

ROUGH DRAFT

MARTHA AND MARY HEALTH & REHAB

BUDGET 2019

Current Year Projections as of: 7/31/18

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MARTHA AND MARY HEALTH & REHAB
Budget Assumptions

2019 BUDGET

% Operating Income to Revenue:

1.20%

Revenue:

2019 Increase	
\$	5.00
\$	5.00

Health Services Rate (Basic Semi-Private)
Health Services Rate (Basic Private)

Ebenezer Studio
Ebenezer One Bedroom
Ebenezer One Bedroom Expanded

\$ 10.00
\$ 10.00
\$ 10.00

At Home Units (70,550 decreased to 47,000)

\$ 5.55 \$30/unit ave

Children's Services

approximately 4%

Census:

2019

Health Services
Children's Services - Private
Children's Services - DSHS
Home & Community Services

167
296
80
4000

Notes to the Budget - Expenses

General

Minimum wage increases to meet or exceed minimum requirement
Wage compression for all corporations/departments
1.5% anniversary increase for those not adjusted with compression
1.5% anniversary increase excludes SLT & Directors
4 holidays total - Mem Day, July 4th, Thanksgiving & Christmas
PTO accruals adjusted to reflect 2080 hour work year
Wage allocations for Accounting, HR, Facilities & IT % changed
Health Insurance increase 9.2% split with employees

Lutheran Services

Capitalize COO wages to projects \$60,000
Director of Marketing/Admissions position added 50% to Lutheran Services

Notes to the Budget - Revenue

General

Lutheran Services

	% of Increase	2017		2018		2019	
		Standard Rate		Standard Rate		Standard Rate	
	101%	\$ 332.00	\$	342.00	\$	347.00	\$
	101%	\$ 350.00	\$	365.00	\$	370.00	\$
	102%	\$ 626.00	\$	646.00	\$	656.00	\$
	101%	\$ 894.00	\$	919.00	\$	929.00	\$
	101%	\$ 1,021.00	\$	1,051.00	\$	1,061.00	\$
	123%	\$ 22.00	\$	24.45	\$	30.00	\$

Health Services

One 16 hour Social Services Position eliminated
Unit Coordinator evening position for Marina/Bay/Courtyard added
Director of Marketing/Admissions position added 50% to Health Services
Dietary Host/Hostess position added 52 hours
Hired to fill AIT position
Capitalize Facility staff wages to projects \$20,000

Children's Services

M&M Kids Administrator position eliminated
Split Children's Administrator to cover MMKids
All Wages adjusted to market
Added Full Time Program Supervisor

Home & Community Services

All Wages adjusted to market

Ebenezer

Health Services

Census adjustment from 163.5 to 167 with change in payer mix
Room rate increase \$5 per day
Phone charges of \$10 monthly eliminated
Will start charging for long distance phone calls

Children's Services

Increase rates approximately 4%

Home & Community Services

Increased per unit rate average to \$30

Ebenezer

Monthly rent increase \$10 per month

Martha & Mary Consolidated
Consolidated Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Budget 2018	Actuals		
			2017	2016	2015
Operating Support and Revenue					
Operating Revenue					
Lutheran Services	\$ 1,419,308	\$ 1,419,308	\$ 1,438,376	\$ 1,365,950	\$ 1,283,352
Health Services	17,607,637	17,451,801	17,271,875	16,561,181	16,233,365
Children's Services	3,570,695	3,462,518	3,314,310	3,241,293	3,186,745
Ebenezer Services	248,272	245,632	297,778	273,402	211,088
Home and Community Services	1,546,420	1,918,772	1,707,872	2,049,041	2,499,653
Total Operating Revenue	24,392,333	24,498,030	24,030,211	23,490,868	23,414,203
Grant Revenue - Operating					
Lutheran Services	100,000	25,000	-	-	-
Health Services	-	-	-	81,508	98,500
Children's Services	-	-	16,934	5,510	1,915
Total Grants - Operating	100,000	25,000	16,934	87,019	100,415
Contributions & Event Revenue					
Lutheran Services	230,000	225,000	132,225	219,091	448,961
Health Services	-	-	175,462	101,405	2,379
Children Services	-	-	5,394	1,802	11,442
Home and Community Services	-	-	-	-	-
Total Contributions Revenue	230,000	225,000	313,081	322,298	462,782
Total Operating and Support Revenue	24,722,333	24,748,030	24,360,225	23,900,185	23,977,400
Operating Expenses					
Lutheran Services	2,229,183	2,266,863	2,229,168	2,446,514	2,255,466
Health Services	17,207,120	17,053,468	16,922,406	16,857,121	15,943,554
Children's Services	3,491,451	3,399,237	3,209,093	3,178,630	2,997,916
Ebenezer Services	138,052	152,060	146,577	136,055	125,539
Home and Community Services	1,361,038	1,811,924	1,586,727	2,156,506	2,309,875
Total Operating Expenses	24,426,844	24,683,552	24,093,972	24,774,826	23,632,349
Net Income (Loss) from Operations	295,489	64,479	266,254	(874,641)	345,050
Non-Operating Revenue (Expenses)					
Lutheran Services	-	-	-	-	-
Health Services	-	-	(17,674)	163,249	98,279
Children's Services	-	-	(1,672)	-	-
Home & Community Services	-	-	(797,567)	-	-
Ebenezer Services	-	-	(609)	-	-
Total Non-Operating Rev (Exp)	-	-	(817,521)	163,249	98,279
Change in Net Assets	\$ 295,489	\$ 64,479	\$ (551,267)	\$ (711,391)	\$ 443,330
Net Income Margin:	1.20%	0.26%	-2.26%	-2.98%	1.85%
Census Days	2019	2018	2017	2016	2015
Health Services	167	166.19	162.28	152.24	154.78
Children's Services - Private	296	324	290	300	287
Children's Services - DSHS	80	66	90	90	97
Home & Community Services	4,000	3,874	5,463	6,096	8,243

Martha & Mary Consolidated
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Resident Care, net	24,564,727	24,055,988	24,222,670	17,129,244	16,164,448
Contractual Allowance	(7,173,190)	(7,091,401)	(6,964,769)	-	-
Home & Comm Services	1,535,000	1,490,633	1,917,872	1,688,925	2,020,906
Children's Services	2,591,394	2,466,545	2,506,547	2,306,602	2,239,801
M&M Kids Services	788,122	772,416	793,328	803,029	791,662
Ebenezer Services	241,872	236,956	239,232	234,155	237,688
Management Services - BVC	1,419,308	1,410,269	1,419,308	1,388,277	1,346,031
Other Services and Fees	134,729	180,698	101,978	138,334	423,960
Other Revenue (HS miscellaneous)	187,600	302,409	165,900	108,235	117,278
Event Revenue	135,000	69,681	125,000	58,113	141,085
Rental Income	74,270	73,567	67,964	68,196	67,170
Contributions	95,000	46,708	100,000	254,967	161,152
Grants	100,000	14,182	25,000	16,934	87,019
Investment Earnings	-	63,003	-	103,491	71,135
Interest Income	3,500	3,968	3,000	38,159	6,057
NAC Training	25,000	25,462	25,000	23,564	24,793
Total Operating Support and Revenue	24,722,333	24,121,083	24,748,030	24,360,225	23,900,185
Operating Expenses					
Salaries and Wages	13,466,170	13,275,973	13,539,115	13,485,652	13,867,520
Benefits and Payroll Taxes	3,850,093	3,586,631	3,854,090	3,302,982	3,344,822
Supplies and Food	1,851,096	1,833,521	1,926,251	1,964,358	1,957,102
Depreciation and Amortization	990,675	958,049	1,005,879	960,324	890,084
Interest Expense & Bank Fees	569,500	570,991	555,055	625,278	640,481
Purchased Services	2,182,539	2,116,335	2,215,339	2,246,605	2,315,558
Minor Equipment/Equip Rental	17,109	22,251	10,662	-	-
Audit & Accounting	71,600	93,670	102,738	-	-
Utilities	481,310	463,458	496,638	478,120	487,998
Vehicle/Vehicle Fuel	14,960	13,258	19,890	-	-
Childcare	54,280	58,895	91,900	22,212	-
Bad Debt Expense	101,500	102,368	103,150	240,170	357,842
Insurance	226,340	223,574	223,100	206,249	204,447
Repairs and Maintenance	84,100	67,369	118,550	148,318	127,754
Licenses	93,232	91,615	96,307	90,485	87,044
Advertising	59,120	31,381	46,140	34,055	82,640
Business Taxes (and SNA Fees)	110,140	108,165	114,098	109,352	116,575
Travel and Education	58,340	57,785	44,930	50,536	109,786
Dues and Subscriptions	40,664	37,702	26,935	28,507	35,588
Employee Recruitment/Relations	1,495	1,433	2,200	-	-
Rent/Miscellaneous	102,582	121,385	90,746	100,768	149,585
Total Operating Expenses	24,426,844	23,835,807	24,683,552	24,093,972	24,774,826
Net Income (Loss) from Operations	295,489	285,276	64,479	266,254	(874,641)
Non-Operating Revenue (Expenses)					
Loss on Impairment of Goodwill	-	-	-	(797,067)	-
Miscellaneous Non Operating Revenue	-	-	-	(500)	-
Gain (Loss) on Investments	-	2,269	-	-	-
Gain (Loss) on Disposal of Assets	-	-	-	(43,574)	-
Other Gain - Insurance	-	-	-	-	-
Change in Trust	-	-	-	-	33,426
Grants - Capital Purchases	-	-	-	23,620	129,823
Total Non-Operating Revenue (Expenses)	-	2,269	-	(817,521)	163,249
Net Income (Loss) Before Management Fee	295,489	287,545	64,479	(551,267)	(711,391)
Management Fee Revenue (Expenses)	-	-	-	-	-
Change in Net Assets	\$ 295,489	\$ 287,545	\$ 64,479	\$ (551,267)	\$ (711,391)

Budgeted Cash Flow (Estimate)					
	Operating Income	Deprec & Amort	Interest	Mortgage Pmts (Int & Princ)	Estimated Cash
Lutheran	\$ (479,875)	\$ 7,213	\$ 16,200	\$ -	\$ (456,462)
Health	400,517	806,250	474,250	(969,736)	\$ 711,281
Children's Services	36,024	154,291	45,200	(100,668)	\$ 134,847
M&M Kids	43,220	1,424	6,000		\$ 50,644
Ebenezer	110,220	19,817	500	-	\$ 130,537
Home & Community	185,382	1,680	27,350	-	\$ 214,412
Total	\$ 295,489	\$ 990,675	\$ 569,500	\$ (1,070,404)	\$ 785,259

Martha & Mary Lutheran Services
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Management Services	\$ 1,419,308	1,410,269	\$ 1,419,308	\$ 1,388,277	\$ 1,346,031
Other Services and Fees	-	33,685	-	10,141	20060.84
Event Revenue	135,000	69,681	125,000	58,113	141,085
Contributions	50,000	36,157	100,000	74,111	57,945
Grants	100,000	0	25,000	-	-
Investment Earnings	-	0	-	39,505	18,970
Interest Income	-	116	-	453	950
Total Operating Support and Revenue	1,704,308	1,549,908	1,669,308	1,570,600	1,585,042
Operating Expenses					
Salaries and Wages	1,520,416	1,595,368	1,566,439	1,553,582	1,409,380
Benefits and Payroll Taxes	436,339	412,519	412,731	340,348	321,200
Supplies and Food	28,275	15,316	25,325	19,427	14,538
Depreciation and Amortization	7,213	8,204	8,172	8,169	8,082
Interest Expense	16,200	16,179	30,150	93,655	85,973
Purchased Services	51,443	43,903	41,644	103,702	373,034
Minor Equipment	4,152	8,303	750	-	-
Audit & Accounting	7,600	32,712	51,500	-	-
Utilities	1,350	1,338	1,000	1,086	3,265
Child Care	200	165	-	-	-
Insurance	5,364	5,705	5,700	5,039	17,220
Licenses	275	247	200	251	125
Advertising	51,930	27,540	41,640	34,055	77,677
Business Taxes (and SNA Fees)	16,850	16,849	17,100	16,912	16,814
Travel and Education	5,800	2,651	5,400	1,611	21,698
Dues and Subscriptions	9,100	8,138	2,660	2,885	2,081
Miscellaneous	66,676	83,095	56,450	48,446	95,427
Total Operating Expenses	2,229,183	2,278,231	2,266,863	2,229,168	2,446,514
Net Income (Loss) from Operations	(524,875)	(728,323)	(597,555)	(658,568)	(861,472)
Non-Operating Revenue (Expenses)					
Gain (Loss) on Investments	-	-	-	-	-
Grants - Capital Purchases	-	-	-	-	-
Total Non-Operating Revenue (Expenses)	-	-	-	-	-
Net Income (Loss) Before Management Fee	(524,875)	(728,323)	(597,555)	(658,568)	(861,472)
Management Fee Revenue (Expenses)	1,020,705	974,362	1,030,005	975,647	1,001,884
Change in Net Assets	\$ 495,830	\$ 246,040	\$ 432,451	\$ 317,079	\$ 140,412

MARTHA AND MARY HEALTH & REHAB
Summary Report to the Board of Directors
Budget Year Ending December 31, 2019

Budget Assumptions:

Health Services

Payer Type		Mix	Set up Beds		2018 Actual thru 8/31/18		2018 Budget
			2019 Census	Set up Beds			
Medicare	CDP	8.98%	15		14.51		20.5
Managed Care		1.20%	2		1.6		3
Medicare Advantage		1.20%	2		2.08		1
Medicaid	NON CDP	73.05%	122		120.02		109
Medicaid Pending		0.60%	1		1.89		2
Private		11.98%	20		19.94		23
Hospice		2.99%	5		5.05		5
		100.00%	167	178	94%	165.09	163.5
			60955				

Revenue Increases

	2019	
Semi Private Room	\$ 5.00	Per Day Starting February 1, 2018
Private Room	\$ 5.00	Per Day Starting February 1, 2018

Martha & Mary Health Services
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Resident Care, Net	\$ 22,431,080	\$ 21,933,873	\$ 21,405,086	\$ 16,918,512	\$ 16,164,448
Other Services and Fees	2,133,647	2,122,115	2,817,584	210,732	244,323
Contractual Allowance	(7,173,190)	(7,091,401)	(6,964,769)	-	-
Other Revenue	187,600	302,409	165,900	108,235	117,278
Contributions	-	-	-	175,462	101,405
Grants	-	-	-	-	81,508
Investment Earnings	-	-	-	6,623	5,248
Interest Income	3,500	3,821	3,000	4,210	5,090
NAC Training	25,000	25,462	25,000	23,564	24,793
Total Operating Support and Revenue	17,607,637	17,296,279	17,451,801	17,447,337	16,744,095
Operating Expenses					
Salaries and Wages	8,684,103	8,349,979	8,434,869	8,630,772	8,875,166
Benefits and Payroll Taxes	2,590,001	2,372,229	2,543,852	2,221,866	2,218,578
Supplies and Food	1,608,602	1,599,998	1,685,290	1,707,922	1,720,767
Depreciation and Amortization	806,250	781,497	817,590	766,239	716,304
Interest Expense	474,250	476,779	473,250	481,267	492,971
Purchased Services	2,054,539	2,000,636	2,077,817	1,971,701	1,795,319
Audit & Accounting	50,000	50,628	45,000	42,781	-
Utilities	352,250	337,442	374,700	353,706	353,175
Vehicle/Vehicle Fuel	12,000	10,647	17,000	14,736	-
Childcare	28,780	37,817	37,400	22,212	-
Bad Debts	100,000	103,831	100,000	236,580	220,817
Insurance	169,397	156,632	156,500	150,339	149,433
Repairs and Maintenance	72,000	60,316	101,500	120,365	102,224
Licenses	82,800	79,959	85,700	80,174	74,754
Advertising	5,550	3,841	4,500	-	-
Business Taxes (and SNA Fees)	62,250	61,239	65,000	59,662	61,221
Travel and Education	25,650	27,439	11,975	24,267	49,147
Dues and Subscriptions	28,524	27,073	21,525	22,083	27,245
Miscellaneous Expense	175	794	-	15,735	-
Total Operating Expenses	17,207,120	16,538,776	17,053,468	16,922,406	16,857,121
Net Income (Loss) from Operations	400,517	757,503	398,333	524,931	(113,026)
Non-Operating Revenue (Expenses)					
Refinancing Costs	-	-	-	-	-
Gain (Loss) on Investments	-	2,269	-	-	-
Gain (Loss) on Disposal of Assets	-	(513)	-	(41,294)	-
Grants - Capital Purchases	-	-	-	23,620	129,823
Change in Trust	-	-	-	-	33,426
Total Non-Operating Revenue (Expenses)	-	1,756	-	(17,674)	163,249
Net Income (Loss) Before Management Fee	400,517	759,259	398,333	507,257	50,224
Management Fee Revenue (Expenses)	(792,344)	(742,155)	(785,331)	(744,064)	(750,525)
Change in Net Assets	\$ (391,827)	\$ 17,105	\$ (386,998)	\$ (236,807)	\$ (700,302)

Martha & Mary Children's Services
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Children's Services	\$ 2,591,394	\$ 2,466,545	\$ 2,506,547	\$ 2,306,602	\$ 2,239,801
Other Services and Fees	100,134	125,613	84,478	95,319	115,724
Rental Income	74,270	73,567	67,964	68,196	67,170
Contributions	-	9,518	-	5,394	1,802
Grants	-	14,182	-	16,934	5,510
Interest/Miscellaneous Income	-	12	-	33,436	17,709
Total Operating Support and Revenue	2,765,798	2,689,436	2,658,990	2,525,881	2,447,716
Operating Expenses					
Salaries and Wages	1,687,978	1,722,841	1,601,092	1,657,488	1,612,219
Benefits and Payroll Taxes	474,293	465,381	467,231	421,613	467,398
Supplies and Food	176,249	188,971	185,832	201,364	186,116
Depreciation and Amortization	154,291	145,326	159,672	151,672	154,200
Interest Expense & Bank Fees	45,200	44,625	26,754	27,796	29,562
Purchased Services	36,871	33,187	31,066	62,182	73,413
Minor Equipment/Equip Rental	9,625	10,027	7,550	-	-
Audit & Accounting	7,584	8,058	1,491	-	-
Utilities	68,600	68,018	63,950	64,837	66,613
Vehicle/Vehicle Fuel	1,000	947	850	-	-
Childcare	19,900	15,495	51,700	-	-
Bad Debt Expense	1,000	(603)	150	1,258	2,532
Insurance	28,814	33,964	34,318	26,515	16,716
Repairs and Maintenance	5,200	4,086	7,750	13,935	11,146
Licenses	3,315	3,612	3,409	3,561	5,330
Advertising	1,240	-	-	-	-
Business Taxes (and SNA Fees)	6,050	5,986	5,538	7,362	7,642
Travel and Education	880	1,868	729	2,505	1,545
Dues and Subscriptions	190	178	195	235	25
Employee Relations/Recruitment	1,495	1,433	2,200	-	-
Miscellaneous	-	2,583	-	-	-
Total Operating Expenses	2,729,775	2,755,983	2,651,478	2,642,322	2,634,456
Net Income (Loss) from Operations	36,024	(66,547)	7,512	(116,442)	(186,740)
Non-Operating Revenue (Expenses)					
Gain (Loss) on disposal of assets	-	-	-	(1,672)	-
Gain (Loss) on Investments	-	-	-	-	-
Other Gain - Insurance	-	-	-	-	-
Grants - Capital Purchases	-	-	-	-	-
Total Non-Operating Revenue (Expenses)	-	-	-	(1,672)	-
Net Income (Loss) Before Management Fee	36,024	(66,547)	7,512	(118,113)	(186,740)
Management Fee Revenue (Expenses)	(117,546)	(118,436)	(113,007)	(142,235)	(146,430)
Change in Net Assets	\$ (81,523)	\$ (184,983)	\$ (105,495)	\$ (260,348)	\$ (333,169)

Martha & Mary M&M Kids
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Children's Services	\$ 788,122	\$ 772,416	\$ 793,328	\$ 803,029	\$ 791,662
Other Services and Fees	16,775	14,662	10,200	7,728	9,227
Rental Income	-	-	-	-	-
Contributions	-	-	-	-	-
Grants	-	-	-	-	-
Interest/Miscellaneous Income	-	-	-	-	-
Total Operating Support and Revenue	804,897	787,078	803,528	810,757	800,889
Operating Expenses					
Salaries and Wages	521,680	542,608	515,293	397,567	394,153
Benefits and Payroll Taxes	137,002	124,435	147,545	100,594	97,956
Supplies and Food	28,770	22,758	24,504	28,182	21,157
Depreciation and Amortization	1,424	1,223	603	122	201
Interest Expense & Bank Fees	6,000	5,978	1,206	-	-
Purchased Services	13,366	9,935	14,010	5,076	885
Minor Equipment/Equip Rental	-	161	-	1,999	-
Audit & Accounting	2,166	2,273	497	-	-
Utilities	1,500	1,188	2,338	2,371	2,200
Vehicle/Vehicle Fuel	500	852	440	-	-
Childcare	5,600	5,583	-	-	-
Bad Debt Expense	250	-	-	-	-
Insurance	9,801	9,157	11,282	6,899	3,378
Repairs and Maintenance	-	-	-	-	-
Licenses	4,132	4,580	3,648	2,788	2,365
Advertising	400	-	-	-	-
Business Taxes (and SNA Fees)	1,525	1,525	1,562	-	-
Travel and Education	3,950	3,976	2,576	2,063	2,288
Dues and Subscriptions	50	50	55	-	-
Rent	23,560	23,560	22,200	19,111	19,591
Total Operating Expenses	761,677	759,843	747,759	566,771	544,174
Net Income (Loss) from Operations	43,220	27,235	55,769	243,986	256,715
Non-Operating Revenue (Expenses)					
Gain (Loss) on Investments	-	-	-	-	-
Other Gain - Insurance	-	-	-	-	-
Grants - Capital Purchases	-	-	-	-	-
Total Non-Operating Revenue (Expenses)	-	-	-	-	-
Net Income (Loss) Before Management Fee	43,220	27,235	55,769	243,986	256,715
Management Fee Revenue (Expenses)	(33,920)	(33,835)	(34,150)	-	-
Change in Net Assets	\$ 9,300	\$ (6,600)	\$ 21,619	\$ 243,986	\$ 256,715

Martha & Mary Home & Community Services
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Home & Comm. Services	\$ 1,440,000	\$ 1,400,446	\$ 1,737,872	\$ 1,493,147	\$ 1,874,637
Geriatric Care	95,000	90,187	180,000	195,777	146,269
Other Services and Fees	11,420	481	900	18,887	28,135
Prior Year Adjustment	-	(610)	-	-	-
Group Retro	-	45,812	-	-	-
Rental Income	-	-	-	-	-
Contributions	-	1,033	-	-	-
Investment Earnings	-	-	-	-	-
Interest Income	-	18	-	60	-
Total Operating Support and Revenue	1,546,420	1,537,367	1,918,772	1,707,872	2,049,041
Operating Expenses					
Salaries and Wages	1,013,341	1,030,569	1,380,688	1,211,644	1,550,782
Benefits and Payroll Taxes	209,148	206,428	277,625	212,454	234,731
Supplies	8,700	6,296	4,450	5,395	7,750
Depreciation and Amortization	1,680	1,687	1,680	1,680	1,064
Interest Expense/Bank Fees	27,350	26,988	23,000	21,920	31,133
Purchased Services	20,452	23,069	36,562	43,279	56,863
Minor Equipment	3,332	3,759	2,200	-	-
Audit & Accounting	2,250	-	2,250	-	-
Utilities	4,860	5,206	4,100	8,418	15,220
Vehicle/Vehicle Fuel (Rpr/Maint)	1,460	811	1,600	-	-
Childcare	-	979	2,800	-	-
Bad Debt Expense	250	(861)	3,000	2,333	134,493
Insurance	5,084	7,173	5,400	6,313	5,654
Repairs and Maintenance	-	-	-	3,881	2,840
Licenses	2,660	3,177	3,000	3,318	4,409
Advertising	-	-	-	-	4,963
Business Taxes (and SNA Fees)	23,265	22,367	24,723	25,223	30,692
Travel and Education	22,060	21,852	24,250	20,091	35,108
Dues and Subscriptions	2,800	2,262	2,500	3,303	6,275
Rent	12,346	12,148	12,096	17,476	34,529
Total Operating Expenses	1,361,038	1,373,910	1,811,924	1,586,727	2,156,506
Net Income (Loss) from Operations	185,382	163,458	106,848	121,145	(107,465)
Non-Operating Revenue (Expenses)					
Gain (Loss) disposal of assets	-	-	-	(797,067)	-
Misc non-operating revenue	-	-	-	(500)	-
Gain (Loss) on Investments	-	-	-	-	-
Grants - Capital Purchases	-	-	-	-	-
Total Non-Operating Revenue (Expenses)	-	-	-	(797,567)	-
Net Income (Loss) Before Management Fee	185,382	163,458	106,848	(676,422)	(107,465)
Management Fee Revenue (Expenses)	(65,723)	(69,181)	(86,345)	(75,952)	(92,626)
Change in Net Assets	\$ 119,660	\$ 94,276	\$ 20,503	\$ (752,373)	\$ (200,091)

Martha & Mary Ebenezer Services
Statement of Revenues and Expenditures
For the Budget Period January 1 - December 31, 2019

	Proposed Budget 2019	Annualized 2018	Budget 2018	Actuals	
				2017	2016
Operating Support and Revenue					
Rental Income	241,872	236,956	239,232	234,155	237,688
Other Services and Fees	\$ 6,400	\$ 6,257	\$ 6,400	\$ 6,259	\$ 6,490
Contributions	-	-	-	-	-
Grants	-	-	-	-	-
Investment Earnings	-	63,003	-	57,363	29,224
Interest Income	-	-	-	0	0
Total Operating Support and Revenue	248,272	306,217	245,632	297,778	273,402
Operating Expenses					
Salaries and Wages	38,277	34,609	40,733	34,599	25,820
Benefits and Payroll Taxes	3,309	5,638	5,106	6,107	4,959
Supplies	500	182	850	2,068	6,773
Depreciation and Amortization	19,817	20,113	18,162	17,708	10,234
Interest Expense	500	442	695	640	842
Purchased Services	5,869	5,605	14,239	13,885	16,044
Audit & Accounting	2,000	-	2,000	2,000	-
Utilities	52,750	50,265	50,550	47,702	47,525
Insurance	7,880	10,942	9,900	11,144	12,184
Repairs and Maintenance	6,900	2,967	9,300	10,137	11,407
Licenses	50	40	350	395	61
Advertising	-	-	-	-	-
Business Taxes (and SNA Fees)	200	199	175	193	206
Travel and Education	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Operating Expenses	138,052	131,002	152,060	146,577	136,055
Net Income (Loss) from Operations	110,220	175,214	93,572	151,201	137,347
Non-Operating Revenue (Expenses)					
Gain (Loss) on Investments	-	-	-	-	-
Gain (Loss) on Disposal of Assets	-	-	-	(609)	-
Grants - Capital Purchases	-	-	-	-	-
Total Non-Operating Revenue (Expenses)	-	-	-	(609)	-
Net Income (Loss) Before Management Fee	110,220	175,214	93,572	150,592	137,347
Management Fee Revenue (Expenses)	(11,172)	(10,755)	(11,172)	(13,396)	(12,303)
Change in Net Assets	\$ 99,048	\$ 164,459	\$ 82,399	\$ 137,196	\$ 125,044