

Meals on Wheels People
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FINANCE COMMITTEE MEETING

Wednesday, October 16, 2019

12:00 – 1:00

805 SW Broadway, Suite 1200

Portland, OR

Agenda

12:00 noon Call to Order.....Tim Kalberg
12:00 noon Approval of minutes – August 21, 2019.....Tim Kalberg
12:05 p.m. New Business.....Tim Kalberg
 a. 401(k) review.....Cole or Jed
 b. September financials.....Linda Reynolds

Attachments: September Financials

Meeting Schedule: Next meeting: **November 20 at 12:00 – Telephone meeting**

Quarterly Review Schedule (August, November, February, May):

- Long Term Investments

Semi-annual Schedule:

- Audit review (April, September)
- Fund raising (January, May)
- Forecast/Budget (January, May)

Annual Review Schedule:

- Benefit Renewals (February)
- Next year's budget (May)
- Insurance (July)
- Gift Annuities (August)
- 401 k (October)

Meals on Wheels People
Finance Committee Meeting Minutes
September 25, 2019 at noon
Moss Adams
805 SW Broadway, Suite 1200

Present: Ashley Osten, Tim Kalberg
Staff: Linda Reynolds, minutes: Kristin Mueller
Guest: Jennifer Perrier with Hoffman, Stewart & Schmidt

Meeting called to order at 12:00pm

Approval of minutes – August 21, 2019

1. New Business

a. FY 20 Audit (Jennifer Perrier)

- Shane Graves is in Montana, and will be at the board meeting for the auditors presentation to the board.
- Extra week before for field work was appropriate – thank you to staff.
- Summary of Reports:
 - Audit Results Summary: discussion of cash down \$1.2m explained by \$1m to The Diner. Investments up \$376K. Discussion of Bank of America restricted funding for the Diner.
 - Discussion of adding “Other” to Purpose Restrictions to include, for example, the billboard.
 - Discussion of Results of Activities, including Medicaid growth. New note on The Diner would be helpful. \$12m total revenue, increase for the year.
- Financial Statements:
 - Statement of Activities discussion including expenses up along with revenue gains with surplus of \$233K.
 - Notes include new ASUs and upcoming ASU.
 - Discussion of updating SEFA with Multnomah County letter. Discussion of Schedule of Findings and Questioned Costs.
- Audit Letters:
 - This was a clean audit, per Jennifer. Significant Audit Matters – three adjusted journal entries proposed by management. Discussion of lease incentives on The Diner amortized over the life of the lease. \$85K paid for roof repairs, and landlord reimbursed – but MOWP paid for it, so need to amortize.
 - Net effect was \$144K, well below material.
 - Discussion of Bank of America grant over two periods - \$100K received in 2019 and \$100K expected in 2020 for The Diner. No formal document or

grant acknowledgement. See FYE 2019 Observation and Recommendation letter 9.25.19.

- Concerns? Per Jennifer, expenses are always up so not a concern. Program expense is consistent at 83.6%. Very consistent.
 - Auditors will present landscape at the board meeting with comps to peer groups.
- b. August 2019 Financials (Linda Reynolds)
- Received \$70K to continue the billboard run through 2021.
 - Direct mail solicitation is working – receiving 200 checks a day. Received a \$12,500 rebate as compensation for the late direct mailing last year.
 - Food is (\$3.6K) unfavorable due to more meals served than budgeted.
 - Diner at a loss of (\$9,500). Daily POS reports \$1500-2000/day on weekend and during the week now \$1000 sometimes. Eggs benedict is very popular. Discussion of the level we are willing to subsidize The Diner to be considered successful. Breaking even would be best. Each center is subsidized way over \$120K/year. Lots of seniors are eating and not using OAA funds. The revised budget is showing a loss of \$89K - includes YTD activity.

Meeting adjourned 1:06pm

Next Finance Committee Meeting:

October 16, 2019

Noon-1:00pm

Moss Adams

805 SW Broadway, Suite 1200

Meals on Wheels People - Historical Operations

September 2019 Executive Summary

	Celebrate	Caution	Unfavorable	Comment	Key issues/challenges/opportunities /risk
Management Operating Revenues	↑				
Government	X			Favorable \$98K Government was over budget \$22K primarily due to OAA and OPI revenue over budget. This is offset by a shortfall in NSIP.	
Development/Center Fundraising	X			Development fundraising was \$120K over budget primarily in general donations and grants.	
Contract		X		Contract revenue was under budget (\$51K). Edwards Center (\$14K) and Meals 4 Kids (\$23K) had the largest revenue shortfalls. Multiple contracts were short (\$1-3K).	
Expenses	↑			Expenses were \$76K favorable year to date.	
Food & Supplies		X		Food & supplies were unfavorable to budget (\$9K). The volume variance was (\$18K) and the spending variance \$9K for meals served.	The variance to budget will continue to be unfavorable as we serve more meals than planned.
Salaries	X			Salaries were favorable to budget \$53K primarily in Centers and Operations staff due to staff turnover and a delay in hiring.	
Benefits	X			Benefits were \$15K favorable year to date.	
Advertising	X			Unfavorable (\$20K) due to paying for 3 months of the billboard on Hwy 217.	This account will be unfavorable all year as we pay for a new billboard on I-5. This expense will be offset in "Release from restricted" revenue as we received 2 grants for the billboard in FY20.
Management net income	↑			We ended September with a profit of \$68K compared to a budgeted loss of (\$106K).	
Liquidity	↑			Days cash = 41.	
Food Cost	↑				
Bulk meal	X			Raw food costs per meal were \$1.317 for the month. The budget is \$1.36 per meal.	
Contract meals	X			The average cost year to date was \$1.43 per meal compared to a plan of \$1.65. The Summer meals for kids program costs are lower than senior meals.	
Number of meals served	↑			All senior meal types (congregate, home delivered & Medicaid) were over plan. Contract meals were under plan and last year.	Contracts we had in FY19 that did not continue into FY20 include IRCO, Rockwood Head Start, Friendly House, and Pi Nee Waus.
Total cost per meal served	↑			The full absorption cost was \$8.50 YTD compared to a budget of \$9.06. The favorable impact of Meals 4 Kids on the full absorption cost was \$0.98.	The large variance from budget is due to more meals served than planned and being under budget in expenses.

Meals on Wheels People - Historical Operations

September 2019 Executive Summary

MANAGEMENT REPORTING REVENUES

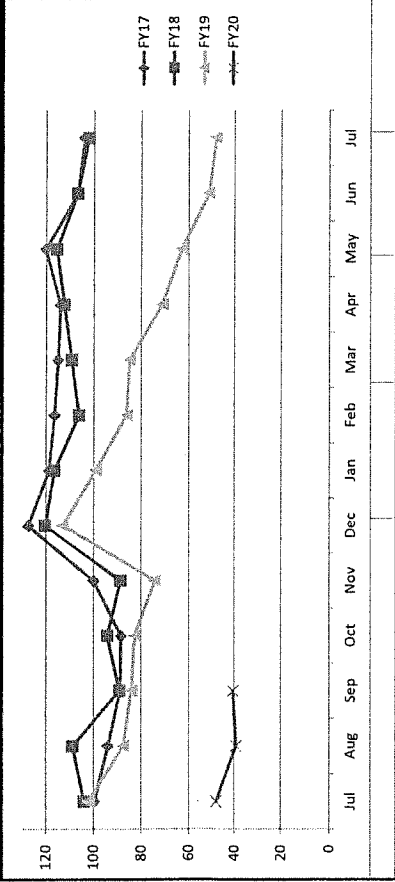
REVENUES	Actual		Budget		Variance		Annual	
	YTD	YTD	YTD	YTD	YTD	Budget	Budget	
Government Contracts	\$1,134,201	1,096,754	\$37,447	\$2,151,524				
Older Americans Act	244,094	239,409	4,685	953,814				
Medicaid	105,146	129,097	(23,951)	515,305				
NSIP	70,912	67,007	3,905	170,000				
Other	569,004	449,468	119,536	4,093,802				
Fundraising	219,961	270,624	(50,663)	1,097,000				
Contract Meal Sales	141,923	144,573	(2,650)	576,000				
Participant Contributions								
Board Designated	98,507	84,425	14,082	435,199				
Transfer from Investments				283,666				
Other	46,951	51,615	(4,664)	229,378				
Total Management reporting revenues	\$2,630,699	2,532,972	\$97,727	\$10,505,688				

* See fundraising details below

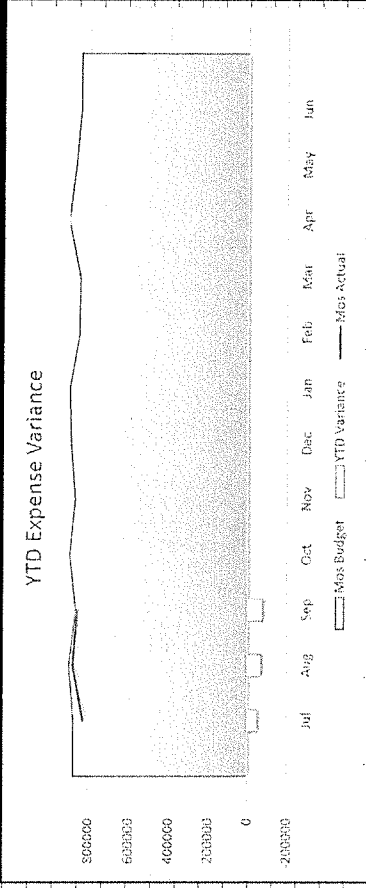
FUNDRAISING REVENUES

Operating Statement	Restricted		Total		YTD	
	Operating	Restricted	Fundraising	Total	Budget	Budget
Special Events	\$ 21,907	\$ -	\$ 21,907	\$ 21,001	\$ 21,001	\$ 21,001
Best Tables in Town	2,500	-	2,500	1,000	1,000	1,000
Donate Dinner	12,497	-	12,497	-	-	-
Stride for Seniors	6,160	-	6,160	6,000	6,000	6,000
Luncheons	750	-	750	1,500	1,500	1,500
50th Anniversary	-	-	-	12,501	12,501	12,501
Direct Solicitation	150,108	-	150,108	143,500	143,500	143,500
Donations	261,816	-	261,816	212,417	212,417	212,417
Grants	99,496	-	99,496	29,400	29,400	29,400
Partnerships	23,059	-	23,059	38,000	38,000	38,000
Center Fundraising	3,544	-	3,544	5,150	5,150	5,150
Release restricted grants	9,074	-	9,074	-	-	-
Sub-total	\$ 569,004	\$ -	\$ 569,004	\$ 449,468	\$ 449,468	\$ 449,468
Bequests	-	-	-	50,000	50,000	50,000
Total Fundraising	\$ 569,004	\$ -	\$ 569,004	\$ 499,468	\$ 499,468	\$ 499,468

DAYS CASH



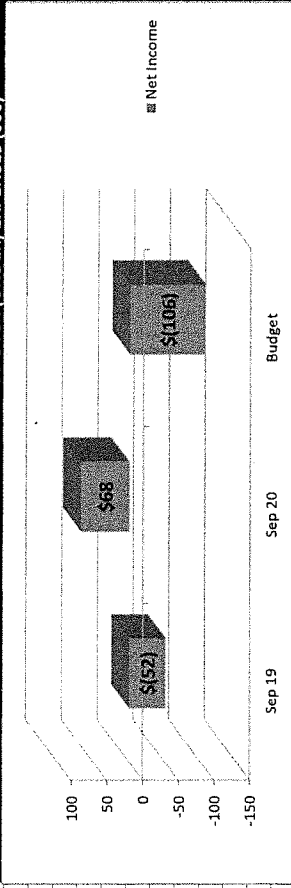
YTD EXPENSES



Expenses are under budget \$76K YTD. This is primarily labor & related \$54K due to the timing of new hires and attrition. Professional services is under budget \$31K and printing \$29K due to timing. Food is over budget at a (\$9.2K) variance.

Postage is over budget (\$9K) due to the timing of invoices for direct solicitation and advertising is over budget (\$20K) due to paying the remaining 3 months of the billboard on Hwy 217.

MANAGEMENT REPORTING OPERATING REVENUE OVER (UNDER) EXPENSES (000)



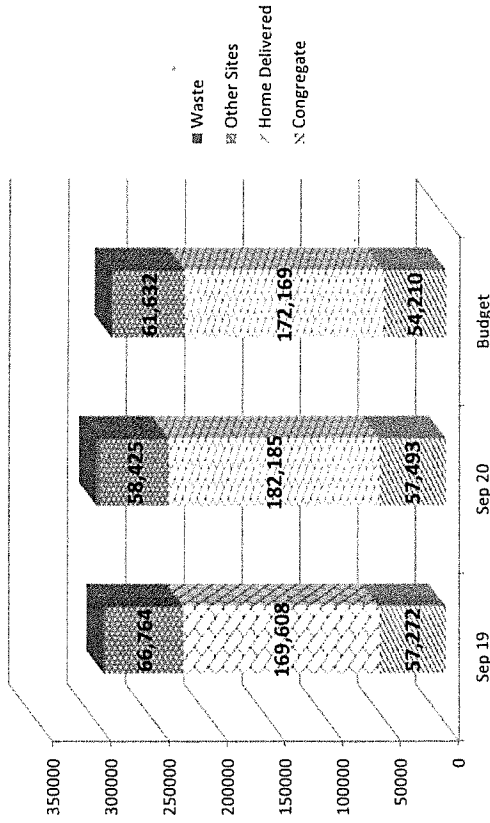
STATEMENT OF REVENUES & FUNCTIONAL EXPENSES (000)

	Actual		Budget		Variance		Annual	
	YTD	YTD	YTD	YTD	YTD	Budget	Budget	
Total Revenues	2,659,033	2,498,547	160,486	9,655,060				
Total Expenses	2,823,914	2,639,084	(184,830)	10,306,593				
Increase (Decrease) in net assets	(164,881)	(140,537)	(24,344)	(651,533)				
Components:								
Management reporting profit(loss)	9,427	(106,112)	115,539					
Bequests	1,387	50,000	(48,613)	200,000				
Board designated funds	(113,918)	(84,425)	(29,493)	(517,954)				
Release restricted funds	(42,824)	-	(42,824)	(53,014)				
Trf from Long Term Investments	-	-	-	(280,565)				
Restricted Interest Earned	6,505	-	6,505	-				
Gain(Loss) on investments	(84,644)	-	(84,644)	-				
Restricted Gifts	-	-	-	-				
Other (Gain/loss on disposition of equipment)	59,186	-	59,186	-				
	(164,881)	(140,537)	(24,344)	(651,533)				

Meals on Wheels People - Historical Operations

September 2019 Executive Summary

Meals Served
3 months ending 9/30



CONTRACTS

	September	YTD	YTD Bud	FY20 Bud
Contract sales	\$104,370	\$282,952	\$270,624	\$1,097,000
Direct Food	(24,478)	(81,688)	(96,311)	(387,591)
Direct Labor	(28,140)	(91,664)	(96,396)	(386,389)
Other Direct Expenses	(13,167)	(21,407)	(3,480)	(14,069)
Benefit to MOWP	38,585	88,193	74,437	308,951
GM%	37.0%	31.2%	27.5%	28.2%
Allocation of Expenses	(14,753)	(39,562)	(36,441)	(145,327)
Net Profit(Loss)	\$23,832	\$48,631	\$37,996	163,624

CONTRACT MEALS UPDATE

The Summer Kids program is included in these numbers. Revenue for this program credited grants and donations for \$63,991 which is why the sales number does not equal the financial statements.

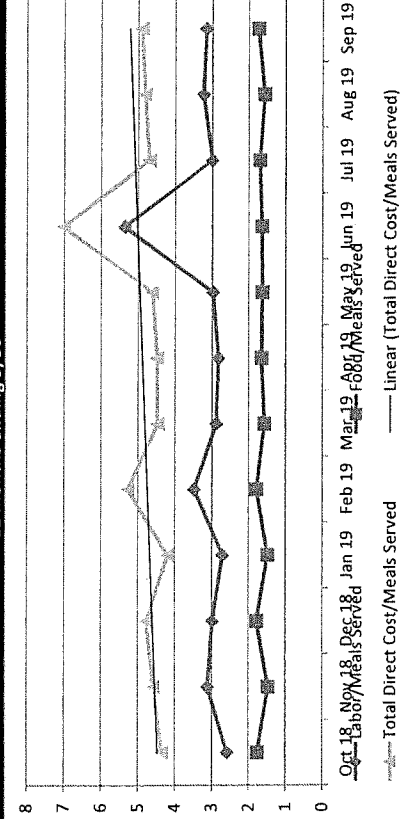
RAW FOOD COST PER MEALS SHIPPED

	Sept	YTD	FY20 Budget
Raw food cost - bulk meal program	\$1.317	\$1.357	\$1.360
Raw food cost - contract meal programs	\$1.362	\$1.426	\$1.645
Cost per meal allocated to centers	\$4.080	\$4.000	\$4.197

TOTAL COST PER MEAL SERVED
3 months ending 9/30

	Sep 19	Sep 20	YTD Budget	FY20 Budget
All Meals (Includes Meals 4 Kids)				
Central Kitchen	\$ 2.91	\$ 3.11	\$ 3.20	\$ 2.86
Operations	\$ 3.85	\$ 3.96	\$ 4.31	\$ 3.81
Administration	\$ 0.66	\$ 0.58	\$ 0.66	\$ 0.57
Development	\$ 0.81	\$ 0.85	\$ 0.89	\$ 0.87
Total	\$ 8.23	\$ 8.50	\$ 9.06	\$ 8.11
Meals without Meals 4 Kids				
Central Kitchen	\$ 3.25	\$ 3.66	\$ 3.56	\$ 3.32
Operations	\$ 3.75	\$ 4.14	\$ 4.22	\$ 3.88
Administration	\$ 0.73	\$ 0.69	\$ 0.73	\$ 0.66
Development	\$ 0.90	\$ 1.00	\$ 0.99	\$ 1.00
Total	\$ 8.63	\$ 9.48	\$ 9.51	\$ 8.86

VARIABLE COSTS PER MEALS SERVED
12 months ending 9/30



Meals on Wheels People - The Diner Vancouver

September 2019 Executive Summary
Officially Opened February 19, 2019

The Diner Operating Statement										The Diner Operating Trend				
	YTD Actual	Budget	Variance		Feb	Mar	Apr	May	June	July	August	September		
Food Sales	116,427	170,899	(54,472)	OAA/NSIP	48,000	-	-	-	-	-	815	1,209		
Donations	28,138	43,117	(14,979)	Food Sales	18,946	52,157	44,981	42,136	40,334	37,077	38,972	40,379		
OAA/NSIP	2,023	-	2,023	Donations	6,126	13,885	11,291	10,113	9,168	9,234	9,473	9,431		
Total Operating Revenue	146,588	214,016	(67,428)	Cost of sales	(31,830)	(29,195)	(20,728)	(16,460)	(17,027)	(16,336)	(9,845)	(24,692)		
Cost of Sales	(50,871)	(52,929)	2,058	Labor cost	(62,580)	(46,620)	(56,083)	(52,181)	(96,319)	(52,521)	(48,973)	(49,051)		
Labor	(150,545)	(155,643)	5,098	Gross Profit	(21,338)	(9,773)	(20,539)	(16,392)	(63,844)	(22,546)	(9,558)	(22,724)		
Prime cost (COS + Labor)	(201,416)	(208,572)	7,156											
Gross Profit	(54,828)	5,444	(60,272)	Guests	2,096	4,846	3,926	3,932	3,829	3,762	3,918	4,019		
GM%	-47.1%	3.2%		OAA Meals	15	37	50	89	91	114	100	141		
Release of restricted funds	33,750	25,000	8,750											
Board Designated Funds	15,411	-	15,411											
Other expenses	(56,194)	(45,653)	(10,541)											
Net Income(Loss)	(61,861)	(15,209)	(46,652)											
				Cost of sales is calculated as:										
	Guests	Avg \$/guest	Customer	Beginning Inventory										
Dine-in	11,303	\$ 9.94	Donations	plus food invoices										
Take-out	396	\$ 10.41	\$ 27,649	less ending inventory										
Total	11,699	\$ 9.96	Table turns	Equals cost of sales										
			56.14											
				There may have been invoices from August in this month's numbers for COS to be so high.										

Meals on Wheels People - Historical Operations

September 2019 Executive Summary

Balance Sheet Ratios - Q1:						
	FY15	FY16	FY17	FY18	FY19	FY20
Solvency						
Current Ratio	4.2	6.8	9.2	8.7	6.7	5.9
Days Payable	32.7	62.0	26.4	33.7	* 57.3	35.2
Efficiency						
Inventory Turns	24.0	23.8	22.6	25.9	22.8	21.0
Days Receivables	37.1	38.8	40.6	39.9	44.0	41.6
* Includes \$134K construction bill for The Diner.						
Current Ratio:	Current Assets divided by Current Liabilities, measuring current assets available to cover current liabilities, a test of near term solvency. The ratio indicates to what extent cash on hand and disposable assets are enough to pay off near term liabilities.					
Days Payables:	365/(Cost of Sales: Accounts Payable ratio): Reflects the average number of days for each payable before payment is made.					
Inventory Turns:	Reflects the number of times inventory is turned over during the course of the year. High levels can mean good liquidity or business revenue, or shortages requiring better management. Low levels may indicate poor cash flow or overstocking.					
Days Receivables:	365/ (Receivables Turnover): Reflects the number of days that receivables are outstanding.					

Development Ratios - Q1:				
	FY17	FY18	FY19	FY20
% of expenses	7.5%	7.8%	7.3%	8.8%
Cost to raise \$1 **	0.36	0.41	0.51	0.40
** Excludes bequests				
Administration Ratio - Q1:				
	FY17	FY18	FY19	FY20
% of expenses	8.2%	8.1%	7.9%	6.8%
Bank Distribution				
Wells Fargo	1,103,038			
First Interstate	160,963			
Petty Cash	8,440			
Operating cash accounts	1,272,441			
Columbia Bank	252,276			
Charles Schwab (was WA Trust)	207,191			
Wells Fargo Investment	58,823			
Short term investments	518,290			
Long Term Investment - Schwab	6,663,172			
Capital & Maintenance/J. Smith	3,329,597			
OCF	386,437			
CFSW	68,111			
Wells Fargo Investment	17,648			
Reserve Cash Accounts	10,464,964			
Total Cash	12,255,694			

** Includes \$165K write-off of Florida land

Meals on Wheels People

Statement of Financial Position
Unaudited
Consolidated

	ASSETS		
	<u>September 30, 2019</u>	<u>September 30, 2018</u>	<u>Final June 30, 2019</u>
Current assets:			
Cash and cash equivalents	1,272,441	2,359,688	1,482,459
Investments - short term	518,290	54,514	517,516
	<u>1,790,731</u>	<u>2,414,202</u>	<u>1,999,975</u>
Accounts receivable:			
Older Americans Act	708,206	610,831	585,058
Medicaid	70,917	170,560	105,145
NSIP	66,454	76,009	67,245
Contract meals	212,373	238,867	233,911
Grants	100,000		
Bequests & Other	42,326	28,195	127,763
Less: Allowance for uncollectible accounts	(9,741)	(5,000)	(16,601)
	<u>1,190,535</u>	<u>1,119,462</u>	<u>1,102,521</u>
Contributions receivable	10,000	20,200	118,000
Less: Allowance for uncollectible pledges	-	-	-
Inventories	100,468	87,135	93,913
Prepaid expenses and other assets	<u>407,962</u>	<u>208,842</u>	<u>265,125</u>
Total current assets	<u>3,499,696</u>	<u>3,849,841</u>	<u>3,579,534</u>
Investments held related to charitable gift annuities	17,648	18,613	17,648
Beneficial interest in trusts	262,962	248,601	262,962
Investments			
Oregon Community Foundation	386,437	445,686	386,437
Board Designated for Financial Reserve	-	-	-
Other Investments Long Term			
The Community Foundation for SW Washington	68,111	67,208	68,728
Board Designated for Capital and Maintenance	3,136,436	3,076,121	3,162,180
Joan Smith fund	193,161	189,925	195,357
Long Term Investments	6,455,981	6,517,380	6,506,479
Trademarks	9,472		9,522
Property plant and equipment			
Building and land	6,657,837	6,657,837	6,657,837
Furniture and equipment	4,496,983	3,919,541	4,395,359
Accumulated depreciation	(4,575,417)	(4,419,135)	(4,485,849)
TOTAL ASSETS	<u>\$ 20,609,307</u>	<u>\$ 20,571,618</u>	<u>\$ 20,756,194</u>

LIABILITIES AND NET ASSETS

Current liabilities:			
Accounts payable	\$ 203,345	\$ 311,945	\$ 192,970
Accrued liabilities	389,830	259,805	381,866
Reserve for annuities	14,361	15,510	14,706
TOTAL LIABILITIES	<u>607,536</u>	<u>587,260</u>	<u>589,542</u>
Net assets:			
Unrestricted:			
Available for operations	2,535,413	2,972,243	2,449,054
Net investment in property and equipment	6,579,403	6,158,243	6,567,347
Designated for Joan Smith ED Fund	142,981	139,745	145,177
Designated for advertising initiatives	121,550	121,500	150,000
Designated for financial reserve	6,455,981	6,517,380	6,682,908
Designated for capital and maintenance reserve	3,136,436	3,076,121	3,162,180
Total net assets without donor restrictions	<u>18,971,764</u>	<u>18,985,232</u>	<u>19,156,666</u>
Net assets with donor restrictions	1,030,007	999,126	1,009,986
TOTAL NET ASSETS	<u>20,001,771</u>	<u>19,984,358</u>	<u>20,166,652</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 20,609,307</u>	<u>\$ 20,571,618</u>	<u>\$ 20,756,194</u>

Meals on Wheels People

Statement of Revenues & Functional Expenses

3 Months Ended 9/30/2019

Unaudited

	Program Services				Supporting Services				Total				
	Center Operations	Kitchen Operations	Vancouver Diner	Taxable	Total	General and Administrative	Fund-raising	Total Operations		Current Budget	Capital and multi-year grants	Planned Gifts	Maintenance/Encumbrance
Revenue:													
Government contracts	\$ 1,554,362	\$ -	\$ 2,024	\$ -	\$ 1,556,376	\$ -	\$ -	\$ 1,556,376	\$ 1,532,270	\$ -	\$ -	\$ -	\$ -
Participant Contributions	141,923	-	489	-	142,412	-	-	142,412	144,570	-	-	-	-
Fundraising	509,779	50,986	27,649	-	588,414	-	-	588,414	449,890	70,845	-	-	-
Bequests	-	-	-	-	-	-	-	-	-	1,387	-	-	-
Food and contract revenue and merchandise sales	185,902	38,081	116,427	17,636	358,046	-	-	358,046	298,830	-	-	-	-
In-kind contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	130,620	-	49,160	1,420	181,200	-	-	181,200	107,420	(161,068)	334	(78,913)	(58,447)
Total Revenues	2,522,576	89,067	195,749	19,056	2,826,448	-	-	2,826,448	2,532,980	(88,836)	334	(78,913)	2,659,033

	Program Services				Supporting Services				Total				
	Center Operations	Kitchen Operations	Vancouver Diner	Taxable	Total	General and Administrative	Fund-raising	Total Operations		Current Budget	Capital and multi-year grants	Planned Gifts	Maintenance/Encumbrance
Expenses:													
Salaries and wages	878,622	360,561	150,545	12,953	1,402,681	117,693	116,502	1,636,876	1,540,780	-	-	-	-
Food and related supplies	92,074	424,937	50,871	6,383	574,265	3,392	20	577,677	517,560	-	-	-	-
Professional Services	17,154	5,602	494	4,381	27,631	25,698	9,434	62,763	93,720	-	-	-	-
Rent and utilities	49,014	71,777	13,954	-	134,745	7,564	5,290	147,599	132,570	-	-	-	-
Printing	12,907	347	2,438	1,216	16,908	1,196	14,035	32,139	58,640	-	-	-	-
Postage	298	-	-	15	313	(158)	39,234	39,389	30,830	-	-	-	-
Truck costs	6,325	29,368	-	-	35,693	-	-	35,693	32,530	-	-	-	-
Insurance	14,564	5,208	1,310	-	21,082	1,412	125	22,619	21,060	-	-	-	-
Office supplies and equipment	472	1,958	1,200	-	3,630	1,526	489	5,645	15,100	-	-	-	-
Repairs and maintenance	16,871	9,025	1,195	-	27,091	-	-	27,091	21,320	-	-	-	-
Miscellaneous:													
Miscellaneous	48,382	1,753	8,995	3,484	62,614	14,025	63,323	139,962	105,560	-	6,750	143	146,855
Depreciation	43,773	16,617	23,116	496	84,002	1,735	3,831	89,568	69,420	-	-	-	89,568
Total expenses	1,180,456	927,153	254,118	26,928	2,390,503	174,083	252,283	2,817,021	2,639,100	-	6,750	143	2,823,914
Revenue over (under) expenses as of 9/30/2019	1,342,120	(838,086)	(58,369)	(9,872)	(435,945)	(174,083)	(252,194)	9,427	(106,120)	(88,836)	(6,416)	(79,056)	(164,881)

Meals on Wheels People

Statement of Operations

3 Months Ended 9/30/2019

Consolidated

Unaudited

	Sep 30, 2019	Sep 30, 2019	Sep 30, 2018	Sep 30, 2018	Sep 30, 2019	Year-to-	Budget		Approved
	This	Month	Prior	Prior Year	Current Year	Date	Variance YTD	%	Annual
	Month	Budget	Year	to Date	to Date	Budget	Forecast	Variance	Budget
Revenue:									
Government:									
Older Americans Act	359,777	353,606	297,755	912,332	1,134,201	1,096,754	37,447	3.4%	2,151,524
Medicaid	57,167	76,001	85,146	263,217	244,094	239,409	4,685	2.0%	953,814
NSIP (formerly USDA)	35,186	42,054	37,508	119,488	105,146	129,097	(23,951)	-18.6%	515,305
Local Governments	22,202	44,674	15,144	65,466	70,912	67,007	3,905	5.8%	170,000
Participant Contributions Congregate	11,797	14,422	12,837	46,415	38,692	45,430	(6,738)	-14.8%	181,000
Participant Contributions Home Delivered	35,887	31,474	31,140	96,727	103,231	99,143	4,088	4.1%	395,000
Fundraising:									
Partnerships	19,800	11,000	19,569	26,144	23,059	38,000	(14,941)	-39.3%	462,000
Grants	58,069	11,000	5,000	81,539	99,496	29,400	70,096	238.4%	445,400
Donations	69,857	91,003	66,247	188,908	261,816	212,417	49,399	23.3%	1,405,632
Direct Solicitation	76,607	71,000	50,645	97,980	150,108	143,500	6,608	4.6%	853,250
Special events	2,500	8,667	-	4,594	21,907	21,001	906	4.3%	905,000
Center fundraising	1,338	1,690	3,856	7,413	3,544	5,150	(1,606)	-31.2%	22,520
Release restricted funds	9,074	-	-	60,992	9,074	-	9,074	-	-
Meal sales :									
Diner Food Sales	-	-	-	-	-	-	-	-	-
Contract meal sales	68,301	89,208	92,908	273,837	219,961	270,624	(50,663)	-18.7%	1,097,000
Other :									
Center programming	347	140	304	694	835	420	415	98.8%	1,680
Co-packing	2,549	4,610	-	-	10,630	13,830	(3,200)	-23.1%	55,321
Merchandise/Product	6,167	5,611	3,092	7,662	11,028	14,373	(3,345)	-23.3%	80,612
Interest earned and other investment earnings	213	196	219	558	560	588	(28)	-4.8%	2,149
Rental revenue	8,127	7,468	3,711	19,834	23,898	22,404	1,494	6.7%	89,616
In-kind contributions (net)	-	-	-	-	-	-	-	-	-
Board Designated	22,702	28,975	32,198	94,554	98,507	84,425	14,082	16.7%	435,199
Transfer from (to) Endowment & Investments	-	-	-	-	-	-	-	-	283,666
Total revenue	867,667	892,799	757,279	2,368,354	2,630,699	2,532,972	97,727		10,505,688
Expenses:									
Personnel:									
Salaries and wages	383,377	398,830	351,813	1,062,993	1,162,715	1,213,734	51,019	4.2%	4,787,742
Payroll taxes and benefits	101,156	106,432	93,813	287,820	308,782	324,053	15,271	4.7%	1,277,474
Contract employees	2,243	1,000	255	2,626	14,834	3,000	(11,834)	-394.5%	12,000
Food:									
Program meals	132,094	134,018	130,156	404,863	414,625	419,228	4,603	1.1%	1,705,228
Food for events	51	950	1,214	1,214	3,392	950	(2,442)	-257.1%	17,600
Food and supplies for revenue	1,646	55	111	414	3,577	165	(3,412)	-2067.9%	660
MOW Supplies	32,202	25,961	21,146	72,259	83,032	77,033	(5,999)	-7.8%	307,942
Food Service Supplies	7,627	7,015	6,766	17,857	22,181	20,194	(1,987)	-9.8%	83,426
Professional services	21,457	30,484	24,537	62,062	62,269	93,716	31,447	33.6%	370,862
Printing	10,554	17,668	13,499	27,738	29,700	58,639	28,939	49.4%	221,742
Rent	29,427	29,567	27,970	83,061	83,827	83,411	(416)	-0.5%	306,837
Utilities	12,238	11,396	13,204	36,676	35,750	34,188	(1,562)	-4.6%	133,332
Telephone and internet	4,506	4,991	2,324	11,919	14,068	14,973	905	6.0%	60,141
Postage	93	3,413	3,340	8,730	39,390	30,826	(8,564)	-27.8%	67,043
Truck costs	13,665	10,844	12,828	40,109	35,693	32,532	(3,161)	-9.7%	130,128
Insurance	8,735	7,020	7,443	22,566	21,310	21,060	(250)	-1.2%	83,447
Office Supplies	1,273	2,087	7,997	13,583	4,177	6,643	2,466	37.1%	27,881
Small Equipment	582	2,821	3,403	7,066	269	8,453	8,184	96.8%	35,242
Repairs and maintenance	13,302	7,105	8,023	26,207	25,895	21,315	(4,580)	-21.5%	85,256
Training	1,008	1,667	1,810	8,950	2,163	5,001	2,838	56.7%	20,000
Subscriptions and memberships	5,370	1,627	2,299	4,891	10,391	6,576	(3,815)	-58.0%	20,644
Janitorial services and supplies	3,869	3,552	3,714	10,516	10,869	10,656	(213)	-2.0%	42,624
Mileage	7,916	6,421	4,826	16,523	21,024	19,173	(1,851)	-9.7%	76,512
Out of town travel	4,488	10,100	7,973	14,645	7,820	18,950	11,130	58.7%	34,250
Volunteer costs	283	262	206	412	2,963	786	(2,177)	-277.0%	6,690
Center programming	-	358	-	92	-	873	873	100.0%	3,400
Fundraising costs	5,541	675	1,555	3,262	7,509	2,275	(5,234)	-230.1%	20,950
Recruitment ads	391	1,182	2,155	4,963	1,825	3,374	1,549	45.9%	13,152
Advertising	17,019	7,660	4,082	75,811	42,620	22,570	(20,050)	-88.8%	185,183
Bank charges	1,961	2,976	1,392	6,787	5,618	8,928	3,310	37.1%	55,712
Employee Recognition	975	507	-	1,288	2,373	1,521	(852)	-56.0%	6,184
Wellness	940	833	1,390	1,390	940	2,499	1,559	62.4%	10,000
Miscellaneous	7,350	788	3,704	9,995	14,609	2,364	(12,245)	-518.0%	11,205
Trademark Amortization	242	-	-	-	242	-	(242)	-	-
Depreciation	22,702	23,975	23,390	70,630	66,452	69,425	2,973	4.3%	285,199
Intra-Unit Meals	-	-	-	-	-	-	-	-	-
Program Operations	-	-	-	-	-	-	-	-	-
Indirect expenses	-	-	-	-	-	-	-	-	-
Total Expenses	856,283	864,240	788,338	2,419,918	2,562,904	2,639,084	76,180		10,505,688
Revenue over (under) expenses	11,384	28,559	(31,059)	(51,564)	67,795	(106,112)	173,907		-

Meals on Wheels People
Statement of Operations
3 Months Ended 9/30/19
The Diner Vancouver

	Sep 30, 2019 This Month	Sep 30, 2019 Month Budget	Sep 30, 2018 Prior Year	Sep 30, 2018 Prior Year To Date	Sep 30, 2019 Current Year To Date	Year to Date Budget	Budget Variance YTD	% Variance	Preliminary Annual Budget
Revenue:									
Government:									
Older Americans Act	1,180	-	-	-	1,975	-	1,975	#DIV/0!	
NSIP	29	-	-	-	48	-	48	#DIV/0!	
Participant Contributions Congregate	137	500	-	-	489	1,500	(1,011)	-67.4%	6,000
Fundraising:									
Grants	-	-	-	-	-	-	-	#DIV/0!	
Donations	9,294	13,571	-	-	27,649	41,617	(13,968)	-33.6%	163,873
Release Restricted Funds	17,084	8,334	-	-	33,750	25,000	8,750	35.0%	100,000
Meal Sales:									
Food	42,027	52,196	-	-	121,254	160,068	(38,814)	-24.2%	630,283
Beer	55	116	-	-	121	356	(235)	-66.0%	1,401
Wine	469	750	-	-	1,782	2,300	(518)	-22.5%	9,050
Special Events	-	2,625	-	-	-	7,875	(7,875)	-100.0%	31,500
Retail	-	100	-	-	-	300	(300)	-100.0%	1,200
Discounts	(2,172)	-	-	-	(6,544)	-	(6,544)	#DIV/0!	
Comps	-	-	-	-	(186)	-	(186)	#DIV/0!	
Board Designated Funds for Operations	7,706	-	-	-	15,411	-	-		
Total Revenue	75,809	78,192	-	-	195,749	239,016	(58,678)	-24.5%	943,307
Cost of Sales:									
Food	21,880	15,736	62	62	45,099	48,256	3,157	6.5%	169,113
Beer	1	26	-	-	1	78	77	98.7%	308
Wine	619	188	-	-	1,185	576	(609)	-105.7%	2,263
Special Events	-	788	-	-	-	2,364	2,364	100.0%	9,450
Retail	-	-	-	-	-	-	-	#DIV/0!	-
Food & Restaurant Supplies	2,192	385	-	-	4,586	1,655	(2,931)	-177.1%	6,620
Total Cost of Sales	24,692	17,123	62	62	50,871	52,929	2,058	3.9%	187,754
Salaries & Wages	41,076	39,963	3,750	3,750	121,556	122,909	1,353	1.1%	483,134
Payroll Taxes & Benefits	7,974	7,105	281	281	28,989	32,734	3,745	11.4%	90,972
Contract Employees	-	-	-	-	-	-	-	#DIV/0!	
Total Labor	49,050	47,068	4,031	4,031	150,545	155,643	5,098	3.3%	574,106
Prime Cost (COS + Labor)	73,742	64,191	4,093	4,093	201,416	208,572	7,156	3.4%	761,860
Gross Profit	2,067	14,001	(4,093)	(4,093)	(5,667)	30,444	(65,834)	-216.2%	181,447
GM%	2.7%	17.9%	-	-	-2.9%	12.7%	112.2%	-	19.2%
Professional Services	280	376	413	413	494	1,128	634	56.2%	4,512
Printing	1,069	435	-	-	2,438	1,305	(1,133)	-66.8%	5,220
Rent	242	3,705	1,685	5,634	7,802	10,615	2,813	26.5%	44,676
Utilities	1,864	720	177	502	4,454	2,160	(2,294)	-106.2%	8,640
Telephone & Internet	1,056	285	-	-	1,698	855	(843)	-98.6%	3,420
Postage	-	-	-	-	-	-	-	#DIV/0!	-
Insurance	719	296	164	164	1,310	888	(422)	-47.5%	3,552
Office Supplies	156	42	-	-	372	126	(246)	-195.2%	500
Small Equipment	(119)	100	8,191	8,191	827	300	(527)	-175.7%	1,200
Repairs & Maintenance	297	200	-	-	1,195	600	(595)	-99.2%	2,400
Training	-	90	-	-	-	270	270	100.0%	1,080
Subscriptions & memberships	306	-	-	-	602	-	(602)	#DIV/0!	-
Entertainment/music	-	30	-	-	-	90	90	100.0%	360
Janitorial services & supplies	449	150	-	-	2,422	450	(1,972)	-438.2%	1,800
Mileage	-	350	-	-	16	1,050	1,034	98.5%	4,200
Fundraising Costs	628	-	-	-	628	-	-		
Out of town travel	-	-	-	-	-	-	-	#DIV/0!	-
Recruitment Ads	84	150	-	-	84	450	366	81.3%	1,800
Advertising	1,080	1,000	-	-	1,380	2,000	620	31.0%	5,000
Over/Short	-	50	-	-	20	150	130	86.7%	600
Bank Charges	991	42	-	-	3,159	126	(3,033)	-2407.1%	504
Employee Recognition	-	-	-	-	11	-	(11)	#DIV/0!	-
Wellness	90	-	-	-	90	-	(90)	#DIV/0!	-
Miscellaneous	482	85	-	-	583	254	(329)	-129.5%	1,020
Depreciation	7,706	5,222	-	-	23,116	15,666	(7,450)	-47.6%	62,664
Program Operations	-	-	-	-	-	-	-	#DIV/0!	-
Indirect Expenses	1,211	2,346	-	-	3,493	7,170	3,677	51.3%	28,299
Total Other Expenses	18,591	15,674	10,630	14,904	56,194	45,653	(9,913)	-21.7%	181,447
Net Income (Loss)	(16,525)	(1,672)	(14,723)	(18,997)	(61,861)	(15,209)	(46,652)	306.7%	-