



Journey Mental Health Center, Inc

PRESENTATION TO DANE COUNTY HEALTH AND HUMAN NEEDS COMMITTEE

[May 9, 2019]



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Executive Summary

Journey Mental Health Center, Inc. has always been a significant piece of the behavioral health fabric in Dane County. Journey has contracted with Dane County Human Services for many years. We expect that we will be able to continue this fruitful relationship for many more.

We understand there has been some concern about Journey's financial situation by members of the Health and Human Needs Committee. The intent of this report is to respond to the four stated areas of the resolution, and provide details and context to these issues, as well as additional historical information about Journey, our vision of the Medicaid portion of the behavioral health market in Dane County, and some of our strategic initiatives to ensure we remain the provider of choice for serving mental health and substance abuse consumers with the highest needs and the lowest resources.

Journey strives to be transparent in everything that we do. We have quarterly town hall style meetings where leaders within Journey discuss what happened in the previous quarter and what we are going to do in the next quarter. Financial information is shared with managers and team leaders monthly as it becomes available. These staff share their specific program results with their staff afterwards.

2018 was a challenging year. On top of that, management at Journey was dealing with some issues that were new, and some that were years in the making. We have several new key people in leadership positions, and have made significant strides to responding to the challenges we face as an organization.

We have looked into every corner of our organization for ways to save money while continuing to provide high-quality care. We have eliminated administrative positions. We have cut back on services in areas where our costs exceeded our payments. We have started to transfer consumers when their insurance coverage changes to a provider where Journey is not in network and we no longer get paid for the services we provide.

We are utilizing technology to increase efficiency. Our new electronic healthcare records system went live in 2018. It has helped us pinpoint issues that require management attention. It has provided a level of detail into our programs we never had before. We started using telehealth across the agency to reduce staff travel while still allowing a clinician or prescriber to see a consumer.

Our hard work has begun to pay off. After the first three months of 2019, Journey is profitable again. This shows that our efforts are paying off, and our managers are energized and working with staff to make meaningful changes to serve our consumers with the best services we can provide.

Mission, Vision, Values

Mission: Improving people's lives by pioneering and sustaining effective mental health and substance use disorder services.

Vision: The vision of Journey Mental Health Center is to become a center of excellence for the provision of behavioral health services.

People: Hiring and retaining great employees.

Productivity: Being a model of quality and cost-effective service for other behavioral health organizations.

Partners: Achieving and maintaining the highest levels of consumer satisfaction.

Values:

- Integrity
- Diversity
- Respect
- Excellence
- Accountability
- Hope

Transparency

Journey strives to be transparent in all it does. We demonstrate this transparency through several mechanisms.

Within the organization, we use our electronic newsletter (published 3 days each week) to keep staff up to date on all organizational issues, including activities, policies, funding opportunities, and much more. Information from leadership meetings is posted in meeting minutes on our internal website, as well as being reported out in program level staff meetings. Quarterly budget meetings are held with program managers and team leaders who also pass information on to staff. Town Halls are held to give people the latest information from all administrative and clinical departments which include financial updates.

Executive staff at Journey meet monthly with the Board of Directors. Financial information is presented and discussed in monthly Finance Committee meetings, and shared with the full board immediately afterward. Staff turnover and other Human Resource issues are reported out to the Board's Human Resource Committee. The Board has access to all financial documents. Several members of the Board, and the Finance Committee, have backgrounds in accounting, auditing, and finance. A list of Journey's board members can be found on our website.

Annually, an independent accounting firm performs an audit of Journeys finances, compliance with contract requirements, and internal controls. The Board of Director's policies state that Journey's annual audit must go out to bid every five years to ensure our audit costs remain competitive, and our audit firm independent. All annual audit reports are sent to Dane County Human Services and other funding sources as required by contract. Journey's 990 tax return is a public document, and available to anyone upon request.

Executive staff meet monthly with Dane County contract managers, and the Adult Services Administrator. These meetings may include Journey's program managers if their programs are being discussed. In these meetings, Journey informs county staff of any significant changes in our operations, discloses any concerns about meeting contract obligations, or about financial issues related to county programs. Both teams work closely to problem solve and resolve issues.

Finally, this report to HHN is designed to fully disclose our current financial position, and our business and strategic plans. It also provides Journey's point of view regarding the situation most community based mental health centers find themselves in nationally. As members of the National Council for Community Behavioral Health, Open Minds, and the Mental Health Corporation of America, we are constantly working to adapt state of the art practices (business as well as clinical) to meet the ever-growing challenge of behavioral health funding in order to meet the needs of Dane County consumers.

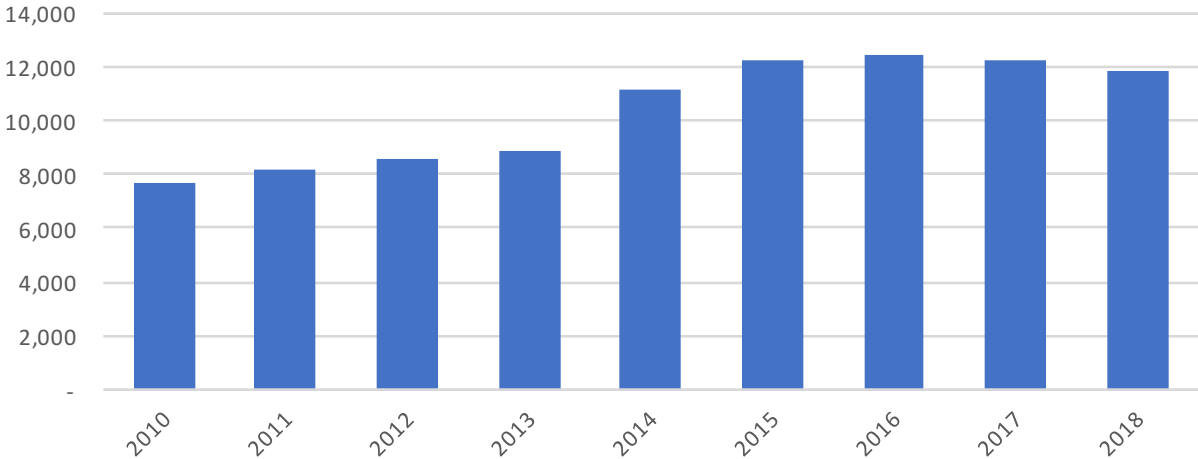
No organization that has grown and sustained itself for over 70 years has done so without their fair share of challenges over time. Journey experienced a challenging year in 2018, with the closure of Kajsiab House.

BACKGROUND: HOW WE GOT HERE

Order of Accomplishments

Journey has taken incremental steps toward creating a center of excellence based in our belief in our mission, vision, and values. Our goal is to always provide services that are accessible, that are appropriate to the level of care required for each individual, rooted in evidence-based practice, and with a firm belief that people’s lives can and will improve. All services must be provided in a fiscally responsible manner. Between the years of 2010 and 2018, Journey increased the number of individuals receiving services by over 4,200 (from 7,656 to 11,875 unique individuals). Given this rapid increase in service demand, at a time when budget increases were fairly stagnant, many changes were implemented to meet the demand, and to insure sustainability.

Annual Unduplicated Consumers



This short historical review emphasizes the steps Journey has taken to prepare for the anticipated changes in behavioral health care funding. It is also reflective of the shift in business from the traditional model of guaranteed funding (1/12th payments), to a more fee-for-service oriented model rooted in production standards. In more recent years, preparation began on movement toward the value-based model that looms on the horizon.

2006:

Journey integrated mental health and substance use disorder services in anticipation of future funding shifts to a more integrated service system. This involved ensuring that all staff were dually qualified to treat both mental illness and substance use disorder. Journey developed a training curriculum, approved by the state licensing board, to provide free training to all staff seeking substance use certification. Journey's services have now been fully integrated for over ten years. This prepared us for the decision Dane County made, in 2017, to integrate their DHS contract departments.

Journey contracted with Genoa Pharmacy the same year. Genoa opened a pharmacy on site at Journey, thus enabling our consumers to "one stop shop" with clinic visits and picking up medications in one place. Because Genoa pharmacists work specifically with individuals with behavioral health issues, our consumers feel comfortable and safe. Journey is the only Purchase of Service (POS) agency with an on-site pharmacy for consumers.

2007:

In response to the increased community need for access to services, Journey instituted a centralized intake system. This enabled Journey to assess individuals coming in for services at one point, rather than through multiple programs.

2011:

Journey became part of a Learning Collaborative sponsored by the National Council for Community Behavioral Health. The intent of the collaborative was to adopt a model of assessment at intake that would allow for same day access to intake and services. This provided a level of service to keep consumers stabilized while waiting for more intensive clinical interventions.

Journey received its first Commission on Accreditation of Rehabilitation Facilities (CARF) certification in 2011. CARF is a national quality assurance accreditor that sets rigorous standards of care, business practice, risk assessment, financial stability, consumer/staff satisfaction and clinical outcomes. Journey has been recertified twice since.

2012:

Journey established productivity standards for clinical staff in 2012. Although standards had been set in past years, they were below the national standard, and not enforced to any degree. Using the national standard of 68% face to face time, production monitoring began. We also enacted centralized scheduling for clinicians, giving program support staff the responsibility of scheduling consumers, rather than clinicians doing it themselves. This allowed program support to backfill canceled appointments.

2014:

Journey began assessing and assigning consumers to a level of care based on specific clinical criteria, scaled for highest to lowest need. This created movement, and in particular allowed for discharge of some long-term Community Support Program (CSP) consumers to lower levels of care. Journey accomplished this in close collaboration with county staff.

Journey developed a formalized intern program for university students majoring in the human services professions. We are currently training approximately 60 students a year.

2015:

Journey was awarded a five -year Substance Abuse and Mental Health Services Administration (SAMHSA) grant to provide limited primary care services in our behavioral health outpatient clinic. Journey partnered with Group Health Cooperative and Unity Point Meriter in this effort.

Journey established a system for increasing clinician salaries when individuals achieved new certifications, degrees, or additional skills sets (such as a second language).

Dane County Human Services began contracting for Comprehensive Community Services with the State of Wisconsin. Journey was one of the first contractors in this space, starting in the second half of the year.

2016:

Journey began “Just in Time” Prescribing in our outpatient clinics. This prescribing process only schedules consumer appointments one-week in advance, rather than the previous method of weeks or months. Scheduling appointments with such short notice has allowed Journey to reduce the no-show rates for psychiatrists and APNPs from over 30% to single digits.

Journey purchased three buildings on the west side of Madison, remodeled most of the space, and moved to Kessel Court.

2017:

Journey entered into a contract to purchase an Electronic Healthcare Record (EHR) system that allows us to meet compliance standards for Meaningful Use. It also gives us the ability to design reports that track specific data sets and outcomes.

2018:

Journey went live with a new EHR in April, less than one year after signing the contract. We opened an outpatient clinic on the east side of Madison for the convenience of our consumers. We co-located our Bayside Care Center and Recovery House programs at our Main Street location. This gave better access for consumers, police, and other community partners. Further, it reduced the cost of maintaining a separate facility. Consumers satisfaction has improved.

Responses to Resolution

The Health and Human Needs Committee of the Dane County Board of Supervisors passed Amendment # HHN-O-16 which reads as follows:

Neither revenues nor expenditures be changed and the following language be added to the 2019 operating budget resolution: "The Department of Human Services is directed to work with Journey Mental Health Center to provide a report to the Health & Human Needs Committee by 4-1-19 on the fiscal stability of Journey Mental Health Center as it relates to Dane County funded programs and a strategic plan to address any issues identified. The report shall include 1) Review of budget for the previous three years; 2) A comparison of budget to actuals showing deficits and surpluses by program; 3) Information related to staff salaries, benefits and turnover; and 4) Detail of program spending versus administration spending."

Review of Budgets for the Previous Three Years

Budgeting is a complex process at Journey. In any given year, Journey can have 45 or more clinical programs, with an additional 15 programs or cost centers that are not clinical, or are administrative in nature.

Every program or department is budgeted separately every year. Program directors and managers work closely with accounting staff to clearly define budget assumptions and their expected financial results. This process begins in the fall, and wraps up in late December or early January of the budget year.

All budget meetings begin with a review of historical information. Ten years of historical results are summarized graphically for review, with the last 24 months displayed by month. Prior year assumptions and expectations are compared to actual results, and reasons for variances are explained. These explanations, along with other factors, are used when creating the next year's budget.

Journey is a service organization, and about 75% of our costs are related to paying our employees for the work that they do. In return, we have certain service hour expectations that we expect of our clinical staff. While budgeting, we look at both the cost of staff by individual, as well as the expected revenue that individual is expected to generate from providing billable services. We also look at our payer mix within our programs as our contracts with different payers may have different contractual reimbursement rates for services we provide. We also look for other relevant factors that are expected to change, or could have an effect on the coming year. Most of these can easily be estimated. For instance, next year's rent costs can be determined by looking at our lease payments for the upcoming year and depreciation expense can be easily

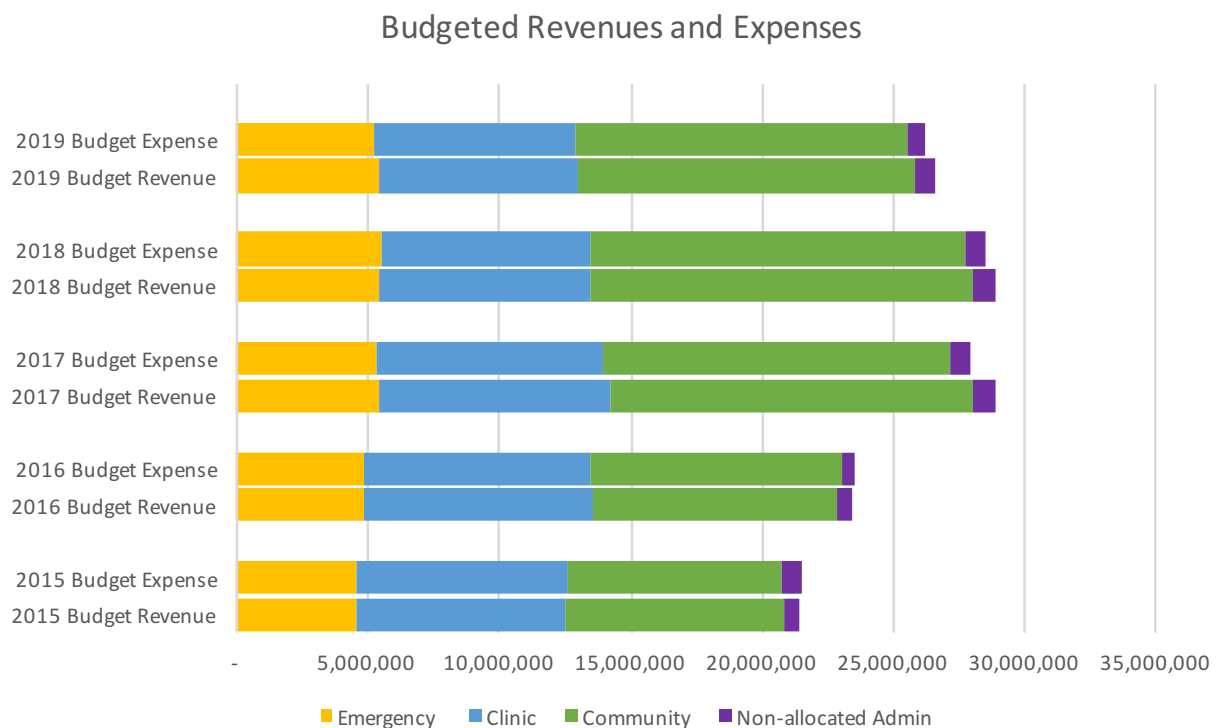
projected by accountants. Other expenses, such as utilities are always expected to have small increases every year.

Administrative costs are also budgeted each year, and allocated to each clinical program in a method that is allowable under federal and state audit guidelines. No clinical program would be able to operate without the benefit of administrative work. To the extent possible, and to be a good steward of public money, Journey management has tried to maintain low administrative expenses.

Many of Journey’s contracts do not allow for profits. As such, margins can be very thin, and there are not many profitable programs.

Journey services are organized around three core service areas, Emergency-based services, Clinic-based services, and Community-based services. Journey also has some non-allocated administrative expenses. Each of these program areas contain administrative expenses that allow the programs to meet their clinical outcomes. Non-allocated administrative expenses are expenses that do not directly benefit clinical programs, such as the cost of fundraising, investment fees on endowment accounts, and the gain/loss on the sale of real estate.

The following graph shows budgeted revenues and expenses for the previous few years:



A Comparison of Budget to Actuals Showing Deficits and Surpluses by Program

The following pages are a summary of budgets and actuals showing surpluses and deficits (profits/losses) by program. This is again organized by our service areas: clinic based, community based, and emergency services.

Journey Mental Health Center, Inc. and Subsidiaries
Budget and Actual Summary by Program
For the Year Ending December 31, 2015

Program	Budget Revenue	Budget Expense	Budget Profit (loss)	Actual Revenue	Actual Expense	Actual Profit (loss)
Bayside	1,025,553	963,719	61,834	1,103,232	918,374	184,858
Resource Bridge	264,431	268,325	(3,894)	311,103	311,103	-
Crisis Unit	1,648,320	1,646,739	1,581	1,656,171	1,667,020	(10,849)
Youth Crisis	299,331	305,576	(6,245)	281,981	301,326	(19,345)
Crisis Stabilization	1,086,084	1,092,777	(6,693)	1,048,872	1,077,137	(28,265)
Recovery House	264,167	269,293	(5,126)	237,989	307,520	(69,531)
Total Emergency Services	4,587,886	4,546,429	41,457	4,639,348	4,582,480	56,868
P Plus Capitation	1,145,477	899,776	245,701	1,229,928	878,735	351,193
DBT	75,000	150,333	(75,333)	233,448	143,673	89,775
Unity Captiation	1,024,860	1,239,382	(214,522)	1,003,167	977,180	25,987
Badger Prairie	141,500	166,925	(25,425)	141,500	133,104	8,396
Trauma-Focused CBT	164,395	157,723	6,672	151,996	151,351	645
Adult Clinical Services	457,163	479,055	(21,892)	492,397	492,395	2
DD/ED	58,857	57,782	1,075	53,203	53,202	1
IV Drug	80,772	80,923	(151)	83,667	83,666	1
UW Comprehensive Care	-	-	-	-	-	-
Chapter 20 Treatment IDP	371,100	375,203	(4,103)	384,408	384,408	-
Drug and Alcohol	1,007,786	1,007,473	313	1,020,502	1,020,502	-
Medical Services Program	877,341	900,666	(23,325)	760,797	760,798	(1)
Biomarker	19,496	21,304	(1,808)	31,109	31,111	(2)
Jail Opiate	100,240	102,907	(2,667)	103,927	103,929	(2)
OVI Court Treatment	85,064	85,073	(9)	86,504	86,614	(110)
Drug Court Outpatient	71,651	71,151	500	72,724	72,842	(118)
TAP Outpatient	80,157	79,524	633	82,047	82,181	(134)
UJIMA	213,258	216,335	(3,077)	206,482	206,744	(262)
Family Based Services	582,967	566,333	16,634	520,556	521,112	(556)
Journey to Health and Wellness	-	-	-	33,673	34,646	(973)
OVI Court Assessments	159,904	164,035	(4,131)	159,712	161,554	(1,842)
Drug Court Assessments	150,862	153,745	(2,883)	146,715	149,481	(2,766)
Contracted MD	102,183	119,042	(16,859)	97,264	105,417	(8,153)
TAP Assessments	265,619	269,146	(3,527)	262,466	272,156	(9,690)
Chapter 20 Assessments (CAU)	683,938	683,323	615	608,236	631,814	(23,578)
Total Clinic-Based Services	7,919,590	8,047,159	(127,569)	7,966,428	7,538,615	427,813
Conditional Release	868,179	837,500	30,679	1,114,880	1,032,321	82,559
CBITS	116,000	97,060	18,940	116,000	68,121	47,879
Friends of Yahara House	37,900	37,900	-	45,789	40,724	5,065
Yahara House	1,354,579	1,339,589	14,990	1,230,761	1,230,760	1
CDA/Triangle	68,400	61,856	6,544	47,729	48,135	(406)
PROPs	402,545	379,376	23,169	315,607	316,167	(560)
CTA	621,565	599,175	22,390	596,817	597,555	(738)
Family Preservation Program	304,028	307,701	(3,673)	304,393	318,097	(13,704)
Mobile Outreach to Seniors	430,972	422,184	8,788	398,459	414,460	(16,001)
Yahara House CCS	-	-	-	39,632	55,792	(16,160)
GROW CCS	-	-	-	20,948	38,109	(17,161)
Kajsiab House (including transportation)	1,002,200	987,307	14,893	961,323	978,983	(17,660)
Gateway	1,508,891	1,518,231	(9,340)	1,455,948	1,490,421	(34,473)
Forward Solutions	1,507,417	1,456,215	51,202	1,327,574	1,388,301	(60,727)
Southeast Asian	137,321	151,433	(14,112)	80,356	148,644	(68,288)
Total Community-Based Services	8,359,997	8,195,527	164,470	8,056,216	8,166,590	(110,374)
Training	-	-	-	17,090	17,090	-
Billing	256,585	256,586	(1)	242,573	243,347	(774)
Consumer Alliance	-	6,960	(6,960)	-	7,040	(7,040)
Other Administration	175,459	97,891	77,568	36,789	57,826	(21,037)
Development	142,375	348,356	(205,981)	283,110	372,901	(89,791)
Total Admin & Other	574,419	709,793	(135,374)	579,562	698,204	(118,642)
Total 2015 Operations	21,441,892	21,498,908	(57,016)	21,241,554	20,985,889	255,665

Journey Mental Health Center, Inc. and Subsidiaries
Budget and Actual Summary by Program
For the Year Ending December 31, 2016

Program	Budget Revenue	Budget Expense	Budget Profit (loss)	Actual Revenue	Actual Expense	Actual Profit (loss)
Bayside	1,106,818	996,356	110,462	963,716	897,679	66,037
Recovery House	310,198	330,436	(20,238)	373,925	383,024	(9,099)
Crisis Stabilization	1,093,687	1,098,149	(4,462)	1,425,794	1,453,408	(27,614)
Youth Crisis	301,662	302,862	(1,200)	278,279	313,932	(35,653)
Resource Bridge	262,937	348,102	(85,165)	321,779	364,432	(42,653)
Crisis Unit	1,758,410	1,800,784	(42,374)	1,692,333	1,746,803	(54,470)
Total Emergency Services	4,833,712	4,876,689	(42,977)	5,055,826	5,159,278	(103,452)
P Plus Capitation	1,283,777	1,017,045	266,732	1,260,219	1,158,240	101,979
Unity Capitation	1,082,484	947,623	134,861	1,079,068	993,419	85,649
Adult Clinical Services	553,960	543,039	10,921	562,156	519,148	43,008
DD/ED	61,818	74,040	(12,222)	95,448	76,906	18,542
EDAC	52,176	52,176	-	67,748	51,275	16,473
Chapter 20 Assessments (CAU)	730,107	667,581	62,526	660,335	647,658	12,677
Journey to Health and Wellness	400,000	491,469	(91,469)	462,713	462,713	-
Badger Prairie	141,500	140,047	1,453	141,500	142,806	(1,306)
IV Drug	90,847	91,944	(1,097)	81,832	91,694	(9,862)
CAU OWI Court Assessments	159,904	165,050	(5,146)	159,904	170,966	(11,062)
Contracted MD	104,155	120,527	(16,372)	100,337	111,884	(11,547)
Jail Opiate	100,240	102,181	(1,941)	90,292	102,282	(11,990)
Drug Court Outpatient	79,092	79,882	(790)	71,828	86,099	(14,271)
OWI Court Treatment	91,431	92,820	(1,389)	87,173	102,069	(14,896)
TAP Outpatient	89,001	89,993	(992)	80,577	96,186	(15,609)
Drug Court Assessments	150,585	153,014	(2,429)	150,391	166,780	(16,389)
UJIMA	215,708	226,028	(10,320)	222,276	239,099	(16,823)
Trauma-Focused CBT	201,400	201,414	(14)	189,117	208,023	(18,906)
Family Based Services	616,143	580,117	36,026	590,567	622,026	(31,459)
TAP Assessments	267,478	274,670	(7,192)	267,122	299,977	(32,855)
Chapter 20 Treatment IDP	401,250	406,387	(5,137)	371,537	442,806	(71,269)
Prescriber Services	763,948	1,003,505	(239,557)	855,490	937,374	(81,884)
Drug and Alcohol	1,099,775	1,109,622	(9,847)	1,040,477	1,164,782	(124,305)
Total Clinic-Based Services	8,736,779	8,630,174	106,605	8,688,107	8,894,212	(206,105)
Conditional Release	982,725	939,528	43,197	1,031,222	968,494	62,728
Gateway	1,522,165	1,544,107	(21,942)	1,565,180	1,543,538	21,642
OARS	178,994	178,995	(1)	260,759	240,661	20,098
PROPs 1	369,000	369,002	(2)	399,185	382,538	16,647
CBITS	116,000	95,950	20,050	116,000	99,451	16,549
Mental Health First Aid	66,540	66,541	(1)	91,679	76,805	14,874
Kajsiab House (including transportation)	1,033,974	1,036,966	(2,992)	1,036,038	1,028,610	7,428
Friends of Yahara House	37,900	37,900	-	31,058	24,832	6,226
Yahara House CCS	346,355	349,884	(3,529)	440,116	435,316	4,800
Mobile Outreach to Seniors	471,418	430,621	40,797	287,935	285,635	2,300
PROPs 2	-	-	-	7,242	7,242	-
Yahara House	1,093,201	1,093,208	(7)	1,016,372	1,016,372	-
Columbia County CSP	-	-	-	69,494	72,031	(2,537)
Family Preservation Program	306,037	313,679	(7,642)	304,047	323,005	(18,958)
Forward Solutions	1,392,621	1,412,318	(19,697)	1,459,728	1,480,438	(20,710)
CTA	619,817	661,591	(41,774)	646,854	682,610	(35,756)
Southeast Asian	82,763	153,396	(70,633)	110,900	162,017	(51,117)
GROW CCS	699,888	828,977	(129,089)	588,947	886,290	(297,343)
Total Community-Based Services	9,319,398	9,512,663	(193,265)	9,462,756	9,715,885	(253,129)
Other Administration	97,610	39,500	58,110	2,324,394	75,134	2,249,260
Woods End Tenant Leases	-	-	-	320,071	161,538	158,533
Development	149,845	175,411	(25,566)	167,548	129,006	38,542
Billing	253,168	253,170	(2)	222,563	222,563	-
Training	-	-	-	1,000	1,000	-
Consumer Alliance	-	6,960	(6,960)	-	7,200	(7,200)
Total Admin & Other	500,623	475,041	25,582	3,035,576	596,441	2,439,135
Total 2016 Operations	23,390,512	23,494,567	(104,055)	26,242,265	24,365,816	1,876,449

Journey Mental Health Center, Inc. and Subsidiaries
Budget and Actual Summary by Program
For the Year Ending December 31, 2017

Program	Budget Revenue	Budget Expense	Budget Profit (loss)	Actual Revenue	Actual Expense	Actual Profit (loss)
Recovery House	340,120	338,940	1,180	426,357	426,357	-
Crisis Stabilization	1,373,019	1,377,253	(4,234)	1,718,561	1,718,561	-
Youth Crisis	306,806	284,448	22,358	234,296	243,010	(8,714)
Resource Bridge	446,399	504,863	(58,464)	433,884	448,684	(14,800)
Crisis Unit	1,914,248	1,858,587	55,661	1,806,945	1,847,134	(40,189)
Bayside	996,243	980,036	16,207	553,571	892,600	(339,029)
Total Emergency Services	5,376,835	5,344,127	32,708	5,173,614	5,576,346	(402,732)
Medical Services Program	835,331	876,089	(40,758)	861,075	717,207	143,868
Unity Captiation	1,106,135	1,066,716	39,419	1,114,857	1,020,367	94,490
Adult Clinical Services	626,441	629,853	(3,412)	644,953	584,247	60,706
Drug and Alcohol	1,060,653	995,471	65,182	1,019,195	984,741	34,454
Badger Prairie	166,500	131,899	34,601	166,500	141,729	24,771
Chapter 20 Assessments (CAU)	683,780	606,509	77,271	586,952	562,338	24,614
DD/ED	89,411	70,530	18,881	80,194	61,945	18,249
Jail Opiate	111,067	135,624	(24,557)	142,196	142,825	(629)
TAP Outpatient	82,373	77,795	4,578	79,156	80,299	(1,143)
OVI Court Treatment	45,430	83,320	(37,890)	81,969	83,142	(1,173)
IV Drug	82,038	78,063	3,975	78,727	80,421	(1,694)
Drug Court Outpatient	73,282	69,413	3,869	69,694	71,414	(1,720)
Drug Court Assessments	153,593	133,446	20,147	158,415	161,417	(3,002)
OVI Court Assessments	164,243	154,916	9,327	146,126	149,555	(3,429)
Biomarker	46,907	41,436	5,471	49,113	53,406	(4,293)
Chapter 20 Treatment IDP	338,417	322,238	16,179	355,166	363,314	(8,148)
P Plus Capitation	1,264,082	1,237,751	26,331	1,250,838	1,259,362	(8,524)
Trauma-Focused CBT	209,465	205,666	3,799	198,749	207,492	(8,743)
TAP Assessments	272,828	252,195	20,633	284,289	294,754	(10,465)
UJIMA	230,632	227,072	3,560	259,744	273,170	(13,426)
Contracted MD	106,281	113,831	(7,550)	67,407	82,020	(14,613)
Family Based Services	617,753	619,527	(1,774)	642,709	673,891	(31,182)
Journey to Health and Wellness	442,500	476,584	(34,084)	419,167	509,047	(89,880)
Total Clinic-Based Services	8,809,142	8,605,944	203,198	8,757,191	8,558,103	199,088
Forward Solutions	1,827,118	1,778,078	49,040	1,889,645	1,712,411	177,234
Conditional Release	948,806	852,428	96,378	1,078,338	922,547	155,791
Yahara House CCS	717,664	717,004	660	1,133,000	1,076,708	56,292
Columbia County CSP	862,685	880,687	(18,002)	831,446	776,534	54,912
Friends of Yahara House	29,893	29,346	547	51,853	33,188	18,665
Mental Health First Aid	65,256	56,613	8,643	65,750	52,014	13,736
CBITS	140,000	133,409	6,591	143,100	133,903	9,197
OARS	445,140	437,888	7,252	288,924	282,381	6,543
Gateway	1,810,099	1,694,676	115,423	1,541,883	1,540,641	1,242
PROPs 1	451,355	450,220	1,135	436,709	436,709	-
PROPs 2	369,000	364,047	4,953	292,574	292,574	-
Kajsiab House (including transportation)	1,121,017	1,042,435	78,582	1,121,789	1,123,901	(2,112)
Yahara House	1,052,324	833,821	218,503	405,236	408,766	(3,530)
Southeast Asian	134,536	129,137	5,399	147,251	153,896	(6,645)
CTA	882,304	834,793	47,511	821,034	834,607	(13,573)
Family Preservation Program	311,818	320,099	(8,281)	307,874	329,863	(21,989)
SFTR	1,185,000	1,185,177	(177)	-	46,757	(46,757)
GROW CCS	1,508,632	1,505,779	2,853	1,528,389	1,628,873	(100,484)
Total Community-Based Services	13,862,647	13,245,637	617,010	12,084,795	11,786,273	298,522
Woods End Tenant Leases	162,406	62,820	99,586	208,103	132,897	75,206
Training	-	-	-	1,500	1,500	-
Other Administration	58,027	48,331	9,696	60,251	62,077	(1,826)
Consumer Alliance	-	6,960	(6,960)	-	7,210	(7,210)
Billing	246,224	383,540	(137,316)	246,224	282,184	(35,960)
Development	329,484	267,188	62,296	113,889	307,545	(193,656)
Total Admin & Other	796,141	768,839	27,302	629,967	793,413	(163,446)
Total 2017 Operations	28,844,765	27,964,547	880,218	26,645,567	26,714,135	(68,568)

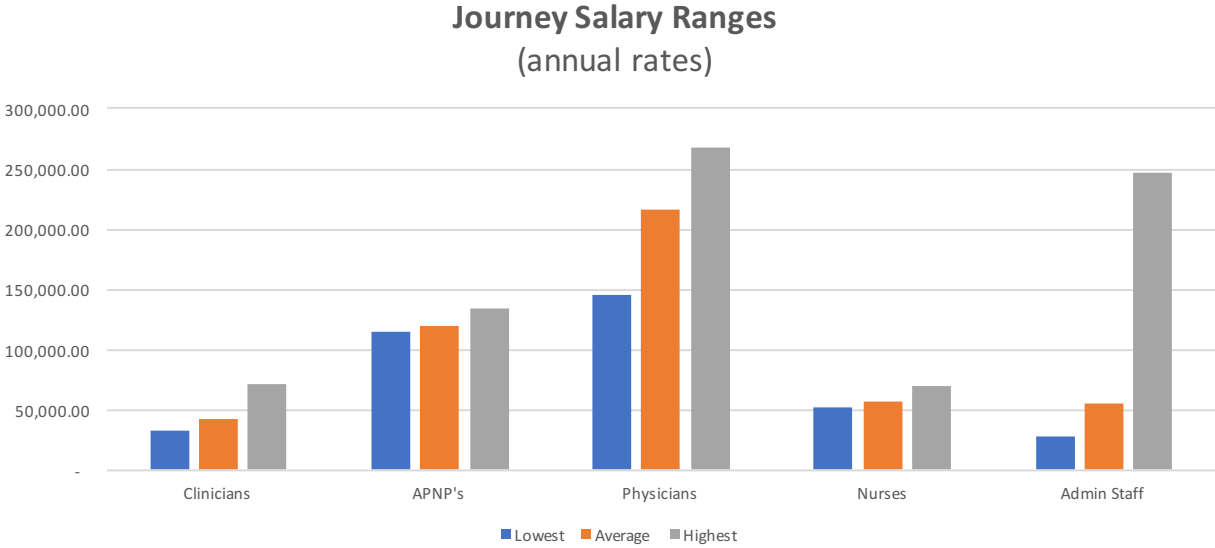
Journey Mental Health Center, Inc. and Subsidiaries
Budget and Actual Summary by Program
For the Year Ending December 31, 2018

Program	Budget Revenue	Budget Expense	Budget Profit (loss)	Actual Revenue	Actual Expense	Actual Profit (loss)
Crisis Stabilization	1,518,457	1,511,866	6,591	1,750,225	1,750,599	(374)
Youth Crisis	311,162	306,340	4,822	312,116	333,550	(21,434)
Survivors of Suicide Support Group	16,513	16,798	(285)	4,788	34,822	(30,034)
Resource Bridge	378,986	380,859	(1,873)	346,314	380,441	(34,127)
Recovery House	378,961	444,453	(65,492)	344,501	419,061	(74,560)
Crisis Unit	1,933,147	1,944,002	(10,855)	1,909,578	1,999,898	(90,320)
Bayside	924,000	909,396	14,604	802,080	970,728	(168,648)
Total Emergency Services	5,461,226	5,513,714	(52,488)	5,469,602	5,889,099	(419,497)
Drug and Alcohol	1,255,814	1,248,008	7,806	1,087,974	1,034,949	53,025
Medical Services Program	610,748	618,272	(7,524)	1,215,864	1,165,015	50,849
Adult Clinical Services	926,252	917,766	8,486	858,652	808,498	50,154
IV Drug	352,051	344,942	7,109	271,343	249,023	22,320
Badger Prairie	166,500	148,438	18,062	146,708	129,531	17,177
UJIMA	240,836	238,876	1,960	298,365	287,527	10,838
Family Based Services	1,598,207	1,579,960	18,247	1,505,811	1,501,514	4,297
Trauma-Focused CBT	211,163	160,131	51,032	179,271	178,055	1,216
OWI Court Treatment	66,253	68,016	(1,763)	50,759	49,577	1,182
Jail Opiate	153,614	156,391	(2,777)	180,305	179,190	1,115
Chapter 20 Treatment IDP	374,941	384,915	(9,974)	277,722	277,044	678
DD/ED	9,775	9,977	(202)	14,639	14,513	126
Drug Court Outpatient	74,430	45,309	29,121	32,384	33,770	(1,386)
TAP Outpatient	110,606	113,552	(2,946)	77,327	80,258	(2,931)
Journey to Health and Wellness	420,000	422,678	(2,678)	398,787	401,998	(3,211)
Drug Court Assessments	155,903	147,572	8,331	141,975	147,166	(5,191)
Contracted MD	30,162	41,619	(11,457)	25,054	32,217	(7,163)
TAP Assessments	276,238	272,161	4,077	206,740	216,929	(10,189)
OWI Court Assessments	166,296	173,344	(7,048)	235,811	248,624	(12,813)
UW Comprehensive Care	151,253	154,999	(3,746)	151,265	177,161	(25,896)
Chapter 20 Assessments (CAU)	687,294	661,502	25,792	589,751	623,196	(33,445)
Total Clinic-Based Services	8,038,336	7,908,428	129,908	7,946,507	7,835,755	110,752
Forward Solutions	1,923,027	1,904,681	18,346	1,857,052	1,804,902	52,150
Gateway	1,838,019	1,819,380	18,639	1,715,372	1,672,407	42,965
Yahara House	233,929	72,260	161,669	73,006	37,733	35,273
CBITS	140,000	144,318	(4,318)	175,225	146,515	28,710
CTA	787,432	807,240	(19,808)	888,428	874,504	13,924
Friends of Yahara House	30,845	30,845	-	37,060	27,965	9,095
Mental Health First Aid	37,548	38,384	(836)	53,742	48,996	4,746
Family Preservation Program	351,067	351,600	(533)	336,459	336,018	441
OARS 2	-	-	-	32,657	32,657	-
PROPs 1	490,761	490,761	-	507,106	507,106	-
PROPs 2	369,000	370,576	(1,576)	65,133	65,133	-
OARS 1	297,736	297,736	-	259,373	259,511	(138)
Keystone Community Services	393,075	392,670	405	348,182	348,537	(355)
Yahara House CCS	1,671,728	1,651,839	19,889	1,541,415	1,549,065	(7,650)
Conditional Release	1,068,528	1,062,421	6,107	729,477	748,303	(18,826)
Columbia County CSP	867,181	868,316	(1,135)	763,969	822,063	(58,094)
Southeast Asian	172,104	176,781	(4,677)	65,161	127,220	(62,059)
Columbia County CCS	-	-	-	47,319	111,312	(63,993)
GROW CCS	2,598,926	2,598,926	-	2,142,081	2,241,976	(99,895)
Kajsiab House (including transportation)	1,275,589	1,272,823	2,766	393,489	876,019	(482,530)
Total Community-Based Services	14,546,495	14,351,557	194,938	12,031,706	12,637,942	(606,236)
Development	283,832	287,531	(3,699)	414,746	460,027	(45,281)
Other Administration	39,296	27,365	11,931	18,446	10,077	8,369
Training	20,675	20,675	-	5,600	5,600	-
Billing	249,302	249,302	-	249,302	249,302	-
Woods End Tenant Leases	223,851	118,886	104,965	199,015	192,755	6,260
Total Admin & Other	816,956	703,759	113,197	887,109	917,761	(30,652)
Total 2018 Operations	28,863,013	28,477,458	385,555	26,334,924	27,280,557	(945,633)

Journey Mental Health Center, Inc. and Subsidiaries
Budget Summary by Program
For the Year Ending December 31, 2019

Program	Sum of FTE's	Risk Factor	Budget Revenue	Budget Expense	Budget Profit (loss)
Bayside	5.69	Census	640,575	546,528	94,047
Crisis Stabilization	5.12	Control Expenses	518,729	425,622	93,107
Crisis Unit	24.26	Mix	2,295,326	2,262,591	32,735
Youth Crisis	3.94	Control Expenses	309,625	303,062	6,563
Crisis Home	-	Control Expenses	920,109	920,109	-
Survivors of Suicide Support Group	0.15	Control Expenses	3,180	18,741	(15,561)
Recovery House	4.94	Census	378,235	405,790	(27,555)
Resource Bridge	3.49	Control Expenses	308,601	338,992	(30,391)
Total Emergency Services	47.43		5,374,380	5,221,435	152,945
Drug and Alcohol	9.83	Productivity	1,064,138	868,684	195,454
Family Based Services	17.40	Control Expenses	1,729,770	1,683,071	46,699
Drug Court Assessments	1.62	Control Expenses	161,227	134,958	26,269
Chapter 20 Treatment IDP	4.05	Control Expenses	380,353	355,176	25,177
TAP Assessments	3.42	Control Expenses	285,906	266,043	19,863
Badger Prairie	0.48	Control Expenses	166,499	149,839	16,660
Adult Clinical Services	10.42	Control Expenses	835,313	819,947	15,366
UJIMA	2.92	Control Expenses	346,162	340,608	5,554
Chapter 20 Assessments (CAU)	10.71	Productivity	784,964	780,373	4,591
Journey to Health and Wellness	2.06	Control Expenses	297,574	297,574	-
Contracted MD	0.03	Control Expenses	6,489	10,831	(4,342)
UW Comprehensive Care	0.43	Control Expenses	37,817	48,127	(10,310)
OWI Court Treatment	0.65	Control Expenses	45,784	57,269	(11,485)
Medical Services Program	5.92	Productivity	1,047,175	1,081,864	(34,689)
Jail Opiate	1.18	Control Expenses	75,616	129,025	(53,409)
OWI Court Assessments	2.83	Control Expenses	172,116	233,618	(61,502)
IV Drug	3.07	Productivity	193,339	452,743	(259,404)
Total Clinic-Based Services	72.55		7,630,242	7,709,750	(79,508)
GROW CCS	27.17	Productivity	2,570,703	2,444,964	125,739
Forward Solutions	22.08	Mix	2,053,257	1,992,412	60,845
Yahara House CCS	20.00	Productivity	1,870,935	1,834,389	36,546
Conditional Release	3.64	Productivity	813,159	780,496	32,663
Yahara House	0.46	Control Expenses	67,476	43,248	24,228
CBITS	0.92	Control Expenses	173,300	157,053	16,247
Columbia County CCS	0.55	Productivity	68,498	67,842	656
Keystone Community Services	4.41	Mix	438,791	438,231	560
OARS	3.13	Control Expenses	301,082	301,082	-
PROPs	3.47	Control Expenses	371,732	371,732	-
Mental Health First Aid	0.05	Productivity	9,108	9,235	(127)
Family Preservation Program	3.89	Control Expenses	356,717	358,388	(1,671)
Friends of Yahara House	-	Control Expenses	36,701	43,200	(6,499)
CTA	10.00	Mix	1,021,124	1,030,410	(9,286)
Columbia County CSP	9.38	Mix	914,185	934,403	(20,218)
Gateway	18.63	Mix	1,753,780	1,818,797	(65,017)
Total Community-Based Services	127.79		12,820,548	12,625,882	194,666
Administration	45.23		-	-	-
Woods End Tenant Leases	-	Control Expenses	222,712	135,428	87,284
Development	1.00	Fundraising	223,310	223,310	-
Cultural Competency Training	0.32	Control Expenses	50,000	50,000	-
Other Administration	-	Control Expenses	22,457	22,457	-
Training	1.05	Control Expenses	-	-	-
Billing	4.75	Control Expenses	208,163	208,163	-
Total Admin & Other	52.35		726,642	639,358	87,284
Total 2019 Operations	300.12		26,551,812	26,196,425	355,387

Information Related to Staff Salaries, Benefits, and Turnover



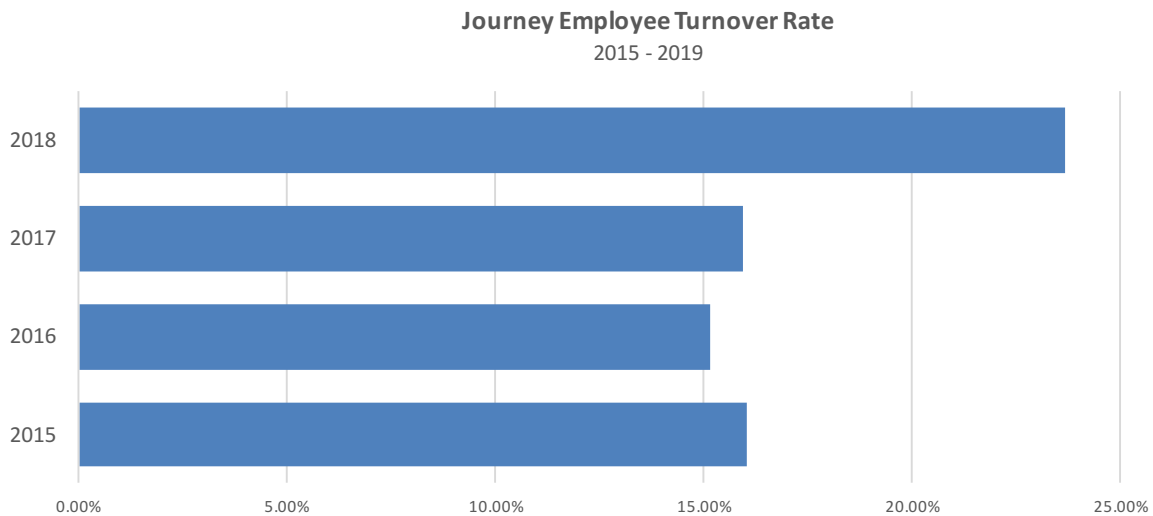
Employee turnover is a persistent issue within the behavioral health workforce, particularly for clinical staff. Contributing factors include demanding work, low pay, high stress, insufficient resources and a lack of advancement opportunities. In fact, according to a 2018 Behavioral Healthcare Executive survey, the average clinical turnover rate for behavioral health organizations is 46 percent, and 59.5 percent of respondents indicate their clinical departments are understaffed. This represents a significant challenge.

See <https://www.behavioral.net/article/management/workforce-survey-2018>



The charts below provide data on Journey’s turnover rate for the past four years. It is clear that while our turnover rate has risen, it is well below the national average. In exit interviews, most clinical staff report they are leaving for larger salaries. It is difficult for Journey to compete with the University of Wisconsin, Group Health Cooperative, and other entities that recruit our well-

trained staff and can pay, on average, \$10,000 more per year. The 2018 data includes 12 staff from Kajsiab House who chose not to take other positions they were offered within Journey.



Staff benefits include:

- Up to six weeks paid time off
- Nine paid holidays
- Employer contributions to health insurance coverage
- Employer contributions to retirement plan
- Short-term disability coverage
- Long-term disability coverage
- Free continuing education credits (CEU's)
- Tuition assistance

Detail of Program Spending Verses Administration Spending

Journey is required by various entities to record and disclose expenses differently based on different accounting rules. It should be noted that there are three different presentations of program spending verses administrative spending. This is due to the three different ways Journey is required to disclose these expenses. Accounting rules and required disclosures are constantly changing. Schedules are only shown for years that they were prepared and filed with the various agencies.

The schedules of functional expenses included in our annual audits are compiled in accordance with *Generally Accepted Accounting Principles* (US GAAP). The Statements of Functional Expenses in the 990 are compiled in accordance with rules promulgated by the Internal Revenue Service. Journey files a 990 tax return with the IRS every year. 990's are public documents. The Schedules of Revenues and Expenses for the programs are compiled consistent with the requirements of

Dane County Human Services. All of these methods have different requirements on how to classify expenses for disclosure. Therefore, financial ratios will vary between the methods used.

Administrative costs vary by program, and allowable amounts that can be charged to Dane County Human Services vary by program and by contract. For the final set of disclosures, when a program has administrative costs above the allowable contract amount, the balance of that administrative amount goes to the "Other" funding column. The remaining detail, on a program by program basis for years presented can be found in the appendix.

2016 Audit:

	Program Services				Total	Management and General	Fundraising	2016 Total
	Emergency Services	Community-Based Services	Clinic-Based Services	Other Supporting Services				
2016								
Personnel	\$ 2,615,743	\$ 6,293,313	\$ 6,112,448	\$ 2,253	\$ 15,023,757	\$ 2,737,694	\$ 89,966	\$ 17,851,417
Professional fees	951,507	117,828	285,833	14,765	1,369,933	498,674	4,000	1,872,607
Supplies	109,618	199,098	302,709	12,411	623,836	143,873	22,952	790,661
Telephone	19,871	50,301	49,237	-	119,409	77,669	508	197,586
Postage	2,506	7,123	8,779	-	18,408	2,859	78	21,345
Occupancy	275,084	447,548	659,174	135,804	1,517,610	217,933	7,052	1,742,595
Interest	10,656	2,950	8,629	2,539	24,774	16,986	107	41,867
Printing and publications	3,318	7,988	15,830	-	27,136	4,107	1,218	32,461
Travel	32,366	283,721	12,517	-	328,604	18,662	179	347,445
Training	32,513	75,504	82,508	-	190,525	76,619	1,309	268,453
Client support	12,879	493,387	26,585	26,227	559,078	-	-	559,078
Other expenses	-	3,834	338	-	4,172	2,376	-	6,548
Organizational dues	2,213	6,500	1,000	-	9,713	21,170	100	30,983
Insurance	15,514	55,015	30,473	-	101,002	62,880	-	163,882
Bad debt	18,475	-	-	-	18,475	-	-	18,475
Equipment depreciation	9,188	20,007	15,767	-	44,962	110,916	196	156,074
Equipment	26,431	81,835	74,371	-	182,637	78,964	2,738	264,339
Total expenses	\$ 4,137,882	\$ 8,145,952	\$ 7,686,198	\$ 193,999	\$ 20,164,031	\$ 4,071,382	\$ 130,403	\$ 24,365,816
					82.76%	16.71%	0.54%	100.00%

2017 Audit:

	Program Services				Total	Management and General	Fundraising	2017 Total
	Emergency Services	Community-Based Services	Clinic-Based Services	Other Supporting Services				
2017								
Personnel	\$ 2,714,581	\$ 7,849,873	\$ 6,059,246	\$ -	\$ 16,623,700	\$ 3,122,768	\$ 211,577	\$ 19,958,045
Professional fees	1,237,268	145,267	389,191	28,764	1,800,490	211,608	8,864	2,020,962
Supplies	88,595	184,044	250,815	11,121	534,575	130,979	7,756	673,310
Telephone	13,505	67,729	31,802	-	113,036	66,767	916	180,719
Postage	1,792	7,653	6,232	-	15,677	5,034	392	21,103
Occupancy	305,057	542,323	600,159	126,921	1,574,460	182,968	5,841	1,763,269
Interest	10,346	958	-	1,255	12,559	37,862	-	50,421
Printing and publications	1,592	5,188	9,626	-	16,406	7,620	1,177	25,203
Travel	41,245	353,026	12,539	-	406,810	24,880	674	432,364
Training	30,081	85,041	79,420	-	194,542	66,974	7,763	269,279
Client support	6,823	530,466	34,584	23,620	595,493	-	-	595,493
Other expenses	50	7,373	198	4,105	11,726	4,833	-	16,559
Organizational dues	791	8,544	-	-	9,335	28,812	1,050	39,197
Insurance	14,664	59,594	28,245	-	102,503	62,896	-	165,399
Bad debt	-	-	-	429	429	-	-	429
Equipment depreciation	12,282	36,369	22,831	-	71,482	165,056	854	237,392
Equipment	19,400	128,261	63,485	-	211,146	52,167	2,088	265,401
Total expenses	\$ 4,498,072	\$ 10,011,709	\$ 7,588,373	\$ 196,215	\$ 22,294,369	\$ 4,171,224	\$ 248,952	\$ 26,714,545
					83.45%	15.61%	0.93%	100.00%

2018 Audit:

	Program Services				Total	Management and General	Fundraising	2018 Total
	Emergency Services	Community-Based Services	Clinic-Based Services	Other Supporting Services				
2018								
Personnel	\$ 2,951,651	\$ 8,375,702	\$ 5,754,474	\$ 23,535	\$ 17,105,362	\$ 3,646,772	\$ 131,502	\$ 20,883,636
Professional fees	1,201,594	155,000	82,359	-	1,438,953	171,688	3,315	1,613,956
Supplies	74,951	167,062	243,663	1,553	487,229	143,861	257,163	888,253
Telephone	34,570	85,904	39,905	98	160,477	74,499	976	235,952
Postage	2,762	10,010	5,356	24	18,152	3,059	164	21,375
Occupancy	257,146	541,882	324,603	199,055	1,322,686	168,203	7,344	1,498,233
Interest	7,573	733	-	3,136	11,442	71,360	-	82,802
Printing and publications	674	2,147	5,240	9	8,070	12,110	858	21,038
Travel	33,559	372,593	12,384	97	418,633	34,934	680	454,247
Training	29,522	81,963	57,474	224	169,183	62,774	1,462	233,419
Client support	7,521	401,151	23,755	4,086	436,513	-	6,694	443,207
Other expenses	-	8,219	80	-	8,299	1,945	-	10,244
Organizational dues	2,492	7,719	2,201	-	12,412	28,827	933	42,172
Insurance	16,441	63,377	27,398	109	107,325	66,528	9	173,862
Bad debt	16,816	3,591	-	-	20,407	-	-	20,407
Equipment depreciation	59,104	171,047	112,045	445	342,641	77,625	5,400	425,666
Equipment	19,190	71,903	46,920	83	138,096	88,873	5,231	232,200
Total expenses	\$ 4,715,566	\$ 10,520,003	\$ 6,737,857	\$ 232,454	\$ 22,205,880	\$ 4,653,058	\$ 421,731	\$ 27,280,669
					81.40%	17.06%	1.55%	100.00%

2015 Tax Return:

2015	Management and			Total	
	Program	General	Fundraising		
1	Grants and other assistance to domestic organizations and domestic governments	496,493	-	-	496,493
2	Grants and other assistance to domestic individuals	-	-	-	-
3	Grants and other assistance to foreign individuals	-	-	-	-
4	Benefits paid to or for members	-	-	-	-
5	Compensation of current officers, directors, trustees, and key employees	-	417,701	-	417,701
6	Compensation not included above, to disqualified persons	-	-	-	-
7	Other salaries and wages	11,483,431	1,706,668	171,978	13,362,077
8	Pension plan accruals and contributions	453,663	80,063	7,124	540,850
9	Other employee benefits	970,270	177,843	15,824	1,163,937
10	Payroll taxes	923,539	162,986	14,503	1,101,028
11	Fees for services (non-employees):				-
	a Management	-	-	-	-
	b Legal	-	301,756	-	301,756
	c Accounting	-	27,500	-	27,500
	d Lobbying	-	-	-	-
	e Professional fundraising fees	-	-	-	-
	f Investment management fees	-	-	-	-
	g Other	781,085	163,381	47,001	991,467
12	Advertising and promotion	-	-	-	-
13	Office expenses	768,233	183,731	65,329	1,017,293
14	Information technology	-	-	-	-
15	Royalties	-	-	-	-
16	Occupancy	315,406	522,448	10,777	848,631
17	Travel	316,720	17,155	1,724	335,599
	Payments of travel or entertainment expenses for any federal, state, or local public officials	-	-	-	-
18	Conferences, conventions, and meetings	6,912	58,598	3,821	69,331
20	Interest	60,829	30,575	-	91,404
21	Payments to affiliates	-	-	-	-
22	Depreciation, depletion, and amortization	185,167	86,877	706	272,750
23	Insurance	96,979	57,839	-	154,818
24	Other expenses. Itemize expenses not covered above				-
	a Organization dues	7,637	17,428	-	25,065
	b Provision for bad debt	4,838	-	-	4,838
	c Allocated expenses	649,549	(649,549)	-	-
	d	-	-	-	-
	e All other expenses	3,311	(274,073)	50	(270,712)
25	Total functional expenses	17,524,062	3,088,927	338,837	20,951,826
	Percentage of Total	83.64%	14.74%	1.62%	100.00%

2016 Tax Return:

2016	Management and			Total
	Program	General	Fundraising	
1	Grants and other assistance to domestic organizations and domestic governments	-	-	-
2	Grants and other assistance to domestic individuals	548,842	-	548,842
3	Grants and other assistance to foreign individuals	-	-	-
4	Benefits paid to or for members	-	-	-
5	Compensation of current officers, directors, trustees, and key employees	490,159	87,892	2,902
6	Compensation not included above, to disqualified persons	-	-	-
7	Other salaries and wages	10,895,010	1,953,608	64,509
8	Pension plan accruals and contributions	-	-	-
9	Other employee benefits	2,933,538	526,019	17,369
10	Payroll taxes	875,988	157,075	5,187
11	Fees for services (non-employees):			
	a Management	-	-	-
	b Legal	-	422,459	-
	c Accounting	-	30,700	-
	d Lobbying	-	-	-
	e Professional fundraising fees	-	-	-
	f Investment management fees	-	-	-
	g Other	1,328,185	30,315	3,878
12	Advertising and promotion	-	-	-
13	Office expenses	972,732	345,878	10,047
14	Information technology	41,757	15,200	122
15	Royalties	-	-	-
16	Occupancy	663,646	636,105	7,162
17	Travel	328,605	19,810	179
	Payments of travel or entertainment expenses for any federal, state, or local public officials	-	-	-
18	Conferences, conventions, and meetings	191,887	76,481	1,309
20	Interest	20,557	26,640	-
21	Payments to affiliates	-	-	-
22	Depreciation, depletion, and amortization	241,714	155,824	196
23	Insurance	101,002	64,398	-
24	Other expenses. Itemize expenses not covered above			
	a Organization dues	9,713	21,170	100
	b Provision for bad debt	18,475	-	-
	c	-	-	-
	d	-	-	-
	e All other expenses	2,713	-	-
25	Total functional expenses	19,664,523	4,569,574	112,960
	Percentage of Total	80.77%	18.77%	0.46%
				100.00%

2017 Tax Return:

<u>2017</u>	Management and			Total
	Program	General	Fundraising	
Grants and other assistance to domestic organizations and domestic governments	-	-	-	-
1 Grants and other assistance to domestic individuals	13,300	-	-	13,300
2 Grants and other assistance to foreign individuals	-	-	-	-
3 Benefits paid to or for members	-	-	-	-
4 Compensation of current officers, directors, trustees, and key employees	524,672	98,560	6,678	629,910
5 Compensation not included above, to disqualified persons	-	-	-	-
6 Other salaries and wages	13,268,941	2,504,574	170,964	15,944,479
7 Pension plan accruals and contributions	579,811	109,411	7,465	696,687
8 Other employee benefits	1,255,813	237,019	16,177	1,509,009
9 Payroll taxes	1,087,583	205,262	14,009	1,306,854
10 Fees for services (non-employees):				
11 a Management	-	-	-	-
b Legal	-	132,356	-	132,356
c Accounting	-	42,400	-	42,400
d Lobbying	-	-	-	-
e Professional fundraising fees	-	-	-	-
f Investment management fees	-	-	-	-
g Other	1,754,056	34,695	9,445	1,798,196
12 Advertising and promotion	38,995	9,554	566	49,115
13 Office expenses	1,154,549	185,162	8,956	1,348,667
14 Information technology	127,212	23,427	969	151,608
15 Royalties	-	-	-	-
16 Occupancy	1,578,310	191,175	5,892	1,775,377
17 Travel	407,145	27,995	687	435,827
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	-	-	-	-
19 Conferences, conventions, and meetings	47,975	16,516	1,914	66,405
20 Interest	9,982	30,093	-	40,075
21 Payments to affiliates	-	-	-	-
22 Depreciation, depletion, and amortization	308,668	226,188	3,981	538,837
23 Insurance	102,503	62,896	-	165,399
24 Other expenses. Itemize expenses not covered above				
a Organization dues	22,699	32,108	1,249	56,056
b Provision for bad debt	429	-	-	429
c	-	-	-	-
d	-	-	-	-
e All other expenses	11,726	4,833	-	16,559
25 Total functional expenses	22,294,369	4,174,224	248,952	26,717,545
Percentage of Total	83.44%	15.62%	0.93%	100.00%

2015 Dane County Human Services:

	2015 Revenue and Expense - All Programs		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>13,819,383</u>	<u>7,422,418</u>	<u>21,241,801</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	9,530,041	4,510,291	14,040,332
Operating	948,009	608,312	1,556,321
Space	754,814	152,213	907,027
Special costs	35,434	461,059	496,493
Other expenses	<u>594,920</u>	<u>233,166</u>	<u>828,086</u>
Total program expenses	11,863,218	5,965,041	17,828,259
ADMINISTRATIVE EXPENSES			
Personnel	1,465,267	868,976	2,334,243
Operating	368,137	218,324	586,461
Space	148,726	88,202	236,928
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>1,982,130</u>	<u>1,175,502</u>	<u>3,157,632</u>
Total expenses	<u>13,845,348</u>	<u>7,140,543</u>	<u>20,985,891</u>
Excess of revenue over expenses	<u>(25,965)</u>	<u>281,875</u>	<u>255,910</u>
Administrative %	14.32%	16.46%	15.05%

2016 Dane County Human Services:

	2016 Revenue and Expense - All Programs		
	<u>Dane County</u>	<u>County</u>	<u>County</u>
TOTAL REVENUE	<u>14,404,585</u>	<u>11,837,681</u>	<u>26,242,266</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	9,545,246	5,552,304	15,097,550
Operating	1,021,926	909,842	1,931,768
Space	830,190	472,316	1,302,506
Special costs	59,552	461,663	521,215
Other expenses	<u>950,850</u>	<u>423,092</u>	<u>1,373,942</u>
Total program expenses	12,407,764	7,819,217	20,226,981
ADMINISTRATIVE EXPENSES			
Personnel	1,502,893	1,459,382	2,962,275
Operating	377,791	498,959	876,750
Space	132,019	132,266	264,285
Special costs	-	7,900	7,900
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>2,012,703</u>	<u>2,098,507</u>	<u>4,111,210</u>
Total expenses	<u>14,420,467</u>	<u>9,917,724</u>	<u>24,338,191</u>
Excess of revenue over expenses	<u>(15,882)</u>	<u>1,919,957</u>	<u>1,904,075</u>
Administrative %	13.96%	21.16%	16.89%

2017 Dane County Human Services:

<u>2017 Revenue and Expense - All Programs</u>			
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>14,628,379</u>	<u>12,017,600</u>	<u>26,645,979</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	9,483,598	7,140,102	16,623,700
Operating	934,140	756,083	1,690,223
Space	887,058	693,264	1,580,322
Special costs	44,689	550,425	595,114
Other expenses	<u>1,246,281</u>	<u>554,209</u>	<u>1,800,490</u>
Total program expenses	12,595,766	9,694,083	22,289,849
ADMINISTRATIVE EXPENSES			
Personnel	1,522,734	1,815,704	3,338,438
Operating	398,286	497,964	896,250
Space	113,363	76,646	190,009
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>2,034,383</u>	<u>2,390,314</u>	<u>4,424,697</u>
Total expenses	<u>14,630,149</u>	<u>12,084,397</u>	<u>26,714,546</u>
Excess of revenue over expenses	<u>(1,770)</u>	<u>(66,797)</u>	<u>(68,567)</u>
Administrative %	13.91%	19.78%	16.56%

2018 Dane County Human Services:

<u>2018 Revenue and Expense - All Programs</u>			
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>13,847,328</u>	<u>12,487,713</u>	<u>26,335,041</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	8,948,126	8,147,892	17,096,018
Operating	958,630	1,225,115	2,183,745
Space	732,172	663,023	1,395,195
Special costs	21,138	422,069	443,207
Other expenses	<u>1,203,607</u>	<u>238,626</u>	<u>1,442,233</u>
Total program expenses	11,863,673	10,696,725	22,560,398
ADMINISTRATIVE EXPENSES			
Personnel	1,574,909	2,135,324	3,710,233
Operating	308,145	269,954	578,099
Space	99,460	157,191	256,651
Special costs	52	2,404	2,456
Other expenses	<u>2,494</u>	<u>170,339</u>	<u>172,833</u>
Total administrative expenses	<u>1,985,060</u>	<u>2,735,212</u>	<u>4,720,272</u>
Total expenses	<u>13,848,733</u>	<u>13,431,937</u>	<u>27,280,670</u>
Excess of revenue over expenses	<u>(1,405)</u>	<u>(944,224)</u>	<u>(945,629)</u>
Administrative %	14.33%	20.36%	17.30%

Challenges Faced in Recent Years

Journey Mental Health Center, Inc. has always been a significant piece of the behavioral health fabric in Dane County. Journey has a long history of partnering with Dane County Human Services to provide critical services to members of our community who have the highest needs and the fewest resources. Journey has been around for over 70 years, and our business has grown and shifted over those years.

Electronic Health Records System (EHR)

In an effort to meet the challenges we face today, Journey has spent many years in preparation, as outlined under List of Accomplishments earlier in this report. Not all of our plans went as smoothly as hoped. In 2013 Journey signed a four-year contract with an EHR vendor to create an Electronic Health Record (E H R) that would meet the standards to do business in compliance with today's new funding standards. Four years later we walked away with more clarity of our needs, but no final product we could use. When the contract termed, we issued a new RFP and chose a new company. We are now up and running with a new system in under 12 months.

Psychiatrist shortage

Certain costs of doing business are increasing faster than others. There is a national shortage of psychiatrists. Journey, along with every other agency nation-wide, is feeling the pain of this shortage. The shortage has caused prescribers to become very marketable, and they are going to work for large healthcare systems that can pay more. Journey has developed a business plan to meet this challenge that involves a shift in prescribing practices and the use of Advance Practice Nurse Practitioners.

Inability to transfer consumers due to insurance issues

Another challenge stems from Journey's Emergency Services Unit (ESU). As the 24/7 psychiatric emergency room for the county, individuals that are at risk of emergency detention to one of the state institutes are assessed and stabilized by the ESU. This occurs regardless of the consumer's insurance coverage. However, numerous individuals have insurance with which Journey is not in network. Once the individual is stabilized, either through emergency detention, or through crisis stabilization services, these insurance companies are obliged to take the consumer back. It is often the case that the step-down services required by the individual are not covered in the plan they have, or the time between the referral and the availability of service is so long, that the consumer must receive bridge services in order not to be returned to the hospital or institute. As a result, Journey ends up covering the cost of services provided for extended periods of time.

Another issue involves changes in insurance. A consumer may come to Journey with coverage we can accept. Often times, during the course of treatment, the insurance will change to one with which Journey is not in network. Attempts to transfer the client are met with the same referral problems outlined above.

Low Medicaid reimbursement rates

Wisconsin has one of the lowest Medicaid reimbursement rates in the Country. The Kaiser Family Foundation has compiled the Medicaid rates for 2016, which is the last year data is available. This data shows Wisconsin ranks 45th of 50 (<https://www.kff.org/medicaid/state-indicator/medicaid-fee-index>). With the increased cost of doing business, fee-for-service Medicaid rates are just not high enough to support an entire organization. As costs increase faster than reimbursements, it becomes increasingly difficult to do business serving the consumers who need our services the most.

When we have the ability to negotiate alternative forms of payment with Badgercare health plans, we have been successful in negotiating terms that cover the cost of our services. When we have not been able to successfully negotiate payment rates above the MA rate, we have taken the difficult step of not contracting with potential payers. These low Medicaid rates are causing harm to both Journey and Dane County.

Changes in Crisis Stabilization Funding

In the early 2000s, Dane County Human Services and Journey Mental Health Center worked together to take advantage of *crisis stabilization funding*. This Medicaid reimbursement system allowed for fee-for-service billing to stabilize individuals in the midst of increased symptomology and at high risk for hospitalization or emergency detention to a state institute (Mendota or Winnebago). Many programs at Journey were funded through this mechanism, as well as myriad other agencies throughout the Dane County system. In recent years, both Dane County and Journey have recognized an over reliance on crisis stabilization dollars, and worked to make systems changes that would reduce that reliance. At Journey, we instituted a new level of care system resulting in better assessment and placement in the appropriate level of care. The county supported the creation of Resource Bridge, a program to ensure individuals received supportive services before moving into the appropriate level of care. Both efforts resulted in increased flexibility and flow through the system, and helped to manage the increased numbers of individuals seeking services.

Changes in Day Treatment Funding

For many years, Yahara House provided services to its members under a state Day Treatment certification. Day Treatment billing accounted for about one-third of the program's funding, with Dane County paying \$800,000 of GPR annually for other clubhouse services. The state and the county worked with Journey to transition Yahara House to the new Comprehensive Community Support (CCS) funding opportunity awarded to Dane County. CCS is a better fit and can cover all of the services provided at Yahara House, without requiring county funding. The process began in 2015, and today, Yahara House is primarily funded by CCS, thus making it a sustainable program and saving hundreds of thousands of GPR dollars for the county. By 2018, less than \$25,000 of County money was used in that program, a reduction of about 97%.

Rate Setting for CCS Services in Dane County

CCS has also been adopted in other Journey programs. Changing funding sources is a costly endeavor. Typically, the most expensive time to run a clinical program is when it is starting, or when it is ending. CCS started four years ago, and continues to grow. Journey had a few missteps during the program start up. We did not have an E H R that could support our rate analysis. As a result, Journey didn't set rates high enough to cover our costs, and we incurred losses in CCS in our first few years. In 2019 a new two-year period of CCS began, and we were able to set new rates. We believe that our rates are now set at a reasonable level to stop the erosion of our margin from these programs.

New and Sunsetting Programs

During the last several years, there have been many other changes to Journey's programs, with new programs starting and old programs sunsetting. Again, the most expensive time to run a program is when it is starting or when it is ending. Over the last five years Journey has started 11 new programs while sunsetting seven others. This does not include other programmatic changes, such as when funding for a program changes, or programs are combined for funding (or other) reasons.

Zero percent profits allowed

Dane County Human Services follows *Wisconsin statutes § 43.036 for Purchase of care and services*. This statute explains that a nonprofit corporation is not allowed to earn a profit from a contract to provide services unless it is considered a "rate-based service" contract. For much of our history, Journey's contracts with Dane County Human Services have not been rate-based, and Journey has not been able to use these contracts to grow net assets (reserves). Historically, Journey's contracts with Dane County Human Services have not been favorable to management's ability to strengthen our balance sheet.

If Journey, or another POS agency, runs a program for a year, and does not spend the full contract amount, 100% of any unspent funds are returned to Dane County Human Services. There is no amount of the cost savings that can be kept by the agency to be put into reserves, or invested in capital improvements.

If Journey runs a program for a year, and spends more than the full contract amount, 0% of the cost overruns would be covered by Dane County Human Services. Any losses incurred by County programs must be covered by agency reserves, if there are any. Even if Journey runs a loss on a program, and Dane County has excess reserves it must return to other funders, or to the general fund, that money is not used to offset program deficits first.

As stipulated in our contracts with Dane County, any amount over the allowable limit of 15% in administrative costs must be returned. This makes it difficult to properly invest in administrative efficiencies. This also puts the agency into a loss position for the program, even if all of the service requirements were met or exceeded.

These limits on over or under spending put Journey in a precarious position. This contracting method passes much of the risk of loss from Dane County Human Services to Journey, while not allowing for any upside potential. Contracts with Dane County Human Services show profits of 0% or less every year.

Moving to contracts that are written as “rate-based service” contracts would allow for some upside potential for Journey, and other POS agencies. Using “rate-based service” contracts would allow Dane County to negotiate fair rates for services, and allow non-profit agencies to retain a small profit to reinvest back into their agencies. Dane County Human Services has already started changing their contracting methods to address this issue in Journey’s 2019 contract.

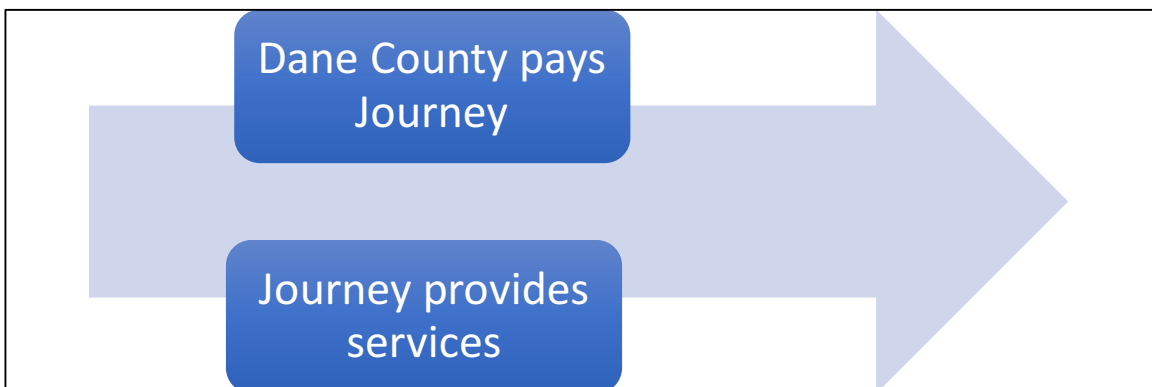
Cash flow affected by payment delays

Since 2014, contracts with Dane County Human Services have been changing to include methods to increase revenues for both parties. However, one unintended consequence this has had on Journey is it has caused a delay in payment timing. Prior to 2014, all of Journey’s contracts with Dane County were paid in 1/12th installments, paid every month, at the beginning of the month services were provided. This payment arrangement allowed Journey to use funds received from Dane County to pay the expenses incurred to run our business (payroll, rent etc.).

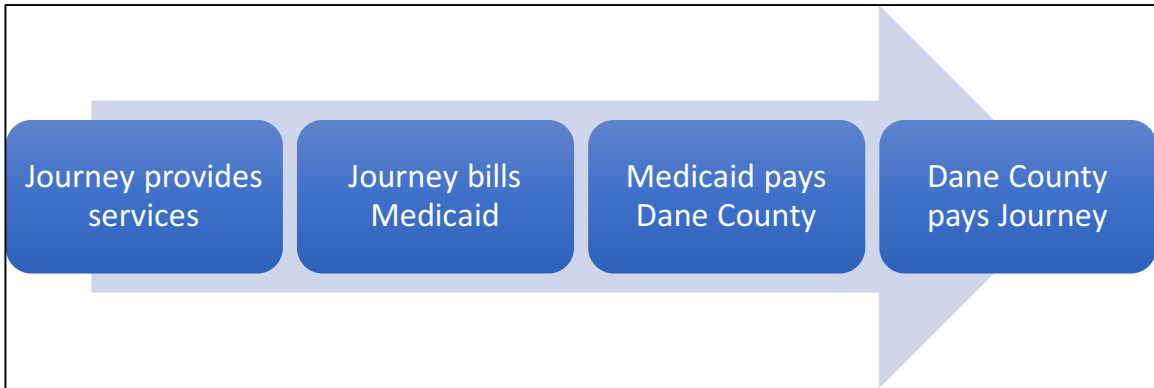
2014 was the first year Dane County put “Must Earn to Receive” (METR) into Journey’s contracts. Under this arrangement, Journey has to earn revenues by billing Medicaid in order to receive payment. The METR method delays payment to Journey for services rendered. Yet, we still make payroll and pay other monthly expenses on time.

As part of the METR part of contracts, Journey now has to provide services to those consumers covered by Medicaid, bill Medicaid for those services, and wait for Medicaid to pay Dane County, and Dane County to pay Journey.

Before METR:



After METR:



The changes made by Dane County have delayed a significant portion of Journey's cash by 30-60 days for 32% of our County revenue. By 2018, the amount of money that Dane County held for METR services increased by about \$1.5 million from pre-2014 levels. This used to be money paid to Journey in the same month services were provided. This delay in payment is one of the leading causes of Journey's cash flow issues.

This change has resulted in Journey spending \$1.5 million of its own money to serve consumers covered by County contracts. There is no easy way to recoup that cash in our bank account. Under current contracting practices, it will be very difficult to build reserves to their prior levels.

STRATEGIC PLAN

Journey is solely focused on meeting our contract obligations, and sustainability. Our new Electronic Health Record is a key component of the process. Through it, we are able to produce reports, outcome information, and data we have not had at our fingertips in the past. This new tool will help us with the goals of our strategic plan.

Key components of the strategic plan are:

Diversifying revenue streams: Journey is working towards pursuing commercial contracts with insurance companies, especially those we currently contract with for the Medicaid population. We will promote the integration of our primary care services with our mental health/substance use disorder services, to promote ourselves.

Developing alternative payment models: Journey is working to develop a value based offering to insurance companies, as well as establishing case rates for particular services. These new contracting methods will help move us away from the fee-for-service system that does not cover costs.

Defining our costs: Our new electronic health record will generate data we have never had, thus allowing us to better establish the true cost of providing our services.

Taking a lean approach to operations: We will continue to streamline our administrative processes, to the extent possible, and focus on providing services as effectively as ever.

Making data driven decisions: All contracting, program development, grant writing, and process improvement activities will be based on data retrieved from our new system.

Continuous Quality Improvement: We will will examine clinical outcomes and ensure staff dashboards can personalize this data. Staff will work with team leaders and managers to review data and set improvement goals. Human Resources will continue with staff engagement activities. We will continue to use our communication tools for feedback loop.

On a programmatic basis, specific activities will include:

Emergency Services Programs

A key to increasing efficiency within these programs will be to implement telehealth. We started this in several programs in January, and are looking for opportunities to expand this service where we can. Managers in our crisis programs monitor referral sources and payer satisfaction after services are provided. Data is used from the information gathered and compared with monthly financial information. Workflow modifications are made as necessary. In addition, we review the services provided in the crisis unit with Dane County staff regularly and work together to improve these services in a financially sustainable manner.

Clinic Based Programs

Journey recently made a change in this service area. A new clinical director started in February, and has renewed the focus in these programs to meet all clinical and administrative best practices. We are cross-training staff to increase capacity and ensure important registration procedures are completed timely and accurately, including providing coverage for intake calls, checking insurance coverages, and backfilling cancelled appointments. Again, our new E H R is instrumental to this process.

We are making changes to how we provide group therapy at Journey. We are adjusting the staffing ratios to free up clinician time for individual therapy, and using a one-to-one ratio of clinician and student in groups. We are monitoring group attendance to ensure groups are staffed correctly and are well-attended.

A final goal of these programs is to provide more services to these consumers. We are increasing our production standards in this area. We are increasing the number of appointment times available. We expanded services to the east side of town, and continue to look for ways to improve.

Community Programs

Our biggest focus in our community programs is on ensuring we get paid for the work that we do there. We are actively working on ensuring we meet the contingent revenues in our County contracts. We are completing discharges of commercially insured consumers for whom we are out of network. Where we are in network, we are ensuring prior authorizations are secure and up-to-date for all of a consumer's services. We are redesigning our prescribing processes to use Advanced Practice Nurse Prescribers whenever possible to save costs. We are even looking at our facilities to ensure we are attracting younger populations who are engaged in their treatment.

Comprehensive Community Services (CCS)

Journey is Dane County's largest CCS provider. Our biggest challenge with CCS is ensuring staff are productive and meeting billing targets. To do this, we are ensuring all caseloads are appropriately distributed to optimize billing. We continue to work with County staff to monitor the referral process to ensure we have the appropriate staffing levels to honor consumer choice.

Prescribing

Some of Journey's highest costs are spent on prescribing services. We are doing several different things to ensure these staff are working at the top of their licenses. We are increasing our utilization of Advanced Practice Nurse Practitioners. We are using telehealth wherever we can. We are also taking action to ensure these staff are kept as busy as possible by working to reduce the no-show rates of consumers. We have returned to "Just in Time" prescribing in outpatient services. This initiative started in January, and had reduced our no-show rate from 30% to 10% by the end of March.

We are standardizing work flows within our different programs to ensure consistency of prescribing. Our new electronic health record system is playing a big role in this initiative. This has resulted in a reduction in overall medication appointments, less time required by nurses, and less intervention from clinical staff with those consumers. We are working diligently to transfer consumers back to primary care once they are stable for medication followup appointments. All of this is saving time and money across the system.

COMPETITION/STRATEGIC FIT

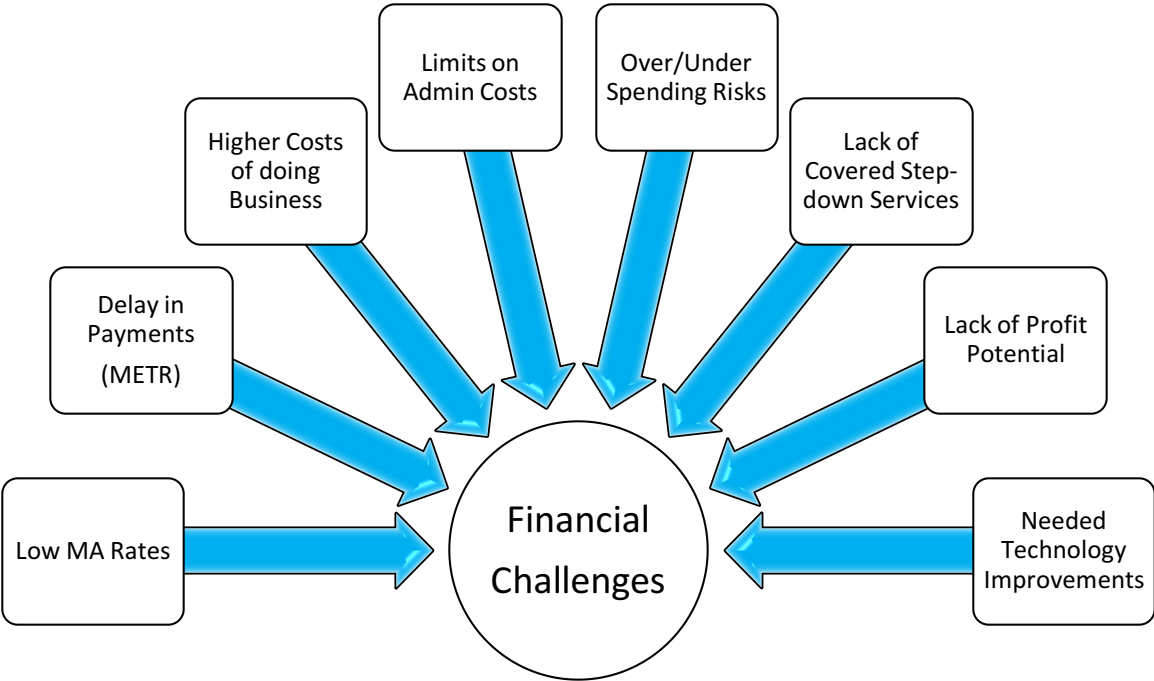
A core value of Journey is to provide services in the community for those most in need. We provide services in the “least restrictive” environment. This serves to reduce hospitalizations and save dollars, as well as reducing stigma and promoting the well-being, and dignity, of our consumers. To that end, we have a well-established level of care system, from providing the most intensive case management services with boots on the ground, to “meds only” in our outpatient services. All of these programs are linked and support one another.

Within the broad categories of Emergency services, Community Based services, and Clinic Based services, Journey covers the spectrum of need. What sets us apart is our ability to work with the most challenging of consumers. While other Purchase of Service agencies serve this population, most do it with the support of Journey.

This review of our programs confirms that all of our services are needed to support the continuum of care at Journey, as well as in the community. What is needed is a more lean process, at each program level, for providing services, as well as determining who will receive these services. To this end, manager training is a key component of our strategy as we move into 2019. Managers will be expected to develop the financial understanding necessary to keep their programs at baseline or above, and to manage admissions to the specified contract levels. The new E H R provides the tools for this type of management. Clinical directors will work closely with managers, in this process. Managers will engage staff in discussions in staff meetings to gather further input. Support services (HRPD, Accounting, Billing, IT) will be provided and a team approach will be taken.

Final Remarks/Summary

Journey served 12,208 and 11,875 unduplicated individuals in 2017 and 2018 respectively. We pride ourselves on being a specialty behavioral healthcare provider, for a very vulnerable population. We have faced many challenges over the years. As the healthcare industry changes, community based mental health centers must adapt. We are currently in one of those challenging times. There are various factors occurring simultaneously, that are making it difficult to be a community provider.



Journey has responded to many of our challenges by redesigning our budgeting process. Our process now takes a program by program, line by line, and staff person by staff person approach. We gather data from payroll, our new EHR, clinical leaders, administration, and contracts when making financial assumptions. We are changing our culture to focus on service efficiencies as well as continuing to provide quality client care. In the current climate, we are forced to respond faster to changes in the environment, and we are using better data to do so.

Our hard work has been paying off. After the first three months of 2019, Journey is profitable again. We are actively working with our staff to ensure the needs of our consumers are met with the highest quality of care while building on the financial momentum of the first quarter.

Journey has been serving the residents of Dane County for 70 years. Even with all of our recent challenges, we are confident Journey will be here for 70 more.

Appendix A: Detail of program spending verses administration spending

2015 Schedules of Revenues and Expenses by Program

2015 Revenue and Expense - All Programs			
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>13,819,383</u>	<u>7,046,129</u>	<u>21,241,801</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	9,530,041	4,510,291	14,040,332
Operating	948,009	608,312	1,556,321
Space	754,814	152,213	907,027
Special costs	35,434	461,059	496,493
Other expenses	<u>594,920</u>	<u>233,166</u>	<u>828,086</u>
Total program expenses	11,863,218	5,965,041	17,828,259
ADMINISTRATIVE EXPENSES			
Personnel	1,465,267	868,976	2,334,243
Operating	368,137	218,324	586,461
Space	148,726	88,202	236,928
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	1,982,130	1,175,502	3,157,632
Total expenses	<u>13,845,348</u>	<u>7,140,543</u>	<u>20,985,891</u>
Excess of revenue over expenses	<u>(25,965)</u>	<u>(94,414)</u>	<u>255,910</u>
Administrative %	14.32%	16.46%	15.05%

2015 - All Emergency Services Programs			
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>4,192,450</u>	<u>70,609</u>	<u>4,639,348</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	2,649,058	180,764	2,829,822
Operating	215,631	44,638	260,269
Space	247,834	19,410	267,244
Special costs	14,711	271	14,982
Other expenses	<u>589,099</u>	<u>-</u>	<u>589,099</u>
Total program expenses	3,716,333	245,083	3,961,416
ADMINISTRATIVE EXPENSES			
Personnel	356,063	90,947	447,010
Operating	101,068	33,597	134,665
Space	35,555	3,823	39,378
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	492,686	128,367	621,053
Total expenses	<u>4,209,019</u>	<u>373,450</u>	<u>4,582,469</u>
Excess of revenue over expenses	<u>(16,569)</u>	<u>(302,841)</u>	<u>56,879</u>
Administrative %	11.71%	34.37%	13.55%

	2015 - Crisis Unit (Emergency Services)			2015 - Crisis Home (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>1,623,190</u>	<u>32,981</u>	<u>1,656,171</u>	<u>1,048,872</u>	<u>-</u>	<u>1,048,872</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,227,262	(1)	1,227,261	357,932	1	357,933
Operating	72,841	-	72,841	38,572	-	38,572
Space	94,616	-	94,616	29,131	1	29,132
Special costs	2,340	-	2,340	11,150	-	11,150
Other expenses	-	-	-	567,287	-	567,287
Total program expenses	<u>1,397,059</u>	<u>(1)</u>	<u>1,397,058</u>	<u>1,004,072</u>	<u>2</u>	<u>1,004,074</u>
ADMINISTRATIVE EXPENSES						
Personnel	163,420	30,004	193,424	44,346	8,390	52,736
Operating	46,230	14,786	61,016	12,557	3,677	16,234
Space	16,481	(972)	15,509	4,461	(367)	4,094
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>226,131</u>	<u>43,818</u>	<u>269,949</u>	<u>61,364</u>	<u>11,700</u>	<u>73,064</u>
Total expenses	<u>1,623,190</u>	<u>43,817</u>	<u>1,667,007</u>	<u>1,065,436</u>	<u>11,702</u>	<u>1,077,138</u>
Excess of revenue over expenses	<u>-</u>	<u>(10,836)</u>	<u>(10,836)</u>	<u>(16,564)</u>	<u>(11,702)</u>	<u>(28,266)</u>
Administrative %	13.93%	100.00%	16.19%	5.76%	99.98%	6.78%

	2015 - Youth Crisis (Emergency Services)			2015 - Bayside Place (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>281,505</u>	<u>476</u>	<u>281,981</u>	<u>726,943</u>	<u>-</u>	<u>1,103,232</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	212,136	5,932	218,068	487,974	120,437	608,411
Operating	17,068	380	17,448	55,843	13,327	69,170
Space	14,885	438	15,323	79,753	21,398	101,151
Special costs	342	10	352	481	118	599
Other expenses	-	-	-	-	-	-
Total program expenses	<u>244,431</u>	<u>6,760</u>	<u>251,191</u>	<u>624,051</u>	<u>155,280</u>	<u>779,331</u>
ADMINISTRATIVE EXPENSES						
Personnel	26,796	9,440	36,236	74,364	26,028	100,392
Operating	7,218	2,543	9,761	21,689	7,986	29,675
Space	3,061	1,078	4,139	6,841	2,134	8,975
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>37,075</u>	<u>13,061</u>	<u>50,136</u>	<u>102,894</u>	<u>36,148</u>	<u>139,042</u>
Total expenses	<u>281,506</u>	<u>19,821</u>	<u>301,327</u>	<u>726,945</u>	<u>191,428</u>	<u>918,373</u>
Excess of revenue over expenses	<u>(1)</u>	<u>(19,345)</u>	<u>(19,346)</u>	<u>(2)</u>	<u>(191,428)</u>	<u>184,859</u>
Administrative %	13.17%	65.89%	16.64%	14.15%	18.88%	15.14%

	2015 - Recovery House (Emergency Services)			2015 - Resource Bridge (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>203,789</u>	<u>34,200</u>	<u>237,989</u>	<u>308,151</u>	<u>2,952</u>	<u>311,103</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	141,450	54,306	195,756	222,304	89	222,393
Operating	18,699	30,921	49,620	12,608	10	12,618
Space	20,327	(2,417)	17,910	9,122	(10)	9,112
Special costs	-	143	143	398	-	398
Other expenses	-	-	-	21,812	-	21,812
Total program expenses	<u>180,476</u>	<u>82,953</u>	<u>263,429</u>	<u>266,244</u>	<u>89</u>	<u>266,333</u>
ADMINISTRATIVE EXPENSES						
Personnel	16,848	15,017	31,865	30,289	2,068	32,357
Operating	4,487	3,999	8,486	8,887	606	9,493
Space	1,978	1,763	3,741	2,733	187	2,920
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>23,313</u>	<u>20,779</u>	<u>44,092</u>	<u>41,909</u>	<u>2,861</u>	<u>44,770</u>
Total expenses	<u>203,789</u>	<u>103,732</u>	<u>307,521</u>	<u>308,153</u>	<u>2,950</u>	<u>311,103</u>
Excess of revenue over expenses	<u>-</u>	<u>(69,532)</u>	<u>(69,532)</u>	<u>(2)</u>	<u>2</u>	<u>-</u>
Administrative %	11.44%	20.03%	14.34%	13.60%	96.98%	14.39%

	2015 - All Clinic-Based Services Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>4,036,859</u>	<u>3,929,568</u>	<u>7,966,427</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,001,371	2,349,684	5,351,055
Operating	275,624	165,746	441,370
Space	209,217	204,211	413,428
Special costs	17,861	4,766	22,627
Other expenses	5,821	94,805	100,626
Total program expenses	<u>3,509,894</u>	<u>2,819,212</u>	<u>6,329,106</u>
ADMINISTRATIVE EXPENSES			
Personnel	387,105	481,942	869,047
Operating	105,925	147,862	253,787
Space	42,242	44,411	86,653
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	<u>535,272</u>	<u>674,215</u>	<u>1,209,487</u>
Total expenses	<u>4,045,166</u>	<u>3,493,427</u>	<u>7,538,593</u>
Excess of revenue over expenses	<u>(8,307)</u>	<u>436,141</u>	<u>427,834</u>
Administrative %	13.23%	19.30%	16.04%

	2015 - Outpatient Services (Clinic-Based Services)			2015 - Trauma Focused CBT (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>356,230</u>	<u>136,166</u>	<u>492,396</u>	<u>140,658</u>	<u>11,338</u>	<u>151,996</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	268,165	88,356	356,521	121,178	3,505	124,683
Operating	20,322	6,362	26,684	2,536	-	2,536
Space	17,787	5,747	23,534	6,786	-	6,786
Special costs	564	183	747	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	<u>306,838</u>	<u>100,648</u>	<u>407,486</u>	<u>130,500</u>	<u>3,505</u>	<u>134,005</u>
ADMINISTRATIVE EXPENSES						
Personnel	35,700	25,670	61,370	12,293	1	12,294
Operating	9,522	6,846	16,368	3,993	-	3,993
Space	4,172	3,000	7,172	1,059	-	1,059
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>49,394</u>	<u>35,516</u>	<u>84,910</u>	<u>17,345</u>	<u>1</u>	<u>17,346</u>
Total expenses	<u>356,232</u>	<u>136,164</u>	<u>492,396</u>	<u>147,845</u>	<u>3,506</u>	<u>151,351</u>
Excess of revenue over expenses	<u>(2)</u>	<u>2</u>	<u>-</u>	<u>(7,187)</u>	<u>7,832</u>	<u>645</u>
Administrative %	13.87%	26.08%	17.24%	11.73%	0.03%	11.46%

	2015 - Family-Based Services (Clinic-Based Services)			2015 - UJIMA (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>501,881</u>	<u>18,676</u>	<u>520,557</u>	<u>198,457</u>	<u>8,025</u>	<u>206,482</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	375,527	-	375,527	148,479	1	148,480
Operating	30,338	-	30,338	11,005	1	11,006
Space	26,852	-	26,852	11,783	-	11,783
Special costs	2,880	-	2,880	1,110	-	1,110
Other expenses	-	-	-	-	-	-
Total program expenses	<u>435,597</u>	<u>-</u>	<u>435,597</u>	<u>172,377</u>	<u>2</u>	<u>172,379</u>
ADMINISTRATIVE EXPENSES						
Personnel	48,304	14,015	62,319	18,847	5,987	24,834
Operating	12,759	3,702	16,461	5,135	1,631	6,766
Space	5,221	1,515	6,736	2,098	666	2,764
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>66,284</u>	<u>19,232</u>	<u>85,516</u>	<u>26,080</u>	<u>8,284</u>	<u>34,364</u>
Total expenses	<u>501,881</u>	<u>19,232</u>	<u>521,113</u>	<u>198,457</u>	<u>8,286</u>	<u>206,743</u>
Excess of revenue over expenses	<u>-</u>	<u>(556)</u>	<u>(556)</u>	<u>-</u>	<u>(261)</u>	<u>(261)</u>
Administrative %	13.21%	100.00%	16.41%	13.14%	99.98%	16.62%

	<u>2015 - DD/ED (Clinic-Based Services)</u>			<u>2015 - Chapter 20 Treatment IDP (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>37,595</u>	<u>15,608</u>	<u>53,203</u>	<u>365,203</u>	<u>19,207</u>	<u>384,410</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	28,354	10,945	39,299	274,552	3,341	277,893
Operating	1,691	181	1,872	21,236	590	21,826
Space	2,287	980	3,267	17,628	-	17,628
Special costs	-	324	324	2,480	-	2,480
Other expenses	-	-	-	-	-	-
Total program expenses	<u>32,332</u>	<u>12,430</u>	<u>44,762</u>	<u>315,896</u>	<u>3,931</u>	<u>319,827</u>
ADMINISTRATIVE EXPENSES						
Personnel	3,804	2,297	6,101	35,935	10,739	46,674
Operating	1,013	612	1,625	9,846	2,943	12,789
Space	446	269	715	3,943	1,178	5,121
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>5,263</u>	<u>3,178</u>	<u>8,441</u>	<u>49,724</u>	<u>14,860</u>	<u>64,584</u>
Total expenses	<u>37,595</u>	<u>15,608</u>	<u>53,203</u>	<u>365,620</u>	<u>18,791</u>	<u>384,411</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>(417)</u>	<u>416</u>	<u>(1)</u>
Administrative %	14.00%	20.36%	15.87%	13.60%	79.08%	16.80%

	<u>2015 - Jail Opiate Program (Clinic-Based Services)</u>			<u>2015 - OWI Court Treatment (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>100,240</u>	<u>3,688</u>	<u>103,928</u>	<u>83,808</u>	<u>2,696</u>	<u>86,504</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	39,510	2,309	41,819	62,739	-	62,739
Operating	49,732	-	49,732	4,910	(1)	4,909
Space	2,829	-	2,829	4,022	-	4,022
Special costs	-	-	-	568	-	568
Other expenses	-	-	-	-	-	-
Total program expenses	<u>92,071</u>	<u>2,309</u>	<u>94,380</u>	<u>72,239</u>	<u>(1)</u>	<u>72,238</u>
ADMINISTRATIVE EXPENSES						
Personnel	6,014	1,014	7,028	8,360	2,028	10,388
Operating	1,573	266	1,839	2,331	566	2,897
Space	583	98	681	878	213	1,091
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>8,170</u>	<u>1,378</u>	<u>9,548</u>	<u>11,569</u>	<u>2,807</u>	<u>14,376</u>
Total expenses	<u>100,241</u>	<u>3,687</u>	<u>103,928</u>	<u>83,808</u>	<u>2,806</u>	<u>86,614</u>
Excess of revenue over expenses	<u>(1)</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>(110)</u>	<u>(110)</u>
Administrative %	8.15%	37.37%	9.19%	13.80%	100.04%	16.60%

	2015 - IV Drug (Clinic-Based Services)			2015 - Alcohol and Drug (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>74,013</u>	<u>9,653</u>	<u>83,666</u>	<u>945,006</u>	<u>75,494</u>	<u>1,020,500</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	55,838	4,214	60,052	713,775	23,511	737,286
Operating	3,793	913	4,706	47,579	11,279	58,858
Space	3,811	692	4,503	47,851	-	47,851
Special costs	520	20	540	6,335	399	6,734
Other expenses	-	-	-	-	-	-
Total program expenses	<u>63,962</u>	<u>5,839</u>	<u>69,801</u>	<u>815,540</u>	<u>35,189</u>	<u>850,729</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,264	2,756	10,020	93,562	29,127	122,689
Operating	1,940	737	2,677	25,540	7,952	33,492
Space	847	321	1,168	10,364	3,226	13,590
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>10,051</u>	<u>3,814</u>	<u>13,865</u>	<u>129,466</u>	<u>40,305</u>	<u>169,771</u>
Total expenses	<u>74,013</u>	<u>9,653</u>	<u>83,666</u>	<u>945,006</u>	<u>75,494</u>	<u>1,020,500</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative %	13.58%	39.51%	16.57%	13.70%	53.39%	16.64%

	2015 - TAP - Outpatient (Clinic-Based Services)			2015 - Drug Court Outpatient (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>78,901</u>	<u>3,146</u>	<u>82,047</u>	<u>70,814</u>	<u>1,910</u>	<u>72,724</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	60,234	-	60,234	53,660	(1)	53,659
Operating	4,294	212	4,506	3,943	6	3,949
Space	3,803	-	3,803	3,393	-	3,393
Special costs	320	214	534	244	233	477
Other expenses	-	-	-	-	-	-
Total program expenses	<u>68,651</u>	<u>426</u>	<u>69,077</u>	<u>61,240</u>	<u>238</u>	<u>61,478</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,677	1,793	9,470	7,157	1,054	8,211
Operating	2,146	501	2,647	2,053	303	2,356
Space	800	187	987	693	102	795
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>10,623</u>	<u>2,481</u>	<u>13,104</u>	<u>9,903</u>	<u>1,459</u>	<u>11,362</u>
Total expenses	<u>79,274</u>	<u>2,907</u>	<u>82,181</u>	<u>71,143</u>	<u>1,697</u>	<u>72,840</u>
Excess of revenue over expenses	<u>(373)</u>	<u>239</u>	<u>(134)</u>	<u>(329)</u>	<u>213</u>	<u>(116)</u>
Administrative %	13.40%	85.35%	15.95%	13.92%	85.98%	15.60%

	2015 - Prescriber Services (Clinic-Based Services)			2015 - EDAC (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>495,164</u>	<u>265,632</u>	<u>760,796</u>	<u>21,996</u>	<u>9,114</u>	<u>31,110</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	371,609	163,537	535,146	9,157	6,059	15,216
Operating	46,679	30,133	76,812	1,738	291	2,029
Space	14,095	9,313	23,408	2,311	53	2,364
Special costs	143	768	911	-	-	-
Other expenses	-	4,750	4,750	5,821	2,369	8,190
Total program expenses	<u>432,526</u>	<u>208,501</u>	<u>641,027</u>	<u>19,027</u>	<u>8,772</u>	<u>27,799</u>
ADMINISTRATIVE EXPENSES						
Personnel	45,267	41,287	86,554	2,146	249	2,395
Operating	12,057	10,997	23,054	619	72	691
Space	5,314	4,847	10,161	202	23	225
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>62,638</u>	<u>57,131</u>	<u>119,769</u>	<u>2,967</u>	<u>344</u>	<u>3,311</u>
Total expenses	<u>495,164</u>	<u>265,632</u>	<u>760,796</u>	<u>21,994</u>	<u>9,116</u>	<u>31,110</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>2</u>	<u>(2)</u>	<u>-</u>
Administrative %	12.65%	21.51%	15.74%	13.49%	3.77%	10.64%

	2015 - Drug Court Assessment (Clinic-Based Services)			2015 - CAU OWI Court (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>144,715</u>	<u>2,000</u>	<u>146,715</u>	<u>159,712</u>	<u>-</u>	<u>159,712</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	109,519	-	109,519	110,407	-	110,407
Operating	6,421	(3)	6,418	5,346	1	5,347
Space	7,980	-	7,980	21,107	-	21,107
Special costs	1,490	-	1,490	1,105	-	1,105
Other expenses	-	-	-	-	-	-
Total program expenses	<u>125,410</u>	<u>(3)</u>	<u>125,407</u>	<u>137,965</u>	<u>1</u>	<u>137,966</u>
ADMINISTRATIVE EXPENSES						
Personnel	13,951	3,446	17,397	15,716	1,331	17,047
Operating	3,884	959	4,843	4,591	389	4,980
Space	1,470	363	1,833	1,440	122	1,562
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>19,305</u>	<u>4,768</u>	<u>24,073</u>	<u>21,747</u>	<u>1,842</u>	<u>23,589</u>
Total expenses	<u>144,715</u>	<u>4,765</u>	<u>149,480</u>	<u>159,712</u>	<u>1,843</u>	<u>161,555</u>
Excess of revenue over expenses	<u>-</u>	<u>(2,765)</u>	<u>(2,765)</u>	<u>-</u>	<u>(1,843)</u>	<u>(1,843)</u>
Administrative %	13.34%	100.06%	16.10%	13.62%	99.95%	14.60%

	<u>2015 - TAP - Assessment (Clinic-Based Services)</u>			<u>2015 - All Other Clinic-Based Service Programs</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>262,466</u>	<u>-</u>	<u>262,466</u>	<u>-</u>	<u>3,347,215</u>	<u>3,347,215</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	198,668	(1)	198,667	-	2,043,908	2,043,908
Operating	14,061	-	14,061	-	115,781	115,781
Space	14,892	-	14,892	-	187,426	187,426
Special costs	102	-	102	-	2,625	2,625
Other expenses	-	-	-	-	87,686	87,686
Total program expenses	<u>227,723</u>	<u>(1)</u>	<u>227,722</u>	<u>-</u>	<u>2,437,426</u>	<u>2,437,426</u>
ADMINISTRATIVE EXPENSES						
Personnel	25,108	7,003	32,111	-	332,145	332,145
Operating	6,923	1,932	8,855	-	107,454	107,454
Space	2,712	756	3,468	-	27,525	27,525
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>34,743</u>	<u>9,691</u>	<u>44,434</u>	<u>-</u>	<u>467,124</u>	<u>467,124</u>
Total expenses	<u>262,466</u>	<u>9,690</u>	<u>272,156</u>	<u>-</u>	<u>2,904,550</u>	<u>2,904,550</u>
Excess of revenue over expenses	<u>-</u>	<u>(9,690)</u>	<u>(9,690)</u>	<u>-</u>	<u>442,665</u>	<u>442,665</u>
Administrative %	13.24%	100.01%	16.33%	0.00%	16.08%	16.08%

	<u>2015 - All Community-Based Services Programs</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>5,350,356</u>	<u>2,705,860</u>	<u>8,056,216</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,879,612	1,475,833	5,355,445
Operating	456,754	280,502	737,256
Space	297,763	(262)	297,501
Special costs	2,862	423,596	426,458
Other expenses	-	123,501	123,501
Total program expenses	<u>4,636,991</u>	<u>2,303,170</u>	<u>6,940,161</u>
ADMINISTRATIVE EXPENSES			
Personnel	516,438	367,051	883,489
Operating	141,058	107,542	248,600
Space	56,958	37,374	94,332
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	<u>714,454</u>	<u>511,967</u>	<u>1,226,421</u>
Total expenses	<u>5,351,445</u>	<u>2,815,137</u>	<u>8,166,582</u>
Excess of revenue over expenses	<u>(1,089)</u>	<u>(109,277)</u>	<u>(110,366)</u>
Administrative %	13.35%	18.19%	15.02%

	2015 - Southeast Asian (Community)			2015 - Mobile Outreach to Seniors (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>64,403</u>	<u>15,953</u>	<u>80,356</u>	<u>372,337</u>	<u>26,122</u>	<u>398,459</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	51,365	63,524	114,889	281,658	17,223	298,881
Operating	2,643	3,231	5,874	26,663	6,042	32,705
Space	1,520	1,751	3,271	13,247	(3,721)	9,526
Special costs	-	-	-	134	8	142
Other expenses	-	-	-	-	-	-
Total program expenses	<u>55,528</u>	<u>68,506</u>	<u>124,034</u>	<u>321,702</u>	<u>19,552</u>	<u>341,254</u>
ADMINISTRATIVE EXPENSES						
Personnel	6,414	11,371	17,785	36,598	16,311	52,909
Operating	1,712	3,035	4,747	9,764	4,352	14,116
Space	750	1,330	2,080	4,277	1,906	6,183
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>8,876</u>	<u>15,736</u>	<u>24,612</u>	<u>50,639</u>	<u>22,569</u>	<u>73,208</u>
Total expenses	<u>64,404</u>	<u>84,242</u>	<u>148,646</u>	<u>372,341</u>	<u>42,121</u>	<u>414,462</u>
Excess of revenue over expenses	<u>(1)</u>	<u>(68,289)</u>	<u>(68,290)</u>	<u>(4)</u>	<u>(15,999)</u>	<u>(16,003)</u>
Administrative %	13.78%	18.68%	16.56%	13.60%	53.58%	17.66%

	2015 - Kajsiab House (Community)			2015 - Family Preservation Program (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>572,716</u>	<u>79,003</u>	<u>651,719</u>	<u>287,028</u>	<u>17,365</u>	<u>304,393</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	395,088	80,361	475,449	211,184	3,423	214,607
Operating	62,386	13,080	75,466	25,285	4,752	30,037
Space	35,943	7,715	43,658	14,422	-	14,422
Special costs	1,411	303	1,714	-	10,242	10,242
Other expenses	-	7,704	7,704	-	-	-
Total program expenses	<u>494,828</u>	<u>109,163</u>	<u>603,991</u>	<u>250,891</u>	<u>18,417</u>	<u>269,308</u>
ADMINISTRATIVE EXPENSES						
Personnel	56,294	23,060	79,354	26,202	9,173	35,375
Operating	15,017	6,152	21,169	6,957	2,435	9,392
Space	6,580	2,695	9,275	2,978	1,043	4,021
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>77,891</u>	<u>31,907</u>	<u>109,798</u>	<u>36,137</u>	<u>12,651</u>	<u>48,788</u>
Total expenses	<u>572,719</u>	<u>141,070</u>	<u>713,789</u>	<u>287,028</u>	<u>31,068</u>	<u>318,096</u>
Excess of revenue over expenses	<u>(3)</u>	<u>(62,067)</u>	<u>(62,070)</u>	<u>-</u>	<u>(13,703)</u>	<u>(13,703)</u>
Administrative %	13.60%	22.62%	15.38%	12.59%	40.72%	15.34%

	<u>2015 - Yahara House (Community)</u>			<u>2015 - Community Treatment Alternatives (Community)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>826,828</u>	<u>403,933</u>	<u>1,230,761</u>	<u>586,259</u>	<u>10,558</u>	<u>596,817</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	621,111	264,941	886,052	409,771	-	409,771
Operating	66,541	26,400	92,941	55,972	14,988	70,960
Space	33,427	6,797	40,224	41,990	(18,312)	23,678
Special costs	-	5,963	5,963	421	-	421
Other expenses	-	-	-	-	-	-
Total program expenses	<u>721,079</u>	<u>304,101</u>	<u>1,025,180</u>	<u>508,154</u>	<u>(3,324)</u>	<u>504,830</u>
ADMINISTRATIVE EXPENSES						
Personnel	76,431	72,152	148,583	57,223	9,787	67,010
Operating	20,387	19,245	39,632	16,501	2,822	19,323
Space	8,933	8,433	17,366	5,458	934	6,392
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>105,751</u>	<u>99,830</u>	<u>205,581</u>	<u>79,182</u>	<u>13,543</u>	<u>92,725</u>
Total expenses	<u>826,830</u>	<u>403,931</u>	<u>1,230,761</u>	<u>587,336</u>	<u>10,219</u>	<u>597,555</u>
Excess of revenue over expenses	<u>(2)</u>	<u>2</u>	<u>-</u>	<u>(1,077)</u>	<u>339</u>	<u>(738)</u>
Administrative %	12.79%	24.71%	16.70%	13.48%	132.53%	15.52%

	<u>CSP (Gateway/Forward Solutions) (Community)</u>			<u>2015 - CSP Waitlist (Community)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>2,290,476</u>	<u>142,737</u>	<u>2,433,213</u>	<u>350,309</u>	<u>-</u>	<u>350,309</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,659,581	124,965	1,784,546	249,854	-	249,854
Operating	184,555	24,623	209,178	32,709	-	32,709
Space	137,156	(30,093)	107,063	20,058	-	20,058
Special costs	430	123	553	466	-	466
Other expenses	-	-	-	-	-	-
Total program expenses	<u>1,981,722</u>	<u>119,618</u>	<u>2,101,340</u>	<u>303,087</u>	<u>-</u>	<u>303,087</u>
ADMINISTRATIVE EXPENSES						
Personnel	223,150	85,511	308,661	34,126	-	34,126
Operating	61,630	23,616	85,246	9,090	-	9,090
Space	23,976	9,188	33,164	4,006	-	4,006
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>308,756</u>	<u>118,315</u>	<u>427,071</u>	<u>47,222</u>	<u>-</u>	<u>47,222</u>
Total expenses	<u>2,290,478</u>	<u>237,933</u>	<u>2,528,411</u>	<u>350,309</u>	<u>-</u>	<u>350,309</u>
Excess of revenue over expenses	<u>(2)</u>	<u>(95,196)</u>	<u>(95,198)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative %	13.48%	49.73%	16.89%	13.48%	0.00%	13.48%

2015 - All Other Community-Based Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>2,010,189</u>	<u>2,010,189</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	921,396	921,396
Operating	-	187,386	187,386
Space	-	35,601	35,601
Special costs	-	406,957	406,957
Other expenses	-	<u>115,797</u>	<u>115,797</u>
Total program expenses	-	1,667,137	1,667,137
ADMINISTRATIVE EXPENSES			
Personnel	-	139,686	139,686
Operating	-	45,885	45,885
Space	-	11,845	11,845
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	-	<u>197,416</u>	<u>197,416</u>
Total expenses	-	<u>1,864,553</u>	<u>1,864,553</u>
Excess of revenue over expenses	<u>-</u>	<u>145,636</u>	<u>145,636</u>
Administrative %	0.00%	10.59%	10.59%

2015 - All Administrative Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>239,718</u>	<u>340,092</u>	<u>579,810</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	504,010	504,010
Operating	-	117,426	117,426
Space	-	(71,146)	(71,146)
Special costs	-	32,426	32,426
Other expenses	-	<u>14,860</u>	<u>14,860</u>
Total program expenses	-	597,576	597,576
ADMINISTRATIVE EXPENSES			
Personnel	205,661	(70,964)	134,697
Operating	20,086	(70,677)	(50,591)
Space	13,971	2,594	16,565
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	<u>239,718</u>	<u>(139,047)</u>	<u>100,671</u>
Total expenses	<u>239,718</u>	<u>458,529</u>	<u>698,247</u>
Excess of revenue over expenses	<u>-</u>	<u>(118,437)</u>	<u>(118,437)</u>
Administrative %	100.00%	-30.32%	14.42%

	2015 - ACS Billing (Admin)			2015 - CYF Billings (Admin)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>196,489</u>	<u>2,340</u>	<u>198,829</u>	<u>43,229</u>	<u>515</u>	<u>43,744</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	-	-	-	-	-	-
Operating	-	-	-	-	-	-
Space	-	-	-	-	-	-
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	-	-	-	-	-	-
ADMINISTRATIVE EXPENSES						
Personnel	167,026	2,529	169,555	38,635	584	39,219
Operating	18,011	273	18,284	2,075	31	2,106
Space	11,452	173	11,625	2,519	38	2,557
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>196,489</u>	<u>2,975</u>	<u>199,464</u>	<u>43,229</u>	<u>653</u>	<u>43,882</u>
Total expenses	<u>196,489</u>	<u>2,975</u>	<u>199,464</u>	<u>43,229</u>	<u>653</u>	<u>43,882</u>
Excess of revenue over expenses	<u>-</u>	<u>(635)</u>	<u>(635)</u>	<u>-</u>	<u>(138)</u>	<u>(138)</u>
Administrative %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

	2015 - All Other Administrative Expenses		
	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>337,237</u>	<u>337,237</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	504,010	504,010
Operating	-	117,426	117,426
Space	-	(71,146)	(71,146)
Special costs	-	32,426	32,426
Other expenses	-	14,860	14,860
Total program expenses	-	597,576	597,576
ADMINISTRATIVE EXPENSES			
Personnel	-	(74,077)	(74,077)
Operating	-	(70,981)	(70,981)
Space	-	2,383	2,383
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	-	(142,675)	(142,675)
Total expenses	-	454,901	454,901
Excess of revenue over expenses	<u>-</u>	<u>(117,664)</u>	<u>(117,664)</u>
Administrative %	0.00%	-31.36%	-31.36%

2016 Schedules of Revenues and Expenses by Program

2016 - Revenue and Expense - All Programs			
	Dane County	Other	Total
TOTAL REVENUE	<u>14,404,585</u>	<u>11,837,680</u>	<u>26,242,265</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	9,545,246	5,552,304	15,097,550
Operating	1,021,926	909,842	1,931,768
Space	830,190	499,941	1,330,131
Special costs	59,552	461,663	521,215
Other expenses	<u>950,850</u>	<u>423,092</u>	<u>1,373,942</u>
Total program expenses	12,407,764	7,846,842	20,254,606
ADMINISTRATIVE EXPENSES			
Personnel	1,502,893	1,459,382	2,962,275
Operating	377,791	498,959	876,750
Space	132,019	132,266	264,285
Special costs	-	7,900	7,900
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>2,012,703</u>	<u>2,098,507</u>	<u>4,111,210</u>
Total expenses	<u>14,420,467</u>	<u>9,945,349</u>	<u>24,365,816</u>
Excess of revenue over expenses	<u>(15,882)</u>	<u>1,892,331</u>	<u>1,876,449</u>
Administrative %	13.96%	21.10%	16.87%

2016 - All Emergency Services Programs			
	Dane County	Other	Total
TOTAL REVENUE	<u>4,782,108</u>	<u>273,718</u>	<u>5,055,826</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	2,744,229	124,318	2,868,547
Operating	253,995	42,823	296,818
Space	293,320	(9,790)	283,530
Special costs	12,637	476	13,113
Other expenses	<u>942,742</u>	<u>13,959</u>	<u>956,701</u>
Total program expenses	4,246,923	171,786	4,418,709
ADMINISTRATIVE EXPENSES			
Personnel	392,784	150,841	543,625
Operating	107,591	41,184	148,775
Space	34,810	13,359	48,169
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>535,185</u>	<u>205,384</u>	<u>740,569</u>
Total expenses	<u>4,782,108</u>	<u>377,170</u>	<u>5,159,278</u>
Excess of revenue over expenses	<u>-</u>	<u>(103,452)</u>	<u>(103,452)</u>
Administrative %	11.19%	54.45%	14.35%

	2016 - Crisis Unit (Emergency Services)			2016 - Crisis Home (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>1,656,765</u>	<u>35,568</u>	<u>1,692,333</u>	<u>1,425,794</u>	<u>-</u>	<u>1,425,794</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,241,634	2	1,241,636	332,488	4,843	337,331
Operating	84,414	2	84,416	37,251	543	37,794
Space	99,680	-	99,680	28,276	412	28,688
Special costs	1,546	-	1,546	9,250	264	9,514
Other expenses	-	-	-	937,972	13,535	951,507
Total program expenses	<u>1,427,274</u>	<u>4</u>	<u>1,427,278</u>	<u>1,345,237</u>	<u>19,597</u>	<u>1,364,834</u>
ADMINISTRATIVE EXPENSES						
Personnel	168,529	66,117	234,646	58,817	5,853	64,670
Operating	46,044	18,064	64,108	16,497	1,642	18,139
Space	14,918	5,853	20,771	5,243	522	5,765
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>229,491</u>	<u>90,034</u>	<u>319,525</u>	<u>80,557</u>	<u>8,017</u>	<u>88,574</u>
Total expenses	<u>1,656,765</u>	<u>90,038</u>	<u>1,746,803</u>	<u>1,425,794</u>	<u>27,614</u>	<u>1,453,408</u>
Excess of revenue over expenses	<u>-</u>	<u>(54,470)</u>	<u>(54,470)</u>	<u>-</u>	<u>(27,614)</u>	<u>(27,614)</u>
Administrative %	13.85%	100.00%	18.29%	5.65%	29.03%	6.09%

	2016 - Youth Crisis (Emergency Services)			2016 - Bayside Place (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>278,166</u>	<u>113</u>	<u>278,279</u>	<u>743,161</u>	<u>220,555</u>	<u>963,716</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	209,325	13,303	222,628	486,364	84,504	570,868
Operating	16,696	1,061	17,757	69,366	12,052	81,418
Space	15,511	986	16,497	82,292	14,298	96,590
Special costs	-	-	-	1,097	191	1,288
Other expenses	-	-	-	-	-	-
Total program expenses	<u>241,532</u>	<u>15,350</u>	<u>256,882</u>	<u>639,119</u>	<u>111,045</u>	<u>750,164</u>
ADMINISTRATIVE EXPENSES						
Personnel	26,903	14,993	41,896	76,455	31,946	108,401
Operating	7,350	4,096	11,446	20,817	8,698	29,515
Space	2,381	1,327	3,708	6,770	2,829	9,599
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>36,634</u>	<u>20,416</u>	<u>57,050</u>	<u>104,042</u>	<u>43,473</u>	<u>147,515</u>
Total expenses	<u>278,166</u>	<u>35,766</u>	<u>313,932</u>	<u>743,161</u>	<u>154,518</u>	<u>897,679</u>
Excess of revenue over expenses	<u>-</u>	<u>(35,653)</u>	<u>(35,653)</u>	<u>-</u>	<u>66,037</u>	<u>66,037</u>
Administrative %	13.17%	57.08%	18.17%	14.00%	28.13%	16.43%

	2016 - Recovery House (Emergency Services)			2016 - Resource Bridge (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>360,050</u>	<u>13,875</u>	<u>373,925</u>	<u>318,172</u>	<u>3,607</u>	<u>321,779</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	242,226	1,053	243,279	232,192	20,613	252,805
Operating	32,011	27,899	59,910	14,257	1,266	15,523
Space	44,094	(27,569)	16,525	23,467	2,083	25,550
Special costs	529	2	531	215	19	234
Other expenses	-	-	-	4,770	424	5,194
Total program expenses	<u>318,860</u>	<u>1,385</u>	<u>320,245</u>	<u>274,901</u>	<u>24,405</u>	<u>299,306</u>
ADMINISTRATIVE EXPENSES						
Personnel	30,274	15,868	46,142	31,806	16,064	47,870
Operating	8,235	4,316	12,551	8,648	4,368	13,016
Space	2,681	1,405	4,086	2,817	1,423	4,240
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>41,190</u>	<u>21,589</u>	<u>62,779</u>	<u>43,271</u>	<u>21,855</u>	<u>65,126</u>
Total expenses	<u>360,050</u>	<u>22,974</u>	<u>383,024</u>	<u>318,172</u>	<u>46,260</u>	<u>364,432</u>
Excess of revenue over expenses	<u>-</u>	<u>(9,099)</u>	<u>(9,099)</u>	<u>-</u>	<u>(42,653)</u>	<u>(42,653)</u>
Administrative %	11.44%	93.97%	16.39%	13.60%	47.24%	17.87%

	2016 - All Clinic-Based Services Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>4,104,468</u>	<u>4,583,639</u>	<u>8,688,107</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,040,358	2,819,281	5,859,639
Operating	286,848	291,161	578,009
Space	220,625	421,632	642,257
Special costs	13,640	12,711	26,351
Other expenses	8,108	272,531	280,639
Total program expenses	<u>3,569,579</u>	<u>3,817,316</u>	<u>7,386,895</u>
ADMINISTRATIVE EXPENSES			
Personnel	401,409	661,841	1,063,250
Operating	109,122	234,944	344,066
Space	35,569	60,339	95,908
Special costs	-	4,093	4,093
Other expenses	-	-	-
Total administrative expenses	<u>546,100</u>	<u>961,217</u>	<u>1,507,317</u>
Total expenses	<u>4,115,679</u>	<u>4,778,533</u>	<u>8,894,212</u>
Excess of revenue over expenses	<u>(11,211)</u>	<u>(194,894)</u>	<u>(206,105)</u>
Administrative %	13.27%	20.12%	16.95%

	<u>2016 - Outpatient Services (Clinic-Based Services)</u>			<u>2016 - Trauma Focused CBT (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>362,282</u>	<u>199,874</u>	<u>562,156</u>	<u>186,089</u>	<u>3,028</u>	<u>189,117</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	258,806	96,694	355,500	142,294	2	142,296
Operating	21,441	8,011	29,452	7,720	-	7,720
Space	31,225	11,666	42,891	20,505	1	20,506
Special costs	576	215	791	44	-	44
Other expenses	-	-	-	-	-	-
Total program expenses	<u>312,048</u>	<u>116,586</u>	<u>428,634</u>	<u>170,563</u>	<u>3</u>	<u>170,566</u>
ADMINISTRATIVE EXPENSES						
Personnel	36,890	29,580	66,470	19,248	8,289	27,537
Operating	10,079	8,082	18,161	5,228	2,251	7,479
Space	3,265	2,618	5,883	1,706	735	2,441
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>50,234</u>	<u>40,280</u>	<u>90,514</u>	<u>26,182</u>	<u>11,275</u>	<u>37,457</u>
Total expenses	<u>362,282</u>	<u>156,866</u>	<u>519,148</u>	<u>196,745</u>	<u>11,278</u>	<u>208,023</u>
Excess of revenue over expenses	<u>-</u>	<u>43,008</u>	<u>43,008</u>	<u>(10,656)</u>	<u>(8,250)</u>	<u>(18,906)</u>
Administrative %	13.87%	25.68%	17.44%	13.31%	99.97%	18.01%

	<u>2016 - Family-Based Services (Clinic-Based Services)</u>			<u>2016 - UJIMA (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>513,445</u>	<u>77,122</u>	<u>590,567</u>	<u>202,019</u>	<u>20,257</u>	<u>222,276</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	398,560	38,687	437,247	154,174	4,324	158,498
Operating	28,756	8,017	36,773	10,667	3,093	13,760
Space	17,543	17,073	34,616	9,991	14,784	24,775
Special costs	1,838	811	2,649	925	266	1,191
Other expenses	-	-	-	-	-	-
Total program expenses	<u>446,697</u>	<u>64,588</u>	<u>511,285</u>	<u>175,757</u>	<u>18,143</u>	<u>198,224</u>
ADMINISTRATIVE EXPENSES						
Personnel	49,070	32,342	81,412	19,307	10,743	30,050
Operating	13,329	8,785	22,114	5,244	2,918	8,162
Space	4,349	2,866	7,215	1,711	952	2,663
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>66,748</u>	<u>43,993</u>	<u>110,741</u>	<u>26,262</u>	<u>14,613</u>	<u>40,875</u>
Total expenses	<u>513,445</u>	<u>108,581</u>	<u>622,026</u>	<u>202,019</u>	<u>32,756</u>	<u>239,099</u>
Excess of revenue over expenses	<u>-</u>	<u>(31,459)</u>	<u>(31,459)</u>	<u>-</u>	<u>(12,499)</u>	<u>(16,823)</u>
Administrative %	13.00%	40.52%	17.80%	13.00%	44.61%	17.10%

	<u>2016 - DD/ED (Clinic-Based Services)</u>			<u>2016 - Chapter 20 Treatment IDP (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>37,858</u>	<u>57,590</u>	<u>95,448</u>	<u>367,657</u>	<u>3,880</u>	<u>371,537</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	29,396	24,898	54,294	282,576	25,805	308,381
Operating	1,436	1,405	2,841	17,021	5,271	22,292
Space	1,541	3,660	5,201	16,430	14,739	31,169
Special costs	186	228	414	1,658	-	1,658
Other expenses	-	-	-	-	-	-
Total program expenses	<u>32,559</u>	<u>30,191</u>	<u>62,750</u>	<u>317,685</u>	<u>45,815</u>	<u>363,500</u>
ADMINISTRATIVE EXPENSES						
Personnel	3,896	6,512	10,408	36,762	21,540	58,302
Operating	1,058	1,768	2,826	9,986	5,851	15,837
Space	345	577	922	3,258	1,909	5,167
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>5,299</u>	<u>8,857</u>	<u>14,156</u>	<u>50,006</u>	<u>29,300</u>	<u>79,306</u>
Total expenses	<u>37,858</u>	<u>39,048</u>	<u>76,906</u>	<u>367,691</u>	<u>75,115</u>	<u>442,806</u>
Excess of revenue over expenses	<u>-</u>	<u>18,542</u>	<u>18,542</u>	<u>(34)</u>	<u>(71,235)</u>	<u>(71,269)</u>
Administrative %	14.00%	22.68%	18.41%	13.60%	39.01%	17.91%

	<u>2016 - Jail Opiate Program (Clinic-Based Services)</u>			<u>2016 - OWI Court Treatment (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>71,602</u>	<u>18,690</u>	<u>90,292</u>	<u>84,938</u>	<u>2,235</u>	<u>87,173</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	28,905	10,930	39,835	65,322	5,866	71,188
Operating	35,062	11,856	46,918	4,000	1,130	5,130
Space	1,800	2,779	4,579	3,790	3,292	7,082
Special costs	-	-	-	383	-	383
Other expenses	-	-	-	-	-	-
Total program expenses	<u>65,767</u>	<u>25,565</u>	<u>91,332</u>	<u>73,495</u>	<u>10,288</u>	<u>83,783</u>
ADMINISTRATIVE EXPENSES						
Personnel	4,290	3,761	8,051	8,505	4,938	13,443
Operating	1,165	1,021	2,186	2,310	1,341	3,651
Space	380	333	713	754	438	1,192
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>5,835</u>	<u>5,115</u>	<u>10,950</u>	<u>11,569</u>	<u>6,717</u>	<u>18,286</u>
Total expenses	<u>71,602</u>	<u>30,680</u>	<u>102,282</u>	<u>85,064</u>	<u>17,005</u>	<u>102,069</u>
Excess of revenue over expenses	<u>-</u>	<u>(11,990)</u>	<u>(11,990)</u>	<u>(126)</u>	<u>(14,770)</u>	<u>(14,896)</u>
Administrative %	8.15%	16.67%	10.71%	13.60%	39.50%	17.92%

	2016 - IV Drug (Clinic-Based Services)			2016 - Alcohol and Drug (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>73,974</u>	<u>7,858</u>	<u>81,832</u>	<u>951,621</u>	<u>88,856</u>	<u>1,040,477</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	56,978	6,220	63,198	733,236	73,900	807,136
Operating	3,339	1,335	4,674	43,139	15,953	59,092
Space	3,311	3,756	7,067	42,666	42,724	85,390
Special costs	334	-	334	2,208	2,087	4,295
Other expenses	-	-	-	-	-	-
Total program expenses	<u>63,962</u>	<u>11,311</u>	<u>75,273</u>	<u>821,249</u>	<u>134,664</u>	<u>955,913</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,389	4,683	12,072	95,843	57,707	153,550
Operating	2,007	1,272	3,279	26,034	15,675	41,709
Space	655	415	1,070	8,495	5,115	13,610
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>10,051</u>	<u>6,370</u>	<u>16,421</u>	<u>130,372</u>	<u>78,497</u>	<u>208,869</u>
Total expenses	<u>74,013</u>	<u>17,681</u>	<u>91,694</u>	<u>951,621</u>	<u>213,161</u>	<u>1,164,782</u>
Excess of revenue over expenses	<u>(39)</u>	<u>(9,823)</u>	<u>(9,862)</u>	<u>-</u>	<u>(124,305)</u>	<u>(124,305)</u>
Administrative %	13.58%	36.03%	17.91%	13.70%	36.83%	17.93%

	2016 - TAP - Outpatient (Clinic-Based Services)			2016 - Drug Court Outpatient (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>79,828</u>	<u>749</u>	<u>80,577</u>	<u>71,641</u>	<u>187</u>	<u>71,828</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	61,562	5,316	66,878	54,992	4,896	59,888
Operating	3,672	1,181	4,853	3,256	1,108	4,364
Space	3,582	3,329	6,911	3,200	2,939	6,139
Special costs	315	45	360	221	102	323
Other expenses	-	-	-	-	-	-
Total program expenses	<u>69,131</u>	<u>9,871</u>	<u>79,002</u>	<u>61,669</u>	<u>9,045</u>	<u>70,714</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,864	4,769	12,633	7,331	3,979	11,310
Operating	2,136	1,295	3,431	1,991	1,081	3,072
Space	697	423	1,120	650	353	1,003
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>10,697</u>	<u>6,487</u>	<u>17,184</u>	<u>9,972</u>	<u>5,413</u>	<u>15,385</u>
Total expenses	<u>79,828</u>	<u>16,358</u>	<u>96,186</u>	<u>71,641</u>	<u>14,458</u>	<u>86,099</u>
Excess of revenue over expenses	<u>-</u>	<u>(15,609)</u>	<u>(15,609)</u>	<u>-</u>	<u>(14,271)</u>	<u>(14,271)</u>
Administrative %	13.40%	39.66%	17.87%	13.92%	37.44%	17.87%

	2016 - Prescriber Services (Clinic-Based Services)			2016 - EDAC (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>504,789</u>	<u>350,701</u>	<u>855,490</u>	<u>21,078</u>	<u>46,670</u>	<u>67,748</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	337,745	267,831	605,576	6,877	9,974	16,851
Operating	80,315	63,690	144,005	1,467	106	1,573
Space	21,517	17,063	38,580	1,781	2,842	4,623
Special costs	1,357	1,076	2,433	-	-	-
Other expenses	-	-	-	8,108	15,742	23,850
Total program expenses	<u>440,934</u>	<u>349,660</u>	<u>790,594</u>	<u>18,233</u>	<u>28,664</u>	<u>46,897</u>
ADMINISTRATIVE EXPENSES						
Personnel	46,924	60,938	107,862	2,092	1,127	3,219
Operating	12,776	16,591	29,367	568	306	874
Space	4,155	5,396	9,551	185	100	285
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>63,855</u>	<u>82,925</u>	<u>146,780</u>	<u>2,845</u>	<u>1,533</u>	<u>4,378</u>
Total expenses	<u>504,789</u>	<u>432,585</u>	<u>937,374</u>	<u>21,078</u>	<u>30,197</u>	<u>51,275</u>
Excess of revenue over expenses	<u>-</u>	<u>(81,884)</u>	<u>(81,884)</u>	<u>-</u>	<u>16,473</u>	<u>16,473</u>
Administrative %	12.65%	19.17%	15.66%	13.50%	5.08%	8.54%

	2016 - Drug Court Assessment (Clinic-Based Services)			2016 - CAU OWI Court (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>148,621</u>	<u>1,770</u>	<u>150,391</u>	<u>159,904</u>	<u>-</u>	<u>159,904</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	112,350	2,017	114,367	111,709	1,900	113,609
Operating	7,090	112	7,202	4,767	714	5,481
Space	7,233	5,599	12,832	20,594	836	21,430
Special costs	2,508	430	2,938	1,087	8	1,095
Other expenses	-	-	-	-	-	-
Total program expenses	<u>129,181</u>	<u>8,158</u>	<u>137,339</u>	<u>138,157</u>	<u>3,458</u>	<u>141,615</u>
ADMINISTRATIVE EXPENSES						
Personnel	14,291	7,352	21,643	15,987	5,590	21,577
Operating	3,882	1,997	5,879	4,343	1,519	5,862
Space	1,267	652	1,919	1,417	495	1,912
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>19,440</u>	<u>10,001</u>	<u>29,441</u>	<u>21,747</u>	<u>7,604</u>	<u>29,351</u>
Total expenses	<u>148,621</u>	<u>18,159</u>	<u>166,780</u>	<u>159,904</u>	<u>11,062</u>	<u>170,966</u>
Excess of revenue over expenses	<u>-</u>	<u>(16,389)</u>	<u>(16,389)</u>	<u>-</u>	<u>(11,062)</u>	<u>(11,062)</u>
Administrative %	13.08%	55.07%	17.65%	13.60%	68.74%	17.17%

	2016 - TAP Assessment (Clinic-Based Services)			2016 - All Other Clinic-Based Programs		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>267,122</u>	<u>-</u>	<u>267,122</u>	<u>-</u>	<u>3,704,172</u>	<u>3,704,172</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	204,876	99	204,975	-	2,239,922	2,239,922
Operating	13,700	4,536	18,236	-	163,643	163,643
Space	13,916	9,906	23,822	-	264,644	264,644
Special costs	-	-	-	-	7,443	7,443
Other expenses	-	-	-	-	256,789	256,789
Total program expenses	<u>232,492</u>	<u>14,541</u>	<u>247,033</u>	<u>-</u>	<u>2,932,441</u>	<u>2,932,441</u>
ADMINISTRATIVE EXPENSES						
Personnel	25,720	13,202	38,922	-	384,789	384,789
Operating	6,986	3,586	10,572	-	159,605	159,605
Space	2,280	1,170	3,450	-	35,792	35,792
Special costs	-	-	-	-	4,093	4,093
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>34,986</u>	<u>17,958</u>	<u>52,944</u>	<u>-</u>	<u>584,279</u>	<u>584,279</u>
Total expenses	<u>267,478</u>	<u>32,499</u>	<u>299,977</u>	<u>-</u>	<u>3,516,720</u>	<u>3,516,720</u>
Excess of revenue over expenses	<u>(356)</u>	<u>(32,499)</u>	<u>(32,855)</u>	<u>-</u>	<u>187,452</u>	<u>187,452</u>
Administrative %	13.08%	55.26%	17.65%	0.00%	16.61%	16.61%

	2016 - All Community-Based Services Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>5,295,446</u>	<u>4,167,310</u>	<u>9,462,756</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,760,659	2,532,649	6,293,308
Operating	481,083	375,961	857,044
Space	316,245	64,862	381,107
Special costs	33,275	438,726	472,001
Other expenses	-	117,828	117,828
Total program expenses	<u>4,591,262</u>	<u>3,530,026</u>	<u>8,121,288</u>
ADMINISTRATIVE EXPENSES			
Personnel	520,729	623,294	1,144,023
Operating	142,020	206,085	348,105
Space	46,106	53,173	99,279
Special costs	-	3,190	3,190
Other expenses	-	-	-
Total administrative expenses	<u>708,855</u>	<u>885,742</u>	<u>1,594,597</u>
Total expenses	<u>5,300,117</u>	<u>4,415,768</u>	<u>9,715,885</u>
Excess of revenue over expenses	<u>(4,671)</u>	<u>(248,458)</u>	<u>(253,129)</u>
Administrative %	13.37%	20.06%	16.41%

	2016 - Southeast Asian (Community)			2016 - Mobile Outreach to Seniors (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>90,033</u>	<u>20,867</u>	<u>110,900</u>	<u>272,181</u>	<u>15,754</u>	<u>287,935</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	73,243	48,971	122,214	204,190	-	204,190
Operating	3,895	2,605	6,500	20,920	3,101	24,021
Space	488	325	813	9,805	(3,100)	6,705
Special costs	-	-	-	30	-	30
Other expenses	-	-	-	-	-	-
Total program expenses	<u>77,626</u>	<u>51,901</u>	<u>129,527</u>	<u>234,945</u>	<u>1</u>	<u>234,946</u>
ADMINISTRATIVE EXPENSES						
Personnel	9,118	14,759	23,877	27,345	9,880	37,225
Operating	2,481	4,016	6,497	7,471	2,699	10,170
Space	808	1,308	2,116	2,420	874	3,294
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>12,407</u>	<u>20,083</u>	<u>32,490</u>	<u>37,236</u>	<u>13,453</u>	<u>50,689</u>
Total expenses	<u>90,033</u>	<u>71,984</u>	<u>162,017</u>	<u>272,181</u>	<u>13,454</u>	<u>285,635</u>
Excess of revenue over expenses	<u>-</u>	<u>(51,117)</u>	<u>(51,117)</u>	<u>-</u>	<u>2,300</u>	<u>2,300</u>
Administrative %	13.78%	27.90%	20.05%	13.68%	99.99%	17.75%

	2016 - Kajsia House (Community)			2016 - Family Preservation Program (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>617,694</u>	<u>418,343</u>	<u>1,036,037</u>	<u>284,367</u>	<u>19,680</u>	<u>304,047</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	411,974	235,509	647,483	208,758	-	208,758
Operating	74,657	80,759	155,416	28,331	1	28,332
Space	43,766	796	44,562	15,558	7,513	23,071
Special costs	3,290	60	3,350	-	9,583	9,583
Other expenses	-	8,760	8,760	-	-	-
Total program expenses	<u>533,687</u>	<u>325,884</u>	<u>859,571</u>	<u>252,647</u>	<u>17,097</u>	<u>269,744</u>
ADMINISTRATIVE EXPENSES						
Personnel	61,732	57,995	119,727	26,752	12,401	39,153
Operating	16,808	21,320	38,128	7,267	3,369	10,636
Space	5,467	5,298	10,765	2,372	1,100	3,472
Special costs	-	415	415	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>84,007</u>	<u>85,028</u>	<u>169,035</u>	<u>36,391</u>	<u>16,870</u>	<u>53,261</u>
Total expenses	<u>617,694</u>	<u>410,912</u>	<u>1,028,606</u>	<u>289,038</u>	<u>33,967</u>	<u>323,005</u>
Excess of revenue over expenses	<u>-</u>	<u>7,431</u>	<u>7,431</u>	<u>(4,671)</u>	<u>(14,287)</u>	<u>(18,958)</u>
Administrative %	13.60%	20.69%	16.43%	12.59%	49.67%	16.49%

	<u>2016 - Yahara House (Community)</u>			<u>2016 - CSP (Gateway/Forward Solutions) (Community)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>611,802</u>	<u>404,570</u>	<u>1,016,372</u>	<u>2,452,824</u>	<u>217,671</u>	<u>2,670,495</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	437,174	254,215	691,389	1,752,510	51,837	1,804,347
Operating	64,477	29,609	94,086	208,459	24,203	232,662
Space	32,008	8,496	40,504	151,541	(24,985)	126,556
Special costs	(107)	189	82	9,673	1,604	11,277
Other expenses	-	-	-	-	-	-
Total program expenses	<u>533,552</u>	<u>292,509</u>	<u>826,061</u>	<u>2,122,183</u>	<u>52,659</u>	<u>2,174,842</u>
ADMINISTRATIVE EXPENSES						
Personnel	57,467	82,298	139,765	242,810	120,494	363,304
Operating	15,696	22,478	38,174	66,338	32,920	99,258
Space	5,087	7,285	12,372	21,493	10,666	32,159
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>78,250</u>	<u>112,061</u>	<u>190,311</u>	<u>330,641</u>	<u>164,080</u>	<u>494,721</u>
Total expenses	<u>611,802</u>	<u>404,570</u>	<u>1,016,372</u>	<u>2,452,824</u>	<u>216,739</u>	<u>2,669,563</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>932</u>	<u>932</u>
Administrative %	12.79%	27.70%	18.72%	13.48%	75.70%	18.53%

	<u>2016 - CSP Waitlist (Community)</u>			<u>2016 - Community Treatment Alternatives (Community)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>354,413</u>	<u>-</u>	<u>354,413</u>	<u>612,132</u>	<u>34,722</u>	<u>646,854</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	257,613	-	257,613	415,197	29,301	444,498
Operating	28,725	-	28,725	51,619	18,334	69,953
Space	20,196	-	20,196	42,883	(15,067)	27,816
Special costs	104	-	104	20,285	1,432	21,717
Other expenses	-	-	-	-	-	-
Total program expenses	<u>306,638</u>	<u>-</u>	<u>306,638</u>	<u>529,984</u>	<u>34,000</u>	<u>563,984</u>
ADMINISTRATIVE EXPENSES						
Personnel	35,123	-	35,123	60,382	26,813	87,195
Operating	9,541	-	9,541	16,418	7,290	23,708
Space	3,111	-	3,111	5,348	2,375	7,723
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>47,775</u>	<u>-</u>	<u>47,775</u>	<u>82,148</u>	<u>36,478</u>	<u>118,626</u>
Total expenses	<u>354,413</u>	<u>-</u>	<u>354,413</u>	<u>612,132</u>	<u>70,478</u>	<u>682,610</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(35,756)</u>	<u>(35,756)</u>
Administrative %	13.48%	0.00%	13.48%	13.42%	51.76%	17.38%

2016 - All Other Community-Based Programs

	Dane County	Other	Total
TOTAL REVENUE	-	3,035,703	3,035,703
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	1,912,816	1,912,816
Operating	-	217,349	217,349
Space	-	90,884	90,884
Special costs	-	425,858	425,858
Other expenses	-	109,068	109,068
Total program expenses	-	2,755,975	2,755,975
ADMINISTRATIVE EXPENSES			
Personnel	-	298,654	298,654
Operating	-	111,993	111,993
Space	-	24,267	24,267
Special costs	-	2,775	2,775
Other expenses	-	-	-
Total administrative expenses	-	437,689	437,689
Total expenses	-	3,193,664	3,193,664
Excess of revenue over expenses	-	(157,961)	(157,961)
Administrative %	0.00%	13.70%	13.70%

2016 - All Administrative Programs

	Dane County	Other	Total
TOTAL REVENUE	222,563	2,813,013	3,035,576
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	76,056	76,056
Operating	-	199,897	199,897
Space	-	23,237	23,237
Special costs	-	9,750	9,750
Other expenses	-	18,774	18,774
Total program expenses	-	327,714	327,714
ADMINISTRATIVE EXPENSES			
Personnel	187,971	23,406	211,377
Operating	19,058	16,746	35,804
Space	15,534	5,395	20,929
Special costs	-	617	617
Other expenses	-	-	-
Total administrative expenses	222,563	46,164	268,727
Total expenses	222,563	373,878	596,441
Excess of revenue over expenses	-	2,439,135	2,439,135
Administrative %	100.00%	12.35%	45.06%

	2016 - ACS Billing (Admin)			2016 - CYF Billings (Admin)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>179,031</u>	<u>-</u>	<u>179,031</u>	<u>43,532</u>	<u>-</u>	<u>43,532</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	-	-	-	-	-	-
Operating	-	-	-	-	-	-
Space	-	-	-	-	-	-
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	-	-	-	-	-	-
ADMINISTRATIVE EXPENSES						
Personnel	149,684	-	149,684	38,287	-	38,287
Operating	16,374	-	16,374	2,684	-	2,684
Space	12,973	-	12,973	2,561	-	2,561
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>179,031</u>	<u>-</u>	<u>179,031</u>	<u>43,532</u>	<u>-</u>	<u>43,532</u>
Total expenses	<u>179,031</u>	<u>-</u>	<u>179,031</u>	<u>43,532</u>	<u>-</u>	<u>43,532</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative %	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%

	2016 - All Other Administrative Expenses		
	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>2,813,013</u>	<u>2,813,013</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	76,056	76,056
Operating	-	199,897	199,897
Space	-	23,237	23,237
Special costs	-	9,750	9,750
Other expenses	-	18,774	18,774
Total program expenses	-	327,714	327,714
ADMINISTRATIVE EXPENSES			
Personnel	-	23,406	23,406
Operating	-	16,746	16,746
Space	-	5,395	5,395
Special costs	-	617	617
Other expenses	-	-	-
Total administrative expenses	-	46,164	46,164
Total expenses	-	373,878	373,878
Excess of revenue over expenses	<u>-</u>	<u>2,439,135</u>	<u>2,439,135</u>
Administrative %	0.00%	12.35%	12.35%

2017 Schedules of Revenues and Expenses by Program

2017 Revenue and Expense - All Programs			
	Dane County	Other	Total
TOTAL REVENUE	<u>14,628,379</u>	<u>12,017,600</u>	<u>26,645,979</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	9,483,598	7,140,102	16,623,700
Operating	934,140	756,083	1,690,223
Space	887,058	693,264	1,580,322
Special costs	44,689	550,425	595,114
Other expenses	<u>1,246,281</u>	<u>554,209</u>	<u>1,800,490</u>
Total program expenses	12,595,766	9,694,083	22,289,849
ADMINISTRATIVE EXPENSES			
Personnel	1,522,734	1,815,704	3,338,438
Operating	398,286	497,964	896,250
Space	113,363	76,646	190,009
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>2,034,383</u>	<u>2,390,314</u>	<u>4,424,697</u>
Total expenses	<u>14,630,149</u>	<u>12,084,397</u>	<u>26,714,546</u>
Excess of revenue over expenses	<u>(1,770)</u>	<u>(66,797)</u>	<u>(68,567)</u>
Administrative %	13.91%	19.78%	16.56%

2017 - All Emergency Services Programs			
	Dane County	Other	Total
TOTAL REVENUE	<u>4,604,666</u>	<u>568,948</u>	<u>5,173,614</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	2,473,943	573,555	3,047,498
Operating	189,466	48,473	237,939
Space	234,538	106,139	340,677
Special costs	6,931	438	7,369
Other expenses	<u>1,237,645</u>	<u>125</u>	<u>1,237,770</u>
Total program expenses	4,142,523	728,730	4,871,253
ADMINISTRATIVE EXPENSES			
Personnel	336,604	186,149	522,753
Operating	99,844	52,366	152,210
Space	25,695	4,436	30,131
Special costs	-	-	-
Other expenses	<u>-</u>	<u>-</u>	<u>-</u>
Total administrative expenses	<u>462,143</u>	<u>242,951</u>	<u>705,094</u>
Total expenses	<u>4,604,666</u>	<u>971,681</u>	<u>5,576,347</u>
Excess of revenue over expenses	<u>-</u>	<u>(402,733)</u>	<u>(402,733)</u>
Administrative %	10.04%	25.00%	12.64%

	2017 - Crisis Unit (Emergency Services)			2017 - Crisis Home (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>1,785,633</u>	<u>21,312</u>	<u>1,806,945</u>	<u>1,718,561</u>	<u>-</u>	<u>1,718,561</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,343,486	-	1,343,486	333,546	-	333,546
Operating	80,373	-	80,373	36,894	-	36,894
Space	112,195	-	112,195	32,105	-	32,105
Special costs	2,447	-	2,447	3,897	-	3,897
Other expenses	-	-	-	1,237,143	-	1,237,143
Total program expenses	1,538,501	-	1,538,501	1,643,585	-	1,643,585
ADMINISTRATIVE EXPENSES						
Personnel	180,007	49,145	229,152	54,612	-	54,612
Operating	53,422	12,357	65,779	16,207	-	16,207
Space	13,703	-	13,703	4,157	-	4,157
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	247,132	61,502	308,634	74,976	-	74,976
Total expenses	1,785,633	61,502	1,847,135	1,718,561	-	1,718,561
Excess of revenue over expenses	<u>-</u>	<u>(40,190)</u>	<u>(40,190)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative %	13.84%	100.00%	16.71%	4.36%	0.00%	4.36%
	2017 - Youth Crisis (Emergency Services)			2017 - Bayside Place (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>233,794</u>	<u>502</u>	<u>234,296</u>	<u>30,000</u>	<u>523,571</u>	<u>553,571</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	158,331	-	158,331	21,423	572,095	593,518
Operating	23,841	-	23,841	2,196	48,310	50,506
Space	20,831	-	20,831	2,154	105,923	108,077
Special costs	-	-	-	27	438	465
Other expenses	-	-	-	-	125	125
Total program expenses	203,003	-	203,003	25,800	726,891	752,691
ADMINISTRATIVE EXPENSES						
Personnel	22,428	7,105	29,533	3,046	101,300	104,346
Operating	6,656	2,084	8,740	851	30,250	31,101
Space	1,707	28	1,735	303	4,156	4,459
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	30,791	9,217	40,008	4,200	135,706	139,906
Total expenses	233,794	9,217	243,011	30,000	862,597	892,597
Excess of revenue over expenses	<u>-</u>	<u>(8,715)</u>	<u>(8,715)</u>	<u>-</u>	<u>(339,026)</u>	<u>(339,026)</u>
Administrative %	13.17%	100.00%	16.46%	14.00%	15.73%	15.67%

	2017 - Recovery House (Emergency Services)			2017 - Resource Bridge (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>404,757</u>	<u>21,600</u>	<u>426,357</u>	<u>431,921</u>	<u>1,963</u>	<u>433,884</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	284,240	1,460	285,700	332,917	-	332,917
Operating	32,220	163	32,383	13,942	-	13,942
Space	41,979	216	42,195	25,274	-	25,274
Special costs	14	-	14	546	-	546
Other expenses	-	-	-	502	-	502
Total program expenses	<u>358,453</u>	<u>1,839</u>	<u>360,292</u>	<u>373,181</u>	<u>-</u>	<u>373,181</u>
ADMINISTRATIVE EXPENSES						
Personnel	33,726	15,253	48,979	42,785	13,346	56,131
Operating	10,010	4,256	14,266	12,698	3,419	16,117
Space	2,568	252	2,820	3,257	-	3,257
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>46,304</u>	<u>19,761</u>	<u>66,065</u>	<u>58,740</u>	<u>16,765</u>	<u>75,505</u>
Total expenses	<u>404,757</u>	<u>21,600</u>	<u>426,357</u>	<u>431,921</u>	<u>16,765</u>	<u>448,686</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(14,802)</u>	<u>(14,802)</u>
Administrative %	11.44%	91.49%	15.50%	13.60%	100.00%	16.83%

	2017 - All Clinic-Based Services Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>4,375,486</u>	<u>4,381,704</u>	<u>8,757,190</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,149,368	2,576,961	5,726,329
Operating	299,153	193,325	492,478
Space	326,824	248,061	574,885
Special costs	22,963	9,848	32,811
Other expenses	-	388,689	388,689
Total program expenses	<u>3,798,308</u>	<u>3,416,884</u>	<u>7,215,192</u>
ADMINISTRATIVE EXPENSES			
Personnel	420,389	571,637	992,026
Operating	124,695	168,741	293,436
Space	32,094	25,363	57,457
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	<u>577,178</u>	<u>765,741</u>	<u>1,342,919</u>
Total expenses	<u>4,375,486</u>	<u>4,182,625</u>	<u>8,558,111</u>
Excess of revenue over expenses	<u>-</u>	<u>199,079</u>	<u>199,079</u>
Administrative %	13.19%	18.31%	15.69%

	2017 - Outpatient Services (Clinic-Based Services)			2017 - Trauma Focused CBT (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>469,318</u>	<u>175,635</u>	<u>644,953</u>	<u>198,749</u>	<u>-</u>	<u>198,749</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	343,005	65,928	408,933	146,236	-	146,236
Operating	21,999	4,722	26,721	7,590	-	7,590
Space	35,261	6,779	42,040	19,028	-	19,028
Special costs	3,959	270	4,229	58	-	58
Other expenses	-	-	-	-	-	-
Total program expenses	<u>404,224</u>	<u>77,699</u>	<u>481,923</u>	<u>172,912</u>	<u>-</u>	<u>172,912</u>
ADMINISTRATIVE EXPENSES						
Personnel	47,414	27,588	75,002	18,819	6,715	25,534
Operating	14,071	8,707	22,778	5,585	1,968	7,553
Space	3,609	936	4,545	1,433	62	1,495
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>65,094</u>	<u>37,231</u>	<u>102,325</u>	<u>25,837</u>	<u>8,745</u>	<u>34,582</u>
Total expenses	<u>469,318</u>	<u>114,930</u>	<u>584,248</u>	<u>198,749</u>	<u>8,745</u>	<u>207,494</u>
Excess of revenue over expenses	<u>-</u>	<u>60,705</u>	<u>60,705</u>	<u>-</u>	<u>(8,745)</u>	<u>(8,745)</u>
Administrative %	13.87%	32.39%	17.51%	13.00%	100.00%	16.67%

	2017 - Family-Based Services (Clinic-Based Services)			2017 - UJIMA (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>530,393</u>	<u>112,315</u>	<u>642,708</u>	<u>229,513</u>	<u>30,231</u>	<u>259,744</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	409,940	87,984	497,924	167,939	24,195	192,134
Operating	22,893	5,256	28,149	9,948	1,502	11,450
Space	27,017	5,798	32,815	21,319	3,071	24,390
Special costs	1,592	-	1,592	471	-	471
Other expenses	-	-	-	-	-	-
Total program expenses	<u>461,442</u>	<u>99,038</u>	<u>560,480</u>	<u>199,677</u>	<u>28,768</u>	<u>228,445</u>
ADMINISTRATIVE EXPENSES						
Personnel	50,223	34,063	84,286	21,732	11,430	33,162
Operating	14,905	9,907	24,812	6,450	3,405	9,855
Space	3,823	493	4,316	1,654	54	1,708
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>68,951</u>	<u>44,463</u>	<u>113,414</u>	<u>29,836</u>	<u>14,889</u>	<u>44,725</u>
Total expenses	<u>530,393</u>	<u>143,501</u>	<u>673,894</u>	<u>229,513</u>	<u>43,657</u>	<u>273,170</u>
Excess of revenue over expenses	<u>-</u>	<u>(31,186)</u>	<u>(31,186)</u>	<u>-</u>	<u>(13,426)</u>	<u>(13,426)</u>
Administrative %	13.00%	30.98%	16.83%	13.00%	34.10%	16.37%

	<u>2017 - DD/ED (Clinic-Based Services)</u>			<u>2017 - Chapter 20 Treatment IDP (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>38,615</u>	<u>41,579</u>	<u>80,194</u>	<u>350,337</u>	<u>4,829</u>	<u>355,166</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	29,763	12,933	42,696	253,271	1	253,272
Operating	1,555	1,036	2,591	16,367	-	16,367
Space	1,891	3,136	5,027	30,301	-	30,301
Special costs	-	-	-	2,752	-	2,752
Other expenses	-	-	-	-	-	-
Total program expenses	<u>33,209</u>	<u>17,105</u>	<u>50,314</u>	<u>302,691</u>	<u>1</u>	<u>302,692</u>
ADMINISTRATIVE EXPENSES						
Personnel	3,921	4,582	8,503	34,704	9,978	44,682
Operating	1,095	1,592	2,687	10,300	2,996	13,296
Space	390	52	442	2,642	3	2,645
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>5,406</u>	<u>6,226</u>	<u>11,632</u>	<u>47,646</u>	<u>12,977</u>	<u>60,623</u>
Total expenses	<u>38,615</u>	<u>23,331</u>	<u>61,946</u>	<u>350,337</u>	<u>12,978</u>	<u>363,315</u>
Excess of revenue over expenses	<u>-</u>	<u>18,248</u>	<u>18,248</u>	<u>-</u>	<u>(8,149)</u>	<u>(8,149)</u>
Administrative %	14.00%	26.69%	18.78%	13.60%	99.99%	16.69%

	<u>2017 - Jail Opiate Program (Clinic-Based Services)</u>			<u>2017 - OWI Court Treatment (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>120,684</u>	<u>21,512</u>	<u>142,196</u>	<u>80,138</u>	<u>1,831</u>	<u>81,969</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	73,219	9,168	82,387	57,925	-	57,925
Operating	33,690	4,219	37,909	3,808	-	3,808
Space	3,940	493	4,433	6,878	-	6,878
Special costs	-	-	-	629	-	629
Other expenses	-	-	-	-	-	-
Total program expenses	<u>110,849</u>	<u>13,880</u>	<u>124,729</u>	<u>69,240</u>	<u>-</u>	<u>69,240</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,164	6,367	13,531	7,938	2,306	10,244
Operating	2,126	1,695	3,821	2,356	697	3,053
Space	545	201	746	604	3	607
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>9,835</u>	<u>8,263</u>	<u>18,098</u>	<u>10,898</u>	<u>3,006</u>	<u>13,904</u>
Total expenses	<u>120,684</u>	<u>22,143</u>	<u>142,827</u>	<u>80,138</u>	<u>3,006</u>	<u>83,144</u>
Excess of revenue over expenses	<u>-</u>	<u>(631)</u>	<u>(631)</u>	<u>-</u>	<u>(1,175)</u>	<u>(1,175)</u>
Administrative %	8.15%	37.32%	12.67%	13.60%	100.00%	16.72%

	<u>2017 - IV Drug (Clinic-Based Services)</u>			<u>2017 - Alcohol and Drug (Clinic-Based Services)</u>		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>72,800</u>	<u>5,927</u>	<u>78,727</u>	<u>952,809</u>	<u>66,386</u>	<u>1,019,195</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	52,362	3,647	56,009	685,922	-	685,922
Operating	3,553	249	3,802	45,839	-	45,839
Space	6,430	448	6,878	83,058	-	83,058
Special costs	569	40	609	7,454	-	7,454
Other expenses	-	-	-	-	-	-
Total program expenses	<u>62,914</u>	<u>4,384</u>	<u>67,298</u>	<u>822,273</u>	<u>-</u>	<u>822,273</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,201	2,506	9,707	95,080	24,877	119,957
Operating	2,137	715	2,852	28,218	7,053	35,271
Space	548	17	565	7,238	-	7,238
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>9,886</u>	<u>3,238</u>	<u>13,124</u>	<u>130,536</u>	<u>31,930</u>	<u>162,466</u>
Total expenses	<u>72,800</u>	<u>7,622</u>	<u>80,422</u>	<u>952,809</u>	<u>31,930</u>	<u>984,739</u>
Excess of revenue over expenses	<u>-</u>	<u>(1,695)</u>	<u>(1,695)</u>	<u>-</u>	<u>34,456</u>	<u>34,456</u>
Administrative %	13.58%	42.48%	16.32%	13.70%	100.00%	16.50%

	<u>2017 - TAP Outpatient (Clinic-Based Services)</u>			<u>2017 - Drug Court Outpatient (Clinic-Based Services)</u>		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>77,321</u>	<u>1,835</u>	<u>79,156</u>	<u>69,152</u>	<u>542</u>	<u>69,694</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	55,959	-	55,959	49,774	-	49,774
Operating	3,667	-	3,667	3,231	-	3,231
Space	6,726	-	6,726	5,980	-	5,980
Special costs	608	-	608	541	-	541
Other expenses	-	-	-	-	-	-
Total program expenses	<u>66,960</u>	<u>-</u>	<u>66,960</u>	<u>59,526</u>	<u>-</u>	<u>59,526</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,546	2,293	9,839	7,011	1,755	8,766
Operating	2,240	680	2,920	2,081	507	2,588
Space	575	5	580	534	-	534
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>10,361</u>	<u>2,978</u>	<u>13,339</u>	<u>9,626</u>	<u>2,262</u>	<u>11,888</u>
Total expenses	<u>77,321</u>	<u>2,978</u>	<u>80,299</u>	<u>69,152</u>	<u>2,262</u>	<u>71,414</u>
Excess of revenue over expenses	<u>-</u>	<u>(1,143)</u>	<u>(1,143)</u>	<u>-</u>	<u>(1,720)</u>	<u>(1,720)</u>
Administrative %	13.40%	100.00%	16.61%	13.92%	100.00%	16.65%

	2017 - Prescriber Services (Clinic-Based Services)			2017 - Drug Court Assessment (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>599,197</u>	<u>261,878</u>	<u>861,075</u>	<u>156,045</u>	<u>2,370</u>	<u>158,415</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	393,739	59,646	453,385	115,074	-	115,074
Operating	94,554	19,864	114,418	7,189	-	7,189
Space	32,956	4,992	37,948	11,708	-	11,708
Special costs	2,150	-	2,150	1,663	-	1,663
Other expenses	-	-	-	-	-	-
Total program expenses	<u>523,399</u>	<u>84,502</u>	<u>607,901</u>	<u>135,634</u>	<u>-</u>	<u>135,634</u>
ADMINISTRATIVE EXPENSES						
Personnel	55,210	25,370	80,580	14,867	4,197	19,064
Operating	16,385	7,552	23,937	4,412	1,174	5,586
Space	4,203	587	4,790	1,132	-	1,132
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>75,798</u>	<u>33,509</u>	<u>109,307</u>	<u>20,411</u>	<u>5,371</u>	<u>25,782</u>
Total expenses	<u>599,197</u>	<u>118,011</u>	<u>717,208</u>	<u>156,045</u>	<u>5,371</u>	<u>161,416</u>
Excess of revenue over expenses	<u>-</u>	<u>143,867</u>	<u>143,867</u>	<u>-</u>	<u>(3,001)</u>	<u>(3,001)</u>
Administrative %	12.65%	28.39%	15.24%	13.08%	100.00%	15.97%

	2017 - OWI Court Assessments (Clinic-Based Services)			2017 - TAP Assessment (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>146,126</u>	<u>-</u>	<u>146,126</u>	<u>284,289</u>	<u>-</u>	<u>284,289</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	105,334	-	105,334	209,906	-	209,906
Operating	7,811	-	7,811	15,459	-	15,459
Space	12,591	-	12,591	21,740	-	21,740
Special costs	517	-	517	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	<u>126,253</u>	<u>-</u>	<u>126,253</u>	<u>247,105</u>	<u>-</u>	<u>247,105</u>
ADMINISTRATIVE EXPENSES						
Personnel	14,475	2,773	17,248	27,084	8,080	35,164
Operating	4,296	655	4,951	8,038	2,386	10,424
Space	1,102	-	1,102	2,062	-	2,062
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>19,873</u>	<u>3,428</u>	<u>23,301</u>	<u>37,184</u>	<u>10,466</u>	<u>47,650</u>
Total expenses	<u>146,126</u>	<u>3,428</u>	<u>149,554</u>	<u>284,289</u>	<u>10,466</u>	<u>294,755</u>
Excess of revenue over expenses	<u>-</u>	<u>(3,428)</u>	<u>(3,428)</u>	<u>-</u>	<u>(10,466)</u>	<u>(10,466)</u>
Administrative %	13.60%	100.00%	15.58%	13.08%	100.00%	16.17%

2017 - All Other Clinic-Based Services Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>3,654,834</u>	<u>3,654,834</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	2,313,459	2,313,459
Operating	-	156,477	156,477
Space	-	223,344	223,344
Special costs	-	9,538	9,538
Other expenses	-	<u>388,689</u>	<u>388,689</u>
Total program expenses	-	3,091,507	3,091,507
ADMINISTRATIVE EXPENSES			
Personnel	-	396,757	396,757
Operating	-	117,052	117,052
Space	-	22,950	22,950
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	-	<u>536,759</u>	<u>536,759</u>
Total expenses	-	<u>3,628,266</u>	<u>3,628,266</u>
Excess of revenue over expenses	<u>-</u>	<u>26,568</u>	<u>26,568</u>
Administrative %	0.00%	14.79%	14.79%

2017 - All Community-Based Services Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>5,402,003</u>	<u>6,682,793</u>	<u>12,084,796</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,860,287	3,989,586	7,849,873
Operating	445,521	497,374	942,895
Space	325,696	212,143	537,839
Special costs	14,795	516,556	531,351
Other expenses	<u>8,636</u>	<u>136,631</u>	<u>145,267</u>
Total program expenses	4,654,935	5,352,290	10,007,225
ADMINISTRATIVE EXPENSES			
Personnel	544,032	778,334	1,322,366
Operating	160,991	219,967	380,958
Space	42,045	33,686	75,731
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	<u>747,068</u>	<u>1,031,987</u>	<u>1,779,055</u>
Total expenses	<u>5,402,003</u>	<u>6,384,277</u>	<u>11,786,280</u>
Excess of revenue over expenses	<u>-</u>	<u>298,516</u>	<u>298,516</u>
Administrative %	13.83%	16.16%	15.09%

	2017 - Southeast Asian (Community)			2017 - Kajsiab House (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>129,356</u>	<u>17,895</u>	<u>147,251</u>	<u>720,780</u>	<u>401,008</u>	<u>1,121,788</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	103,520	13,349	116,869	512,820	234,752	747,572
Operating	4,235	545	4,780	59,059	88,783	147,842
Space	3,776	487	4,263	39,193	4,917	44,110
Special costs	-	-	-	3,045	40	3,085
Other expenses	-	-	-	8,636	1,084	9,720
Total program expenses	111,531	14,381	125,912	622,753	329,576	952,329
ADMINISTRATIVE EXPENSES						
Personnel	12,984	7,643	20,627	71,400	55,732	127,132
Operating	3,853	2,285	6,138	21,191	17,440	38,631
Space	988	232	1,220	5,436	373	5,809
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	17,825	10,160	27,985	98,027	73,545	171,572
Total expenses	129,356	24,541	153,897	720,780	403,121	1,123,901
Excess of revenue over expenses	<u>-</u>	<u>(6,646)</u>	<u>(6,646)</u>	<u>-</u>	<u>(2,113)</u>	<u>(2,113)</u>
	13.78%	41.40%	18.18%	13.60%	18.24%	15.27%

	2017 - Family Preservation Program (Community)			2017 - Yahara House (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>294,818</u>	<u>13,056</u>	<u>307,874</u>	<u>299,392</u>	<u>105,845</u>	<u>405,237</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	212,582	11,590	224,172	221,682	67,356	289,038
Operating	23,124	339	23,463	27,164	1,033	28,197
Space	13,759	8,560	22,319	12,153	2,458	14,611
Special costs	8,236	-	8,236	101	7,253	7,354
Other expenses	-	-	-	-	-	-
Total program expenses	257,701	20,489	278,190	261,100	78,100	339,200
ADMINISTRATIVE EXPENSES						
Personnel	26,917	11,408	38,325	27,891	23,689	51,580
Operating	7,520	3,149	10,669	8,278	6,751	15,029
Space	2,680	-	2,680	2,123	835	2,958
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	37,117	14,557	51,674	38,292	31,275	69,567
Total expenses	294,818	35,046	329,864	299,392	109,375	408,767
Excess of revenue over expenses	<u>-</u>	<u>(21,990)</u>	<u>(21,990)</u>	<u>-</u>	<u>(3,530)</u>	<u>(3,530)</u>
	12.59%	41.54%	15.67%	12.79%	28.59%	17.02%

	2017 - Forward Solutions (Community)			2017 - PROPS (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>1,651,626</u>	<u>239,890</u>	<u>1,891,516</u>	<u>65,676</u>	<u>371,032</u>	<u>436,708</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,180,753	-	1,180,753	48,335	266,826	315,161
Operating	135,465	-	135,465	4,399	24,249	28,648
Space	110,993	-	110,993	3,016	16,650	19,666
Special costs	1,776	-	1,776	74	409	483
Other expenses	-	-	-	-	33	33
Total program expenses	<u>1,428,987</u>	<u>-</u>	<u>1,428,987</u>	<u>55,824</u>	<u>308,167</u>	<u>363,991</u>
ADMINISTRATIVE EXPENSES						
Personnel	162,166	47,029	209,195	7,176	46,739	53,915
Operating	48,128	13,757	61,885	2,130	13,572	15,702
Space	12,345	-	12,345	546	2,554	3,100
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>222,639</u>	<u>60,786</u>	<u>283,425</u>	<u>9,852</u>	<u>62,865</u>	<u>72,717</u>
Total expenses	<u>1,651,626</u>	<u>60,786</u>	<u>1,712,412</u>	<u>65,676</u>	<u>371,032</u>	<u>436,708</u>
Excess of revenue over expenses	<u>-</u>	<u>179,104</u>	<u>179,104</u>	<u>-</u>	<u>-</u>	<u>-</u>
	13.48%	100.00%	16.55%	15.00%	16.94%	16.65%

	2017 - Community Treatment Alternatives (Community)			2017 - Gateway (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>806,231</u>	<u>14,803</u>	<u>821,034</u>	<u>1,434,124</u>	<u>105,887</u>	<u>1,540,011</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	590,016	-	590,016	990,579	62,417	1,052,996
Operating	58,243	-	58,243	133,832	8,433	142,265
Space	49,774	-	49,774	93,032	5,862	98,894
Special costs	-	-	-	1,563	99	1,662
Other expenses	-	-	-	-	-	-
Total program expenses	<u>698,033</u>	<u>-</u>	<u>698,033</u>	<u>1,219,006</u>	<u>76,811</u>	<u>1,295,817</u>
ADMINISTRATIVE EXPENSES						
Personnel	78,810	23,100	101,910	156,688	24,626	181,314
Operating	23,389	5,277	28,666	46,502	5,081	51,583
Space	5,999	-	5,999	11,928	-	11,928
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>108,198</u>	<u>28,377</u>	<u>136,575</u>	<u>215,118</u>	<u>29,707</u>	<u>244,825</u>
Total expenses	<u>806,231</u>	<u>28,377</u>	<u>834,608</u>	<u>1,434,124</u>	<u>106,518</u>	<u>1,540,642</u>
Excess of revenue over expenses	<u>-</u>	<u>(13,574)</u>	<u>(13,574)</u>	<u>-</u>	<u>(631)</u>	<u>(631)</u>
	13.42%	100.00%	16.36%	15.00%	27.89%	15.89%

2017 - All Other Community-Based Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>5,413,377</u>	<u>5,413,377</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	3,333,296	3,333,296
Operating	-	373,992	373,992
Space	-	173,209	173,209
Special costs	-	508,755	508,755
Other expenses	-	<u>135,514</u>	<u>135,514</u>
Total program expenses	-	4,524,766	4,524,766
ADMINISTRATIVE EXPENSES			
Personnel	-	538,368	538,368
Operating	-	152,655	152,655
Space	-	29,692	29,692
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	-	<u>720,715</u>	<u>720,715</u>
Total expenses	-	<u>5,245,481</u>	<u>5,245,481</u>
Excess of revenue over expenses	<u>-</u>	<u>167,896</u>	<u>167,896</u>
	0.00%	13.74%	13.74%

2017 - All Administrative Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>246,224</u>	<u>384,155</u>	<u>630,379</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	-	-
Operating	-	16,911	16,911
Space	-	126,921	126,921
Special costs	-	23,583	23,583
Other expenses	-	<u>28,764</u>	<u>28,764</u>
Total program expenses	-	196,179	196,179
ADMINISTRATIVE EXPENSES			
Personnel	221,709	279,584	501,293
Operating	12,756	56,890	69,646
Space	13,529	13,161	26,690
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	<u>247,994</u>	<u>349,635</u>	<u>597,629</u>
Total expenses	<u>247,994</u>	<u>545,814</u>	<u>793,808</u>
Excess of revenue over expenses	<u>(1,770)</u>	<u>(161,659)</u>	<u>(163,429)</u>
Administrative %	100.00%	64.06%	75.29%

	2017 - ACS Billing (Admin)			2017 - CYF Billing (Admin)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>201,821</u>	<u>-</u>	<u>201,821</u>	<u>44,403</u>	<u>-</u>	<u>44,403</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	-	-	-	-	-	-
Operating	-	-	-	-	-	-
Space	-	-	-	-	-	-
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	-	-	-	-	-	-
ADMINISTRATIVE EXPENSES						
Personnel	180,331	22,001	202,332	41,378	3,138	44,516
Operating	10,297	6,389	16,686	2,459	1,212	3,671
Space	11,193	1,087	12,280	2,336	365	2,701
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total administrative expenses	<u>201,821</u>	<u>29,477</u>	<u>231,298</u>	<u>46,173</u>	<u>4,715</u>	<u>50,888</u>
Total expenses	<u>201,821</u>	<u>29,477</u>	<u>231,298</u>	<u>46,173</u>	<u>4,715</u>	<u>50,888</u>
Excess of revenue over expenses	<u>-</u>	<u>(29,477)</u>	<u>(29,477)</u>	<u>(1,770)</u>	<u>(4,715)</u>	<u>(6,485)</u>
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

	2017 - All Other Administrative Expenses		
	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>384,155</u>	<u>384,155</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	-	-
Operating	-	16,911	16,911
Space	-	126,921	126,921
Special costs	-	23,583	23,583
Other expenses	-	28,764	28,764
Total program expenses	-	196,179	196,179
ADMINISTRATIVE EXPENSES			
Personnel	-	254,445	254,445
Operating	-	49,289	49,289
Space	-	11,709	11,709
Special costs	-	-	-
Other expenses	-	-	-
Total administrative expenses	-	315,443	315,443
Total expenses	-	511,622	511,622
Excess of revenue over expenses	<u>-</u>	<u>(127,467)</u>	<u>(127,467)</u>
	0.00%	61.66%	61.66%

2018 Schedules of Revenues and Expenses by Program

2018 Revenue and Expense - All Programs			
	Dane County	Other	Total
TOTAL REVENUE	13,847,328	12,487,713	26,335,041
EXPENSES			
PROGRAM EXPENSES			
Personnel	8,948,126	8,147,892	17,096,018
Operating	958,630	1,225,115	2,183,745
Space	732,172	663,023	1,395,195
Special costs	21,138	422,069	443,207
Other expenses	1,203,607	238,626	1,442,233
Total program expenses	11,863,673	10,696,725	22,560,398
ADMINISTRATIVE EXPENSES			
Personnel	1,574,909	2,135,324	3,710,233
Operating	308,145	269,954	578,099
Space	99,460	157,191	256,651
Special costs	52	2,404	2,456
Other expenses	2,494	170,339	172,833
Total administrative expenses	1,985,060	2,735,212	4,720,272
Total expenses	13,848,733	13,431,937	27,280,670
Excess of revenue over expenses	(1,405)	(944,224)	(945,629)
Administrative %	14.33%	20.36%	17.30%

2018 - All Emergency Services Programs			
	Dane County	Other	Total
TOTAL REVENUE	4,539,053	930,550	5,469,603
EXPENSES			
PROGRAM EXPENSES			
Personnel	2,433,513	789,594	3,223,107
Operating	186,769	118,580	305,349
Space	229,534	77,918	307,452
Special costs	7,838	4,249	12,087
Other expenses	1,201,594	-	1,201,594
Total program expenses	4,059,248	990,341	5,049,589
ADMINISTRATIVE EXPENSES			
Personnel	374,928	279,453	654,381
Operating	81,663	24,679	106,342
Space	23,905	21,555	45,460
Special costs	-	467	467
Other expenses	714	32,154	32,868
Total administrative expenses	481,210	358,308	839,518
Total expenses	4,540,458	1,348,649	5,889,107
Excess of revenue over expenses	(1,405)	(418,099)	(419,504)
Administrative %	10.60%	26.57%	14.26%

	2018 - Crisis Unit (Emergency Services)			2018 - Crisis Home (Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>1,889,366</u>	<u>20,212</u>	<u>1,909,578</u>	<u>1,748,051</u>	<u>2,174</u>	<u>1,750,225</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,407,837	-	1,407,837	376,329	77	376,406
Operating	90,716	-	90,716	33,461	342	33,803
Space	126,419	1,802	128,221	39,098	670	39,768
Special costs	2,906	-	2,906	4,405	-	4,405
Other expenses	-	-	-	1,201,594	-	1,201,594
Total program expenses	<u>1,627,878</u>	<u>1,802</u>	<u>1,629,680</u>	<u>1,654,887</u>	<u>1,089</u>	<u>1,655,976</u>
ADMINISTRATIVE EXPENSES						
Personnel	203,637	84,819	288,456	73,826	(627)	73,199
Operating	45,298	1,619	46,917	14,685	(2,318)	12,367
Space	12,162	7,959	20,121	5,922	(801)	5,121
Special costs	-	205	205	-	56	56
Other expenses	391	14,132	14,523	136	3,743	3,879
Total administrative expenses	<u>261,488</u>	<u>108,734</u>	<u>370,222</u>	<u>94,569</u>	<u>53</u>	<u>94,622</u>
Total expenses	<u>1,889,366</u>	<u>110,536</u>	<u>1,999,902</u>	<u>1,749,456</u>	<u>1,142</u>	<u>1,750,598</u>
Excess of revenue over expenses	<u>-</u>	<u>(90,324)</u>	<u>(90,324)</u>	<u>(1,405)</u>	<u>1,032</u>	<u>(373)</u>
Administrative %	13.84%	98.37%	18.51%	5.41%	4.64%	5.41%

	2018 - Youth Crisis (Emergency Services)			2018 - Recovery House Emergency Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>310,641</u>	<u>1,476</u>	<u>312,117</u>	<u>283,451</u>	<u>61,050</u>	<u>344,501</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	224,073	10,780	234,853	192,245	71,442	263,687
Operating	21,082	1,015	22,097	28,355	37,633	65,988
Space	18,801	1,190	19,991	30,394	(13,750)	16,644
Special costs	89	4	93	31	11	42
Other expenses	-	-	-	-	-	-
Total program expenses	<u>264,045</u>	<u>12,989</u>	<u>277,034</u>	<u>251,025</u>	<u>95,336</u>	<u>346,361</u>
ADMINISTRATIVE EXPENSES						
Personnel	36,287	8,046	44,333	25,253	31,884	57,137
Operating	8,072	(1,173)	6,899	5,617	3,453	9,070
Space	2,167	948	3,115	1,508	2,253	3,761
Special costs	-	31	31	-	39	39
Other expenses	70	2,069	2,139	48	2,645	2,693
Total administrative expenses	<u>46,596</u>	<u>9,921</u>	<u>56,517</u>	<u>32,426</u>	<u>40,274</u>	<u>72,700</u>
Total expenses	<u>310,641</u>	<u>22,910</u>	<u>333,551</u>	<u>283,451</u>	<u>135,610</u>	<u>419,061</u>
Excess of revenue over expenses	<u>-</u>	<u>(21,434)</u>	<u>(21,434)</u>	<u>-</u>	<u>(74,560)</u>	<u>(74,560)</u>
Administrative %	15.00%	43.30%	16.94%	11.44%	29.70%	17.35%

	2018 - Resource Bridge (Emergency Services)			2018 - All Other Emergency Services Programs		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>307,544</u>	<u>38,770</u>	<u>346,314</u>	<u>-</u>	<u>806,868</u>	<u>806,868</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	233,029	41,904	274,933	-	665,391	665,391
Operating	13,155	2,368	15,523	-	77,222	77,222
Space	14,822	2,665	17,487	-	85,341	85,341
Special costs	407	73	480	-	4,161	4,161
Other expenses	-	-	-	-	-	-
Total program expenses	<u>261,413</u>	<u>47,010</u>	<u>308,423</u>	<u>-</u>	<u>832,115</u>	<u>832,115</u>
ADMINISTRATIVE EXPENSES						
Personnel	35,925	20,185	56,110	-	135,146	135,146
Operating	7,991	1,140	9,131	-	21,958	21,958
Space	2,146	1,768	3,914	-	9,428	9,428
Special costs	-	40	40	-	96	96
Other expenses	69	2,757	2,826	-	6,808	6,808
Total administrative expenses	<u>46,131</u>	<u>25,890</u>	<u>72,021</u>	<u>-</u>	<u>173,436</u>	<u>173,436</u>
Total expenses	<u>307,544</u>	<u>72,900</u>	<u>380,444</u>	<u>-</u>	<u>1,005,551</u>	<u>1,005,551</u>
Excess of revenue over expenses	<u>-</u>	<u>(34,130)</u>	<u>(34,130)</u>	<u>-</u>	<u>(198,683)</u>	<u>(198,683)</u>
Administrative %	15.00%	35.51%	18.93%	0.00%	17.25%	17.25%

	2018 - All Clinic-Based Services Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>3,994,037</u>	<u>3,952,469</u>	<u>7,946,506</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	2,956,259	2,475,864	5,432,123
Operating	280,126	232,091	512,217
Space	210,173	169,331	379,504
Special costs	8,177	15,098	23,275
Other expenses	-	82,329	82,329
Total program expenses	<u>3,454,735</u>	<u>2,974,713</u>	<u>6,429,448</u>
ADMINISTRATIVE EXPENSES			
Personnel	419,056	675,855	1,094,911
Operating	94,457	84,447	178,904
Space	24,962	51,179	76,141
Special costs	52	717	769
Other expenses	775	54,794	55,569
Total administrative expenses	<u>539,302</u>	<u>866,992</u>	<u>1,406,294</u>
Total expenses	<u>3,994,037</u>	<u>3,841,705</u>	<u>7,835,742</u>
Excess of revenue over expenses	<u>-</u>	<u>110,764</u>	<u>110,764</u>
Administrative %	13.50%	22.57%	17.95%

	2018 - Outpatient Services (Clinic-Based Services)			2018 - Trauma Focused CBT (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>233,684</u>	<u>624,968</u>	<u>858,652</u>	<u>169,080</u>	<u>10,190</u>	<u>179,270</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	172,175	397,547	569,722	128,924	1	128,925
Operating	11,741	27,189	38,930	7,147	82	7,229
Space	14,307	32,951	47,258	9,846	(85)	9,761
Special costs	409	945	1,354	1,183	-	1,183
Other expenses	-	-	-	-	-	-
Total program expenses	<u>198,632</u>	<u>458,632</u>	<u>657,264</u>	<u>147,100</u>	<u>(2)</u>	<u>147,098</u>
ADMINISTRATIVE EXPENSES						
Personnel	27,298	90,449	117,747	17,117	7,176	24,293
Operating	6,072	13,174	19,246	3,808	(53)	3,755
Space	1,630	6,572	8,202	1,022	700	1,722
Special costs	52	31	83	-	18	18
Other expenses	-	5,955	5,955	33	1,135	1,168
Total administrative expenses	<u>35,052</u>	<u>116,181</u>	<u>151,233</u>	<u>21,980</u>	<u>8,976</u>	<u>30,956</u>
Total expenses	<u>233,684</u>	<u>574,813</u>	<u>808,497</u>	<u>169,080</u>	<u>8,974</u>	<u>178,054</u>
Excess of revenue over expenses	<u>-</u>	<u>50,155</u>	<u>50,155</u>	<u>-</u>	<u>1,216</u>	<u>1,216</u>
Administrative %	15.00%	20.21%	18.71%	13.00%	100.02%	17.39%

	2018 - Family-Based Services (Clinic-Based Services)			2018 - UJIMA - (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>530,260</u>	<u>975,551</u>	<u>1,505,811</u>	<u>216,935</u>	<u>81,429</u>	<u>298,364</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	397,432	668,590	1,066,022	166,860	40,928	207,788
Operating	35,073	26,966	62,039	12,164	3,013	15,177
Space	27,684	49,721	77,405	9,709	2,353	12,062
Special costs	1,137	7,378	8,515	1	-	1
Other expenses	-	-	-	-	-	-
Total program expenses	<u>461,326</u>	<u>752,655</u>	<u>1,213,981</u>	<u>188,734</u>	<u>46,294</u>	<u>235,028</u>
ADMINISTRATIVE EXPENSES						
Personnel	53,341	170,390	223,731	21,962	19,099	41,061
Operating	12,305	24,352	36,657	4,885	1,623	6,508
Space	3,178	12,452	15,630	1,312	1,570	2,882
Special costs	-	162	162	-	30	30
Other expenses	110	11,241	11,351	42	1,976	2,018
Total administrative expenses	<u>68,934</u>	<u>218,597</u>	<u>287,531</u>	<u>28,201</u>	<u>24,298</u>	<u>52,499</u>
Total expenses	<u>530,260</u>	<u>971,252</u>	<u>1,501,512</u>	<u>216,935</u>	<u>70,592</u>	<u>287,527</u>
Excess of revenue over expenses	<u>-</u>	<u>4,299</u>	<u>4,299</u>	<u>-</u>	<u>10,837</u>	<u>10,837</u>
Administrative %	13.00%	22.51%	19.15%	13.00%	34.42%	18.26%

	<u>2018 - DD/ED (Clinic-Based Services)</u>			<u>2018 - Chapter 20 Treatment IDP (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>9,775</u>	<u>4,864</u>	<u>14,639</u>	<u>262,108</u>	<u>15,614</u>	<u>277,722</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	7,803	4,261	12,064	194,382	-	194,382
Operating	208	112	320	15,385	38	15,423
Space	578	316	894	15,807	(38)	15,769
Special costs	13	7	20	887	-	887
Other expenses	-	-	-	-	-	-
Total program expenses	<u>8,602</u>	<u>4,696</u>	<u>13,298</u>	<u>226,461</u>	<u>-</u>	<u>226,461</u>
ADMINISTRATIVE EXPENSES						
Personnel	934	1	935	27,761	11,731	39,492
Operating	182	(23)	159	6,175	180	6,355
Space	55	16	71	1,658	1,081	2,739
Special costs	-	1	1	-	27	27
Other expenses	2	47	49	53	1,915	1,968
Total administrative expenses	<u>1,173</u>	<u>42</u>	<u>1,215</u>	<u>35,647</u>	<u>14,934</u>	<u>50,581</u>
Total expenses	<u>9,775</u>	<u>4,738</u>	<u>14,513</u>	<u>262,108</u>	<u>14,934</u>	<u>277,042</u>
Excess of revenue over expenses	<u>-</u>	<u>126</u>	<u>126</u>	<u>-</u>	<u>680</u>	<u>680</u>
Administrative %	12.00%	0.89%	8.37%	13.60%	100.00%	18.26%

	<u>2018 - Jail Opiate Program (Clinic-Based Services)</u>			<u>2018 - OWI Court Treatment (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>136,849</u>	<u>43,457</u>	<u>180,306</u>	<u>46,773</u>	<u>3,986</u>	<u>50,759</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	98,537	18,230	116,767	34,738	4	34,742
Operating	23,331	4,318	27,649	2,724	8	2,732
Space	3,825	707	4,532	2,788	(6)	2,782
Special costs	2	-	2	161	-	161
Other expenses	-	-	-	-	-	-
Total program expenses	<u>125,695</u>	<u>23,255</u>	<u>148,950</u>	<u>40,411</u>	<u>6</u>	<u>40,417</u>
ADMINISTRATIVE EXPENSES						
Personnel	8,686	14,922	23,608	4,954	2,197	7,151
Operating	1,932	1,865	3,797	1,102	54	1,156
Space	519	1,125	1,644	296	199	495
Special costs	-	16	16	-	5	5
Other expenses	17	1,159	1,176	10	348	358
Total administrative expenses	<u>11,154</u>	<u>19,087</u>	<u>30,241</u>	<u>6,362</u>	<u>2,803</u>	<u>9,165</u>
Total expenses	<u>136,849</u>	<u>42,342</u>	<u>179,191</u>	<u>46,773</u>	<u>2,809</u>	<u>49,582</u>
Excess of revenue over expenses	<u>-</u>	<u>1,115</u>	<u>1,115</u>	<u>-</u>	<u>1,177</u>	<u>1,177</u>
Administrative %	8.15%	45.08%	16.88%	13.60%	99.79%	18.48%

	<u>2018 - IV Drug (Clinic-Based Services)</u>			<u>2018 - Alcohol and Drug (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>233,847</u>	<u>37,496</u>	<u>271,343</u>	<u>972,895</u>	<u>115,080</u>	<u>1,087,975</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	173,194	2,267	175,461	726,654	(2)	726,652
Operating	13,478	212	13,690	54,659	125	54,784
Space	14,652	157	14,809	55,374	(125)	55,249
Special costs	766	10	776	2,923	-	2,923
Other expenses	-	-	-	-	-	-
Total program expenses	<u>202,090</u>	<u>2,646</u>	<u>204,736</u>	<u>839,610</u>	<u>(2)</u>	<u>839,608</u>
ADMINISTRATIVE EXPENSES						
Personnel	24,731	9,907	34,638	103,798	48,423	152,221
Operating	5,501	-	5,501	23,089	1,716	24,805
Space	1,477	940	2,417	6,199	4,375	10,574
Special costs	-	24	24	-	106	106
Other expenses	48	1,657	1,705	199	7,433	7,632
Total administrative expenses	<u>31,757</u>	<u>12,528</u>	<u>44,285</u>	<u>133,285</u>	<u>62,053</u>	<u>195,338</u>
Total expenses	<u>233,847</u>	<u>15,174</u>	<u>249,021</u>	<u>972,895</u>	<u>62,051</u>	<u>1,034,946</u>
Excess of revenue over expenses	<u>-</u>	<u>22,322</u>	<u>22,322</u>	<u>-</u>	<u>53,029</u>	<u>53,029</u>
Administrative %	13.58%	82.56%	17.78%	13.70%	100.00%	18.87%

	<u>2018 - TAP Outpatient (Clinic-Based Services)</u>			<u>2018 - Drug Court Outpatient (Clinic-Based Services)</u>		
	<u>Dane County</u>	<u>Other</u>	<u>Total</u>	<u>Dane County</u>	<u>Other</u>	<u>Total</u>
TOTAL REVENUE	<u>75,888</u>	<u>1,439</u>	<u>77,327</u>	<u>31,889</u>	<u>495</u>	<u>32,384</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	56,335	(2)	56,333	23,609	(2)	23,607
Operating	4,466	12	4,478	1,856	4	1,860
Space	4,663	(11)	4,652	1,874	(4)	1,870
Special costs	255	-	255	111	-	111
Other expenses	-	-	-	-	-	-
Total program expenses	<u>65,719</u>	<u>(1)</u>	<u>65,718</u>	<u>27,450</u>	<u>(2)</u>	<u>27,448</u>
ADMINISTRATIVE EXPENSES						
Personnel	7,919	3,438	11,357	3,457	1,471	4,928
Operating	1,762	60	1,822	769	33	802
Space	473	317	790	206	134	340
Special costs	-	8	8	-	3	3
Other expenses	15	549	564	7	242	249
Total administrative expenses	<u>10,169</u>	<u>4,372</u>	<u>14,541</u>	<u>4,439</u>	<u>1,883</u>	<u>6,322</u>
Total expenses	<u>75,888</u>	<u>4,371</u>	<u>80,259</u>	<u>31,889</u>	<u>1,881</u>	<u>33,770</u>
Excess of revenue over expenses	<u>-</u>	<u>(2,932)</u>	<u>(2,932)</u>	<u>-</u>	<u>(1,386)</u>	<u>(1,386)</u>
Administrative %	13.40%	100.02%	18.12%	13.92%	100.11%	18.72%

	2018 - Prescriber Services (Clinic-Based Services)			2018 - Drug Court Assessment (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>491,515</u>	<u>724,349</u>	<u>1,215,864</u>	<u>139,999</u>	<u>1,976</u>	<u>141,975</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	338,751	443,467	782,218	103,207	-	103,207
Operating	63,277	81,837	145,114	10,526	-	10,526
Space	15,582	20,399	35,981	7,875	-	7,875
Special costs	178	234	412	79	-	79
Other expenses	-	1,000	1,000	-	-	-
Total program expenses	<u>417,788</u>	<u>546,937</u>	<u>964,725</u>	<u>121,687</u>	<u>-</u>	<u>121,687</u>
ADMINISTRATIVE EXPENSES						
Personnel	57,050	99,310	156,360	14,202	5,531	19,733
Operating	13,160	11,936	25,096	3,244	65	3,309
Space	3,399	7,550	10,949	837	545	1,382
Special costs	-	112	112	-	15	15
Other expenses	118	7,653	7,771	29	1,011	1,040
Total administrative expenses	<u>73,727</u>	<u>126,561</u>	<u>200,288</u>	<u>18,312</u>	<u>7,167</u>	<u>25,479</u>
Total expenses	<u>491,515</u>	<u>673,498</u>	<u>1,165,013</u>	<u>139,999</u>	<u>7,167</u>	<u>147,166</u>
Excess of revenue over expenses	<u>-</u>	<u>50,851</u>	<u>50,851</u>	<u>-</u>	<u>(5,191)</u>	<u>(5,191)</u>
Administrative %	15.00%	18.79%	17.19%	13.08%	100.00%	17.31%

	2018 - OWI Court (Clinic-Based Services)			2018 - TAP Assessment (Clinic-Based Services)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>235,811</u>	<u>-</u>	<u>235,811</u>	<u>206,729</u>	<u>11</u>	<u>206,740</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	180,573	-	180,573	153,085	-	153,085
Operating	12,214	-	12,214	11,877	-	11,877
Space	10,882	-	10,882	14,727	-	14,727
Special costs	72	-	72	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	<u>203,741</u>	<u>-</u>	<u>203,741</u>	<u>179,689</u>	<u>-</u>	<u>179,689</u>
ADMINISTRATIVE EXPENSES						
Personnel	24,874	9,869	34,743	20,972	7,904	28,876
Operating	5,681	166	5,847	4,790	19	4,809
Space	1,465	965	2,430	1,236	786	2,022
Special costs	-	26	26	-	22	22
Other expenses	50	1,785	1,835	42	1,469	1,511
Total administrative expenses	<u>32,070</u>	<u>12,811</u>	<u>44,881</u>	<u>27,040</u>	<u>10,200</u>	<u>37,240</u>
Total expenses	<u>235,811</u>	<u>12,811</u>	<u>248,622</u>	<u>206,729</u>	<u>10,200</u>	<u>216,929</u>
Excess of revenue over expenses	<u>-</u>	<u>(12,811)</u>	<u>(12,811)</u>	<u>-</u>	<u>(10,189)</u>	<u>(10,189)</u>
Administrative %	13.60%	100.00%	18.05%	13.08%	100.00%	17.17%

2018 - All Other Clinic-Based Services Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>1,311,564</u>	<u>1,311,564</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	900,575	900,575
Operating	-	88,175	88,175
Space	-	62,996	62,996
Special costs	-	6,524	6,524
Other expenses	-	<u>81,329</u>	<u>81,329</u>
Total program expenses	-	1,139,599	1,139,599
ADMINISTRATIVE EXPENSES			
Personnel	-	174,037	174,037
Operating	-	29,280	29,280
Space	-	11,852	11,852
Special costs	-	111	111
Other expenses	-	<u>9,219</u>	<u>9,219</u>
Total administrative expenses	-	<u>224,499</u>	<u>224,499</u>
Total expenses	-	<u>1,364,098</u>	<u>1,364,098</u>
Excess of revenue over expenses	<u>-</u>	<u>(52,534)</u>	<u>(52,534)</u>
Administrative %	0.00%	16.46%	16.46%

2018 - All Community-Based Services Programs

	Dane County	Other	Total
TOTAL REVENUE	<u>5,064,936</u>	<u>6,966,771</u>	<u>12,031,707</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	3,558,354	4,751,921	8,310,275
Operating	491,735	592,885	1,084,620
Space	292,465	213,154	505,619
Special costs	5,123	396,028	401,151
Other expenses	<u>2,013</u>	<u>152,982</u>	<u>154,995</u>
Total program expenses	4,349,690	6,106,970	10,456,660
ADMINISTRATIVE EXPENSES			
Personnel	557,839	1,149,787	1,707,626
Operating	123,072	150,605	273,677
Space	33,267	82,695	115,962
Special costs	-	1,220	1,220
Other expenses	<u>1,068</u>	<u>81,731</u>	<u>82,799</u>
Total administrative expenses	<u>715,246</u>	<u>1,466,038</u>	<u>2,181,284</u>
Total expenses	<u>5,064,936</u>	<u>7,573,008</u>	<u>12,637,944</u>
Excess of revenue over expenses	<u>-</u>	<u>(606,237)</u>	<u>(606,237)</u>
Administrative %	14.12%	19.36%	17.26%

	2018 - Southeast Asian (Community)			2018 - Kajsia House (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>51,571</u>	<u>13,591</u>	<u>65,162</u>	<u>274,413</u>	<u>119,076</u>	<u>393,489</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	38,858	55,541	94,399	174,358	400,129	574,487
Operating	3,391	662	4,053	44,966	62,453	107,419
Space	1,586	2,884	4,470	11,351	24,201	35,552
Special costs	-	1,000	1,000	562	1,111	1,673
Other expenses	-	-	-	2,013	4,467	6,480
Total program expenses	<u>43,835</u>	<u>60,087</u>	<u>103,922</u>	<u>233,250</u>	<u>492,361</u>	<u>725,611</u>
ADMINISTRATIVE EXPENSES						
Personnel	6,024	12,138	18,162	32,055	85,380	117,435
Operating	1,340	1,583	2,923	7,131	11,828	18,959
Space	360	939	1,299	1,915	6,258	8,173
Special costs	-	17	17	-	103	103
Other expenses	12	884	896	62	5,675	5,737
Total administrative expenses	<u>7,736</u>	<u>15,561</u>	<u>23,297</u>	<u>41,163</u>	<u>109,244</u>	<u>150,407</u>
Total expenses	<u>51,571</u>	<u>75,648</u>	<u>127,219</u>	<u>274,413</u>	<u>601,605</u>	<u>876,018</u>
Excess of revenue over expenses	<u>-</u>	<u>(62,057)</u>	<u>(62,057)</u>	<u>-</u>	<u>(482,529)</u>	<u>(482,529)</u>
Administrative %	15.00%	20.57%	18.31%	15.00%	18.16%	17.17%

	2018 - Family Preservation Program (Community)			2018 - Yahara House (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>298,503</u>	<u>37,957</u>	<u>336,460</u>	<u>24,067</u>	<u>48,940</u>	<u>73,007</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	219,271	12,993	232,264	18,242	8,623	26,865
Operating	23,825	1,413	25,238	1,615	732	2,347
Space	15,300	907	16,207	1,132	155	1,287
Special costs	2,526	150	2,676	-	-	-
Other expenses	-	-	-	-	31	31
Total program expenses	<u>260,922</u>	<u>15,463</u>	<u>276,385</u>	<u>20,989</u>	<u>9,541</u>	<u>30,530</u>
ADMINISTRATIVE EXPENSES						
Personnel	29,267	17,286	46,553	2,397	3,285	5,682
Operating	6,510	971	7,481	533	356	889
Space	1,748	1,502	3,250	143	222	365
Special costs	-	33	33	-	3	3
Other expenses	56	2,261	2,317	5	258	263
Total administrative expenses	<u>37,581</u>	<u>22,053</u>	<u>59,634</u>	<u>3,078</u>	<u>4,124</u>	<u>7,202</u>
Total expenses	<u>298,503</u>	<u>37,516</u>	<u>336,019</u>	<u>24,067</u>	<u>13,665</u>	<u>37,732</u>
Excess of revenue over expenses	<u>-</u>	<u>441</u>	<u>441</u>	<u>-</u>	<u>35,275</u>	<u>35,275</u>
Administrative %	12.59%	58.78%	17.75%	12.79%	30.18%	19.09%

	2018 - Forward Solutions (Community)			2018 - PROPS (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>1,558,678</u>	<u>298,374</u>	<u>1,857,052</u>	<u>114,000</u>	<u>393,106</u>	<u>507,106</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	1,101,810	116,885	1,218,695	79,307	275,495	354,802
Operating	141,606	34,224	175,830	12,776	35,343	48,119
Space	104,406	(20,073)	84,333	4,787	10,052	14,839
Special costs	746	79	825	30	84	114
Other expenses	-	-	-	-	-	-
Total program expenses	<u>1,348,568</u>	<u>131,115</u>	<u>1,479,683</u>	<u>96,900</u>	<u>320,974</u>	<u>417,874</u>
ADMINISTRATIVE EXPENSES						
Personnel	163,625	91,574	255,199	13,317	56,611	69,928
Operating	36,398	4,158	40,556	2,962	8,252	11,214
Space	9,773	7,323	17,096	795	3,871	4,666
Special costs	-	175	175	-	47	47
Other expenses	314	11,880	12,194	26	3,351	3,377
Total administrative expenses	<u>210,110</u>	<u>115,110</u>	<u>325,220</u>	<u>17,100</u>	<u>72,132</u>	<u>89,232</u>
Total expenses	<u>1,558,678</u>	<u>246,225</u>	<u>1,804,903</u>	<u>114,000</u>	<u>393,106</u>	<u>507,106</u>
Excess of revenue over expenses	<u>-</u>	<u>52,149</u>	<u>52,149</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative %	13.48%	46.75%	18.02%	15.00%	18.35%	17.60%

	2018 - Community Treatment Alternatives (Community)			2018 - Gateway (Community)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>827,666</u>	<u>60,762</u>	<u>888,428</u>	<u>1,569,864</u>	<u>145,508</u>	<u>1,715,372</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	594,381	1	594,382	1,096,785	35,870	1,132,655
Operating	86,658	5,875	92,533	138,238	16,532	154,770
Space	34,848	(10,750)	24,098	98,809	(17,941)	80,868
Special costs	706	-	706	553	18	571
Other expenses	-	-	-	-	-	-
Total program expenses	<u>716,593</u>	<u>(4,874)</u>	<u>711,719</u>	<u>1,334,385</u>	<u>34,479</u>	<u>1,368,864</u>
ADMINISTRATIVE EXPENSES						
Personnel	86,500	40,811	127,311	183,382	54,640	238,022
Operating	19,241	1,297	20,538	40,793	(2,853)	37,940
Space	5,166	3,463	8,629	10,952	5,034	15,986
Special costs	-	91	91	-	164	164
Other expenses	166	6,050	6,216	352	11,078	11,430
Total administrative expenses	<u>111,073</u>	<u>51,712</u>	<u>162,785</u>	<u>235,479</u>	<u>68,063</u>	<u>303,542</u>
Total expenses	<u>827,666</u>	<u>46,838</u>	<u>874,504</u>	<u>1,569,864</u>	<u>102,542</u>	<u>1,672,406</u>
Excess of revenue over expenses	<u>-</u>	<u>13,924</u>	<u>13,924</u>	<u>-</u>	<u>42,966</u>	<u>42,966</u>
Administrative %	13.42%	110.41%	18.61%	15.00%	66.38%	18.15%

	2018 - Keystone Community Services (Community)			2018 - All Other Community-Based Programs		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>346,174</u>	<u>2,008</u>	<u>348,182</u>	<u>-</u>	<u>5,847,449</u>	<u>5,847,449</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	235,342	-	235,342	-	3,846,384	3,846,384
Operating	38,660	2,826	41,486	-	432,825	432,825
Space	20,246	(5,580)	14,666	-	229,299	229,299
Special costs	-	-	-	-	393,586	393,586
Other expenses	-	-	-	-	148,484	148,484
Total program expenses	<u>294,248</u>	<u>(2,754)</u>	<u>291,494</u>	<u>-</u>	<u>5,050,578</u>	<u>5,050,578</u>
ADMINISTRATIVE EXPENSES						
Personnel	41,272	3,851	45,123	-	784,211	784,211
Operating	8,164	(1,331)	6,833	-	126,344	126,344
Space	2,415	606	3,021	-	53,477	53,477
Special costs	-	31	31	-	556	556
Other expenses	75	1,959	2,034	-	38,335	38,335
Total administrative expenses	<u>51,926</u>	<u>5,116</u>	<u>57,042</u>	<u>-</u>	<u>1,002,923</u>	<u>1,002,923</u>
Total expenses	<u>346,174</u>	<u>2,362</u>	<u>348,536</u>	<u>-</u>	<u>6,053,501</u>	<u>6,053,501</u>
Excess of revenue over expenses	<u>-</u>	<u>(354)</u>	<u>(354)</u>	<u>-</u>	<u>(206,052)</u>	<u>(206,052)</u>
Administrative %	15.00%	216.60%	16.37%	0.00%	16.57%	16.57%

	2018 - All Administrative Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>249,302</u>	<u>637,923</u>	<u>887,225</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	130,513	130,513
Operating	-	281,559	281,559
Space	-	202,620	202,620
Special costs	-	6,694	6,694
Other expenses	-	3,315	3,315
Total program expenses	<u>-</u>	<u>624,701</u>	<u>624,701</u>
ADMINISTRATIVE EXPENSES			
Personnel	223,086	30,229	253,315
Operating	8,953	10,223	19,176
Space	17,326	1,762	19,088
Special costs	-	-	-
Other expenses	(63)	1,660	1,597
Total administrative expenses	<u>249,302</u>	<u>43,874</u>	<u>293,176</u>
Total expenses	<u>249,302</u>	<u>668,575</u>	<u>917,877</u>
Excess of revenue over expenses	<u>-</u>	<u>(30,652)</u>	<u>(30,652)</u>
Administrative %	100.00%	6.56%	31.94%

	2018 - ACS Billing (Admin)			2018 - CYF Billing (Admin)		
	Dane County	Other	Total	Dane County	Other	Total
TOTAL REVENUE	<u>204,344</u>	<u>-</u>	<u>204,344</u>	<u>44,958</u>	<u>-</u>	<u>44,958</u>
EXPENSES						
PROGRAM EXPENSES						
Personnel	-	-	-	-	-	-
Operating	-	-	-	-	-	-
Space	-	-	-	-	-	-
Special costs	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-
Total program expenses	-	-	-	-	-	-
ADMINISTRATIVE EXPENSES						
Personnel	188,464	-	188,464	34,622	-	34,622
Operating	726	-	726	8,227	-	8,227
Space	15,289	-	15,289	2,037	-	2,037
Special costs	-	-	-	-	-	-
Other expenses	(135)	-	(135)	72	-	72
Total administrative expenses	<u>204,344</u>	<u>-</u>	<u>204,344</u>	<u>44,958</u>	<u>-</u>	<u>44,958</u>
Total expenses	<u>204,344</u>	<u>-</u>	<u>204,344</u>	<u>44,958</u>	<u>-</u>	<u>44,958</u>
Excess of revenue over expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative %	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%

	2018 - All Other Administrative Programs		
	Dane County	Other	Total
TOTAL REVENUE	<u>-</u>	<u>637,923</u>	<u>637,923</u>
EXPENSES			
PROGRAM EXPENSES			
Personnel	-	130,513	130,513
Operating	-	281,559	281,559
Space	-	202,620	202,620
Special costs	-	6,694	6,694
Other expenses	-	3,315	3,315
Total program expenses	-	624,701	624,701
ADMINISTRATIVE EXPENSES			
Personnel	-	30,229	30,229
Operating	-	10,223	10,223
Space	-	1,762	1,762
Special costs	-	-	-
Other expenses	-	1,660	1,660
Total administrative expenses	-	43,874	43,874
Total expenses	-	668,575	668,575
Excess of revenue over expenses	<u>-</u>	<u>(30,652)</u>	<u>(30,652)</u>
Administrative %	0.00%	6.56%	6.56%