	04/12/2017	LINENS	10-015-58310	Telephones-Service-Information Technology	\$85.97	
	4/5/2017	60793786	91875	04/19/2017	LINENS	10-015-58310	Telephones-Service-Information Technology	\$104.71	
	4/17/2017	60793824	92114	05/03/2017	LINENS	10-016-58800	Utilities-Facil	\$50.08	
	4/12/2017	60793809	92032	04/27/2017	LINENS	10-015-58310	Telephones-Service-Information Technology	\$85.97	
	4/26/2017	60793866	92192	05/10/2017	LINENS	10-008-53800	Disposable Linen-Mater	\$1,803.60	
	Totals for TAYLOR HEALTHCARE PRODUCTS, II:								\$1,702.30

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Totals for TAYLOR HEALTHCARE PRODUCTS, INC.:								\$8,563.20
TCDRS	4/1/2017	TCD032217	2783	04/15/2017	TCDRS TRANSMISSION MARCH 2017	10-000-21650	TCDRS Defined Benefit Plan-BS	\$114,880.26
						10-000-21650	TCDRS Defined Benefit Plan-BS	\$111,433.85
Totals for TCDRS:								\$226,314.11
TEXAS AMBULANCE ASSOCIATION	4/6/2017	3629 64628 04/06/17	2849	04/20/2017	TAA CONF/K WEBB/R COTTRELL	10-011-53150	Conferences - Fees, Travel, & Meals-Billi	\$500.00
Totals for TEXAS AMBULANCE ASSOCIATION:								\$500.00
TEXAS MUTUAL INSURANCE COMPA	4/18/2017	0001217354 03/31/17	2864	04/18/2017	PERIOD 01/01/2017-03/31/2017 DOC ID: 7 094 278 6	10-025-59350	Worker's Compensation Insurance-Human	\$91,955.00
Totals for TEXAS MUTUAL INSURANCE COMPANY:								\$91,955.00
TEXAS WORKFORCE COMMISSION	4/11/2017	99-991956-1 MAR	92038	04/27/2017	UNEMPLOYMENT QUARTER ENDING 03/31/17	10-025-51800	Unemployment Ins.-Human	\$7,196.65
Totals for TEXAS WORKFORCE COMMISSION:								\$7,196.65
THACKER, CHAD	4/18/2017	THA041817	91892	04/19/2017	PER DIEM/HARRIS USERS GROUP CONF 04/22/17-04/28/17	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$279.00
Totals for THACKER, CHAD:								\$279.00
THE TOASTED YOLK CAFE	4/6/2017	2269 13389 04/06/17	2850	04/20/2017	TRANSFER SERVICE/HOSPITAL CARE/	10-001-55900	Meals - Business and Travel-Admin	\$46.23
Totals for THE TOASTED YOLK CAFE:								\$46.23
THE VEST GUY	4/6/2017	0974 6531 04/06/17	2851	04/20/2017	UNIFORMS	10-008-58700	Uniforms-Mats. Mgmt.	\$117.90
Totals for THE VEST GUY:								\$117.90
THE WOODLANDS TOWNSHIP (23/24/	4/24/2017	MAY 2017-143	92039	04/27/2017	STATION 23, 24, & 29 RENT	10-000-14900	Prepaid Expenses-BS	\$1,000.00
						10-000-14900	Prepaid Expenses-BS	\$1,000.00
						10-000-14900	Prepaid Expenses-BS	\$1,000.00
Totals for THE WOODLANDS TOWNSHIP (23/24/29):								\$3,000.00
TOMMY'S PAINT & BODY INC dba TO	4/1/2017	20706	91920	04/19/2017	SHOP 622 ACCIDENT REPAIR	10-010-52000	Accident Repair-Fleet	\$19,239.74
Totals for TOMMY'S PAINT & BODY INC dba TOMMY'S WRECKER:								\$19,239.74
TRIZETTO (GATEWAY EDI, LLC)	4/1/2017	121Y041700	91921	04/19/2017	INTEGRATED ELIG/QUICK POSTED REMITS/ELECTRONIC	10-011-52900	Collection Fees-Bill	\$1,081.84
Totals for TRIZETTO (GATEWAY EDI, LLC):								\$1,081.84
TRUGREEN	4/1/2017	61220270	92115	05/03/2017	VEGETATION CONTROL-MAGNOLIA TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$364.00
	4/1/2017	61220320	92115	05/03/2017	VEGETATION CONTROL-GRANGERLAND TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$270.40
	4/1/2017	61220304	92115	05/03/2017	VEGETATION CONTROL-ROBINSON RD TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$270.40
	4/1/2017	61220287	92115	05/03/2017	VEGETATION CONTROL-THOMPSON RD TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$270.40
	4/1/2017	61220341	92115	05/03/2017	VEGETATION CONTROL-EAST COUNTY TOWER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$270.40
	4/7/2017	61628809	92115	05/03/2017	VEGETATION CONTROL-CONROE SERVICE CENTER	10-004-55600	Maintenance & Repairs-Buildings-Radio	\$270.40
Totals for TRUGREEN:								\$1,716.00

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TTPOA	4/6/2017	4784 600035 04/06/17	2852	04/20/2017	REGISTRATION FOR TTPOA/P. LANGAN	10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$150.00
Totals for TTPOA:								\$150.00
TUTT, HOWARD	4/18/2017	TUT041817	91893	04/19/2017	TRAVEL PARKING EXPENSE RTA CONF 03/21/17-03/27/17	10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$70.00
	4/18/2017	TUT041817 \$38.19	91893	04/19/2017	MILEAGE REIMBURSEMENT 03/21/17-03/24/17	10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$38.19
Totals for TUTT, HOWARD:								\$108.19
UNITED AIRLINES	4/6/2017	4784 99383 04/06/17	2853	04/20/2017	AIRFARE TO NAVIGATOR CONF/MCCULLY	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$137.40
	4/6/2017	4784 99391 04/06/17	2853	04/20/2017	AIRFARE TO NAVIGATOR CONF/K. BROWN	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$137.40
	4/6/2017	4784 99409 04/06/17	2853	04/20/2017	AIRFARE TO NAVIGATOR CONF/T. DARST	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$137.40
	4/6/2017	4784 99417 04/06/17	2853	04/20/2017	AIRFARE TO NAVIGATOR/G. CORMACK	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$137.40
	4/6/2017	1754 511079 04/06/17	2853	04/20/2017	AIR FARE/LOIS CLANCY 04/08/17	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$184.40
	4/6/2017	1754 511087 04/06/17	2853	04/20/2017	AIR FARE/SARAH COTTAR 04/08/17	10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$184.40
	4/6/2017	8383 81838 04/06/17	2853	04/20/2017	BAGGAGE FEE/LAS VEGAS CONFERENCE	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$25.00
	4/6/2017	8383 39755 04/06/17	2853	04/20/2017	BAGGAGE FEE/LAS VEGAS CONFERENCE	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$25.00
Totals for UNITED AIRLINES:								\$968.40
UNIVERSITY OF NORTH TEXAS	4/19/2017	29722	92042	04/27/2017	REGISTRATION/TRAINING SHANNON WOLEBEN 05/24-05	10-000-14900	Prepaid Expenses-BS	\$240.00
	4/21/2017	29764	92042	04/27/2017	REGISTRATION/TRAINING RANDY JOHNSON 09/11-09/12	10-000-14900	Prepaid Expenses-BS	\$270.00
	4/19/2017	29724	92042	04/27/2017	REGISTRATION/TRAINING CHRIS GRICE 05/24-05/25	10-000-14900	Prepaid Expenses-BS	\$240.00
	4/19/2017	29723	92042	04/27/2017	REGISTRATION/TRAINING BRETT ALLEN 05/24-05/25	10-000-14900	Prepaid Expenses-BS	\$240.00
Totals for UNIVERSITY OF NORTH TEXAS:								\$990.00
UPS	4/6/2017	1754 0000A690R4097	2854	04/20/2017	ACCT# A690R4	10-008-56900	Postage-Meter	\$482.65
Totals for UPS:								\$482.65
U-SELECT-IT CORPORATION	4/1/2017	58872927	92041	04/27/2017	ANNUAL RENEWAL OF MONT SOFTWARE-21615861	10-015-53000	Computer Maintenance-Information Technol	\$1,200.00
Totals for U-SELECT-IT CORPORATION:								\$1,200.00
VALIC COLLECTIONS	4/5/2017	VAL040517	2776	04/05/2017	EMPLOYEE CONTRIBUTIONS FOR 04/05/17	10-000-21600	Employee Deferred Comp.-BS	\$7,223.11
	4/19/2017	VAL041917	2865	04/19/2017	EMPLOYEE CONTRIBUTIONS FOR 04/19/17	10-000-21600	Employee Deferred Comp.-BS	\$9,813.38
Totals for VALIC COLLECTIONS:								\$17,036.49
VERIZON WIRELESS (POB 660108)	4/6/2017	1754 9781807046 04	2856	04/20/2017	ACCT# 920161350-00002 02/10/17-03/09/17	10-007-58200	Telephones-Cellular-EMS	\$341.95
	4/6/2017	1754 9781807045 04	2856	04/20/2017	ACCT# 920161350-00001	10-001-58200	Telephones-Cellular-Admin	\$212.93
	4/6/2017	1754 9781807045 04	2856	04/20/2017	ACCT# 920161350-00001	10-004-58200	Telephones-Cellular-Radio	\$397.97
	4/6/2017	1754 07045-1 04	2856	04/20/2017	ACCT# 920161350-00001	10-011-58200	Telephones-Cellular-Bill	\$89.41
	4/6/2017	1754 07045-2 04	2856	04/20/2017	ACCT# 920161350-00001	10-009-58200	Telephones-Cellular-OMD	\$319.78
	4/6/2017	1754 07045-3 04	2856	04/20/2017	ACCT# 920161350-00001	10-039-58200	Telephones-Cellular-Param	\$498.47
	4/6/2017	1754 07045-4 04	2856	04/20/2017	ACCT# 920161350-00001	10-027-58200	Telephones-Cellular-Emerg	\$94.10
	4/6/2017	1754 07045-5 04	2856	04/20/2017	ACCT# 920161350-00001	10-007-58200	Telephones-Cellular-EMS	\$4,446.09
	4/6/2017	1754 07045-6 04	2856	04/20/2017	ACCT# 920161350-00001	10-016-58200	Telephones-Cellular-Facil	\$357.87
	4/6/2017	1754 07045-7 04	2856	04/20/2017	ACCT# 920161350-00001	10-010-58200	Telephones-Cellular-Fleet	\$51.42

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	4/6/2017	1754 07045-8 04	2856	04/20/2017	ACCT# 920161350-00001	10-002-58200	Telephones-Cellular-PA	\$112.84
	4/6/2017	1754 07045-9 04	2856	04/20/2017	ACCT# 920161350-00001	10-025-58200	Telephones-Cellular-Human	\$51.42
	4/6/2017	1754 07045-10 04	2856	04/20/2017	ACCT# 920161350-00001	10-015-58200	Telephones-Cellular-Information Technology	\$345.47
	4/6/2017	1754 07045-11 04	2856	04/20/2017	ACCT# 920161350-00001	10-008-58200	Telephones-Cellular-Matls. Mgmt.	\$205.68
	4/6/2017	1754 07045-12 04	2856	04/20/2017	ACCT# 920161350-00001	10-006-58200	Telephones-Cellular-Alarm	\$307.34
							Totals for VERIZON WIRELESS (POB 660108):	\$7,832.74
VFIS OF TEXAS / REGNIER & ASSOCI	4/1/2017	36711			CREDIT/VFIS-CM-1051153 DELETE DODGE #9562	10-027-54900	Insurance-Emerg	(\$426.00)
	4/1/2017	36712			CREDIT/VFIS-CM-1051153 DELETE DODGE #0227	10-027-54900	Insurance-Emerg	(\$77.00)
	4/5/2017	36994	91922	04/19/2017	DOWN PAYMENT/VFIS-CM-1051153 & VFIS-CM-2051953	10-000-14900	Prepaid Expenses-BS	\$118,961.00
	4/23/2017	37121	92116	05/03/2017	RENEWAL INSTALLMENT/VFIS-CM-1051153 & VFIS-TR-20	10-027-54900	Insurance-Emerg	\$39,436.00
							Totals for VFIS OF TEXAS / REGNIER & ASSOCIATES:	\$157,894.00
VINSON, BRAD	4/10/2017	VIN041017	91711	04/12/2017	WELLNESS PROGRAM/GYM MEMBERSHIP	10-025-54350	Employee Health/Wellness-Human	\$25.00
							Totals for VINSON, BRAD:	\$25.00
WAL-MART COMMUNITY	4/6/2017	0974 92371 04/06/17	2857	04/20/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$76.40
	4/6/2017	0974 92621 04/06/17	2857	04/20/2017	STATION SUPPLIES	10-008-57900	Station Supplies-Mater	\$26.61
							Totals for WAL-MART COMMUNITY:	\$103.01
WARD, BRADLEY	4/5/2017	WAR032417	91810	04/12/2017	MILEAGE REIMBURSEMENT 03/24/17	10-009-56200	Mileage Reimbursements-OMD	\$50.72
							Totals for WARD, BRADLEY:	\$50.72
WASTE MANAGEMENT OF TEXAS	4/26/2017	5434008-1792-9	92198	05/10/2017	ACCT# 16-54354-33009 STATION 41	10-016-58800	Utilities-Facil	\$143.87
	4/26/2017	5434005-1792-5	92198	05/10/2017	ACCT# 16-53303-73004 STATION 43	10-016-58800	Utilities-Facil	\$104.09
							Totals for WASTE MANAGEMENT OF TEXAS:	\$247.96
WEAVER AND TIDWELL, LLP	4/1/2017	10326260	91877	04/19/2017	ANNUAL AUDIT 2016 - 2ND PROGRESS	10-005-52100	Accounting/Auditing Fees-Accou	\$15,000.00
							Totals for WEAVER AND TIDWELL, LLP:	\$15,000.00
WESTGATE LV HOTEL	4/6/2017	3629 96257 04/06/17	2858	04/20/2017	HOTEL IWCE CONF/J EVANS	10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$608.67
							Totals for WESTGATE LV HOTEL:	\$608.67
WHITENER ENTERPRISES, INC.	4/18/2017	26074	92117	05/03/2017	OIL & LUBRICANTS/SHOP SUPPLIES	10-010-56400	Oil & Lubricants-Fleet	\$1,506.90
						10-010-57725	Shop Supplies-Fleet	\$475.80
							Totals for WHITENER ENTERPRISES, INC.:	\$1,982.70
WOMBLES, DEVIN	4/10/2017	WOM041017	91713	04/12/2017	WELLNESS PROGRAM/GYM MEMBERSHIP	10-025-54350	Employee Health/Wellness-Human	\$125.00
							Totals for WOMBLES, DEVIN:	\$125.00
WOODFOREST NATIONAL BANK (788	4/1/2017	APR 6937554-004	91530	04/05/2017	CAPITAL/LEASE #6937554 P25	10-004-52725	Capital Lease Expense-Radio	\$30,609.33
						10-004-55025	Interest Expense-Radio	\$1,267.60
							Totals for WOODFOREST NATIONAL BANK (7889):	\$31,876.93

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WRIGHT EXPRESS-FLEET FUEL	4/1/2017	WRI040117	2773	04/01/2017	ACCT #5974 03/21/17 - 04/01/17	10-010-54700	Fuel-Fleet	\$16,334.53		
	4/10/2017	WRI041017	2779	04/10/2017	ACCT #5974 04/02/17 - 04/10/17	10-010-54700	Fuel-Fleet	\$7,838.40		
	4/20/2017	WRI042017	2866	04/20/2017	ACCT #5974 04/11/17 - 04/20/17	10-010-54700	Fuel-Fleet	\$14,549.19		
	4/29/2017	WRI042917	2871	04/29/2017	ACCT #5974 04/21/17 - 04/29/17	10-010-54700	Fuel-Fleet	\$10,758.12		
							Totals for WRIGHT EXPRESS-FLEET FUEL:	\$49,480.24		
YOUNG, DAVID	4/18/2017	YOU041817	91894	04/19/2017	WELLNESS PROGRAM/GYM MEMBERSHIP	10-025-54350	Employee Health\Wellness-Human	\$25.00		
								Totals for YOUNG, DAVID:	\$25.00	
ZOLL DATA SYSTEMS	4/6/2017	3629 34927 04/06/17	2859	04/20/2017	ZOLL CONFERENCE/KAREN WEBB 05/2017	10-000-14900	Prepaid Expenses-BS	\$645.00		
							Totals for ZOLL DATA SYSTEMS:	\$645.00		
ZOLL MEDICAL CORPORATION	4/6/2017	2508456	91879	04/19/2017	MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$1,208.75		
	4/10/2017	2509476	91879	04/19/2017	MEDICAL SUPPLIES	10-008-54200	Durable Medical Equipment-Mater	\$742.50		
	4/12/2017	2510555	91923	04/19/2017	BATTERY, LITHIUM ION, SUPERPOWER II	10-008-54200	Durable Medical Equipment-Mater	\$742.50		
	4/10/2017	2509628	91923	04/19/2017	CPR STAT-PADZ ELECTRODE	10-008-53900	Disposable Medical Supplies-Mater	\$6,720.00		
								10-008-53900	Disposable Medical Supplies-Mater	\$126.54
	4/11/2017	2510007	91923	04/19/2017	PAPER, THERMALL. 80MM ROLL	10-008-53900	Disposable Medical Supplies-Mater	\$472.32		
								10-008-53900	Disposable Medical Supplies-Mater	\$67.04
	4/12/2017	2510681	91923	04/19/2017	BATTERY, LITHIUM ION, SUPERPOWER II	10-008-54200	Durable Medical Equipment-Mater	\$1,485.00		
	4/12/2017	2510666	91923	04/19/2017	BATTERY, LITHIUM ION, SUPERPOWER II	10-008-54200	Durable Medical Equipment-Mater	\$1,113.75		
	4/12/2017	2510556	91923	04/19/2017	BATTERY, LITHIUM ION, SUPERPOWER II	10-008-54200	Durable Medical Equipment-Mater	\$371.25		
	4/12/2017	2510554	91923	04/19/2017	BATTERY, LITHIUM ION, SUPERPOWER II	10-008-54200	Durable Medical Equipment-Mater	\$1,113.75		
	4/18/2017	2512918	92120	05/03/2017	REUSABLE PATIENT CABLE/TUBING/SENSOR	10-008-54200	Durable Medical Equipment-Mater	\$1,872.50		
	4/19/2017	2513721	92120	05/03/2017	FRONT ENCLOSURE/GASKET/LABOR	10-008-57650	Repair-Equipment-Matls. Mgmt.	\$1,021.01		
	4/24/2017	2515195	92204	05/10/2017	SINGLE BAY CHARGER	10-008-54200	Durable Medical Equipment-Mater	\$1,417.50		
							Totals for ZOLL MEDICAL CORPORATION:	\$18,474.41		
CAPITAL PURCHASES										
BIOQUELL INC.	4/12/2017	50-20503	91943	04/27/2017	BQ-50 EMS VAPORIZER UNIT	10-008-52754	Capital Purchase - Equipment-Mater	\$30,000.00		
								Totals for BIOQUELL INC.:	\$30,000.00	
BOUND TREE MEDICAL, LLC	4/11/2017	82461303	91844	04/19/2017	MEDICAL SUPPLIES	10-009-52754	Capital Purchase - Equipment-Dept	\$4,125.00		
	4/27/2017	82477041	92132	05/10/2017	MEDICAL SUPPLIES	10-009-52754	Capital Purchase - Equipment-Dept	\$8,250.00		
							Totals for BOUND TREE MEDICAL, LLC:	\$12,375.00		
CDW GOVERNMENT, INC.	4/19/2017	HPF5063	92060	05/03/2017	PANASONIC 256GB SSD	10-015-52754	Capital Purchase - Equipment-Infor	\$4,000.01		
	4/11/2017	HML8939	91948	04/27/2017	Panasonic - DDR3L - 4 GB - SO-DIMM 204-pin	10-015-52754	Capital Purchase - Equipment-Infor	\$1,575.00		

Montgomery County Hospital District
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Board Meeting 05/23/17- Paid Invoices

Vendor Name	Invoice Date	Invoice No.	Payment No.	Payment Date	Invoice Description	Account No.	Account Description	Amount
	4/14/2017	HNH8396	92060	05/03/2017	LVO TP X 1 YOGA 16-6200 THNIKPAD	10-015-52754	Capital Purchase - Equipment-Infor	\$1,515.00
	4/13/2017	HNB8280	91948	04/27/2017	Lenovo 65W Travel AC Adapter for B50-30	10-015-52754	Capital Purchase - Equipment-Infor	\$205.38
	4/10/2017	HMF0591	91948	04/27/2017	PAN TOUGHBOOK CF 19 I5-36	10-015-52754	Capital Purchase - Equipment-Infor	\$29,000.00
							Totals for CDW GOVERNMENT, INC.:	\$36,295.39
DAILEY WELLS COMMUNICATION	4/1/2017	17GB011672	91659	04/12/2017	MOBILE, XG-100F	10-010-52754	Capital Purchase - Equipment-Fleet	\$23,421.00
							Totals for DAILEY WELLS COMMUNICATION:	\$23,421.00
DEMONTROND	4/1/2017	189876	91660	04/12/2017	VEHICLE PARTS	10-010-52755	Capital Purchase - Vehicles-Fleet	\$389.07
							Totals for DEMONTROND:	\$389.07
DPS TELECOM	4/1/2017	IN40179	91662	04/12/2017	MODBUS INTERROGATOR SOFTWARE	10-004-52754	Capital Purchase - Equipment-Radio	\$4,148.00
							Totals for DPS TELECOM:	\$4,148.00
FRAZER, LTD.	4/1/2017	X-1153	91671	04/12/2017	REMOUNT & REFURBISH 4500 CHASSIS/VIN HG579978	10-010-52755	Capital Purchase - Vehicles-Fleet	\$90,775.00
							Totals for FRAZER, LTD.:	\$90,775.00
HENRY SCHEIN, INC.-MATRX MEDIC	4/4/2017	40434682	92082	05/03/2017	E700 TRANSPORT VENTILATOR & MOUNTING BRACKET	10-008-52754	Capital Purchase - Equipment-Mater	\$215,550.00
							Totals for HENRY SCHEIN, INC.-MATRX MEDICAL:	\$215,550.00
LAERDAL MEDICAL CORP.	4/1/2017	2017/2000027232	91682	04/12/2017	SIMVIEW MOBILE SYSTEM-US	10-009-52754	Capital Purchase - Equipment-Dept	\$9,165.00
							Totals for LAERDAL MEDICAL CORP.:	\$9,165.00
SERVER SUPPLY, INC.	4/20/2017	3043078	92109	05/03/2017	CISCO LICENSE/SERVICE AGREEMENT/ROUTER	10-015-52754	Capital Purchase - Equipment-Infor	\$21,580.00
							Totals for SERVER SUPPLY, INC.:	\$21,580.00
TEXAS PRIDE MARKETING	4/7/2017	MC1231	91876	04/19/2017	AC MACHINE FOR 1234FU REFRIGERAMT	10-010-52754	Capital Purchase - Equipment-Fleet	\$5,831.00
							Totals for TEXAS PRIDE MARKETING:	\$5,831.00

Montgomery County Hospital District
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Account Summary

Account Number	Description	Net Amount
10-000-14100	Patient Refunds-BS	\$43,515.10
10-000-14900	Prepaid Expenses-BS	\$147,030.85
10-000-21400	Accrued Payroll-BS	\$1,256.09
10-000-21525	P/R-United Way Deductions-BS	\$41.36
10-000-21585	P/R-Flexible Spending-BS-BS	\$1,293.83
10-000-21590	P/R-Premium Cancer/Accident-BS	\$8,621.14
10-000-21595	P/R-Health Savings-BS-BS	\$14,502.40
10-000-21600	Employee Deferred Comp.-BS	\$17,036.49
10-000-21650	TCDRS Defined Benefit Plan-BS	\$226,314.11
10-001-51700	Health & Dental-Admin	\$62.50
10-001-52200	Advertising-Admin	\$238.37
10-001-52700	Business Licenses-Admin	\$3.08
10-001-54100	Dues/Subscriptions-Admin	\$190.00
10-001-55900	Meals - Business and Travel-Admin	\$231.19
10-001-56100	Meeting Expenses-Admin	\$132.89
10-001-57100	Professional Fees-Admin	\$12,000.00
10-001-58200	Telephones-Cellular-Admin	\$212.93
10-002-51700	Health & Dental-PA	\$375.00
10-002-55700	Management Fees-PA	\$41,338.42
10-002-56100	Meeting Expenses-PA	\$20.44
10-002-57100	Professional Fees-PA	\$830.50
10-002-58200	Telephones-Cellular-PA	\$112.84
10-004-51700	Health & Dental-Radio	\$187.50
10-004-52725	Capital Lease Expense-Radio	\$30,609.33
10-004-52754	Capital Purchase - Equipment-Radio	\$4,148.00
10-004-53150	Conferences - Fees, Travel, & Meals-Radio	\$1,216.67
10-004-55025	Interest Expense-Radio	\$1,267.60
10-004-55600	Maintenance & Repairs-Buildings-Radio	\$9,682.00
10-004-57100	Professional Fees-Radio	\$1,975.00
10-004-57200	Radio Repairs - Outsourced (Depot)-Radio	\$1,618.82
10-004-57225	Radio Repair - Parts-Radio	\$1,973.45
10-004-57725	Shop Supplies-Radio	\$106.46
10-004-57750	Small Equipment & Furniture-Radio	\$16.46
10-004-58200	Telephones-Cellular-Radio	\$484.36
10-004-58310	Telephones-Service-Radio	\$238.10
10-004-58800	Utilities-Radio	\$3,621.38
10-005-51700	Health & Dental-Accou	\$187.50
10-005-52100	Accounting/Auditing Fees-Accou	\$15,000.00
10-006-51700	Health & Dental-Alarm	\$1,062.50
10-006-53150	Conferences - Fees, Travel, & Meals-Alarm	\$4,545.93
10-006-54450	Employee Recognition-Alarm	\$202.20
10-006-57750	Small Equipment & Furniture-Alarm	\$14.99
10-006-58200	Telephones-Cellular-Alarm	\$307.34
10-006-58500	Training/Related Expenses-CE-Alarm	\$4,449.00
10-007-51700	Health & Dental-EMS	\$6,312.50
10-007-53150	Conferences - Fees, Travel, & Meals-EMS	\$487.68
10-007-56200	Mileage Reimbursements-EMS	\$22.73
10-007-56700	Paging System-EMS	\$424.49
10-007-58200	Telephones-Cellular-EMS	\$4,826.03
10-008-51700	Health & Dental-Matls. Mgmt.	\$250.00
10-008-52754	Capital Purchase - Equipment-Mater	\$245,550.00
10-008-53800	Disposable Linen-Mater	\$8,563.20

Montgomery County Hospital District
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Account Summary

Account Number	Description	Net Amount
10-008-53900	Disposable Medical Supplies-Mater	\$61,629.19
10-008-54000	Drug Supplies-Mater	\$14,398.85
10-008-54200	Durable Medical Equipment-Mater	\$13,127.84
10-008-55650	Maintenance-Contract Equipment-Mater	\$2,311.00
10-008-56200	Mileage Reimbursements-Matls. Mgmt.	\$5.13
10-008-56300	Office Supplies-Matls. Mgmt.	\$1,907.09
10-008-56600	Oxygen & Gases-Mater	\$6,199.75
10-008-56900	Postage-Meter	\$1,806.01
10-008-57000	Printing Services-Matls. Mgmt.	\$150.00
10-008-57650	Repair-Equipment-Matls. Mgmt.	\$1,871.01
10-008-57750	Small Equipment & Furniture-Matls. Mgmt.	\$3,873.96
10-008-57900	Station Supplies-Mater	\$8,619.29
10-008-58200	Telephones-Cellular-Matls. Mgmt.	\$279.33
10-008-58700	Uniforms-Matls. Mgmt.	\$19,572.58
10-009-51700	Health & Dental-OMD	\$437.50
10-009-52600	Books/Materials-OMD	\$718.56
10-009-52700	Business Licenses-OMD	\$318.00
10-009-52754	Capital Purchase - Equipment-Dept	\$21,540.00
10-009-52950	Community Education-Dept	\$4,911.81
10-009-54450	Employee Recognition-OMD	\$99.95
10-009-56100	Meeting Expenses-OMD	\$1,392.30
10-009-56200	Mileage Reimbursements-OMD	\$330.56
10-009-57100	Professional Fees-OMD	\$25,091.61
10-009-58200	Telephones-Cellular-OMD	\$319.78
10-009-58500	Training/Related Expenses-CE-OMD	\$5,969.58
10-010-51700	Health & Dental-Fleet	\$312.50
10-010-52000	Accident Repair-Fleet	\$20,512.76
10-010-52754	Capital Purchase - Equipment-Fleet	\$29,252.00
10-010-52755	Capital Purchase - Vehicles-Fleet	\$91,164.07
10-010-53150	Conferences - Fees, Travel, & Meals-Fleet	\$1,149.61
10-010-54500	Equipment Rental-Fleet	\$148.32
10-010-54700	Fuel-Fleet	\$49,480.24
10-010-55100	Laundry Service & Purchase-Fleet	\$116.64
10-010-55650	Maintenance-Contract Equipment-Fleet	\$1,996.57
10-010-56200	Mileage Reimbursements-Fleet	\$19.26
10-010-56400	Oil & Lubricants-Fleet	\$1,506.90
10-010-56500	Other Services-Fleet	\$88.50
10-010-56600	Oxygen & Gases-Fleet	\$22.00
10-010-57725	Shop Supplies-Fleet	\$1,036.47
10-010-57750	Small Equipment & Furniture-Fleet	\$579.75
10-010-58200	Telephones-Cellular-Fleet	\$51.42
10-010-58600	Travel Expenses-Fleet	\$400.00
10-010-58900	Vehicle-Batteries-Fleet	\$241.90
10-010-59050	Vehicle-Parts-Fleet	\$21,532.46
10-010-59100	Vehicle-Registration-Fleet	\$129.66
10-010-59150	Vehicle-Tires-Fleet	\$2,679.64
10-011-51700	Health & Dental-Bill	\$437.50
10-011-52900	Collection Fees-Bill	\$23,643.55
10-011-53150	Conferences - Fees, Travel, & Meals-Billi	\$500.00
10-011-54450	Employee Recognition-Bill	\$289.39
10-011-57750	Small Equipment & Furniture-Bill	\$516.74
10-011-58200	Telephones-Cellular-Bill	\$89.41

Montgomery County Hospital District
Invoice Expense Allocation Report
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Account Summary

Account Number	Description	Net Amount
10-015-51700	Health & Dental-Information Technology	\$312.50
10-015-52754	Capital Purchase - Equipment-Infor	\$57,875.39
10-015-53000	Computer Maintenance-Information Technology	\$2,428.92
10-015-53050	Computer Software-Information Technology	\$39,705.95
10-015-53100	Computer Supplies/Non-Cap.-Information Technology	\$21.19
10-015-53150	Conferences - Fees, Travel, & Meals-Infor	\$366.49
10-015-55400	Leases/Contracts-Information Technology	\$4,613.17
10-015-57100	Professional Fees-Information Technology	\$58,217.75
10-015-57650	Repair-Equipment-Information Technology	\$1,665.96
10-015-57750	Small Equipment & Furniture-Information Technology	\$3,606.71
10-015-58200	Telephones-Cellular-Information Technology	\$504.63
10-015-58310	Telephones-Service-Information Technology	\$10,595.28
10-015-58320	Telephones - Long Distance-Information Technology	\$1,025.64
10-016-51700	Health & Dental-Facil	\$62.50
10-016-55600	Maintenance & Repairs-Buildings-Facil	\$27,316.79
10-016-57725	Shop Supplies-Facil	\$315.83
10-016-58200	Telephones-Cellular-Facil	\$357.87
10-016-58800	Utilities-Facil	\$39,061.21
10-025-51700	Health & Dental-Human	\$187.50
10-025-51710	Health Insurance Claims-Human	\$240,571.24
10-025-51720	Health Insurance Admin Fees-Human	\$54,362.61
10-025-51800	Unemployment Ins.-Human	\$7,196.65
10-025-54350	Employee Health/Wellness-Human	\$658.34
10-025-54450	Employee Recognition-Human	\$95.96
10-025-55500	Legal Fees-Human	\$1,038.50
10-025-55700	Management Fees-Human	\$187.50
10-025-57100	Professional Fees-Human	\$10,536.62
10-025-57300	Recruit/Investigate-Human	\$2,853.00
10-025-58200	Telephones-Cellular-Human	\$51.42
10-025-59350	Worker's Compensation Insurance-Human	\$91,955.00
10-026-51700	Health & Dental-Recor	\$125.00
10-026-56500	Other Services-Recor	\$233.25
10-027-51700	Health & Dental-Emerg	\$62.50
10-027-52600	Books/Materials-Emerg	\$385.00
10-027-53900	Disposable Medical Supplies-Emerg	\$38.82
10-027-54900	Insurance-Emerg	\$38,933.00
10-027-56200	Mileage Reimbursements-Emerg	\$42.05
10-027-58200	Telephones-Cellular-Emerg	\$94.10
10-039-51700	Health & Dental-Param	\$62.50
10-039-56500	Other Services-Param	\$325.00
10-039-58200	Telephones-Cellular-Param	\$498.47
GRAND TOTAL:		<u><u>\$2,008,036.50</u></u>

JP Morgan Chase Bank

April Credit Card Transactions

Vendor	Invoice number	Invoice date	Description	Amount
AMAZON.COM LLC	0974 851493 05	5/5/17	FLASH LIGHTS FOR HELMETS	\$71.85
AMAZON.COM LLC	0974 115151 05	5/5/17	DISPLAY PORT	\$18.99
AMAZON.COM LLC	0974 297322 05	5/5/17	FLASH LIGHTS FOR HELMETS	\$143.70
AMERICAN AIRLINES	3629 770994 05	5/5/17	AIRFARE/CP SITE VIST/JARED COSPER	\$126.20
AMERICAN AIRLINES	3629 771000 05	5/5/17	AIRFARE/CP SITE VISIT/SARA HORTON	\$126.20
AMERICAN AIRLINES	3629 771018 05	5/5/17	AIRFARE/CP SITE VISIT/MELISSA MILLER	\$126.20
AMERICAN AIRLINES	3629 771026 05	5/5/17	AIRFARE/CP SITE VISIT/ANDREW KARRER	\$126.20
AMERICAN AIRLINES	4784 376282 05	5/5/17	AIRFARE/PATRICK LANGAN 05/20/17	\$308.90
AT&T (105414)	1754 2812598210 05	5/5/17	ACCT# 2812591182 STATION 42	\$135.29
AT&T (105414)	1754 2812591182 05	5/5/17	ACCT# 2812591182 STATION 30	\$138.89
AT&T (105414)	1754 2816893247 05	5/5/17	ACCT# 2816893247 STATION 30	\$274.80
AT&T (105414)	1754 2816896865 05	5/5/17	ACCT# 2816896865 STATION 31	\$279.46
BEST BUY	9390 001900 05	5/5/17	Maintenance & Repairs	\$329.99
CALLFIRE, INC. dba EZ TEXTING, CLUB TEXTING BILLING, SKYY CO	1754 680415 05	5/5/17	ELITE/TEXTING	\$149.00
CENTERPOINT ENERGY (REL109)	1754 88820089 05	5/5/17	ACCT# 8882008-9 STATION 10	\$22.18
CHICK-FIL-A	0974 417057 05	5/5/17	EMPLOYEE BDAY GIFT CARDS	\$400.00
CHICK-FIL-A	0974 417396 05	5/5/17	EMPLOYEE BDAY GIFT CARDS	\$500.00
COBURN SUPPLY COMPANY, INC.	1754 509931221 05	5/5/17	TANKLESS WATER HEATER	\$1,427.38
COBURN SUPPLY COMPANY, INC.	9390 839625 05	5/5/17	Maintenance & Repairs	\$37.45
COMCAST CORPORATION	1754 0849557 05	5/5/17	ACCT# 8777701590849557 STATION 23	\$111.26
CONROE/LAKE CONROE CHAMBER OF COMMERCE	1754 1443520842 05	5/5/17	REGISTRATION-LEADERCAST 2017	\$79.00
DIRECTV	1754 7780873 05/05	5/5/17	ACCT# 7780873 STATION 31	\$60.98
DIRECTV	1754 26721655 05/05	5/5/17	ACCT# 26721655 STATION 32	\$60.98
DIRECTV	1754 52835057 05/05	5/5/17	ACCT# 52835057 STATION 40	\$122.98
DIRECTV	1754 7003034 05/05	5/5/17	ACCT# 7003034 MoCo CONSTABLE	\$115.98
DIRECTV	1754 35677337 05	5/5/17	ACCT# 35677337 MCHD CAMPUS	\$61.98
DIRECTV	1754 7637939 05	5/5/17	ACCT# 7637939 STATION 44	\$67.98
DIRECTV	1754 2444813 05	5/5/17	ACCT# 2444813 STATION 41	\$77.98
DIRECTV	1754 28100681 05	5/5/17	ACCT# 28100681 STATION 30	\$134.97
DIRECTV	1754 22828155 05	5/5/17	ACCT# 22828155 STATION 43	\$115.98
DIRECTV	1754 26363325 05	5/5/17	ACCT# 26363325 STATION 45	\$115.98
DIRECTV	1754 53487253 05	5/5/17	ACCT# 53487253 STATION 10	\$122.98
DIRECTV	1754 59502753 05	5/5/17	ACCT# 59502753 STATION 20	\$122.98
DSHS REGULATORY	6430 88108 05	5/5/17	RECERTIFICATION	\$66.00
DSHS REGULATORY	6430 88686 05	5/5/17	RECERTIFICATION	\$96.00
DSHS REGULATORY	6430 58679 05	5/5/17	RECERTIFICATION	\$34.00
DSHS REGULATORY	6430 24276 05	5/5/17	RECERTIFICATION	\$32.00
DULTMEIER SALES	9390 816006 05	5/5/17	Maintenance & Repairs	\$3.19
DULTMEIER SALES	9390 819661 05	5/5/17	Maintenance & Repairs	\$50.64
EXPEDIA	3629 964465 05	5/5/17	BOOKING	\$24.00
EXPEDIA	3629 967427 05	5/5/17	DOLLAR CAR RENTAL X5 PEOPLE	\$20.00
EXPEDIA	3629 967435 05	5/5/17	DOLLAR CAR RENTAL	\$60.14
EXPEDIA	3629 972351 05	5/5/17	CP SITE VISIT HOTEL X 4 ROOMS	\$596.70
FEDERAL EXPRESS (POB 660481)	1754 576749153 05	5/5/17	acct# 2319-6903-9	\$104.48
FEDERAL EXPRESS (POB 660481)	1754 578309584 05	5/5/17	ACCT# 2319-6903-9	\$19.47
FITCH & ASSOCIATES, LLC	4784 448238 05	5/5/17	ASM FALL 2017 CONFERENCE	\$4,990.00
FITCH & ASSOCIATES, LLC	4784 448311 05	5/5/17	CCM FALL 2017 CONFERENCE	\$3,829.79
FRY'S ELECTRONICS	4549 71377 05/05/17	5/5/17	RESISTORS FOR DOOR LOCKS	\$9.95
FTD/AMERINET	0974 597947 05	5/5/17	FLOWER ORDER/MELISSA SPOON	\$55.06
FTD/AMERINET	0974 500545 05	5/5/17	FLOWER ORDER/ERIN DANIEL	\$50.86
FTD/AMERINET	0974 503764 05	5/5/17	FLOWER ORDER/VERONICA DELACERDA	\$56.68
FTD/AMERINET	0974 535717 05	5/5/17	FLOWER ORDER/TJ DARST	\$50.86
FTD/AMERINET	0974 396714 05	5/5/17	FLOWER ORDER/BRYAN PERRY	\$56.68
FTD/AMERINET	0974 396805 05	5/5/17	FLOWER ORDER/BRYAN PERRY	\$56.68
FTD/AMERINET	0974 785201 05	5/5/17	FLOWER ORDER/DEBBIE DIAZ	\$56.68
GOVERNMENT FINANCE OFFICERS ASSOCIATION OF TEXAS	3629 400372 05	5/5/17	GFOA CONFERENCE/LAUREN ABELL	\$630.00
GRAINGER	9390 604883 05	5/5/17	Maintenance & Repairs	\$38.50
GRAINGER	9390 605062 05	5/5/17	Maintenance & Repairs	\$522.58
GREATER EAST MONTGOMERY COUNTY CHAMBER	2269 229797 05	5/5/17	MEMBERSHIP DUES	\$20.00
HARBOR FREIGHT TOOLS	9390 011467 05	5/5/17	Maintenance & Repairs	\$139.99
HARRIS COUNTY TOLL ROAD AUTHORITY	4549 52300 05/05/17	5/5/17	AUTO CHARGE/TOLL FEES	\$400.00
HARRIS USERS GROUP	8383 940512 05	5/5/17	CONFERENCE/JUSTIN EVANS 04/23/17	\$450.00
HARRIS USERS GROUP	8383 076522 05	5/5/17	CONFERENCE/CHAD THACKER 04/23/17	\$450.00
HOME DEPOT CREDIT SERVICES	9390 358177 05	5/5/17	Maintenance & Repairs	\$30.56
HOME DEPOT CREDIT SERVICES	9390 537643 05	5/5/17	Maintenance & Repairs	\$15.53
HOME DEPOT CREDIT SERVICES	9390 537866 05	5/5/17	Maintenance & Repairs	\$11.96
HOME DEPOT CREDIT SERVICES	9390 613957 05	5/5/17	Maintenance & Repairs	\$85.33
HOME DEPOT CREDIT SERVICES	9390 313727 05	5/5/17	Maintenance & Repairs	\$378.97
HOME DEPOT CREDIT SERVICES	9390 123920 05	5/5/17	Maintenance & Repairs	\$70.39
HOME DEPOT CREDIT SERVICES	9390 123938 05	5/5/17	Maintenance & Repairs	\$29.25
HOME DEPOT CREDIT SERVICES	9390 555157 05	5/5/17	Maintenance & Repairs	\$36.94
HOME DEPOT CREDIT SERVICES	9390 873598 05	5/5/17	Maintenance & Repairs	\$80.22
HOME DEPOT CREDIT SERVICES	9390 471504 05	5/5/17	Maintenance & Repairs	\$86.57
HOME DEPOT CREDIT SERVICES	9390 476818 05	5/5/17	Maintenance & Repairs	\$28.67

JP Morgan Chase Bank

April Credit Card Transactions

Vendor	Invoice number	Invoice date	Description	Amount
HOME DEPOT CREDIT SERVICES	9390 476826 05	5/5/17	Maintenance & Repairs	\$36.75
HOME DEPOT CREDIT SERVICES	9390 487722 05	5/5/17	Maintenance & Repairs	\$2.97
HOME DEPOT CREDIT SERVICES	9390 255227 05	5/5/17	Maintenance & Repairs	\$4.78
HOME DEPOT CREDIT SERVICES	9390 453935 05	5/5/17	Maintenance & Repairs	\$184.53
HOME DEPOT CREDIT SERVICES	9390 752219 05	5/5/17	Maintenance & Repairs	\$23.69
HOME DEPOT CREDIT SERVICES	9390 098048 05	5/5/17	Maintenance & Repairs	\$10.35
HOME DEPOT CREDIT SERVICES	9390 098055 05	5/5/17	Maintenance & Repairs	\$16.90
HOME DEPOT CREDIT SERVICES	9390 102849 05	5/5/17	Maintenance & Repairs	\$23.91
HOUSTON HUMAN RESOURCE	3629 233782 05	5/5/17	HR CONFERENCE/JODI ANDERSEN	\$745.00
HYATT PLACE	4784 271667 05	5/5/17	HOTEL 04/20/17	\$743.54
INTERNATIONAL ASSOC OF EMERGENCY MANAGERS-IAEM USA	1754 CEM/AEM	5/5/17	SHAWN HENNERS CEM/AEM APPLICATION FEE	\$395.00
ISLA GRAND BEACH RESORT	3629 057481 05	5/5/17	CONFERENCE/KAREN WEBB 04/05/17	\$255.08
LIFESTYLES MEDIA GROUP, LLC	1754 H17259 05/05/17	5/5/17	UPDATES & ADDITIONS/CHANGES	\$746.00
LOWE'S COMPANIES, INC.	9390 190944 05	5/5/17	Maintenance & Repairs	\$11.98
LOWE'S COMPANIES, INC.	9390 190951 05	5/5/17	Maintenance & Repairs	\$3.60
MONTGOMERY CNTY TAX ASSESSOR-COL TAMMY J MCRAE	4549 23001 05/05/17	5/5/17	REGISTRATION OF SHOPS, 20/35/334/661/613	\$61.00
MOODY GARDENS HOTEL	4784 783416 05	5/5/17	HOTEL 04/19/17	\$171.35
NORTHERN TOOL & EQUIPMENT	4549 81826 05/05/17	5/5/17	IMPACT SOCKET	\$22.99
ORION FUELS/DOWNSTAIRS	3629 802251 05	5/5/17	RENTAL CAR GAS FILL-UP	\$3.63
PALACIO DEL RIO HILTON	3629 232809 05	5/5/17	CP SITE VISIT/SAN ANTONIO, TX 4/19/17	\$1,119.61
PALACIO DEL RIO HILTON	3629 232841 05	5/5/17	CP SITE VISIT/SAN ANTONIO, TX 04/19/17	\$737.89
PAPA JOHN'S PIZZA	0974 337360 05	5/5/17	IRONMAN INCIDENT COMMAND	\$396.21
PAYPAL	2269 136069 05	5/5/17	TX EMS 2017 CONFERENCE 06/19/17	\$375.00
PREMIERE GLOBAL SERVICES	1754 23416220 05	5/5/17	ACCT# 8071370	\$20.66
PWW	3629 706995 05	5/5/17	COMPLIANCE CONFERENCE/DONNA DANIEL	\$1,050.00
RADIOSHACK CORPORATION	4549 64496 05/05/17	5/5/17	RESISTORS FOR DOOR LOCKS	\$2.34
RADIOSHACK CORPORATION	9390 372608 05	5/5/17	Maintenance & Repairs	\$20.44
RADIOSHACK CORPORATION	9390 835729 05	5/5/17	Maintenance & Repairs	\$3.90
READY REFRESH BY NESTLE	1754 0123393399 05	5/5/17	ACCT# 0123393399 STATION 31	\$22.44
READY REFRESH BY NESTLE	1754 0124383076 05/c	5/5/17	ACCT# 0124383076 STATION 45	\$20.45
READY REFRESH BY NESTLE	1754 0123393670 05	5/5/17	ACCT# 0123393670 STATION 34	\$51.38
READY REFRESH BY NESTLE	1754 0123391062 05	5/5/17	ACCT# 0123391062 STATION 21	\$42.89
READY REFRESH BY NESTLE	1754 0123390965 05	5/5/17	ACCT# 0123390965 STATION 12	\$46.89
READY REFRESH BY NESTLE	1754 0123393597 05	5/5/17	ACCT# 0123393597 STATION 32	\$28.93
READY REFRESH BY NESTLE	1754 0123390916 05	5/5/17	ACCT# 0123390916 STATION 10	\$24.93
READY REFRESH BY NESTLE	1754 0123392532 05	5/5/17	ACCT# 0123392532 STATION 22	\$33.91
READY REFRESH BY NESTLE	1754 0123393712 05	5/5/17	ACCT# 0123393712 STATION 41	\$19.95
READY REFRESH BY NESTLE	1754 0123390924 05	5/5/17	ACCT# 0123390924 STATION 11	\$60.34
READY REFRESH BY NESTLE	1754 0124330192 05	5/5/17	ACCT# 0124330192 STATION 14	\$31.41
READY REFRESH BY NESTLE	1754 0123391039 05	5/5/17	ACCT# 0123391039 STATION 20	\$51.87
READY REFRESH BY NESTLE	1754 0123393738 05	5/5/17	ACCT# 0123393738 STATION 42	\$42.89
READY REFRESH BY NESTLE	1754 0123393225 05	5/5/17	ACCT# 0123393225 STATION 24	\$79.30
READY REFRESH BY NESTLE	1754 0123393654 05	5/5/17	ACCT# 0123393654 STATION 33	\$26.93
READY REFRESH BY NESTLE	1754 0123393704 05	5/5/17	ACCT# 0123393704 STATION 40	\$28.93
READY REFRESH BY NESTLE	1754 0123390957 05	5/5/17	ACCT# 0123390957 SERVICE CENTER	\$42.38
READY REFRESH BY NESTLE	1754 0123392599 05	5/5/17	ACCT# 0123392599 STATION 23	\$64.85
READY REFRESH BY NESTLE	1754 0123393332 05	5/5/17	ACCT# 0123393332 STATION 30	\$19.44
RELIANT ENERGY	1754 91123703 05	5/5/17	ACCT# 91123703 STATION 40	\$571.51
RELIANT ENERGY	1754 703320333 05	5/5/17	ACCT# 703320333 STATION 40	\$55.18
SHERATON	4784 025077 05	5/5/17	ZOLL SUMMIT HOTEL/JARED COSPER	\$219.00
SHERATON	4784 025085 05	5/5/17	ZOLL SUMMIT HOTEL/MATT WALKUP	\$219.00
SHERATON	4784 025531 05	5/5/17	ZOLL SUMMIT HOTEL/JOE FIORETTI	\$219.00
SLADEK CONFERENCE	4784 550012 05	5/5/17	SLADEK CONFERENCE/CONNIE CASE	\$315.00
SLADEK CONFERENCE	4784 551614 05	5/5/17	SLADEK CONFERENCE	\$45.00
SOMA	4784 500055 05	5/5/17	SOMA	\$30.00
SOMA	4784 500063 05	5/5/17	SOMA	\$270.00
TDEM	3629 893350 05 (22)	5/5/2017	EM Conference/Rene Leal	\$175.00
THE VEST GUY	0974 76623 05	5/5/17	NEW HIRE VEST/UNIFORMS	\$1,304.40
THE VEST GUY	0974 418807 05	5/5/17	NEW HIRE VEST/UNIFORMS	\$1,199.45
UNITED AIRLINES	3629 943148 05	5/5/17	CONFERENCE/KAREN WEBB 05/15/17	\$278.40
UNITED AIRLINES	3629 558772 05	5/5/17	COMPLIANCE FLT/DONNA DANIEL 06/03/17	\$276.40
UNITED AIRLINES	3629 524726 05	5/5/17	CP SITE VISIT/JARED COSPER	\$93.20
UNITED AIRLINES	3629 524734 05	5/5/17	CP SITE VISIT/SARA HORTON	\$93.20
UNITED AIRLINES	3629 524742 05	5/5/17	CP SITE VISIT/MELISSA MILLER	\$93.20
UNITED AIRLINES	3629 524759 05	5/5/17	CP SITE VISIT/ANDREW KARRER	\$93.20
UNITED AIRLINES	4784 775015 05	5/5/17	AIRFARE/JARED COSPER 05/15/17	\$308.40
UNITED AIRLINES	4784 775023 05	5/5/17	AIRFARE/MATT WALKUP 05/15/17	\$308.40
UNITED AIRLINES	4784 775031 05	5/5/17	AIRFARE/JOE FIORETTA 05/15/17	\$326.40
VERIZON	1754 9783621012	5/5/17	ACCT# 920161350-00002	\$341.91
VERIZON	1754 9783621011 05	5/5/17	ACCT# 920161350-00001	\$7,241.01
VERNON'S KUNTRY BBQ	2269 078326 05	5/5/17	DISRIP INCREASE \$600K/TOM HOLT, CFO CONROE HOSP	\$33.80
WAL-MART COMMUNITY	0974 891359 05	5/5/17	RESTOCKING ORDER WAREHOUSE	\$43.98
WAL-MART COMMUNITY	0974 332067 05	5/5/17	TONER REPLACEMENT	\$81.05
Waste Mgmt.	1754 5426015 05	5/5/17	ACCT# 920161350-00002	\$1,787.65

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April Credit Card Transactions

Vendor	Invoice number	Invoice date	Description	Amount
ZOLL DATA SYSTEMS	4784 479596 05	5/5/17	ZOLL SUMMIT CONFERENCE	\$2,385.00
			TOTAL	<u>\$46,276.96</u>

**MINUTES OF A REGULAR MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

The regular meeting of the Board of Directors of Montgomery County Hospital District was duly convened at 4:00 p.m., April 25, 2017 in the Administrative offices of the Montgomery County Hospital District, 1400 South Loop 336 West, Conroe, Montgomery County, Texas.

1. Call to Order

Meeting called to order at 4:00 p.m.

2. Invocation

Led by Mr. Grice

3. Pledge of Allegiance

Led by Mr. Cole

4. Roll Call

Present:

Bob Bagley
Chris Grice
Mark Cole
Kenn Fawn
Sandy Wagner
Brad Spratt
Georgette Whatley

5. Public Comment

John Nicks made a public comment to the board which involved agenda item no. 30 concerning the CEO's compensation, noting he felt the CEO is already well paid and that no additional compensation should be made for his current evaluation. John also requested the board members approve agenda items 17 and 18 on the ATT towers as he has a Cricket phone which is thru ATT and that he only has 2 bars presently so this was help with his reception. A future request was also made that HCAP pay for compounding medication in the future.

6. Special Recognition:

Field – Erin Bell

7. Consider and act on ratification of contracts with additional network providers for indigent care. (Mrs. Wagner, Chair - Indigent Care Committee)

Mrs. Wagner made a motion to consider and act on ratification of contracts with additional network providers for indigent care. Mr. Spratt offered a second and motion passed unanimously.

8. **Present, Consider and act on Weaver and Tidwell, L.L.P. Audit of Fiscal Year ended September, 2016. (Mr. Grice, Chair - Finance, Budget and Audit Committee Board) (attached)**

Ms. Laura Lambert with Weaver and Tidwell, L.L.P. gave the audit presentation to the board.

Mr. Grice made a motion to accept the audit from Weaver and Tidwell, L.L.P. Audit of MCHD Fiscal Year ended September, 2016. Ms. Cole offered a second. After discussion motion passed unanimously.

9. **CEO Report to include update on District operations, strategic plan, capital purchases, employee issues and benefits, transition plans and other healthcare matters, grants and any other related district matters.**

Mrs. Melissa Miller, COO presented the CEO report to the board.

10. **Quality Report - EMS Department of Clinical Services Core Measure Presentation. (attached)**

Mr. Kevin Crocker, Quality Supervisor made a presentation to the board.

11. **Presentation of HR Turnover Report. (attached)**

Mrs. Jodi Andersen, HR Manager made a presentation to the board.

"Mr. Fawn requested consent to move agenda items 32 and 33 prior to agenda item 12."

12. **EMS Director Report to include updates on EMS staffing, performance measures, staff "activities, patient concerns, transport destinations and fleet.**

Mr. Jared Cospers, EMS Director presented a report to the board.

13. **Consider and act on resolution in support of National EMS week May 21-27, 2017. (Mr. Bagley, Chair - EMS Committee) (attached)**

Mr. Bagley made a motion to consider and act on resolution in support of National EMS week May 21-27, 2017. Mr. Grice offered a second. After discussion motion passed unanimously.

14. **Consider and act on Henry Schein as the sole source provider for the Porter Nitronox Field Units. (Mr. Bagley, Chair – EMS Committee) (attached)**

Mr. Bagley made a motion to consider and act on Henry Schein as the sole source provider for Porter Nitronox Field Units. Ms. Whatley offered a second and motion passed unanimously.

15. **Consider and act on the purchase of 10 each Porter Nitronox Field Units. (Mr. Bagley, Chair – EMS Committee) (attached)**

Mr. Bagley made a motion to consider and act on the purchase of 10 each Porter Nitronox Field Units. Mr. Spratt offered a second. After board discussion motion passed unanimously.

16. **COO Report to include updates on infrastructure, facilities, radio system, warehousing, staff activities, community paramedicine, emergency management, and purchasing.**

Mrs. Melissa Miller, COO presented a report to the board.

17. Consider and act on ATT lease of tower space at the Conroe Service Center. (Mr. Cole, Chair – PADCOM Committee) (attached)

Mr. Cole made a motion to consider and act on ATT lease of tower space at the Conroe Service Center. Mr. Grice offered a second. After board discussion motion passed unanimously.

18. Consider and act on ATT lease of tower space at the Magnolia tower. (Mr. Cole, Chair – PADCOM Committee) (attached)

Mr. Cole made a motion to consider and act on ATT lease of tower space at the Magnolia tower. Ms. Whatley offered a second and motion passed unanimously.

19. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.

Mrs. Ade Moronkeji, HCAP Manager presented a report to the board.

20. Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. (Mrs. Wagner, Chair - Indigent Care Committee)

Mrs. Wagner made a motion to consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers processed by Boon-Chapman. Ms. Whatley offered a second and motion passed unanimously.

21. Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman. (Mrs. Wagner, Chair – Indigent Care Committee)

Mrs. Wagner made a motion to consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims processed by Boon Chapman. Ms. Whatley offered a second and motion passed unanimously.

22. Presentation of preliminary Financial Report for six months ended March 31, 2017 – Brett Allen, CFO, report to include Financial Summary, Financial Statements, Supplemental EMS Billing Information, and Supplemental Schedules.

Mr. Brett Allen, CFO presented financial report to the board.

23. Presentation of Investment report for quarter ending March 31, 2017.

Mr. Brett Allen, CFO presented Investment Report to the board.

24. Consider and act upon recommendation for amendment(s) to the budget for fiscal year ending September 30, 2017. (Mr. Grice, Treasurer - MCHD Board)

Mr. Grice made a motion to consider and act upon recommendation(s) to the budget for fiscal year ending September 30, 2017. Mr. Bagley offered a second. After board discussion motion passed unanimously.

25. Consider and act on RFP for Insurance Broker. (Mr. Grice, Treasurer – MCHD Board) (attached)

Mr. Brett Allen, CFO made a presentation on Insurance Broker.

Mr. Grice made a motion to consider and act and accept staff recommendations for Insurance Broker, Wortham. Ms. Whatley offered a second. After board discussion motion passed unanimously.

26. Consider and act on Bank Signature Cards. (Mr. Grice, Treasurer - MCHD Board)

Mr. Grice made a motion to consider and act on bank signature cards. Mr. Bagley offered a second and motion passed unanimously.

27. Consider and act on ratification of payment of District invoices. (Mr. Grice, Treasurer - MCHD Board)

Mr. Grice made a motion to consider and act on ratification of payment of District invoices. Mr. Spratt offered a second. After board discussion motion passed unanimously.

28. Consider and act on salvage and surplus. (Mr. Grice, Treasurer – MCHD Board) (attached)

Mr. Grice made a motion to consider and act on salvage. Mr. Spratt offered a second. After board discussion motion passed unanimously.

Mr. Grice made a motion to consider and act on surplus. Mr. Spratt offered a second. After board discussion motion passed unanimously.

29. Secretary's Report - Consider and act on minutes for the March 28, 2017 Regular Meeting. (Mrs. Wagner, Secretary - MCHD Board)

Mrs. Wagner made a motion to consider and act on minutes for the March 28, 2017 Regular BOD Meeting. Ms. Whatley offered a second and minutes were approved. Mr. Cole abstained from the vote.

30. Convene into executive session pursuant to section 551.074 of the Texas Government Code to deliberate personnel matters related evaluation of Chief Executive Officer, Randy E. Johnson. (Ms. Whatley, Chair – Personnel Committee)

Mr. Fawn convened into executive session at 5:31p.m. pursuant to section 551.074 of the Texas Government Code to deliberate personnel matters related evaluation of Chief Executive Officer, Randy E. Johnson.

31. Reconvene from executive session and make recommendations if needed on matters relating to the evaluation of Chief Executive Officer, Randy E. Johnson. (Ms. Whatley, Chair – Personnel Committee)

The board reconvened from executive session at 5:51 p.m..

Mr. Fawn advised that the board had evaluated Mr. Randy Johnson and that he is above average as an executive employee. The board will make a decision on any salary benefits that Mr. Johnson will receive once the board has a comparison from other similar organizations provided by Ms. Andersen, HR Manager. Another executive session for the CEO compensation will take

place at a future board meeting.

- 32. Convene into executive session pursuant to section 551.071 of the Tex. Gov't Code to confer with legal counsel on pending litigation, to wit: Raimer v. Montgomery County Hospital District, Cause no. 17-03-03250, In the 284th District Court of Montgomery County, Texas. (Mr. Fawn, Chairman – MCHD Board)**

Mr. Fawn convened into executive session at 4:28 p.m. pursuant to section 551.071 of the Tex. Gov't Code to confer with legal counsel on pending litigation, to wit: Raimer v. Montgomery County Hospital District, Cause no. 17-03-03250, In the 284th District Court of Montgomery County, Texas.

- 33. Reconvene from executive session and take action as necessary with respect to pending litigation, to wit: Raimer v. Montgomery County Hospital District, Cause no. 17-03-03250, In the 284th District Court of Montgomery County, Texas. . (Mr. Fawn, Chairman – MCHD Board)**

The board reconvened from executive session at 4:54 p.m..

Mr. Fawn did want to state for the record that no action is to be taken, but wanted to amend his comment that the action between Ms. Raimer and MCHD is now in Federal Court, the United States District Court for the Southern District Texas of Houston. This change was made on April 24, 2017.

- 34. Adjourn**

Meeting adjourned at 5:52 p.m.

Sandy Wagner, Secretary