

Mission We are a vibrant spiritual community awakening each life to the Christ within

Vision

Centered in Divine Love, we honor and celebrate a world awakened to peace, abundance, and respect for all continu

Unity of Fairfax Board of Trustees

Monthly Meeting, February 22, 2022

| Board Members Present | Others Present | Board Members Absent |
|----------------------------------|----------------|-----------------------------|
| Russell Heiland, Senior Minister | | |
| Julie Fisher, First Chair | | |
| Ed Merritt, Second Chair | | |
| Anthony Flournoy, Secretary | | |
| Dave Richardson, Treasurer | | |
| Marangely Sandvik, Keeper of the | | |
| Flame | | |

Quorum present? Yes

Meeting was called to order at 7:02 PM EST

An Executive Session was called to order at 7:14 PM and ended at 7:43 PM

MOTION: To approve the minutes of January 25, 2022. Motion made by Anthony Flournoy, Second by Ed Merritt, and the motion carried unanimously

MOTION: To approve \$300/month charitable contribution to the Shepherd's Center of Oakton/Vienna (SCOV) be reclassified as a tithe effective March 1, 2022. Motion made by Russell Heiland, Seconded by Anthony Flournoy, and the motion carried unanimously

MOTION: To extend the protocol of dedicating 100% of monthly Reserve allocations to the Operating Reserves indefinitely through 2022, pending periodic review during the year. Motion made by Julie Fisher, Seconded by Ed Merritt, and motion carried unanimously

Minister's Report: Attached as Appendix 1

Committee Reports: (if applicable)

Financial Report: https://www.unityoffairfax.org/board-financial-statements

The Board Meeting Adjourned at 9:24 PM EST

Minister's Report * February 22, 2022 submitted February 18, 2022

Strategic Goals

- Please check Progress Log for updates to my goals.
- The next mailing to our congregants will advertise spring events and be sent in March.
- Patie has ordered reusable water bottles to distribute at public events.
- See Information Items below for engagement and fundraising events.

Discussion Items

Dave Richardson, Peter Chapin and Judy Rogers will lead the first "survey group" of members at the Metaphysical Group on Feb. 20 and may report to the Board about that and lessons learned at the Board's Feb. 22 meeting. Once "in house" qualitative surveys have been completed, the survey for members to give their friends/family will be created (including instructions) and presented. Most likely at the May 1 Community Dialog Meeting.

I am in weekly dialog with staff about COVID-19 Safety Protocols, and welcome input from Trustees on this matter as we continue to navigate this challenging situation.

Action Items

I move that the Unity of Fairfax \$300.00/month charitable contribution to the Shepherd's Center of Oakton/Vienna (SCOV) be reclassified as tithe effective March 1, 2022.

Rationale: Unity of Fairfax was a co-founding ministry of SCOV and many of our members receive spiritual and tangible value from their association with SCOV. In my mind, that qualifies this financial outlay as a tithe, rather than a ministry fund expense.

Information Items

 There were 63 livestream viewers for the World Sound Healing Day Meditation on Monday, February 14 at noon.

- I will be on vacation Thursday, February 24 through Monday, February 28. Rev. Ron will be guest speaker on Sunday, February 27.
- Ash Wednesday service is on Wednesday, March 2.
- The SEE class Unity Prayer begins on Saturday, March 5.
- My Lenten series of Sunday messages will be based on meditations by theologian Howard Thurman.
- Celebration of Life Service for Cloe Ingram will be held at Unity on Saturday, March 12 at 1:00 pm.
- Unity of Fairfax will have a table at the FreshFarm market on Saturday, March 19. Trustees are asked to be in attendance. There will be raffle of bookstore items and water bottle give aways.
- There will be a Spring Equinox Drum Circle on Sunday, March 20 beginning at 6:30 pm.
- There will be an Easter Egg Hunt following the 11:00 am service on Easter Sunday (April 17, 2022).
- There will be an Earth Day Drum Circle on Friday, April 22 beginning at 7:00 pm.
- There will be a book sale the first week of May. Members will be invited to bring in donated books for the sale. Arrangements will be made to distribute any remaining books.
- I will be visiting family in Indiana April 28 May 2.

UNITY OF FAIRFAX Treasurer's Report

February 18, 2022

TO: Board of Trustees

FROM: Dave Richardson, Treasurer

SUBJECT: Current financial status and issues

This report covers January financial performance and also presents an update on the overall 2022 budget.

good news bad news

Current Financials: Three metrics. January financials are appended. Final 2021 financials will be distributed in a separate package.

- Love offerings. January love offerings were just over 30K. While it is not unusual for January
 contributions to fall short of the straight-line target (50K) this represents a historic low.
 February month-to-date suggest the below-average figures are more than a one-month blip.
- · Operating profit/loss. Operating loss was 21K in January.
- Operating Cash on hand. Operating cash of 48K (17K in ministry fund and 31K operating reserves) is down slightly from December.

Finalizing the 2022 budget/projection.

Attached is a new version of the 2022 budget with several adjustments. The largest adjustment is a reduction of close to 20K inn expenses created by eliminating the Insperity employee management relationship (mentioned to board a couple months ago). The new budget shows a bottom-line operating loss of 56K, an improvement of 23K over the draft budget projections, and essentially comparable to the 57K operating loss in 2021. The attached budget highlights projected line-item differences between 21/22.

Two points of interpretation:

- The effect on the church's cash position is different from the operating profit/loss. This operating loss assumes a regular contribution to the operating reserve of about 3.5K/month; 42K for the whole year. There also is a roughly 15K positive difference in operating profit and cash use because of the non-cash element of depreciation on the P&L vs the cash use from mortgage principal (shown on the balance sheet but not P&L see attached statement of cash flows). If the church hits this budget, net operating cash use will be a little above break even.
- Hitting the budget requires achieving the love offering target. The financial team has analyzed love offering details from the recent past, with several observations:
 - The number of active donors declined 11% from 2020 to 2021, with the decline larger in the lower giving tiers, while the small group of top level donors increased slightly.
 - Giving by all tiers declined. While there were some lost givers our general sense is that average giving declined slightly, dropping some givers down a category.

 The absence of in-person services for the extended period made it harder for new members and while there now are virtual members our observation is that we have not 'monetized' that segment of the population.

Our conclusion is that the church retains most of its core givers and that it is possible to achieve the love offering goal set out in the budget <u>if</u> we can extend the re-opening and aggressively reengage members in the activities of the church. The slow financial start on the year lends urgency.

I recommend that we discuss budget items at this upcoming meeting with a final vote to accept the budget at the March meeting. We still have information to share about expenses (review of status re compensation; tithes and 'all other' expenses) and a money management plan (Mildred Park Endowment).

Motion: Extend the protocol of dedicating 100% of monthly reserve allocations to the operating reserve indefinitely through 2022, with periodic review during the year.

Unity of Fairfax Statement of Financial Position As of January 31, 2022

| | JAN 2022 | DEC 2021 | Change |
|-------------------------------------|--|--------------|---|
| ASSETS | And the second s | | |
| Current Assets | | | |
| Unrestricted cash | 16,592 | 28,142 | (11,550) |
| Reserve Cash | | | 640 30 |
| Security Deposits | 25,005 | 25,005 | _ |
| Capital Reserve | 49,818 | 68,695 | (18,878) |
| Operating Reserve | 31,262 | 27,735 | 3,527 |
| Restricted Cash | | | |
| Benevolence Fund | 4,440 | 3,954 | 486 |
| Capital Improvements | 100 | 100 | = |
| Sacred Grounds | 4,008 | 4,008 | _ |
| Vision 2020 | | 20 | <u> </u> |
| Total Bank Accounts | 131,225 | 157,640 | (26,415) |
| Other Current Assets | 12,809 | 12,706 | 103 |
| Total Current Assets | 144,034 | 170,345 | (26,311) |
| Fixed Assets | ₩ | 18 | . , , |
| Land | 419,328 | 419,328 | _ |
| Building and Grounds | 4,246,627 | 4,227,741 | 18,886 |
| Equipment | 75,524 | 75,524 | - |
| Furniture, Fixtures, Software | 181,270 | 181,270 | |
| Accumulated Depreciation | (2,186,154) | (2,175,137) | (11,018) |
| Construction In Progress | - | _ | - |
| Total Fixed Assets | 2,736,595 | 2,728,727 | 7,868 |
| Mildred Park Endowment Fund | 146,918 | 146,918 | - |
| TOTAL ASSETS | 3,027,547 | 3,045,990 | (18,443) |
| LIABILITIES AND EQUITY | 15 | | *************************************** |
| Liabilities | | | |
| Total Current Liabilities | 18,104 | 9,165 | 8,940 |
| Long-Term Liabilities | | | |
| Hunter Mill Montessori Escrow | 25,000 | 25,000 | 14 <u>2</u> |
| Pinnacle Academy Escrow | <u>a</u> | % = 1 | |
| Mortgage Payable | 1,192,119 | 1,201,713 | (9,593) |
| Note Payable - SBA PPP Loan | = | | - |
| Note Payable - Energy Loan | | | |
| Total Long-Term Liabilities | 1,217,119 | 1,226,713 | (9,593) |
| Total Liabilities | 1,235,224 | 1,235,877 | (654) |
| Equity | | | |
| Net Assets | 1,768,982 | 1,776,733 | (7,751) |
| Unrealized Gain/Loss on Investments | 41,131 | 41,131 | - |
| Net Income | (17,789) | (7,751) | (10,038) |
| Total Equity | 1,792,324 | 1,810,113 | (17,789) |
| TOTAL LIABILITIES AND EQUITY | 3,027,547 | 3,045,990 | (18,443) |

Unity of Fairfax Statement of Cash Flows - Ministry

January 2022

| | Total |
|--|---------------------------------------|
| OPERATING ACTIVITIES | |
| Net Revenue | (21,442) |
| Adjustments to reconcile Net Revenue to Net Cash provided by operations: | |
| Deposit In Transit | 159 |
| Prepaids | (262) |
| Accounts Payable | (532) |
| United VISA | (3,425) |
| Payroll Taxes Payable | 3,609 |
| Stripe Deposits Pending | 3,760 |
| Accrued Bills Payable | 5,462 |
| Accrued Tithes | (408) |
| Passthrough | · · · · · · · · · · · · · · · · · · · |
| Total Adjustments to reconcile Net Revenue to Net Cash provided by operations: | 8,468 |
| Net cash provided by operating activities | (12,974) |
| INVESTING ACTIVITIES | 32.33.3 |
| Fixed Assets: Accumulated Depreciation | 11,018 |
| Fixed Assets: Additions | |
| Net cash provided by investing activities | 11,018 |
| FINANCING ACTIVITIES | 100 |
| Mortgage Payable | (9,681) |
| Amortization | 87 |
| Net cash provided by financing activities | (9,593) |
| Net cash increase for period | (11,550) |
| Cash at beginning of period | 28,142 |
| Cash at end of period | 16,592 |

Unity of Fairfax Statement of Activity by Fund YTD JANUARY 2022

| (17,789) | 117 | 1 | (B) | 4 | 1 | 117 | (17,907) | ì | 3,527 | ∞ | (21,442) | Net Income * |
|----------|---------------------|----------------|-------------------|--------------------------|----------------------------|-------------------------|-----------------------|---------------------|-----------|----------|------------------|-------------------------------|
| 58,442 | (52) | | | | | (52) | 58,494 | | (3,527) | 1 | 62,021 | Total Expenses |
| | (52) | | | | | (52) | 52 | | (3,527) | 1 | 3,579 | ALLOCATIONS TO INTERNAL FUNDS |
| 4,058 | ı | | | | | | 4,058 | | | | 4,058 | OUTGOING TITHES |
| 228 | Ī | | | | | | 228 | | | | 228 | MINISTRIES EXPENSE |
| T. | | | | | | | 1 | | | | 31 | EVENTS |
| | 1 | | | | | | 1 | | | | 3 | EPS WORKSHOPS |
| 3,629 | ī | | | | | | 3,629 | | | | 3,629 | GENERAL & ADMINISTRATIVE |
| 19,243 | 1 | | | | | | 19,243 | | | | 19,243 | OCCUPANCY EXPENSE |
| 31,285 | 1 | | | | | | 31,285 | | | | 31,285 | COMPENSATION & BENEFITS |
| | | | | | | | | | | | | Expenses |
| 40,652 | 65 | | r | 1 | į. | 65 | 40,587 | | C | 8 | 40,579 | Total Income |
| 9 | 1 | | | | | | 9 | ı | 1 | 8 | | OTHER INCOME |
| ĭ | 1 | | | | | | 1 | | | | J. | GRANT INCOME * |
| i | i | | | | | | ř | | | | 1 | BOOKSTORE SALES |
| 9,500 | | | | | | | 9,500 | | | | 9,500 | LONG TERM RENTAL INCOME |
| 340 | | | | | | | 340 | | | | 340 | SHORT TERM RENTAL INCOME |
| | .1 | | | | | | ű | | | | 1 | FUNDRAISING INCOME |
| ı | 1 | | | | | | ī | | | | 1 | EVENTS INCOME |
| 520 | i | | | | | | 520 | | | | 520 | EPS INCOME |
| 30,283 | 65 | L | 12 | • | i | 65 | 30,218 | | | | 30,218 | LOVE OFFERING INCOME ** |
| | | | | | | Terroria | | | | | | Income |
| TOTAL | Total Restricted | Vision 2020 | Sacred Grounds | MP Endowm ent Fund | Capital Improve ment | Benevo lence Fund | Total UnRestricted | Security Reserve | Operating | Capital | Ministry Fund | |

Notes to the Statement Of Activity by Fund:

Unity of Fairfax Budget vs. Actuals: Ministry Fund

January 31, 2022

| | MTH Actual | MTH Budget | MTH Variance | YTD Actual | YTD Budget | YTD Variance |
|--------------------------------|---------------|-----------------|-------------------|----------------------|---------------|-----------------|
| Income | - | are IS III. III | | | | |
| LOVE OFFERING INCOME | \$ 30,218 | \$ 50,000 | \$ (19,782) | \$ 30,218 | \$ 50,000 | \$ (19,782) |
| EPS INCOME | 520 | 1,400 | (880) | 520 | 1,400 | (880) |
| EVENTS INCOME | - | 500 | (500) | - | 500 | (500) |
| FUNDRAISING INCOME | 4 | 833 | (833) | _1 | 833 | (833) |
| SHORT TERM RENTAL | 340 | 200 | 140 | 340 | 200 | 140 |
| LONG TERM RENTAL | 9,500 | 5,691 | 3,809 | 9,500 | 5,691 | 3,809 |
| BOOKSTORE SALES | - | 300 | (300) | -, | 300 | (300) |
| GRANT INCOME * | _ | | (000) | | 72,000 | (72,000) |
| OTHER INCOME | 1 | 100 | (99) | 1 | 100 | (99) |
| Total Income | \$ 40,579 | \$ 59,024 | | \$ 40,579 | \$ 131,024 | |
| Expenses | , | | v (10,110) | Ψ 40,070 | 101,024 | Ψ (50,110) |
| COMPENSATION & BENEFITS | 31,285 | 30,077 | 1,208 | 31,285 | 30,077 | 1,208 |
| OCCUPANCY EXPENSE | 19,243 | 19,575 | (332) | 19,243 | 19,575 | (332) |
| GENERAL & ADMINISTRATIVE | 3,629 | 6,800 | (3,171) | 3,629 | 6,800 | (3,171) |
| EPS WORKSHOPS | - | 280 | (280) | 5,025 | 280 | (280) |
| EVENTS | | 250 | (250) | _ | 250 | (250) |
| FUNDRAISING EXPENSE | | | | _1 | | (200) |
| MINISTRIES EXPENSE | | | 2 | 1 | | |
| Total Worship Ministry | 92 | 729 | (637) | 92 | 729 | (637) |
| Total Music Ministry | _ | 250 | (250) | 2-77.4 2 - | 250 | (250) |
| Total Youth Ministry | 136 | 150 | (14) | 136 | 150 | (14) |
| Total Bookstore Expenses | - | 180 | (180) | _ | 180 | (180) |
| Total Earthcare Ministry | - | 458 | (458) | - | 458 | (458) |
| Total Miscellaneous Ministries | - | 50 | (50) | - | 50 | (50) |
| Total MINISTRIES EXPENSE | 228 | 1,818 | (1,590) | 228 | 1,818 | (1,590) |
| TITHES | 4,058 | 5,902 | (1,844) | 4,058 | 5,902 | (1,844) |
| OUTGOING TITHES | 4,058 | 5,902 | (1,844) | 4,058 | 5,902 | (1,844) |
| FUNDS | | | | | | |
| Transfer to Capital Reserves | 0.505 | 3,527 | (3,527) | | 3,527 | (3,527) |
| Transfer to Operating Reserves | 3,527 | | 3,527 | 3,527 | | 3,527 |
| Transfer to Benevolence | 52 | 140 | (88) | 52 | 140 | (88) |
| ALLOCATION TO INTERNAL | 3,579 | 3,667 | (88) | 3,579 | 3,667 | (88) |
| Total Expenses | \$ 62,021 | \$ 68,369 | | \$ 62,021 | \$ 68,369 | |
| Net Income * | \$ (21,442) | \$ (9,345) | \$ (12,097) | \$ (21,442) | \$ 62,655 | \$ (84,097) |

Notes to the Statement Of Activity:

* Grant Income

The SBA paid off our \$77,702 PPP2 loan to United Bank

Unity of Fairfax 2022 Proposed Budget - Ministry Fund

| Revenue | 202 | 2 Annual | 2021 Actuals | | |
|--|-----|----------|-----------------|-----|----------|
| 4100 LOVE OFFERING INCOME | | | | | |
| 4101 MidWeek Credit Card | | 48,000 | | | |
| 4102 MidWeek EFT | | 96,000 | | | |
| 4105 MidWeek Snail Mail | | 300,000 | | | |
| 4106 MidWeek STRIPE | | 120,000 | | | |
| 4107 Sunday Offering | | 36,000 | | | |
| Total LOVE OFFERING INCOME | \$ | 600,000 | \$ 549,122 | | |
| 4210 EPS INCOME | \$ | 20,000 | \$ 10,401 | | |
| 4300 FUNDRAISING INCOME | \$ | 20,000 | 1,775 | | |
| 4400 SHORT TERM RENTAL | | 4,080 | 3,120 | | |
| 4450 LONG TERM RENTAL | | 127,750 | 52,000 | \$ | 75,750 |
| 4500 BOOKSTORE SALES | | 4,000 | 1,180 | | |
| 4600 OTHER INCOME | _\$ | 2,290 | 84,933 | 100 | |
| Total Revenue | \$ | 778,120 | \$ 702,531 | \$ | 75,589 |
| Expenditures | | 113 | | Ex | oense Va |
| 6100 COMPENSATION & BENEFITS | | | | | |
| Total COMPENSATION & BENEFITS | \$ | 384,000 | \$ 371,525 | \$ | 12,475 |
| 6200 OCCUPANCY EXPENSE | | | | | |
| 6210 Amort, Depr, & Interest | | | | | |
| 6211 Mortgage Fee Amort | | 1,200 | 1,045 | | |
| 6212 Depre on Fixed Assets | | 144,000 | 135,550 | \$ | 8,450 |
| 6214 Interest Exp-Mortgage | | 47,000 | 51,900 | \$ | (4,900) |
| Total Amort, Depr, & Interest | \$ | 192,200 | \$ 188,495 | \$ | 3,705 |
| 6220 Property Maintenance | | | | \$ | 5 |
| Equipment Maint & Repairs | | 14,400 | 9,647 | \$ | 4,753 |
| General Supplies & Repairs | | 7,200 | 3,532 | \$ | 3,668 |
| 6223 Janitorial Services | | 14,400 | 10,625 | \$ | 3,775 |
| 6224 Landscape maintenance | | 4,200 | 6,631 | \$ | (2,431) |
| Total 6220 Property Maintenance | \$ | 40,200 | \$ 30,435 | \$ | 9,765 |
| 6230 Utilities | | | | \$ | 2 |
| 6231 Electricity | | 10,800 | 12,953 | \$ | (2,153) |
| 6232 Gas | | 6,000 | 4,590 | | |
| 6233 Trash & Recycling | | 3,600 | 3,117 | | |
| 6234 Water | | 2,000 | 1,948 | | |

| Total 6230 Utilities | -\$ | 22,400 | \$ 22,608 | |
|--|----------------------------|---------|---------------|-------------------|
| Total 6200 OCCUPANCY EXPENSE | \$ | 254,800 | \$ 241,537 | \$ 13,263 |
| 6300 GENERAL & ADMINISTRATIVE | | | | \$ Ē. |
| 6310 Staff & Support Expenses | 1 | | | \$ <u> 210</u> |
| Total Staff & Support Expenses | \$ | 1,200 | \$ 18,441 | \$ (17,241) |
| 6320 Finance and Insurance Exp | | | | \$ <u> </u> |
| Total 6321 Professional Fees | \$ | 5,000 | \$ 2,765 | \$ 2,235 |
| 6325 Bank Service Charges | interaction and the second | 840 | 785 | 100 |
| Total Payment Receiving Fees | \$ | 6,000 | \$ 5,071 | |
| 6355 Insurance | | - | | \$ = |
| Total 6355 Insurance | \$ | 8,400 | \$ 12,859 | \$ (4,459) |
| Total 6320 Finance and Insurance | \$ | 20,240 | \$ 21,480 | \$ (1,240) |
| 6340 Office & Facilities Expense | | | | \$ 10 |
| 6342 Books & Subscriptions | | 500 | 370 | \$ 130 |
| 6343 Charitable Gifts | | 550 | 3,950 | \$ (3,400) |
| 6344 Online Subscriptions | | 1,800 | 1,673 | \$ 127 |
| 6345 Equipment Rental | | 9,000 | 8,119 | \$ 881 |
| 6346 Supplies and Storage | ** | 3,000 | 1,807 | \$ 1,193 |
| 6347 Photocopying | | 3,600 | 966 | \$ 2,634 |
| 6348 Postage & Delivery | | 1,750 | 1,074 | \$ 676 |
| 6349 Telephone and Internet | | 5,100 | 5,536 | \$ (436) |
| Total Office & Facilities Expense | \$ | 25,300 | \$ 23,495 | \$ 1,805 |
| 6350 Marketing | | | | \$ 3 |
| 6351 Advertising | | 1,440 | 1,623 | \$ (183) |
| 6352 Printing | | 600 | 1,599 | \$ (999) |
| 6354 Web Site Hosting | | 1,440 | 1,337 | \$ 103 |
| Total 6350 Marketing | \$ | 3,480 | \$ 4,559 | \$ (1,079) |
| Total 6300 GENERAL & ADMIN | \$ | 50,220 | \$ 67,975 | \$ (17,755) |
| Total 6510 EPS WORKSHOPS | \$ | 1,000 | \$ 198 | \$ 802 |
| 6700 MINISTRIES EXPENSE | | | | \$ |
| 6710 Worship Ministry | | | | \$ = |
| 6711 Hospitality | | 1,800 | 1,039 | \$ 761 |
| 6712 Guest Speakers | | 3,500 | 6,300 | \$ (2,800) |
| 6713 Miscellaneous | | 1,500 | 1,848 | \$ (348) |
| Total 6710 Worship Ministry | \$ | 6,800 | \$ 9,187 | \$ (2,387) |
| 6720 Music | | | | \$ = |
| 6721 Licenses | | 1,000 | | \$ 1,000 |
| 6723 Supplies | | 1,200 | | \$ 1,200 |
| 6724 Contractors-Music | | 900 | | \$ 900 |
| | | | | |

| Total 6720 Music | \$ 3,100 | \$ | 924 | \$ 2,176 |
|--------------------------------------|----------------|------|---------|--------------|
| 6730 Youth | | | | |
| 6731 Educational Supplies | 2,400 | | | |
| Total 6730 Youth | \$ 2,400 | \$ | 355 | \$ 2,045 |
| 6740 Bookstore Expenses | 2,400 | | 1,138 | \$ 1,262 |
| 6750 Earth Care | 4,800 | | 3,453 | \$ 1,347 |
| 6760 Miscellaneous Ministries | 2,400 | | 735 | \$ 1,665 |
| Total 6700 MINISTRIES EXPENSE | \$ 21,900 | \$ | 15,792 | \$ 6,108 |
| 6800 OUTGOING TITHES | \$ 77,812 | \$ | 19,145 | \$ 58,667 |
| ALLOCATIONS TO INTERNAL FUNDS | | | | |
| 6910 Transfer to Reserves | 42,324 | | 42,324 | |
| 6920 Transfer to Benevolence | 2,000 | | 1,036 | |
| Total 6900 ALLOCATIONS | \$ 44,324 | \$ | 43,360 | |
| Total Expenditures | \$ 834,056 | \$ 7 | 759,531 | \$ 74,525 |
| Net Operating Revenue | \$ (55,936) | \$ (| 57,000) | |

^{*} Increase in Compensation are offset by decreases in Staff&Sppt and Insurance savings

Depreciation is an area under research with CPA

These are items where savings gains realized