



FINANCE COMMITTEE
October 27, 2021
12:15 P.M.

Meeting Location
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401

If a person decides to appeal any decision made by the board, with respect to any matter at such meeting or hearing, he will need a record of the proceedings, and that, for such purpose, he may need to ensure that a verbatim record of the proceedings made, which record includes the testimony and evidence upon which the appeal is to be based.



**FINANCE COMMITTEE MEETING
AGENDA
October 27, 2021
12:15 P.M.
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401**

Remote Participation Login: <https://tinyurl.com/yda3vnks>

or

DIAL +1 (646) 558 8656; Meeting ID: 550 789 5592; Access number: 946503

1. Call to Order

A. Roll Call

2. Agenda Approval

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

3. Awards, Introductions and Presentations

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

A. **Staff recommends a MOTION TO APPROVE:**

Finance Committee Meeting Minutes of September 29, 2021. [Pages 1-5]

7. Consent Agenda – Motion to Approve Consent Agenda Items

All matters listed under this item are considered routine and action will be taken by one motion. There will be no separate discussion of these items unless a Commissioner or person so requests, in which the item will be removed from the general order of business and considered on its normal sequence on the Agenda.

A. **ADMINISTRATION**

7A-1 **RECEIVE AND FILE:**

October 2021 Internet Posting of District Public Meeting.
<https://www.hcdpbc.org/resources/public-meetings>

**C. L. Brumback Primary Care Clinics
Finance Committee
Meeting Agenda
October 27, 2021**

(Consent Agenda cont.)

7A-2 **RECEIVE AND FILE:**
Attendance Tracking. [Page 6]

8. Regular Agenda

A. **FINANCE**

8A-1 **Staff recommends a MOTION TO APPROVE:**
C. L. Brumback Primary Care Clinics Financial Report August 2021.
(Candice Abbott) [Pages 7-24]

8A-2 **Staff recommends a MOTION TO APPROVE:**
C. L. Brumback Primary Care Clinics Fiscal Year 2022 Adopted Budget
(Candice Abbott) [Pages 25-30]

9. AVP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

November 30, 2021 (HCD Board Room)
12:15 p.m. Finance Committee

December 14, 2021 (HCD Board Room)
12:15 p.m. Finance Committee

12. Motion to Adjourn

*District Clinic Holdings, Inc. welcomes public comment during its regular monthly meetings. This month, public comment should be emailed to swynn@hcdpbc.org or submitted via phone (561) 829-1211 prior to Noon on The Scheduled Meeting Date. All comments received during this time frame will be read aloud and included in the official meeting record.

Any person(s) not adhering to the Board's guidelines or who make comments which could be perceived as slanderous or disruptive may be barred from making future comments before the Board.



**DISTRICT CLINIC HOLDINGS, INC.
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS
BOARD OF DIRECTORS FINANCE COMMITTEE
MEETING MINUTES
September 29, 2021
Zoom Webinar Meeting**

1. Call to Order

Mr. Smith called the meeting to order at 12:16 p.m.

A. Roll Call

Committee members present: Tammy Jackson-Moore; Mike Smith; Joseph Gibbons

Staff present included: Darcy Davis; Hyla Fritsch; Shannon Wynn; Mina Bayik; Bernabe Icaza; Candice Abbott; Andrea Steele; Heather Bokor; Jessica Cafarelli; Patricia Lavelly; Thomas Cleare; Annamarie Hankins; Jonathan Dominique; Shauniel Brown; Martha Hyacinthe; Donald Moniger

Recording/transcribing Secretary: Shannon Wynn

B. Affirmation of Mission: To provide compassionate, comprehensive health services to all Palm Beach County residents, through collaboration and partnership, in a culturally sensitive environment.

2. Agenda Approval

A. Additions/Deletions/Substitutions

None.

B. Motion to Approve Agenda

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the agenda as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

None.

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
September 29, 2021
Page 2 of 5

6. Meeting Minutes

- 6A. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of June 23, 2021.

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the June 2021 minutes as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

- 6B. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of July 28, 2021.

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the July 2021 minutes as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

- 6C. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of August 25, 2021.

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the August 2021 minutes as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

CONCLUSION/ACTION: Ms. Tammy Jackson-Moore made a motion to approve the Consent Agenda as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

A. ADMINISTRATION

- 7A-1 **RECEIVE AND FILE:**
September 2021 Internet Posting of District Public Meeting.
<https://www.hcdpbc.org/resources/public-meetings>

- 7A-2 **RECEIVE AND FILE:**
Attendance Tracking

- 7A-3 **RECEIVE AND FILE:**
C.L. Brumback Primary Care Clinics Financial Report May 2021.

- 7A-4 **RECEIVE AND FILE:**
C.L. Brumback Primary Care Clinics Financial Report June 2021.

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
September 29, 2021
Page 3 of 5

8. Regular Agenda

A. FINANCE

8A-1 Staff recommends a MOTION TO APPROVE:

C.L. Brumback Primary Care Clinics Financial Report July 2021.

The July statements represent the financial performance through the tenth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$6.0M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.7M. Total YTD revenue was unfavorable to budget by (\$1.3M) due primarily to timing of COVID-19 stimulus funds. The COVID funds were budgeted for the current year, but due to changing guidance, they were able to be recognized earlier than anticipated in the prior year, thus creating a timing difference. Operational expenses before depreciation were favorable to budget by \$440k due mostly to positive variances in medical supplies \$648k, lease and rental of \$259k, and medical services \$174k. Total YTD net margin was (\$11.6M) compared to budget of (\$11.0M) resulting in an unfavorable variance of (\$595K) or 5.4%.

The Medical clinics' gross patient revenue exceeded budget by \$4.5M. This resulted from the clinics being able to resume patient-facing visits earlier than anticipated. Net patient revenue YTD for the Medical clinics was favorable to budget by \$1.3M. The Medical clinics' total YTD revenue was unfavorable to budget by (\$1.7M). Total operating expenses of \$19.8M were favorable to budget of \$20.2M by \$438k. The main reason for the positive variance of \$438k is primarily due to the delayed timing of medical supply purchases, including COVID-19 test kits. Total YTD net margin was (\$10.4M) compared to budget of (\$9.4M) resulting in an unfavorable variance of (\$1.0M) or 10.9%.

The Dental clinics' total YTD gross patient revenue was favorable to budget by \$1.5M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$396k. Total operating expenses of \$3.3M were slightly favorable to budget by \$1.2k. Total YTD net margin was (\$1.2M) compared to a budget loss of (\$1.6M) for a favorable variance of \$428k or (27.0%).

On the Comparative Statement of Net Position, due from other governments increased from \$5.4M to \$6.2M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M and \$961k respectively for a combined subsidy of \$10.0M.

Ms. Jackson-Moore asked if the revenue on the balance sheet was reflective of the update on Epic.

Ms. Abbott stated that Epic recognizes revenue.

Mr. Gibbons asked how long it would take for Epic to update any data reporting or revenue changes.

Ms. Abbott stated that she thinks it will take about six months to see any changes.

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
September 29, 2021
Page 4 of 5

Mr. Smith asked to date where would the clinics' be if Covid and the stimulus funds were more timely, and are the clinics waiting on any other funds or grants for this year?

Ms. Abbott said that the clinics were not looking for any more provider relief funds or covid relief funds, but a grant should be coming in August for the clinics.

Mr. Smith asked for a breakdown of each clinic location.

Ms. Abbott stated she would provide a breakdown of each clinic location and bring it back to the Board.

Mr. Smith asked why the clinics' charges never increased.

Ms. Abbott stated that an annual review is needed and she will provide a cost comparison for fees.

Ms. Steele stated that the chargemaster was last reviewed December 2019 and is an HRSA requirement.

Ms. Abbott stated she would provide the top 20 utilizations for the next Board meeting.

CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Financial Report for July 2021 as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

B. POLICIES

8B-1 Staff recommends a MOTION TO APPROVE: Sliding Fee Discount Program Policy

Ms. Jackson-Moore commented that she was pleased with this policy being updated from six months to twelve months. She feels this will make it easier for the patient.

Ms. Abbott also informed the Board that the policy was changed to match the District Cares eligibility.

CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Sliding Fee Discount Program Policy as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

8B-2 Staff recommends a MOTION TO APPROVE: Purchasing Policy

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
September 29, 2021
Page 5 of 5

CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Purchasing Policy as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

9. VP and Executive Director of Clinic Services Comments

None.

10. Board Member Comments

None.

11. Establishment of Upcoming Meetings

October 27, 2021 (HCD Board Room)

12:15 p.m. Finance Committee

November 30, 2021 (HCD Board Room)

12:15 p.m. Finance Committee

December 14, 2021 (HCD Board Room)

12:15 p.m. Finance Committee

12. Motion to Adjourn

Ms. Jackson-Moore made a motion to adjourn. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

There being no further business, the meeting was adjourned at 12:40 p.m.

DCHI Finance Committee Chair

Date

**C. L. Brumback Primary Care Clinics
Finance Committee**

Attendance Tracking

	1/27/21	2/24/21	3/31/21	4/28/21	5/26/21	6/30/21	7/28/21	8/25/21	9/29/21	10/27/21	11/30/21	12/15/21
James Elder	X	X	E	X	X							
Michael Smith	X	X	X	X	A	X	E	X (ZOOM)	X			
Tammy Jackson-Moore	X	X	E	X	X	X	X	X (ZOOM)	X			
Joseph Gibbons						X	E	E	X			

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
October 27, 2021

1. Description: District Clinic Holdings, Inc. Financial Report August 2021

2. Summary:

The August 2021 financial statements for the District Clinic Holdings, Inc. are presented for Finance Committee review.

3. Substantive Analysis:

Management has provided the income statements and key statistical information for District Clinics Holdings, Inc. Additional Management discussion and analysis are incorporated into the financial statements presentation.

4. Fiscal Analysis & Economic Impact Statement:

	Amount	Budget
Capital Requirements	N/A	Yes <input type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue	N/A	Yes <input type="checkbox"/> No <input type="checkbox"/>
Annual Expenditures	N/A	Yes <input type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:



Candice Abbott
VP & Chief Executive Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name


Date Reviewed/Approved


DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
October 27, 2021

6. Recommendation:

Staff recommends that the Finance Committee approve the District Clinic Holdings, Inc. August 2021 YTD financial statements.

Approved for Legal sufficiency:

DocuSigned by:

029066602014479...
Bernabe A Icaza
VP & General Counsel


Candice Abbott
VP & Chief Financial Officer


Dr. Hyla Fritsch
Executive Director of Clinic and Pharmacy
Services



MEMO

To: Finance Committee

From: Candice Abbott
Chief Financial Officer

Date: October 27, 2021

Subject: Management Discussion and Analysis as of August 2021 C.L. Brumback Primary Care Clinic Financial Statements.

The August statements represent the financial performance through the eleventh month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$6.5M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$2.1M. Total YTD revenue was favorable to budget by \$206k. Increased unanticipated grant revenues, as well as patient visits are contributing to this favorable variance. Operational expenses before depreciation were favorable to budget by \$681k due mostly to positive variances in medical supplies \$665k, medical services \$217k, and lease and rental of \$338k. Total YTD net margin was (\$12.1M) compared to budget of (\$13.1M) resulting in a favorable variance of \$1.0M or (8.1%).

The Medical clinics gross patient revenue exceeded budget by \$4.7M. This resulted from the clinics being able to resume in-person visits earlier than anticipated. Net patient revenue YTD for the Medical clinics was favorable to budget by \$1.3M. The Medical clinics total YTD revenue was unfavorable to budget by (\$791k). This unfavorable variance resulted from recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$21.7M were favorable to budget of \$22.3M by \$642k. The positive variance of \$642k is primarily due to purchase timing of medical supplies, including COVID-19 test kits. Total YTD net margin was (\$11.3M) compared to budget of (\$11.3M) resulting in a small variance of \$12k or (.01%).

The Dental clinics total YTD gross patient revenue was favorable to budget by \$1.9M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$771k. Total revenue of \$4.0M exceeded budget by \$997k due to increased patient visits. Total operating expenses of \$3.7M were favorable to budget by \$39k. Total YTD net margin was (\$801k) compared to a budget loss of (\$1.9M) for a favorable variance of \$1.1M or (56.9%).

On the Comparative Statement of Net Position, due from other governments decreased from \$6.2M to \$1.7M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M, and \$961k respectively for a combined subsidy of \$10.0M.

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	Aug 31, 2021	Jul 31, 2021	Increase (Decrease)
Assets			
Cash and Cash Equivalents	(4,523,276)	(7,796,102)	\$ 3,272,825
Restricted Cash	-	-	-
Accounts Receivable, net	3,359,665	2,408,480	951,185
Due From Other Funds	-	-	-
Due from Other Governments	1,646,586	6,162,665	(4,516,079)
Other Current Assets	206,935	251,155	(44,220)
Net Investment in Capital Assets	2,767,117	2,763,457	3,660
Total Assets	<u>\$ 3,457,027</u>	<u>\$ 3,789,655</u>	<u>\$ (332,629)</u>
Liabilities			
Accounts Payable	317,493	286,986	30,507
Due To Other Governments	-	-	-
Deferred Revenue	834,022	834,022	-
Other Current Liabilities	1,542,692	1,400,585	142,107
Non-Current Liabilities	1,426,124	1,438,384	(12,260)
Total Liabilities	<u>4,120,331</u>	<u>3,959,976</u>	<u>160,355</u>
Deferred Inflows of Resources			
Deferred Inflows- Other Post Employment Benefits	<u>\$ 474</u>	<u>\$ 474</u>	<u>\$ -</u>
Net Position			
Net Investment in Capital Assets	2,767,117	2,763,457	3,660
Unrestricted	(3,430,896)	(2,934,252)	(496,643)
Total Net Position	<u>(663,778)</u>	<u>(170,795)</u>	<u>(492,983)</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 3,457,027</u>	<u>\$ 3,789,655</u>	<u>\$ (332,629)</u>

Note: Amounts may not foot due to rounding.

Net Performance before Depreciation & Overhead Allocations

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

Current Month			Fiscal Year To Date				
Actual	Budget	Variance	%	Prior Year	Variance	%	
31,096	17,334	(13,762)	(79.4%)	20,995	(10,101)	(48.1%)	Depreciation
Overhead Allocations:							
2,046	2,875	829	28.8%	(11,117)	(13,163)	118.4%	Risk Mgt
294,666	206,967	(87,699)	(42.4%)	-	(294,666)	0.0%	Rev Cycle
1,246	3,852	2,605	67.6%	-	(1,246)	0.0%	Internal Audit
20,987	19,768	(1,219)	(6.2%)	17,315	(3,672)	(21.2%)	Home Office Facilities
17,706	33,232	15,526	46.7%	32,060	14,354	44.8%	Administration
44,579	47,193	2,615	5.5%	34,774	(9,804)	(28.2%)	Human Resources
70	17,241	17,171	99.6%	25,073	25,003	99.7%	Legal
2,443	8,048	5,606	69.6%	6,798	4,356	64.1%	Records
2,013	6,886	4,873	70.8%	5,123	3,110	60.7%	Compliance
7,031	7,007	(25)	(0.4%)	-	(7,031)	0.0%	Comm Engage Plan
52,523	82,884	30,361	36.6%	-	(52,523)	0.0%	IT Operations
10,402	8,445	(1,957)	(23.2%)	-	(10,402)	0.0%	IT Security
35,527	40,421	4,894	12.1%	-	(35,527)	0.0%	IT Applications
48,223	47,251	(972)	(2.1%)	-	(48,223)	0.0%	Security Services
225,929	121,543	(104,386)	(85.9%)	-	(225,929)	0.0%	IT EPIC
34,115	31,665	(2,450)	(7.7%)	29,815	(4,300)	(14.4%)	Finance
5,124	10,057	4,933	49.1%	5,555	431	7.8%	Public Relations
35	8,303	8,268	99.6%	160,423	160,388	100.0%	Information Technology
32	4,761	4,730	99.3%	-	(32)	0.0%	Corporate Quality
13,101	11,235	(1,866)	(16.6%)	-	(13,101)	0.0%	Project MGMT Office
-	1,328	1,328	100.0%	2,007	2,007	100.0%	Managed Care Contract
817,797	720,963	(96,834)	(13.4%)	307,827	(509,970)	(165.7%)	Total Overhead Allocations
3,053,553	3,184,774	131,221	4.1%	2,686,555	(366,999)	(13.7%)	Total Expenses
\$ (470,265)	\$ (2,133,003)	\$ 1,662,738	(78.0%)	\$ (747,243)	\$ 276,978	(37.1%)	Net Margin
22,718	45,000	22,282	49.5%	96,485	73,767	76.5%	Capital
\$ -	\$ 2,177,000	\$ 2,177,000	100.0%	\$ 586,792	\$ 586,792	100.0%	General Fund Support/ Transfer In

District Clinics Holdings, Inc. Statement of Revenues and Expenses by Month

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Year to Date
Gross Patient Revenue	1,842,091	1,535,619	1,685,042	1,321,289	1,593,963	1,870,757	2,230,803	2,066,863	2,570,345	1,642,906	1,898,181	-	20,259,859
Contractual Allowances	509,972	470,624	453,962	303,580	404,818	543,358	562,148	464,663	764,925	1,306,229	997,078	-	6,781,357
Charity Care	158,009	-	1,751,178	434,796	538,927	530,618	809,796	782,187	998,787	34,285	(5,864)	-	6,085,392
Bad Debt	788,060	799,873	(860,761)	338,348	289,586	402,163	405,392	368,549	331,418	(33,070)	(5,864)	-	2,823,695
Other Patient Revenue	414,367	286,936	350,651	704,172	439,031	439,031	905,685	513,976	513,976	732,778	398,507	-	5,699,111
Net Patient Revenue	800,416	552,056	691,315	948,737	801,664	833,649	1,359,153	965,440	989,190	1,055,716	1,271,190	-	10,268,526
Collections %	43.45%	35.95%	41.03%	71.80%	50.23%	44.56%	60.93%	46.71%	38.48%	64.26%	66.97%	0.00%	50.68%
Grant Funds	104,059	-	130,321	2,271,653	(629,321)	974,299	1,566,400	1,488,547	1,325,105	1,403,407	1,271,064	-	9,905,333
Other Financial Assistance	-	-	588,890	-	179,158	5,710	27,883	19,439	10,358	80,496	39,642	-	951,576
Other Revenue	9,732	1,689	3,302	809	26,487	13,061	14,654	1,578	513	1,823	1,392	-	75,038
Total Other Revenues	113,791	1,689	722,512	2,272,462	(423,876)	993,070	1,608,937	1,509,564	1,335,976	1,485,726	1,312,098	-	10,931,947
Total Revenues	914,207	553,745	1,413,827	3,221,199	377,788	1,826,719	2,968,090	2,475,004	2,325,166	2,541,441	2,583,288	-	21,200,474
Direct Operational Expenses:													
Salaries and Wages	1,612,557	1,177,306	1,310,859	1,482,538	1,423,741	1,551,730	1,629,754	1,480,781	1,418,683	1,315,072	1,390,250	-	15,793,269
Benefits	394,482	358,883	404,282	407,085	420,732	406,226	427,189	429,489	409,178	401,983	333,706	-	4,393,234
Purchased Services	35,150	59,503	33,586	71,484	37,746	151,018	248,133	165,470	118,524	109,493	56,438	-	1,086,545
Medical Supplies	19,841	24,253	46,148	84,529	35,626	41,196	28,620	27,504	177,731	46,960	114,069	-	646,476
Other Supplies	2,686	4,538	8,638	12,332	32,280	4,195	13,176	25,786	26,739	19,548	19,548	-	239,827
Medical Services	92,709	55,338	56,152	45,535	47,251	80,848	55,468	61,653	74,408	63,843	46,697	-	679,903
Drugs	82,365	73,242	60,219	55,947	59,708	49,636	62,547	51,857	49,570	54,509	43,486	-	643,086
Repairs & Maintenance	6,725	4,061	3,703	7,491	3,518	6,010	14,332	16,859	16,859	153,420	28,202	-	249,586
Lease & Rental	105,605	104,935	96,815	102,475	102,093	106,287	97,843	125,417	100,952	101,103	101,374	-	1,144,900
Utilities	5,024	10,320	7,438	6,515	6,285	6,819	7,229	6,933	7,242	7,549	7,689	-	79,042
Other Expense	26,726	23,914	19,350	30,184	26,817	25,554	52,110	12,164	21,251	24,966	59,175	-	322,211
Insurance	3,716	3,716	2,892	4,649	3,331	3,331	3,331	4,026	4,026	4,026	4,026	-	41,070
Total Operational Expenses	2,387,586	1,900,008	2,050,081	2,310,763	2,199,128	2,432,851	2,639,732	2,396,345	2,425,163	2,372,830	2,204,660	-	25,319,148
Net Performance before Depreciation & Overhead Allocations	(1,473,379)	(1,346,263)	(636,254)	910,436	(1,821,340)	(606,132)	328,358	78,659	(99,997)	168,611	378,628	-	(4,118,674)
Depreciation	20,995	42,335	31,665	31,896	31,706	31,593	31,592	31,525	31,296	31,098	31,096	-	346,797
Overhead Allocations:													
Risk Mgt	2,012	1,749	1,914	1,899	1,713	4,413	6,192	3,330	5,042	4,167	2,046	-	34,477
Rev Cycle	215,318	177,247	193,553	191,807	169,849	197,221	212,145	227,981	227,784	255,603	294,666	-	2,363,175
Internal Audit	261	2,616	2,029	2,200	1,135	1,246	7,147	2,099	4,462	6,583	1,246	-	31,025
Home Office Facilities	17,338	17,140	20,876	18,248	17,620	20,104	9,531	18,817	22,018	20,056	20,987	-	202,734
Administration	23,989	26,119	37,026	49,639	36,008	44,102	45,279	41,444	42,774	34,474	17,706	-	398,561
Human Resources	42,681	36,896	77,803	48,416	60,805	77,147	3,301	64,825	46,846	46,879	44,579	-	550,179
Legal	10,774	17,493	15,799	13,841	14,400	25,673	38,855	11,084	18,366	40,541	70	-	206,896
Records	7,126	7,518	8,070	7,478	6,020	8,062	8,127	8,395	9,635	2,443	2,443	-	76,260
Compliance	4,813	5,086	3,125	8,017	5,183	8,271	(1,922)	10,663	12,669	656	2,013	-	58,574
Comm Engage Plan	6,756	6,116	6,940	6,621	6,060	6,624	7,424	7,980	11,422	6,688	7,031	-	79,662
IT Operations	50,805	70,691	70,850	96,616	74,267	109,310	44,072	71,882	68,316	53,197	52,523	-	762,530
IT Security	7,989	9,366	7,739	7,739	6,244	7,634	7,228	7,647	17,290	10,402	10,402	-	95,103
IT Applications	23,045	40,862	27,197	44,176	20,639	34,133	93,419	84,463	50,443	(19,562)	35,527	-	434,340
Security Services	42,428	41,825	46,136	46,399	42,607	47,158	46,146	48,653	46,862	50,177	48,223	-	506,614
IT EPIC	48,185	53,582	81,914	67,894	180,108	137,495	141,685	155,840	155,840	(37,053)	225,929	-	1,121,167
Finance	29,725	28,440	28,580	29,666	24,493	25,741	24,055	26,159	32,441	40,576	34,115	-	323,990
Public Relations	11,466	8,342	3,617	5,257	7,654	9,625	5,644	9,271	5,769	5,395	5,124	-	77,163
Information Technology	9,827	8,743	9,357	10,810	11,233	10,196	10,978	11,671	15,104	1,680	35	-	99,633
Corporate Quality	5,104	4,957	7,241	5,242	5,965	6,203	7,863	4,933	5,912	3,677	32	-	57,129
Project MGMT Office	7,800	8,679	9,051	9,313	8,472	9,555	10,778	10,897	10,025	13,101	13,101	-	107,935
Managed Care Contract	1,205	1,157	1,243	1,204	1,096	508	3	-	-	-	-	-	6,415
Total Overhead Allocations	568,646	572,859	643,078	686,500	589,359	833,035	723,759	813,878	809,020	535,632	817,797	-	7,593,563
Total Expenses	2,977,227	2,515,202	2,724,824	3,029,159	2,820,193	3,297,479	3,395,083	3,241,748	3,265,479	2,939,561	3,053,553	-	33,259,508
Net Margin	\$ (2,063,020)	\$ (1,961,457)	\$ (1,310,997)	\$ 192,040	\$ (2,442,405)	\$ (1,470,760)	\$ (426,994)	\$ (766,744)	\$ (940,313)	\$ (398,119)	\$ (470,265)	\$ -	\$ (12,059,034)
Capital	-	13,568	3,078	(16,646)	-	-	-	-	-	-	22,718	-	22,718
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	2,042,025	-	3,228,001	-	700,000	-	-	4,017,004	-	-	-	-	\$ 9,987,030

District Clinics Holdings, Inc.- Medical Statement of Revenues and Expenses by Location

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

	Clinic		West Palm Beach Clinic		Lantana Clinic	Delray Clinic	Belle Glade Clinic	Lewis Center	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subzone Clinic	Mobile Warrior	Mobile Van Scout	Mobile Van Hero	Total
Gross Patient Revenue	-	-	2,083,557	-	3,311,234	1,449,382	1,245,114	1,357,122	2,460,856	1,063,608	1,322,979	1,024,866	7,558	-	2,923	15,329,200.10
Contractual Allowances	-	-	715,490	-	1,146,378	339,492	333,166	270,999	814,100	380,238	532,932	237,822	(25,505)	-	-	4,745,111
Charity Care	-	-	583,300	-	892,847	448,521	267,251	491,615	859,517	262,935	222,722	4,024	4,024	-	-	4,340,896
Bad Debt	-	-	312,205	-	418,669	224,969	152,432	515,282	162,756	71,091	55,895	436,603	17,119	-	-	2,367,020
Total Contractual Allowances and Bad Debt	-	-	1,610,995	-	2,457,894	1,012,982	752,849	1,277,895	1,836,373	714,263	811,548	982,589	(4,362)	-	-	11,453,027
Other Patient Revenue	-	-	788,534	-	884,070	454,962	247,882	293,625	509,901	187,449	247,184	221,545	60,415	-	-	3,895,568
Net Patient Revenue	-	-	1,261,096	-	1,737,410	891,363	740,147	372,852	1,134,384	536,794	758,615	263,822	92,335	-	2,923	7,771,742
Collection %	0.00%	0.00%	60.53%	-	52.47%	61.50%	59.44%	27.47%	46.10%	50.47%	57.34%	25.74%	95.08%	0.00%	0.00%	50.70%
Grant Funds	2,707,931	903,196	-	-	1,206,608	559,540	548,939	248,735	864,474	364,662	387,978	631,565	149,828	(51,529)	44,778	8,566,705
Other Financial Assistance	349,232	3,629	-	-	132,235	763	(6,990)	6,530	(24,746)	12,267	(4,079)	(23,024)	31,226	131,246	145,595	753,884
Other Revenue	11,783	10,809	-	-	7,038	12,141	12,724	58	6,687	3,236	10,534	13	-	15	-	75,038
Total Other Revenues	3,068,945	917,634	-	-	1,345,881	572,444	554,674	255,323	846,415	380,165	394,433	608,555	181,055	79,732	190,373	9,395,628
Total Revenues	3,068,945	2,178,730	-	-	3,083,291	1,463,807	1,294,821	628,175	1,980,799	916,959	1,153,049	872,377	253,389	79,732	193,296	17,167,370
Direct Operational Expenses:																
Salaries and Wages	3,622,650	1,494,554	-	-	1,980,526	941,296	884,662	402,150	1,563,462	620,254	645,137	897,050	232,144	47,480	51,317	13,382,683
Benefits	952,077	416,976	-	-	541,559	276,057	258,632	111,488	447,603	161,570	194,567	251,949	83,039	9,547	13,946	3,719,010
Purchased Services	709,750	36,896	-	-	86,470	33,278	40,637	14,170	52,203	25,537	33,112	21,946	2,537	2,537	2,537	1,061,609
Medical Supplies	83,308	55,610	-	-	64,833	35,221	46,485	57,429	53,049	23,999	21,203	44,684	71,800	928	1,072	495,001
Other Supplies	48,050	14,346	-	-	14,346	18,827	3,874	3,003	6,714	6,356	6,737	6,672	2,260	6,831	4,833	162,668
Medical Services	24,550	82,076	-	-	145,319	73,917	50,549	25,225	152,182	40,471	65,295	20,320	-	-	-	679,903
Drugs	-	285,524	-	-	191,167	87,362	52,022	-	16,532	1,798	6,752	586	1,302	-	33	643,076
Repairs & Maintenance	171,749	3,431	-	-	3,436	4,113	4,686	2,309	22,035	2,849	5,830	4,701	10,098	2,540	1,158	238,936
Lease & Rental	-	118,262	-	-	153,462	81,493	75,692	250	242,295	74,425	108,917	43,228	175	60	185	898,444
Utilities	-	4,032	-	-	3,835	1,195	18,402	2,154	12,149	7,660	6,037	4,738	-	-	-	60,202
Other Expense	175,460	15,133	-	-	25,329	9,362	5,834	6,071	16,253	4,028	8,104	10,325	5,195	3,974	1,607	286,676
Insurance	-	5,113	-	-	4,730	3,881	1,883	443	2,544	1,274	1,558	850	7,341	4,696	6,123	40,435
Total Operational Expenses	5,787,593	2,531,952	-	-	3,234,830	1,566,002	1,443,357	624,691	2,587,022	970,222	1,103,251	1,307,049	351,271	78,592	82,811	21,668,644
Net Performance before Depreciation & Overhead Allocations	(2,718,648)	(353,222)	-	-	(151,539)	(102,195)	(148,536)	3,483	(606,224)	(53,263)	49,798	(434,671)	(97,882)	1,139	110,485	(4,501,275)
Depreciation	5,253	12,743	-	-	13,376	1,349	63,583	299	4,071	2,514	4,395	1,688	68,750	12,727	76,566	267,315
Overhead Allocations:																
Risk Mgt	5,578	3,202	-	-	5,589	2,416	1,968	878	3,521	1,236	1,541	2,103	631	435	443	29,542
Rev Cycle	-	268,291	-	-	464,530	200,982	163,714	73,133	292,974	102,876	128,211	174,903	52,511	36,195	36,855	1,995,174
Internal Audit	5,180	2,882	-	-	4,990	2,159	1,759	786	3,147	1,105	1,377	1,879	564	389	396	26,613
Home Office Facilities	182,548	-	-	-	-	-	-	-	-	-	-	-	-	-	-	182,548
Administration	64,482	37,017	-	-	64,630	27,928	22,753	10,153	40,706	14,293	17,812	24,305	7,295	5,023	5,118	341,513
Human Resources	122,603	58,524	-	-	66,854	37,488	31,240	14,579	52,275	16,662	20,827	33,531	8,331	6,248	6,248	475,410
Legal	33,462	19,205	-	-	33,639	14,489	11,804	5,268	21,119	7,415	9,241	12,610	3,785	2,606	2,655	177,298
Records	12,733	7,084	-	-	12,266	5,307	4,323	1,931	7,736	2,717	3,385	4,618	1,387	956	973	65,417
Compliance	9,780	5,441	-	-	9,422	4,076	3,320	1,483	5,942	2,087	2,600	3,547	1,065	734	747	50,246
Comm Engage Plan	13,228	7,409	-	-	12,827	7,409	4,521	2,020	8,090	2,841	3,540	4,830	1,450	1,000	1,018	68,323
IT Operations	127,317	70,838	-	-	122,651	53,066	43,226	19,309	77,355	27,163	33,852	46,180	13,865	9,557	9,731	654,108
IT Security	15,870	8,836	-	-	15,299	6,619	5,392	2,409	9,649	3,388	4,223	5,760	1,192	1,214	1,214	81,579
IT Applications	72,520	40,349	-	-	69,863	30,226	24,622	10,999	44,062	15,472	19,282	26,304	7,897	5,444	5,543	372,582
Security Services	19,903	55,256	-	-	95,673	41,394	33,718	15,062	60,340	21,188	26,406	36,022	10,815	7,455	7,591	430,822
IT EPIC	187,197	104,154	-	-	180,337	78,024	63,556	28,391	113,737	39,938	49,773	67,900	20,385	14,052	14,308	961,753
Finance	54,096	30,098	-	-	52,113	22,547	18,366	8,204	32,867	11,541	14,383	19,621	5,891	4,061	4,135	277,923
Public Relations	12,884	7,168	-	-	12,412	5,370	4,374	1,954	7,828	2,749	3,426	4,673	1,403	967	985	66,192
Information Technology	16,114	9,248	-	-	16,199	6,978	5,685	2,537	10,170	3,571	4,450	6,072	1,823	1,255	1,279	85,380
Corporate Quality	9,241	5,303	-	-	9,284	4,001	3,260	1,455	5,832	2,048	2,552	3,482	1,045	720	733	48,955
Project MGMT Office	18,022	10,027	-	-	17,361	7,511	6,119	2,733	10,949	3,845	4,792	6,537	1,963	1,353	1,377	92,588
Managed Care Contract	-	728	-	-	1,261	546	444	199	795	279	348	475	143	98	100	5,416
Total Overhead Allocations	982,756	751,063	-	-	1,267,201	556,678	454,163	203,482	809,095	282,412	352,021	485,353	143,976	99,737	101,447	6,489,384
Total Expenses	6,775,602	3,295,758	-	-	4,515,408	2,124,029	1,961,104	828,472	3,400,188	1,255,148	1,459,667	1,794,090	563,996	191,057	260,824	28,425,343
Net Margin	\$ (3,706,657)	\$ (1,117,028)	-	-	\$ (1,432,117)	\$ (660,222)	\$ (666,283)	\$ (200,297)	\$ (1,419,390)	\$ (338,190)	\$ (306,618)	\$ (921,713)	\$ (310,607)	\$ (111,325)	\$ (67,528)	\$ (11,257,973)
Capital	-	-	-	-	-	-	-	-	22,718	-	-	-	-	-	-	22,718
General Fund Support/ Transfer In	\$ 9,025,566	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,025,566

District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses
FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

Current Month			Fiscal Year To Date					
Actual	Budget	Variance	%	Prior Year	Variance	%	Prior Year	%
1,227,622	1,064,657	162,965	15.3%	1,400,114	(172,492)	(12.3%)	13,949,641	9.9%
692,520	195,335	(497,185)	(254.5%)	348,377	(344,143)	(98.8%)	2,718,665	(74.5%)
3,032	358,834	355,802	99.2%	-	(3,032)	0.0%	4,188,478	(3.6%)
18,368	170,586	152,218	89.2%	740,009	721,642	97.5%	3,180,564	25.6%
713,919	724,755	10,836	1.5%	1,088,387	374,467	34.4%	10,087,708	(13.5%)
207,735	303,832	(96,097)	(31.6%)	342,918	(135,183)	(39.4%)	766,855	24.5%
721,438	643,734	77,704	12.1%	654,646	66,792	10.2%	6,990,647	11.2%
58.77%	60.46%		46.76%			50.70%	50.11%	
1,070,595	35,507	1,035,088	2,915.2%	346,855	723,740	208.7%	5,734,901	49.4%
-	145,876	(145,876)	(100.0%)	535,807	(535,807)	(100.0%)	1,956,378	(61.5%)
1,392	45,034	(43,642)	(96.9%)	3,731	(2,339)	(62.7%)	75,025	0.0%
1,071,987	226,417	845,570	373.5%	886,392	185,595	20.9%	7,766,303	21.0%
1,793,425	870,151	923,274	106.1%	1,541,038	252,387	16.4%	14,756,951	16.3%
Total Revenues								

Direct Operational Expenses:								
1,191,300	1,235,227	43,927	3.6%	1,265,659	74,359	5.9%	12,843,741	(4.2%)
284,289	329,808	45,519	13.8%	252,440	(31,850)	(12.6%)	3,380,376	(10.0%)
53,947	44,994	(8,953)	(19.9%)	43,904	(10,043)	(22.9%)	699,558	(51.8%)
88,260	115,717	27,457	23.7%	20,455	(67,805)	(331.5%)	221,460	(123.5%)
18,352	19,093	741	3.9%	15,175	(3,176)	(20.9%)	153,898	(5.7%)
46,697	89,003	42,306	47.5%	164,329	117,632	71.6%	999,062	31.9%
43,486	64,223	20,737	32.3%	86,206	42,719	49.6%	905,157	29.0%
27,766	7,308	(20,458)	(279.9%)	11,729	(16,037)	(136.7%)	260,830	8.4%
78,964	154,299	75,335	48.8%	95,490	16,526	17.3%	323,534	8.3%
5,903	6,008	105	1.7%	14,765	8,862	60.0%	53,944	(11.6%)
56,405	33,480	(22,925)	(68.5%)	24,047	(32,359)	(134.6%)	249,338	(15.0%)
3,938	4,293	355	8.3%	3,675	(263)	(7.2%)	28,578	(41.5%)
1,899,309	2,103,453	204,144	9.7%	1,997,875	98,566	4.9%	20,775,744	(4.3%)
Total Operational Expenses								

Net Performance before Depreciation
& Overhead Allocations

(105,883)	(1,233,302)	1,127,419	(91.4%)	(456,836)	350,953	(76.8%)	(6,018,793)	(25.2%)
Net Performance before Depreciation & Overhead Allocations								

District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

Actual	Budget	Current Month		Prior Year	Fiscal Year To Date		Variance	%
		Variance	%		Variance	%		
24,104	12,917	(11,187)	(86.6%)	15,379	(8,725)	(56.7%)	Depreciation	
Overhead Allocations:								
1,723	2,464	740	30.0%	(9,142)	(10,866)	118.9%	Risk Mgt	
248,779	174,743	(74,036)	(42.4%)	-	(248,779)	0.0%	Rev Cycle	
1,069	3,301	2,232	67.6%	-	(1,069)	0.0%	Internal Audit	
18,897	17,713	(1,184)	(6.7%)	15,474	(3,423)	(22.1%)	Home Office Facilities	
14,913	28,478	13,565	47.6%	26,366	11,453	43.4%	Administration	
38,144	40,768	2,625	6.4%	28,467	(9,677)	(34.0%)	Human Resources	
70	14,775	14,705	99.5%	20,620	20,550	99.7%	Legal	
2,095	6,897	4,802	69.6%	5,591	3,496	62.5%	Records	
1,727	5,901	4,174	70.7%	4,213	2,486	59.0%	Compliance	
6,019	6,005	(15)	(0.2%)	-	(6,019)	0.0%	Comm Engage Plan	
45,055	71,027	25,972	36.6%	-	(45,055)	0.0%	IT Operations	
8,922	7,237	(1,685)	(23.3%)	-	(8,922)	0.0%	IT Security	
30,475	34,638	4,163	12.0%	-	(30,475)	0.0%	IT Applications	
41,008	40,184	(824)	(2.1%)	-	(41,008)	0.0%	Security Services	
193,805	104,156	(89,649)	(86.1%)	-	(193,805)	0.0%	IT EPIC	
29,264	27,135	(2,129)	(7.8%)	24,519	(4,745)	(19.4%)	Finance	
4,395	8,618	4,223	49.0%	4,568	173	3.8%	Public Relations	
35	7,115	7,080	99.5%	131,929	131,894	100.0%	Information Technology	
32	4,080	4,049	99.2%	-	(32)	0.0%	Corporate Quality	
11,238	9,628	(1,610)	(16.7%)	-	(11,238)	0.0%	Project MGMT Office	
-	1,122	1,122	100.0%	1,630	1,630	100.0%	Managed Care Contract	
697,667	615,984	(81,683)	(13.3%)	254,235	(443,432)	(174.4%)	Total Overhead Allocations	
2,621,079	2,732,354	111,275	4.1%	2,267,489	(353,591)	(15.6%)	Total Expenses	
\$ (827,654)	\$ (1,862,203)	\$ 1,034,549	(55.6%)	\$ (726,451)	\$ (101,203)	13.9%	Net Margin	
22,718	45,000	22,282	49.5%	(6,460)	(29,178)	451.7%	Capital	
-	\$ 1,910,000	\$ 1,910,000	100.0%	\$ 336,232	\$ 336,232	100.0%	General Fund Support/ Transfer In	

District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses by Location

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
Gross Patient Revenue	-	1,829,604	1,783,319	746,174	571,563	4,930,659
Contractual Allowances	-	698,635	801,667	265,231	270,713	2,036,246
Charity Care	-	814,893	478,466	320,440	130,697	1,744,496
Bad Debt	-	107,173	286,200	43,581	19,720	456,675
Total Contractual Allowances and Bad Debt	-	1,620,702	1,566,333	629,252	421,129	4,237,417
Other Patient Revenue	-	791,799	395,572	282,891	333,280	1,803,542
Net Patient Revenue	-	1,000,701	612,558	399,813	483,713	2,496,785
Collection %	-	54.69%	34.35%	53.58%	84.63%	50.64%
Grant Funds	134,644	503,978	309,408	277,489	113,109	1,338,627
Other Financial Assistance	(1,389)	64,763	28,930	91,833	13,555	197,692
Other Revenue	-	-	-	-	-	-
Total Other Revenues	133,255	568,741	338,337	369,322	126,664	1,536,319
Total Revenues	133,255	1,569,442	950,896	769,135	610,376	4,033,104
<i>Direct Operational Expenses:</i>						
Salaries and Wages	323,618	847,769	512,586	509,690	216,922	2,410,585
Benefits	87,104	244,544	132,301	142,905	67,370	674,224
Purchased Services	-	5,097	6,189	4,288	9,362	24,936
Medical Supplies	-	52,351	46,504	29,780	22,840	151,475
Other Supplies	488	34,091	14,464	15,907	12,209	77,159
Drugs	-	-	7	2	-	9
Repairs & Maintenance	-	2,997	2,648	2,502	2,502	10,650
Lease & Rental	-	101,098	59,837	56,095	29,425	246,455
Utilities	-	3,991	4,355	1,715	8,780	18,840
Other Expense	2,282	13,888	8,206	7,342	3,817	35,535
Insurance	-	-	-	-	635	635
Total Operational Expenses	413,492	1,305,827	787,096	770,226	373,864	3,650,504
Net Performance before Depreciation & Overhead Allocations	(280,236)	263,616	163,800	(1,091)	236,513	382,600
Depreciation	-	21,415	10,314	9,284	38,469	79,483
<i>Overhead Allocations:</i>						
Risk Mgt	512	1,735	1,099	1,071	518	4,935
Rev Cycle	-	144,299	91,516	89,077	43,109	368,001
Internal Audit	458	1,550	983	957	463	4,411
Home Office Facilities	20,186	-	-	-	-	20,186
Administration	5,923	20,051	12,706	12,380	5,988	57,048
Human Resources	6,248	27,908	15,620	18,744	6,248	74,769
Legal	3,073	10,403	6,592	6,423	3,107	29,597
Records	1,126	3,810	2,417	2,352	1,138	10,843
Compliance	865	2,927	1,856	1,807	874	8,328
Comm Engage Plan	1,177	3,985	2,527	2,460	1,190	11,339
IT Operations	11,257	38,100	24,163	23,519	11,382	108,421
IT Security	1,404	4,752	3,014	2,934	1,420	13,524
IT Applications	6,412	21,702	13,764	13,397	6,483	61,757
Security Services	-	29,719	18,848	18,346	8,879	75,792
IT EPIC	16,551	56,019	35,528	34,581	16,735	159,415
Finance	4,783	16,188	10,267	9,993	4,836	46,067
Public Relations	1,139	3,855	2,445	2,380	1,152	10,972
Information Technology	1,480	5,010	3,174	3,093	1,496	14,253
Corporate Quality	849	2,873	1,820	1,774	858	8,173
Project MGMT Office	1,593	5,393	3,420	3,420	1,611	15,347
Managed Care Contract	-	392	248	242	117	999
Total Overhead Allocations	85,037	400,670	252,009	248,858	117,604	1,104,179
Total Expenses	498,529	1,777,911	1,049,419	1,028,368	529,937	4,834,165
Net Margin	\$ (365,273)	\$ (158,469)	\$ (98,524)	\$ (259,233)	\$ 80,439	\$ (801,061)
Capital	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 961,464	-	-	-	-	961,464

District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

Current Month					Fiscal Year To Date									
Actual	Budget	Variance	%	Prior Year	Variance	%	Prior Year	Variance	%					
670,559	311,241	359,318	115.4%	69,756	600,803	861.3%	Gross Patient Revenue	4,930,659	3,073,115	1,857,544	60.4%	2,569,441	2,361,218	91.9%
304,558	50,846	(253,712)	(499.0%)	20,170	(284,388)	(1,409.9%)	Contractual Allowances	2,036,246	503,054	(1,533,192)	(304.8%)	445,182	(1,591,064)	(357.4%)
31,253	178,949	147,696	82.5%	44,970	13,717	30.5%	Charity Care	1,744,496	1,765,482	20,986	1.2%	1,494,953	(249,543)	(16.7%)
(24,232)	19,970	44,202	221.3%	7,940	32,173	405.2%	Bad Debt	456,675	196,586	(260,089)	(132.3%)	185,257	(271,417)	(146.5%)
311,579	249,765	(61,814)	(24.7%)	73,080	(238,499)	(326.4%)	Total Contractuals and Bad Debts	4,237,417	2,465,122	(1,772,295)	(71.9%)	2,125,392	(2,112,025)	(99.4%)
190,772	113,402	77,370	68.2%	71,449	119,323	167.0%	Other Patient Revenue	1,803,542	1,118,191	685,351	61.3%	1,133,306	670,237	59.1%
549,752	174,878	374,874	214.4%	68,124	481,628	707.0%	Net Patient Revenue	2,496,785	1,726,184	770,601	44.6%	1,577,355	919,430	58.3%
81.98%	56.19%	97.66%		97.66%			Collection %	50.64%	56.17%		61.39%			
200,469	6,742	193,727	2,873.4%	214,220	(13,751)	(6.4%)	Grant Funds	1,338,627	1,309,877	28,750	2.2%	1,229,971	108,656	8.8%
39,642	-	39,642	0.0%	115,929	(76,288)	(65.8%)	Other Financial Assistance	197,692	-	197,692	0.0%	318,229	(120,537)	(37.9%)
-	-	-	0.0%	-	-	0.0%	Other Revenue	-	-	-	0.0%	-	-	0.0%
240,111	6,742	233,369	3,461.4%	330,149	(90,038)	(27.3%)	Total Other Revenues	1,536,319	1,309,877	226,442	17.3%	1,548,201	(11,881)	(0.8%)
789,863	181,620	608,243	334.9%	398,273	391,590	98.3%	Total Revenues	4,033,104	3,036,061	997,043	32.8%	3,125,556	907,548	29.0%
Direct Operational Expenses:														
198,951	224,846	25,895	11.5%	232,876	33,925	14.6%	Salaries and Wages	2,410,585	2,442,856	32,271	1.3%	2,566,973	156,388	6.1%
49,417	56,633	7,216	12.7%	46,447	(2,970)	(6.4%)	Benefits	674,224	619,173	(55,051)	(8.9%)	686,828	12,604	1.8%
2,491	3,421	930	27.2%	6,286	3,795	60.4%	Purchased Services	24,936	35,384	10,448	29.5%	94,996	70,059	73.7%
25,809	14,766	(11,043)	(74.8%)	16,522	(9,287)	(56.2%)	Medical Supplies	151,475	145,754	(5,721)	(3.9%)	195,604	44,129	22.6%
1,196	7,425	6,229	83.9%	18,472	17,276	93.5%	Other Supplies	77,159	81,775	4,616	5.6%	29,800	(47,359)	(158.9%)
-	-	-	0.0%	-	-	0.0%	Medical Services	-	-	-	0.0%	-	-	0.0%
-	76	76	100.0%	-	-	0.0%	Drugs	9	740	731	98.8%	219	210	95.8%
435	2,321	1,886	81.3%	2,883	2,448	84.9%	Repairs & Maintenance	10,650	25,531	14,881	58.3%	39,011	28,361	72.7%
22,410	26,669	4,259	16.0%	25,000	2,590	10.4%	Lease & Rental	246,455	261,209	14,754	5.6%	276,731	30,276	10.9%
1,786	1,333	(453)	(34.0%)	11,048	9,262	83.8%	Utilities	18,840	14,663	(4,177)	(28.5%)	21,355	2,515	11.8%
2,770	5,493	2,723	49.6%	285	(2,485)	(871.8%)	Other Expense	35,535	61,928	26,393	42.6%	24,525	(11,010)	(44.9%)
88	41	(47)	(113.7%)	41	(47)	(115.7%)	Insurance	635	451	(184)	(40.8%)	379	(256)	(67.4%)
305,352	343,024	37,672	11.0%	359,858	54,507	15.1%	Total Operational Expenses	3,650,504	3,689,464	38,960	1.1%	3,936,421	285,917	7.3%
484,511	(161,404)	645,915	(400.2%)	38,415	446,096	1,161.3%	Net Performance before Depreciation & Overhead Allocations	382,600	(653,403)	1,036,003	(158.6%)	(810,865)	1,193,465	(147.2%)

District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

Current Month				Fiscal Year To Date			
Actual	Budget	Variance	%	Prior Year	Variance	%	%
6,993	4,417	(2,576)	(58.3%)	5,616	(1,377)	(24.5%)	(24.5%) Depreciation
Overhead Allocations:							
323	411	89	21.6%	(1,975)	(2,297)	116.3%	Rev Mgt
45,886	32,224	(13,662)	(42.4%)	-	(45,886)	0.0%	Risk Cycle
177	551	374	67.8%	-	(177)	0.0%	Internal Audit
2,090	2,055	(34)	(1.7%)	1,840	(249)	(13.6%)	Home Office Facilities
2,793	4,754	1,961	41.3%	5,695	2,902	51.0%	Administration
6,435	6,425	(10)	(0.2%)	6,307	(128)	(2.0%)	Human Resources
-	2,466	2,466	100.0%	4,454	4,454	100.0%	Legal
347	1,151	804	69.8%	1,208	860	71.2%	Records
286	985	699	70.9%	910	624	68.5%	Compliance
1,012	1,002	(10)	(1.0%)	-	(1,012)	0.0%	Comm Engage Plan
7,468	11,857	4,389	37.0%	-	(7,468)	0.0%	IT Operations
1,481	1,208	(273)	(22.6%)	-	(1,481)	0.0%	IT Security
5,051	5,782	731	12.6%	-	(5,051)	0.0%	IT Applications
7,214	7,067	(147)	(2.1%)	-	(7,214)	0.0%	Security Services
32,124	17,387	(14,737)	(84.8%)	-	(32,124)	0.0%	IT EPIC
4,851	4,530	(321)	(7.1%)	5,296	445	8.4%	Finance
729	1,439	710	49.4%	987	258	26.2%	Public Relations
-	1,188	1,188	100.0%	28,494	28,494	100.0%	Information Technology
-	681	681	100.0%	-	-	0.0%	Corporate Quality
1,863	1,607	(256)	(15.9%)	-	(1,863)	0.0%	Project MGMT Office
-	207	207	100.0%	377	377	100.0%	Managed Care Contract
120,130	104,979	(15,151)	(14.4%)	53,591	(66,538)	(124.2%)	Total Overhead Allocations
432,474	452,420	19,946	4.4%	419,066	(13,408)	(3.2%)	Total Expenses
\$ 357,389	\$ (270,800)	\$ 628,189	(232.0%)	\$ (20,792)	\$ 378,181	(1,818.9%)	Net Margin
-	-	-	0.0%	102,945	102,945	100.0%	Capital
-	-	-	0.0%	-	-	0.0%	Capital Contributions
-	\$ 267,000	\$ 267,000	100.0%	-	\$ -	0.0%	General Fund Support/ Transfer In



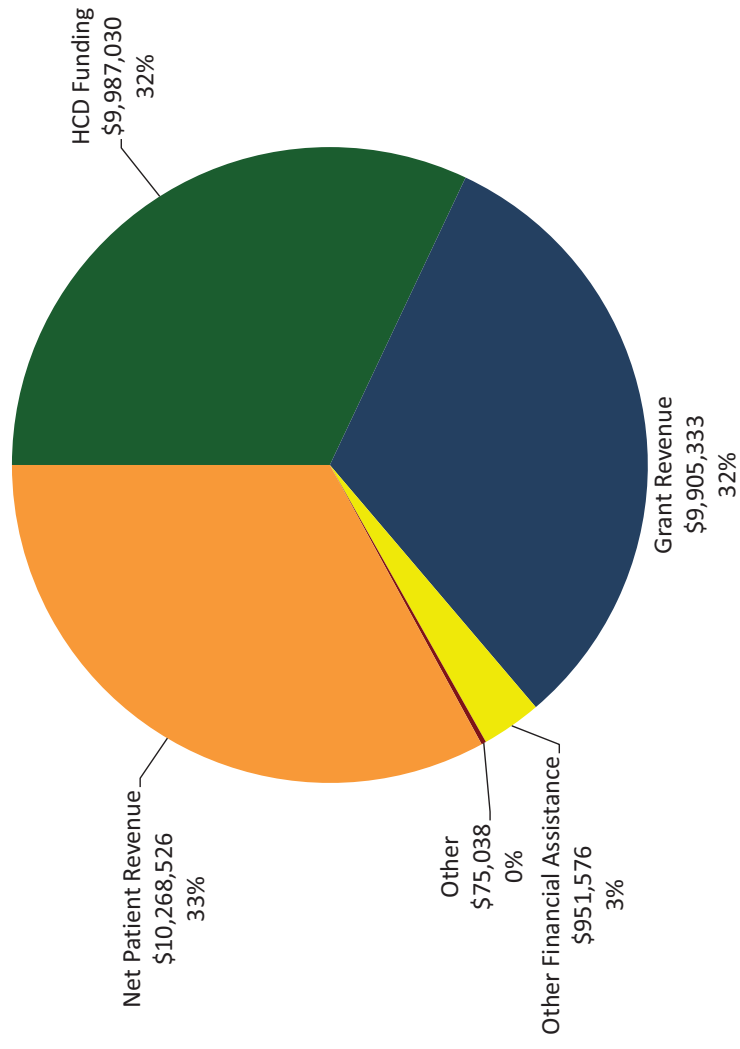
Clinic Visits - Adults and Pediatrics												
	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
West Palm Beach	1,227	929	1,068	836	879	1,119	1,138	1,007	1,173	911	1,004	11,291
Delray	1,061	883	989	776	582	723	600	541	560	457	528	6,319
Lantana	1,738	1,282	1,379	1,374	1,480	1,638	1,799	1,695	1,832	1,258	1,452	7,700
Belle Glade	616	395	661	451	555	656	622	566	616	621	792	16,927
Lewis Center	786	695	807	662	696	685	584	541	648	227	427	6,551
Lake Worth & Women's Health Care	1,153	979	958	907	953	1,339	1,206	1,222	1,409	1,002	1,246	6,758
Jupiter Clinic	602	407	468	450	527	656	501	415	533	484	456	12,374
West Boca & Women's Health Care	786	679	730	641	666	798	741	637	562	354	395	5,499
Cib Mob 1 Warrior	16	-	-	1	-	-	-	-	-	351	2,234	6,989
Cib Mob 2 Scout	-	-	-	-	-	-	-	-	-	559	1,115	2,602
Cib Mob 3 Hero	-	-	-	-	-	-	-	-	-	592	460	1,674
Mangonia Park	259	203	198	224	261	447	508	523	554	64	52	1,052
Mangonia Park-Substance	-	-	-	-	-	-	-	-	-	-	-	1,368
Total Clinic Visits	8244	6452	7258	6322	6599	8061	7699	7147	7887	6880	10,161	82,710
												57,195
												44.6%

Total Medical and Dental Visits	9158	7144	8158	6962	7253	8798	9452	9011	9902	8469	12,204	96,511	74,155	30.1%	87,588
---------------------------------	------	------	------	------	------	------	------	------	------	------	--------	--------	--------	-------	--------

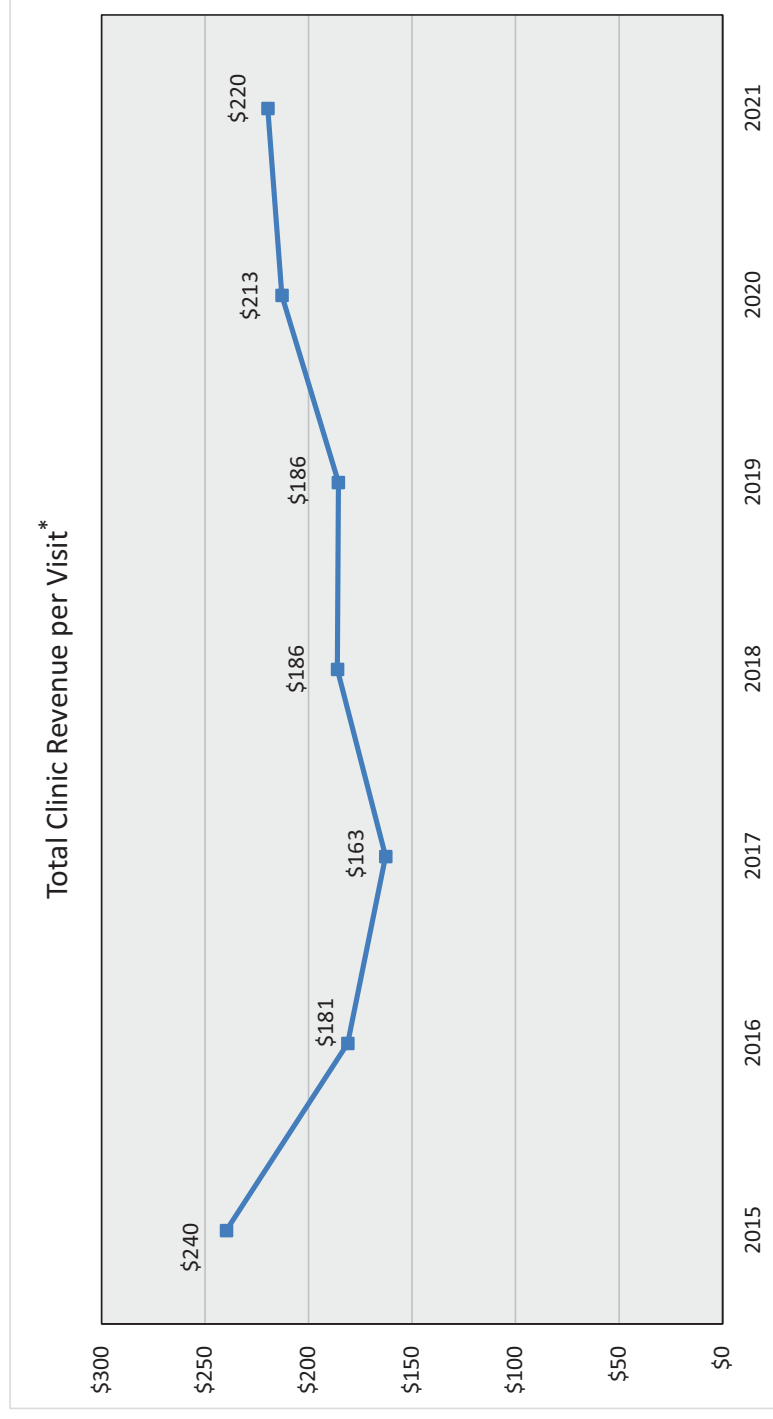
Key Ratios															
Collection Ratio															21%
Bad debt write off as a percentage of total billing															0%
Collections per visit															5.23
Charges Per Visit															126
Percentage of A/R less than 120 days															5%
Days in AR															47

Mental Health Counselors (non-billable)															
West Palm Beach	-	2	-	1	-	-	-	-	-	54	86		143	850	(83.2%)
Delray	60	41	22	1	3	2	-	-	1	19	-	149	671	852	(77.8%)
Lantana	-	36	2	-	1	-	-	3	1	-	-	43	2,806	4,392	(98.5%)
Belle Glade	26	18	41	21	14	21	18	15	11	67	80	332	315	871	5.4%
Mangonia Park	458	205	225	214	205	311	441	387	409	463	533	3,851	1,231	2,052	212.8%
Lewis Center	308	381	544	678	709	838	729	625	677	764	927	7,180	1,172	1,377	512.6%
Lake Worth	12	-	1	-	-	-	-	-	-	137	174	324	895	1,205	(63.8%)
Jupiter	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0.0%
West Boca	-	-	-	-	-	-	-	-	-	-	-	-	-	11	0.0%
Mobile Van	-	-	-	-	-	-	-	-	-	-	-	-	449	362	(100.0%)
Total Mental Health Screenings	864	683	835	915	932	1,172	1,188	1,030	1,099	1,504	1,800	12,022	8,389	12,468	43.3%

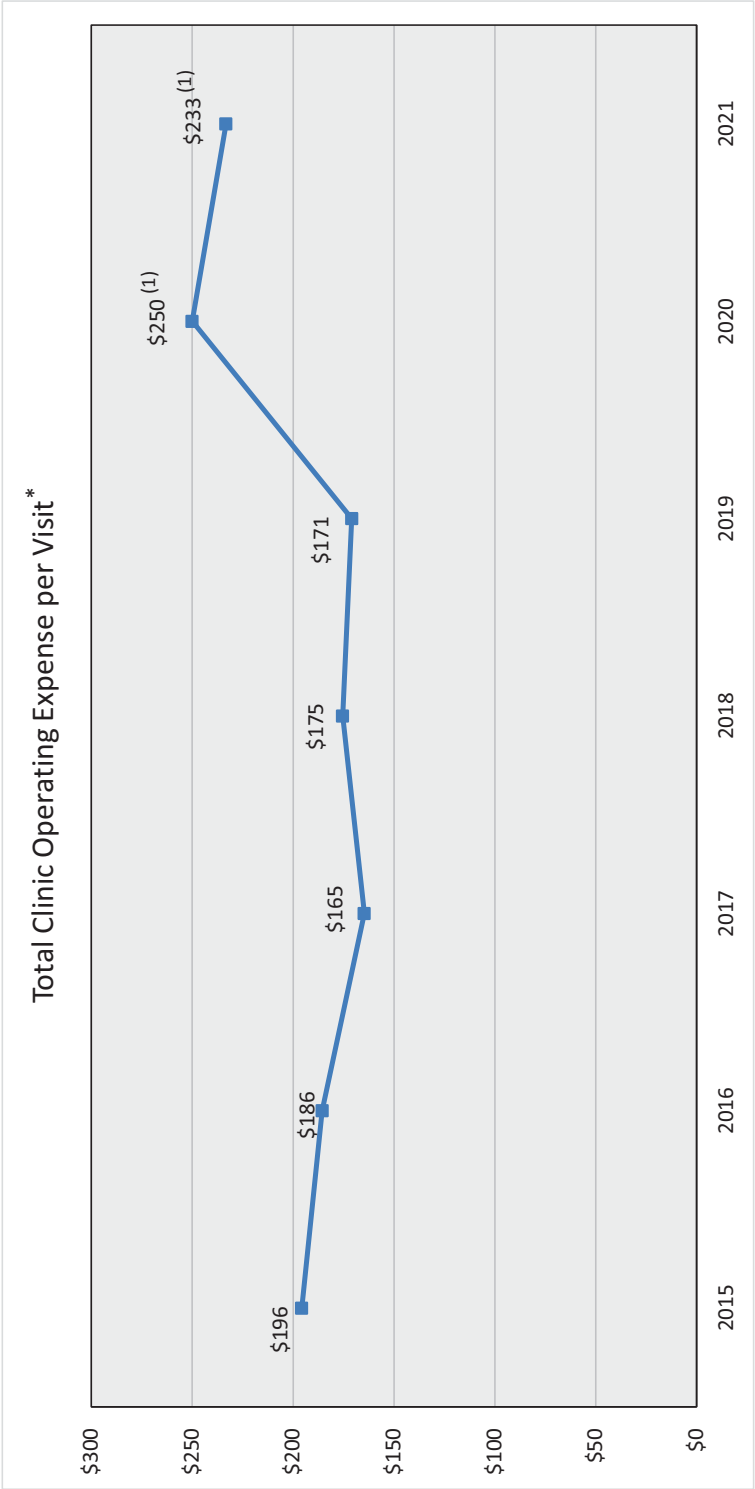
Primary Care Clinics Funding Sources



Fiscal YTD August 2021 Total Revenue \$31,187,503

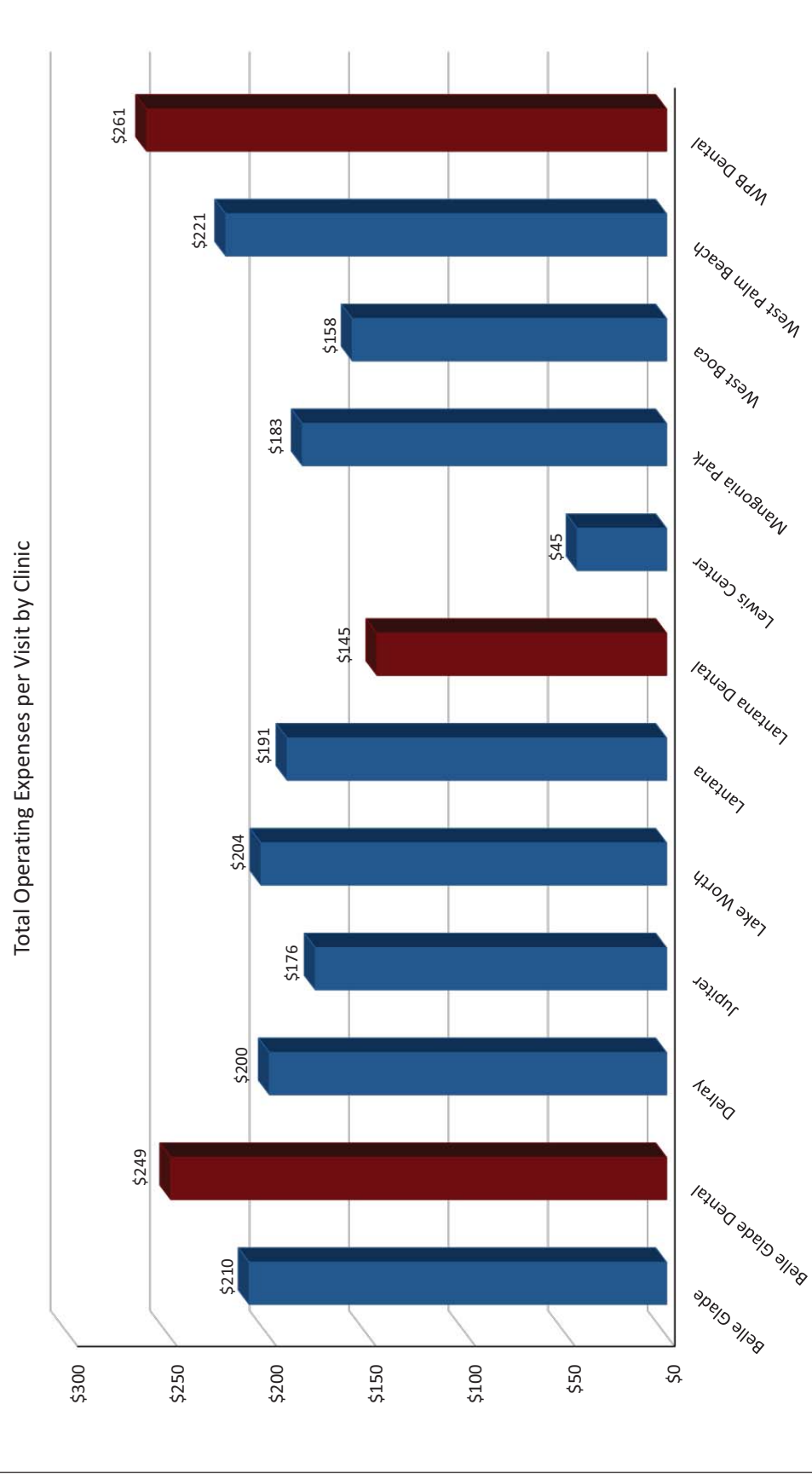


* Based on total medical and dental visits



(1) Increase in expense per visit is due to lower visits in fiscal years 2020 and 2021 related to operational changes for Covid-19

* Based on total medical, dental, and mental health visits



* Based on Fiscal Year-to-Date August 2021 total operating expenses (excludes depreciation, overhead allocations, and capital)

** Visits for the medical clinics include medical and mental health visits

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
October 27, 2021

1. Description: C. L. Brumback Primary Care Clinics Fiscal Year 2022 Adopted Budget

2. Summary:

This item presents the fiscal year 2022 budget for the C.L. Brumback Primary Care Clinics adopted by the Health Care District Board.

3. Substantive Analysis:

The fiscal year 2022 budget, which the Health Care District Board previously adopted on September 28, 2021, is attached for your review. The budget includes total expenditures and capital of \$43,854,839 and District support of \$16,700,000.

4. Fiscal Analysis & Economic Impact Statement:

	Amount	Budget
Capital Requirements	\$1,201,050	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue	\$27,176,127	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Expenditures	\$42,653,789	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:



Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

Health Care District Board and
 Finance and Audit Committee

 Committee Name

9/28/2021

 Date Approved

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
October 27, 2021

6. Recommendation:

Staff recommends the Finance Committee approve the adoption of the fiscal year 2022 budget.

Approved for Legal sufficiency:

DocuSigned by:

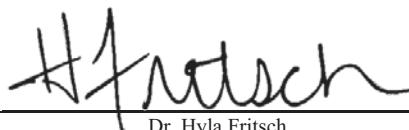


0290C6C02014479...

Bernabe Icaza
VP & General Counsel



Candice Abbott
VP & Chief Financial Officer



Dr. Hyla Fritsch
Executive Director of Clinic and Pharmacy
Services



District Clinic Holdings, Inc.



Fiscal Year 2022 Budget

Primary Care Clinics Trended Performance

	2018		2019		2020		2021		2022	
	Actual		Actual		Actual		Projected Actual		Proposed Budget	Variance from 2021 Projected \$ %
Gross Patient Revenue	22,427,858		22,224,392		18,294,850		20,773,607		22,710,078	1,936,471 9.32%
Contractual Allowances	9,877,568		7,132,374		3,629,389		5,406,906		5,414,142	7,236 0.13%
Charity	4,444,727		6,419,573		5,797,489		7,308,711		7,753,183	444,472 6.08%
Bad Debt	2,298,002		2,908,424		4,393,095		3,568,388		3,700,866	132,478 3.71%
Total Contractual Allowances and Bad Debt	16,620,297		16,460,371		13,819,973		16,284,005		16,868,191	584,186 3.59%
Other Patient Revenue	9,388,261		5,604,055		4,725,920		6,068,354		5,489,757	(578,597) -9.53%
Net Patient Revenue	15,195,822		11,368,076		9,200,798		10,557,956		11,331,644	773,688 7.33%
Collection Percentage	67.75%		51.15%		50.29%		50.82%		49.90%	-0.93%
Grant Funds	7,310,918		10,526,621		8,143,988		11,022,910		15,725,393	4,702,483 42.66%
Other Financial Assistance	-		-		2,421,186		911,081		-	(911,081) -100.00%
Interest Earnings	-		8,515		1,300		-		-	-
Other Revenue	1,929,420		2,404,782		577,073		119,090		119,090	- 0.00%
Total Other Revenues	9,240,338		12,939,917		11,143,546		12,053,081		15,844,483	3,791,402 31.46%
Total Revenues	24,436,160		24,307,993		20,344,344		22,611,037		27,176,127	4,565,090 20.19%
<i>Direct Operational Expenses:</i>										
Salaries and Wages	14,600,308		15,726,103		17,206,257		18,148,910		19,341,061	1,192,152 6.57%
Benefits	3,973,342		4,265,707		4,479,585		4,921,895		5,281,345	359,449 7.30%
Purchased Services	984,482		900,124		872,041		1,225,826		945,201	(280,625) -22.89%
Medical Supplies	488,562		429,051		500,203		675,000		927,170	252,170 37.36%
Other Supplies	218,830		546,725		167,960		249,503		505,831	256,328 102.74%
Contracted Physician Expense	15,355		-		-		-		-	-
Medical Services	-		559,907		1,076,791		750,000		764,000	14,000 1.87%
Drugs	527,296		808,151		989,744		782,121		1,041,130	259,009 33.12%
Repairs & Maintenance	586,669		399,137		316,713		278,381		630,551	352,170 126.51%
Lease & Rental	1,358,420		1,380,020		1,345,490		1,256,735		2,125,314	868,579 69.11%
Utilities	73,840		73,139		83,710		89,750		102,520	12,770 14.23%
Other Expense	311,538		287,612		319,921		381,867		715,100	333,233 87.26%
Insurance	22,163		23,819		32,673		46,865		48,314	1,449 3.09%
Total Operational Expenses	23,160,807		25,399,496		27,391,089		28,806,852		32,427,537	3,620,685 12.57%
Net Performance before Overhead Allocations & Depreciation	1,275,353		(1,091,503)		(7,046,745)		(6,195,816)		(5,251,410)	944,406 15.24%
Depreciation	206,940		158,465		236,878		380,381		490,000	109,619 28.82%
Total Overhead Allocations	3,449,008		4,177,581		4,534,880		7,413,247		10,226,252	2,813,005 37.95%
Total Expenses	26,816,754		29,735,542		32,162,847		36,600,480		43,143,789	6,543,309 17.88%
Net Margin	\$ (2,380,594)		\$ (5,427,549)		\$ (11,818,503)		\$ (13,989,444)		\$ (15,967,662)	\$ (1,978,218) -14.14%
Capital Contribution Capital	-		5,893		-		-		-	-
General Fund Support/ Transfer In	\$ 2,370,000		\$ 4,798,453		\$ 11,249,311		\$ 13,675,000		\$ 16,700,000	\$ 3,025,000 22.12%

Primary Care Clinics - Medical - Trended Performance

	2018	2019	2020	2021	2022	Variance from 2021 Projected	
	Actual	Actual	Actual	Actual	Proposed Budget	\$	%
Gross Patient Revenue	18,498,402	18,216,651	15,476,662	16,853,162	18,478,691	1,625,529	9.65%
Contractual Allowances	8,798,825	6,278,688	3,134,856	4,326,577	4,638,459	311,882	7.21%
Charity	2,901,754	4,555,969	4,188,478	5,541,328	5,791,648	250,320	4.52%
Bad Debt	1,910,897	2,745,131	4,168,423	3,210,450	3,362,355	151,905	4.73%
Total Contractual Allowances and Bad Debt	13,611,476	13,579,788	11,491,757	13,078,355	13,792,462	714,107	5.46%
Other Patient Revenue	6,121,466	3,985,951	3,438,753	4,272,767	4,521,776	249,009	5.83%
Net Patient Revenue	11,008,393	8,622,814	7,423,658	8,047,574	9,208,005	1,160,431	14.42%
Collection Percentage	59.51%	47.33%	47.97%	47.75%	49.83%	2.08%	
Grant Funds	5,905,811	8,630,642	6,710,257	9,033,482	13,239,833	4,206,351	46.56%
Other Financial Assistance	-	-	1,920,733	647,090	-	(647,090)	-100.00%
Interest Earnings	-	8,515	1,300	-	-	-	-
Other Revenue	1,895,420	2,404,548	577,073	119,090	119,090	-	0.00%
Total Other Revenues	7,801,232	11,043,705	9,209,363	9,799,662	13,358,923	3,559,261	36.32%
Total Revenues	18,809,625	19,666,519	16,633,021	17,847,236	22,566,928	4,719,692	26.44%
<i>Direct Operational Expenses:</i>							
Salaries and Wages	11,943,929	12,929,614	14,365,557	15,332,232	16,427,236	1,095,004	7.14%
Benefits	3,194,929	3,469,984	3,731,106	4,161,908	4,462,406	300,498	7.22%
Purchased Services	802,703	780,554	772,218	1,194,083	870,240	(323,843)	-27.12%
Medical Supplies	186,330	176,286	296,745	518,950	765,425	246,475	47.49%
Other Supplies	168,247	392,357	137,824	162,253	454,218	291,965	179.94%
Contracted Physician Expense	15,355	-	-	-	-	-	-
Medical Services	-	559,907	1,076,791	750,000	764,000	14,000	1.87%
Drugs	516,286	806,796	989,506	781,708	1,041,130	259,422	33.19%
Repairs & Maintenance	515,066	349,554	272,423	265,481	604,737	339,256	127.79%
Lease & Rental	964,162	1,063,998	1,043,975	987,475	1,783,353	795,878	80.60%
Utilities	63,847	64,034	59,389	69,551	83,340	13,789	19.83%
Other Expense	263,883	252,085	294,056	331,500	667,907	336,407	101.48%
Insurance	21,143	23,325	32,253	46,377	47,262	885	1.91%
Total Operational Expenses	18,655,880	20,868,494	23,071,844	24,601,516	27,971,254	3,369,737	13.70%
Net Performance before Overhead Allocations & Depreciation	153,745	(1,201,975)	(6,438,822)	(6,754,280)	(5,404,326)	1,349,955	19.99%
Depreciation	63,896	117,632	173,775	292,739	375,000	82,261	28.10%
Total Overhead Allocations	2,715,609	3,366,191	3,732,165	6,337,239	8,777,405	2,440,167	38.51%
Total Expenses	21,435,385	24,352,317	26,977,783	31,231,494	37,123,659	5,892,165	18.87%
Net Margin	\$ (2,625,761)	\$ (4,685,798)	\$ (10,344,762)	\$ (13,384,258)	\$ (14,556,731)	\$ (1,172,473)	-8.76%
Capital Contribution	-	5,893	-	-	-	-	-
Capital	-	-	-	-	1,061,050	1,061,050	-
General Fund Support/ Transfer In	\$ 2,370,000	\$ 4,798,453	\$²⁹ 9,583,293	\$ 13,100,000	\$ 15,250,000	\$ 2,150,000	16.41%

Primary Care Clinics - Dental - Trended Performance

	2018 Actual	2019 Actual	2020 Actual	2021		2022		Variance from 2021 Projected \$	%
				Projected Actual	Proposed Budget				
Gross Patient Revenue	3,929,455	4,007,741	2,818,188	3,920,445	4,231,387	310,942	7.93%		
Contractual Allowances	1,078,743	853,687	494,533	1,080,329	775,683	(304,646)	-28.20%		
Charity	1,542,973	1,863,604	1,609,010	1,767,383	1,961,535	194,152	10.99%		
Bad Debt	387,105	163,293	224,672	357,938	338,511	(19,427)	-5.43%		
Total Contractual Allowances and Bad Debt	3,008,821	2,880,583	2,328,216	3,205,650	3,075,729	(129,921)	-4.05%		
Other Patient Revenue	3,266,795	1,618,104	1,287,168	1,795,587	967,981	(827,606)	-46.09%		
Net Patient Revenue	4,187,429	2,745,262	1,777,140	2,510,382	2,123,639	(386,743)	-15.41%		
Collection Percentage	106.57%	68.50%	63.06%	64.03%	50.19%	-13.85%			
Grant Funds	1,405,106	1,895,979	1,433,731	1,989,428	2,485,560	496,132	24.94%		
Other Financial Assistance	-	-	500,452	263,990	-	(263,990)	-100.00%		
Other Revenue	34,000	233	-	-	-	-			
Total Other Revenues	1,439,106	1,896,212	1,934,183	2,253,419	2,485,560	232,141	10.30%		
Total Revenues	5,626,536	4,641,474	3,711,323	4,763,801	4,609,199	(154,602)	-3.25%		
Direct Operational Expenses:									
Salaries and Wages	2,656,379	2,796,489	2,840,700	2,816,678	2,913,825	97,147	3.45%		
Benefits	778,414	795,724	748,479	759,987	818,939	58,951	7.76%		
Purchased Services	181,778	119,570	99,824	31,743	74,961	43,218	136.15%		
Medical Supplies	302,233	252,765	203,458	156,050	161,745	5,695	3.65%		
Other Supplies	50,583	154,369	30,136	87,250	51,613	(35,637)	-40.84%		
Drugs	11,009	1,355	238	413	-	(413)	-100.00%		
Repairs & Maintenance	71,603	49,583	44,290	12,900	25,814	12,914	100.11%		
Lease & Rental	394,259	316,023	301,515	269,260	341,961	72,701	27.00%		
Utilities	9,994	9,105	24,321	20,199	19,180	(1,019)	-5.04%		
Other Expense	47,656	35,527	25,865	50,367	47,193	(3,174)	-6.30%		
Insurance	1,020	493	420	488	1,052	564	115.57%		
Total Operational Expenses	4,504,927	4,531,002	4,319,245	4,205,336	4,456,283	250,947	5.97%		
Net Performance before Overhead Allocations									
& Depreciation	1,121,609	110,472	(607,922)	558,465	152,916	(405,549)	-72.62%		
Depreciation	143,044	40,833	63,103	87,642	115,000	27,358	31.22%		
Total Overhead Allocations	733,398	811,389	802,715	1,076,009	1,448,847	372,838	34.65%		
Total Expenses	5,381,369	5,383,225	5,185,063	5,368,986	6,020,130	651,144	12.13%		
Net Margin	\$ 245,166	\$ (741,751)	\$ (1,473,741)	\$ (605,185)	\$ (1,410,931)	\$ (805,746)	-133.14%		
Capital	-	-	-	34,756	140,000	105,244	302.81%		
General Fund Support/ Transfer In	\$ -	\$ -	\$ 1,666,019	\$ 575,000	\$ 1,450,000	\$ 875,000	152.17%		

