

Time	Topic	Presenter	Section
WELCOME			
6:45pm	Call to Order <ul style="list-style-type: none"> President's Welcome Agenda Changes 	Alan Crain	
BUSINESS			
6:55pm	Approval of Minutes <ul style="list-style-type: none"> MOTION - <i>Approve the Lutheran Services Board Meeting Minutes from April 25, 2019</i> 	Alan Crain	1
REPORTS			
7:00pm	CEO Report	Lynette Ladenburg	2
	Financial Report	Aaron Schielke	3
	Board Committee Chair Reports <ul style="list-style-type: none"> Development Governance Church & Community Services Strategic Planning 	Mary Polensky Katherine De Bruyn Kent Shane Helen Stoll	4
RECESS			
7:45pm	Martha & Mary Children's Services Board of Trustees Meeting <ul style="list-style-type: none"> MOTION - <i>Approve the Children's Services Board of Trustees Meeting Minutes from April 25, 2019</i> 	Galen Schuler	5
	Martha & Mary Home and Community Services Board of Trustees Meeting <ul style="list-style-type: none"> MOTION - <i>Approve the Home and Community Services Board of Trustees Meeting Minutes from April 25, 2019</i> 	Kent Shane	6
NEW BUSINESS			
8:05pm	Call for New Business <ul style="list-style-type: none"> Generative Discussion 	Alan Crain	7
ADJOURN			
	Farewell	Alan Crain	

UPCOMING DATES & EVENTS

- Max Hayslette's 90th Birthday Party:** June 29, 2019 from 1pm-4pm at Martha & Mary Health and Rehab Center / Chapel



BOARD MEETING PACKET
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MARTHA & MARY LUTHERAN SERVICES

Board of Trustees Meeting Minutes

April 25, 2019

Trustees Present: Bill Baird, Cary Bozeman, Alan Crain, Susan Eagan, Marlene LeMire, Jamie Mittet, Bobbie Moore, Mary Polensky, Aaron Schielke, Galen Schuler, Kent Shane and Helen Stoll

Trustees Absent & Excused: Katherine De Bruyn and Lindsey Lind

Staff Present: Jennifer Bailey

Staff Absent & Excused: Heather Dartt, Kristine Grant, Lynette Ladenburg, Leah Meadows, Tammi Palodichuk, Paula Rimmer, Robin Schuman, Chris Vernon-Cole, Diane Wasson, and Anna Winney

Call to Order

Called to order at 8:27pm.

Agenda Changes

There were no agenda changes.

Approval of Meeting Minutes

- **MOTION** – Approve the March 28, 2018 Martha & Mary Lutheran Services Board of Trustees Meeting Minutes. The motion carried.

Business

- **MOTION** – Approve the Slate of 2019-202 Officers as follows: Alan Crain (President), Bill Baird (Vice President) and Mary Polensky (Secretary)

New Business

There was no new business

Adjourn

The meeting ended at 8:28pm.

Respectfully Submitted:

Mary Polensky, Secretary



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To: Martha & Mary Board of Trustees

From: Lynette L. Ladenburg, CEO

Re: CEO Report

Date: May 23, 2019

Recruitment and Retention

Recruitment continues to be the primary focus for the organization. Over the past 45 days, the recruitment and retention team from Health Services have been meeting several times per week to address certified nursing aide staffing, openings and applicants. We have been reviewing ways to support the current process for hiring and marketing efforts. Over the past two months, we have had the great fortune to hire twelve nursing assistants and seven nurses from our class and local area. In addition, the Spring NAC class starts on May 27 – June 28 and we have 13 students enrolled. The team continues to meet weekly to review our hiring progress and marketing efforts. We are now starting to perform a deep dive into our retention efforts.

Central Kitsap School District Request for Proposal – Before and After School Program

Based on public concern, Central Kitsap School District decided to reject all proposals. CKSD for the 2019 - 2020 school year will continue with the existing contracts for one more year. However, they did issue an RFP for Jackson Park. After reviewing the on-line board minutes, it appears that YMCA will be offered the site for the coming year.

Gala

The 2019 Western Gala was a great success. With a record crowd and some very generous individuals, this year may turn out to be our best yet. Thank you to everyone who joined us at the event and supported Martha & Mary by giving their time, donations and talents to make the event a huge success.

February Financial Overview

The Consolidated Change in Net Assets for the month of April was a gain of \$16,846 and year-to-date gain of \$5,294. Cash flow is at 79 days. Lutheran Services net income for April was a gain of \$26,454 and \$100,544 for the year. Health Services census averaged 165 for the month and 167 overall year-to-date. Health Services for April has a loss of \$37,840 and \$208,403 for the four months ended. Children Services, after management fee, remains strong at a net gain of \$11,932 and year-to-date at \$47,783. At Home, after management fee, has a monthly net income of \$5,614 and \$23,579 which still remains slightly below budget due to census. Ebenezer ended the month with a net gain of \$10,686 and \$41,791 for the year.



Continued Goals for 2019

*Operational efficiencies, recruitment and retention continue to be a primary focus in 2019, along with opportunities of growth, development, partnerships and expansion. We are setting priorities by thinking differently. Our message needs to be simple, engaging and results driven. As we work on workforce investment and using our talent and resources wisely, we will focus on the “**right person, right job**”, regular communication to staff, outreach to the community, and in restructuring employee relations – separating day-to-day human resource management from employee recruitment strategies and activities. Senior Leadership maintained, in order to thrive and continue to grow, Martha & Mary needs to focus on accountability, continuous improvement and stability.*



BOARD MEETING PACKET
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FINANCE & AUDIT COMMITTEE

Meeting Minutes

April 22, 2019

Trustees Present: Alan Crain, Bill Baird, Aaron Schielke, Helen Stoll

Staff Present: Robin Schuman, Lynette Ladenburg, Chris Vernon-Cole, Tammi Palodichuk, Diane Wasson

Absent: Marlene Le Mire

Call to Order – Alan Crain, *Chairperson / Finance & Audit Committee*
Meeting called to order at 5:05 pm

Approval of Meeting Minutes – Alan Crain

MOTION- Approve the March 25, 2019 Finance and Audit Committee Meeting Minutes. The motion MSC with revisions to state February instead of January in 3 areas.

Financial Report – Robin Schuman, *Chief Financial Officer*

Consolidated

- Cash on hand recurring goal of 90-days, cash decreased in March to 75 days from 84 days in February.
- Net Income for the month was \$19,741.96 compared to a budget of \$33,894.96.
- Wages are over budget partially due to 3 payrolls in the month.
- Quarterly adjustment was made to PTO and Sick liability contributing to benefits and payroll taxes being under budget.

Health Services

- Cash on hand for March decreased to 14 days from 27 days in February.
- Census for the month was 165 compared to a budget of 167.
- Census mix for skilled residents was under budget 7.29 while LTC resident census was over budget 5.29. This is consistent with YTD census numbers.
- Revenue was under budget (\$50,194.25) and comparably expenses were under budget \$34,130.
- Advertising is over budget due to recruitment and retention.
- Accounts Receivable increased by \$103K of which \$72K is current and \$31K is managed care that was paid in April.
- Net Income for the month was \$(25,798.27) compared to a budget of \$(24,224.10).

Children's Services

- Cash on hand decreased in March to 58 days from 76 days in February.
- Net income for the month was \$(17,883.40) with a budget of \$1,597.88.
- Supplies and food are over budget due to 5 deliveries in the month of March
- Bad Debt write offs for the month were \$2,240.31 and YTD \$1,381.39 due to some bad debt recoveries.

Home and Community Services

- Cash on hand has decreased to 58 days from 71 days in February.
- Net Income for the month was \$6,609.45 compared to a budget of \$11,653.19.
- Revenue is under budget while expenses are comparably under budget.

Ebenezer Services

- No vacancies.
- Net income for the month was \$10,113.57 compared to a budget of \$8,112.84.
- YTD net income is \$31,105.16 compared to a budget of \$24,654.96.

Other Business:

- Detailed discussion held regarding doing an RFP for 2019 financial audit. Since cost reporting has been moved from CLA to CBSI, it was decided to remain for one more year with CLA for the financial audit and have further discussion next year regarding an RFP.
- Robin to follow up with CLA regarding the IT audit they are to perform.

Having no other business, meeting **adjourned** at 6:00 pm.



Consolidated Financial Statements

April 30, 2019

BOARD OF TRUSTEES SUMMARY

Martha & Mary Lutheran Services
Financial Statement Summary for Board Review
For the Month and YTD Ending April 30, 2019

Attached to this summary you will find the financial statements for the month and YTD period ending April 30, 2019. Below are a few areas we would like to highlight:

Consolidated

- Cash on hand recurring goal of 90-days, cash increased in April to 79 days from 75 days in March.
- Net Income for the month was \$16,845.59 compared to a budget of \$2,358.57.
- Prepaid expenses increased due to Walker & Dunlop Mortgage Insurance.
- Net Income YTD is \$5,293.52 compared to a budget of \$2,679.88.

Health Services

- Cash on hand for April increased to 18 days from 14 days in March.
- Census for the month was 165.37 compared to a budget of 167.
- YTD Census average is 166.68 with a budget of 167.
- Net Income for the month was \$(37,839.90) compared to a budget of \$(46,302.42).
- Administration Employee Relations over budget due to Spring Fling for employees.

Children's Services

- Cash on hand increased in April to 67 days from 58 days in March.
- Census for all centers continues to be under for DSHS and over for Private Pay.
- Purchase Services is under budget due to Audit budget posted in April but no expense in April.
- Travel and Education for Tammi offset by T&D Contributions.
- ELC Depreciation for the flood is \$2,251.63 per month.

Home and Community Services

- Cash on hand has increased to 66 days from 58 days in March.
- Net Income for the month was \$5,613.58 compared to a budget of \$9,674.30.
- All April expenses moved from GCM to At Home statement.
- YTD net income for GCM is \$(2,043.71) compared to a budget of \$3,210.31.
- YTD consolidated net income is \$23,579.10 compared to a budget of \$38,697.20.

Ebenezer Services

- No vacancies.
- Net income for the month was \$10,685.53 compared to a budget of \$8,184.98.
- YTD net income is \$41,790.69 compared to a budget of \$32,839.94.

Martha & Mary

Balance Sheet
As of 4/30/2019

	Current Month	Prior Month	Increase/ (Decrease)	Beginning Year Balance	YTD Change
Assets					
Current Assets					
Cash and cash equivalents					
Lutheran Services	2,078,440.49	2,106,656.94	(28,216.45)	1,837,192.11	241,248.38
Health Services	677,593.21	459,589.86	218,003.35	1,387,609.99	(710,016.78)
Children's Services	219,870.16	126,046.85	93,823.31	58,625.23	161,244.93
Ebenezer Services	275,805.27	270,531.32	5,273.95	241,263.01	34,542.26
Home and Community Services	<u>203,529.80</u>	<u>181,897.52</u>	<u>21,632.28</u>	<u>177,197.42</u>	<u>26,332.38</u>
Total Cash and cash equivalents	3,455,238.93	3,144,722.49	310,516.44	3,701,887.76	(246,648.83)
Accounts Receivable, less allowance for doubtful accounts					
Lutheran Services	46,304.69	40,445.22	5,859.47	69,084.70	(22,780.01)
Health Services	1,316,446.00	1,367,154.10	(50,708.10)	1,405,585.98	(89,139.98)
Children's Services	43,726.98	49,465.05	(5,738.07)	57,262.59	(13,535.61)
Home and Community Services	<u>132,368.79</u>	<u>141,335.36</u>	<u>(8,966.57)</u>	<u>148,624.38</u>	<u>(16,255.59)</u>
Total Accounts Receivable, less allowance for doubtful accounts	1,538,846.46	1,598,399.73	(59,553.27)	1,680,557.65	(141,711.19)
Other receivables					
Lutheran Services	1,100.00	1,300.00	(200.00)	6,170.60	(5,070.60)
Health Services	6,823.06	10,162.89	(3,339.83)	37,114.85	(30,291.79)
Children's Services	<u>5,755.17</u>	<u>5,608.50</u>	<u>146.67</u>	<u>92,615.75</u>	<u>(86,860.58)</u>
Total Other receivables	13,678.23	17,071.39	(3,393.16)	135,901.20	(122,222.97)
Prepaid Expense					
Lutheran Services	4,222.19	5,137.21	(915.02)	7,837.09	(3,614.90)
Health Services	219,786.01	166,551.54	53,234.47	133,508.94	86,277.07
Children's Services	15,115.52	18,725.71	(3,610.19)	22,969.10	(7,853.58)
Ebenezer Services	616.19	8,981.03	(8,364.84)	1,275.93	(659.74)
Home and Community Services	<u>6,848.18</u>	<u>8,050.17</u>	<u>(1,201.99)</u>	<u>9,168.77</u>	<u>(2,320.59)</u>
Total Prepaid Expense	246,588.09	207,445.66	39,142.43	174,759.83	71,828.26
Total Current Assets	5,254,351.71	4,967,639.27	286,712.44	5,693,106.44	(438,754.73)
Property and Equipment					
Lutheran Services	41,274.85	41,868.67	(593.82)	43,737.00	(2,462.15)
Health Services	6,955,533.48	6,935,744.61	19,788.87	6,862,905.97	92,627.51
Children's Services	1,822,191.04	1,836,817.82	(14,626.78)	1,832,274.43	(10,083.39)
Ebenezer Services	352,813.80	339,039.90	13,773.90	345,958.14	6,855.66
Home and Community Services	<u>0.00</u>	<u>185.65</u>	<u>(185.65)</u>	<u>742.69</u>	<u>(742.69)</u>
Total Property and Equipment	9,171,813.17	9,153,656.65	18,156.52	9,085,618.23	86,194.94
Other Assets					
Reserves and restricted deposits, net of current portion					
Health Services	<u>934,879.43</u>	<u>905,966.58</u>	<u>28,912.85</u>	<u>895,133.61</u>	<u>39,745.82</u>
Total Reserves and restricted deposits, net of current portion	934,879.43	905,966.58	28,912.85	895,133.61	39,745.82
Asset held in trust					
Health Services	<u>898,210.25</u>	<u>898,210.25</u>	<u>0.00</u>	<u>826,176.54</u>	<u>72,033.71</u>
Total Asset held in trust	898,210.25	898,210.25	0.00	826,176.54	72,033.71
Investments					
Lutheran Services	456,920.81	456,733.56	187.25	456,172.27	748.54
Health Services	162,769.66	162,769.66	0.00	150,772.59	11,997.07
Children's Services	400,456.30	400,292.17	164.13	399,800.19	656.11
Ebenezer Services	<u>663,205.29</u>	<u>662,933.48</u>	<u>271.81</u>	<u>662,118.70</u>	<u>1,086.59</u>
Total Investments	1,683,352.06	1,682,728.87	623.19	1,668,863.75	14,488.31
Loan and tax credit fees, net					
Health Services	38,606.79	38,727.43	(120.64)	39,089.35	(482.56)

Martha & Mary

Balance Sheet
As of 4/30/2019

	Current Month	Prior Month	Increase/ (Decrease)	Beginning Year Balance	YTD Change
Children's Services	14,284.03	14,407.16	(123.13)	14,776.55	(492.52)
Total Loan and tax credit fees, net	52,890.82	53,134.59	(243.77)	53,865.90	(975.08)
Loan Receivable					
Lutheran Services	46,773.47	46,773.47	0.00	46,773.47	0.00
Total Loan Receivable	46,773.47	46,773.47	0.00	46,773.47	0.00
Resident funds held in trust					
Health Services	21,493.37	21,565.16	(71.79)	20,262.26	1,231.11
Total Resident funds held in trust	21,493.37	21,565.16	(71.79)	20,262.26	1,231.11
Total Other Assets	3,637,599.40	3,608,378.92	29,220.48	3,511,075.53	126,523.87
Total Assets	18,063,764.28	17,729,674.84	334,089.44	18,289,800.20	(226,035.92)
Liabilities					
Current Liabilities					
Accounts Payable					
Lutheran Services	32,523.04	8,473.64	24,049.40	1,702.94	30,820.10
Health Services	390,234.11	216,862.38	173,371.73	302,892.46	87,341.65
Children's Services	23,090.63	22,208.49	882.14	22,482.68	607.95
Ebenezer Services	1,341.24	1,225.80	115.44	1,342.42	(1.18)
Home and Community Services	5,459.44	549.65	4,909.79	887.35	4,572.09
Total Accounts Payable	452,648.46	249,319.96	203,328.50	329,307.85	123,340.61
Accrued payroll and related liabilities					
Lutheran Services	192,532.70	174,839.24	17,693.46	215,494.94	(22,962.24)
Health Services	765,185.22	681,044.28	84,140.94	1,021,621.03	(256,435.81)
Children's Services	142,528.94	120,968.06	21,560.88	168,028.32	(25,499.38)
Ebenezer Services	1,434.56	1,220.51	214.05	1,839.98	(405.42)
Home and Community Services	64,481.21	59,100.76	5,380.45	76,921.97	(12,440.76)
Total Accrued payroll and related liabilities	1,166,162.63	1,037,172.85	128,989.78	1,483,906.24	(317,743.61)
Other current liabilities					
Lutheran Services	1,634.28	1,549.14	85.14	1,530.46	103.82
Health Services	4,253.55	1,094.46	3,159.09	738.74	3,514.81
Children's Services	1,079.31	3,810.82	(2,731.51)	2,969.88	(1,890.57)
Ebenezer Services	12,000.00	12,059.86	(59.86)	11,661.92	338.08
Home and Community Services	14,323.57	18,949.32	(4,625.75)	24,330.50	(10,006.93)
Total Other current liabilities	33,290.71	37,463.60	(4,172.89)	41,231.50	(7,940.79)
Interest Payable					
Health Services	38,855.74	38,855.74	0.00	38,855.74	0.00
Children's Services	2,656.20	2,656.20	0.00	2,656.20	0.00
Total Interest Payable	41,511.94	41,511.94	0.00	41,511.94	0.00
Intercompany payable					
Lutheran Services	(668,371.97)	(601,111.54)	(67,260.43)	(790,627.03)	122,255.06
Health Services	668,371.97	601,111.20	67,260.77	796,325.25	(127,953.28)
Children's Services	0.00	0.00	0.00	(4,285.61)	4,285.61
Ebenezer Services	0.00	0.34	(0.34)	(102.60)	102.60
Home and Community Services	0.00	0.00	0.00	(1,310.01)	1,310.01
Total Intercompany payable	0.00	0.00	0.00	0.00	0.00
Current portion of long-term debt					
Health Services	1,028,171.48	1,028,171.48	0.00	1,028,171.48	0.00
Children's Services	70,788.92	70,788.92	0.00	70,788.92	0.00
Total Current portion of long-term debt	1,098,960.40	1,098,960.40	0.00	1,098,960.40	0.00
Resident funds held in trust					
Health Services	21,493.37	21,565.16	(71.79)	20,262.26	1,231.11
Total Resident funds held in trust	21,493.37	21,565.16	(71.79)	20,262.26	1,231.11
Total Current Liabilities	2,814,067.51	2,485,993.91	328,073.60	3,015,180.19	(201,112.68)
Deferred revenue					

Martha & Mary

Balance Sheet

As of 4/30/2019

	Current Month	Prior Month	Increase/ (Decrease)	Beginning Year Balance	YTD Change
Lutheran Services	17,677.98	4,294.92	13,383.06	0.00	17,677.98
Health Services	11,332.93	11,332.93	0.00	11,823.71	(490.78)
Children's Services	18,555.37	18,651.44	(96.07)	20,668.97	(2,113.60)
Total Deferred revenue	47,566.28	34,279.29	13,286.99	32,492.68	15,073.60
Long Term Debt, net of current portion					
Health Services	12,743,438.93	12,767,760.59	(24,321.66)	12,840,295.99	(96,857.06)
Children's Services	591,754.25	597,932.31	(6,178.06)	616,517.79	(24,763.54)
Total Long Term Debt, net of current portion	13,335,193.18	13,365,692.90	(30,499.72)	13,456,813.78	(121,620.60)
Total Liabilities	16,196,826.97	15,885,966.10	310,860.87	16,504,486.65	(307,659.68)
Net Assets					
Net Assets					
Lutheran Services	3,099,040.47	3,110,869.67	(11,829.20)	3,038,865.93	60,174.54
Health Services	(4,439,196.04)	(4,401,356.14)	(37,839.90)	(4,302,826.58)	(136,369.46)
Children's Services	1,670,945.58	1,614,347.02	56,598.56	1,578,496.69	92,448.89
Ebenezer Services	1,277,664.75	1,266,979.22	10,685.53	1,235,874.06	41,790.69
Home and Community Services	258,482.55	252,868.97	5,613.58	234,903.45	23,579.10
Total Net Assets	1,866,937.31	1,843,708.74	23,228.57	1,785,313.55	81,623.76
Total Net Assets	1,866,937.31	1,843,708.74	23,228.57	1,785,313.55	81,623.76
Total Liabilities and Net Assets	18,063,764.28	17,729,674.84	334,089.44	18,289,800.20	(226,035.92)

Martha & Mary
Statement of Revenues and Expenditures (Consolidated)
From 4/1/2019 Through 4/30/2019

	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	1,408,560.05	1,431,249.67	(22,689.62)	5,540,828.90	5,724,998.57	(184,169.67)	5,606,170.03	(65,341.13)	(1.17)
Home & Commn. Services	103,120.41	127,081.05	(23,960.64)	421,959.64	508,324.20	(86,364.56)	480,391.87	(58,432.23)	(12.16)
Children's services	315,853.64	292,276.74	23,576.90	1,184,793.83	1,125,606.97	59,186.86	1,100,561.08	84,232.75	7.65
Management Services	126,016.70	115,754.77	10,261.93	505,505.33	463,019.08	42,486.25	447,599.83	58,105.50	12.99
Other services and fees	41,063.71	12,068.82	28,994.89	82,343.15	48,275.24	34,067.91	67,709.46	14,633.69	21.61
Rental income	27,274.20	26,345.20	929.00	109,122.55	105,380.80	3,741.75	100,840.94	8,281.61	8.21
Beauty and gift shops	8,921.28	9,205.48	(284.20)	35,544.88	36,821.92	(1,277.04)	35,049.12	495.76	1.41
Contributions	10,300.84	7,916.67	2,384.17	23,039.19	31,666.68	(8,627.49)	23,083.79	(44.60)	(0.19)
Grants	96.07	8,333.33	(8,237.26)	2,113.60	33,333.32	(31,219.72)	4,506.47	(2,392.87)	(53.10)
Interest income	98.21	287.67	(189.46)	657.48	1,150.68	(493.20)	1,469.10	(811.62)	(55.25)
NAC training	390.00	2,054.79	(1,664.79)	7,150.23	8,219.18	(1,068.95)	5,926.93	1,223.30	20.64
Total Operating and Support Revenue:	2,041,695.11	2,032,574.19	9,120.92	7,913,058.78	8,086,796.64	(173,737.86)	7,873,108.62	39,950.16	0.51
Operating Expenses:									
Salaries and wages	1,170,529.85	1,124,990.67	(45,539.18)	4,618,635.39	4,470,878.30	(147,757.09)	4,400,506.38	218,129.01	4.96
Benefits and payroll taxes	309,673.20	310,365.20	692.00	1,165,524.96	1,241,460.74	75,935.78	1,113,945.47	51,579.49	4.63
Supplies and food	145,113.15	154,098.43	8,985.28	564,970.15	616,393.72	51,423.57	640,482.71	(75,512.56)	(11.79)
Depreciation and amortization	80,833.37	82,556.32	1,722.95	321,992.24	330,225.28	8,233.04	319,812.12	2,180.12	0.68
Interest expense	45,711.43	47,458.34	1,746.91	182,398.66	189,833.36	7,434.70	188,697.89	(6,299.23)	(3.34)
Purchased services	159,702.48	198,185.64	38,483.16	631,777.29	785,092.55	153,315.26	729,113.10	(97,335.81)	(13.35)
Utilities	41,062.38	40,109.16	(953.22)	165,169.97	160,436.64	(4,733.33)	157,949.34	7,220.63	4.57
Bad debt expense	11,430.02	8,458.33	(2,971.69)	37,691.21	33,833.32	(3,857.89)	32,624.95	5,066.26	15.53
Insurance	18,300.83	18,861.68	560.85	73,203.36	75,446.72	2,243.36	74,906.47	(1,703.11)	(2.27)
Repairs and maintenance	6,734.31	8,650.86	1,916.55	21,592.84	34,603.44	13,010.60	26,312.81	(4,719.97)	(17.94)
Licenses	7,543.77	7,769.33	225.56	28,825.71	31,077.32	2,251.61	29,478.57	(652.86)	(2.21)
Advertising	6,118.85	4,151.66	(1,967.19)	23,905.73	16,156.64	(7,749.09)	10,746.30	13,159.43	122.46
Business taxes (includes SNA)	11,078.41	8,969.59	(2,108.82)	38,387.69	36,317.11	(2,070.58)	35,037.93	3,349.76	9.56
Travel and education	4,418.65	4,899.15	480.50	19,014.90	19,596.60	581.70	12,843.05	6,171.85	48.06
Dues and subscriptions	2,717.36	3,388.67	671.31	13,708.74	13,554.68	(154.06)	11,942.81	1,765.93	14.79
Miscellaneous	4,525.21	7,281.75	2,756.54	15,769.35	29,127.00	13,357.65	15,488.94	280.41	1.81
Total Operating Expenses:	2,025,493.27	2,030,194.78	4,701.51	7,922,568.19	8,084,033.42	161,465.23	7,799,888.84	122,679.35	1.57
Inc (Loss) From Operations	16,201.84	2,379.41	13,822.43	(9,509.41)	2,763.22	(12,272.63)	73,219.78	(82,729.19)	(112.99)
Non-Operating Revenue (Expenses):									
Gain (Loss) on investments	0.00	0.00	0.00	0.00	0.00	0.00	(3,959.71)	3,959.71	(100.00)
Investment Earnings	643.75	0.00	643.75	14,522.17	0.00	14,522.17	(1,540.68)	16,062.85	(1,042.58)
Investment Fees	0.00	0.00	0.00	280.76	0.00	280.76	(7,439.01)	7,719.77	(103.77)
Misc non-operating revenue (expense)	0.00	(20.83)	20.83	0.00	(83.32)	83.32	0.00	0.00	0.00

Martha & Mary
Statement of Revenues and Expenditures (Consolidated)
From 4/1/2019 Through 4/30/2019

	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
Total Non-Operating Revenue (Expenses):	<u>643.75</u>	<u>(20.83)</u>	<u>664.58</u>	<u>14,802.93</u>	<u>(83.32)</u>	<u>14,886.25</u>	<u>(12,939.40)</u>	<u>27,742.33</u>	<u>(214.40)</u>
Inc (Loss) Before Mgmt Fee M&M Mgmt Fee Rev(Exp)	16,845.59	2,358.58	14,487.01	5,293.52	2,679.90	2,613.62	60,280.38	(54,986.86)	(91.22)
Management fee revenue	84,637.90	84,443.91	193.99	328,028.10	335,926.88	(7,898.78)	316,825.54	11,202.56	3.54
Management fee expense	<u>(84,637.90)</u>	<u>(84,443.92)</u>	<u>(193.98)</u>	<u>(328,028.10)</u>	<u>(335,926.90)</u>	<u>7,898.80</u>	<u>(316,825.54)</u>	<u>(11,202.56)</u>	<u>3.54</u>
Total M&M Mgmt Fee Rev(Exp)	<u>0.00</u>	<u>(0.01)</u>	<u>0.01</u>	<u>0.00</u>	<u>(0.02)</u>	<u>0.02</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Change in Net Assets	<u>16,845.59</u>	<u>2,358.57</u>	<u>14,487.02</u>	<u>5,293.52</u>	<u>2,679.88</u>	<u>2,613.64</u>	<u>60,280.38</u>	<u>(54,986.86)</u>	<u>(91.22)</u>

Martha & Mary

Statement of Revenues and Expenditures

Lutheran Services

From 4/1/2019 Through 4/30/2019

	Current Period Actual	Current Period Budget - Operating Budget	Current Period 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:									
Prior Year Rev/Adj	0.00	0.00	0.00	0.00	0.00	0.00	(141.50)	141.50	(100.00)
Management Services	126,016.70	115,754.77	10,261.93	505,505.33	463,019.08	42,486.25	447,399.83	58,105.50	12.99
Other services and fees	14.35	0.00	14.35	33.71	0.00	33.71	43.60	(9.89)	(22.68)
Contributions	8,523.94	7,916.67	607.27	17,074.58	31,666.68	(14,592.10)	13,971.39	3,103.19	22.21
Grants	0.00	8,333.33	(8,333.33)	0.00	33,333.32	(33,333.32)	0.00	0.00	0.00
Interest income	22.13	0.00	22.13	219.36	0.00	219.36	43.57	175.79	403.47
Total Operating and Support Revenue:	134,577.12	132,004.77	2,572.35	522,832.98	528,019.08	(5,186.10)	461,316.89	61,516.09	13.33
Operating Expenses:									
Salaries and wages	138,753.52	126,750.19	(12,003.33)	554,365.23	507,000.76	(47,364.47)	524,924.37	29,440.86	5.61
Benefits and payroll taxes	37,819.02	35,689.12	(2,129.90)	133,893.74	142,756.48	8,862.74	135,268.28	(1,374.54)	(1.02)
Supplies and food	4,132.42	2,560.41	(1,572.01)	6,954.47	10,241.64	3,287.17	4,637.78	2,316.69	49.95
Depreciation and amortization	593.82	601.06	7.24	2,462.15	2,404.24	(57.91)	2,722.84	(260.69)	(9.57)
Bank Fees	749.74	1,350.00	600.26	1,760.08	5,400.00	3,639.92	3,861.11	(2,101.03)	(54.42)
Purchased services	3,508.35	4,453.57	945.22	18,835.51	21,914.28	3,078.77	35,072.11	(16,236.60)	(46.29)
Utilities	110.30	112.50	2.20	440.89	450.00	9.11	490.66	(49.77)	(10.14)
Insurance	431.49	447.04	15.55	1,725.95	1,788.16	62.21	1,890.20	(164.25)	(8.69)
Licenses	10.00	22.91	12.91	172.17	91.64	(80.53)	120.75	51.42	42.58
Advertising	3,972.48	3,535.83	(436.65)	18,150.82	14,143.32	(4,007.50)	9,394.19	8,756.63	93.21
Business taxes (includes SNA)	1,459.77	1,404.17	(55.60)	5,687.93	5,616.68	(71.25)	5,495.48	192.45	3.50
Travel and education	0.00	483.32	483.32	91.03	1,933.28	1,842.25	94.58	(3.55)	(3.75)
Dues and subscriptions	63.24	758.33	695.09	3,450.60	3,033.32	(417.28)	1,265.80	2,184.80	172.60
Miscellaneous	1,364.63	4,310.42	2,945.79	3,157.03	17,241.68	14,084.65	2,758.54	398.49	14.45
Total Operating Expenses:	192,968.78	182,478.87	(10,489.91)	751,147.60	734,015.48	(17,132.12)	727,996.69	23,150.91	3.18
Inc (Loss) From Operations	(58,391.66)	(50,474.10)	(7,917.56)	(228,314.62)	(205,996.40)	(22,318.22)	(266,679.80)	38,365.18	(14.39)
Non-Operating Revenue (Expenses):									
Gain (Loss) on investments	0.00	0.00	0.00	0.00	0.00	0.00	(1,170.29)	1,170.29	(100.00)
Investment Earnings	207.81	0.00	207.81	830.76	0.00	830.76	8.10	822.66	10,156.30
Investment Fees	0.00	0.00	0.00	0.00	0.00	0.00	(2,235.14)	2,235.14	(100.00)
Total Investment Fees	0.00	0.00	0.00	0.00	0.00	0.00	(2,235.14)	2,235.14	(100.00)
Total Non-Operating Revenue (Expenses):	207.81	0.00	207.81	830.76	0.00	830.76	(3,397.33)	4,228.09	(124.45)
Inc (Loss) Before Mgmt Fee	(58,183.85)	(50,474.10)	(7,709.75)	(227,483.86)	(205,996.40)	(21,487.46)	(270,077.13)	42,593.27	(15.77)
M&M Mgmt Fee Rev(Exp)									
Management fee revenue	84,637.90	84,443.91	193.99	328,028.10	335,926.88	(7,898.78)	316,825.54	11,202.56	3.54

Martha & Mary

Statement of Revenues and Expenditures

Lutheran Services

From 4/1/2019 Through 4/30/2019

	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
Total M&M Mgmt Fee Rev(Exp)	<u>84,637.90</u>	<u>84,443.91</u>	<u>193.99</u>	<u>328,028.10</u>	<u>335,926.88</u>	<u>(7,898.78)</u>	<u>316,825.54</u>	<u>11,202.56</u>	<u>3.54</u>
Change in Net Assets	<u>26,454.05</u>	<u>33,969.81</u>	<u>(7,515.76)</u>	<u>100,544.24</u>	<u>129,930.48</u>	<u>(29,386.24)</u>	<u>46,748.41</u>	<u>53,795.83</u>	<u>115.08</u>

Martha & Mary

Statement of Revenues and Expenditures Health Services

From 4/1/2019 Through 4/30/2019

	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	126,200.26	213,600.00	(87,399.74)	591,286.86	854,400.00	(263,113.14)	857,545.86	(266,259.00)	(31.05)
Medicare A	240,597.86	254,411.27	(13,813.41)	719,821.74	1,017,645.04	(297,823.30)	1,091,788.52	(371,966.78)	(34.07)
Medicare Advantage	28,827.13	34,702.33	(5,875.20)	143,584.12	138,809.22	4,774.90	182,845.13	(39,261.01)	(21.47)
Managed Care/Insurance	21,943.89	34,412.00	(12,468.11)	81,264.60	137,648.06	(56,383.46)	124,203.64	(42,939.04)	(34.57)
Medicaid Pending	27,558.43	0.00	27,558.43	157,528.88	0.00	157,528.88	44,571.32	112,957.56	253.43
Medicare B	11,689.13	10,056.17	1,632.96	60,801.38	40,224.65	20,576.73	66,281.58	(5,480.20)	(8.27)
Medicaid Revenue	908,498.97	850,338.83	58,160.14	3,568,512.34	3,401,355.32	167,157.02	3,107,911.06	460,601.28	14.82
Hospice Revenue	43,827.40	36,482.49	7,344.91	229,011.14	145,929.96	83,081.18	150,991.25	78,019.89	51.67
Other Rev/Discounts or credits	(1,964.82)	(2,753.42)	788.60	(11,174.67)	(11,013.68)	(160.99)	(11,384.04)	209.37	(1.84)
Total Resident care, net	1,407,178.25	1,431,249.67	(24,071.42)	5,540,636.39	5,724,998.57	(184,362.18)	5,614,754.32	(74,117.93)	(1.32)
Prior Year Rev/Adj	1,381.80	0.00	1,381.80	192.51	0.00	192.51	(8,064.81)	8,257.32	(102.39)
Other services and fees	30,299.70	4,405.49	25,894.21	44,325.89	17,621.92	26,703.97	23,335.54	20,990.35	89.95
Beauty and gift shops	8,921.28	9,205.48	(284.20)	35,544.88	36,821.92	(1,277.04)	35,049.12	495.76	1.41
Contributions	990.57	0.00	990.57	1,521.78	0.00	1,521.78	3,650.40	(2,128.62)	(58.31)
Interest income	74.80	287.67	(212.87)	431.69	1,150.68	(718.99)	1,418.18	(986.49)	(69.56)
NAC training	390.00	2,054.79	(1,664.79)	7,150.23	8,219.18	(1,068.95)	5,926.93	1,223.30	20.64
Total Operating and Support Revenue:	1,449,236.40	1,447,203.10	2,033.30	5,629,803.37	5,788,812.27	(159,008.90)	5,676,069.68	(46,266.31)	(0.82)
Operating Expenses:									
Salaries and wages	763,665.26	726,982.46	(36,682.80)	3,046,579.20	2,907,929.81	(138,649.39)	2,786,125.71	260,453.49	9.35
Benefits and payroll taxes	204,104.57	205,904.48	1,799.91	777,620.36	823,617.92	45,997.56	717,063.75	60,556.61	8.45
Supplies and food	120,997.66	134,029.31	13,031.65	484,224.19	536,117.24	51,893.05	562,307.28	(78,083.09)	(13.89)
Depreciation and amortization	62,930.63	67,187.53	4,256.90	250,633.95	268,750.12	18,116.17	260,942.08	(10,308.13)	(3.95)
Interest expense	38,641.16	39,416.67	775.51	154,994.22	157,666.68	2,672.46	158,367.43	(3,373.21)	(2.13)
Bank Fees	0.00	104.17	104.17	124.27	416.68	292.41	6.25	118.02	1,888.32
Purchased services	149,638.06	178,992.54	29,354.48	578,543.38	725,970.15	147,426.77	659,735.41	(81,192.03)	(12.31)
Utilities	29,898.30	29,354.17	(544.13)	118,759.34	117,416.68	(1,342.66)	113,570.40	5,188.94	4.57
Bad debt expense	11,600.10	8,333.33	(3,266.77)	36,679.90	33,333.32	(3,346.58)	33,200.00	3,479.90	10.48
Insurance	13,836.73	14,116.37	279.64	55,346.93	56,465.48	1,118.55	52,113.98	3,232.95	6.20
Repairs and maintenance	5,846.92	6,958.34	1,111.42	18,305.87	27,833.36	9,527.49	20,834.23	(2,528.36)	(12.14)
Licenses	6,406.43	6,900.00	493.57	24,908.99	27,600.00	2,691.01	25,560.38	(651.39)	(2.55)
Advertising	2,146.37	462.50	(1,683.87)	5,540.30	1,850.00	(3,690.30)	1,352.11	4,188.19	309.75
Business taxes (includes SNA)	7,703.32	5,125.00	(2,578.32)	23,940.26	20,500.00	(3,440.26)	19,968.80	3,971.46	19.89
Travel and education	2,026.12	2,137.50	111.38	11,874.18	8,550.00	(3,324.18)	6,228.69	5,645.49	90.64
Dues and subscriptions	2,463.66	2,377.01	(86.65)	9,078.00	9,508.04	430.04	9,779.74	(701.74)	(7.18)
Miscellaneous	10.00	0.00	(10.00)	10.00	0.00	(10.00)	0.00	10.00	100.00

Martha & Mary

Statement of Revenues and Expenditures

Health Services

From 4/1/2019 Through 4/30/2019

	Current Period Actual	Current Period Operating Budget	Current Period Variance - Operating Budget	Current Year Actual	YTD Budget - Operating Budget	YTD Budget Variance - Operating Budget	Prior Year Actual	Current Year Change	Current Year % Change
Total Operating Expenses:	<u>1,421,915.29</u>	<u>1,428,381.38</u>	<u>6,466.09</u>	<u>5,597,163.34</u>	<u>5,723,525.48</u>	<u>126,362.14</u>	<u>5,427,156.24</u>	<u>170,007.10</u>	<u>3.13</u>
Inc (Loss) From Operations									
Non-Operating Revenue (Expenses):	27,321.11	18,821.72	8,499.39	32,640.03	65,286.79	(32,646.76)	248,913.44	(216,273.41)	(86.89)
Investment Earnings	0.00	0.00	0.00	12,229.47	0.00	12,229.47	(1,465.77)	13,695.24	(934.34)
Total Non-Operating Revenue (Expenses):	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>12,229.47</u>	<u>0.00</u>	<u>12,229.47</u>	<u>(1,465.77)</u>	<u>13,695.24</u>	<u>(934.34)</u>
Inc (Loss) Before Mgmt Fee M&M Mgmt Fee Rev(Exp)	27,321.11	18,821.72	8,499.39	44,869.50	65,286.79	(20,417.29)	247,447.67	(202,578.17)	(81.87)
Management fee expense	(65,161.01)	(65,124.14)	(36.87)	(253,272.67)	(260,496.55)	7,223.88	(241,539.98)	(11,732.69)	4.86
Total M&M Mgmt Fee Rev(Exp)	<u>(65,161.01)</u>	<u>(65,124.14)</u>	<u>(36.87)</u>	<u>(253,272.67)</u>	<u>(260,496.55)</u>	<u>7,223.88</u>	<u>(241,539.98)</u>	<u>(11,732.69)</u>	<u>4.86</u>
Change in Net Assets	<u>(37,839.90)</u>	<u>(46,302.42)</u>	<u>8,462.52</u>	<u>(208,403.17)</u>	<u>(195,209.76)</u>	<u>(13,193.41)</u>	<u>5,907.69</u>	<u>(214,310.86)</u>	<u>(3,627.66)</u>

Martha & Mary
Statement of Revenues and Expenditures
Children's Services
From 4/1/2019 Through 4/30/2019

	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	(9,181.23)	(8,912.00)	(269.23)	(29,829.83)	(33,786.00)	3,956.17	(24,255.99)	(5,573.84)	22.98
Infants	36,858.15	33,741.69	3,116.46	140,178.28	129,424.10	10,754.18	125,006.64	15,171.64	12.14
Toddlers	69,877.14	60,194.69	9,682.45	253,865.78	227,274.95	26,590.83	244,866.15	8,999.63	3.68
Pre-school	153,201.52	141,300.36	11,901.16	569,000.35	541,463.92	27,536.43	486,625.61	82,374.74	16.93
Jr Kindergarten	0.00	0.00	0.00	0.00	0.00	0.00	(150.00)	150.00	(100.00)
School Age	65,098.06	65,952.00	(853.94)	251,579.25	261,230.00	(9,650.75)	268,468.67	(16,889.42)	(6.29)
Total Children's services	315,853.64	292,276.74	23,576.90	1,184,793.83	1,125,606.97	59,186.86	1,100,561.08	84,232.75	7.65
Other services and fees	10,158.66	7,095.00	3,063.66	35,906.50	28,380.00	7,526.50	41,230.64	(5,324.14)	(12.91)
Rental income	6,189.20	6,189.20	0.00	24,756.80	24,756.80	0.00	24,280.60	476.20	1.96
Contributions	786.33	0.00	786.33	4,442.83	0.00	4,442.83	5,462.00	(1,019.17)	(18.66)
Grants	96.07	0.00	96.07	2,113.60	0.00	2,113.60	4,506.47	(2,392.87)	(53.10)
Interest income	1.20	0.00	1.20	4.92	0.00	4.92	3.74	1.18	31.55
Total Operating and Support Revenue:	333,085.10	305,560.94	27,524.16	1,252,018.48	1,178,743.77	73,274.71	1,176,044.53	75,973.95	6.46
Operating Expenses:									
Salaries and wages	197,327.48	184,256.69	(13,070.79)	729,241.45	707,942.37	(21,299.08)	741,312.83	(12,071.38)	(1.63)
Benefits and payroll taxes	52,896.73	51,461.59	(1,435.14)	190,610.68	205,846.36	15,235.68	191,909.56	(1,298.88)	(0.68)
Supplies and food	19,500.47	16,742.04	(2,758.43)	71,603.34	66,968.16	(4,635.18)	71,979.35	(376.01)	(0.52)
Depreciation and amortization	14,749.91	12,976.24	(1,773.67)	58,861.85	51,904.96	(6,956.89)	48,927.67	9,934.18	20.30
Interest expense	3,763.63	4,266.66	503.03	16,199.89	17,066.64	866.75	17,365.22	(1,165.33)	(6.71)
Purchased services	4,534.43	12,268.48	7,734.05	26,255.09	27,323.92	1,068.83	23,465.89	2,789.20	11.89
Utilities	6,121.25	5,841.66	(279.59)	25,027.21	23,366.64	(1,660.57)	23,802.28	1,224.93	5.15
Bad debt expense	(70.08)	104.17	174.25	1,311.31	416.68	(894.63)	(175.05)	1,486.36	(849.11)
Insurance	3,194.56	3,217.90	23.34	12,778.31	12,871.60	93.29	14,735.75	(1,957.44)	(13.28)
Repairs and maintenance	615.02	995.85	380.83	2,482.17	3,983.40	1,501.23	4,255.42	(1,773.25)	(41.67)
Licenses	655.18	620.59	(34.59)	2,581.72	2,482.36	(99.36)	2,772.52	(190.80)	(6.88)
Advertising	0.00	153.33	153.33	214.61	163.32	(51.29)	0.00	214.61	100.00
Business taxes (includes SNA)	368.51	451.67	83.16	2,370.78	2,345.43	(25.35)	2,295.63	75.15	3.27
Travel and education	1,373.38	402.49	(970.89)	3,696.36	1,609.96	(2,086.40)	2,049.03	1,647.33	80.40
Dues and subscriptions	25.00	20.00	(5.00)	154.71	80.00	(74.71)	132.91	21.80	16.40
Miscellaneous	2,142.58	1,963.33	(179.25)	8,570.32	7,853.32	(717.00)	8,570.32	0.00	0.00
Total Operating Expenses:	307,198.05	295,742.69	(11,455.36)	1,151,959.80	1,132,225.12	(19,734.68)	1,153,399.33	(1,439.53)	(0.12)
Inc (Loss) From Operations	25,887.05	9,818.25	16,068.80	100,058.68	46,518.65	53,540.03	22,645.20	77,413.48	341.85
Non-Operating Revenue (Expenses):									
Gain (Loss) on investments	0.00	0.00	0.00	0.00	0.00	0.00	(1,050.18)	1,050.18	(100.00)
Investment Earnings	164.13	0.00	164.13	656.11	0.00	656.11	0.00	656.11	100.00

Martha & Mary
Statement of Revenues and Expenditures
Children's Services
From 4/1/2019 Through 4/30/2019

	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
Investment Fees									
Investment Fees	0.00	0.00	0.00	0.00	0.00	0.00	(1,959.20)	1,959.20	(100.00)
Total Investment Fees	0.00	0.00	0.00	0.00	0.00	0.00	(1,959.20)	1,959.20	(100.00)
Total Non-Operating Revenue (Expenses):	164.13	0.00	164.13	656.11	0.00	656.11	(3,009.38)	3,665.49	(121.80)
Inc (Loss) Before Mgmt Fee M&M Mgmt Fee Rev(Exp)	26,051.18	9,818.25	16,232.93	100,714.79	46,518.65	54,196.14	19,635.82	81,078.97	412.91
Management fee expense	(14,118.85)	(12,986.35)	(1,132.50)	(52,932.13)	(50,096.63)	(2,835.50)	(50,083.07)	(2,849.06)	5.69
Total M&M Mgmt Fee Rev(Exp)	(14,118.85)	(12,986.35)	(1,132.50)	(52,932.13)	(50,096.63)	(2,835.50)	(50,083.07)	(2,849.06)	5.69
Change in Net Assets	11,932.33	(3,168.10)	15,100.43	47,782.66	(3,577.98)	51,360.64	(30,447.25)	78,229.91	(256.94)

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

Home and Community Services

From 4/1/2019 Through 4/30/2019

	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:									
Prior Year Rev/Adj	0.00	0.00	0.00	0.00	0.00	0.00	(354.23)	354.23	(100.00)
Home & Comm. Services	103,120.41	119,272.83	(16,152.42)	408,213.74	477,091.33	(68,877.59)	456,212.38	(47,998.64)	(10.52)
Geriatric Care	0.00	7,808.22	(7,808.22)	13,745.90	31,232.87	(17,486.97)	24,179.49	(10,433.59)	(43.15)
Other services and fees	0.00	35.00	(35.00)	(34.95)	140.00	(174.95)	1,094.68	(1,129.63)	(103.19)
Interest income	0.03	0.00	0.03	1.31	0.00	1.31	3.52	(2.21)	(62.78)
Total Operating and Support Revenue:	103,120.44	127,116.05	(23,995.61)	421,926.00	508,464.20	(86,538.20)	481,135.84	(59,209.84)	(12.31)
Operating Expenses:									
Salaries and wages	68,630.49	83,620.92	14,990.43	279,803.94	334,483.68	54,679.74	336,507.79	(56,703.85)	(16.85)
Benefits and payroll taxes	14,626.20	17,022.66	2,396.46	62,441.75	68,090.64	5,648.89	67,733.62	(5,291.87)	(7.81)
Supplies and food	482.60	725.00	242.40	2,183.66	2,900.00	716.34	1,458.30	725.36	49.74
Depreciation and amortization	185.65	139.99	(45.66)	742.69	559.96	(182.73)	559.93	182.76	32.64
Bank Fees	2,536.90	2,279.17	(277.73)	9,282.64	9,116.68	(165.96)	8,938.59	344.05	3.85
Purchased services	1,479.24	1,981.97	502.73	6,205.52	7,927.88	1,722.36	8,951.39	(2,745.87)	(30.68)
Utilities	379.78	405.00	25.22	1,401.45	1,620.00	218.55	1,678.46	(277.01)	(16.50)
Bad debt expense	(100.00)	20.83	120.83	(300.00)	83.32	383.32	(400.00)	100.00	(25.00)
Insurance	664.17	423.70	(240.47)	2,656.65	1,694.80	(961.85)	2,225.20	431.45	19.39
Repairs and maintenance	41.48	121.67	80.19	178.90	486.68	307.78	247.72	(68.82)	(27.78)
Licenses	438.31	221.66	(216.65)	1,078.28	886.64	(191.64)	1,003.64	74.64	7.44
Business taxes (includes SNA)	1,546.81	1,938.75	391.94	6,328.86	7,755.00	1,426.14	7,222.29	(893.43)	(12.37)
Travel and education	1,019.15	1,875.84	856.69	3,353.33	7,503.36	4,150.03	4,470.75	(1,117.42)	(24.99)
Dues and subscriptions	165.46	233.33	67.87	1,025.43	933.32	(92.11)	764.36	261.07	34.16
Miscellaneous	1,008.00	1,008.00	0.00	4,032.00	4,032.00	0.00	4,160.08	(128.08)	(3.08)
Total Operating Expenses:	93,124.24	112,018.49	18,894.25	380,415.10	448,073.96	67,658.86	445,522.12	(65,107.02)	(14.61)
Inc (Loss) From Operations	9,996.20	15,097.56	(5,101.36)	41,510.90	60,390.24	(18,879.34)	35,613.72	5,897.18	16.56
Non-Operating Revenue (Expenses):									
Misc non-operating revenue (expense)	0.00	(20.83)	20.83	0.00	(83.32)	83.32	0.00	0.00	0.00
Total Non-Operating Revenue (Expenses):	0.00	(20.83)	20.83	0.00	(83.32)	83.32	0.00	0.00	0.00
Inc (Loss) Before Mgmt Fee M&M Mgmt Fee Rev(Exp)	9,996.20	15,076.73	(5,080.53)	41,510.90	60,306.92	(18,796.02)	35,613.72	5,897.18	16.56
Management fee expense	(4,382.62)	(5,402.43)	1,019.81	(17,931.80)	(21,609.72)	3,677.92	(21,667.05)	3,735.25	(17.24)
Total M&M Mgmt Fee Rev(Exp)	(4,382.62)	(5,402.43)	1,019.81	(17,931.80)	(21,609.72)	3,677.92	(21,667.05)	3,735.25	(17.24)
Change in Net Assets	5,613.58	9,674.30	(4,060.72)	23,579.10	38,697.20	(15,118.10)	13,946.67	9,632.43	69.07

Martha & Mary
Statement of Revenues and Expenditures
Ebenezer Services
From 4/1/2019 Through 4/30/2019

	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:									
Prior Year Rev/Adj	0.00	0.00	0.00	0.00	0.00	0.00	(23.75)	23.75	(100.00)
Other services and fees	591.00	533.33	57.67	2,112.00	2,133.32	(21.32)	2,005.00	107.00	5.34
Rental income	21,085.00	20,156.00	929.00	84,365.75	80,624.00	3,741.75	76,560.34	7,805.41	10.20
Interest income	0.05	0.00	0.05	0.20	0.00	0.20	0.09	0.11	122.22
Total Operating and Support Revenue:	<u>21,676.05</u>	<u>20,689.33</u>	<u>986.72</u>	<u>86,477.95</u>	<u>82,757.32</u>	<u>3,720.63</u>	<u>78,541.68</u>	<u>7,936.27</u>	<u>10.10</u>
Operating Expenses:									
Salaries and wages	2,153.10	3,380.41	1,227.31	8,645.57	13,521.68	4,876.11	11,635.68	(2,990.11)	(25.70)
Benefits and payroll taxes	226.68	287.35	60.67	958.43	1,149.34	190.91	1,970.26	(1,011.83)	(51.36)
Supplies and food	0.00	41.67	41.67	4.49	166.68	162.19	100.00	(95.51)	(95.51)
Depreciation and amortization	2,373.36	1,651.50	(721.86)	9,291.60	6,606.00	(2,685.60)	6,659.60	2,632.00	39.52
Bank Fees	0.00	41.67	41.67	37.56	166.68	129.12	159.29	(121.73)	(76.42)
Purchased services	542.40	489.08	(53.32)	1,937.79	1,956.32	18.53	1,888.30	49.49	2.62
Utilities	4,552.75	4,395.83	(156.92)	19,541.08	17,583.32	(1,957.76)	18,407.54	1,133.54	6.16
Insurance	173.88	656.67	482.79	695.52	2,626.68	1,931.16	3,941.34	(3,245.82)	(82.35)
Repairs and maintenance	230.89	575.00	344.11	625.90	2,300.00	1,674.10	975.44	(349.54)	(35.83)
Licenses	33.85	4.17	(29.68)	84.55	16.68	(67.87)	21.28	63.27	297.32
Business taxes (includes SNA)	0.00	50.00	50.00	59.86	100.00	40.14	55.73	4.13	7.41
Total Operating Expenses:	<u>10,286.91</u>	<u>11,573.35</u>	<u>1,286.44</u>	<u>41,882.35</u>	<u>46,193.38</u>	<u>4,311.03</u>	<u>45,814.46</u>	<u>(3,932.11)</u>	<u>(8.58)</u>
Inc (Loss) From Operations	<u>11,389.14</u>	<u>9,115.98</u>	<u>2,273.16</u>	<u>44,595.60</u>	<u>36,563.94</u>	<u>8,031.66</u>	<u>32,727.22</u>	<u>11,868.38</u>	<u>36.26</u>
Non-Operating Revenue (Expenses):									
Gain (Loss) on investments	0.00	0.00	0.00	0.00	0.00	0.00	(1,739.24)	1,739.24	(100.00)
Investment Earnings	271.81	0.00	271.81	805.83	0.00	805.83	(83.01)	888.84	(1,070.76)
Investment Fees									
Investment Fees	0.00	0.00	0.00	280.76	0.00	280.76	(3,244.67)	3,525.43	(108.65)
Total Investment Fees	0.00	0.00	0.00	280.76	0.00	280.76	(3,244.67)	3,525.43	(108.65)
Total Non-Operating Revenue (Expenses):	<u>271.81</u>	<u>0.00</u>	<u>271.81</u>	<u>1,086.59</u>	<u>0.00</u>	<u>1,086.59</u>	<u>(5,066.92)</u>	<u>6,153.51</u>	<u>(121.44)</u>
Inc (Loss) Before Mgmt Fee M&M Mgmt Fee Rev(Exp)	<u>11,660.95</u>	<u>9,115.98</u>	<u>2,544.97</u>	<u>45,682.19</u>	<u>36,563.94</u>	<u>9,118.25</u>	<u>27,660.30</u>	<u>18,021.89</u>	<u>65.15</u>
Management fee expense	(975.42)	(931.00)	(44.42)	(3,891.50)	(3,724.00)	(167.50)	(3,535.44)	(356.06)	10.07
Total M&M Mgmt Fee Rev(Exp)	<u>(975.42)</u>	<u>(931.00)</u>	<u>(44.42)</u>	<u>(3,891.50)</u>	<u>(3,724.00)</u>	<u>(167.50)</u>	<u>(3,535.44)</u>	<u>(356.06)</u>	<u>10.07</u>
Change in Net Assets	<u>10,685.53</u>	<u>8,184.98</u>	<u>2,500.55</u>	<u>41,790.69</u>	<u>32,839.94</u>	<u>8,950.75</u>	<u>24,124.86</u>	<u>17,665.83</u>	<u>73.23</u>



BOARD MEETING PACKET
Section Divider Page

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Martha & Mary
CHURCH AND COMMUNITY SERVICE COMMITTEE
Tuesday, May 7, 2019, 3:00-4:00 p.m. family room

“[in support of Martha and Mary’s mission] Strengthening communication and relationships with member congregations, pastors, delegates and the communities where we are located.”

Present: Kent, Bobbi, Paula, Diane, Laurie

1. Opening Prayer
2. Broadening the Circle of Support from faith communities – we keep this as a reminder
 - a. M&M Values, Mission, Vision – document from Paula
 - b. “Member” congregations – expectations, partners, promises, resources
3. Brochures for pastors to use as resources
 - a. Kent getting together with pastors
 - i. Phoned all of them; Talked with 6 of 7
 - ii. Some wanted presentations by someone coming in – basic info like services, costs, how we apply to get in, home health, long-term care (KS – the home health might be a good one to take on the road)
 - iii. Brochure – one pager – yes, please!! – have it – need to get it to the pastors – Jennifer revisiting the congs, or Diane when she talks; Paula send with the annual reports, too?
 - iv. Presentations on memory care, child development, parenting, the story (history – who, what, why, how)
 - v. Kent – put these ideas together in a way we can track and set up speakers
 - vi. Fact: 6 of our 8 member congs have preschools/schools!!
 - vii. Some want to hear about the history
 - b. KS – so we would need to get the info back out to the churches – a brochure, a speakers bureau, needs list, etc....
 - c. Teams of 2 from M&M to go to churches – Paula has an idea on this
4. Other
 - a. Chaplain space on the website (Laurie)

- b. Aging presentation for youth groups (Helen)
- c. Needs list –**activity enrichments list**
 - i. “activity enrichments” – get Diane’s list on the development website
 - ii. IDEA: Mention in the next newsletter – July
 - iii. Jennifer send an email to our church list with this list and to let them know to look for it on the website;
 - iv. Need to let them know how to drop off and how we accept these gifts. M-F business hours; Paula will talk with Adrienne; Laurie with talk with Tracie
 - v. Need to be new; not discards; maybe very gently used
- d. A gift from Community of Christ at Memorial Drive Lutheran after their closing - \$6300+
- e. Jennifer and Alzheimer’s Association

5. Calendar

- a. June – Jennifer – Alzheimer’s Association presentations – one at HRS in Poulsbo, one at Silverdale Luth., one in Bremerton hopefully
- b. Oct 12 - delegate/community gathering –
 - i. IDEA: one idea is to have feedback from visits made over the summer (between now and whenever)
 - ii. IDEA: Memory care presentation in partnership with AA
 - iii. **IDEA: gracious caregiving – how do we do it, and what are our options, dealing with denial, guilt – maybe as a lead in to the 6 week caregiver’s classes?
- c. November - letter of appreciation and reminder to elect delegates at their cong. annual meeting
- d. April 18, May 2 – Gala??
- e. April 30 – annual meeting

6. Next steps/tasks before next time

- a. Send with annual reports by end of May: Paula – brochures, activity enrichments list, Laurie - letter from the committee
- b. Can we send books to new pastors? Nichols book – yes! Paula
- c. Schedule cong visits during Summer – Kent talk with caregiver support group at PFLC and then publicize it; Paula will set up spread sheet

7. Set next meeting – Tuesday, June 11 @ 2:00 p.m.; room TBD

STRATEGIC PLANNING COMMITTEE / PHILANTHROPY TASKFORCE

Meeting Minutes

March 25, 2019

Present Jennifer Bailey, Cary Bozeman, Alan Crain, Katherine De Bruyn, Lynette Ladenburg, Bob Nichols, Mary Polensky, Paula Rimmer, Helen Stoll and Chris Vernon-Cole

Call to Order – Helen Stoll, *Chairperson / Strategic Planning Committee*
Called to order at 3:38PM.

Approval of Meeting Minutes – Helen Stoll

MOTION – Approve the January 28, 2018 Strategic Planning Committee / Philanthropy Taskforce Meeting Minutes. The motion carried.

Building Communities Fund (BCF) Grant Projects – Chris Vernon-Cole, *Chief Operations & Strategy Officer*

Chris provided an update on current projects underway that are funded by the Building Communities Fund grant. He announced that the Marina Unit renovation is nearly complete and that work on the Garden Unit is expected to begin next week. Currently, Chris is finishing up drawings for required permits for the Garden remodel.

Memory Care Expansion – Chris Vernon-Cole

An in-depth discussion took place with regards to space limitations on the Bay Unit, not including the secured Courtyard section.

Management has been analyzing several options to expand common space for residents and their families. One possible solution includes removing two beds and knocking down walls to accommodate the need. Another is to increase the size of the dining room by expanding into the outside courtyard.

With the increasing need for memory care in Kitsap, management has contracted with Miles Yanick to conduct a feasibility study to evaluate this idea. Results will be presented at the next committee meeting. Staff did indicate that the possible expansion could cost upwards of \$500,000 and would be a great project focus for a capital campaign.

Philanthropy Taskforce – Paula Rimmer, *Director of Development*

Paula reviewed 2019 priorities for the Development department. Highlights included: (1) Increasing the size of the Development Committee to have more individuals involved in fundraising efforts, (2) implementing a Donor Stewardship and Prospect Cultivation Program supported by the Board and

Senior Leadership, (3) implementing a planned giving program, (4) developing a three-year plan to support development growth and a future capital, (5) establish core metrics for evaluating the performance of Development's efforts, and (6) improve the infrastructure of the Development Department.

Next Meeting

Tuesday, May 28, 2019 at 3:30PM – 4:45PM in Toleffson

Adjournment

Meeting adjourned at 4:58PM



BOARD MEETING PACKET
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Time	Topic	Presenter	Section
WELCOME			
7:45pm	Call to Order <ul style="list-style-type: none"> Agenda Changes 	Galen Schuler	
BUSINESS			
	Approval of Minutes <ul style="list-style-type: none"> MOTION - <i>Approve the Children's Services Board of Trustees Meeting Minutes from April 25, 2019</i> 	Galen Schuler	5
REPORTS			
	Administrator Report	Tammi Poladichuk	
NEW BUSINESS			
	Call for New Business	Galen Schuler	
ADJOURN			
7:55pm	Farewell	Galen Schuler	

UPCOMING DATES & EVENTS

- Max Hayslette's 90th Birthday Party:** June 29, 2019 from 1pm-4pm at Martha & Mary Health and Rehab Center / Chapel

MARTHA & MARY CHILDREN'S SERVICES

Board of Trustees Meeting Minutes

Thursday, April 25, 2019

Trustees Present: Bill Baird, Cary Bozeman, Alan Crain, Susan Eagan, Marlene LeMire, Jamie Mittet, Bobbie Moore, Mary Polensky, Aaron Schielke, Galen Schuler, Kent Shane and Helen Stoll

Trustees Absent & Excused: Katherine De Bruyn and Lindsey Lind

Staff Present: Jennifer Bailey

Staff Absent & Excused: Heather Dartt, Kristine Grant, Lynette Ladenburg, Leah Meadows, Tammi Palodichuk, Paula Rimmer, Robin Schuman, Chris Vernon-Cole, Diane Wasson and Anna Winney

Call to Order

Called to order at 8:28pm.

Agenda Changes

There were no agenda changes.

Approval of Meeting Minutes

- MOTION – Approve the March 28, 2019 Children's Services Board of Trustees Meeting Minutes. The motion carried.

Business

- MOTION – Approve the Slate of 2019-2020 Board Officers as follows: Galen Schuler (President), Lindsey Lind (Vice President) and Mary Polensky (Secretary). The motion carried.

New Business

No new business.

Adjournment

Meeting adjourned at 8:29pm.

Respectfully Submitted:

Mary Polensky, Secretary



BOARD MEETING PACKET
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Time	Topic	Presenter	Section
WELCOME			
7:55pm	Call to Order <ul style="list-style-type: none"> Agenda Changes 	Kent Shane	
BUSINESS			
	Approval of Minutes <ul style="list-style-type: none"> MOTION - MOTION - <i>Approve the Home and Community Services Board of Trustees Meeting Minutes from April 25, 2019</i> 	Kent Shane	6
REPORTS			
	Administrator Report	Diane Wasson	
NEW BUSINESS			
	Call for New Business	Kent Shane	
ADJOURN			
8:05pm	Farewell	Kent Shane	

UPCOMING DATES & EVENTS

- Max Hayslette's 90th Birthday Party:** June 29, 2019 from 1pm-4pm at Martha & Mary Health and Rehab Center / Chapel

MARTHA & MARY HOME AND COMMUNITY SERVICES

Board of Trustees Meeting Minutes

Thursday, April 25, 2019

Trustees Present: Bill Baird, Cary Bozeman, Alan Crain, Susan Eagan, Marlene LeMire, Jamie Mittet, Bobbie Moore, Mary Polensky, Aaron Schielke, Galen Schuler, Kent Shane and Helen Stoll

Trustees Absent & Excused: Katherine De Bruyn and Lindsey Lind

Staff Present: Jennifer Bailey

Staff Absent & Excused: Heather Dartt, Kristine Grant, Lynette Ladenburg, Leah Meadows, Tammi Palodichuk, Paula Rimmer, Robin Schuman, Chris Vernon-Cole, Diane Wasson and Anna Winney

Call to Order

Called to order at 8:32pm.

Agenda Changes

There were no agenda changes.

Approval of Meeting Minutes

- MOTION – Approve the March 28, 2019 Home and Community Services Board of Trustees Meeting Minutes. The motion carried.

Business

- MOTION – Approve the Slate of 2019-2020 Board Officers as follows: Kent Shane (President), Bobbie Moore (Vice President) and Mary Polensky (Secretary). The motion carried.

New Business

No new business.

Adjournment

Meeting adjourned at 8:32pm.

Respectfully Submitted:

Mary Polensky, Secretary



BOARD MEETING PACKET
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ZIEGLER INVESTMENT BANKING

SENIOR LIVING FINANCE Z-NEWS

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FEATURED ARTICLE

GOVERNANCE SPOTLIGHT: THE IMPORTANCE OF GENERATIVE DISCUSSIONS

It has been stated a number of times in recent years that the complexity of the senior living business has increased coming out of the recession. The consumer is changing. Healthcare reform and payment reform are redefining the care continuum. Workforce pressures are challenging daily operations and the industry consolidation is increasing the scale and sophistication in many markets. There is little room for uninformed and disengaged board leadership in today's not-for-profit senior living environment. The aim of this week's *Z-News* article is to not only emphasize the importance of spending time in meaningful, strategic dialogue, but to also provide a sample of generative questions that can be utilized by your board.

A few years ago, Ziegler conducted a survey through its *CFO HotlineSM* series and determined that roughly 40% of senior living boards meeting quarterly and another 30% meet every other month. With meetings only 4-6 times a year, you may ask how a board has time for open-ended discussion, particularly if meeting time is limited. The reality is, you do not have a choice but to spend time in such discussions. If your board does not designate one meeting as its annual retreat (36% of senior living boards have an annual retreat), then these deep-dive conversations need to be built into the agenda for each meeting or at designated times throughout the year. The ultimate role of the board is to set the strategic direction of the organization. If board meetings are spent discussing operations or listening to a round-robin of updates that could have easily been distributed in advance, you are missing the boat. It is without a doubt that organizations who spend time in generative work have greater clarity around identity, strategic direction and a collective vision for the future. There are some organizations who spend 30-minutes at the end of each board meeting in discussion around a generative question. Others weave these discussions in with educational topics brought forth during meetings.

It is important to note that these types of conversations require a level of trust and respect among board members. There can often be disagreement and varying perspectives on a particular topic. That is a good thing, but it needs to be done within a board culture that appreciates diverse schools of thought and understands how to use those discussions to move the organization forward. Here are some examples of questions that boards should be contemplating:

- If we were to build this organization from scratch, what would it look like?
- What is our organization's risk tolerance regarding pace of growth?
- Would we be willing to grow in a certain direction if it meant challenges for the next 2-3 years, knowing that long-term we would be in a more stable position?
- Is there anything that we do or offer as an organization that we should really consider not doing anymore?
- Is there something that we do really well, better than others, that we could build upon and use as a growth strategy?
- Under what circumstances would we be willing to affiliate with another organization, if any?
- Would we ever consider creating a for-profit division or joint-venture with a for-profit entity? What would that mean for us as a not-for-profit?
- What is most exciting about the current senior living environment we are in today?
- What are the greatest threats to the future viability of this organization? What can be done to diminish the threats?
- What are our weaknesses as a board? What could we be doing better?
- Would you, as a board member, be willing to live in this community (one of our communities)? What would you want to see changed before making that decision?
- Would you describe the organization as innovative?

There are dozens of potential questions that can be created for use with your board and leadership teams to stimulate conversation. Spring is often a time where strategic planning sessions are held and organizations look to redefine their future direction. This can be the ideal time to utilize some of the above questions to help advance the planning efforts and grow the overall strength of the board itself.

If you have any questions about the content of this issue of *Z-News* or other related items, please contact the Ziegler banker in your region.

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