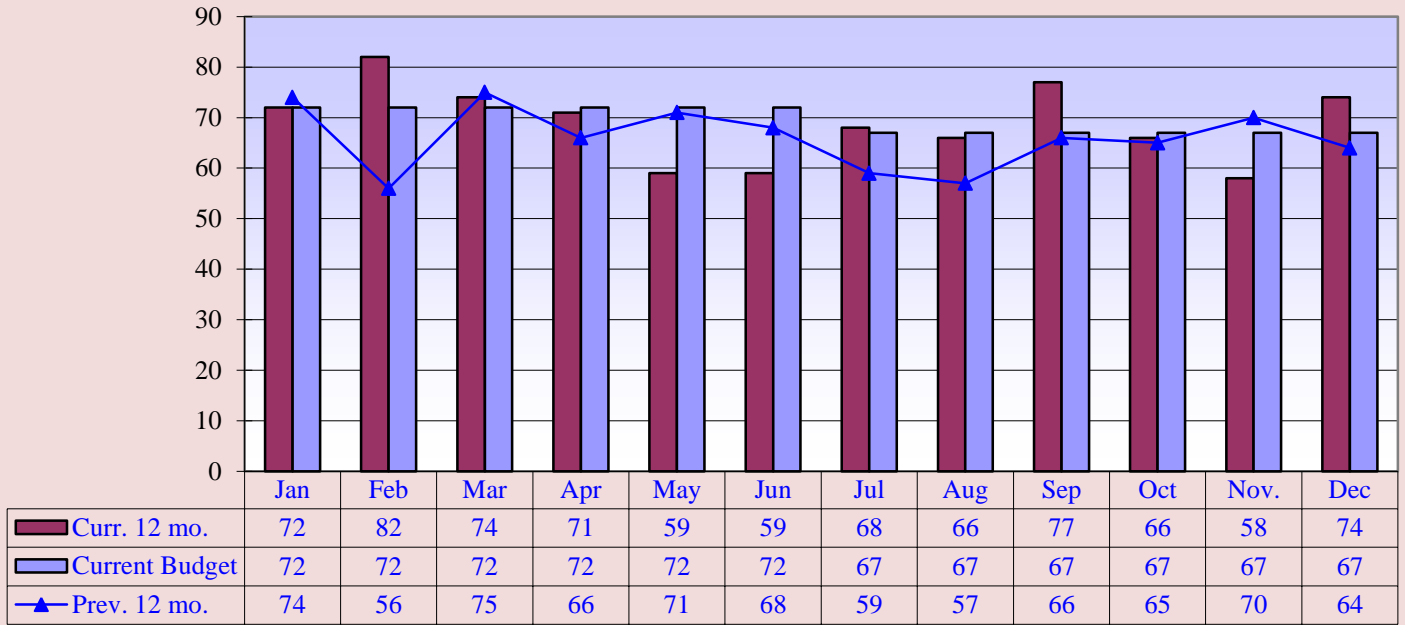


**Memorial Hospital of Converse County**  
**Financial and Statistical Packet**  
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**Memorial Hospital of Converse County  
Admissions and Average IP Daily Census  
Dec. 2018**

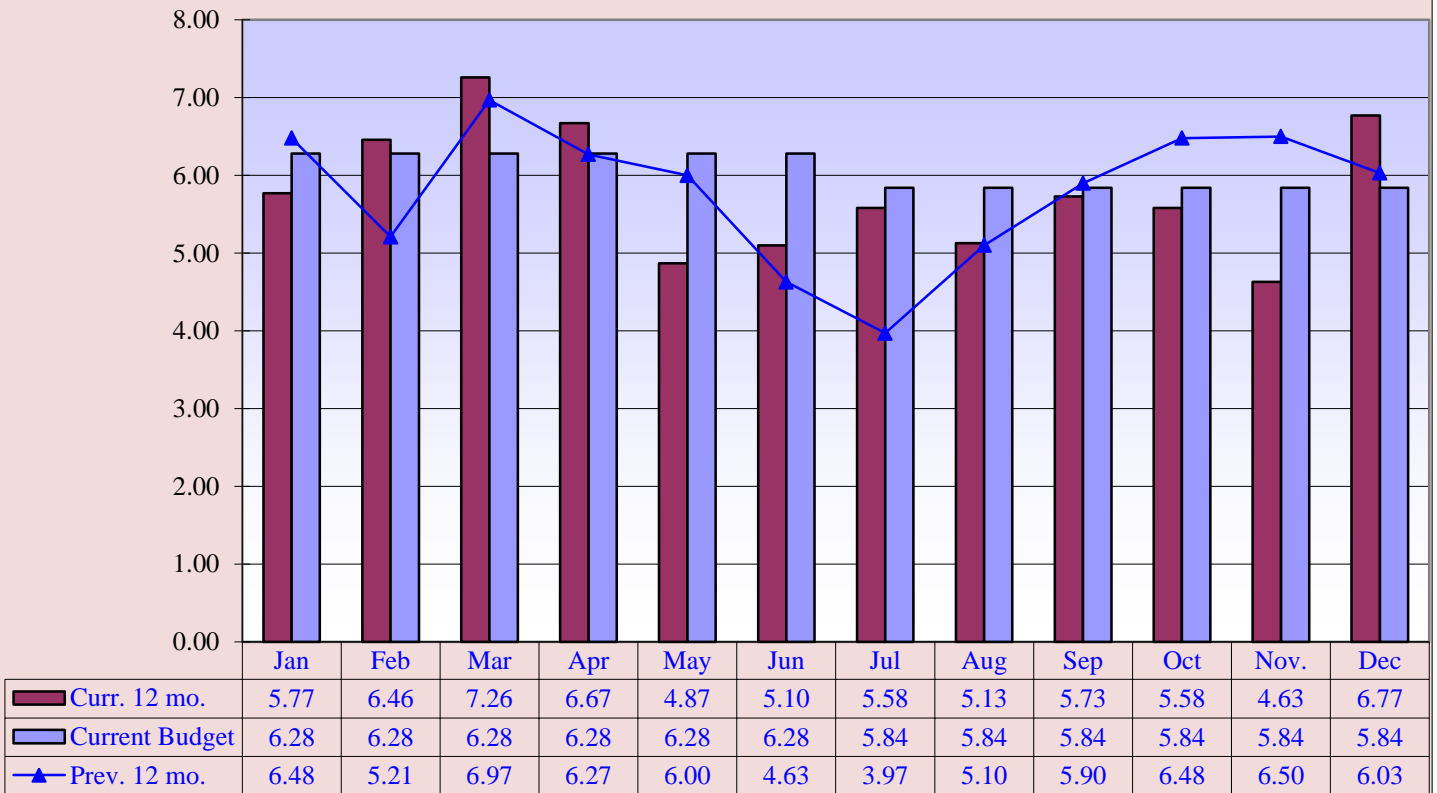
**Admissions**



**Current 12 mo. avg. = 69**

**Previous 12 mo. avg. = 66**

**Average IP Daily Census**

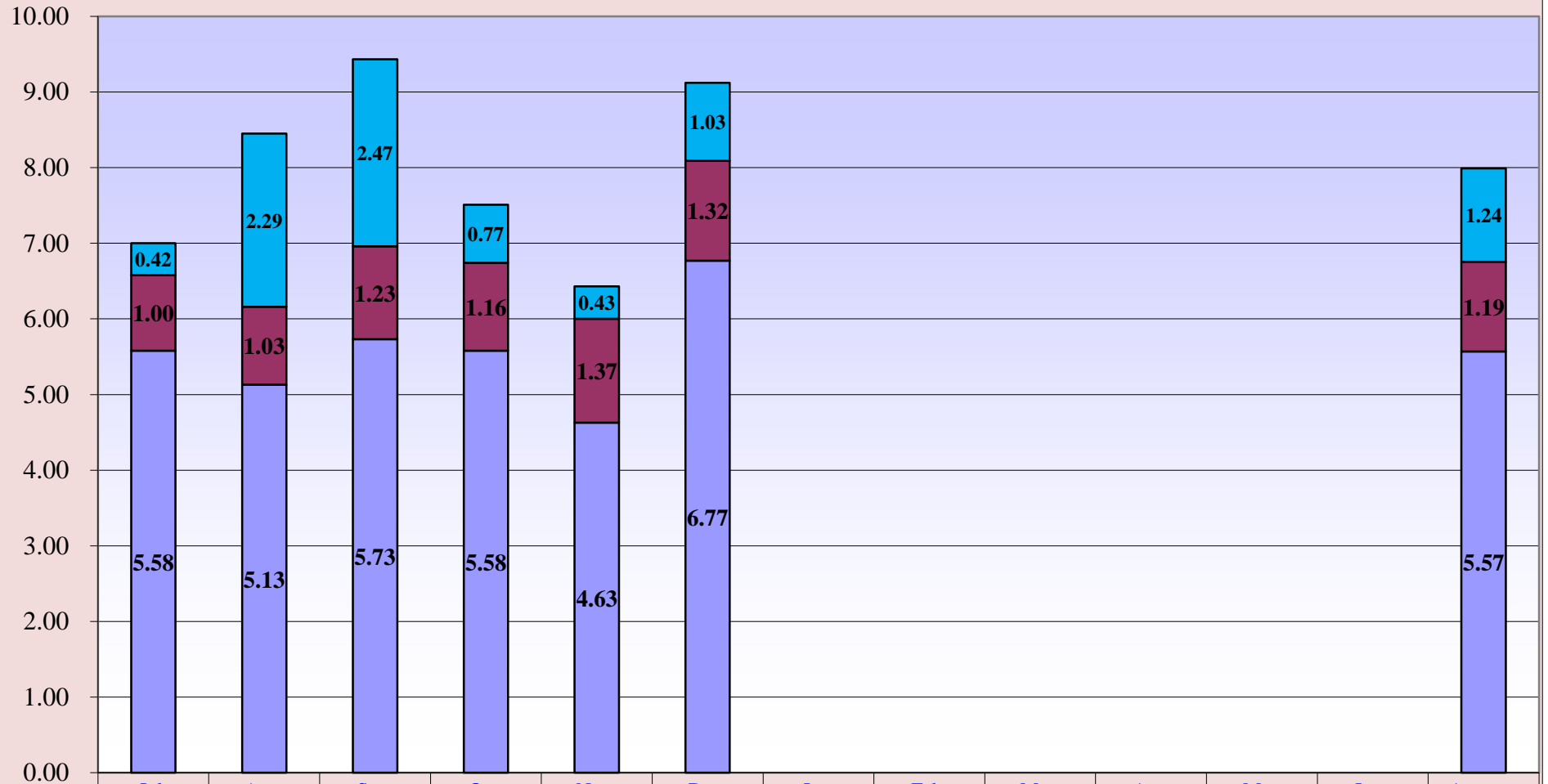


**Current 12 mo. avg. = 5.80**

**Prev. 12 mo. avg. = 5.80**

Memorial Hospital of Converse County  
 (FY 2018) Average Floor Census Breakdown  
 Dec. 2018

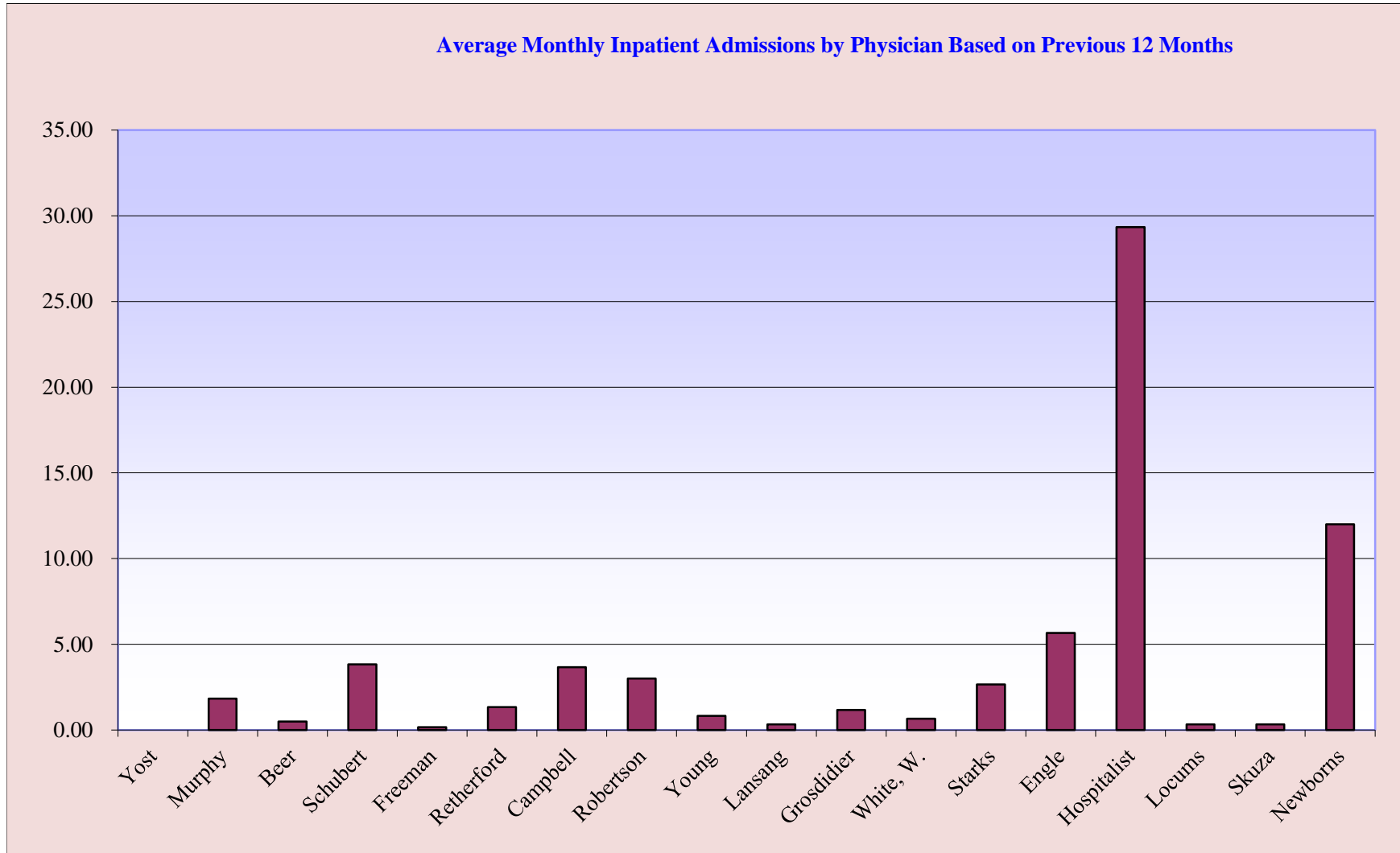
## (FY 2019) Average Floor Census Breakdown



Swing Bed	0.42	2.29	2.47	0.77	0.43	1.03							1.24
Observation	1.00	1.03	1.23	1.16	1.37	1.32							1.19
Inpatient	5.58	5.13	5.73	5.58	4.63	6.77							5.57

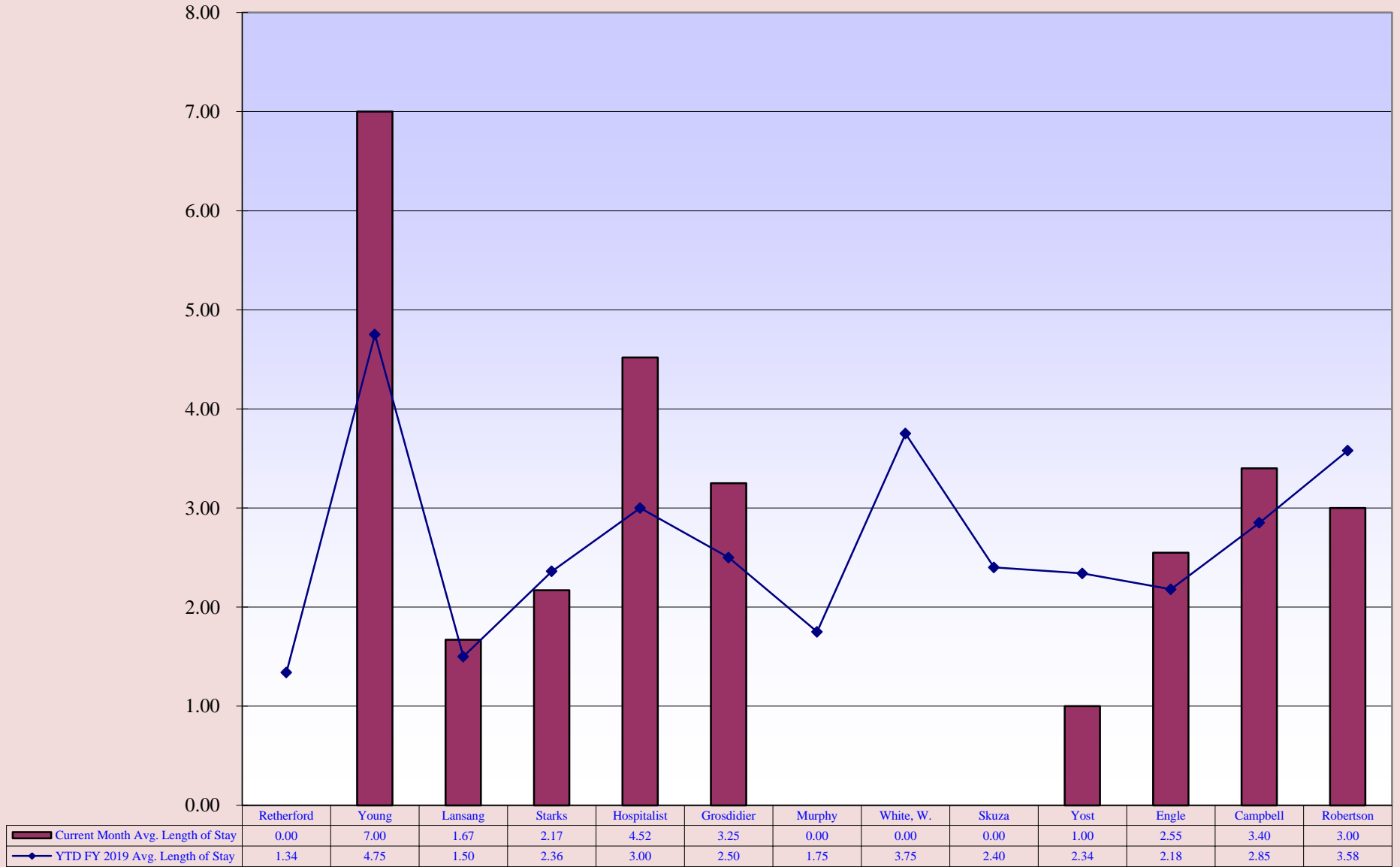
Inpatient
  Observation
  Swing Bed

**Memorial Hospital of Converse County  
Average Monthly Inpatient Admissions by Physician  
Dec. 2018**



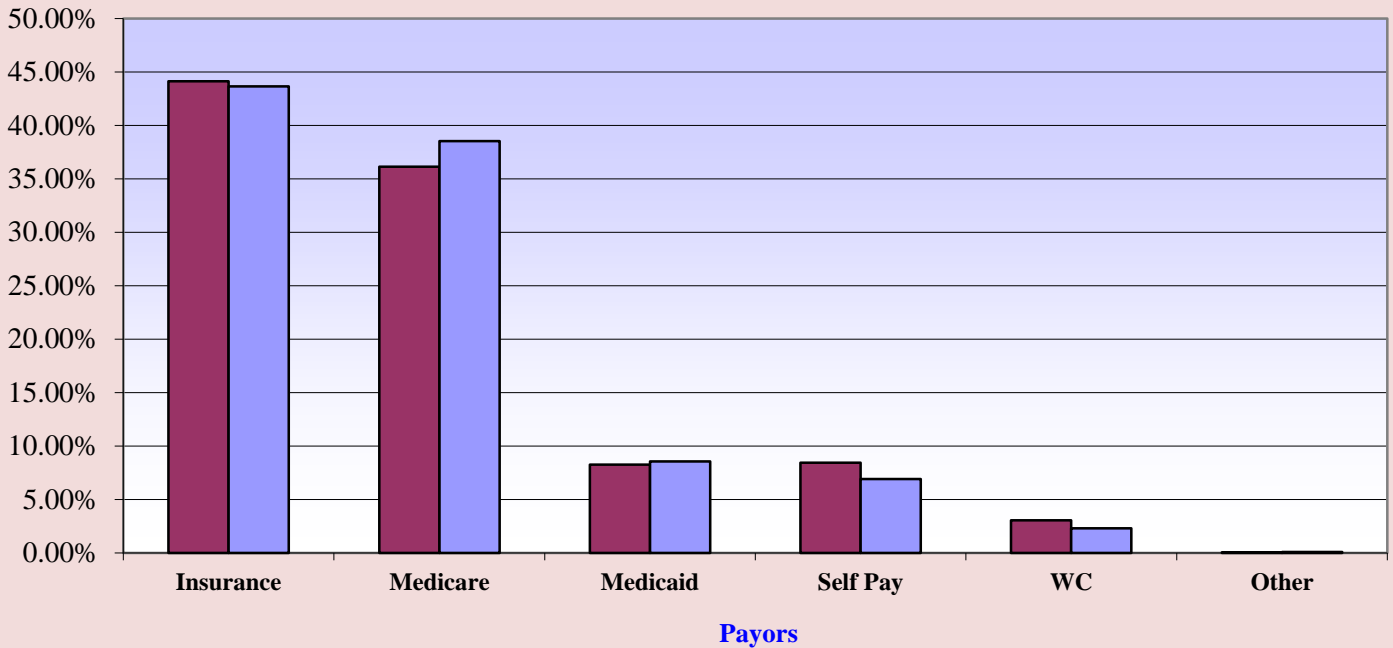
**Memorial Hospital of Converse County  
Average Length of Stay by Physician  
Dec. 2018**

**Average Length of Stay by Physician for Fiscal Year 2019**



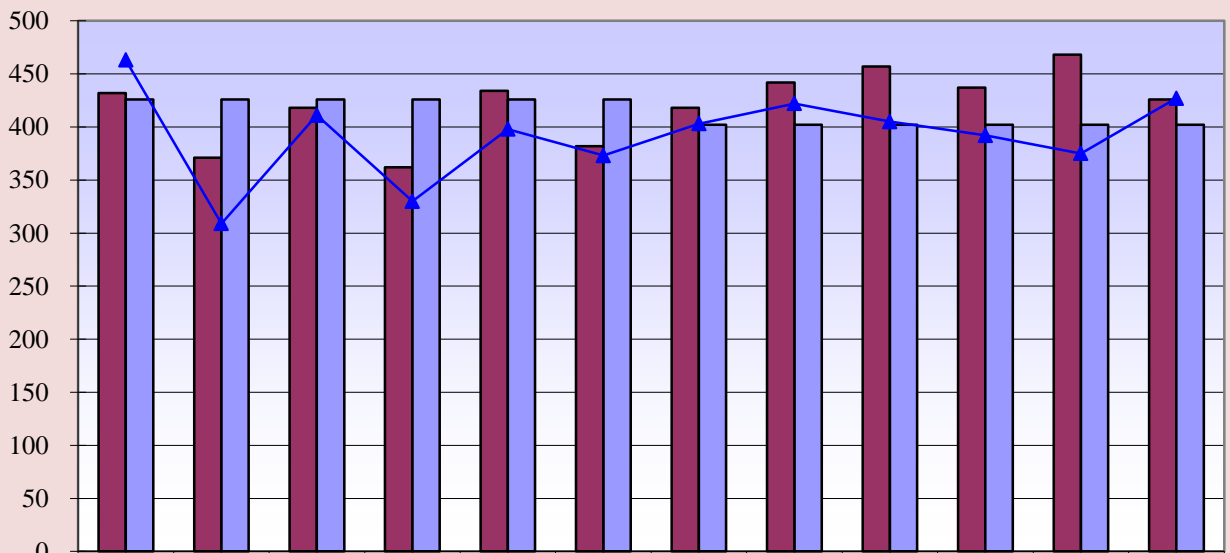
**Memorial Hospital of Converse County  
Payor Mix Comparisons and ER Visits  
Dec. 2018**

**Payor Mix Comparisons**



■ Fiscal Year 2019      
 ■ Fiscal Year 2018

**Emergency Room Visits**



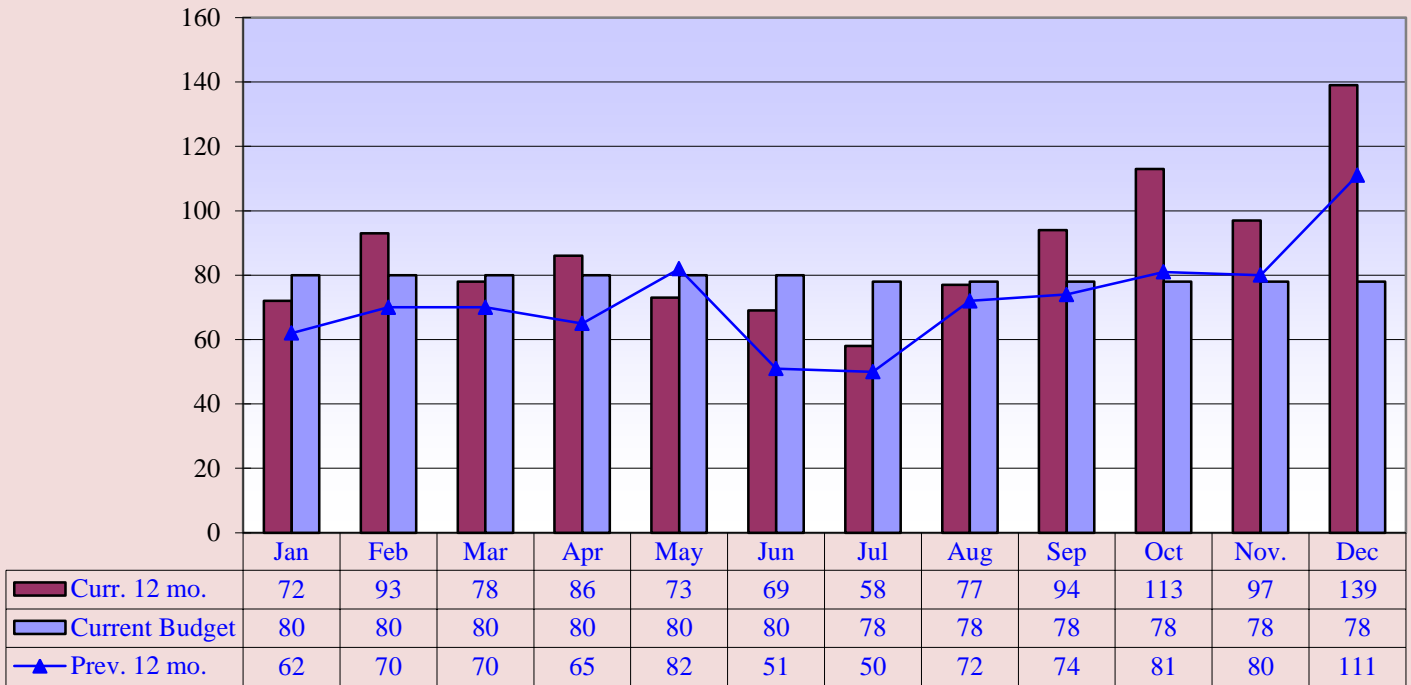
<span style="color: #800000;">■</span> Curr. 12 mo.	432	371	418	362	434	382	418	442	457	437	468	426
<span style="color: #6666FF;">■</span> Current Budget	426	426	426	426	426	426	402	402	402	402	402	402
<span style="color: #0000FF;">▲</span> Prev. 12 mo.	463	309	411	330	398	373	403	422	405	392	375	427

**Curr. 12 mo. avg. = 421**

**Prev. 12. mo. avg. = 392**

**Memorial Hospital of Converse County  
Total Surgeries and Orthopedic Surgeries  
Dec. 2018**

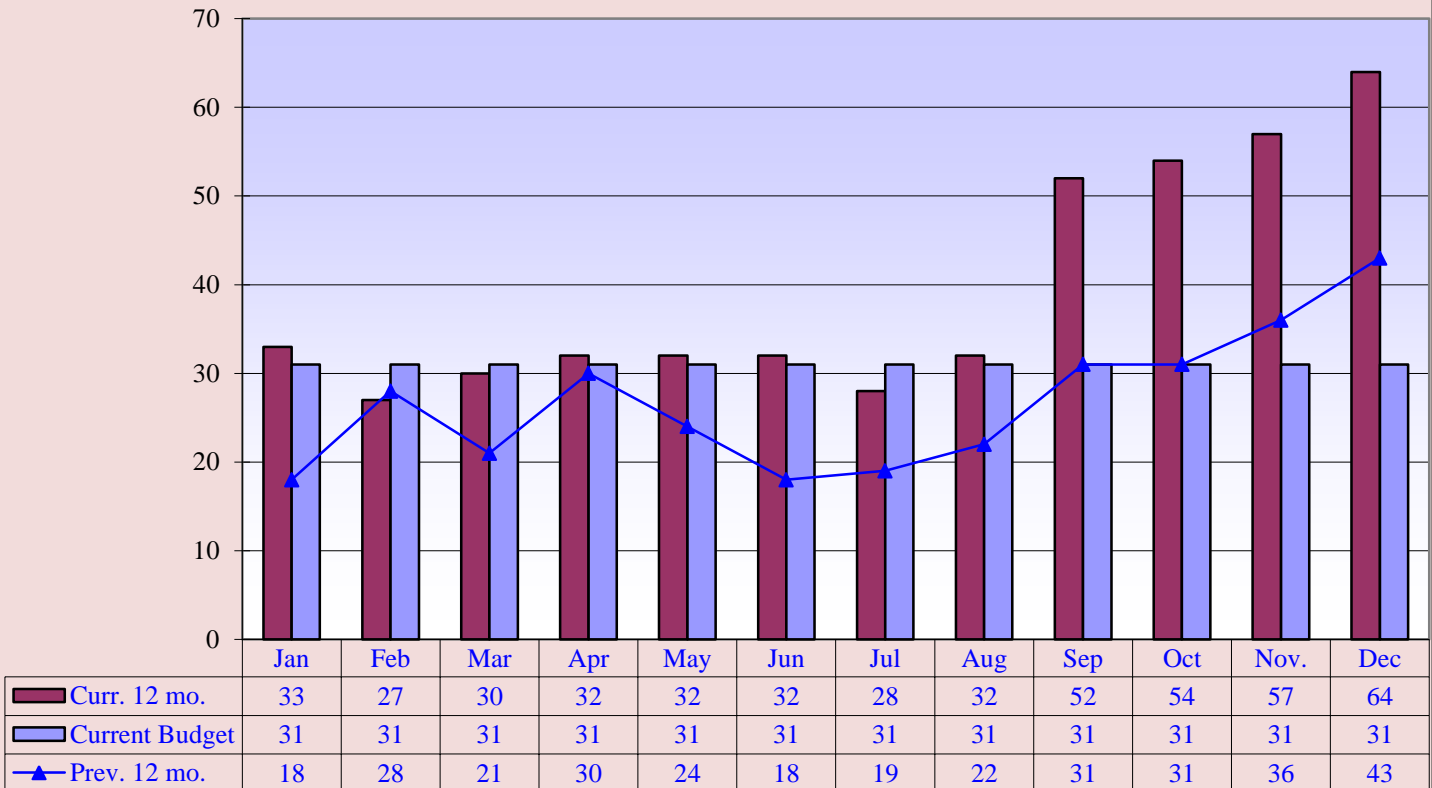
**Total Surgeries**



**Current 12 mo. avg. = 87**

**Previous 12 mo. avg. = 72**

**Orthopedic Surgeries**

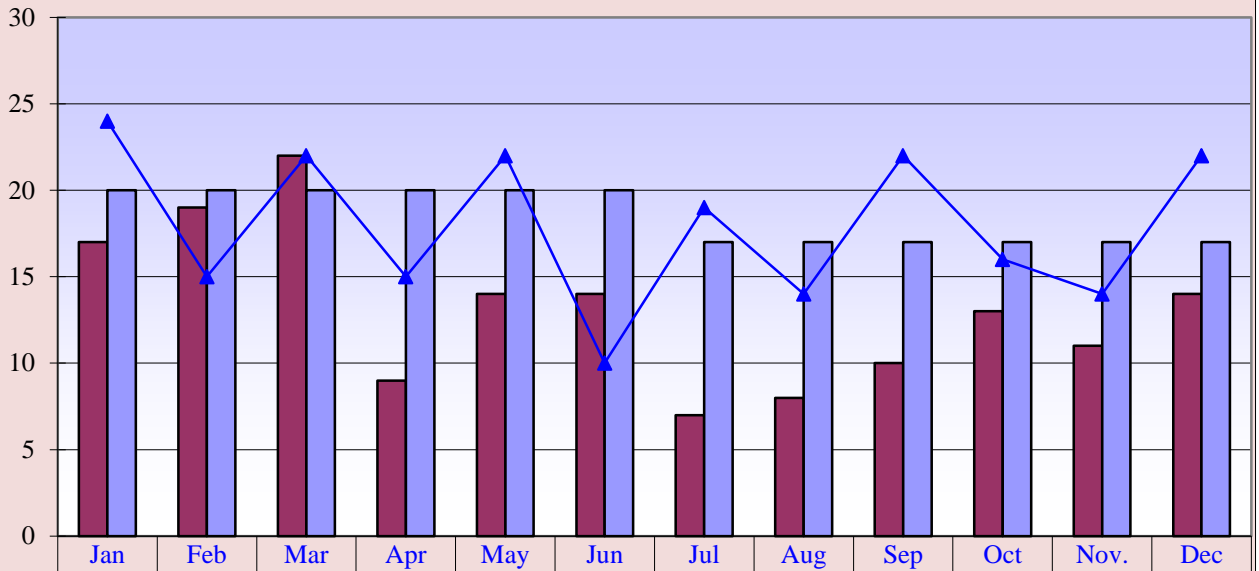


**Curr. 12 mo. avg. = 39**

**Prev. 12 mo. avg. = 27**

**Memorial Hospital of Converse County  
General and OB/GYN Surgeries  
Dec. 2018**

**General Surgeries**

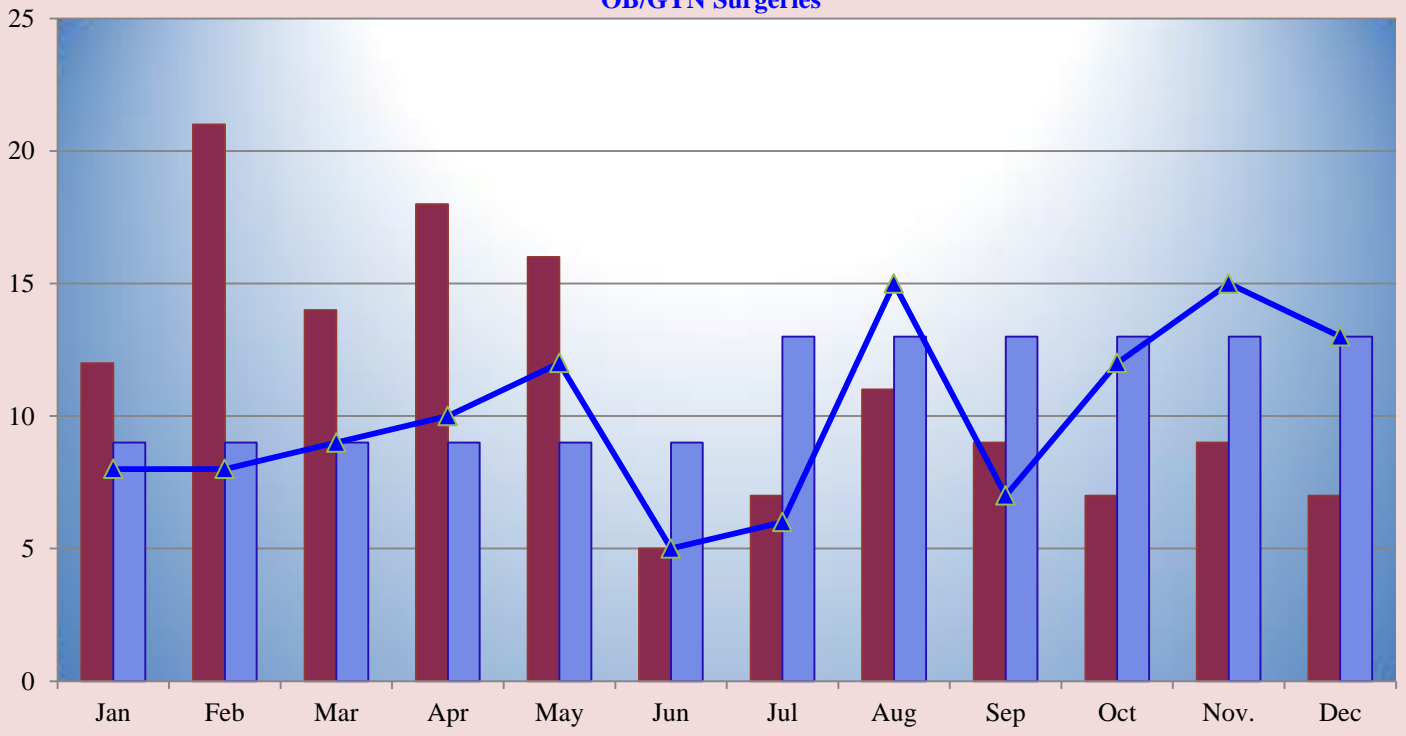


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov.	Dec
Curr. 12 mo.	17	19	22	9	14	14	7	8	10	13	11	14
Current Budget	20	20	20	20	20	20	17	17	17	17	17	17
Prev. 12 mo.	24	15	22	15	22	10	19	14	22	16	14	22

**Curr. 12 mo. avg. = 13**

**Prev. 12 mo. avg. = 18**

**OB/GYN Surgeries**



**Curr. 12 mo. avg. = 11**

**Prev. 12 mo. avg. = 10**

Curr. 12 mo.

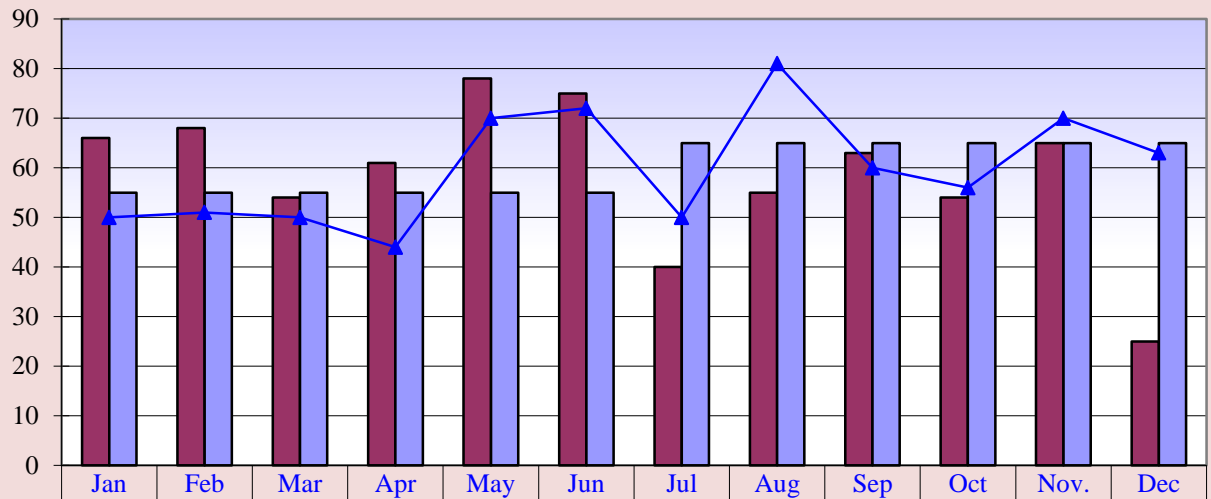
Current Budget

Prev. 12 mo.



**Memorial Hospital of Converse County  
Procedure Core Visits  
Dec. 2018**

**Procedure Core Visits**

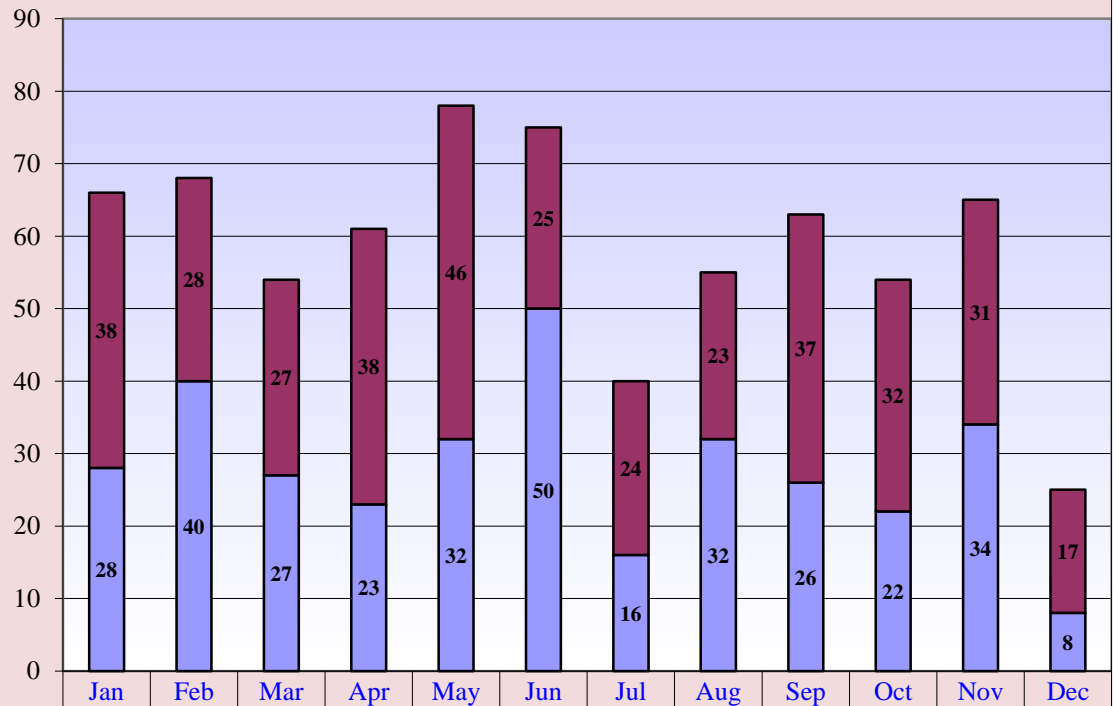


<b>■ Curr. 12 mo.</b>	66	68	54	61	78	75	40	55	63	54	65	25
<b>■ Current Budget</b>	55	55	55	55	55	55	65	65	65	65	65	65
<b>▲ Prev. 12 mo.</b>	50	51	50	44	70	72	50	81	60	56	70	63

**Curr. 12 mo. avg. = 59**

**Prev. 12 mo. avg. = 60**

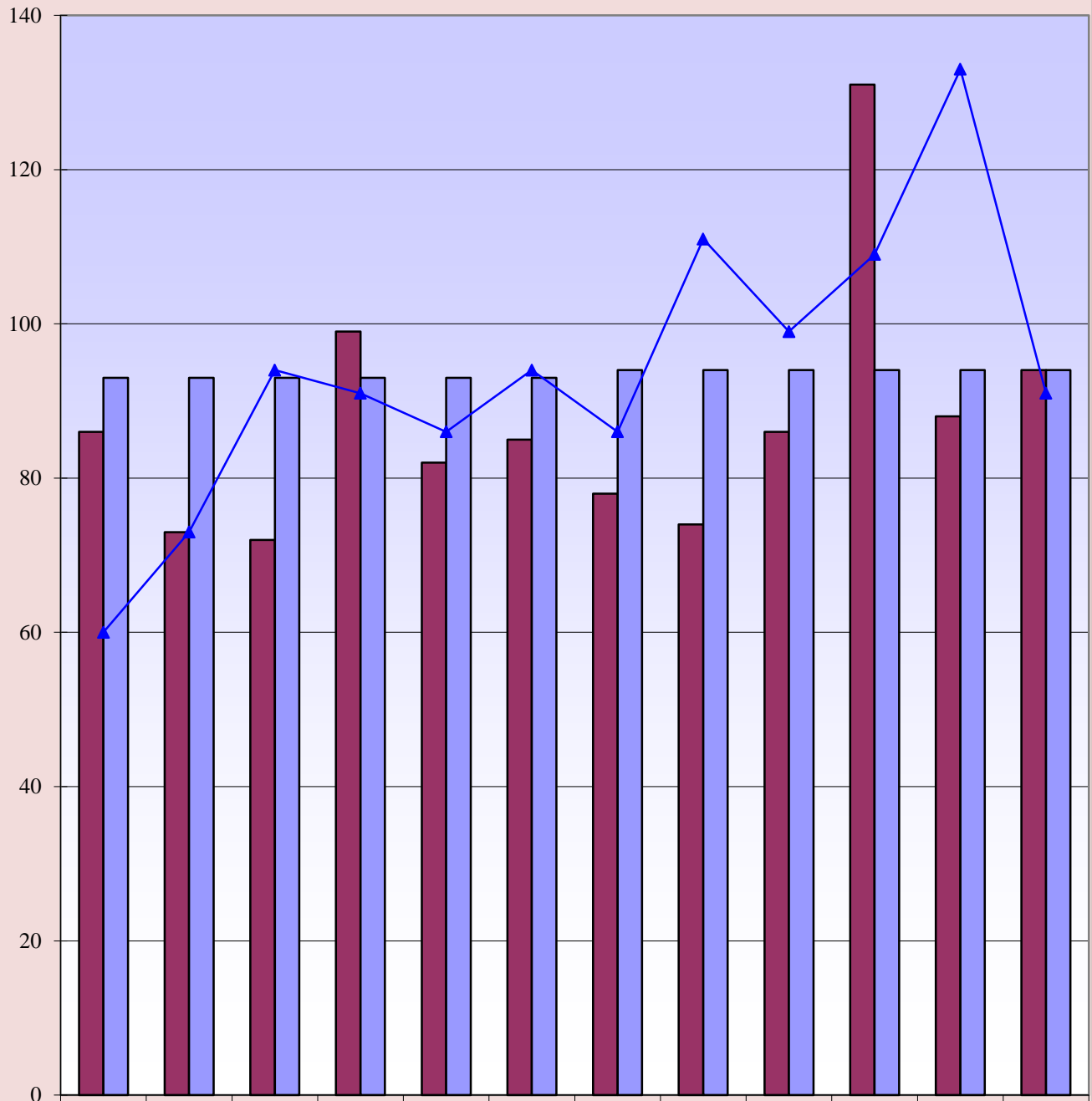
**Procedure Core Visit Types**



<b>■ Curr. 12 mo. Scopes</b>	38	28	27	38	46	25	24	23	37	32	31	17
<b>■ Curr. 12 mo. Minor Procedures</b>	28	40	27	23	32	50	16	32	26	22	34	8

**Memorial Hospital of Converse County  
Mammography Exams  
Dec. 2018**

**Mammography Exams**



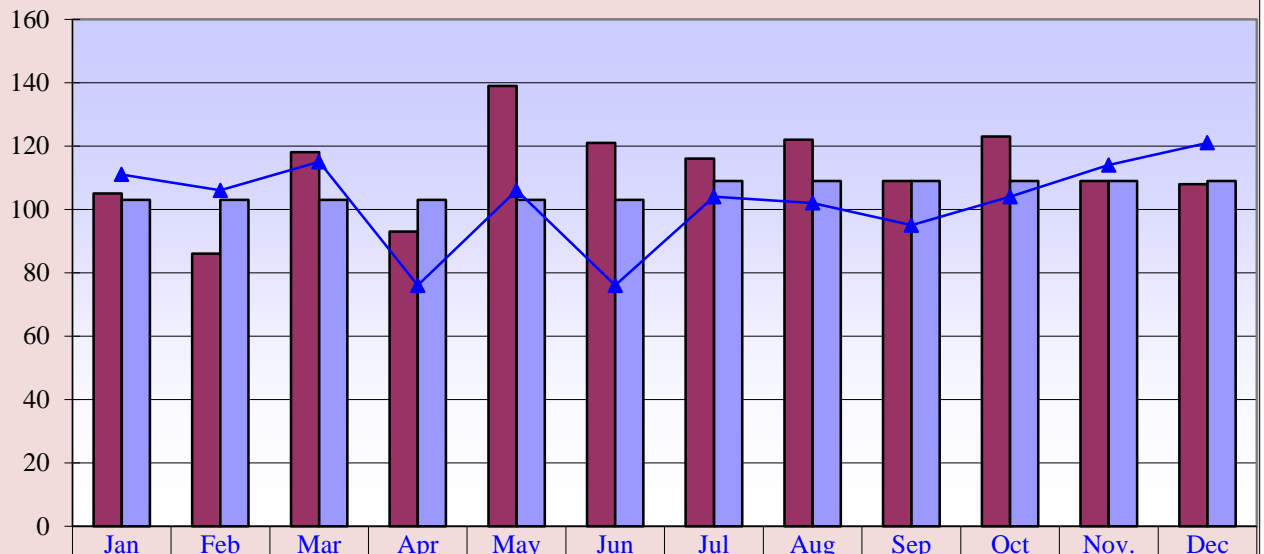
<b>■ Curr. 12 mo.</b>	86	73	72	99	82	85	78	74	86	131	88	94
<b>■ Current Budget</b>	93	93	93	93	93	93	94	94	94	94	94	94
<b>▲ Prev. 12 mo.</b>	60	73	94	91	86	94	86	111	99	109	133	91

**Curr. 12 mo. avg. = 87**

**Prev. 12 mo. avg. = 94**

**Memorial Hospital of Converse County  
MRI & Cat Scans  
Dec. 2018**

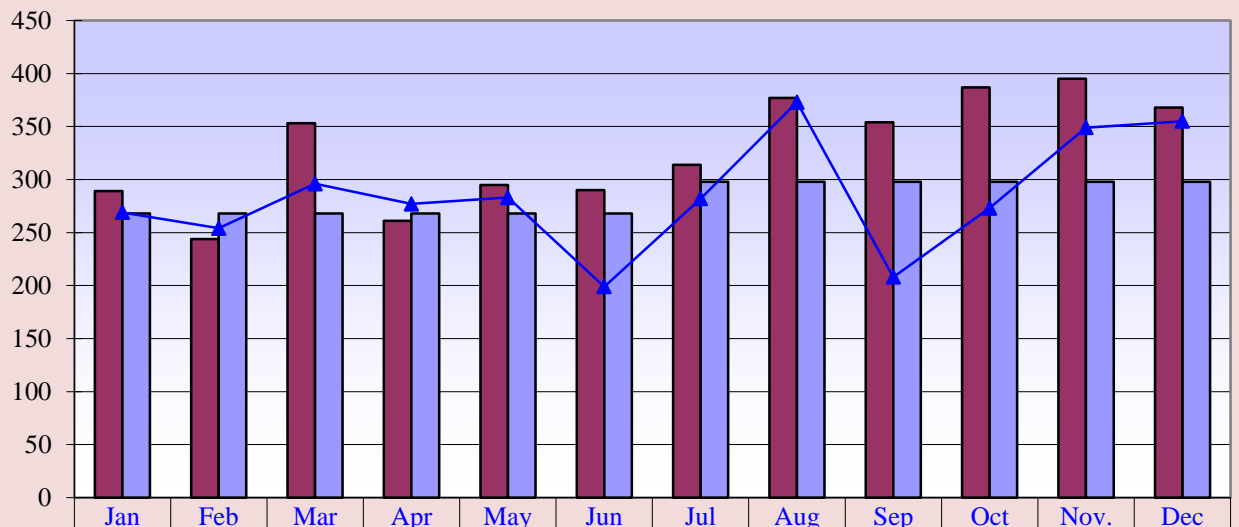
**MRI Exams**



**Curr. 12 mo. avg. = 112**

**Prev. 12 mo. avg. = 103**

**CT Exams**

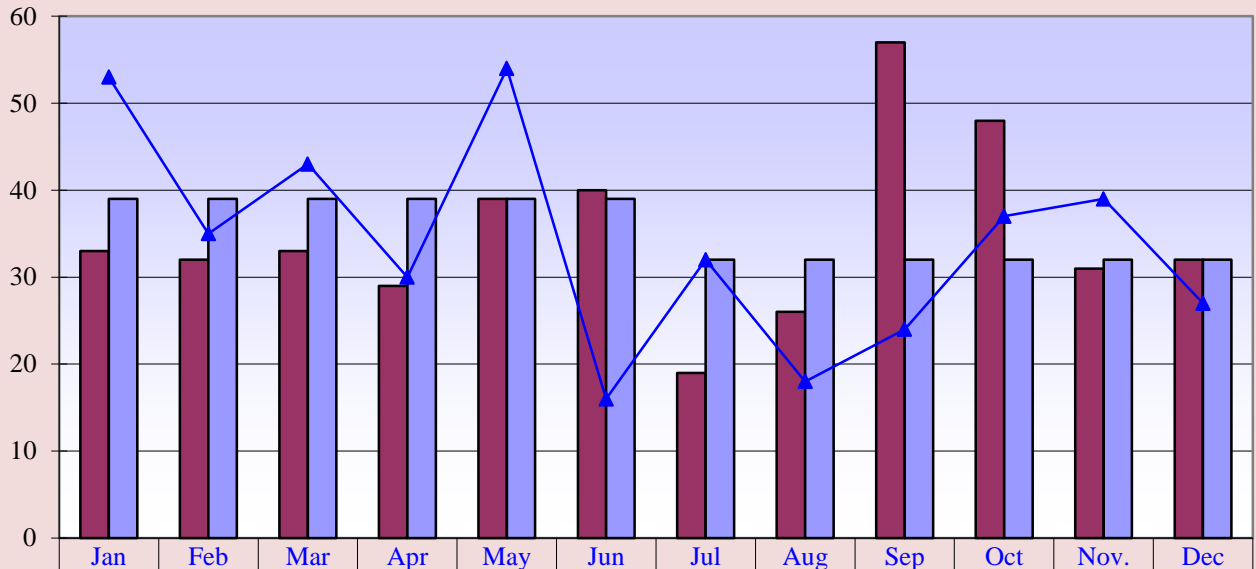


**Curr. 12 mo. avg. = 327**

**Prev. 12 mo. avg. = 285**

**Memorial Hospital of Converse County  
Nuclear Med and Ultrasound Exams  
Dec. 2018**

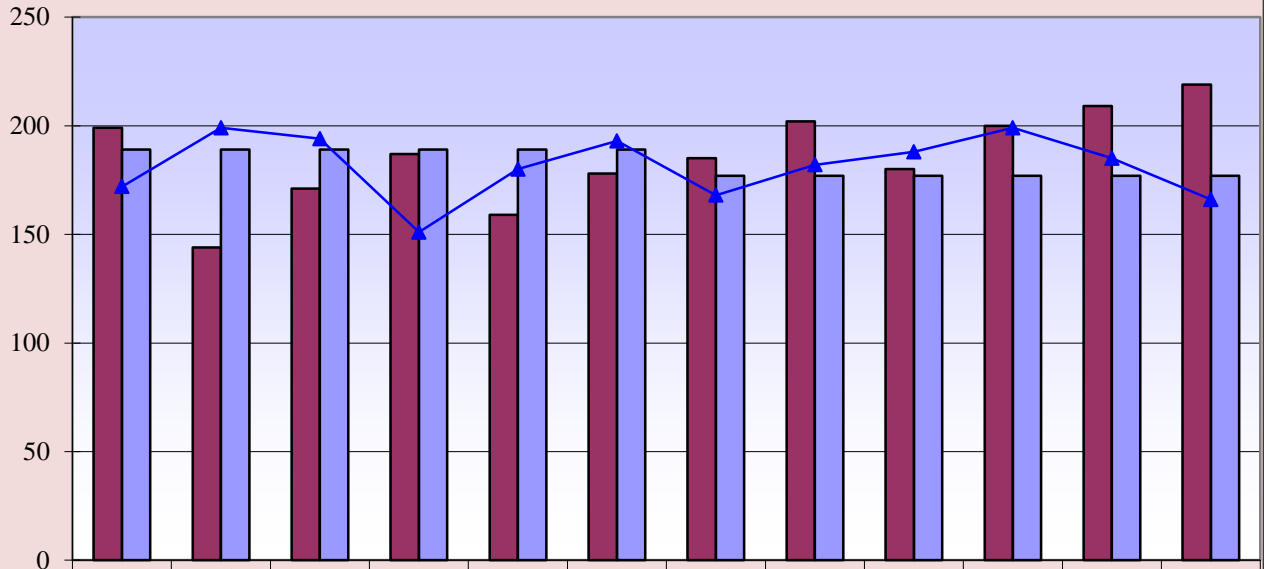
**Nuclear Medicine Exams**



**Curr. 12 mo. avg = 35**

**Prev. 12 mo. avg. = 34**

**Ultrasound Exams**

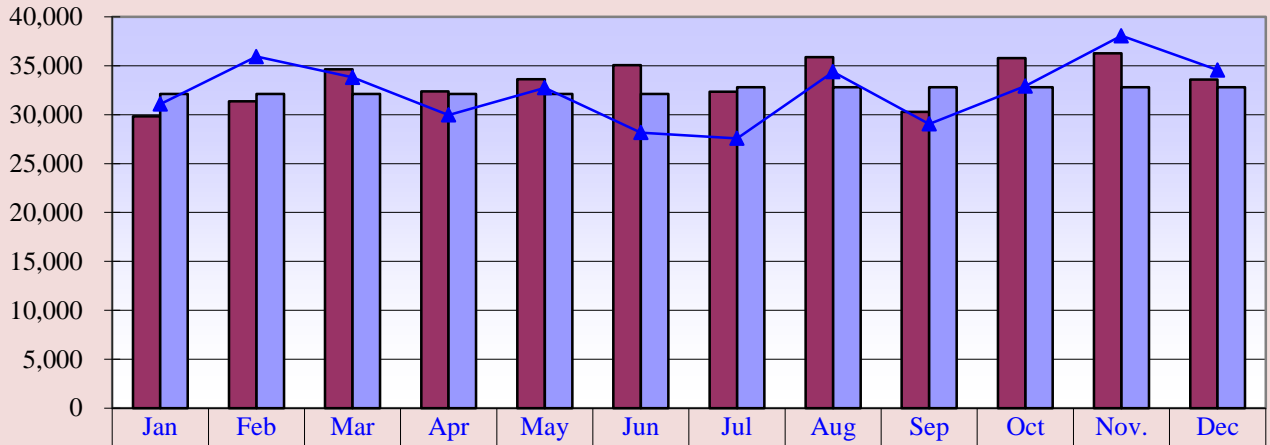


**Curr. 12 mo. avg. = 186**

**Prev. 12 mo. avg. = 181**

**Memorial Hospital of Converse County  
Lab Procedures and Other X-Ray Exams  
Dec. 2018**

**Lab Procedures**

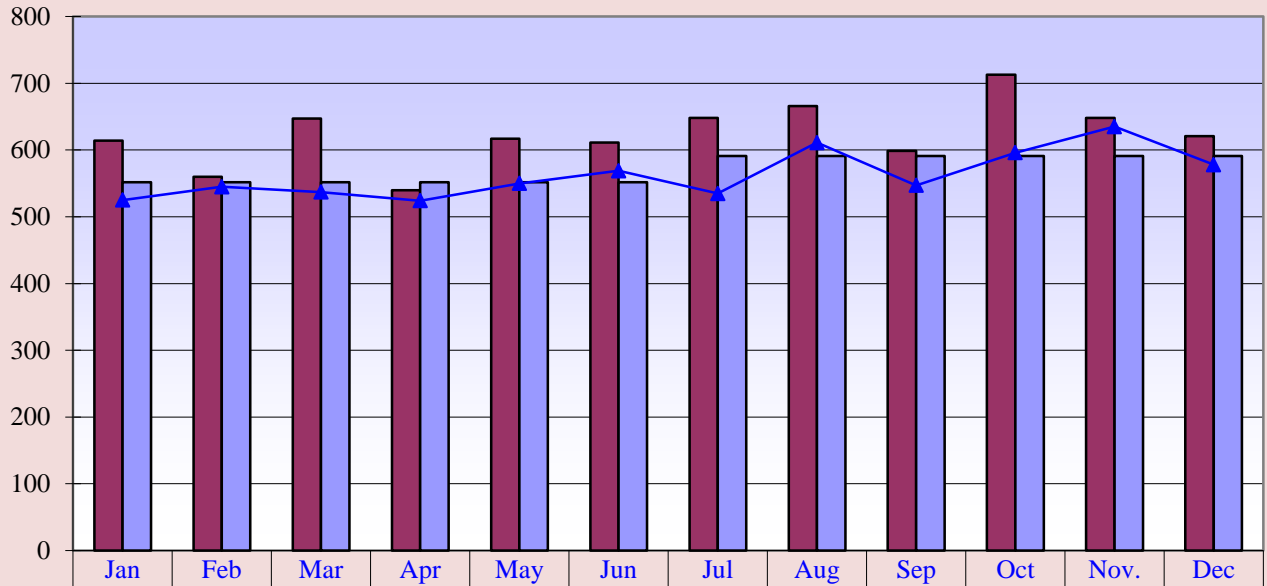


<b>Curr. 12 mo.</b>	29,846	31,360	34,653	32,381	33,621	35,084	32,349	35,873	30,290	35,779	36,293	33,609
<b>Current Budget</b>	32,118	32,118	32,118	32,118	32,118	32,118	32,795	32,795	32,795	32,795	32,795	32,795
<b>Prev. 12 mo.</b>	31,091	35,937	33,821	29,968	32,749	28,171	27,574	34,385	29,061	32,925	38,078	34,572
<b>—x—</b>												

**Curr. 12 mo. avg. = 33,428**

**Prev. 12 mo. avg. = 32,361**

**Other X-Ray Exams**



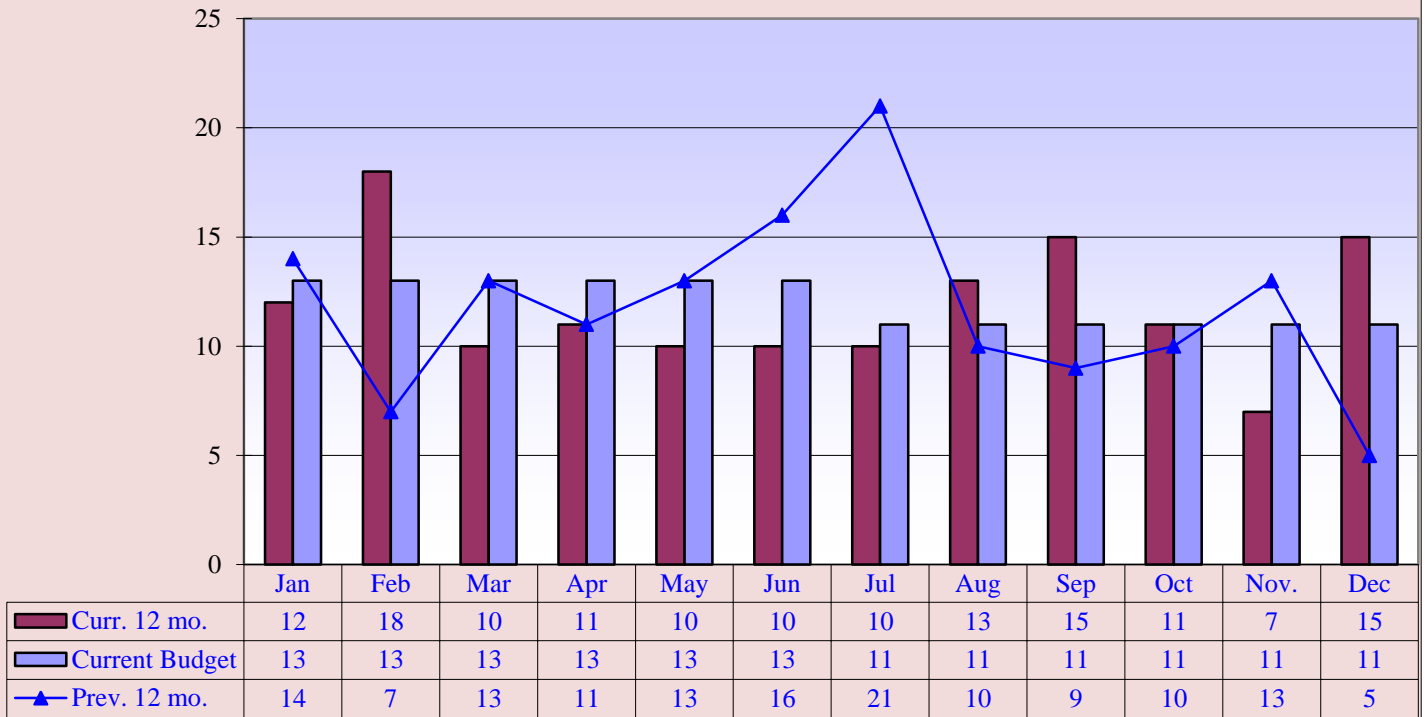
<b>Curr. 12 mo.</b>	614	560	647	540	617	611	648	666	599	713	648	621
<b>Current Budget</b>	552	552	552	552	552	552	591	591	591	591	591	591
<b>Prev. 12 mo.</b>	525	545	537	524	550	569	535	611	547	596	635	578

**Curr. 12 mo. avg. = 624**

**Prev. 12 mo. avg. = 563**

**Memorial Hospital of Converse County  
Newborns and Net A/R Days  
Dec. 2018**

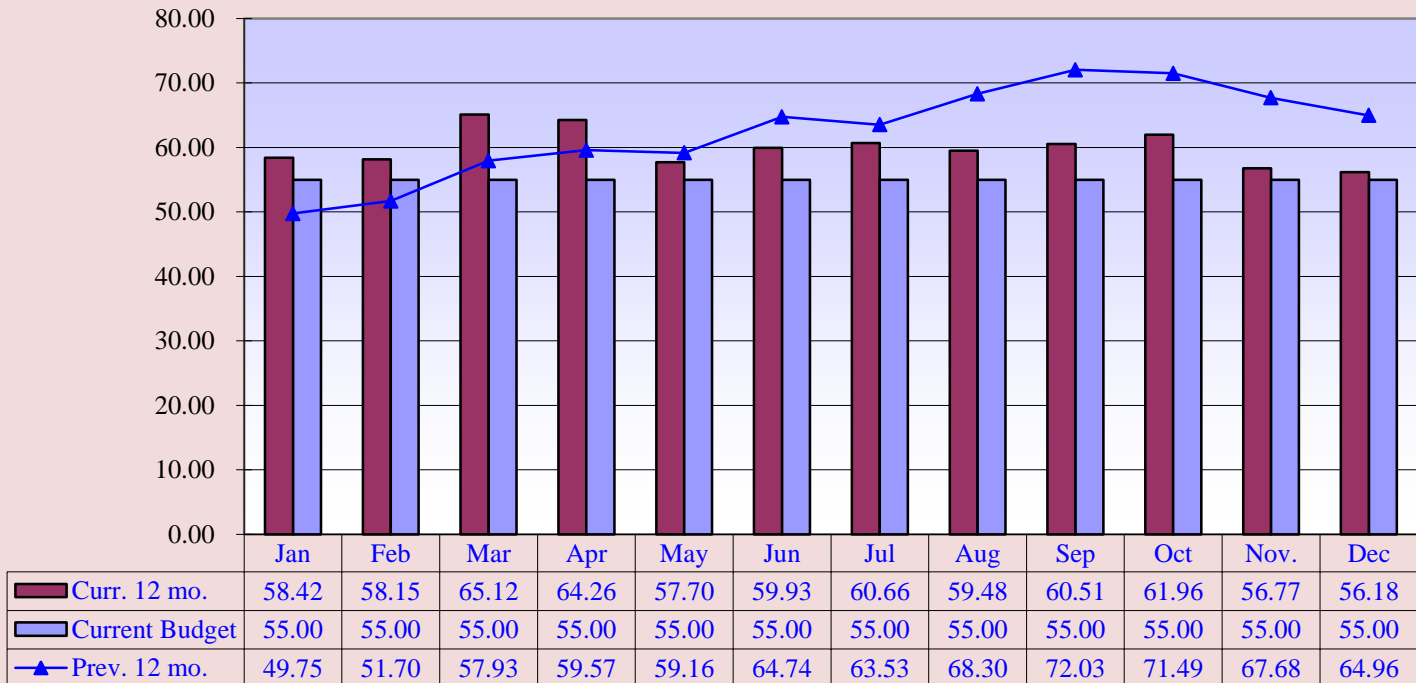
**Newborns**



**Curr. 12 mo. avg. = 12**

**Prev. 12 mo. avg. = 12**

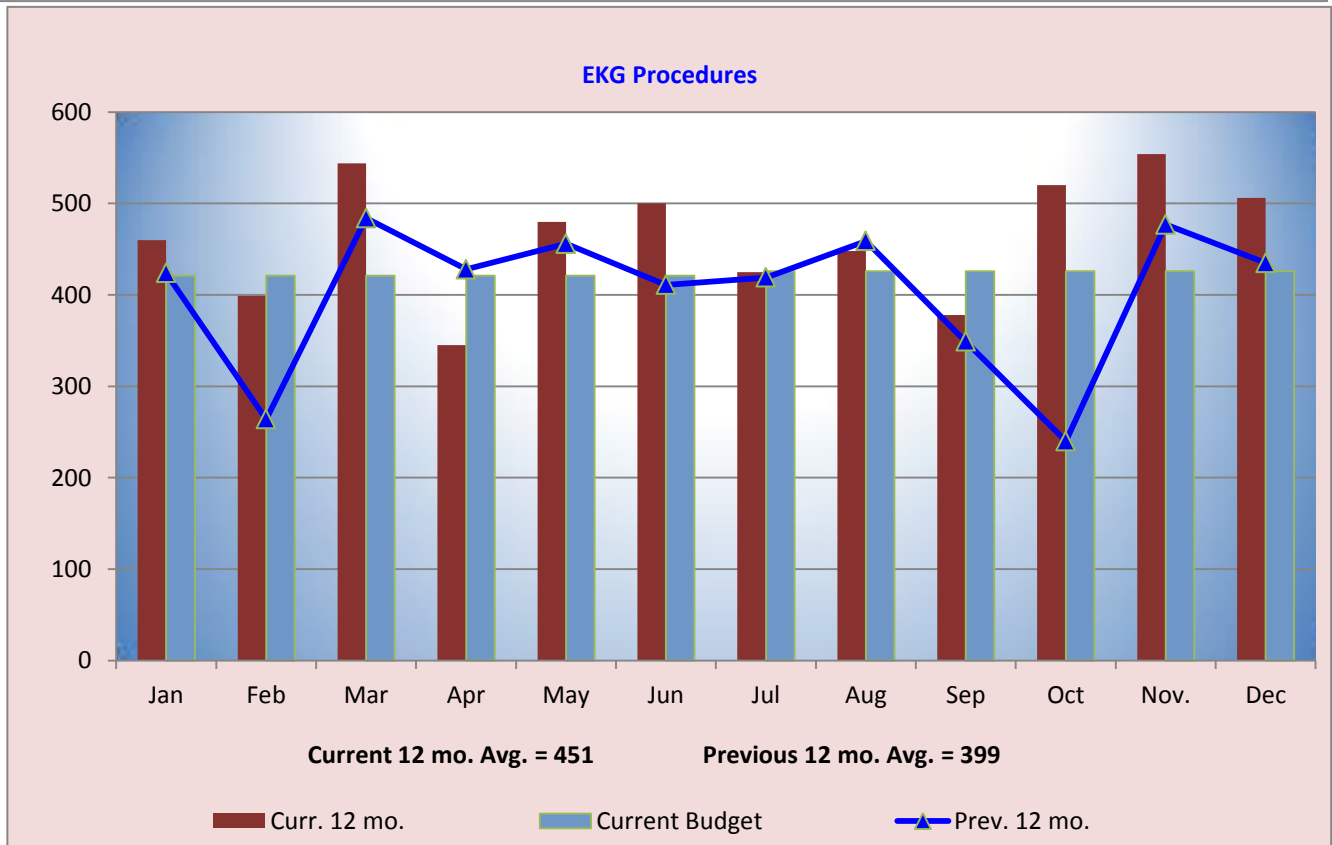
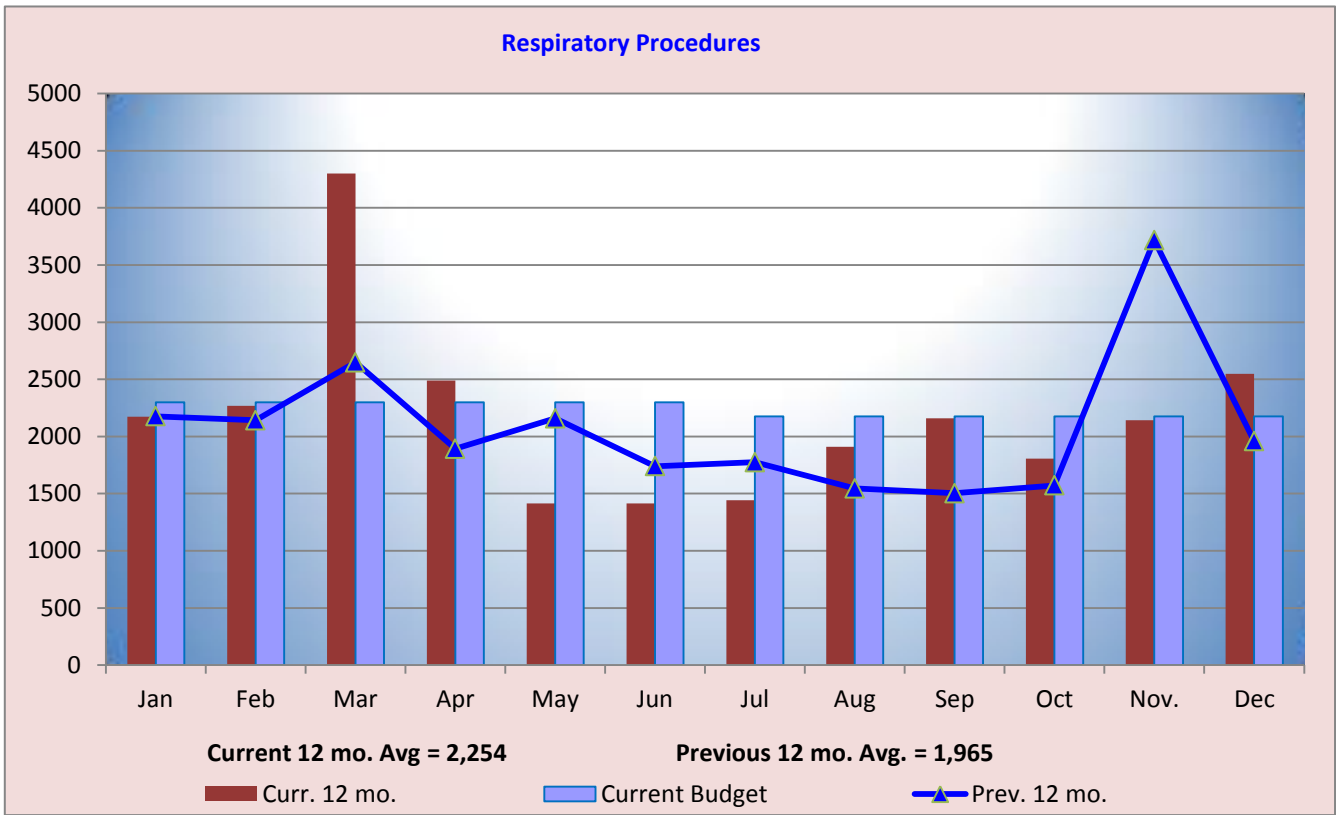
**Net Days of Revenue in A/R**



**Curr. 12 mo. avg. = 59.93**

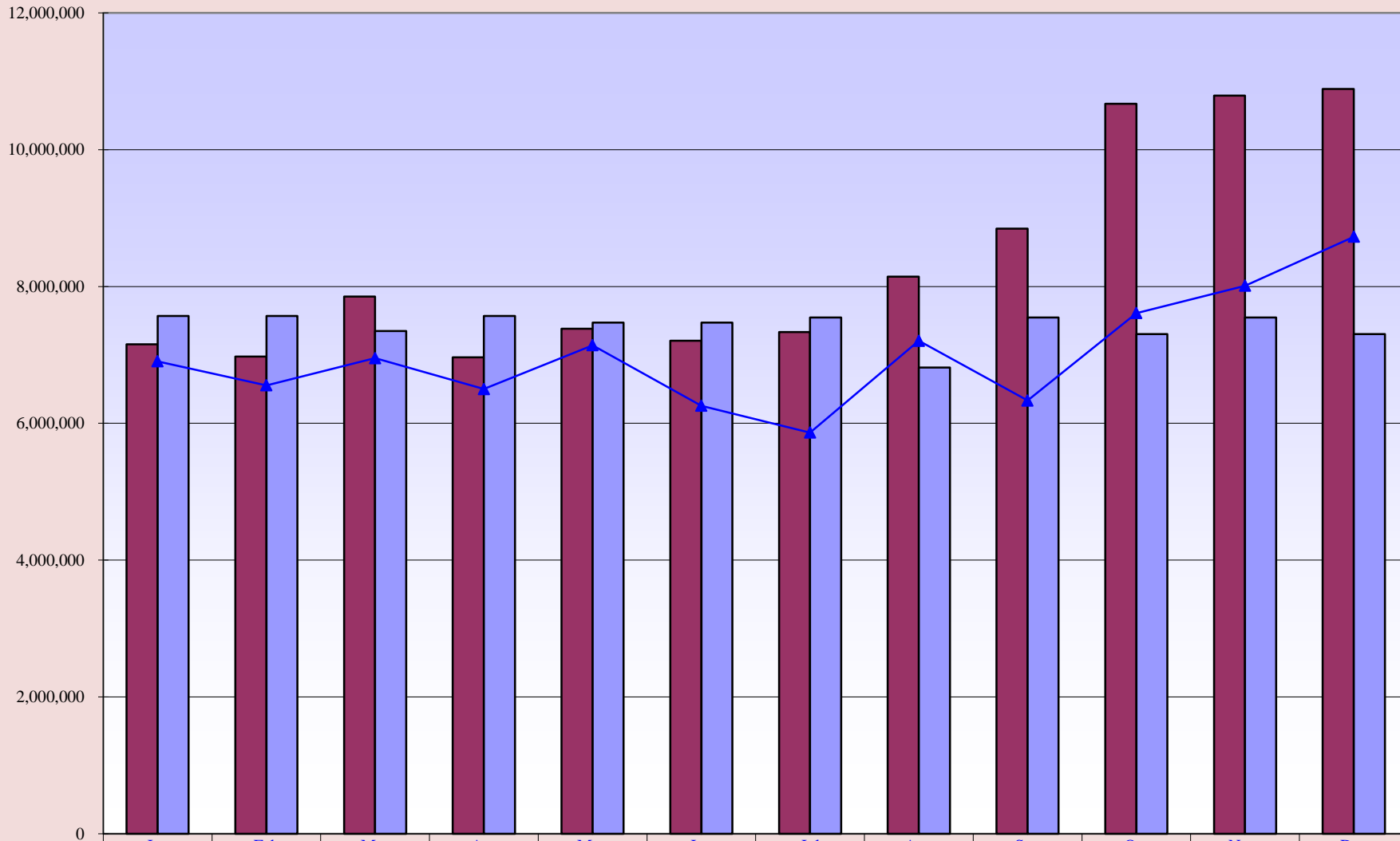
**Prev. 12 mo. avg. = 62.57**

Memorial Hospital of Converse County  
 Respiratory and EKG Procedures  
 Dec. 2018



**Memorial Hospital of Converse County  
Hospital Gross Patient Revenue  
Dec. 2018**

**Hospital Gross Patient Revenue**



**Curr. 12 mo. avg. = \$8,351,275**

**Prev. 12 mo. avg. = \$7,005,167**



**Memorial Hospital of Converse County**  
**Operating Revenue vs. Operating Expenses and Cumulative Operating Income/(Loss) for FY 2019**



— **Operating Revenue**     
 — **Operating Expenses**     
 — **Cumulative Operating Income/(Loss)**

**Memorial Hospital of Converse County**  
**Income Statement Summary - (Statement of Revenues, Expenses, and Changes in Net Position)**  
**Budget Variance Report**

<b>Current Month</b>			<b>Year to Date</b>			<b>Prior Year YTD</b>		
<b>Dec. 2018</b>	<b>Budget</b>	<b>Variance Amount</b>	<b>December</b>	<b>YTD Thru Dec. 2018</b>	<b>YTD Budget</b>	<b>Variance Amount</b>	<b>YTD Thru Dec. 2017</b>	<b>Change From Prior YTD</b>
			<b><u>Patient Revenue</u></b>					
\$2,063,686	\$1,491,777	\$571,909	<b>Inpatient</b>	\$10,725,684	\$9,000,408	\$1,725,276	\$8,931,618	\$1,794,066
6,441,091	4,487,676	1,953,415	<b>Outpatient</b>	35,771,095	27,075,614	8,695,481	27,316,288	8,454,807
2,382,372	1,323,284	1,059,088	<b>Physician Clinics</b>	10,178,994	7,983,833	2,195,161	7,503,867	2,675,127
<b>\$10,887,150</b>	<b>\$7,302,737</b>	<b>\$3,584,413</b>	<b>Total Patient Revenue</b>	<b>\$56,675,773</b>	<b>\$44,059,855</b>	<b>\$12,615,918</b>	<b>\$43,751,773</b>	<b>\$12,924,000</b>
			<b><u>Deductions From Revenue</u></b>					
1,707,374	1,200,303	507,071	<b>Medicare</b>	9,954,117	7,201,821	2,752,296	6,691,521	3,262,596
237,289	423,452	(186,163)	<b>*Medicaid</b>	3,068,419	2,540,702	527,717	2,184,217	884,202
159,265	93,008	66,257	<b>Worker's Compensation</b>	805,895	558,076	247,819	547,237	258,658
1,225,799	721,315	504,484	<b>Other Contractuals</b>	5,388,238	4,327,900	1,060,338	3,969,206	1,419,032
127,436	132,252	(4,816)	<b>Other</b>	760,917	793,524	(32,607)	678,774	82,143
<b>\$3,457,163</b>	<b>\$2,570,330</b>	<b>\$886,833</b>	<b>Total Deductions</b>	<b>\$19,977,587</b>	<b>\$15,422,023</b>	<b>\$4,555,564</b>	<b>\$14,070,955</b>	<b>\$5,906,632</b>
7,429,987	4,732,407	2,697,580	<b>Net Patient Revenue</b>	36,698,186	28,637,832	8,060,354	29,680,818	7,017,368
127,790	163,485	(35,695)	<b>Other Operating Revenue</b>	1,578,004	980,906	597,098	801,431	776,573
<b>\$7,557,777</b>	<b>\$4,895,892</b>	<b>\$2,661,885</b>	<b>Total Operating Revenue</b>	<b>\$38,276,190</b>	<b>\$29,618,738</b>	<b>\$8,657,452</b>	<b>\$30,482,249</b>	<b>\$7,793,941</b>
			<b><u>Operating Expenses</u></b>					
2,787,365	2,365,105	422,260	<b>Salaries &amp; Wages</b>	16,220,690	14,269,460	1,951,230	14,010,720	2,209,970
650,590	542,650	107,940	<b>Benefits</b>	3,210,074	3,255,908	(45,834)	2,941,267	268,807
960,011	529,792	430,219	<b>Supplies</b>	5,549,312	3,178,752	2,370,560	3,065,594	2,483,718
152,422	114,573	37,849	<b>Lease &amp; Rentals</b>	696,149	687,433	8,716	557,437	138,712
161,574	95,175	66,399	<b>Other Expenses</b>	839,298	571,000	268,298	554,251	285,047
3,930	5,000	(1,070)	<b>Legal</b>	82,442	30,000	52,442	27,429	55,013
53,814	22,502	31,312	<b>Travel &amp; Education</b>	250,198	135,001	115,197	108,484	141,714
161,296	143,093	18,203	<b>Maintenance &amp; Repair</b>	744,796	858,550	(113,754)	789,688	(44,892)
78,756	15,920	62,836	<b>Physician Fees</b>	428,993	95,520	333,473	158,091	270,902
19,972	19,167	805	<b>Interest</b>	115,243	115,000	243	121,401	(6,158)
132,212	70,245	61,967	<b>Professional Fees</b>	862,369	422,126	440,243	491,851	370,518
96,235	84,641	11,594	<b>Purchased Services</b>	579,148	507,849	71,299	539,736	39,412
44,310	47,464	(3,154)	<b>Insurance</b>	312,082	284,784	27,298	274,135	37,947
51,333	48,510	2,823	<b>Utilities</b>	290,217	291,054	(837)	286,523	3,694
299,642	337,750	(38,108)	<b>Depreciation</b>	1,851,649	2,026,500	(174,851)	2,036,634	(184,985)
1,057,165	518,291	538,874	<b>Indigent Care</b>	4,873,087	3,109,750	1,763,337	2,988,130	1,884,957
<b>\$6,710,626</b>	<b>\$4,959,878</b>	<b>\$1,750,748</b>	<b>Total Operating Expenses</b>	<b>\$36,905,749</b>	<b>\$29,838,687</b>	<b>\$7,067,062</b>	<b>\$28,951,371</b>	<b>\$7,954,378</b>
847,151	(63,986)	911,137	<b>Operating Income (Loss)</b>	1,370,441	(219,949)	1,590,390	1,530,878	(160,437)
			<b><u>Non-Operating Revenue</u></b>					
83,343	83,333	9	<b>County - Indigent Care Reimbursement</b>	500,336	500,000	336	520,716	(20,380)
212,500	37,500	175,000	<b>**County - Ambulance Reimbursement</b>	400,000	225,000	175,000	225,000	175,000
21,976	35,375	(13,399)	<b>Other Non-Operating</b>	299,791	212,250	87,541	174,243	125,548
0	0	0	<b>Non-Operating Expense</b>	0	0	0	0	0
<b>\$1,164,970</b>	<b>\$92,222</b>	<b>\$1,072,747</b>	<b>Net Income/(Loss)</b>	<b>\$2,570,567</b>	<b>\$717,301</b>	<b>\$1,853,266</b>	<b>\$2,450,837</b>	<b>\$119,730</b>

**Memorial Hospital of Converse County**  
**Financial and Statistical Highlights**  
**Dec. 2018**

Page #

**Patient Volumes**

IP Daily Census.....	At 6.77 up 0.74 from December 2017 - up 2.17 from November 2018	1-2
Surgeries.....	At 139 up 28 from December 2017 - up 42 from November 2018	6-7
Radiology Exams.....	At 1,442 up 104 from December 2017 - down 38 from November 2018	9-12
Laboratory Tests.....	At 33,609 down 963 from December 2017 - down 2,648 from November 2018	12
Emer. Rm. Visits.....	At 426 down 1 from December 2017 - down 42 from November 2018	5
Clinic Visits.....	6.19% increase of 157 patient visits compared to December 2017	
Urgent Care.....	22.58% increase of 142 patient visits compared to December 2017	
Clinic Volumes.....	7.30% increase of 247 patient visits compared to December 2017	
RHC Visits.....	(4.21%) decrease of 28 patient visits compared to December 2017	
Wellness Visits.....	(23.96%) decrease of 52 patient visits compared to December 2017	

**Income Statement**

Gross Patient Revenue for the month was \$10,887,000 compared to \$8,700,000 last December and \$10,789,000 last month. Net Income for December is \$1,165,000 compared to \$1,400,000 last year and \$374,000 last month. 15

Monthly Revenue - over budget by \$3,584,000

\*\* We received \$175,000 Non-Operating Revenue from the County toward the purchase of a new Ambulance.

The departments that are under budget by \$10,000 or more are as follows:

Med/Surg - 39,000	Hospitalists - 10,000
Swing Bed - 16,000	Procdeure Core - 39,001
Arbor Café - 15,000	

Deductions From Revenue - Over budget by \$886,000

\*QRA Payment of \$520,929 was applied to reduce the Medicaid Contractual for December.

Monthly Expense Variances - Over budget by \$1,750,000

**Areas that are over budget for the month**

Salaries & Wages - \$422,000

Benefits - \$107,000

Supplies - \$430,000

Surgical Instruments - 20,000

Surgical Supplies - 19,000

Surgery Minor Equipment - 29,000

Surgical Implants - 209,000

Physician Services - 65,000

Admin Cafeteria - 12,500

Leases & Rentals - \$37,000

Med/Surg - 3,700

Obstetrics - 2,200

Cardiopulmonary - 2,100

Dr Schubert - 3,900

Surgical Services - 9,800

Administration - 2,400

Information Systems - 6,300

Other - \$66,000

Radiology Recruitment - 4,200

Radiology Relocation - 2,100

Business Office Collections - 9,311

Information Systems Dues - 10,200

Public Relations Advertising - 35,000

Indigent Care - \$538,000

Bad Debt - 475,000

Interest - \$805

Travel & Education - \$31,000

Obstetrics - 3,300

Clinics - 23,000

Anesthesiology - 3,200

Administration - 4,300

Education - 3,500

Maintenance & Repair - \$18,000

Ambulance - 4,100

Nuc Med - 4,900

Surgical Services - 8,200

Information Systems - 3,300

Physician Fees - 62,000

Professional Fees - \$61,900

OB Contract Labor - 11,500

Ultrasound Contract Labor - 9,900

Sleep Study - 5,500

Physical Therapy - 4,000

Surgical Services - 30,300

Purchased Services - \$11,500

Admin Bank Fees - 3,800

Facilities - 6,700

Quality - 10,000

Utilities - \$2,800

Telephone - 2,000

Natural Gas - 2,900

**Cash Status**

Cash balances as of December 31, 2018 are \$10,283,487.

This equates to 54 days of expenses on hand.

**Accounts Receivable**

Net Accounts Receivable days are at 56.18 days for the end of December compared to 64.96 last year and 56.77 last month.

**Memorial Hospital of Converse County  
Statistics  
For The Period Ended December 31, 2018**

<b>Monthly</b>						<b>Year to Date</b>					
<b>Dec. 2018</b>	<b>Dec. 2017</b>	<b>Variance From Prior Dec.</b>	<b>Budget</b>	<b>Variance Amount</b>	<b>%</b>	<b>YTD Thru Dec. 2018</b>	<b>YTD Thru Dec. 2017</b>	<b>Variance From Prior YTD</b>	<b>YTD Budget</b>	<b>Variance Amt.</b>	<b>%</b>
74	64	10	67	7	10.4%	409	383	26	402	7	1.7%
3	8	(5)	5	(2)	-40.0%	21	34	(13)	30	(9)	-30.0%
77	72	5	72	5	6.9%	430	417	13	432	(2)	-0.5%
210	187	23	176	34	19.3%	1,026	1,041	(15)	1,056	(30)	-2.8%
32	108	(76)	48	(16)	-33.3%	227	338	(111)	288	(61)	-21.2%
242	295	(53)	224	18	8.0%	1,253	1,379	(126)	1,344	(91)	-6.8%
15	5	10	11	4	36.4%	72	44	28	66	11	16.7%
28	9	19	20	8	40.0%	153	98	55	120	33	27.5%
139	111	28	78	61	78.2%	578	468	110	468	110	23.5%
1,775	1,643	132	2,037	(262)	-12.9%	11,147	13,603	(2,456)	12,222	(1,075)	-8.8%
426	427	(1)	402	24	6.0%	2,648	2,424	224	2,412	236	9.8%
2,201	2,070	131	2,439	(238)	-9.8%	13,795	16,027	(2,232)	14,634	(839)	-5.7%
349	325	24	319	30	9.3%	330	312	18	319	11	3.5%

<b>Financial Ratios</b>	<b>Dec. 2018</b>	<b>Dec. 2017</b>	<b>YTD</b>	<b>US</b>	<b>WY</b>	<b>Misc. Measurements</b>	<b>YTD - 18</b>	<b>YTD - 17</b>	<b>Variance From Prior Year</b>	<b>WY</b>	<b>Variance From WY</b>
<b>Days Cash on Hand YTD</b>	54	91	54	76	99	<b>Total Gross Rev. per FTE</b>	\$343,219	\$280,127	\$63,092	\$145,000	\$198,219
<b>Operating Margin</b>	11.21%	19.88%	3.58%	1.79%	-0.93%	<b>Contractual Deductions</b>	35.25%	32.16%	3.09%	33.13%	2.12%
<b>Net Margin</b>	15.41%	22.08%	6.72%	3.09%	4.85%	<b>Inpatient Revenue %</b>	23.07%	24.64%	-1.57%	33.17%	-10.10%
<b>Operating Cash Flow Margin</b>		16.95%	0.53%	8.10		<b>Outpatient Revenue %</b>	76.93%	75.36%	1.57%	66.83%	10.10%
<b>Current Ratio</b>	3.97	5.02	N/A	2.35	3.71	<b>Average Length of Stay</b>	2.64	2.71	(0.07)	3.30	(0.66)
<b>Gross A/R Days</b>	55.35	63.85		50.37	59.90	<b>Medicare Inp. Payer Mix</b>	36.14%	37.30%	-1.16%	75.25%	-39.11%
<b>Net A/R Days</b>	56.18	64.96		52.46	56.82	<b>Average I/P Daily Census</b>	5.58	5.66	(0.08)	3.50	2.08
<b>FTEs per Adjusted Occupied Bed - Excluding MOB</b>			10.74	5.51	9.88	<b>Salaries to Net Patient Rev.</b>	44.20%	47.20%	-3.00%	53.41%	-9.21%
<b>With MOB -</b>			11.17			<b>Salaries to Total Expense</b>	43.95%	48.39%	-4.44%	46.32%	-2.37%
<b>Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2015</b>						<b>Average Salary per FTE</b>	\$98,230	\$89,706	\$8,524	\$62,062	\$36,168
<b>Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2015</b>						<b>Benefits as % of Salaries</b>	19.79%	20.99%	-1.20%		

**Memorial Hospital of Converse County**  
**Balance Sheet - (Statement of Net Position)**  
**December 31, 2018**

	<u>Dec.</u> <u>2018</u>	<u>Dec.</u> <u>2017</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash On Hand And In Banks	\$3,317,566	\$6,439,847
Certificates Of Deposit - Unrestricted	1,765,921	1,338,528
<b>Total Cash Assets</b>	<u>\$5,083,487</u>	<u>\$7,778,375</u>
<b>Assets Whose Use is Restricted</b>		
Certificates of Deposit Securing Loan	5,200,000	5,500,000
<b>Total Restricted Assets</b>	<u>\$5,200,000</u>	<u>\$5,500,000</u>
Accounts Receivable (Gross)	18,688,626	16,056,608
Uncollectible Accts. & Contractual. Adj.	(6,366,022)	(4,837,398)
<b>Net Patient Accounts</b>	<u>\$12,322,604</u>	<u>\$11,219,210</u>
Due From Physicians/Staff	1,111	4,513
Inventories Of Supplies	1,791,843	1,146,608
Other Current Assets	2,235,192	1,785,574
Yellowstone Group Investment	59,877	82,305
<b>Total Current Assets</b>	<u>\$26,694,114</u>	<u>\$27,516,585</u>
<b>LAND, BUILDING AND EQUIPMENT, net</b>	\$27,451,228	\$27,579,245
<b>OTHER ASSETS</b>		
Investment - Big Country Rehab	132,329	106,384
<b>Total Other Assets</b>	<u>\$132,329</u>	<u>\$106,384</u>
<b>Total Assets</b>	<u><u>\$54,277,671</u></u>	<u><u>\$55,202,214</u></u>
<b><u>LIABILITIES AND FUND EQUITY</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	\$1,671,643	\$922,141
Accrued Salaries	2,958,878	2,532,083
Accrued Self Funded Health Insurance	291,392	291,392
Accrued Taxes And Deductions	855,984	620,672
Current Portion Of Notes Payable	97,813	286,094
Current Portion of CD Secured Note	828,586	827,295
<b>Total Current Liabilities</b>	<u>\$6,704,296</u>	<u>\$5,479,677</u>
<b>OTHER LIABILITIES</b>		
Deferred Loss On Early Retirement Of Bonds	(225,435)	(295,353)
Medicare Cost Report Settlement	200,000	0
Long Term CD Secured Note Obligations	4,373,864	4,917,648
Long Term Notes Payable	0	383,701
<b>Total Other Liabilities</b>	<u>\$4,348,429</u>	<u>\$5,005,996</u>
<b>Total Liabilities</b>	\$11,052,725	\$10,485,673
<b>FUND EQUITY</b>		
Fund Balance	\$40,654,379	\$42,265,705
Net Income	2,570,567	2,450,836
<b>Total Fund Balance</b>	<u>\$43,224,946</u>	<u>\$44,716,541</u>
<b>Total Liabilities And Fund Equity</b>	<u><u>\$54,277,671</u></u>	<u><u>\$55,202,214</u></u>

**Cash Flow Statement for December 2018 and FYTD 2019**

<b>Cash Flow From Operations</b>	<b><u>Dec. 2018</u></b>	<b><u>FYTD 2019</u></b>
Net Earnings/(Loss)	\$1,164,970	\$2,570,568
<b><u>Additions/(Subtractions) to Cash</u></b>		
Depreciation/Non-cash Interest	299,642	1,851,649
Decrease/(Increase) in Accounts Receivable	(1,546,767)	(4,566,140)
(Decrease)/Increase in Accounts Payable	52,096	(1,246,845)
Decrease/(Increase) in Inventory	(46,895)	(374,931)
<b>Net Cash Flow From Operations</b>	<b><u>(\$76,954)</u></b>	<b><u>(\$1,765,699)</u></b>
<b>Cash Flow from Capital Purchases</b>		
Equipment, Fixed Assets, Construction	(302,327)	(2,645,657)
<b>Cash Flow from Financing</b>		
Notes Payable	<u>(22,957)</u>	<u>(972,871)</u>
<b>Cash Flow for the Month Ending:      Dec. 2018</b>	<b><u><u>(\$402,237)</u></u></b>	<b><u><u>(\$5,384,226)</u></u></b>

Operating Revenue vs. Operating Expenses for FY 2018

