

Martha & Mary Lutheran Services
Financial Statement Summary for Board Review
For the Month and YTD Ending November 30, 2017

Attached to this summary you will find the financial statements for the month and YTD period ending November 30, 2017. Below are a few areas we would like to highlight:

Consolidated

- With a recurring goal of 61-days, cash increased in October up to 52-days (an increase of 3-days over September).
- At the end of November 2016, our cash position was 45-days. At this same point last year, our change in cash was \$117,286 YTD and now stands at \$412,742 for YTD 2017.
- Net Income for the month was \$(27,503). YTD net income now sits at \$185,773 compared to a budget of \$352,939. This time last year (Nov-16) our YTD net income was \$(530,823). The month of November had another budget line item of Capital Grant of \$100,000 that did not arrive when posting actual results. YTD this grant figure (Capital) is showing at \$240,000 budget with an actual number of \$-0-

Health Services

- Census for the month hit 165, which is 7 over the budget of 158. Our YTD average has increased to 162. At this point in 2016, our average was quite a bit lower at 152.
- Revenue for Resident Care is showing \$61,269 over budget for the month. With our YTD average census over budget by 4, our Resident Care revenue YTD is \$646,008 over budget
- Some expenses for November were a little high when compared to budget, short of a few:
 - Salaries and Benefits - \$17,876 over budget. And, YTD this figure is now \$236,300 (2.42%) over budget. With increase in census, we would continue to expect a slight increases in these expenses.
 - Supplies - \$17,222 over budget for the month, and slightly over budget for the year by \$64,027 (4.3%)
 - Bad Debt - \$61,075 over budget YTD. For the month, it was a negative amount due to continuing corrections by Robin and her team.

Children's Services

- Census for the month was 395 with a budget of 400, which works out to 1.3% under budget. YTD the average is now at 384 with a budget of 384.
- Daily revenue was budgeted at a \$31.10 average per census day, but actually hit \$31.71, right on target.
- Revenue from Child Care has an overall decrease of 4.8% for the month and an increase of 0.97% YTD when discounts are factored into the formula. This works out to a decrease by \$(12,185) for November and an increase of \$27,661 YTD. And, we are currently over last year at this time by \$83,551
- Expenses YTD are being kept in line, at 1.46% over budget.
- Net income from operations YTD is 3.60% of revenue (budget of 1.67%)

Home and Community Services

- Total units for the month were 4,726 which brings our YTD number up to 60,618 units.
- On the revenue side, At Home is under budget YTD by 40.5% and 17.0% below 2016 revenue.
- With revenue down, we next look to Operating Expenses. YTD those are down by 33.4% below budget

Martha and Mary
Consolidated Financial Highlights
November 30, 2017

ACTUAL TO BUDGET

	Current Period Actual	Current Period Budget	Current Period Budget Variance	Current YTD Actual	YTD Budget	YTD Budget Variance
Operating and Support Revenue:						
Operating Revenue						
Lutheran Services	196,703	202,353	(5,650)	2,270,716	2,359,416	(88,700)
Health Services	1,430,123	1,360,933	69,190	15,856,744	15,149,512	707,232
Children's Services	258,558	268,333	(9,775)	3,084,721	3,000,688	84,033
Ebenezer Services	23,919	19,789	4,130	273,171	217,679	55,492
Home and Community Services	115,147	277,623	(162,476)	1,575,650	2,646,543	(1,070,893)
Total Operating Revenue	2,024,450	2,129,031	(104,581)	23,061,002	23,373,838	(312,836)
Grants - Operating						
Lutheran Services	0	1,500	(1,500)	0	10,000	(10,000)
Health Services	0	0	0	0	0	0
Children's Services	0	0	0	16,608	5,000	11,608
Total Grants - Operating	0	1,500	(1,500)	16,608	15,000	1,608
Contributions						
Lutheran Services	1,254	5,000	(3,746)	16,178	55,000	(38,822)
Health Services	19,679	0	19,679	124,618	0	124,618
Children's Services	0	0	0	5,394	0	5,394
Home and Community Services	0	0	0	0	0	0
Total Contributions	20,933	5,000	15,933	146,190	55,000	91,190
Total Operating and Support Revenue:	2,045,383	2,135,531	(90,149)	23,223,800	23,443,838	(220,038)
Operating Expense						
Lutheran Services	196,192	181,533	14,659	2,082,887	2,040,080	42,807
Health Services	1,460,785	1,411,845	48,940	16,115,575	15,695,436	420,139
Children's Services	274,874	277,895	(3,021)	3,126,483	3,090,922	35,561
Ebenezer Services	12,160	11,857	303	145,395	136,647	8,748
Home and Community Services	128,875	236,367	(107,492)	1,567,688	2,367,816	(800,128)
Total Operating Expense	2,072,886	2,119,497	(46,610)	23,038,028	23,330,901	(292,873)
Inc (Loss) From Operations	(27,503)	16,034	(43,539)	185,772	112,937	72,835
Non-Operating Revenue (Expenses):						
Lutheran Services	0	0	0	0	0	0
Health Services	0	100,000	(100,000)	0	240,000	(240,000)
Ebenezer	0	0	0	0	0	0
Total Non-Operating Revenue (Expenses):	0	100,000	(100,000)	0	240,000	(240,000)
Combined Change in Net Assets	(27,503)	116,034	(143,539)	185,772	352,937	(167,165)

METRICS

Net Margin				0.80%	1.51%	-0.71%
Health Services Average Census	165	158	7	162	158	4
Children's Services Average Enrollment	395	400	(5)	384	384	0
Ebenezer Services Occupancy	95%	97%	-2%	96%	97%	-1%
At Home Business Units	4,726	8,276	(3,550)	60,618	77,152	(16,534)
Change in Cash*****	157,316			412,742		
Days cash on hand (goal is 90)				52	61	(9)

Martha and Mary
Consolidated Financial Highlights
November 30, 2017

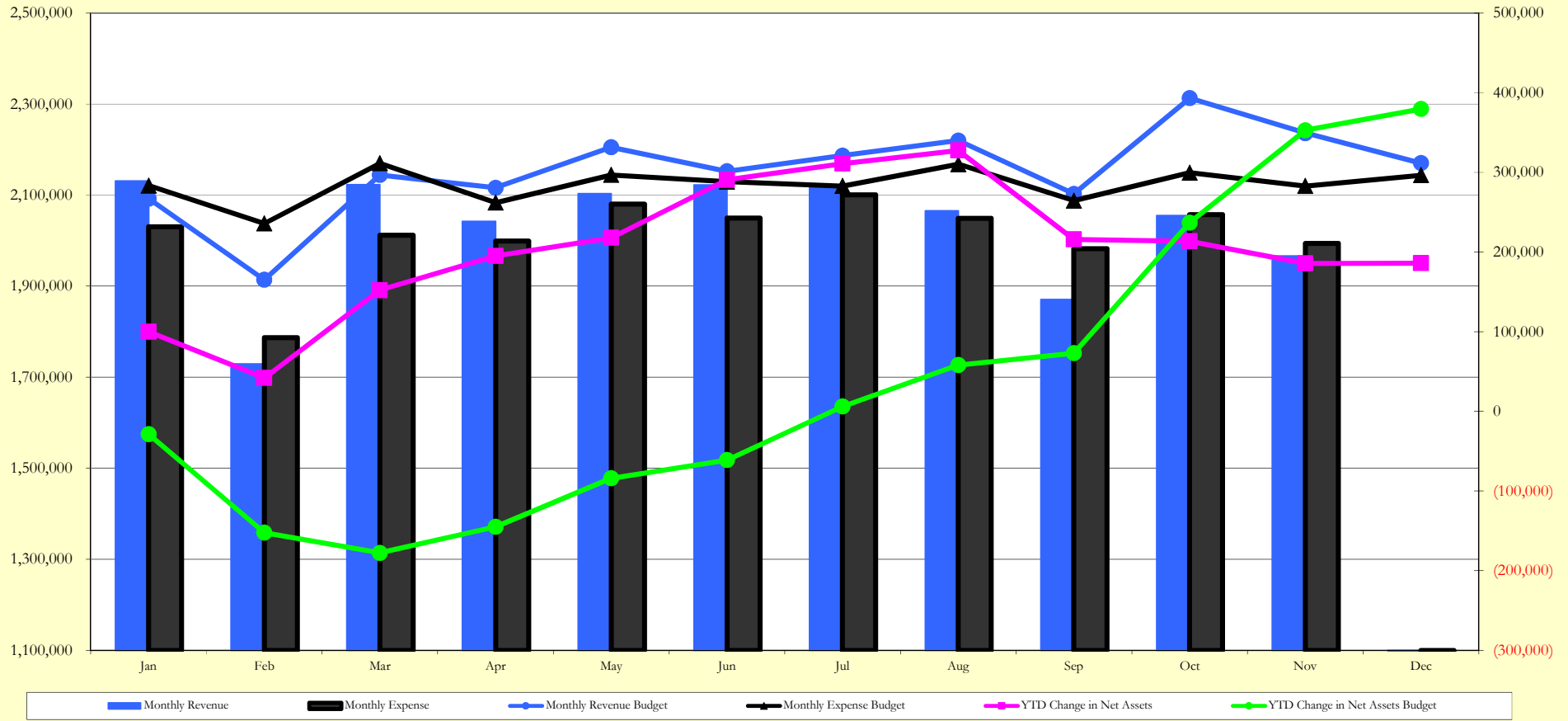
CURRENT YEAR TO PRIOR YEAR

	Current Period Actual	Current Period Prior Year	Current Period Change	YTD Actual	YTD Prior	Current YTD Change
Operating and Support Revenue:						
Operating Revenue						
Lutheran Services	196,703	193,207	3,496	2,270,716	2,330,224	(59,508)
Health Services	1,430,123	1,351,323	78,800	15,856,744	15,213,180	643,564
Children's Services	258,558	255,413	3,145	3,084,721	2,992,693	92,028
Ebenezer Services	23,919	14,864	9,055	273,171	249,081	24,090
Home and Community Services	115,147	162,324	(47,177)	1,575,650	1,898,435	(322,785)
Total Operating Revenue	2,024,450	1,977,131	47,319	23,061,002	22,683,613	377,389
Grants - Operating						
Lutheran Services	0	0	0	0	0	0
Health Services	0	0	0	0	81,508	(81,508)
Children's Services	0	102	(102)	16,608	5,010	11,598
Total Grants - Operating	0	102	(102)	16,608	86,518	(69,910)
Contributions						
Lutheran Services	1,254	8,011	(6,757)	16,178	93,287	(77,109)
Health Services	19,679	100,100	(80,421)	124,618	101,295	23,323
Children Services	0	0	0	5,394	1,802	3,592
Home and Community Services	0	0	0	0	0	0
Total Contributions	20,933	108,111	(87,178)	146,190	196,384	(50,194)
Total Operating and Support Revenue:	2,045,383	2,085,344	(39,961)	23,223,801	22,966,515	257,285
Operating Expense						
Lutheran Services	196,192	228,490	(32,298)	2,082,887	2,279,762	(196,875)
Health Services	1,460,785	1,586,744	(125,959)	16,115,575	16,191,595	(76,020)
Children's Services	274,874	270,915	3,959	3,126,483	3,047,009	79,474
Ebenezer Services	12,160	12,247	(87)	145,395	135,776	9,619
Home and Community Services	128,875	197,878	(69,003)	1,567,688	2,005,789	(438,101)
Total Operating Expense	2,072,886	2,296,274	(223,388)	23,038,027	23,659,931	(621,903)
Inc (Loss) From Operations	(27,503)	(210,930)	183,427	185,774	(693,416)	879,188
Non-Operating Revenue (Expenses):						
Lutheran Services	0	0	0	0	0	0
Health Services	0	0	0	0	162,589	(162,589)
Ebenezer Services	0	0	0	0	0	0
Total Non-Operating Revenue (Expenses):	0	0	0	0	162,589	(162,589)
Combined Change in Net Assets	(27,503)	(210,930)	183,427	185,773	(530,827)	716,599

METRICS

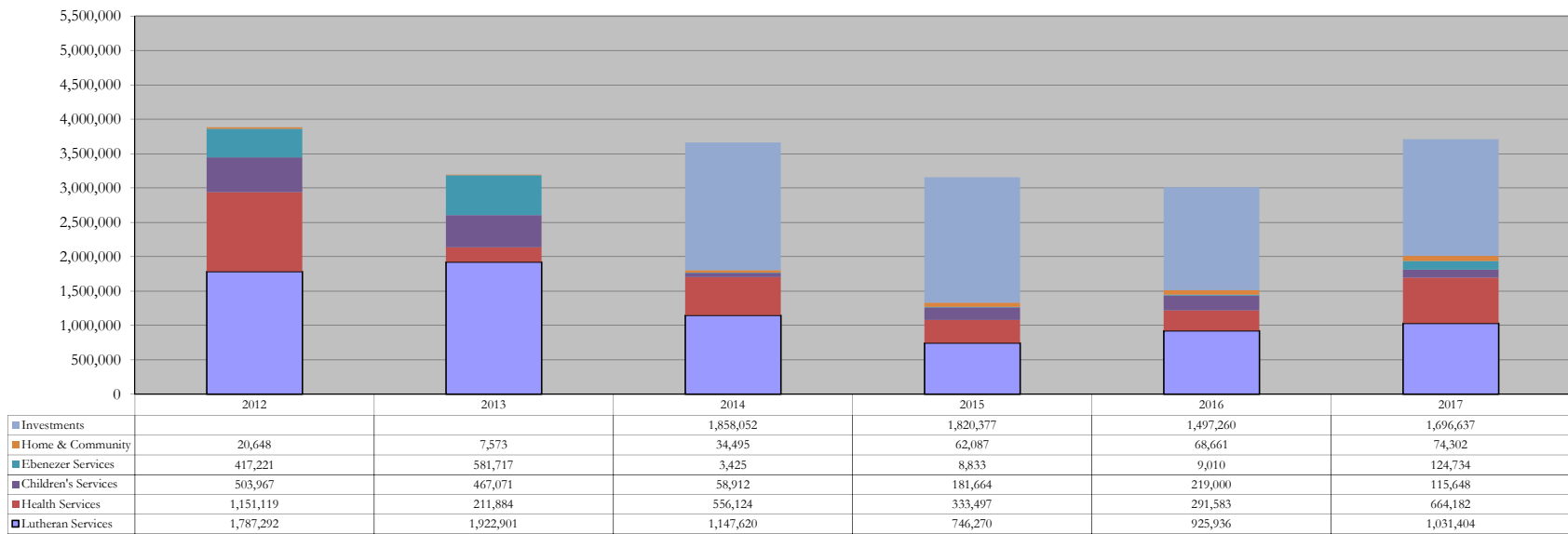
Net Margin				0.80%	-0.80%	1.60%
Health Services Average Census	165	153	12	162	152	10
Children's Services Average Enrollment	395	422	(27)	384	393	(9)
Ebenezer Services Occupancy	95%	96%	-1.0%	96%	91%	5%
At Home Business Units	4,726	6,615	(1,889)	60,618	76,648	(16,030)
Change in Cash *****	157,316	19,196	138,120	412,742	117,286	295,456
Days cash on hand (goal is 90)				52	45	7

Martha and Mary Consolidated 2017 Budget to Actual



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monthly Revenue	2,130,695	1,728,802	2,122,547	2,042,214	2,103,191	2,122,389	2,121,047	2,065,637	1,870,628	2,054,825	1,966,487	0
Monthly Revenue Budget	2,092,462	1,914,016	2,144,433	2,116,150	2,205,203	2,152,437	2,187,073	2,219,976	2,102,837	2,313,047	2,236,209	2,170,416
Monthly Expense	2,030,770	1,786,847	2,012,290	1,999,285	2,080,389	2,049,617	2,100,605	2,049,123	1,982,298	2,057,129	1,993,990	0
Monthly Expense Budget	2,120,965	2,037,729	2,169,814	2,083,396	2,144,346	2,129,568	2,119,865	2,167,904	2,087,790	2,149,348	2,120,174	2,143,839
Monthly Change in Net Assets	99,925	(58,045)	110,257	42,929	22,802	72,772	20,442	16,514	(111,670)	(2,304)	(27,503)	0
Monthly Change in Net Assets Budget	(28,503)	(123,713)	(25,381)	32,754	60,857	22,869	67,208	52,072	15,047	163,699	116,035	26,577
YTD Change in Net Assets	99,925	41,880	152,137	195,066	217,868	290,640	311,082	327,596	215,926	213,622	185,772	186,119
YTD Change in Net Assets Budget	(28,503)	(152,216)	(177,597)	(144,843)	(83,986)	(61,117)	6,091	58,153	73,200	236,909	352,944	379,521
YTD Budget Variance	128,428	194,096	329,734	339,909	301,854	351,757	304,991	269,443	142,726	(24,654)	(167,172)	(194,769)
YTD Cash Flow (Change in Cash)	174,888	335,050	(157,172)	131,494	622,484	558,955	615,178	539,473	53,051	253,324	412,742	410,640
Days Cash on Hand (Goal is 90)	49	0	0	0	0	0	0	0	0	0	0	0
YTD Excess Margin (Change in Net Assets/Total Revenue) YTD Budget = 0%	4.7%	1.1%	2.5%	2.4%	2.2%	2.4%	2.2%	2.0%	1.2%	1.0%	0.8%	0.8%

Martha & Mary Cash Balance



	2012	2013	2014	2015	2016	2017
Total Cash Balance	3,880,247	3,191,146	3,658,628	3,152,728	3,011,450	3,706,907
Days Cash on Hand	68	46	60	49	49	52
Change in Net Assets	81,540	377,276	437,794	236,143	(846,621)	185,772

Martha & Mary

Balance Sheet
As of 11/30/2017

	Current Month	Prior Month	Increase/ (Decrease)	Beginning Year Balance	YTD Change
Assets					
Current Assets					
Cash and cash equivalents					
Lutheran Services	1,031,403.76	1,018,093.05	13,310.71	964,692.05	66,711.71
Health Services	664,182.20	534,690.21	129,491.99	331,797.32	332,384.88
Children's Services	115,648.14	109,420.10	6,228.04	208,453.63	(92,805.49)
Ebenezer Services	124,734.40	116,121.72	8,612.68	95,017.12	29,717.28
Home and Community Services	74,302.04	73,403.27	898.77	5,486.06	68,815.98
Total Cash and cash equivalents	2,010,270.54	1,851,728.35	158,542.19	1,605,446.18	404,824.36
Accounts Receivable, less allowance for doubtful accounts					
Lutheran Services	51,123.34	42,751.47	8,371.87	56,568.27	(5,444.93)
Health Services	2,182,576.21	2,087,919.29	94,656.92	2,231,294.90	(48,718.69)
Children's Services	49,023.46	53,361.67	(4,338.21)	53,093.33	(4,069.87)
Home and Community Services	159,702.31	158,929.62	772.69	200,153.64	(40,451.33)
Total Accounts Receivable, less allowance for doubtful accounts	2,442,425.32	2,342,962.05	99,463.27	2,541,110.14	(98,684.82)
Accounts Receivable, collections					
Health Services	75,088.05	75,088.05	0.00	14,405.60	60,682.45
Total Accounts Receivable, collections	75,088.05	75,088.05	0.00	14,405.60	60,682.45
Other receivables					
Lutheran Services	1,894.20	2,251.80	(357.60)	0.00	1,894.20
Health Services	36,020.48	36,048.12	(27.64)	64,508.89	(28,488.41)
Children's Services	5,229.13	5,724.52	(495.39)	4,712.50	516.63
Home and Community Services	500.00	500.00	0.00	500.00	0.00
Total Other receivables	43,643.81	44,524.44	(880.63)	69,721.39	(26,077.58)
Prepaid Expense					
Lutheran Services	9,364.89	9,333.10	31.79	7,553.78	1,811.11
Health Services	125,017.66	128,647.18	(3,629.52)	153,732.22	(28,714.56)
Children's Services	22,708.62	26,375.78	(3,667.16)	17,386.15	5,322.47
Ebenezer Services	5,415.34	6,603.25	(1,187.91)	4,875.54	539.80
Home and Community Services	7,544.87	8,923.51	(1,378.64)	13,066.57	(5,521.70)
Total Prepaid Expense	170,051.38	179,882.82	(9,831.44)	196,614.26	(26,562.88)
Total Current Assets	4,741,479.10	4,494,185.71	247,293.39	4,427,297.57	314,181.53
Property and Equipment					
Lutheran Services	52,586.22	53,266.94	(680.72)	60,074.06	(7,487.84)
Health Services	6,791,812.37	6,837,294.16	(45,481.79)	7,067,338.72	(275,526.35)
Children's Services	1,783,094.87	1,790,683.33	(7,588.46)	1,858,625.69	(75,530.82)
Ebenezer Services	317,648.88	319,313.76	(1,664.88)	275,508.48	42,140.40
Home and Community Services	13,042.10	13,182.15	(140.05)	14,581.96	(1,539.86)
Total Property and Equipment	8,958,184.44	9,013,740.34	(55,555.90)	9,276,128.91	(317,944.47)
Other Assets					
Reserves and restricted deposits, net of current portion					
Health Services	794,901.65	831,890.77	(36,989.12)	806,400.75	(11,499.10)
Total Reserves and restricted deposits, net of current portion	794,901.65	831,890.77	(36,989.12)	806,400.75	(11,499.10)
Asset held in trust					
Health Services	921,720.42	921,720.42	0.00	890,930.35	30,790.07
Total Asset held in trust	921,720.42	921,720.42	0.00	890,930.35	30,790.07
Investments					
Lutheran Services	463,205.38	460,207.57	2,997.81	427,331.06	35,874.32
Health Services	155,186.30	155,186.30	0.00	155,186.30	0.00
Children's Services	405,978.14	403,364.19	2,613.95	377,262.52	28,715.62

Martha & Mary

Balance Sheet
As of 11/30/2017

	Current Month	Prior Month	Increase/ (Decrease)	Beginning Year Balance	YTD Change
Ebenezer Services	672,267.11	667,938.12	4,328.99	624,715.65	47,551.46
Total Investments	1,696,636.93	1,686,696.18	9,940.75	1,584,495.53	112,141.40
Loan and tax credit fees, net					
Health Services	40,657.67	40,778.31	(120.64)	41,984.71	(1,327.04)
Children's Services	16,377.24	16,500.37	(123.13)	17,731.67	(1,354.43)
Total Loan and tax credit fees, net	57,034.91	57,278.68	(243.77)	59,716.38	(2,681.47)
Goodwill					
Home and Community Services	797,066.68	797,066.68	0.00	797,066.68	0.00
Total Goodwill	797,066.68	797,066.68	0.00	797,066.68	0.00
Loan Receivable					
Lutheran Services	46,460.88	46,460.88	0.00	47,644.95	(1,184.07)
Total Loan Receivable	46,460.88	46,460.88	0.00	47,644.95	(1,184.07)
Resident funds held in trust					
Health Services	14,958.12	16,184.15	(1,226.03)	7,040.13	7,917.99
Total Resident funds held in trust	14,958.12	16,184.15	(1,226.03)	7,040.13	7,917.99
Total Other Assets	4,328,779.59	4,357,297.76	(28,518.17)	4,193,294.77	135,484.82
Total Assets	18,028,443.13	17,865,223.81	163,219.32	17,896,721.25	131,721.88
Liabilities					
Current Liabilities					
Accounts Payable					
Lutheran Services	9,418.78	3,912.01	5,506.77	13,731.55	(4,312.77)
Health Services	480,889.81	394,492.37	86,397.44	358,503.00	122,386.81
Children's Services	21,487.32	21,223.92	263.40	31,197.62	(9,710.30)
Ebenezer Services	1,105.76	2,839.01	(1,733.25)	1,379.29	(273.53)
Home and Community Services	2,588.17	641.18	1,946.99	3,596.95	(1,008.78)
Total Accounts Payable	515,489.84	423,108.49	92,381.35	408,408.41	107,081.43
Accrued payroll and related liabilities					
Lutheran Services	169,691.97	150,847.91	18,844.06	108,751.76	60,940.21
Health Services	864,457.16	766,257.06	98,200.10	859,158.94	5,298.22
Children's Services	133,876.71	118,653.34	15,223.37	128,004.54	5,872.17
Ebenezer Services	6.27	(44.81)	51.08	783.49	(777.22)
Home and Community Services	61,342.61	52,533.89	8,808.72	75,265.54	(13,922.93)
Total Accrued payroll and related liabilities	1,229,374.72	1,088,247.39	141,127.33	1,171,964.27	57,410.45
Other current liabilities					
Lutheran Services	1,450.86	1,454.99	(4.13)	1,368.14	82.72
Health Services	1,620.11	1,222.80	397.31	3,765.39	(2,145.28)
Children's Services	105.54	96.67	8.87	2,275.22	(2,169.68)
Ebenezer Services	10,012.54	10,000.00	12.54	11,241.65	(1,229.11)
Home and Community Services	36,832.75	31,968.47	4,864.28	34,404.96	2,427.79
Total Other current liabilities	50,021.80	44,742.93	5,278.87	53,055.36	(3,033.56)
Interest Payable					
Health Services	41,287.75	41,287.75	0.00	41,287.75	0.00
Children's Services	2,216.08	2,216.08	0.00	2,216.08	0.00
Total Interest Payable	43,503.83	43,503.83	0.00	43,503.83	0.00
Intercompany payable					
Lutheran Services	(1,501,771.72)	(1,497,657.75)	(4,113.97)	(1,290,316.76)	(211,454.96)
Health Services	1,056,928.68	1,051,075.47	5,853.21	840,296.86	216,631.82
Children's Services	0.00	0.00	0.00	25,474.96	(25,474.96)
Ebenezer Services	0.00	0.00	0.00	5,545.75	(5,545.75)
Home and Community Services	444,843.04	446,582.28	(1,739.24)	418,999.19	25,843.85
Total Intercompany payable	0.00	0.00	0.00	0.00	0.00
Current portion of long-term debt					
Health Services	273,914.03	273,914.03	0.00	273,914.03	0.00

Martha & Mary

Balance Sheet
As of 11/30/2017

	Current Month	Prior Month	Increase/ (Decrease)	Beginning Year Balance	YTD Change
Children's Services	<u>77,965.88</u>	<u>77,965.88</u>	<u>0.00</u>	<u>77,965.88</u>	<u>0.00</u>
Total Current portion of long-term debt	<u>351,879.91</u>	<u>351,879.91</u>	<u>0.00</u>	<u>351,879.91</u>	<u>0.00</u>
Total Current Liabilities	<u>2,190,270.10</u>	<u>1,951,482.55</u>	<u>238,787.55</u>	<u>2,028,811.78</u>	<u>161,458.32</u>
Deferred revenue					
Children's Services	<u>1,966.71</u>	<u>1,966.71</u>	<u>0.00</u>	<u>18,574.71</u>	<u>(16,608.00)</u>
Total Deferred revenue	<u>1,966.71</u>	<u>1,966.71</u>	<u>0.00</u>	<u>18,574.71</u>	<u>(16,608.00)</u>
Resident funds held in trust					
Health Services	<u>14,958.12</u>	<u>16,184.15</u>	<u>(1,226.03)</u>	<u>7,135.87</u>	<u>7,822.25</u>
Total Resident funds held in trust	<u>14,958.12</u>	<u>16,184.15</u>	<u>(1,226.03)</u>	<u>7,135.87</u>	<u>7,822.25</u>
Long Term Debt, net of current portion					
Health Services	<u>13,167,417.65</u>	<u>13,190,548.10</u>	<u>(23,130.45)</u>	<u>13,418,133.23</u>	<u>(250,715.58)</u>
Children's Services	<u>696,453.12</u>	<u>703,003.26</u>	<u>(6,550.14)</u>	<u>767,808.59</u>	<u>(71,355.47)</u>
Total Long Term Debt, net of current portion	<u>13,863,870.77</u>	<u>13,893,551.36</u>	<u>(29,680.59)</u>	<u>14,185,941.82</u>	<u>(322,071.05)</u>
Total Liabilities	<u>16,071,065.70</u>	<u>15,863,184.77</u>	<u>207,880.93</u>	<u>16,240,464.18</u>	<u>(169,398.48)</u>
Net Assets					
Net Assets					
Lutheran Services	<u>2,977,248.78</u>	<u>2,973,807.65</u>	<u>3,441.13</u>	<u>2,730,329.48</u>	<u>246,919.30</u>
Health Services	<u>(4,099,352.18)</u>	<u>(4,069,534.77)</u>	<u>(29,817.41)</u>	<u>(4,037,575.18)</u>	<u>(61,777.00)</u>
Children's Services	<u>1,463,988.24</u>	<u>1,480,304.10</u>	<u>(16,315.86)</u>	<u>1,483,747.89</u>	<u>(19,759.65)</u>
Ebenezer Services	<u>1,108,941.16</u>	<u>1,097,182.65</u>	<u>11,758.51</u>	<u>981,166.61</u>	<u>127,774.55</u>
Home and Community Services	<u>506,551.43</u>	<u>520,279.41</u>	<u>(13,727.98)</u>	<u>498,588.27</u>	<u>7,963.16</u>
Total Net Assets	<u>1,957,377.43</u>	<u>2,002,039.04</u>	<u>(44,661.61)</u>	<u>1,656,257.07</u>	<u>301,120.36</u>
Total Net Assets	<u>1,957,377.43</u>	<u>2,002,039.04</u>	<u>(44,661.61)</u>	<u>1,656,257.07</u>	<u>301,120.36</u>
Total Liabilities and Net Assets	<u>18,028,443.13</u>	<u>17,865,223.81</u>	<u>163,219.32</u>	<u>17,896,721.25</u>	<u>131,721.88</u>

Martha & Mary
Statement of Revenues and Expenditures (Consolidated)
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Operating and Support Revenue:									
Resident care, net	1,403,768.30	1,344,431.00	59,337.30	15,526,004.34	14,967,990.00	558,014.34	14,844,974.99	681,029.35	4.59
Home & Comm. Services	115,076.71	277,622.60	(162,545.89)	1,556,772.37	2,645,493.50	(1,088,721.13)	1,870,469.61	(313,697.24)	(16.77)
Children's services	243,004.58	255,189.27	(12,184.69)	2,885,903.47	2,858,242.67	27,660.80	2,802,352.69	83,550.78	2.98
Management Services	114,800.06	111,306.00	3,494.06	1,270,507.77	1,237,359.00	33,148.77	1,229,110.98	41,396.79	3.37
Other services and fees	24,471.94	12,565.00	11,906.94	405,740.41	277,129.00	128,611.41	549,726.31	(143,985.90)	(26.19)
Rental income	25,009.15	24,920.00	89.15	277,911.60	274,120.00	3,791.60	279,550.44	(1,638.84)	(0.59)
Beauty and gift shops	8,862.53	10,000.00	(1,137.47)	97,981.73	110,000.00	(12,018.27)	109,003.07	(11,021.34)	(10.11)
Contributions	20,933.46	5,000.00	15,933.46	146,190.24	55,000.00	91,190.24	196,384.49	(50,194.25)	(25.56)
Grants	0.00	1,500.00	(1,500.00)	16,608.00	15,000.00	1,608.00	86,518.89	(69,910.89)	(80.80)
Investment Earnings	9,941.58	2,000.00	7,941.58	123,301.59	22,000.00	101,301.59	55,812.05	67,489.54	120.92
Interest income	358.41	510.10	(151.69)	4,283.71	5,611.10	(1,327.39)	5,668.37	(1,384.66)	(24.43)
NAC training	260.00	1,500.00	(1,240.00)	17,337.42	16,500.00	837.42	13,907.44	3,429.98	24.66
Total Operating and Support Revenue:	1,966,486.72	2,046,543.97	(80,057.25)	22,328,542.65	22,484,445.27	(155,902.62)	22,043,479.33	285,063.32	1.29
Operating Expenses:									
Salaries and wages	1,131,543.78	1,144,678.50	13,134.72	12,400,569.40	12,666,228.49	265,659.09	12,682,366.69	(281,797.29)	(2.22)
Benefits and payroll taxes	270,366.17	317,750.40	47,384.23	3,155,891.07	3,187,195.86	31,304.79	3,232,478.41	(76,587.34)	(2.37)
Supplies and food	170,912.20	153,471.51	(17,440.69)	1,793,700.96	1,703,021.61	(90,679.35)	1,791,064.72	2,636.24	0.15
Depreciation and amortization	79,017.87	71,834.46	(7,183.41)	881,678.39	846,464.06	(35,214.33)	796,519.34	85,159.05	10.69
Interest expense	53,578.05	52,316.00	(1,262.05)	577,022.20	577,545.00	522.80	587,810.16	(10,787.96)	(1.84)
Purchased services	175,671.03	175,342.27	(328.76)	2,076,929.06	2,047,354.37	(29,574.69)	2,098,461.54	(21,532.48)	(1.03)
Utilities	33,771.33	40,987.00	7,215.67	427,739.88	454,602.00	26,862.12	462,218.24	(34,478.36)	(7.46)
Bad debt expense	3,501.11	7,766.66	4,265.55	125,075.99	84,803.26	(40,272.73)	248,439.26	(123,363.27)	(49.66)
Insurance	19,992.82	17,917.88	(2,074.94)	187,405.67	196,833.60	9,427.93	190,463.01	(3,057.34)	(1.61)
Repairs and maintenance	10,313.69	11,323.00	1,009.31	135,770.58	127,553.00	(8,217.58)	110,502.46	25,268.12	22.87
Licenses	6,504.17	6,694.00	189.83	83,240.78	78,275.00	(4,965.78)	78,330.46	4,910.32	6.27
Advertising	5,753.59	4,124.67	(1,628.92)	32,865.27	42,871.37	10,006.10	77,689.56	(44,824.29)	(57.70)
Business taxes (includes SNA)	8,450.33	10,814.34	2,364.01	99,520.27	119,133.16	19,612.89	104,929.09	(5,408.82)	(5.15)
Travel and education	5,974.92	6,516.15	541.23	43,500.19	97,980.65	54,480.46	103,198.50	(59,698.31)	(57.85)
Dues and subscriptions	1,770.34	1,967.50	197.16	25,456.37	22,922.50	(2,533.87)	27,654.53	(2,198.16)	(7.95)
Miscellaneous	16,868.97	5,370.67	(11,498.30)	97,222.97	120,357.37	23,134.40	144,765.75	(47,542.78)	(32.84)
Total Operating Expenses:	1,993,990.37	2,028,875.01	34,884.64	22,143,589.05	22,373,141.30	229,552.25	22,736,891.72	(593,302.67)	(2.61)
Inc (Loss) From Operations	(27,503.65)	17,668.96	(45,172.61)	184,953.60	111,303.97	73,649.63	(693,412.39)	878,365.99	(126.67)
Non-Operating Revenue (Expenses):									
Gain (Loss) on disposal of assets	0.00	0.00	0.00	700.00	0.00	700.00	0.00	700.00	100.00
Misc non-operating revenue (expense)	0.00	0.00	0.00	118.60	0.00	118.60	0.00	118.60	100.00
Grants received for capital purchases	0.00	100,000.00	(100,000.00)	9 of 220.00	240,000.00	(240,000.00)	129,823.00	(129,823.00)	(100.00)

Martha & Mary
Statement of Revenues and Expenditures (Consolidated)
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Change in Trust	0.00	0.00	0.00	0.00	0.00	0.00	32,766.18	(32,766.18)	(100.00)
Total Non-Operating Revenue (Expenses):	0.00	100,000.00	(100,000.00)	818.60	240,000.00	(239,181.40)	162,589.18	(161,770.58)	(99.50)
Inc (Loss) Before Mgmt Fee M&M Mgmnt Fee Rev(Exp)	(27,503.65)	117,668.96	(145,172.61)	185,772.20	351,303.97	(165,531.77)	(530,823.21)	716,595.41	(135.00)
Management fee revenue	78,895.72	89,664.65	(10,768.93)	894,437.71	959,397.38	(64,959.67)	924,436.71	(29,999.00)	(3.25)
Management fee expense	(78,895.72)	(91,299.47)	12,403.75	(894,437.71)	(957,762.66)	63,324.95	(924,436.71)	29,999.00	(3.25)
Total M&M Mgmnt Fee Rev(Exp)	0.00	(1,634.82)	1,634.82	0.00	1,634.72	(1,634.72)	0.00	0.00	0.00
Change in Net Assets	(27,503.65)	116,034.14	(143,537.79)	185,772.20	352,938.69	(167,166.49)	(530,823.21)	716,595.41	(135.00)

Martha & Mary
Statement of Cash Flows
As of 11/30/2017

	Current Month	Year to Date
Cash Flows from Operating Activities		
Change in net assets	(27,503.65)	185,772.20
Depreciation Expense	78,774.10	852,600.56
Amortization of Financing Costs	243.77	2,681.47
(Increase)/Decrease in Accounts Receivable	(98,582.64)	65,264.02
(Increase)/Decrease in Prepaid Expenses	9,831.44	26,562.88
Increase/(Decrease) in Accounts Payable	237,561.52	152,672.57
Total Cash Flows from Operating Activities	<u>200,324.54</u>	<u>1,285,553.70</u>
Cash Flows from Investing Activities		
Net (Increase)/Decrease in Reserves	36,989.12	(19,290.97)
Net (Increase)/Decrease in Property and Equipment	(23,218.20)	(534,656.09)
Other Investing Activities	(9,940.75)	(112,141.40)
Total Cash Flows from Investing Activities	<u>3,830.17</u>	<u>(666,088.46)</u>
Cash Flows from Financing Activities		
Principal payments on Debt	(29,680.59)	(322,071.05)
Transfers from Related Corporation	(17,157.96)	115,348.16
Total Cash Flows from Financing Activities	<u>(46,838.55)</u>	<u>(206,722.89)</u>
Net Change in Cash	<u>157,316.16</u>	<u>412,742.35</u>
Beginning Cash	1,867,912.50	1,612,486.31
Ending Cash	<u><u>2,025,228.66</u></u>	<u><u>2,025,228.66</u></u>

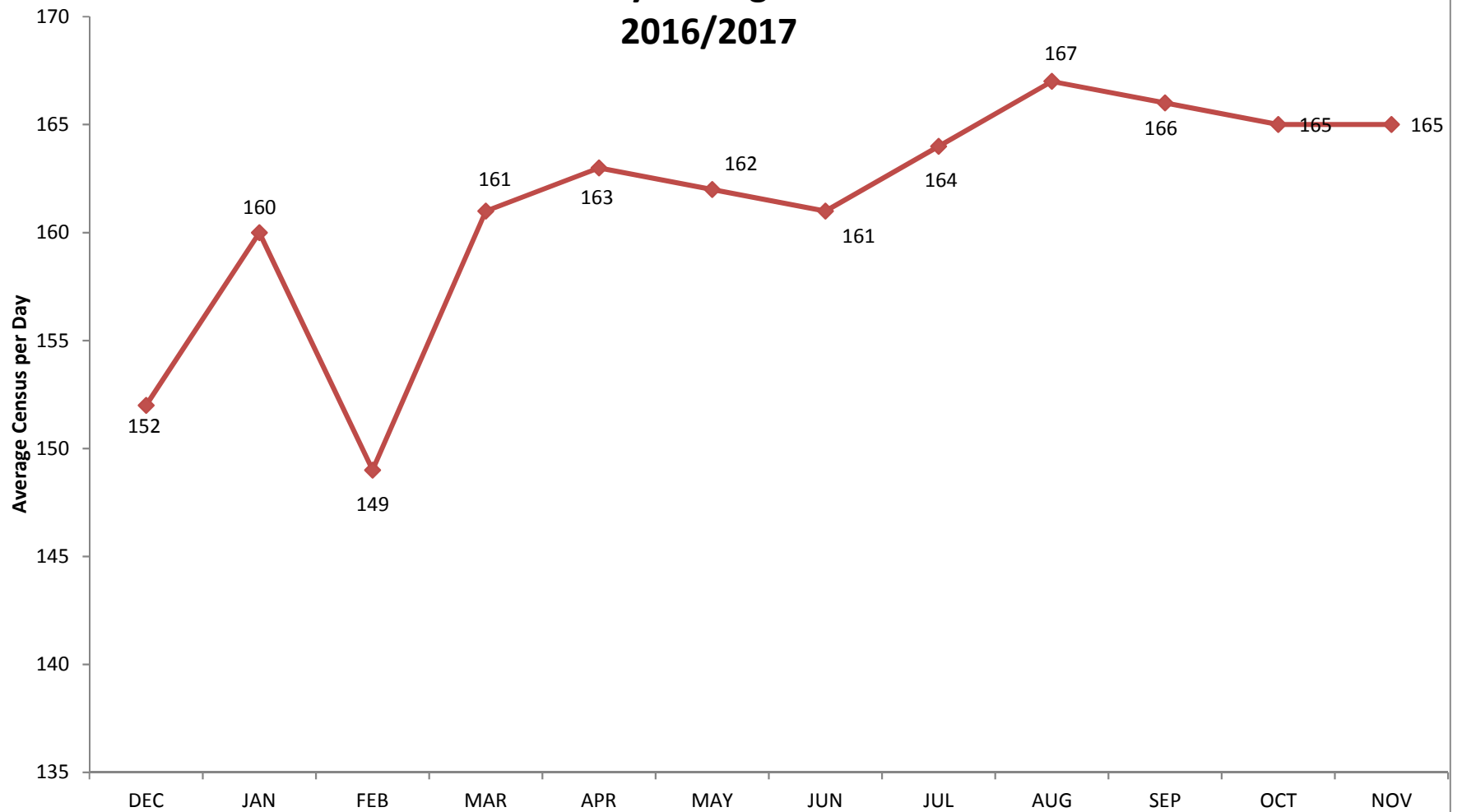
Martha & Mary
Statement of Revenues and Expenditures
Lutheran Services
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Operating and Support Revenue:									
Management Services									
Management Fee - Village Green	0.00	0.00	0.00	19,564.75	12,993.00	6,571.75	19,564.75	0.00	0.00
Other	114,800.06	111,306.00	3,494.06	1,250,943.02	1,224,366.00	26,577.02	1,209,546.23	41,396.79	3.42
Total Management Services	114,800.06	111,306.00	3,494.06	1,270,507.77	1,237,359.00	33,148.77	1,229,110.98	41,396.79	3.37
Other services and fees	0.00	0.00	0.00	68,254.19	140,000.00	(71,745.81)	161,145.84	(92,891.65)	(57.64)
Contributions	1,254.00	5,000.00	(3,746.00)	16,177.90	55,000.00	(38,822.10)	93,287.36	(77,109.46)	(82.66)
Grants	0.00	1,500.00	(1,500.00)	0.00	10,000.00	(10,000.00)	0.00	0.00	0.00
Investment Earnings	2,998.64	2,000.00	998.64	37,073.26	22,000.00	15,073.26	15,954.49	21,118.77	132.37
Interest income	8.65	60.00	(51.35)	443.66	660.00	(216.34)	942.89	(499.23)	(52.95)
Total Operating and Support Revenue:	119,061.35	119,866.00	(804.65)	1,392,456.78	1,465,019.00	(72,562.22)	1,500,441.56	(107,984.78)	(7.20)
Operating Expenses:									
Salaries and wages	136,604.35	114,460.65	(22,143.70)	1,416,857.59	1,283,016.52	(133,841.07)	1,258,463.47	158,394.12	12.59
Benefits and payroll taxes	33,306.91	37,628.48	4,321.57	348,650.19	376,654.28	28,004.09	341,486.70	7,163.49	2.10
Supplies and food	3,566.38	3,142.50	(423.88)	18,377.93	19,475.50	1,097.57	13,432.36	4,945.57	36.82
Depreciation and amortization	680.72	680.71	(0.01)	7,487.84	7,487.81	(0.03)	7,400.95	86.89	1.17
Interest expense	8,373.02	7,000.00	(1,373.02)	86,974.03	77,000.00	(9,974.03)	78,703.37	8,270.66	10.51
Purchased services	4,917.85	10,251.32	5,333.47	97,800.07	127,664.52	29,864.45	355,206.56	(257,406.49)	(72.47)
Utilities	61.61	380.00	318.39	960.52	4,180.00	3,219.48	2,990.51	(2,029.99)	(67.88)
Insurance	672.86	370.00	(302.86)	4,566.10	4,070.00	(496.10)	16,882.55	(12,316.45)	(72.95)
Repairs and maintenance	0.00	0.00	0.00	0.00	0.00	0.00	137.05	(137.05)	(100.00)
Licenses	50.00	90.00	40.00	175.75	200.00	24.25	50.00	125.75	251.50
Advertising	5,753.59	3,708.00	(2,045.59)	32,865.27	38,288.00	5,422.73	72,775.41	(39,910.14)	(54.84)
Business taxes (includes SNA)	1,367.38	1,400.00	32.62	15,508.11	15,400.00	(108.11)	15,483.90	24.21	0.16
Travel and education	25.80	1,516.00	1,490.20	1,499.17	17,606.00	16,106.83	21,077.84	(19,578.67)	(92.89)
Dues and subscriptions	0.00	350.00	350.00	2,885.00	4,930.00	2,045.00	1,881.45	1,003.55	53.34
Miscellaneous	811.97	555.00	(256.97)	48,280.17	64,105.00	15,824.83	95,186.18	(46,906.01)	(49.28)
Total Operating Expenses:	196,192.44	181,532.66	(14,659.78)	2,082,887.74	2,040,077.63	(42,810.11)	2,281,158.30	(198,270.56)	(8.69)
Inc (Loss) From Operations	(77,131.09)	(61,666.66)	(15,464.43)	(690,430.96)	(575,058.63)	(115,372.33)	(780,716.74)	90,285.78	(11.56)
Inc (Loss) Before Mgmt Fee	(77,131.09)	(61,666.66)	(15,464.43)	(690,430.96)	(575,058.63)	(115,372.33)	(780,716.74)	90,285.78	(11.56)
M&M Mgmnt Fee Rev(Exp)									
Management fee revenue	78,895.72	89,664.65	(10,768.93)	894,437.71	959,397.38	(64,959.67)	924,436.71	(29,999.00)	(3.25)
Total M&M Mgmnt Fee Rev(Exp)	78,895.72	89,664.65	(10,768.93)	894,437.71	959,397.38	(64,959.67)	924,436.71	(29,999.00)	(3.25)
Change in Net Assets	1,764.63	27,997.99	(26,233.36)	204,006.75	384,338.75	(180,332.00)	143,719.97	60,286.78	41.95

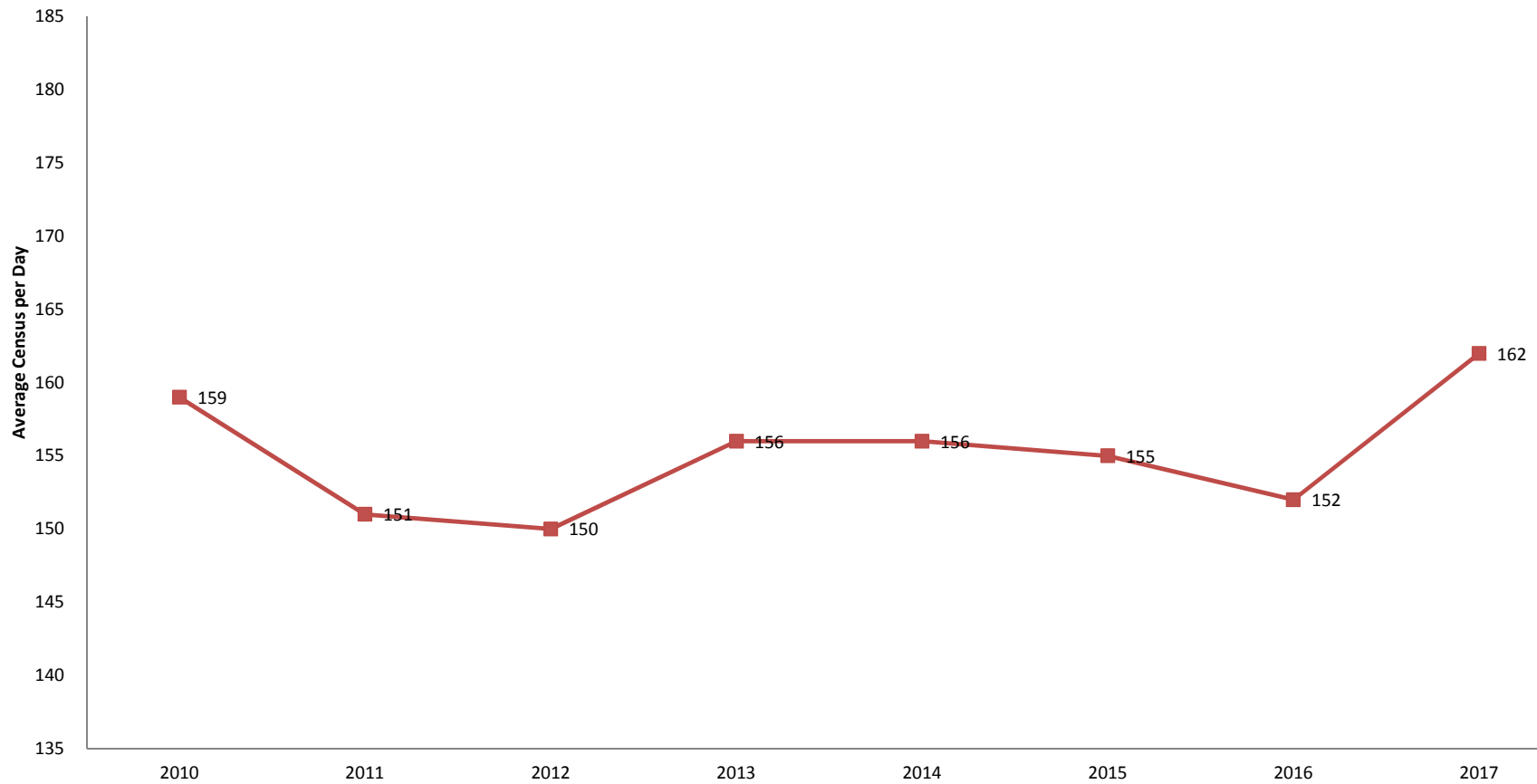
MARTHA & MARY HEALTH SERVICES
Census Report

		2016/2017 Current Rolling 12-Month Period														
		DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	TOTAL	ACTUAL %	BUDGET %
Census Recap - Total Days																
Private	Current Month	796	909	830	968	972	1,127	850	901	873	885	593	394	11,267		
	Prior Period Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Subtotal	796	909	830	968	972	1,127	850	901	873	885	593	394	11,267	20%	17%
Medicaid	Current Month	2,999	3,067	2,679	3,182	3,141	3,160	3,114	3,289	3,415	3,374	3,589	3,610	35,668		
	Prior Period Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Subtotal	2,999	3,067	2,679	3,182	3,141	3,160	3,114	3,289	3,415	3,374	3,589	3,610	35,668	62%	66%
Medicare	Current Month	468	737	442	525	545	479	515	567	556	425	544	602	6,301		
	Prior Period Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Subtotal	468	737	442	525	545	479	515	567	556	425	544	602	6,301	11%	11%
Medicare HMO	Current Month	196	70	36	85	39	55	151	119	154	114	144	128	1,448		
	Prior Period Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Subtotal	196	70	36	85	39	55	151	119	154	114	144	128	1,448	3%	3%
Hospice Care	Current Month	244	178	178	217	185	199	200	193	176	170	246	230	2,718		
	Prior Period Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Subtotal	244	178	178	217	185	199	200	193	176	170	246	230	2,718	5%	1%
Total		4,703	4,961	4,165	4,977	4,882	5,020	4,830	5,069	5,174	4,968	5,116	4,964	57,402	101%	98%
	Days/Month	31	31	28	31	30	31	30	31	31	30	31	30	365		
		DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	AVG	BUDGET	VARIANCE
Census Recap - Average Days																
Private		26	29	30	31	32	36	28	29	28	30	19	13	370	27	343
Medicaid		97	99	96	103	105	102	104	106	110	112	116	120	1174	105	1069
Medicare		15	24	16	17	18	15	17	18	18	14	18	20	206	18	188
Medicare HMO		6	2	1	3	1	2	5	4	5	4	5	4	46	6	40
Hospice Care		8	6	6	7	6	6	7	6	6	6	8	8	88	2	86
Occupancy Days		152	160	149	161	163	162	161	164	167	166	165	165	1884	158	1726
		5,890	5,890	5,320	5,890	5,700	5,890	5,700	5,890	5,890	5,700	5,890	5,700	69,350		
		DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	TOTAL		
Census Recap - Occupancy %																
Private		14%	15%	16%	16%	17%	19%	15%	15%	15%	16%	10%	7%	16%		
Medicaid		51%	52%	50%	54%	55%	54%	55%	56%	58%	59%	61%	63%	51%		
Medicare		8%	13%	8%	9%	10%	8%	9%	10%	9%	7%	9%	11%	9%		
Medicare HMO		3%	1%	1%	1%	1%	1%	3%	2%	3%	2%	2%	2%	2%		
Hospice Care		4%	3%	3%	4%	3%	3%	4%	3%	3%	3%	4%	4%	4%		
		80%	84%	78%	84%	86%	85%	86%	86%	88%	87%	86%	87%	82%		

Martha & Mary Health Services Monthly Average Census 2016/2017



**Martha & Mary Health Services
Yearly Average Census
As of November 30, 2017**



Martha & Mary

Statement of Revenues and Expenditures

Health Services

From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Operating and Support Revenue:									
Resident care, net									
Private Resident Revenue	121,726.16	349,941.00	(228,214.84)	2,422,775.79	3,896,012.00	(1,473,236.21)	2,360,423.64	62,352.15	2.64
Third Party Insurance	0.00	27,216.00	(27,216.00)	0.00	303,004.00	(303,004.00)	155,541.30	(155,541.30)	(100.00)
Medicare A	378,243.17	267,679.00	110,564.17	3,450,541.63	2,980,155.00	470,386.63	3,247,386.07	203,155.56	6.26
Medicare Advantage	28,477.83	0.00	28,477.83	166,973.42	0.00	166,973.42	601,706.24	(434,732.82)	(72.25)
Managed Care/Insurance	14,783.83	30,000.00	(15,216.17)	351,993.04	334,000.00	17,993.04	5,350.81	346,642.23	6,478.31
Medicaid Pending	39,360.73	10,200.00	29,160.73	(102,090.75)	113,560.00	(215,650.75)	141,435.03	(243,525.78)	(172.18)
Medicare B	80.73	0.00	80.73	147,321.90	0.00	147,321.90	162,648.75	(15,326.85)	(9.42)
Medicaid Revenue	798,138.20	652,626.00	145,512.20	8,589,328.29	7,265,895.00	1,323,433.29	7,692,056.59	897,271.70	11.66
Hospice Revenue	30,334.92	6,769.00	23,565.92	489,205.42	75,364.00	413,841.42	636,812.80	(147,607.38)	(23.18)
Other Rev/Discounts or credits	(5,445.67)	0.00	(5,445.67)	97,949.40	0.00	97,949.40	(2,749.24)	100,698.64	(3,662.78)
Total Resident care, net	1,405,699.90	1,344,431.00	61,268.90	15,613,998.14	14,967,990.00	646,008.14	15,000,611.99	613,386.15	4.09
Prior Year Rev/Adj	(1,931.60)	0.00	(1,931.60)	(87,993.80)	0.00	(87,993.80)	(155,637.00)	67,643.20	(43.46)
Other services and fees	16,882.80	4,552.00	12,330.80	207,936.67	50,072.00	157,864.67	240,584.95	(32,648.28)	(13.57)
Rental income	0.00	0.00	0.00	1,680.00	0.00	1,680.00	0.00	1,680.00	100.00
Beauty and gift shops	8,862.53	10,000.00	(1,137.47)	97,981.73	110,000.00	(12,018.27)	109,003.07	(11,021.34)	(10.11)
Contributions	19,679.46	0.00	19,679.46	124,618.08	0.00	124,618.08	101,295.00	23,323.08	23.02
Grants	0.00	0.00	0.00	0.00	0.00	0.00	81,508.43	(81,508.43)	(100.00)
Investment Earnings	0.00	0.00	0.00	1,221.52	0.00	1,221.52	0.00	1,221.52	100.00
Interest income	348.98	450.00	(101.02)	3,763.73	4,950.00	(1,186.27)	4,710.34	(946.61)	(20.10)
NAC training	260.00	1,500.00	(1,240.00)	17,337.42	16,500.00	837.42	13,907.44	3,429.98	24.66
Total Operating and Support Revenue:	1,449,802.07	1,360,933.00	88,869.07	15,980,543.49	15,149,512.00	831,031.49	15,395,984.22	584,559.27	3.80
Operating Expenses:									
Salaries and wages	728,756.46	687,665.72	(41,090.74)	7,913,666.15	7,708,201.87	(205,464.28)	8,134,833.79	(221,167.64)	(2.72)
Benefits and payroll taxes	179,056.68	202,271.13	23,214.45	2,080,238.09	2,049,401.23	(30,836.86)	2,119,703.05	(39,464.96)	(1.86)
Supplies and food	150,306.69	133,085.00	(17,221.69)	1,555,213.89	1,491,187.00	(64,026.89)	1,576,832.39	(21,618.50)	(1.37)
Depreciation and amortization	64,333.38	57,593.00	(6,740.38)	717,000.32	683,238.00	(33,762.32)	641,666.23	75,334.09	11.74
Interest expense	39,911.51	40,380.00	468.49	443,312.73	445,555.00	2,242.27	452,239.45	(8,926.72)	(1.97)
Purchased services	163,549.07	153,750.04	(9,799.03)	1,859,178.77	1,786,339.84	(72,838.93)	1,611,083.76	248,095.01	15.40
Utilities	24,156.10	30,850.00	6,693.90	314,418.76	339,350.00	24,931.24	336,077.23	(21,658.47)	(6.44)
Bad debt expense	(3,082.07)	5,533.33	8,615.40	121,941.62	60,866.63	(61,074.99)	211,584.33	(89,642.71)	(42.37)
Insurance	13,493.43	14,342.88	849.45	137,194.48	157,607.68	20,413.20	138,327.47	(1,132.99)	(0.82)
Repairs and maintenance	7,362.36	9,400.00	2,037.64	110,697.42	104,600.00	(6,097.42)	88,441.05	22,256.37	25.17
Licenses	5,724.17	6,104.00	379.83	73,937.72	67,589.00	(6,348.72)	67,556.68	6,381.04	9.45
Business taxes (includes SNA)	5,390.22	5,250.00	(140.22)	54,544.53	57,450.00	2,905.47	55,048.64	(504.11)	(0.92)
Travel and education	4,663.97	1,014.32	(3,649.65)	19,015.66	36,530.52	17,514.86	44,616.51	(25,600.85)	(57.38)

Martha & Mary
Statement of Revenues and Expenditures
Health Services
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Dues and subscriptions	1,576.59	1,346.67	(229.92)	20,072.05	14,988.37	(5,083.68)	20,728.09	(656.04)	(3.16)
Miscellaneous	13,735.00	0.00	(13,735.00)	15,735.00	0.00	(15,735.00)	39.03	15,695.97	40,215.14
Total Operating Expenses:	1,398,933.56	1,348,586.09	(50,347.47)	15,436,167.19	15,002,905.14	(433,262.05)	15,498,777.70	(62,610.51)	(0.40)
Inc (Loss) From Operations	50,868.51	12,346.91	38,521.60	544,376.30	146,606.86	397,769.44	(102,793.48)	647,169.78	(629.58)
Non-Operating Revenue (Expenses):									
Gain (Loss) on disposal of assets	0.00	0.00	0.00	700.00	0.00	700.00	0.00	700.00	100.00
Misc non-operating revenue (expense)	0.00	0.00	0.00	118.60	0.00	118.60	0.00	118.60	100.00
Grants received for capital purchases	0.00	100,000.00	(100,000.00)	0.00	240,000.00	(240,000.00)	129,823.00	(129,823.00)	(100.00)
Change in Trust	0.00	0.00	0.00	0.00	0.00	0.00	32,766.18	(32,766.18)	(100.00)
Total Non-Operating Revenue (Expenses):	0.00	100,000.00	(100,000.00)	818.60	240,000.00	(239,181.40)	162,589.18	(161,770.58)	(99.50)
Inc (Loss) Before Mgmt Fee M&M Mgmnt Fee Rev(Exp)	50,868.51	112,346.91	(61,478.40)	545,194.90	386,606.86	158,588.04	59,795.70	485,399.20	811.76
Management fee expense	(61,851.46)	(65,741.99)	3,890.53	(679,407.51)	(692,528.06)	13,120.55	(692,819.29)	13,411.78	(1.94)
Total M&M Mgmnt Fee Rev(Exp)	(61,851.46)	(65,741.99)	3,890.53	(679,407.51)	(692,528.06)	13,120.55	(692,819.29)	13,411.78	(1.94)
Change in Net Assets	(10,982.95)	46,604.92	(57,587.87)	(134,212.61)	(305,921.20)	171,708.59	(633,023.59)	498,810.98	(78.80)

Martha and Mary Children's Services
2017 Trend - Average Children Billed Per Day

	License	Nov 2016		Dec 2016		Jan 2017		Feb 2017		Mar 2017		Apr 2017		May 2017		Jun 2017		Jul 2017		Aug 2017		Sep 2017		Oct 2017		Nov 2017	
		Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day	Avg Billed per Day	Avg Rate per Day
Business Days / Month		20		22		22		19		23		20		22		22		20		23		20		22		20	
Child Care Center (On the Hill)	100																										
Private - Actual		69	48.71	69	49.39	69	49.05	73	50.50	75	48.97	76	49.48	77	49.22	79	48.02	74	48.81	75	47.02	67	50.91	68	50.27	75	49.36
Private - Budget		75	46.70	75	50.84	73	43.97	74	46.07	77	47.42	77	47.34	79	47.40	76	47.53	74	45.54	74	46.18	65	49.16	70	47.75	70	48.90
DSHS - Actual		14	22.55	14	21.99	15	22.67	14	29.24	14	26.33	14	25.88	14	31.87	13	28.60	14	28.97	13	29.04	11	28.00	12	24.33	8	25.01
DSHS - Budget		13	20.52	13	22.32	13	19.14	13	19.57	13	18.87	13	19.36	13	19.02	13	19.03	13	19.90	13	19.33	13	19.71	11	24.00	13	19.71
Children's Learning Center (Next to Rehab Center)	68																										
Private - Actual		22	41.21	22	34.91	23	38.17	23	41.30	22	44.82	23	38.88	24	42.50	24	39.48	23	38.00	23	43.91	19	46.52	21	43.46	23	42.57
Private - Budget		25	42.01	25	46.21	23	43.53	25	46.92	23	45.66	23	45.55	23	45.55	22	45.71	23	45.55	23	45.55	23	0.00	23	45.55	23	45.55
DSHS - Actual		5	24.55	5	25.10	4	33.48	4	34.82	5	28.81	4	41.74	4	34.48	4	27.94	3	35.18	3	23.68	6	24.84	6	30.90	5	33.35
DSHS - Budget		4	28.05	4	30.85	5	28.29	4	35.37	5	28.30	5	28.29	5	28.29	5	28.29	5	28.29	5	28.30	5	28.29	5	28.29	5	28.29
Early Learning Center (Silverdale)	149																										
Private - Actual		96	37.88	96	33.78	83	41.82	83	44.44	86	43.06	83	43.89	83	43.37	75	44.20	65	46.25	74	43.55	70	46.00	75	44.13	77	43.77
Private - Budget		91	43.40	91	47.96	86	41.33	85	42.28	87	42.72	88	42.67	88	42.67	68	52.67	78	45.40	82	45.14	80	44.69	86	44.04	90	42.94
DSHS - Actual		24	28.18	24	30.36	25	30.37	27	33.80	27	30.51	27	30.35	27	28.58	26	30.26	27	33.85	23	36.00	27	31.96	21	33.76	21	33.77
DSHS - Budget		27	29.82	27	30.54	22	31.31	24	28.70	24	28.70	24	28.70	24	28.70	38	18.13	22	30.17	22	30.17	22	31.31	24	28.70	14	49.20
M&M Kids (Before/After School)	337																										
Private - Actual		140	17.82	140	15.77	121	19.84	138	18.35	132	18.12	108	20.93	138	18.42	113	12.62	73	0.32	73	0.27	129	16.83	136	19.10	143	17.76
Private - Budget		122	21.89	122	22.63	135	16.97	145	17.05	145	16.99	130	17.13	137	15.28	102	19.84	80	31.00	75	29.76	137	18.25	143	18.05	147	18.87
DSHS - Actual		52	13.99	52	16.50	52	13.09	54	11.71	47	12.60	53	14.05	52	13.18	45	40.09	54	71.90	48	76.08	42	15.58	50	12.63	43	14.41
DSHS - Budget		38	0.66	38	13.43	35	14.90	35	13.96	38	13.21	35	16.18	38	12.31	38	16.14	40	24.62	40	24.62	38	12.21	38	13.25	38	12.83
Totals	654																										
Private - Actual		327	31.80	327	29.44	296	34.24	317	34.25	315	34.14	290	36.41	322	34.01	291	32.58	235	31.98	245	31.75	285	33.98	300	34.13	318	33.30
Private - Budget		313	35.70	313	38.64	317	31.72	329	32.37	332	32.77	318	33.57	327	32.54	268	38.15	255	40.94	254	40.94	305	30.39	322	33.41	330	33.67
DSHS - Actual		95	19.39	95	21.26	96	19.94	99	21.15	93	20.74	98	21.36	97	21.04	88	34.93	98	54.16	87	56.65	86	22.96	89	20.42	77	22.02
DSHS - Budget		82	14.75	82	21.32	75	21.34	76	20.70	80	19.72	77	21.41	80	19.32	94	17.99	80	25.61	80	25.52	78	19.88	78	20.49	70	22.49
Total - Actual		422	29.01	422	27.60	392	30.73	416	31.13	408	31.08	388	32.61	419	31.01	379	33.13	333	38.51	332	38.28	371	31.43	389	30.99	395	31.10
Total - Budget		395	31.35	395	35.04	392	29.74	405	30.18	412	30.24	395	31.20	407	29.94	362	32.91	335	37.28	334	37.25	383	28.25	400	30.89	400	31.71

Martha & Mary
Statement of Revenues and Expenditures
Children's Services
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Operating and Support Revenue:									
Children's services									
Other Rev/Discounts or credits	(3,931.94)	397.12	(4,329.06)	(44,880.65)	7,188.92	(52,069.57)	(38,623.37)	(6,257.28)	16.20
Infants	29,464.38	27,786.00	1,678.38	303,849.29	309,916.40	(6,067.11)	284,295.62	19,553.67	6.88
Toddlers	57,112.89	50,390.00	6,722.89	645,085.06	585,945.00	59,140.06	594,086.49	50,998.57	8.58
Pre-school	94,289.90	110,886.15	(16,596.25)	1,203,668.19	1,243,639.35	(39,971.16)	1,201,520.03	2,148.16	0.18
Jr Kindergarten	0.00	0.00	0.00	0.00	0.00	0.00	(450.00)	450.00	(100.00)
Kindergarten	0.00	0.00	0.00	0.00	0.00	0.00	2,115.00	(2,115.00)	(100.00)
School Age	<u>66,069.35</u>	<u>65,730.00</u>	<u>339.35</u>	<u>778,181.58</u>	<u>711,553.00</u>	<u>66,628.58</u>	<u>759,408.92</u>	<u>18,772.66</u>	<u>2.47</u>
Total Children's services	243,004.58	255,189.27	(12,184.69)	2,885,903.47	2,858,242.67	27,660.80	2,802,352.69	83,550.78	2.98
Other services and fees	7,168.24	7,490.00	(321.76)	105,098.59	80,254.00	24,844.59	113,805.75	(8,707.16)	(7.65)
Rental income	5,770.15	5,654.00	116.15	62,426.30	62,194.00	232.30	61,516.00	910.30	1.48
Contributions	0.00	0.00	0.00	5,394.26	0.00	5,394.26	1,802.13	3,592.13	199.33
Grants	0.00	0.00	0.00	16,608.00	5,000.00	11,608.00	5,010.46	11,597.54	231.47
Investment Earnings	2,613.95	0.00	2,613.95	31,275.79	0.00	31,275.79	15,034.71	16,241.08	108.02
Interest income	<u>0.76</u>	<u>0.00</u>	<u>0.76</u>	<u>16.07</u>	<u>0.00</u>	<u>16.07</u>	<u>14.91</u>	<u>1.16</u>	<u>7.78</u>
Total Operating and Support Revenue:	<u>258,557.68</u>	<u>268,333.27</u>	<u>(9,775.59)</u>	<u>3,106,722.48</u>	<u>3,005,690.67</u>	<u>101,031.81</u>	<u>2,999,536.65</u>	<u>107,185.83</u>	<u>3.57</u>
Operating Expenses:									
Salaries and wages	175,192.72	167,239.77	(7,952.95)	1,909,764.74	1,925,886.47	16,121.73	1,837,375.34	72,389.40	3.94
Benefits and payroll taxes	41,449.69	49,827.71	8,378.02	503,880.36	489,266.18	(14,614.18)	528,230.54	(24,350.18)	(4.61)
Supplies and food	15,786.79	16,259.00	472.21	213,374.54	181,524.00	(31,850.54)	186,905.06	26,469.48	14.16
Depreciation and amortization	12,198.84	12,056.16	(142.68)	139,607.23	139,173.76	(433.47)	137,743.21	1,864.02	1.35
Interest expense	3,006.29	2,161.00	(845.29)	26,174.37	24,465.00	(1,709.37)	27,345.80	(1,171.43)	(4.28)
Purchased services	4,764.29	6,077.00	1,312.71	64,504.65	65,672.00	1,167.35	67,011.97	(2,507.32)	(3.74)
Utilities	5,625.07	5,839.00	213.93	61,268.45	64,024.00	2,755.55	64,361.50	(3,093.05)	(4.81)
Bad debt expense	(111.36)	150.00	261.36	512.49	1,020.00	507.51	150.56	361.93	240.39
Insurance	3,884.29	1,705.00	(2,179.29)	29,729.89	18,691.92	(11,037.97)	18,590.03	11,139.86	59.92
Repairs and maintenance	353.05	1,038.00	684.95	13,178.84	13,218.00	39.16	10,222.52	2,956.32	28.92
Licenses	443.09	10.00	(433.09)	5,834.34	4,994.00	(840.34)	6,618.97	(784.63)	(11.85)
Business taxes (includes SNA)	0.00	0.00	0.00	5,809.97	6,135.00	325.03	5,915.45	(105.48)	(1.78)
Travel and education	180.47	240.00	59.53	4,034.54	2,640.00	(1,394.54)	3,663.53	371.01	10.13
Dues and subscriptions	0.00	0.00	0.00	234.61	25.00	(209.61)	25.00	209.61	838.44
Miscellaneous	<u>1,314.00</u>	<u>1,721.00</u>	<u>407.00</u>	<u>16,739.80</u>	<u>18,931.00</u>	<u>2,191.20</u>	<u>17,870.04</u>	<u>(1,130.24)</u>	<u>(6.32)</u>
Total Operating Expenses:	<u>264,087.23</u>	<u>264,323.64</u>	<u>236.41</u>	<u>2,994,648.82</u>	<u>2,955,666.33</u>	<u>(38,982.49)</u>	<u>2,912,029.52</u>	<u>82,619.30</u>	<u>2.84</u>
Inc (Loss) From Operations	(5,529.55)	4,009.63	(9,539.18)	112,073.66	50,024.34	62,049.32	87,507.13	24,566.53	28.07
Inc (Loss) Before Mgmt Fee	(5,529.55)	4,009.63	(9,539.18)	112,073.66	50,024.34	62,049.32	87,507.13	24,566.53	28.07
M&M Mgmnt Fee Rev(Exp)				19,012.22					

Martha & Mary
Statement of Revenues and Expenditures
Children's Services
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Management fee expense	<u>(10,786.31)</u>	<u>(12,075.00)</u>	<u>1,288.69</u>	<u>(131,833.31)</u>	<u>(135,256.09)</u>	<u>3,422.78</u>	<u>(134,979.15)</u>	<u>3,145.84</u>	<u>(2.33)</u>
Total M&M Mgmnt Fee Rev(Exp)	<u>(10,786.31)</u>	<u>(12,075.00)</u>	<u>1,288.69</u>	<u>(131,833.31)</u>	<u>(135,256.09)</u>	<u>3,422.78</u>	<u>(134,979.15)</u>	<u>3,145.84</u>	<u>(2.33)</u>
Change in Net Assets	<u><u>(16,315.86)</u></u>	<u><u>(8,065.37)</u></u>	<u><u>(8,250.49)</u></u>	<u><u>(19,759.65)</u></u>	<u><u>(85,231.75)</u></u>	<u><u>65,472.10</u></u>	<u><u>(47,472.02)</u></u>	<u><u>27,712.37</u></u>	<u><u>(58.38)</u></u>

Martha & Mary
Statement of Revenues and Expenditures
Ebenezer Services
From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Operating and Support Revenue:									
Other services and fees	351.00	523.00	(172.00)	5,633.42	5,753.00	(119.58)	6,223.58	(590.16)	(9.48)
Rental income	19,239.00	19,266.00	(27.00)	213,805.30	211,926.00	1,879.30	218,034.44	(4,229.14)	(1.94)
Investment Earnings	4,328.99	0.00	4,328.99	53,731.02	0.00	53,731.02	24,822.85	28,908.17	116.46
Interest income	0.01	0.10	(0.09)	0.14	1.10	(0.96)	0.14	0.00	0.00
Total Operating and Support Revenue:	23,919.00	19,789.10	4,129.90	273,169.88	217,680.10	55,489.78	249,081.01	24,088.87	9.67
Operating Expenses:									
Salaries and wages	2,825.34	2,562.78	(262.56)	31,872.54	27,968.82	(3,903.72)	23,297.30	8,575.24	36.81
Benefits and payroll taxes	484.56	360.09	(124.47)	5,542.07	3,823.95	(1,718.12)	4,460.14	1,081.93	24.26
Supplies and food	653.43	160.00	(493.43)	1,963.78	1,760.00	(203.78)	6,199.19	(4,235.41)	(68.32)
Depreciation and amortization	1,664.88	1,408.59	(256.29)	16,043.14	15,508.49	(534.65)	8,829.60	7,213.54	81.70
Interest expense	46.54	75.00	28.46	594.88	825.00	230.12	785.47	(190.59)	(24.26)
Purchased services	322.06	1,179.00	856.94	15,233.34	15,669.00	435.66	15,091.56	141.78	0.94
Utilities	3,644.93	3,393.00	(251.93)	43,180.66	41,073.00	(2,107.66)	45,051.69	(1,871.03)	(4.15)
Insurance	1,185.64	1,035.00	(150.64)	10,158.46	11,385.00	1,226.54	11,318.61	(1,160.15)	(10.25)
Repairs and maintenance	216.76	655.00	438.24	8,121.32	7,205.00	(916.32)	9,308.79	(1,187.47)	(12.76)
Licenses	40.00	40.00	0.00	240.48	342.00	101.52	61.00	179.48	294.23
Business taxes (includes SNA)	0.00	0.00	0.00	152.02	210.00	57.98	164.35	(12.33)	(7.50)
Total Operating Expenses:	11,084.14	10,868.46	(215.68)	133,102.69	125,770.26	(7,332.43)	124,567.70	8,534.99	6.85
Inc (Loss) From Operations	12,834.86	8,920.64	3,914.22	140,067.19	91,909.84	48,157.35	124,513.31	15,553.88	12.49
Inc (Loss) Before Mgmt Fee	12,834.86	8,920.64	3,914.22	140,067.19	91,909.84	48,157.35	124,513.31	15,553.88	12.49
M&M Mgmnt Fee Rev(Exp)									
Management fee expense	(1,076.35)	(989.46)	(86.89)	(12,292.64)	(10,884.06)	(1,408.58)	(11,208.65)	(1,083.99)	9.67
Total M&M Mgmnt Fee Rev(Exp)	(1,076.35)	(989.46)	(86.89)	(12,292.64)	(10,884.06)	(1,408.58)	(11,208.65)	(1,083.99)	9.67
Change in Net Assets	11,758.51	7,931.18	3,827.33	127,774.55	81,025.78	46,748.77	113,304.66	14,469.89	12.77

Martha & Mary

Statement of Revenues and Expenditures - Home Comm - Stmt of Activity -At Home Consolidated

Home and Community Services

From 11/1/2017 Through 11/30/2017

	Current Period Actual	Current Period Budget - Operating Budget	Current Period Budget Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Operating and Support Revenue:									
Home & Comm. Services	107,702.12	244,342.60	(136,640.48)	1,368,016.19	2,279,413.50	(911,397.31)	1,751,810.01	(383,793.82)	(21.91)
Geriatric Care	7,374.59	33,280.00	(25,905.41)	188,756.18	366,080.00	(177,323.82)	118,659.60	70,096.58	59.07
Other services and fees	69.90	0.00	69.90	18,817.54	1,050.00	17,767.54	27,966.19	(9,148.65)	(32.71)
Interest income	0.01	0.00	0.01	60.11	0.00	60.11	0.09	60.02	66,688.89
Total Operating and Support Revenue:	115,146.62	277,622.60	(162,475.98)	1,575,650.02	2,646,543.50	(1,070,893.48)	1,898,435.89	(322,785.87)	(17.00)
Operating Expenses:									
Salaries and wages	88,164.91	172,749.58	84,584.67	1,128,408.38	1,721,154.81	592,746.43	1,428,396.79	(299,988.41)	(21.00)
Benefits and payroll taxes	16,068.33	27,662.99	11,594.66	217,580.36	268,050.22	50,469.86	238,597.98	(21,017.62)	(8.81)
Supplies and food	598.91	825.01	226.10	4,770.82	9,075.11	4,304.29	7,695.72	(2,924.90)	(38.01)
Depreciation and amortization	140.05	96.00	(44.05)	1,539.86	1,056.00	(483.86)	879.35	660.51	75.11
Interest expense	2,240.69	2,700.00	459.31	19,966.19	29,700.00	9,733.81	28,736.07	(8,769.88)	(30.52)
Purchased services	2,117.76	4,084.91	1,967.15	40,212.23	52,009.01	11,796.78	50,067.69	(9,855.46)	(19.68)
Utilities	283.62	525.00	241.38	7,911.49	5,975.00	(1,936.49)	13,737.31	(5,825.82)	(42.41)
Bad debt expense	6,694.54	2,083.33	(4,611.21)	2,621.88	22,916.63	20,294.75	36,704.37	(34,082.49)	(92.86)
Insurance	756.60	465.00	(291.60)	5,756.74	5,079.00	(677.74)	5,344.35	412.39	7.72
Repairs and maintenance	2,381.52	230.00	(2,151.52)	3,773.00	2,530.00	(1,243.00)	2,393.05	1,379.95	57.66
Licenses	246.91	450.00	203.09	3,052.49	5,150.00	2,097.51	4,043.81	(991.32)	(24.51)
Advertising	0.00	416.67	416.67	0.00	4,583.37	4,583.37	4,914.15	(4,914.15)	(100.00)
Business taxes (includes SNA)	1,692.73	4,164.34	2,471.61	23,505.64	39,938.16	16,432.52	28,316.75	(4,811.11)	(16.99)
Travel and education	1,104.68	3,745.83	2,641.15	18,950.82	41,204.13	22,253.31	33,840.62	(14,889.80)	(44.00)
Dues and subscriptions	193.75	270.83	77.08	2,264.71	2,979.13	714.42	5,019.99	(2,755.28)	(54.89)
Miscellaneous	1,008.00	3,094.67	2,086.67	16,468.00	37,321.37	20,853.37	31,670.50	(15,202.50)	(48.00)
Total Operating Expenses:	123,693.00	223,564.16	99,871.16	1,496,782.61	2,248,721.94	751,939.33	1,920,358.50	(423,575.89)	(22.06)
Inc (Loss) From Operations	(8,546.38)	54,058.44	(62,604.82)	78,867.41	397,821.56	(318,954.15)	(21,922.61)	100,790.02	(459.75)
Inc (Loss) Before Mgmt Fee	(8,546.38)	54,058.44	(62,604.82)	78,867.41	397,821.56	(318,954.15)	(21,922.61)	100,790.02	(459.75)
M&M Mgmnt Fee Rev(Exp)									
Management fee expense	(5,181.60)	(12,493.02)	7,311.42	(70,904.25)	(119,094.45)	48,190.20	(85,429.62)	14,525.37	(17.00)
Total M&M Mgmnt Fee Rev(Exp)	(5,181.60)	(12,493.02)	7,311.42	(70,904.25)	(119,094.45)	48,190.20	(85,429.62)	14,525.37	(17.00)
Change in Net Assets	(13,727.98)	41,565.42	(55,293.40)	7,963.16	278,727.11	(270,763.95)	(107,352.23)	115,315.39	(107.42)