

Board of Commissioner's Meeting September 15, 2021

Superintendent's Report

VHVD 2021/2022 Goals

I presented the following Draft Goals for the District at our Sept. 1 meeting. I am requesting feedback from the Board on any additional goals or clarifications to these goals. If not, I would ask that the Board approve these Goals.

Accessible: Care is available when patients need it and in a convenient location.

Goal: Partner with Sea Mar and the community on a plan to advocate for improved commercial rates with Kaiser, Premera and other major payers.

Goal: Advocate for implementation of 340b pharmacy drug pricing for Medicaid and low-income patients on Vashon.

Goal: Facilitate a decision on a convenient location for the clinic <u>as close as possible to in-the</u> downtown core.

Accountable: The clinic takes responsibility for the community and provides quality care through evidence-based medicine and performance-based measurement and improvement.

Goal: Coordinate with Sea Mar on the implementation of quarterly reporting to the District on clinic outcome measures for the clinic.

Coordinated: The clinic helps patients navigate the health care system to get the care they need in a safe and timely way.

Goal: Engage with community providers to consider how the District can support improvement in access to Behavioral Health services, including participation in the BH Steering Committee.

Patient & Family Centered: Patients and families are the center of health care delivery. Patients are engaged to participate and share in decision-making about their care. Provider communication is culturally competent and focused on understanding the patient's perspective.

Sustainable: The District works with the provider to build the capacity of the clinic to serve

District residents, while minimizing the needed subsidy, in order to assure the District can sustain its financial support long-term.

Goals:

- 1. Work with Sea Mar on planning what capacity is needed beyond primary care in a new facility.
- 2. Work with Sea Mar on how to raise additional funds beyond the \$3 million grant
- 3. Establish a 2022 Budget that balances the subsidy needed with repayment of the King County loan while minimizing the tax levy.

Sea Mar July Financials

Included with my report are two July financial reports. One is the original prepared by Sea Mar. The other is a spreadsheet that includes the Sea Mar's Vashon July 2021 financials to which I have added the Nov through March actual information, so that we can see 9 months of actual performance. Clinic visits in July were down 17% from June due to provider vacations. Despite that, the Net Gain for the month was \$17,474 versus \$15,825 in June. YTD for 9 months, the Net Gain was \$105,036. The projected 12-month Net Gain is now between \$210,189 and \$315,108.

I did obtain additional information from Dr. Erdman regarding the clinic days providers worked. The clinic financial report shows that the clinic was open 21 days during the month. If none of the providers were gone that would have been 63 provider days. However, due to vacations, providers only worked a total of 46 provider days in July. Based on these 46 provider days, and using the productivity standard of 18.9 patients per day, at 100% productivity we would have expected to see 889 visits vs. the 869 reported.

Unfinished Business and Committee Reports

Administration and Finance

Wolczko

Accounts Payable - No report.

Payroll - No report.

Outreach Committee

Pryne/Brown

The State of the District meeting is scheduled for Thursday, Oct. 14 at 7 p.m. The Committee met Monday, Sept. 13 to review a draft agenda prepared by Eric Pryne and you should have received a copy of that draft. The topics on the agenda generally include: presentation of the revised Mission and Vision; an overview of what has been accomplished this past year; the District's role as intermediary and advocate; information on financial and patient satisfaction performance for the clinic; a discussion of the VHCD Budget, the \$5.90 limit and how the levy rate may be impacted for residents in 2022. We will not be asking Dr. Erdman to present.

Clinic Relations Committee

The committee met on September 9. No community members were in attendance. Kerry provided the other members with a number of updates. Sea Mar is still in the process of credentialing Mitzi Laney, ARNP, who will be working on Thursdays and Fridays. They are still interested in hiring for more ARNP coverage. There is an ARNP in training interested in Vashon, but the affordability of housing is an issue. Kerry did report that they have hired a FT behavioral health counselor. Telehealth visits are down, with most patients choosing to come into the clinic. The clinic is scheduling up to 10 patients a day for COVID testing.

New Business

Vashon Care Center — At the request of one of the commissioners, I have placed this topic on the agenda. The agenda has a link the news release from the Vashon Care Center regarding their announcement that they are planning to cease operations by the end of the year. They state in this press release that the primary factors leading to this decision were a decreased demand for assisted-living services, ongoing staffing shortages and a critical budget shortfall. They state that the pandemic has made day-to-day operations significantly more costly and challenging. Transforming Age states that they have covered shortfalls at VCC of more than \$4 million since 2018.

Tom Langland and Wendy Noble have been asked to serve on a task force that will be exploring alternative uses for the facility and other options for providing senior housing.

Sea Mar CHC Vashon						SeaMar CHC Vashon		Sea Mar CHC - Vashon		Projected Contract		
Period Ending July 31, 2021 (4 Months)						Nov - March, 2021		YTD (9 Months)		•	Term (12 Months)	
	4	3	Varianc		% Change	YTD			Actual 9 Months	LOW	HIGH	
STATISTICS	Current Month	Prior Month	е	YTD	from Prior Month	Nov 2020 - I	war 2021	STATISTICS	YTD	12 Month Proj. (actual 9	12 Month Proj. (actual April -	
Clinic Days per Month	21	22	(1)	84	WOTILLI	121		Clinic Days per Month	(Nov 20 July 24) 205	(actual 9	(actual April -	
Visits	889	1,073	(184)	4,102	-17.1%	4,505		Visits	8607	11,476	12,306	
Visits per Clinical Day	42	49	` (6)	49	-14.3%	37		Visits per Clinical Day	42	,	,	
Total Cost per Visit	244	200	44	217	22.0%	220		Total Cost per Visit	218			
REVENUES				Current	Payer	YTD	Payer	REVENUES	Paye	r		
	Current	Prior Month	Varianc	YTD	Mix %	Nov 2020 -	Mix %		Mix			
	Month	Wonth	е			Mar 2021			%			
Private Pay	21,050	7,326	13,724	79,792	5.1%	62,188	4.2%	Private Pay	\$ 141,980 4.7%			
Medicaid FFS	2,714	166	2,548	9,148	0.6%	37,286	2.5%	Medicaid FFS	\$ 46,434 1.5%			
Medicare FFS	149,705	117,846	31,859	461,306	29.4%	425,510		Medicare FFS	\$ 886,816 29.2%			
Medicare Advantage FFS	84,389	122,871	(38,482)	430,987	27.5%	380,919	25.9%	Medicare Advantage FFS	\$ 821,914 27.0%			
Commercial Ins	89,665	109,248	(19,583)	390,431	24.9%	390.927	26.5%	Commercial Ins	\$ 781,358 25.7%			
Other FFS	1,057	436	621	5,619	0.4%		0.0%	Other FFS	\$ 5,619 0.2%			
Managed Care FFS	43,802	50,740	(6,938)	191,453	12.2%	173,041	11.7%	Managed Care FFS	\$ 364,494 12.0%			
TOTAL FEE FOR	392,383	408,634	(16,251)	1,568,735	100.0%	1,473,492	100.0%	TOTAL FEE FOR	\$ 3,042,227 100.0%	\$ 4,056,303	\$ 4,706,205	
SERVICES						(222 (22)		SERVICES				
Bad Debt Allowances	(14,674)	(21,370)	6,696	(79,641)		(203,173)		Bad Debt Allowances	\$ (282,814)			
Uncompensated Care Contractual Allowances	(10,913)	(7,232)	(<mark>3,681)</mark> 20,082	(63,533) (1,084,475)		(70,259) (883,043)		Uncompensated Care Contractual Allowances	\$ (133,792)			
DEDUCTIONS FROM	(296,089) (321,676)	(316,171)	23.097	(1,227,649)	-	(1,156,476)	-	DEDUCTIONS FROM	\$ (1,967,518) \$ (2,384,125)			
REVENUES	(321,070)	(344,773)	20,001	()		(1,130,470)		REVENUES	ψ (2,304,123)			
TOTAL NET FEE FOR SERVICES	70,707	63,861	6,846	341,086		317,016		TOTAL NET FEE FOR SERVICES	\$ 658,102	\$ 877,469	\$ 1,023,258	
Managed Care Capitation	3,022	332	2,689	4,541		4,225		Managed Care Capitation	\$ 8,766			
FQHC Enhancement	35,829	38,913	(3,084)	145,488	_	97,306	-	FQHC Enhancement	\$ 242,794			
TOTAL MANAGED CARE	38,851	39,245	(395)	150,029		101,531		TOTAL MANAGED CARE	\$ 251,560	\$ 335,413	\$ 450,087	
GRANTS	0	2,218	(2,218)	2.218		78		GRANTS	\$ 2.296			
County Contracts	125,000	125,000	(2,210)	500,000		625,000		County Contracts	\$ 1,125,000	\$ 1,500,000	\$ 1,500,000	
Other Contracts & Funding	0	0	0	50		020,000		Other Contracts & Funding	\$ 50	, ,,,,,,,,,	, ,,,,,,,,,	
CONTRACTS	125,000	125,000	0	500,050	-	625,000		CONTRACTS	\$ 1,125,050			
TOTAL NET REVENUE	234,558	230,325	4,233	993,383		1,043,626		TOTAL NET REVENUE	\$ 1,125,050 \$ 2,037,009	\$ 2,716,012	\$ 2,980,149	
EXPENSES								EXPENSES				
Total Salary	100,915	98,762	2,154	406,340		499,306		Total Salary	\$ 905,646			
Fringe Benefits	29,211	28,686	525	109,839		125,246		Fringe Benefits	\$ 235,085			
Professional Services -	0	6,726	(6,726)	6,726		, , , , , , , , , , , , , , , , , , ,	-		•			
Providers TOTAL PERSONNEL	130,126	134,174	(4,048)	522,904	=	624,552	-	TOTAL PERSONNEL	\$ 1,147,456			
Operating Supplies	18,843	19,232	(389)	90.851		96,912		Operating Supplies	\$ 1,147,456 \$ 187,763			
Depre & Amortization	901	901	(309)	3,604		4,220		Depre & Amortization	\$ 7,824			
Building & Equipment Rental	7,859	7,415	445	30,045		43,349		Building & Equipment Rental	\$ 73,394			
Repair and Maintenance	5,345	2,942	2,403	12,936		9,333		Repair and Maintenance	\$ 22,269			
Utilities	941	1,086	(145)	4,374		7,356		Utilities	\$ 11,730			

Sea Mar CHC Vashon Period Ending July 31, 2021 (4 Months)					SeaMar CHC Vashon Nov - March, 2021	Sea Mar CH YTD (9 I	IC - Vashon Months)	Projected Contract Term (12 Months)	
Telephone	0	422	(422)	876	260	Telephone	\$ 1,136		
Technology	0	422	(422)	1,188	17,440	Technology	\$ 18,628		
Office Supplies	515	396	119	2,214	1,196	Office Supplies	\$ 3,410		
Other Contractual Services	26,916	22,005	4,911	115,849	16,344	Other Contractual Services	\$ 132,193		
Travel & Meeting	1,894	1,247	646	4,657	4,013	Travel & Meeting	\$ 8,670		
Tax	0	560	(560)	560	2,698	1	\$ 3,258		
Interest Expense	544	800	(256)	2,279	3,419	Interest Expense	\$ 5,698		
TOTAL EXPENSES	193,884	191,603	2,280	792,338	831,091	TOTAL EXPENSES	\$ 1,623,429	\$ 2,164,572	\$ 2,377,014
NET CONTRIBUTION	40,674	38,721	1,953	201,045	212,535	NET CONTRIBUTION	\$ 413,580		
Total Allocated Indirect Costs	23,200	22,896	304	96,009	158,929	Total Allocated Indirect Costs	\$ 254,938	\$ 339,917	\$ 288,027
TOTAL EXPENSES	\$217,084	4 \$214,499	\$2,584	\$888,347	\$990,019	TOTAL EXPENSES	\$ 1,878,366	\$ 2,504,488	\$ 2,665,041
NET GAIN / (LOSS)	\$17,474	4 \$15,825	\$1,649	\$105,036	\$52,606	NET GAIN / (LOSS)	\$ 157,642	\$ 210,189	\$ 315,108

SeaMar CHC Vashon Medical & BH Intergrated, Dept 317 & Dept. 410 For the 04th Month Period Ending July 31, 2021

Current Month Prior Month Variance VTD VTD Variance VTD VTD Variance VTD V	I=						
Clinic Days per Month	Fiscal Period	4	3	V:	Current	Prior	Yr to Yr
Visits pre Clinical Day 42 49 66 49 0 44 0 0 44 0 40 40 40 40 40 40 40 40 4	Clinic Days per Month						
Annualized Productivity 3,814 3,911 (297) 3,873 0 3,873 0 3,873 Personnel Cost per Visit 146 128 28 21 127 0 127 128 128 129 140 129 1							
Personnel Cost per Visit 146	Visits per Clinical Day	42	49	` (6)	49	0	49
Supplies per Visit	Annualized Productivity	3,614	3,911	(297)	3,873	0	3,873
Direct Cost per Visit 244 200 44 217 0 217	Personnel Cost per Visit	146	125	21	127	0	127
Total Cost per Visit 244 200 44 217 0 217							
Provider to Staff Ratio 2.94 3.13 (0.19) 3.17 0.00 3.17							
Provider to Staff Ratio 2.94 3.13 (0.19) 3.17 0.00 3.17 3.10 0.00 7.38 11.64 9.76 1.89 10.51 0.00 10.51 11.64 9.76 1.89 10.51 0.00 10.51 11.64 9.76 1.89 10.51 0.00 10.51 11.64 9.76 1.89 10.51 0.00 10.51 11.64 9.76 1.89 10.51 0.00 10.51 11.64 9.76 1.89 10.51 0.00 10.51 11.64 11.64 9.76 1.89 10.51 0.00 10.51 11.64	Total Cost per Visit	244	200	44	217	0	217
Support Staff				(0.40)	0.4=		0.4=
Provider to Staff Ratio 2.96							
Private Pay	Support Stan						
Current Month	Broyder to Staff Patio	2.06	2.12	0.94	2 22	0.00	2 22
Private Pay	Trovider to Starr Natio	2.30	2.12	0.04			
Mediciare FFS 2,714 166 2,548 9,148 0 9,148 Mediciare FFS 149,705 117,846 31,899 461,306 461,306 461,306 461,306 461,306 461,306 461,306 461,306 461,306 461,306 400,987 0 430,987 0 630,881 30,481 6,686 341,086 0 191,483 0 191,483 0 193,48		Current Month	Prior Month	Variance	YTD	YTD	Variance
Medicale FFS 2,714 166 2,548 9,148 0 9,148 Medicare FFS 149,705 117,846 31,899 461,306 0 461,306 461,306 461,306 461,306 461,306 461,306 704,90,987 0 430,987 0 56,99 65,19 Managed Care Captral 440 0 686 (61,938) 191,433 0 (78,841) 0 24,841 0 42,841 0 42,841<	Private Pay	21,050	7,326	13,724	79,792	0	79,792
Medicare Advantage FFS						0	9,148
Commercial Ins	Medicare FFS	149,705	117,846	31,859	461,306	0	461,306
Other FFS 1.057 438 621 5.619 0 5.619 Managed Care FFS 43,802 50,740 (6.938) 191.453 0 191.453 TOTAL FEE FOR SERVICES 392,383 408.634 (16,251) 1,568,735 0 1,568,735 Bad Debt Allowances (14,674) (21,370) 6,698 (79,641) 0 79,641 Uncompensated Care (10,913) (7,232) (3,881) (63,533) 0 (63,533) Contractual Allowances (296,089) (316,171) 20,082 (1,084,475) 0 (1,084,475) DEDUCTIONS FROM REVENUES (321,676) (344,773) 23,097 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,649 0 1,227,							
Managed Care FFS							
TOTAL FEE FOR SERVICES 392,383							
Bad Debt Allowances				(-7/			
Uncompensated Care				, , ,			
Contractual Allowances (296,089) (316,171) 20,082 (1,084,475) 0 (1,084,475) DEDUCTIONS FROM REVENUES (321,676) (344,773) 23,097 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 (1,227,649) 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 341,086 0 145,488 0 145,488 0 145,488 0 145,488 0 145,488 0 1							
DEDUCTIONS FROM REVENUES (321,676) (344,773) 23,097 (1,227,649) 0 (1,227,649) TOTAL NET FEE FOR SERVICES 70,707 63,861 6,846 341,086 0 341,086 Managed Care Capitation 3,022 332 2,889 4,541 0 4,541 FOHA CERLAR 35,829 38,913 (3,084) 145,488 0 145,488 TOTAL MANAGED CARE 38,851 39,245 (395) 150,0029 0 150,029 0 150,029 0 150,0029 0 150,0029 0 150,0029 0 150,0029 0 150,0029 0 150,0029 0 150,0029 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0 2,218 0							
TOTAL NET FEE FOR SERVICES 70,707 63,861 6,846 341,086 0 341,086 Managed Care Capitation 3,022 332 2,689 4,541 0 4,541 FOHC Enhancement 35,529 33,913 (3,084) 145,488 0 145,488 TOTAL MANAGED CARE 38,851 39,245 (395) 150,029 0 150,029 Misc Grants Rev 0 2,218 (2,218) 2,218 0 2,218 GRANTS 0 2,218 (2,218) 2,218 0 2,218 County Contracts 125,000 125,000 0 500,000 0 500,000 Ciber Contracts & Funding 0 0 0 50 50 0 50 CONTRACTS 125,000 125,000 0 500,050 0 500,050 TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 Fringe Sterices - Providers 0 6,726 (6,726) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 TOTAL PERSONNEL 7,859 7,415 445 30,045 0 30,045 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Fleepin Repair and Maintenance 15,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10,884 10,886 (145) 4,374 0 4,374 Telephone 0 422 (422) 1,188 0 1,188 Office Supplies 1,884 10							
Managed Care Capitation 3,022 332 2,689 4,541 0 4,541 FOHC Enhancement 35,829 38,913 (3,084) 145,488 0 145,488 TOTAL MANAGED CARE 36,851 39,245 (356) 150,029 0 150,029 Misc Grants Rev 0 2,218 (2,218) 2,218 0 2,218 County Contracts 125,000 125,000 0 500,000 0 500,000 Other Contracts & Funding 0 0 0 0 50 0 50 CONTRACTS 125,000 125,000 0 500,050 0 500,050 TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 Professional Services - Providers 0 6,726 (6,726)							(, , , , , ,
FOHÉ Enhancement 35,829 38,913 (3,084) 145,488 0 145,488 TOTAL MANAGED CARE 38,851 39,245 (395) 150,029 0 150,029	TOTAL NET FEE FOR SERVICES	70,707	63,861	6,846	341,086	0	341,086
TOTAL MANAGED CARE 38,851 39,245 (395) 150,029 0 150,029 Misc Grants Rev 0 2,218 (2,218) 2,218 0 2,218 County Contracts 125,000 125,000 125,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,000 10 500,050 TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 406,340 90 6,726 10 6,726 10 6,726 10 6,726 10 6,726 10 6,726 10 6,726 10 6,726 10 6,726 10 134,174 10 130,126 134,174 10 13 10 10 10 1 3,604 10 3,604 1							
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County Contracts 125,000 125,000 0 500,000 0 500,000 Other Contracts & Funding 0 0 0 0 500,050 0 500,050 TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 Professional Services - Providers 0 6,726 (6,726) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Depre & Amortization 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Telephone 0 422 422	Misc Grants Rev		2,218	(2,218)	2,218	0	2,218
Other Contracts & Funding CONTRACTS 0 0 0 50 0 50 TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 Professional Services - Providers 0 6,726 (6,726) 6,726 0 6,726 </td <td>GRANTS</td> <td>0</td> <td>2,218</td> <td>(2,218)</td> <td>2,218</td> <td>0</td> <td>2,218</td>	GRANTS	0	2,218	(2,218)	2,218	0	2,218
CONTRACTS 125,000 125,000 0 500,050 0 500,050 TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 Professional Services - Providers 0 6,726 (6,728) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Upstrain Supplies 18,843 19,232 2,433		125,000	125,000		500,000		,
TOTAL NET REVENUE 234,558 230,325 4,233 993,383 0 993,383 Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 0 109,839 TOTAL PERSONNEL 130,126 134,174 14,048) 522,904 0 90,851 0 90,851							
Total Salary 100,915 98,762 2,154 406,340 0 406,340 Fringe Benefits 29,211 28,686 525 109,839 0 109,839 Professional Services - Providers 0 6,726 (6,726) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 O 522,904	CONTRACTS	125,000	125,000	0	500,050	0	500,050
Fringe Benefits 29,211 28,686 525 109,839 0 100,839 Professional Services - Providers 0 6,726 (6,726) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Depre & Amortization 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 188 0 1,188 Office Supplies 515 396 119 2,214 0 2,214	TOTAL NET REVENUE	234,558	230,325	4,233	993,383	0	993,383
Fringe Benefits 29,211 28,686 525 109,839 0 100,839 Professional Services - Providers 0 6,726 (6,726) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Depre & Amortization 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 188 0 1,188 Office Supplies 515 396 119 2,214 0 2,214							
Professional Services - Providers 0 6,726 (6,726) 6,726 0 6,726 TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Depre & Amortization 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 1,188 0 1,188 Office Supplies 515 396 119 2,214 0 2,214 Office Supplies 515 396 119 2,214 0 2,214	Total Salary	100,915	98,762	2,154	406,340	0	406,340
TOTAL PERSONNEL 130,126 134,174 (4,048) 522,904 0 522,904 Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Depre & Amortization 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,0		29,211		525			109,839
Operating Supplies 18,843 19,232 (389) 90,851 0 90,851 Depre & Amortization 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 1,88 0 1,88 Office Supplies 515 396 119 2,214 0 2,214 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279							
Depre & Amortization 901 901 901 (0) 3,604 0 3,604 Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 1,188 0 1,88 Office Supplies 515 396 119 2,214 0 2,214 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,3	TOTAL PERSONNEL	130,126	134,174	(4,048)	522,904	0	522,904
Building & Equipment Rental 7,859 7,415 445 30,045 0 30,045 Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 1,188 0 1,88 Office Supplies 515 396 119 2,214 0 2,214 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 Travel & Meeting 1,894 1,247 646 4,657 0 4,657 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338	Operating Supplies	18,843	19,232	(389)	90,851	0	90,851
Repair and Maintenance 5,345 2,942 2,403 12,936 0 12,936 Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 1,188 0 1,188 Office Supplies 515 396 119 2,214 0 2,118 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 Travel & Meeting 1,894 1,247 646 4,657 0 4,657 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338 NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 <tr< td=""><td>Depre & Amortization</td><td>901</td><td>901</td><td>(0)</td><td>3,604</td><td>0</td><td>3,604</td></tr<>	Depre & Amortization	901	901	(0)	3,604	0	3,604
Utilities 941 1,086 (145) 4,374 0 4,374 Telephone 0 422 (422) 876 0 876 Technology 0 422 (422) 876 0 876 Office Supplies 0 422 (422) 1,188 0 1,188 Office Supplies 515 396 119 2,214 0 2,214 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 0 115,849 0 115,849 0 115,849 0 115,849 0 1657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 2,279 0 2,279 0 2,279 0 2,279 0 2,279 0 2,279 0 2,279 0 2,230 2,280 792,338 0 792,338 0 79							
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Technology 0 422 (422) 1,188 0 1,188 Office Supplies 515 396 119 2,214 0 2,214 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 Travel & Meeting 1,894 1,247 646 4,657 0 4,657 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338 NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347					, -		
Office Supplies 515 396 119 2,214 0 2,214 Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 0 115,849 0 115,849 0 115,849 0 115,849 0 14,657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 4,657 0 560 0 560 0 560 0 560 0 560 0 560 0 560 0 560 0 2,279 0 2,279 0 2,279 0 2,279 0 2,279 0 2,279 0 2,280 792,338 0 792,338 0 792,338 0 792,338 0 792,338 0 792,338 0 201,045 0 201,045 0 201,045 0 201,045 0 201,045 0 201,04	+ i i			(400)			
Other Contractual Services 26,916 22,005 4,911 115,849 0 115,849 Travel & Meeting 1,894 1,247 646 4,657 0 4,657 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338 NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347							
Travel & Meeting 1,894 1,247 646 4,657 0 4,657 Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338 NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347							
Taxes, Due & Licenses 0 560 (560) 560 0 560 Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338 NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347							
Interest Expense 544 800 (256) 2,279 0 2,279 TOTAL EXPENSES 193,884 191,603 2,280 792,338 0 792,338 NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347						0	
NET CONTRIBUTION 40,674 38,721 1,953 201,045 0 201,045 Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347	Interest Expense	544	800		2,279	0	2,279
Total Allocated Indirect Costs 23,200 22,896 304 96,009 0 96,009 TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347	TOTAL EXPENSES	193,884	191,603	2,280	792,338	0	792,338
TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347	NET CONTRIBUTION	40,674	38,721	1,953	201,045	0	201,045
TOTAL EXPENSES 217,084 214,499 2,584 888,347 0 888,347							
NET GAIN / (LOSS) 17,474 15,825 1,649 105,036 0 105,036	IUIAL EXPENSES	217,084	∠14,499	2,584	888,347	0	888,347
	NET GAIN / (LOSS)	17,474	15,825	1,649	105,036	0	105,036