

# DeSoto Memorial Hospital

2019 Budget and 4 Year Projection

İ				Proposed					
	Actual	Budget	Projection	Budget	Projection	Projection	Projection	Projection	FY19
	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Assumptions
REVENUE  Inpatient Hospital Revenues	\$29,821,577	\$31,727,310	\$28,088,946	\$28,380,504	\$29,231,919	\$30,108,877	\$31,012,143	\$31,942,507	3% Volume, 1% Rate Increase. (OB Delivery Services Ceased Feb 2018 \$800,000 FY18 reduction)
Outpatient Hospital Revenues	\$78,905,524	\$85,217,966	\$84,143,506	\$89,992,116	\$95,391,643	\$101,115,142	\$107,182,050	\$113,612,973	3% volume, 3% Rate Increase . CT down \$800,000 GPR in August 2018 for Room Renovation.
Physician Fee Revenues	\$2,636,433	\$835,000	\$850,000	\$845,000	\$887,250	\$931,613	\$978,193	\$1,027,103	5% volume increase; ER Physician Services Transferred to Pvt Group January 2017 (\$1.8million reduction). Includes Pain Mgt, General Surgery, Stress Test, Pediatric Call Physicians. 3% Rate Increase- <b>Provided at just above</b>
Clinic/DCSO Revenues	\$350,004	\$360,504	\$374,499	\$385,734	\$397,306	\$409,225	\$421,502	\$434,147	cost to DeSoto County  4% Volume, 3% Rate Increase Wound Care
Other Outpatient Service Revenue	\$6,351,931	\$6,796,566	\$8,283,503	\$13,863,348	\$14,556,516	\$15,284,341	\$16,048,558	* -//	new services \$5million GPR
Outpatient, Physician, and Clinic Total Gross Revenue	\$88,243,892 <b>\$118,065,469</b>	\$93,210,036 <b>\$124,937,346</b>	\$93,651,508 <b>\$121,740,454</b>	\$105,086,199 <b>\$133,466,702</b>	\$111,232,715 <b>\$140,464,634</b>	\$117,740,321 <b>\$147,849,198</b>	\$124,630,304 <b>\$155,642,447</b>	\$131,925,210 <b>\$163.867.717</b>	OB services terminated Feb 2018
Year to Year Growth Year to Year Growth after price increase DEDUCTIONS FROM REVENUE	16.8% 4.8%	5.8% 2.8%	3.1% 0.1%	9.6% 6.6%	5.2% 2.2%	5.3% 2.3%	5.3% 2.3%	5.3% 2.3%	
Medicare & Medicaid Contractual Adj	\$62,476,202	\$67,457,100	\$62,247,382	\$71,314,579	\$75,429,017	\$79,791,474	\$84,417,333	\$90,922,947	2.0% MCR reimb increase; January 2018 Lab Medicare decrease; Medicaid IP 20% reimb decrease; 2% sequestration started 4/1/2013 continues with annual impact of \$300,000; LIP similar to FY 17 of \$2million. FY18 contains one time events:\$650,000 BCBS settlement; \$1,350,000 Medicaid prior year settlement.
Other Contractual Adjustments	\$9,474,901	\$10,126,641	\$10,662,749	\$11,806,701	\$12,425,751	\$13,079,002	\$13,768,407	\$14,496,029	3% reimb increase Commercial Insurance.
Discounts & Adjustments	\$418,501	\$442,859	\$985,095	\$1,090,781	\$1,147,973	\$1,208,324	\$1,272,016	\$1,339,239	Self pay, employee, and co-insurance 'pymt at registration' discounts.
Provision for Uncollectible Accts  Indigent Care (Charity)	\$6,126,704 \$7,494,555	\$6,483,302 \$8,030,768	\$5,814,819 \$7,822,237	\$6,374,912 \$8,675,688	\$6,709,162 \$9,130,572	\$7,061,879 \$9,610,588	\$7,434,116 \$10,117,170	\$7,826,988 \$10,651,834	Increased 5% for unknown Federal Changes to Market Place Plans
Discounts, Bad Debt, and Charity	\$14,039,760	\$14,956,930	\$14,622,151	\$16,141,381	\$16,987,707	\$17,880,792	\$18,823,302	\$19,818,061	
Discounts, Bad Debt, and Charity % of Gross Revenue Year to Year Growth	11.9% 13.6%	12.0% 6.5%	12.0% 4.1%	12.1% 10.4%	12.1% 5.2%	12.1% 5.3%	12.1% 5.3%	12.1% 5.3%	
Contractual % of Gross Revenue	60.9%	62.1%	59.9%	62.3%	62.5% 5.7%	62.8% 5.7%	63.1%	64.3%	
Contractuals Year to Year Growth	21.1%	7.8%	1.3%	14.0%	5.7%	5.7%	5.7%	7.4%	FY18 includes \$2,000,000 one time positive
Total Deductions From Revenue	\$85,990,863	\$92,540,671	\$87,532,282	\$99,262,662	\$104,842,474	\$110,751,268	\$117 009 042	\$125 237 <b>03</b> 7	adjustments = 1.7% C/A decrease in percentage of gross.
	72.8%	74.1%	71.9%	74.4%	74.6%	74.9%	75.2%	76.4%	personnage or groot.
Percent of Gross Revenue									
Year to Year Growth NET PATIENT REVENUE Year to Year Growth	7.8% \$32,074,606 9.3%	7.6% \$32,396,675 1.0%	1.8% \$34,208,172 6.7%	13.4% \$34,204,041 0.0%	5.6% \$35,622,160 4.1%	5.6% \$37,097,930 4.1%	5.7% \$38,633,404 4.1%	<b>7.0%</b> \$38,630,680 <b>0.0%</b>	
Net to Gross	27.2%	25.9%	28.1%	25.6%	25.4%	25.1%	24.8%	23.6%	No major shift in reimbursement rates
OTHER OPERATING REVENUE Other Oper Revenue	\$76,743	\$50,000	\$36,047	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	MedRecs, Scrap, Misc

#### Desoto Memorial Hospital FY19 Budget and 4 Year Projections

	Actual	Budget	Projection	Proposed Budget	Projection	Projection	Projection	Projection	FY19
	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Assumptions
Total Other Revenue	\$76,743	\$50,000	\$36,047	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	<u> </u>
Year to Year Growth	11.0%	-34.8%	-53.0%	38.7%	0.0%	0.0%	0.0%	0.0%	
Total Operating Revenue	\$32,151,349	\$32,446,675	\$34,244,219	\$34,254,041	\$35,672,160	\$37,147,930	\$38,683,404	\$38,680,680	
Year to Year Growth	9.3%	0.9%	6.5%	0.0%	4.1%	4.1%	4.1%	0.0%	

	Actual	Budget	Projection	Proposed Budget	Projection	Projection	Projection	Projection	FY19
	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Assumptions
		1 1 2010	1 1 2010	112010	1 1 2020	112021	1 1 2022	1 1 2020	Accumptions
EXPENSES Salaries & Wages	\$13,548,180	\$13,114,508	\$13,058,329	\$12,363,439	\$12,610,708	\$12,862,922	\$13,120,180	\$13,382,584	3% Increase Market Equity
Contract Labor	\$1,111,394	\$985,824	\$991,306	\$919,206	\$873,246	\$829,583	\$788,104	\$748,699	Reduce reliance on contract labor 5%
									Does not include housekeeping, dietary, and
Labor Sub-total	\$14,659,574	\$14,100,333	\$14,049,635	\$13,282,645	\$13,483,953	\$13,692,505	\$13,908,285	\$14,131,283	behavioral outsource. See Fees Other
Year to Year Growth	3.8%	-3.8%	-4.2%	-5.5%	1.5%	1.5%	1.6%	1.6%	
Percent of Operating Revenue	45.6%	43.5%	41.0%	38.8%	37.8%	36.9%	36.0%	36.5%	1
									10% increase in benefit costs, primarily health care coverage impact of ACA and
Benefits	\$3,463,612	\$3,520,380	\$3,119,693	\$3,249,049	\$3,479,731	\$3,726,792	\$3,991,394	\$4,274,783	
Year to Year Growth	11.4%	1.6%	-9.9%	4.1%	7.1%	7.1%	7.1%	7.1%	•
Compensation Sub-total  Year to Year Growth	\$ 18,123,186 5.2%	\$ 17,620,713 -2.8%	\$ 17,169,328 -5.3%	\$ 16,531,694 -3.7%	\$ 16,963,685 2.6%	\$ 17,419,297 2.7%	\$ 17,899,679 2.8%	\$ 18,406,066 2.8%	
Percent of Operating Revenue	56.4%	54.3%	50.1%	48.3%	47.6%	46.9%	46.3%	47.6%	
EXPENSES - cont.									
Fees - Physician	\$2,085,938	\$2,286,000	\$2,178,782	\$2,220,521	\$2,331,547	\$2,448,125	\$2,570,531	\$2,699,057	5% increase
5 04									2% market; 3% volume. Wound Care
Fees - Other	\$3,490,844	\$3,668,351	\$4,292,428	\$5,444,549	\$5,716,777	\$6,002,616	\$6,302,746		\$950,000 Mgt Fee
Supplies	\$3,928,478	\$4,207,925	\$4,400,771	\$5,016,879	\$5,317,892	\$5,636,965	\$5,975,183	\$6,333,694	Market inflation 3%; Ortho 9% Rx 5%
Utilities	\$755,391	\$838,484	\$831,356	\$914,492	\$969,361	\$1,027,523	\$1,089,174	\$1,154,525	10% FY18: 6% thereafter
Repairs and Maintenance	\$1,215,212	\$1,275,000	\$1,014,151	\$1,064,859	\$1,118,101	\$1,174,007	\$1,232,707	\$1,294,342	5% aging of plant and inflation
Rents and Leases	\$626,543	\$655,000	\$656,552	\$689,380	\$710,061	\$777,650	\$777.650	\$777.650	5% increase
Insurance	\$268,685	\$274,058	\$314,066	\$320,347	\$326,754	\$333,289	\$339,955	. ,	2% market factors Prop&Casualty
Other Expenses	\$511,003	\$524,110	\$537,737	\$553,869	\$570,485	\$587,600	\$605,228		3% inflation
Physician Recruitment	\$16,404	\$25,000	\$8,034	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
Marketing & Public Relations	\$90,265	\$92,973	\$89,774	\$92,467	\$95,241	\$98,098	\$101,041	\$104,073	3% inflation
Total Expenses	\$31,111,949	\$31,467,614	\$31,492,979	\$32,854,057	\$34,124,905	\$35,510,170	\$36,898,895	\$38,362,430	
Year to Year Growth	3.3%	1.1%	1.2%	4.3%	3.9%	4.1%	3.9%	4.0%	
Earnings Before Deprec, Int, and									
Tax	\$1,039,400	\$979,061	\$2,751,240	\$1,399,984	\$1,547,255	\$1,637,760	\$1,784,510	\$318,250	Wound Care net increase of \$200,000
Year to Year Growth	243.2%	-6.2%	62.2%	-96.5%	10.5%	5.8%	9.0%	-82.2%	•
EBDIT % (Approx cash inflow)	3.23%	3.02%	8.03%	4.09%	4.34%	4.41%	4.61%	0.82%	
Capital Expenses									
Interest Expense	\$728,350	\$771,000	\$735,342	\$751,342	\$721,288	\$692,437	\$664,739	\$638,150	GE Loan \$600,000 @ 6%
Trustee or Bond Fees									
									Capital additions at \$2million FY18
Depreciation & Amortization	\$1,590,463	\$1,700,000	\$1,618,942	\$1,904,656	\$2,104,656	\$2,304,656	\$2,504,656	\$2 704 656	Radiology and Surgery; 7 year depreciation per Medicare guidelines
Total Capital Expenses	\$2,318,813	\$2,471,000	\$2,354,284	\$2,655,998	\$2,825,945	\$2,997,093	\$3,169,396	\$3,342,806	For meaning galaxies
Year to Year Growth	0.6%	6.6%	1.5%	12.8%	6.4%	6.1%	5.7%	5.5%	•
OPERATING INCOME / (LOSS)	(\$1,279,413)	(\$1,491,939)	\$396,956	(\$1,256,014)	(\$1,278,690)	(\$1,359,333)	(\$1,384,886)	(\$3,024,556)	
Op Income %	-4.0%	-4.6%	1.2%	-3.7%	-3.6%	-3.7%	-3.6%	-7.8%	
Year to Year Growth	57.7%	-15.5%	129.1%	416.3%	2.2%	-2.1%	2.2%	-118.4%	
OTHER INCOME									
Investment Income	\$30,605	\$36,725	\$32,595	\$37,500	\$41,250	\$45,375	\$49,913	\$54.904	No major change in rates
Federal Award Grants	\$71,381	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$50,000 Pari-mutual
Office Consider Color Total	04.040.001	04 400 666	04 400 110	04 450 715	<b>04 407 000</b>	M4 547 0 47	04 540 000	<b>#4 570 000</b>	County sales tax restricted to debt service
Gifts, Grants, Sales Tax Income Rental Income	\$1,343,061 \$108,000	\$1,483,988 \$108,000	\$1,430,113 \$108,000	\$1,458,715 \$108,000	\$1,487,890 \$108,000	\$1,517,647 \$108,000	\$1,548,000 \$108,000	\$1,578,960 \$108,000	coverage. Clinic Building Rental to FQHC
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#### Desoto Memorial Hospital FY19 Budget and 4 Year Projections

	Actual FY 2017	Budget FY 2018	Projection FY 2018	Proposed Budget FY 2019	Projection FY 2020	Projection FY 2021	Projection FY 2022	Projection FY 2023	FY19
	1 1 2017	F1 ZU18	F1 ZU18	FT 2019	F1 2020	F1 2021	F1 2022	FT 2023	Assumptions
Other Non-Oper Income (Exp)	\$25,690	\$25,000	\$8,317	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
Total Non-Oper. Income (Exp) Year to Year Growth	\$1,578,737 -18.5%	\$1,703,713 <b>7.9</b> %	\$1,629,025 3.2%	\$1,679,215 3.1%	\$1,712,140 <b>2.0</b> %	\$1,746,022 2.0%	\$1,780,913 2.0%	\$1,816,864 <b>2.0</b> %	
NET INCOME/(LOSS) Net Income %	\$299,324 0.9%	\$211,774 0.7%	\$2,025,981 5.9%	\$423,201 1.2%	\$433,450 1.2%	\$386,689 1.0%	\$396,027 1.0%		FY18 contains one time events with \$2million positive impact.

#### Assumptions

2% Volume, 1% Rate Increase
2% volume, 4% Rate Increase
2% Volume, 3% Rate Increase 3% Rate Increase 2% Volume, 3% Rate Increase
LIP may returnsto \$400,000 historical levels in FY23
No major changes
Assume BD/CC remains constant %
LIP may returnsto \$400,000 historical levels in FY23
No major shift in reimbursement rates

MedRecs, Scrap, Misc

Assumptions

#### Assumptions

2% Increase Market Equity

Reduce reliance on contract labor 5%

Does not include housekeeping, dietary, and behavioral outsource. See Fees Other.

5% regulatory and aging workforce

2% market increase; 3% volume

2% market; 5% volume Market inflation 6%

6% increase

5% aging of plant and inflation

3% increase 2% market factors P&C 3% inflation

3% inflation

Assume AHCA FY18 Allocation through FY22

Capital additions at \$1million per year beginning FY20

No major change in rates

Sales Tax growth 2% Clinic Building

Assumptions

### Desoto Memorial Hospital FY19 Budget STATEMENT OF REVENUE AND EXPENSES FOR BUDGET 2019

	Actual	Projected	Proposed Budget	
	FY 2017	FY 2018	FY 2019	Assumptions
REVENUE				3% Volume, 1% Rate Increase. (OB Delivery Services Ceased
Inpatient Hospital Revenues	\$29,821,577	\$28,088,946	\$28,380,504	Feb 2018 \$800,000 FY18 reduction) 3% volume, 3% Rate Increase. CT down \$800,000 GPR in
Outpatient Hospital Revenues	\$78,905,524	\$84,143,506	\$89,992,116	August 2018 for Room Renovation.
Physician Fee Revenues	\$2,636,433	\$850,000	\$845,000	5% volume increase; ER Physician Services Transferred to Pvt Group Januar
Clinic Revenues	\$350,004	\$374,499	\$385,734	3% Rate Increase-Provided at just above cost to DeSoto County
Other Outpatient Service Revenue	\$6,351,931	\$8,283,503	\$13,863,348	4% Volume, 3% Rate Increase Wound Care new services \$5million GPR
Total Gross Revenue	\$118,065,469	\$121,740,454	\$133,466,702	OB services terminated Feb 2018
DEDUCTIONS FROM REVENUE				
Medicare & Medicaid Contractual	\$62,476,202	\$62,247,382	\$71,314,579	decrease; Medicaid IP 20% reimb decrease; 2% sequestration started 4/1/2013 continues with annual impact of \$300,000; LIP similar to FY 17 of \$2million. FY18 contains one time events:\$650,000 BCBS settlement; \$1,350,000 Medicaid prior year settlement.
	<b>,</b> ,	<b>*</b> ,- · · · ,- · -	<b>*</b> · · · · · · · · · · · · · · · · · · ·	Self pay, employee, and co-insurance 'pymt at registration'
Discounts & Adjustments Other Contractual Adjustments	\$418,501 \$9,474,901	\$985,095 \$10,662,749	\$1,090,781 \$11,806,701	discounts. 3% reimb increase Commercial Insurance.
Indigent Care (Charity) Provision for Uncollectible Acccounts	\$9,474,901 \$7,494,555 \$6,126,704	\$7,822,237 \$5,814,819	\$8,675,688 \$6,374,912	5% femb increase commercial insurance.
Total Deductions From Rev	\$85,990,863	\$87,532,282	\$99,262,662	
NET PATIENT REVENUE	\$32,074,606	\$34,208,172	\$34,204,041	
OTHER OPERATING REVENUE				
Other Operating Revenue	\$76,743	\$36,047	\$50,000	MedRecs, Scrap, Misc
Total Other Revenue NET REVENUE	\$76,743 \$32,151,349	\$36,047 \$34,244,219	\$50,000 \$34,254,041	

#### Desoto Memorial Hospital FY19 Budget STATEMENT OF REVENUE AND EXPENSES FOR BUDGET 2019

	Actual	Projected	Proposed Budget	
	FY 2017	FY 2018	FY 2019	Assumptions
EXPENSES				
Salaries & Wages	\$13,548,180	\$13,058,329	\$12,363,439	3% Increase Market Equity
Contract Labor	\$1,111,394	\$991,306		Reduce reliance on contract labor 5%
0011111011 20001	Ψ.,,σσ.	ψοσ .,σσσ	ψο.ο,200	10% increase in benefit costs, primarily health care coverage
Benefits	\$3,463,612	\$3,119,693	\$3,249,049	impact of ACA and aging of employee population.
Fees - Physician	\$2,085,938	\$2,178,782	\$2,220,521	5% increase
Fees - Other	\$3,490,844	\$4,292,428	\$5,444,549	2% market; 3% volume. Wound Care \$950,000 Mgt Fee
Supplies	\$3,928,478	\$4,400,771	\$5,016,879	Market inflation 3%; Ortho 9% Rx 5%
Utilities	\$755,391	\$831,356	\$914,492	10% FY18: 6% thereafter
Repairs and Maintenance	\$1,215,212	\$1,014,151	\$1,064,859	5% aging of plant and inflation
Rents and Leases	\$626,543	\$656,552	\$689,380	5% increase
Insurance	\$268,685	\$314,066	\$320,347	2% market factors Prop&Casualty
Other Expenses	\$511,003	\$537,737		3% inflation
Physician Recruitment	\$16,404	\$8,034	\$5,000	
Marketing & Public Relations	\$90,265	\$89,774	\$92,467	3% inflation
Total Expenses	\$31,111,949	\$31,492,979	\$32,854,057	
EBITDA	\$1,039,400	\$2,751,240	\$1,399,984	
CAPITAL EXPENSES				
Interest Expense	\$728,350	\$735,342	\$751,342	GE Loan \$600,000 @ 6% Capital additions at \$2million FY18 Radiology and Surgery; 7
Depreciation & Amortization	\$1,590,463	\$1,618,942	\$1,904,656	year depreciation per Medicare guidelines
Total Capital Expenses	\$2,318,813	\$2,354,284	\$2,655,998	
OPERATING INCOME/(LOSS)	(\$1,279,413)	\$396,956	(\$1,256,014)	
OTHER INCOME:				
Investment Income	\$30,605	\$32,595	\$37,500	No major change in rates
Gifts & Grants Income	\$1,343,061	\$1,430,113	\$1,458,715	County sales tax restricted to debt service coverage.
Federal Award Grants	\$71,381	\$50,000	\$50,000	\$50,000 Pari-mutual
Rental Income	\$108,000	\$108,000	\$108,000	Clinic Building Rental to FQHC
Other Non-Oper Income(Exp)	\$25,690	\$8,317	\$25,000	
Total Nam Ones Income/For	¢4 570 707	¢4 000 005	¢4 070 045	
Total Non-Oper. Income(Ex NET INCOME/ (LOSS)	\$1,578,737 \$299,324	\$1,629,025 \$2,025,981	\$1,679,215 \$423,201	
NET INCOME/ (LUSS)	<b>Φ</b> 299,324	<b>⊅∠,∪∠⊃,98</b> 1	<b>⊅4∠3,∠U</b> 1	

## Desoto Memorial Hospital FY18 and FY19 Volume Project

	FY 17 Actual	FY 18 Budget	FY 18 Projected	FY 19 Budget	FY18 Projected
PATIENT DAYS:	3,831	4,244	3,047	3,140	3.1%
Acute	2,499	2,874	2,242	2,320	3.5%
ICU / Special Care	768	806	805	820	1.9%
OB	564	564	210	-	
Observation Dave	1,273	1,337	1,280	1,350	5.5%
Observation Days	1,273	1,337	1,200	1,350	5.5%
Discharges:	1,483	1,626	1,087	1,120	3.0%
Acute	834	959	808	830	2.7%
ICU / Special Care	366	384	279	290	3.9%
OB (Excluded from FY18 totals for better comparison to Budget)	283	283	100	-	
ALOS	2.58	2.64	2.07	2.90	2.50/
ALOS	2.38	2.61	2.87	2.80	-2.5%
Births	261	261	98	0	
Adjusted Admissions	5,861	6,154	5,463	5,500	0.7%
Case Mix Index	1.02	1.04	1.13	1.18	4.4%
HHA Visits:	9,238	10,162	9,793	10,000	2.1%
	-,	10,100	2,122	10,000	
Total Radiology Procedures (All)	24,616	25,847	24,821	26,000	4.8%
CT	6,493	7,142	6,316	6,500	2.9%
Ultrasound	2,738	3,000	2,248	2,300	2.3%
Nuc Med	639	650	732	750	2.5%
MRI	754	980	823	900	9.4%
Mammography	1,103	1,250	1,216	1,300	6.9%
Laboratory Procedures:	139,619	152,422	140,179	147,000	4.9%
Inpatient	23,183	24,342	21,025	22,000	4.6%
Outpatient	116,436	128,080	119,154	125,000	4.9%
Total Surgery (excl endo):	859	961	789	880	17.2%
Inpatient Surgery	329	378	256	280	9.4%
Outpatient Surgery	530	583	533	600	12.6%
Endo	678	700	680	700	2.9%
Total ER Visits:	16,492	17,317	16,817	17,300	2.9%
Inpatient	892	1,026	789	800	1.4%
Outpatient	15,600	16,291	16,028	16,500	2.9%
Dell W. V.					
Other Visits: Rehab Services	7,537	8,500	9,174	10,500	14.45%
Wound Care	1,447	1,500	1,257	5,000	297.77%
	245	240	238	240	0.9%
FTEs	240	240	238	240	0.9%

#### NOTES:

FY19 budget based on volumes through July 2018, discussion with physicians of their projections, and DMH Strate Surgery volume expected to increase in Ortho, Podiatry, and Urology services

Wound Healing Institute at DeSoto Memorial Hospital Scheduled to begin services September/October 2018. Significant increase in Gross Patient Revenue expected (\$5million), net revenue of \$1million, and contribution to overhead margin of \$200,000.