

## Proposed 2025 Budget Analysis

### **Explanation of Columns:**

2024 Budget = Approved budget for 2024

2024 Estimate = Projected totals for 2024 based on year-to-date totals

2025 Budget = Proposed for 2025

Variance = Difference between 2024 approved budget and 2025 proposed

Percentage Change = Percentage change from 2024 approved budget to 2025 proposed budget

This written analysis addresses only those budgeted line items with significant changes.

**Income:** We have a higher projection of income for 2025 than we did in 2024. Based on 2025 expectations and 2024 estimates, we have increased the 2025 budgeted income by \$84,978 which equates to a 1.32% increase.

-General: As a rule, forecasts are projections based on current year operations and experience of previous years. Projections for 2025 are mixed between higher and lower than the 2024 budgeted amounts. Considerations include:

-We have increased the Masonic Donations by \$250,000 based on 2024 donations and because we eliminated the line item for Recurring/Annual Giving.

-We have increased the Masonic Foundation income by \$100,000 based on previous years contributions and market conditions that determine the amount of the donation.

-We have increased General Public Donations by \$200,000 based on 2024 donations and because we eliminated the line item for Recurring/Annual Giving.

-We have increased DSS per diems by \$30,000 based on the amount received in 2024 and the higher amount of DSS placements in MHCO.

-We have decreased Grants by \$100,000 based on the amount received in 2024.

-We have eliminated the line item for Recurring/Annual Giving. We were tracking it to determine if the Annual Giving Officer was paying for his position and we have passed that trial period. The Annual Giving Officer will continue to track this area of giving, but for budget purposes it will be included in Masonic or General Public Donations.

-Annual Draw from Investments has been increased by \$9,978. This is a 4% draw based on the average balance of the 12-quarter rolling balances. The 12-quarter rolling average balance is \$26,117,332.

-Other Income: Other income includes farm rental income, reimbursement of utility expenses from the Culinary Arts program, fees for service, Social Security/child support payments, and room and board from Independent Living. Other income has been decreased by \$5,000 based on the amount received in 2024.

-150<sup>th</sup> Donations line item has been eliminated since the request for these donations has ended.

-Printing income budget projection is -0- based on a break-even print shop budget. As a result of the IRS audit, a positive amount of revenue in printing will result in taxes being paid on that amount.

**Expenses:** Overall projection of total expenses is 11.68% more than the 2024 budget, with an increase of \$794,231 in total expenses. The operating expenses have a projected increase of

\$794,231, contingent salaries/benefits have a decrease of \$50,228, and capital improvements remain the same.

-General: There is an overall increase in salaries. A 3.0% cost of living increase has been included in the 2025 budget. The revisions will be sent to the Policy & Personnel committee for approval at their November meeting.

- Contingent Salaries/Benefits include an Annual Fund Director, two CCW couples, one supervisor/clinician, and an additional recreation employee. The budgeted amount is 50% of the total needed if all positions were filled for the entire year.
- The recreation employee will only be considered if the census reaches 65 to 70 residents.
- The 2025 budget includes the CEO position in Administration for 6 months of 2025 and the COO position in Direct Care for 3 months. These additions were made per the guidelines of the Search Committee. An additional amount was included for each position for a sign-on bonus to be used only if needed.

The Policy and Personnel Committee has not met as of the writing of this report. They will need to approve the recommendation of salary increases in addition to the finance committee's approval.

We included a 10% increase in health insurance premiums in 2024 but were able to maintain premiums with a small percentage change of 2%. As a result, the health insurance premiums in the 2025 budget remain the same as the 2024 budget with the 10% increase that was not fully needed in 2024. We still offer a Health Reimbursement Account for a portion of the deductible expenses to help in keeping our premiums down as much as possible.

**-Administration/IT Support:** Projects 40.92% increase from 2024 budget.

-Telephone expenses were decreased by \$7,000 based on the 2024 expended amount.

-Postage was increased by \$5,000 based on the amount expended in 2024.

-Insurance was increased by \$5,000 based on the expected increases in 2025.

-Legal/Audit was increased by \$10,000 based on 2024 expenses and expected legal fees in 2025.

-Recruiting/Advertising was increased by \$33,000 based on the increase for Houseparent.com advertising and the amount requested by the Search Committee for CEO and COO searches.

-Relocation Expenses were added in the amount of \$30,000 based on the Search Committee's request and will be used as needed for the new CEO relocation.

-Fee Expenses were added in the amount of \$170,000. These fees include Investment Fees on the NCMF investments, payroll fees, and bank fees.

-Technical Support was increased by \$15,000 based on an anticipated increase from our IT vendor.

-Maintenance Support was increased by \$7,000 based on an anticipated increase from our IT vendor.

-All other areas in Administration/IT Support changed by \$4,000 or less or remained the same based on the amounts expended in 2024 in those line items.

**-Community Support Center:** Projects 30.0% increase from the 2024 budget.

-Salaries and benefits are more due to the re-allocation of salaries of current positions. The Community Support line was added to track the expenses that are made when MHCO makes monetary support to individuals. Some of these expenses will be offset with designated donations. The office/general supplies were decreased based on expected needs in 2025.

**-Direct Care:** This section which includes program services staff, childcare workers, education, food service, clothing, medical, recreation, and spiritual development projects a 7.69% increase from 2024 budget.

-Accreditation Fees are decreased by \$10,500 based on the COA renewal process that was paid in 2024. In 2025, the fees will be expended for the COA site visit.

-Relocation fees were increased by \$24,500 based on the Search Committee's request and will be used as needed for the COO's relocation.

-Food expenses were increased by \$25,000 based on the 2024 expenses, higher food costs, and more children in care.

-All other line items that were changed in the Direct Care budget were increased or decreased as a result of expenses in 2024 and expectations for 2025.

**-Maintenance:** Projects 6.37% increase from 2024 budget.

-Electric Current was increased by \$20,000 based on the 2024 expenditures.

-Water & Sewer was increased by \$7,500 based on the 2024 expenditures.

-Grounds/Landscaping expenses were increased by \$10,000 based on the 2024 expenditures.

-All other changes in the Maintenance Budget were increased or decreased based on 2024 expenses and anticipated expenses for 2025.

**-Development:** Projects 2.79% increase from 2024 budget.

-All of the increases and decreases are based on the amounts expended in 2024 and the projected needs for the department in 2025.

**-Archives:** Projects 14.3% decrease from 2024 budget.

-All of the decreases are based on the amounts expended in 2024 and the fact that an Archivist is not employed at the end of 2024.

**Note:** We have The Cobb Foundation grant that will fund a portion of the budget with funds from designated Archives donations making up the difference.

**-ILP/TLC:** Projects 1.33% increase from 2024 budget.

-All changes in the ILP Budget are increases/decreases based on 2024 expenses and anticipated 2025 expenses.

**Capital improvements** include the following:

-Roof replacements in the amount of \$75,000. A donation of shingles was received in 2024, but labor will be needed to shingle the roofs of the lower campus cottages and the Cobb Center. Once these are complete, there is a need for the roof of one staff house to be replaced and the Chapel roof. We will request another donation from Certainteed in 2025 for materials.

-Cameras/Security systems in the amount of \$65,000. This will be the second half of the camera/security system project that was begun in 2024.

-Computer replacements in the amount of \$25,000. There is an annual plan for keeping up to date with computer replacements.

-HVAC unit replacements in the amount of \$50,000 due to age and unit failures. One of the large units in the cafeteria needs to be replaced and the others will be replaced on an as needed basis.

-Vehicle purchases in the amount of \$150,000. A new vehicle will need to be purchased for the CEO. In addition, we have several vans that need to be replaced if replacements can be obtained.

-New flooring and furniture for ILP apartments in the amount of \$50,000. This will allow for 10 rooms to be re-furnished in Flowers and Bundy. Some monies are remaining from the furniture to help offset a portion of these expenses.

-Repairs to buildings and signage on upper campus in the amount of \$85,000. All the signs on upper campus needed to be refurbished or replaced. A new entrance sign to campus has been suggested. Chapel porch repairs are needed. Additional repairs are needed in the Administrator's house and the Sizemore house.

These seven items total \$500,000.

The 2025 budget includes a line item "Transfer from Investment Income" of with additional funds to present a balanced budget only if expenses and contingent salaries/benefits exceed income received. In 2018, we added a budgeted, quarterly draw from our investments to help with cash flow needs. This has helped but has not completely solved our cash flow issues. There continue to be times that we need additional transfers to cover operational expenses. It is important to note that transfer from the Foundation account does not mean depletion of the corpus of the fund.

## **SGA Proposed 2025 Budget**

The 2025 proposed SGA budget projects an increase of 0.11% from the 2024 budget.

Significant changes are as follows:

- Postage Costs were decreased by \$40,000 because of the anticipated decreases in mailing from the NC Mason and the MSA. These are the two largest mailings that are done by SGA and the number of items to be mailed in 2025 is being decreased by a large amount.
- Copier Rental/Click Charges were increased by \$30,000 based on 2024 expenditures and the need for a change and/or additional copier for efficiency in the shop.
- Freight/UPS Charges were increased by \$4,000 based on expected expenditures in 2025 and the changes in delivery methods for the NC Mason.
- Equipment Replacement includes a new wide format printer/cutter combo. This will allow the SGA to produce wider banners and banners/signs on different types of materials.

All other areas are increased or decreased based on 2024 expenses and 2025 expectations. Estimated annual revenue was adjusted to an amount that will be break-even with expenses.

**Looking ahead for SGA** – SGA’s amount and type of digital work has increased greatly. They are looking to address efficiency with the re-assignment of duties and the potential change/addition of copiers during 2025. If their amount of work continues to grow, they may need an additional employee starting in 2026.



	F	M	SX	Y	Z	AA	AB	AC	AD	AE	AF
1	Description	2024 Budget		2024 Estimate		2025 Budget		Variance			Percentage Changes
2	<b>Income</b>										
	MASONIC LODGE DON.	\$1,000,000		\$ 900,000		\$1,250,000		\$ 250,000			
3	GR. LODGE APPR.	12,500		12,500		12,500		-			
4	MASONIC FDN.	300,000		419,000		400,000		100,000			
5	GEN. PUB. DONATIONS	650,000		615,000		850,000		200,000			
6	INV. INCOME	1,250,000		1,000,000		1,250,000		-			
7	LEGACIES	1,250,000		1,500,000		1,250,000		-			
8	DSS PER DIEM	70,000		130,000		100,000		30,000			
9	GRANTS	300,000		115,000		200,000		(100,000)			
10	RECURRING/ANNUAL GIVING	150,000		350,000		-		(150,000)			
11	ANNUAL DRAW FROM INVESTMENTS	1,034,715		1,034,715		1,044,693		9,978			
12	OTHER INCOME	30,000		23,000		25,000		(5,000)			
13	CALENDAR DONATIONS	150,000		110,000		150,000		-			
14	150TH DONATIONS	250,000		20,000		-		(250,000)			
15	PRINTING INCOME	-		-		-		-			
16	<b>Total Income</b>	<b>\$ 6,447,215</b>		<b>\$ 6,229,215</b>		<b>\$ 6,532,193</b>		<b>\$ 84,978</b>			<b>1.32%</b>
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18											
19	<b>Administration/</b>										
20	<b>IT Support</b>										
	SALARIES	\$ 349,097		\$ 349,000		\$ 496,000		\$ 146,903			
21	BENEFITS	99,633		91,500		136,000		36,367			
22	OFFICE SUPPLIES	10,000		8,000		8,500		(1,500)			
23	TELEPHONE	10,000		2,500		3,000		(7,000)			
24	POSTAGE	10,000		16,500		15,000		5,000			
25	INSURANCE	150,000		148,600		155,000		5,000			
26	PUBLIC RELATIONS	30,000		28,000		30,000		-			
27	CONFER/MEEETINGS/MEMBERSHIPS	12,500		13,300		13,000		500			
28	TRAVEL	7,500		7,375		7,500		-			
29	TRAINING	500		675		500		-			
30	LEGAL/AUDIT	65,000		72,000		75,000		10,000			
31	COPIER RENTAL/SERVICE	4,500		5,000		5,000		500			
32	PRINTING EXPENSES	2,500		2,000		2,500		-			
33	PROPERTY/REAL ESTATE TAX	8,500		10,000		10,000		1,500			
34	VEHICLE MAINTENANCE	750		500		750		-			
35	MASONIC FESTIVALS	75,000		90,000		75,000		-			
36	RECRUITING/ADVERTISING	52,000		1,500		85,000		33,000			
37	RELOCATION EXPENSES	-		-		30,000		30,000			
38	PHYSICALS/DRUG TESTS	2,000		1,500		2,000		-			
39	BACKGROUND CHECKS	6,000		8,500		8,500		2,500			
40	EMPLOYEE APPRECIATION	20,000		22,000		24,000		4,000			
41	MEMORIALS/GIFTS	750		200		500		(250)			
42	FEE EXPENSES - INV, PAYROLL, BANK	-		154,200		170,000		170,000			
43	TECHNICAL SUPPORT	165,000		166,500		180,000		15,000			
44	MAINTENANCE SUPPORT	10,500		15,500		17,500		7,000			
45	INTERNET/WEBSITE	30,000		32,500		34,000		4,000			
46	COMPUTER/PRINTER SUPPLY	8,500		8,000		8,500		-			
47	<b>Administration/IT Sub-total</b>	<b>\$ 1,130,230</b>		<b>\$ 1,255,350</b>		<b>\$ 1,592,750</b>		<b>\$ 462,520</b>			<b>40.92%</b>
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1	Description	2024 Budget	2024 Estimate	2025 Budget	Variance	Percentage Changes
56						
57	<b>Comm Support Center</b>					
	SALARIES	\$ 48,000	\$ 48,000	\$ 68,900	\$ 20,900	
58	BENEFITS	22,500	17,500	29,500	\$ 7,000	
59	COMMUNITY SUPPORT	-	1,500	15,000	\$ 15,000	
60	TELEPHONE	-	600	750	\$ 750	
61	OFFICE/GENERAL SUPPLIES	25,000	7,500	10,000	\$ (15,000)	
62	<b>Comm Support Center Sub-total</b>	<b>\$ 95,500</b>	<b>\$ 75,100</b>	<b>\$ 124,150</b>	<b>\$ 28,650</b>	<b>30.00%</b>
63						
64						
65	<b>Direct Child Care</b>					
	SALARIES	\$ 1,780,688	\$ 1,760,000	\$ 1,950,000	\$ 169,312	
66	BENEFITS	745,797	570,000	764,500	18,703	
67	TELEPHONE/COMMUNICATIONS	22,000	25,000	25,000	3,000	
68	LAUNDRY SUPPLIES	7,000	5,800	6,500	(500)	
69	JANITORIAL SUPPLIES	24,000	25,000	25,000	1,000	
70	TOILET & BATH SUPPLIES	7,000	7,300	7,000	-	
71	TRAINING	30,000	20,000	25,000	(5,000)	
72	TRAVEL	28,000	27,500	28,000	-	
73	HAIRCUTS	7,500	7,700	8,000	500	
74	ACCREDITATION FEES	15,000	14,000	4,500	(10,500)	
75	MEMBERSHIP FEES	17,500	18,000	18,000	500	
76	RECORDS SOFTWARE	22,000	20,000	22,000	-	
77	RELOCATION EXPENSES	500	2,300	25,000	24,500	
78	COPIER RENTAL	5,000	5,300	5,500	500	
79	KIDSEARN/ALLOWANCE	12,000	7,500	10,000	(2,000)	
80	OFFICE/GENERAL SUPPLIES	30,000	26,000	28,000	(2,000)	
81	VAN MAINTENANCE	10,000	29,000	10,000	-	
82	ENTERTAINMENT	16,000	17,600	17,500	1,500	
83	PRINTING	1,500	2,000	2,000	500	
84	LINENS/BEDDING	1,200	4,500	2,000	800	
85	SCHOOL TRIPS/ED EVENTS	2,000	2,700	2,500	500	
86	CLUB DUES/MEMBERSHIPS	500	-	500	-	
87	SCHOOL SUPPLIES	5,000	6,000	6,500	1,500	
88	ACADEMIC INCENTIVES	1,000	2,400	2,500	1,500	
89	FOOD	175,000	215,000	200,000	25,000	
90	CLOTHING	17,500	20,000	22,500	5,000	
91	SHOES	2,500	3,000	3,500	1,000	
92	MEDICAL SUPPLIES	2,500	1,500	2,000	(500)	
93	OUTSIDE MEDICAL	2,500	3,000	3,000	500	
94	DENTIST	1,500	250	1,250	(250)	
95	MEDICINE/VACCINE	4,000	2,500	3,000	(1,000)	
96	EYE EXAMS/GLASSES	1,200	200	1,000	(200)	
97	ATHLETIC SUPPLIES	1,500	1,500	1,500	-	
98	RECREATION SUPPLIES	2,000	1,200	1,500	(500)	
99	FOOD/CONCESSIONS	1,000	1,000	1,000	-	
100	POOL/PLAYGROUND	7,500	5,000	6,000	(1,500)	
101	MUSIC	750	750	750	-	
102	CAMPUS TRACKS	2,000	1,000	2,000	-	
103	YEARBOOK	1,000	-	1,000	-	
104	<b>Direct Child Care Sub-total</b>	<b>\$ 3,013,635</b>	<b>\$ 2,861,500</b>	<b>\$ 3,245,500</b>	<b>\$ 231,865</b>	<b>7.69%</b>
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	F	M	SX	Y	Z	AA	AB	AC	AD	AE	AF
1	Description	2024 Budget		2024 Estimate		2025 Budget		Variance			Percentage Changes
110											
111											
112											
113	<b>Maintenance</b>										
	SALARIES	\$ 181,877		\$ 155,000		\$ 186,600		\$ 4,723			
114	BENEFITS	74,180		47,000		76,250		2,070			
115	TELEPHONE	2,500		2,400		2,500		-			
116	FUEL/HEATING OIL	37,500		34,500		36,500		(1,000)			
117	ELECTRIC CURRENT	165,000		180,000		185,000		20,000			
118	WATER & SEWER	62,500		72,000		70,000		7,500			
119	VEHICLE REPAIRS/SERVICE	2,500		2,300		2,500		-			
120	TRAVEL	4,000		3,400		4,000		-			
121	PAINTING	10,000		7,000		8,000		(2,000)			
122	CARPENTRY	12,500		14,000		14,500		2,000			
123	PLUMBING	15,000		14,000		15,000		-			
124	HVAC	12,000		13,500		14,000		2,000			
125	ELECTRICAL	17,500		18,000		17,500		-			
126	APPLIANCES/ REPAIRS	12,000		9,500		10,500		(1,500)			
127	GROUNDS/LANDSCAPING	130,000		145,000		140,000		10,000			
128	GROUNDS EQUIPMENT/SUPPLIES	250		100		250		-			
129	EQUIPMENT RENTAL	1,750		1,500		1,750		-			
130	EQUIPMENT MAINT-NON-VEHICLE	8,000		14,500		10,000		2,000			
131	FUEL/OIL-GROUNDS EQUIPMENT	1,000		250		500		(500)			
132	FERTILIZER/NUTRIENTS	500		500		500		-			
133	TRAINING	200		-		200		-			
134	OFFICE SUPPLIES/MANUALS	300		100		250		(50)			
135	REPAIR SUPPLIES	750		350		500		(250)			
136	CONTRACT CLEANING	1,000		1,700		2,000		1,000			
137	WASTE REMOVAL/RECYCLING	25,000		26,000		26,500		1,500			
138	PEST CONTROL	10,000		12,000		12,500		2,500			
139	UNIFORM RENTAL/CLEANING	5,000		5,400		5,500		500			
140	<b>Maintenance Sub-total</b>	<b>\$ 792,807</b>		<b>\$ 780,000</b>		<b>\$ 843,300</b>		<b>\$ 50,493</b>			<b>6.37%</b>
141											
142	<b>Development</b>										
	SALARIES	\$ 212,574		\$ 211,900		\$ 225,000		\$ 12,426			
143	BENEFITS	91,276		63,000		94,000		2,724			
144	SUPPLIES	1,000		600		800		(200)			
145	TRAVEL/CONFERENCES	10,000		11,500		12,500		2,500			
146	PUBLIC RELATIONS/RECOGNITION	1,000		1,050		1,000		-			
147	TRAINING	250		675		750		500			
148	MARKETING/SOLICITATION	320,000		310,000		320,000		-			
149	DEVELOPMENT PROJECTS	20,000		5,000		20,000		-			
150	TELEPHONE	2,200		2,350		2,400		200			
151	MEMBERSHIP FEES	750		1,000		1,000		250			
152	<b>Development Sub-total</b>	<b>\$ 659,050</b>		<b>\$ 607,075</b>		<b>\$ 677,450</b>		<b>\$ 18,400</b>			<b>2.79%</b>
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	F	M	SX	Y	Z	AA	AB	AC	AD	AE	AF
1	Description	2024 Budget		2024 Estimate		2025 Budget		Variance			Percentage Changes
164											
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167											
168	<b>Archives</b>	SALARIES	\$ 12,032	\$ 4,000	\$ 12,032	\$ -					
169		BENEFITS	920	310	920	-					
170		ARCHIVAL SUPPLIES	3,500	-	1,000	(2,500)					
171		EXHIBITION MATERIALS	2,000	-	1,500	(500)					
172		MEMBERSHIP FEES	500	-	500	-					
173		TECHNOLOGY/EQUIPMENT	1,000	-	-	(1,000)					
174		CONTINUING EDUCATION	250	-	-	(250)					
175		TRAVEL	250	-	-	(250)					
176		MUSEUM SOCIETY/SOCIAL EVENTS	250	-	-	(250)					
177		GALLERY RENOVATIONS	5,000	-	5,000	-					
178		FAMILY LIFE CENTER	10,000	-	10,000	-					
179		OFFICE EXPENSES	1,000	-	500	(500)					
180		<b>Archives Sub-total</b>	<b>\$ 36,702</b>	<b>\$ 4,310</b>	<b>\$ 31,452</b>	<b>\$ (5,250)</b>					<b>-14.30%</b>
181											
182	<b>ILP/TLC</b>	SALARIES	\$ 390,208	\$ 339,000	\$ 392,500	\$ 2,292					
183		BENEFITS	149,889	70,665	155,500	5,611					
184		TRAVEL	5,000	5,500	6,500	1,500					
185		TRAINING/CONFERENCES	250	-	250	-					
186		SUPPLIES(OFFICE & COTTAGE)	500	550	650	150					
187		TELEPHONE	4,000	3,300	4,000	-					
188		CLOTHING	3,000	2,000	2,500	(500)					
189		VEHICLE MAINTENANCE	750	450	750	-					
190		EDUCATION EXPENSES	1,000	-	1,000	-					
191		MEDICAL/EMERGENCY	5,000	1,000	3,500	(1,500)					
192		FOOD PURCHASES	10,000	9,000	10,000	-					
193		<b>Independent Living Sub-total</b>	<b>\$ 569,597</b>	<b>\$ 431,465</b>	<b>\$ 577,150</b>	<b>\$ 7,553</b>					<b>1.33%</b>
194											
195	<b>Summary</b>										
196	<b>Income</b>	MASONIC LODGE DON.	\$ 1,000,000	\$ 900,000	\$ 1,250,000	\$ 250,000					
197		GR. LODGE APPR.	12,500	12,500	12,500	-					
198		MASONIC FDN.	300,000	419,000	400,000	100,000					
199		GEN. PUB. DONATIONS	650,000	615,000	850,000	200,000					
200		INV. INCOME	1,250,000	1,000,000	1,250,000	-					
201		LEGACIES	1,250,000	1,500,000	1,250,000	-					
202		DSS PER DIEM	70,000	130,000	100,000	30,000					
203		GRANTS	300,000	115,000	200,000	(100,000)					
204		DIRECT MAIL MARKETING INCOME	150,000	350,000	-	(150,000)					
205		ANNUAL DRAW FROM INVESTMENTS	1,034,715	1,034,715	1,044,693	9,978					
206		OTHER INCOME	30,000	23,000	25,000	(5,000)					
207		CALENDAR DONATIONS	150,000	110,000	150,000	-					
208		150TH DONATIONS	250,000.00	20,000	-	(250,000)					
209		PRINTING INCOME	-	-	-	-					
210		<b>Total Income</b>	<b>\$ 6,447,215</b>	<b>\$ 6,229,215</b>	<b>\$ 6,532,193</b>	<b>\$ 84,978</b>					
211											
212											
213											
214											
215											
216											
217											

Masonic Home for Children 2025 Proposed Budget	F	M	SX	Y	Z	AA	AB	AC	AD	AE	AF
1	Description	2024 Budget		2024 Estimate		2025 Budget		Variance			Percentage Changes
218											
219											
220											
221											
222											
223	<b>Expense</b>										
224	Administration/IT Sub-total	\$ 1,130,230		\$ 1,255,350		\$ 1,592,750		\$ 462,520			
225	Community Support Center	\$ 95,500		\$ 75,100		\$ 124,150		\$ 28,650			
226	Direct Child Care Sub-total	\$ 3,013,635		\$ 2,861,500		\$ 3,245,500		\$ 231,865			
227	Maintenance Sub-total	\$ 792,807		\$ 780,000		\$ 843,300		\$ 50,493			
228	Development & PR Sub-total	\$ 659,050		\$ 607,075		\$ 677,450		\$ 18,400			
229	Archives Sub-total	\$ 36,702		\$ 4,310		\$ 31,452		\$ (5,250)			
230	Independent Living Sub-total	\$ 569,597		\$ 431,465		\$ 577,150		\$ 7,553			
231	<b>Total Operating Expense</b>	<b>\$ 6,297,521</b>		<b>\$ 6,014,800</b>		<b>\$ 7,091,752</b>		<b>\$ 794,231</b>			<b>12.61%</b>
232	<b>Capital Improvements</b>	<b>500,000</b>		<b>300,000</b>		<b>500,000</b>		<b>-</b>			
233	<b>Total Expense</b>	<b>\$ 6,797,521</b>		<b>\$ 6,314,800</b>		<b>7,591,752</b>		<b>\$ 794,231</b>			<b>11.68%</b>
234	<b>Net Income/(Expense)</b>	<b>\$ (350,306)</b>		<b>\$ (85,585)</b>		<b>\$ (1,059,559)</b>		<b>\$ (709,253)</b>			
235											
236	<b>Transfer from Investment Income</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>					
237	<b>Net Income/(Deficit) excluding Contingent Salaries/Benefits</b>	<b>\$ (350,306)</b>		<b>\$ (85,585)</b>		<b>\$ (1,059,559)</b>		<b>\$ (709,253)</b>			
238											
239	<b>Contingent Salaries/Benefits</b>	<b>\$ 283,890</b>		<b>\$ -</b>		<b>\$ 233,662</b>		<b>\$ (50,228)</b>			<b>-17.69%</b>
240	<b>Additional Transfer from Investment Income</b>	<b>\$ 634,196</b>		<b>\$ -</b>		<b>\$ 1,293,221</b>					
241	<b>Net Income/(Deficit)</b>	<b>\$ -</b>		<b>\$ (85,585)</b>		<b>\$ -</b>		<b>\$ -</b>			
242											
243											
244											
245	<b>Average Number of Children</b>										
246											
247		<b>Direct Care</b>		<b>ILP</b>							
248	2023	42		15							
249	2022	43		14							
250	2021	29		10							
251	2020	32		13							
252	2019	40		10							
253	2018	39		15							
254	2017	40		19							
255	2016	43		15							
256	2015	40		17							
257	2014	42		17							



## Masonic Home for Children

<b>School of Graphic Arts</b>
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## 2025 Budget

**Revenue**

Printing Income	
General Public	\$ 495,000.00
Grand Lodge	\$ 200,000.00
Masonic Lodges	\$ 30,000.00
Order of the Eastern Star	\$ 13,000.00
Other Masonic Printing	\$ 126,536.00
NC Masonic Foundation	\$ 500.00
Masonic Home for Children	\$ 70,000.00
WhiteStone	\$ 7,500.00
<b>Total Revenue</b>	<b>\$ 942,536.00</b>

**Expenses**

Printing Expenses	
Salaries	\$ 303,285.00
Benefits	\$ 132,551.00
Supplies	\$ 1,500.00
Computer Supplies	\$ 250.00
Telephone	\$ 1,500.00
Postage	\$ 85,000.00
Computer Technical Support	\$ 32,450.00
Computer System Upgrades	\$ 5,000.00
Internet Expense	\$ 2,000.00
Travel	\$ 4,000.00
Electricity	\$ 8,000.00
Depreciation	\$ 10,000.00
Uniform Rentals	\$ -
Paper	\$ 90,000.00
Bindery Supplies	\$ 1,000.00
GraphicArts/Pressroom Supplies	\$ 15,000.00
Mailroom Supplies	\$ 2,000.00
Items Purchased for Resale	\$ 1,000.00
Mailroom Rental/Service Contract	\$ 9,500.00
Copier Rental/Click Charges	\$ 110,000.00
Equipment Repairs & Replacement	\$ 2,500.00
Outside Work	\$ 80,000.00
Freight/UPS Charges	\$ 12,000.00
Advertising	\$ 4,000.00
<b>Equipment Replacement</b>	<b>\$ 30,000.00</b>
<b>Total Expenses</b>	<b>\$ 942,536.00</b>

<b>Projected Surplus/(Deficit)</b>	<b>\$ -</b>
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