



NOVEMBER 30, 2019

FOR INTERNAL USE



| | NOV. 30, 2019 | OCT. 31, 2019 | NOV. 30, 2018 |
|---|------------------|------------------|------------------|
| CURRENT ASSETS | | | |
| Cash in Banks | \$40,129 | \$59,807 | \$225,481 |
| Acc. Rec. Sales | \$157,455 | \$160,802 | \$184,742 |
| Acc. Rec. Agency Revenue | \$135,121 | \$173,931 | \$152,614 |
| Inventories | \$26,409 | \$26,826 | \$28,451 |
| Prepaid Expenses | \$39,366 | \$39,710 | \$59,937 |
| Total Current Assets | \$398,480 | \$461,076 | \$651,224 |
| PROPERTY AND EQUIPMENT | | | |
| Land | \$38,792 | \$38,792 | \$38,792 |
| Building & Improvements | \$2,363,490 | \$2,363,490 | \$2,300,981 |
| Property & Equipment | \$1,697,038 | \$1,697,038 | \$1,755,163 |
| Total Prop & Equip | \$4,099,319 | \$4,099,319 | \$4,094,936 |
| Less: Acc. Depr. P & E | \$2,014,164 | \$1,994,270 | \$1,925,760 |
| Net Book Value | \$2,085,156 | \$2,105,049 | \$2,169,176 |
| OTHER ASSETS | | | |
| Savings | \$1,159,640 | \$1,159,289 | \$945,375 |
| Total Other Assets | \$1,159,640 | \$1,159,289 | \$945,375 |
| TOTAL ASSETS | \$3,643,275 | \$3,725,414 | \$3,765,775 |
| CURRENT LIABILITIES | | | |
| Accounts Payable-Trade | \$16,781 | \$22,702 | \$29,997 |
| Accrued Salaries | \$114,086 | \$153,751 | \$118,903 |
| Accrued Payroll Taxes | \$20,999 | \$10,177 | \$20,011 |
| Notes Payable-Current | \$0 | \$0 | \$0 |
| Total Current Liab. | \$151,866 | \$186,630 | \$168,911 |
| LONG TERM LIABILITIES | | | |
| Mortgage Payable | \$457,943 | \$461,259 | \$499,036 |
| Total Long Term Liab. | \$457,943 | \$461,259 | \$499,036 |
| NET ASSETS | | | |
| Unrestricted | \$3,033,467 | \$3,077,525 | \$3,140,138 |
| Total Net Assets | \$3,033,467 | \$3,077,525 | \$3,097,828 |
| TOTAL LIABILITY & NET ASSETS | \$3,643,275 | \$3,725,414 | \$3,765,775 |
| | \$0 | | |



| STATEMENT OF ACTIVITIES FOR THE ELEVEN MONTHS ENDING: NOVEMBER 30, 2019 | | | | | | | | |
|--|------------------|----------------------------|----------------------------|-------|----------------------------|---------------------------|----------------------------|--------------------------|
| | CURRENT MONTH | BUDGET CURRENT MONTH | VARIANCE TO BUDGET % | Notes | CURRENT YEAR TO DATE | BUDGET YEAR TO DATE | VARIANCE TO BUDGET % | PRIOR YEAR TO DATE |
| DEVELOPMENT | | | | | | | | |
| Contributions | \$29 | \$500 | -94% | A | \$16,715 | \$11,650 | 43% | \$14,742 |
| United Way | \$0 | \$0 | 0% | | \$6,000 | \$7,500 | -20% | \$0 |
| Golf Tournament | \$0 | \$0 | 0% | | \$42,500 | \$48,000 | -11% | \$46,784 |
| Grants-Special Projects | \$0 | \$2,500 | -100% | B | \$19,600 | \$82,500 | -76% | \$73,211 |
| Special Events | \$724 | \$750 | -3% | | \$10,658 | \$14,166 | -25% | \$17,322 |
| TOTAL DEVELOPMENT INCOME | \$753 | \$3,750 | -80% | | \$95,473 | \$163,816 | -42% | \$152,059 |
| Development/Public Relations Expenses | \$2,585 | \$1,500 | 72% | | \$34,732 | \$27,938 | 24% | \$29,389 |
| NET DEVELOPMENT | -\$1,832 | \$2,250 | -181% | | \$60,742 | \$135,878 | -55% | \$122,670 |
| SALES | | | | | | | | |
| Workshop Sales | \$96,867 | \$102,000 | -5% | | \$1,115,816 | \$1,211,838 | -8% | \$1,150,191 |
| Cost of Materials | \$1,723 | \$5,000 | -66% | | \$44,291 | \$58,832 | -25% | \$61,459 |
| SALES LESS MATERIALS | \$95,144 | \$97,000 | -2% | | \$1,071,524 | \$1,153,006 | -7% | \$1,088,732 |
| AGENCY REVENUE | | | | | | | | |
| Case Service | \$888 | \$4,200 | -79% | | \$40,022 | \$45,870 | -13% | \$63,920 |
| DEED CBE | \$2,690 | \$4,000 | -33% | | \$32,279 | \$42,663 | -24% | \$41,961 |
| DEED SE/CE | \$25,007 | \$27,395 | -9% | | \$349,525 | \$297,607 | 17% | \$331,288 |
| DEED NEXT STEP/IPS GRANT | \$5,165 | \$7,000 | -26% | | \$73,673 | \$75,365 | -2% | \$73,587 |
| Winona County Support | \$25,040 | \$25,677 | -2% | | \$303,103 | \$278,946 | 9% | \$298,192 |
| Other County Support | \$6,789 | \$3,304 | 105% | | \$74,793 | \$35,893 | 108% | \$43,328 |
| Transportation | \$7,878 | \$10,854 | -27% | | \$121,826 | \$112,283 | 8% | \$111,513 |
| Other Revenue | \$482 | \$833 | -42% | | \$55,112 | \$9,163 | 501% | \$22,432 |
| D T & H, Career Options | \$48,428 | \$56,000 | -14% | | \$573,253 | \$662,881 | -14% | \$579,875 |
| TOTAL AGENCY REVENUE | \$122,367 | \$139,263 | -12% | | \$1,623,585 | \$1,560,671 | 4% | \$1,566,096 |
| TOTAL REVENUE | \$215,679 | \$238,513 | -10% | | \$2,755,851 | \$2,849,555 | -3% | \$2,777,498 |
| LESS: OPERATING EXPENSES | \$269,898 | \$251,321 | 7% | | \$2,781,008 | \$2,828,272 | -2% | \$2,783,307 |
| NET INCOME/LOSS | -\$54,219 | -\$12,808 | 323% | | -\$25,157 | \$21,283 | -218% | -\$5,810 |
| DEPRECIATION EXPENSE | \$19,894 | \$19,167 | 4% | | \$217,219 | \$210,837 | 3% | \$213,268 |
| NET INCOME/LOSS FROM OPERATIONS | -\$34,325 | \$6,359 | -640% | | \$192,062 | \$232,120 | -17% | \$207,458 |

See Notes: (Scope= Variance to Budget 10% & \$1,000)

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STATEMENT OF EXPENSE ACTIVITIES
FOR THE ELEVEN MONTHS ENDING: NOVEMBER 30, 2019

| | CURRENT MONTH | BUDGET CURRENT MONTH | MONTH VARIANCE TO BUDGET % | Notes | CURRENT YEAR TO DATE | BUDGET YEAR TO DATE | YTD VARIANCE TO BUDGET % | PRIOR YEAR TO DATE |
|--|------------------|----------------------------|-------------------------------------|-------|----------------------------|---------------------------|-----------------------------------|--------------------------|
| Worker Wages | \$52,164 | \$54,000 | -3% | | \$565,130 | \$610,036 | -7% | \$573,009 |
| Staff Salaries | \$125,379 | \$111,000 | 13% | | \$1,211,655 | \$1,189,728 | 2% | \$1,191,453 |
| Workers' Compensation Expense | \$5,030 | \$6,250 | -20% | | \$49,832 | \$67,553 | -26% | \$62,125 |
| Employer Payroll Taxes | \$12,174 | \$11,700 | 4% | | \$131,785 | \$131,202 | 0% | \$128,651 |
| Employer U/C Expense | \$485 | \$500 | -3% | | \$5,286 | \$5,500 | -4% | \$5,334 |
| Health/Life/LTDI Expense | \$16,186 | \$16,667 | -3% | | \$150,353 | \$183,337 | -18% | \$166,211 |
| Retirement Plan, 401K - Employer Contribution & Fees | \$3,001 | \$1,718 | 75% | | \$17,062 | \$18,743 | -9% | \$19,535 |
| Vehicle Expense | \$9,768 | \$6,100 | 60% | | \$82,002 | \$72,258 | 13% | \$83,736 |
| Repair & Maintenance | \$5,833 | \$50 | 11566% | | \$51,908 | \$49,560 | 5% | \$43,557 |
| Utilities | \$241 | \$9,000 | -97% | | \$77,545 | \$94,636 | -18% | \$89,494 |
| Safety Supplies | \$263 | \$145 | 81% | | \$3,352 | \$1,855 | 81% | \$1,814 |
| Professional Services | \$8,018 | \$4,500 | 78% | C | \$63,782 | \$58,831 | 8% | \$68,211 |
| Office Supplies | \$791 | \$550 | 44% | | \$8,909 | \$9,425 | -5% | \$9,657 |
| Continuing Education | \$395 | \$1,210 | -67% | D | \$19,231 | \$13,290 | 45% | \$20,074 |
| Staff Expense | \$3,379 | \$2,350 | 44% | E | \$40,739 | \$33,495 | 22% | \$34,292 |
| Telephone | \$0 | \$125 | -100% | | \$2,951 | \$3,875 | -24% | \$3,596 |
| Postage | \$0 | \$0 | 0% | | \$2,136 | \$2,500 | -15% | \$1,572 |
| Dues & Subscriptions | \$1,102 | \$950 | 16% | | \$12,893 | \$13,030 | -1% | \$12,298 |
| Depreciation | \$19,894 | \$19,167 | 4% | | \$217,219 | \$210,837 | 3% | \$213,268 |
| Interest Expense | \$2,191 | \$2,077 | 5% | | \$23,199 | \$22,445 | 3% | \$19,518 |
| Worker Transportation | \$2,155 | \$1,750 | 23% | | \$28,353 | \$19,250 | 47% | \$19,876 |
| Insurance | \$1,212 | \$1,350 | -10% | | \$13,332 | \$14,850 | -10% | \$13,332 |
| Misc. Expenses | \$240 | \$162 | 48% | | \$2,353 | \$2,036 | 16% | \$2,694 |
| Bad Dept Expense | \$0 | \$0 | 0% | | \$0 | \$0 | 0% | \$0 |
| TOTAL OPERATING EXPENSES | \$269,898 | \$251,321 | 7% | | \$2,781,008 | \$2,828,272 | -2% | \$2,783,307 |

See Notes: (Scope= Variance to Budget 10% & \$1,000)

SALES BY CUSTOMER

FOR THE ELEVEN MONTHS ENDING:

NOVEMBER 30, 2019

Operation Services

Brian's Toys
Fastenal Company
Hal Leonard Corp.
Peerless Chain Company
Watkins Inc.
Wincraft
Acuity Brands Lighting
Winona Knits & Mitts
Winona Shredding
Other
Total

| Month | 2019 YTD | 2018 YTD | 2017 YTD | 2016 YTD | 2015 YTD |
|----------|-----------|-----------|-----------|-----------|-----------|
| \$911 | \$9,021 | \$8,821 | \$5,058 | \$3,087 | \$7,854 |
| \$0 | \$0 | \$4,783 | \$38,602 | \$15,171 | \$14,401 |
| \$0 | \$0 | \$0 | \$0 | \$18,050 | \$6,951 |
| \$4,323 | \$72,625 | \$89,167 | \$128,003 | \$120,293 | \$91,944 |
| \$1,415 | \$13,477 | \$41,326 | \$34,109 | \$60,507 | \$68,391 |
| \$4,443 | \$56,952 | \$79,121 | \$83,288 | \$74,389 | \$94,550 |
| \$307 | \$2,675 | \$2,044 | \$2,513 | \$1,996 | \$2,122 |
| \$1,863 | \$3,013 | \$8,343 | \$6,196 | \$9,363 | \$3,059 |
| \$1,624 | \$27,552 | \$24,509 | \$20,443 | \$19,740 | \$18,634 |
| \$0 | \$701 | \$5,653 | \$4,175 | \$7,403 | \$15,054 |
| \$14,885 | \$186,015 | \$263,767 | \$322,387 | \$329,999 | \$322,959 |

of Customers

41

34 are Shredding Customers

Community Services

Behrens
Benchmark
Bluff City Properties
Bluffview Montessori School
Bub's Brewing Co.
Chartwell
Cotter Schools
Cotter/Steak Shop Catering
Fastenal Company
Peerless Chain Company
Riverside Electronics
Riverstar
RTP Company
Watkins Inc.
Watlow Controls
Winona County
Winona Area Public Schools
Other
Total

| Month | 2019 YTD | 2018 YTD | 2017 YTD | 2016 YTD | 2015 YTD |
|----------|-----------|-----------|-----------|-----------|-----------|
| \$0 | \$0 | \$0 | \$4,518 | \$29,731 | \$36,905 |
| \$1,231 | \$12,952 | \$16,106 | \$30,759 | \$15,310 | \$12,490 |
| \$0 | \$0 | \$0 | \$0 | \$5,195 | \$4,975 |
| \$3,602 | \$31,783 | \$31,501 | \$30,210 | \$16,577 | \$16,369 |
| \$1,672 | \$20,240 | \$20,071 | \$20,111 | \$13,168 | \$13,152 |
| \$3,321 | \$29,112 | \$22,263 | \$22,826 | \$26,948 | \$27,403 |
| \$0 | \$0 | \$1,253 | \$2,774 | \$2,076 | \$2,902 |
| \$0 | \$0 | \$0 | \$23,178 | \$22,651 | \$21,925 |
| \$861 | \$10,011 | \$8,037 | \$8,345 | \$8,160 | \$10,598 |
| \$10,340 | \$113,270 | \$101,750 | \$102,433 | \$82,899 | \$75,111 |
| \$0 | \$0 | \$0 | \$0 | \$91,141 | \$91,545 |
| \$444 | \$6,956 | \$7,892 | \$6,847 | \$866 | \$176 |
| \$7,980 | \$97,650 | \$96,698 | \$95,420 | \$54,779 | \$48,107 |
| \$0 | \$0 | \$9,217 | \$10,367 | \$72,446 | \$5,453 |
| \$14,802 | \$176,223 | \$155,043 | \$123,154 | \$107,381 | \$97,227 |
| \$3,097 | \$85,370 | \$95,711 | \$95,711 | \$139,801 | \$119,856 |
| \$772 | \$6,883 | \$11,261 | \$3,775 | \$0 | \$0 |
| \$7,440 | \$43,162 | \$13,794 | \$23,408 | \$28,354 | \$105,783 |
| \$55,562 | \$633,612 | \$590,597 | \$603,836 | \$717,483 | \$689,977 |

of Customers

21

Laundry Department

Winona Health
Sauer Health Care
Winona County Jail
Saint Anne Healthcare
Other Laundry
Total

| Month | 2019 YTD | 2018 YTD | 2017 YTD | 2016 YTD | 2015 YTD |
|----------|-----------|-----------|-----------|-----------|-----------|
| \$15,573 | \$172,094 | \$176,800 | \$187,098 | \$186,877 | \$176,923 |
| \$2,217 | \$27,537 | \$28,225 | \$23,055 | \$25,919 | \$0 |
| \$892 | \$10,984 | \$11,057 | \$10,504 | \$11,131 | \$10,479 |
| \$5,954 | \$65,426 | \$61,817 | \$27,335 | \$7,232 | \$0 |
| \$1,784 | \$20,147 | \$17,930 | \$19,732 | \$15,763 | \$14,596 |
| \$26,420 | \$296,188 | \$295,829 | \$267,724 | \$246,922 | \$201,998 |

of Customers

20

Total Sales

\$96,867 \$1,115,816 \$1,150,193 \$1,193,947 \$1,294,404 \$1,214,933





COST CENTER SUMMARY FOR ONE MONTH ENDING:

NOVEMBER 30, 2019

| | Center Based Employment | DT & H | Placement & IPS | Community Based - EE | Administration | Fixed Costs | Transportation | Community Services | Operation Services | Laundry | Total |
|--|-------------------------|----------|-----------------|---|----------------|-------------|----------------|--|--------------------|-----------|-----------|
| Total Direct Worker Wages | \$0 | \$0 | \$316 | \$0 | \$1,460 | | \$0 | \$37,718 | \$5,646 | \$7,024 | \$52,164 |
| Total Direct Payroll Costs | \$2,480 | \$16,332 | \$7,479 | \$4,884 | \$56,848 | | \$14,745 | \$33,069 | \$8,801 | \$20,523 | \$165,161 |
| Total Administration Cost | | | | | \$77,762 | | \$0 | | | | |
| Administration Distribution | \$0 | \$0 | \$3,431 | \$12,411 | | \$61,920 | \$0 | | | | \$77,762 |
| Total Indirect Cost | \$0 | \$0 | \$821 | \$95 | \$19,454 | \$9,733 | \$15,165 | \$1,603 | \$790 | \$10,406 | \$58,067 |
| Total Direct & Indirect Costs | \$2,480 | \$16,332 | \$12,047 | \$17,390 | \$155,524 | \$71,653 | \$29,910 | \$72,390 | \$15,237 | \$37,953 | \$430,916 |
| Total Income | \$6,469 | \$32,862 | \$51,858 | \$25,813 | \$1,235 | \$0 | \$7,791 | \$55,562 | \$15,883 | \$23,699 | \$221,172 |
| Net Income or (Loss) | \$3,989 | \$16,530 | \$35,811 | \$8,428 | \$1,235 | \$71,653 | -\$22,119 | -\$16,828 | \$646 | -\$14,254 | -\$30,436 |
| Placement & IPS net income will be used to cover the indirect cost centers. Indirect cost centers consist of: Administration, Fixed Costs and Transportation. | | | | | | | | | | | |
| | | | | Distribution Community Based - EE Distribution of Center Based Emp. Income or (Loss) | | | | | | | |
| Welfare to Work | | | | \$0 | | | | | | | |
| Placement & Next Step | | | | \$39,811 | | | | | | | |
| Administration | | | | \$1,235 | | | | | | | |
| Fixed Costs | | | | -\$71,654 | | | | | | | |
| Transportation | | | | -\$22,119 | | | | | | | |
| Program Profit/(Loss) | | | | -\$52,727 | | | | | | | |
| | | | | | | | | Direct Payroll Overhead 87.67% Indirect Overhead 4.25% Total Overhead 91.92% Agency Return on Worker Direct Labor -42.81% | | | |

COST CENTER SUMMARY FOR TEN MONTHS ENDING:

NOVEMBER 30, 2019

| | Center Based Employment | DT & H | Placement & IPS | Community Based - EE | Administration | Fixed Costs | Transportation | Community Services | Operation Services | Laundry | Total |
|--|-------------------------|------------|-----------------|---|----------------|-------------|----------------|---|--------------------|------------|-------------|
| Total Direct Worker Wages | \$175 | \$185 | \$1,525 | \$0 | \$23,535 | | \$0 | \$349,637 | \$98,264 | \$91,809 | \$565,130 |
| Total Direct Payroll Costs | \$36,449 | \$195,815 | \$100,212 | \$55,112 | \$473,020 | | \$133,371 | \$302,499 | \$94,940 | \$187,621 | \$1,579,039 |
| Total Administration Cost | | | | | \$690,372 | | | | | | |
| Administration Distribution | \$92,107 | \$214,069 | \$16,077 | \$49,016 | | \$319,103 | \$0 | | | | \$690,372 |
| Total Indirect Cost | \$2,716 | \$4,224 | \$17,151 | \$176 | \$193,817 | \$175,553 | \$142,460 | \$14,319 | \$10,349 | \$123,709 | \$684,474 |
| Total Direct & Indirect Costs | \$131,447 | \$414,293 | \$134,965 | \$104,304 | \$0 | \$494,656 | \$275,831 | \$666,455 | \$203,553 | \$403,139 | \$2,828,643 |
| Total Income | \$117,488 | \$566,730 | \$457,439 | \$341,121 | \$124,358 | \$0 | \$121,728 | \$629,894 | \$187,375 | \$257,352 | \$2,803,485 |
| Net Income or (Loss) | -\$13,959 | -\$152,437 | -\$322,474 | -\$236,817 | -\$124,358 | -\$494,656 | -\$154,103 | -\$36,561 | -\$16,178 | -\$145,787 | -\$25,158 |
| Placement & IPS net income will be used to cover the indirect cost centers. Indirect cost centers consist of: Administration, Fixed Costs and Transportation. | | | | | | | | | | | |
| | | | | Distribution Community Based - EE Distribution of Center Based Emp. Income or (Loss) | | | | | | | |
| DT & H | | | | \$0 | | | | | | | |
| Welfare to Work | | | | \$0 | | | | | | | |
| Placement & Next Step | | | | \$322,474 | | | | | | | |
| Administration | | | | \$124,358 | | | | | | | |
| Fixed Costs | | | | -\$494,656 | | | | | | | |
| Transportation | | | | -\$154,103 | | | | | | | |
| Net Income or (Loss) Program | | | | -\$201,927 | | | | | | | |
| | | | | | | | | Direct Payroll Overhead 86.52% Indirect Overhead 1.10% Total Overhead 90.61% Agency Return on Worker Direct Labor 42.95% | | | |



Notes to Financial Statement

| Accounts Receivable - Sales | | | | |
|-----------------------------|------------|------------|-----------|--|
| | 11/30/2019 | 10/31/2019 | 9/30/2019 | |
| Balance At: | \$157,455 | \$160,802 | \$155,279 | |
| Current: | \$149,978 | \$118,081 | \$110,533 | |
| 30-60 Days | \$6,211 | \$36,729 | \$44,465 | |
| Over 60 Days | \$1,180 | \$5,921 | \$270 | |
| Over 90 Days | \$86 | \$71 | \$11 | |
| Sub Total over 30 Days | \$7,477 | \$42,721 | \$44,746 | |

| Accounts Receivable - Agency Revenue | | | | |
|--------------------------------------|------------|------------|-----------|--|
| | 11/30/2019 | 10/31/2019 | 9/30/2019 | |
| Balance At: | \$135,120 | \$173,931 | \$190,845 | |
| Current: | \$133,948 | \$164,336 | \$190,463 | |
| 30-60 Days | \$422 | \$5,105 | \$0 | |
| Over 60 Days | \$261 | \$4,001 | \$250 | |
| Over 90 Days | \$489 | \$489 | \$132 | |
| Sub Total over 30 Days | \$1,172 | \$9,595 | \$382 | |

| Accounts Payable | | | | |
|------------------------|------------|------------|-----------|--|
| | 11/30/2019 | 10/31/2019 | 9/30/2019 | |
| Balance At: | \$16,781 | \$22,702 | \$21,740 | |
| Current: | \$16,781 | \$22,702 | \$21,740 | |
| 30-60 Days | \$0 | \$0 | \$0 | |
| Over 60 Days | \$0 | \$0 | \$0 | |
| Over 90 Days | \$0 | \$0 | \$0 | |
| Sub Total over 30 Days | \$0 | \$0 | \$0 | |

| | Operating Note | Payroll Note |
|-----------------------------|----------------|--------------|
| Balance at Month End: | \$0 | \$0 |
| Current Balance: 12/17/2019 | \$0 | \$0 |

Notes to Financial Statement



Notes:

A General Contributions

Received \$29 in contributions. Thank you to: Judith Herdina

B Grants-Special Projects

N/A

C Professional Services

Over budget \$2,558 - 189% for the month. Hawkins Ash 990 Prep \$1,450, Up 'N Running Network and Computer issues \$1,580.

D Continuing Education

Over budget \$2,221 - 184% for the month. Materials for the Raised garden beds for the SET Program \$815, MN SHRM Conference \$578, CALM II training for staff \$605, Red Cross cards \$330.

E Staff Expense

Over budget \$2,893 - 86% for the month. Job vacancy ads \$2,900.