

### Troiting obtaining board of birectors inceeding 7.

Thursday, August 17, 2023

**In-Person Quorum is Needed** 

Join Zoom Meeting  $\rightarrow$ https://us02web.zoom.us/j/83734322956 | Meeting ID  $\rightarrow$ 837 3432 2956

AHEAD Conference Room | 261 Cottage Street | Littleton NH Note you will enter the building on the ground floor, the conference room is on the first floor.

Call to Order

Attendance

Minutes Approval (motion)

• 06/21/2023

Financial

- Review of Financials (motion)— (Staff Steele)
- Update Audit Services

Other Business

Project updates

Nonpublic Session under RSA 91-A:3, II (if needed)

**Public Comment** 

We ask that when the Community Level is High, attendees follow the recommendations of the CDC to maximize protection from COVID-19 and prevent possibly spreading it to others.

• **stay home** if you have tested positive for COVID-19, are waiting for COVID-19 test results, have COVID-19 symptoms, or if you have had close contact with a person who has tested positive for or who has symptoms of COVID-19

We thank you in advance for doing your part in keeping everyone safe and healthy.

### **North Country Council Board of Directors Meeting Minutes**

Wednesday, June 21, 2023 | 6:00 pm

**BOARD MEMBERS PRESENT:** Paul Robitaille, Chair; Ben Gaetjens-Oleson, Vice Chair; Treasurer; Mark Decoteau, Treasurer, Martland Member

**STAFF MEMBERS PRESENT:** Michelle Moren-Grey, Executive Director; James Steele, Finance Manager & Special Projects Planner (virtual)

### Call to Order

Chair Robitaille, called the meeting to order at 6:05.

#### Attendance

• Paul Robitaille, Chair; Ben Gaetjens-Oleson, Vice Chair; Mark Decoteau, Treasurer, Carl Martland, Member

### Minutes of 05/18/2023 Approval

MOTION Vice Chair Gaetjens-Oleson made a motion to approve the 05/18/2023 minutes as written. The motion was seconded by Treasurer Decoteau.

The motion carried - 4 in favor/ 0 opposed / 0 abstention

#### Financial

Review and approval of revised financial policy

Ms. Moren-Grey reminded the Board that the revision was in the meeting materials and reviewed at a previous meeting but could not be adopted until thresholds in bylaws were revised.

MOTION Vice Chair Gaetjens-Oleson made a motion to approve the revised financial policy. The motion was seconded by Treasurer Decoteau.

The motion carried - 4 in favor/ 0 opposed / 0 abstention

#### Other Business

- Ms. Moren-Grey staffing increased now that the budget is approved staffing increased will be reflective of what was budgeted. She asked that the Board of Directors consider Mr. Steele's increase if, at the amount budgeted, it would bring him over the internal range of his position. Treasurer Decoteau asked what the range is derived from Ms. Moren-Grey & Mr. Steele commented that it is a range that is determined internally and can be adjusted as needed and according to the current employment climate. Mr. Steele stated that staying within the range is fine and not expected to go beyond. The Board discussed the current hiring climate, historic knowledge of Mr. Steele, and cost of living and determined to exceed the internal position range.
- Vice-Chair Gaetjens-Oleson asked about a rate increase for Ms. Moren-Grey. Ms. Moren-Grey commented that she is not anticipating a rate increase at this time and it can be discussed at a future meeting. Treasurer Decoteau reminded that group that during the last rate increase, Ms. Moren-Grey declined to accept the pay increase and proposed a

counter that was revised by the Board to bring her in alignment with the position salary range. The offer was to increase rate immediately with an additional increase in June of 2023. Treasurer Decoteau asked if the current budgeted rate increase would bring Ms. Moren-Grey above the position range Mr. Steele felt that it would not but would bring it to the level agreed to the prior year.

The Board of Directors recognized the efforts of Mr. Steele and Ms. Moren-Grey to turn the Council around as well as expressed their appreciation for their work.

MOTION Treasurer Decoteau made a motion to approve a 5% rate increase for Mr. Steele effective in the first full pay period of July and a rate increase for Ms. Moren-Grey to the amount indicated in the offer letter of August 2022. It was seconded by Vice-Chair Gaetjens-Oleson.

The motion carried - 4 in favor/ 0 opposed / 0 abstention

### Nonpublic Session under RSA 91-A:3, II (if needed)

None was needed

#### **Public Comment**

Chair Robitaille asked for public comment – there was none.

### Adjournment

MOTION Vice Chair Gaetjens-Oleson made a motion to adjourn. Motion was seconded by Member Martland.

The motion carried - 4 in favor/ 0 opposed / 0 abstention The meeting adjourned at 6:19

Respectfully Submitted, Michelle Moren-Grey, Executive Director

### **North Country Council**

### Financial Overview

### FY 2023

NCC had a successful year, realizing a pre-audit profit of \$39,463. The cleared balance of the operating account stands at \$270,229, \$40,899 below the \$311,128 start of the fiscal year. The decrease relates to cash flow as \$76,357 remained in Accounts Receivable, with \$65,362 of that from project related earnings. In addition, there is \$106,876 of work that has yet to be invoiced. Accounts payable was \$2,936 which mostly consisted of staff expense reports from June. The largest, \$2,040 was for ARCGIS credits to support our online funding hub.

Deferred program revenue is 47% of the operating account, or \$126,863, are funds received in advance through various programs and dues that are held until earned through program and operational expenses.

\$66,750 of dues from 39 communities has been received through June. We expect an additional town to join based on past membership for an estimated \$900 in revenue.

The net position of the Council remained at \$281,150.

The billable rate for staff was 63.65% for the fiscal year.

Current Ratio: 2.78, this represents our ability to pay liabilities with readily available resources.

Operating Expense / Operating Revenue: .95, this represents the portion of current year operating revenues that were needed to cover operating expenses.

Liabilities to Net Position: .84, this represents the portion of equity that will be needed to cover all liabilities.

The Council maintains its strong financial position with a sufficient level of work for all employees and funds to cover our expenses.

Respectfully submitted,

James Steele Finance Manager

1-1-1		1	7.3	North Co	ountry Co	ouncil Fir	ancial S	Snapshot	de prof		100		
June In. \$ <b>87,</b> 1		VS Bı	YTD Inco \$765,05 74% udgeted (\$1	51		ne Expens \$80,416	es	YTD Expense \$725,588 80% VS Budgeted (\$910,911)			YTD Profit \ (Los \$39,463		
				Total	Income	e vs Tota	ıl Expe	nses					
						22 - June	•	11303					
\$120,000.00				•	July 202	- Juli	2025						
\$100,000.00													
\$80,000.00 \$60,000.00							-						
\$40,000.00			_88										
\$20,000.00 \$-													
In comp	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	
■ Income ■ Expenses	\$64,400. \$60,401.	\$72,591. \$64,390.	\$66,632. \$57,608.	\$51,746.	\$95,583.	\$51,065.	\$65,090		\$51,003.	\$49,632.	\$59,318.	\$87,190.	
Ехрепзез	\$00,401.	304,330.	\$57,606.	\$51,474.	\$95,583.	\$54,383.	\$54,517	. \$50,795.	\$48,970.	\$49,632.	\$57,413.	\$80,416.	
					■ Inco	me Expe	nses			,			
		Оре	erating A	ccount				Accounts	s Receiva	ble	\$76,	357	
Beginning	g of FY		End of Ju	ine	Increa	se / (Decr	ease)	Work i	n Progres	s	\$106,876		
\$311,:	128		\$270,22	29	-	\$40,899)		Deferred Revenue			\$129		
			Cleared Bala		`	,,,	- 1		its Payabl		\$2,9		
		THE W	Great ed Bale	anec .	EV22 W	lovkina D	udae.	Account	its rayabi	e	\$2,5	30	
I Family U. U.S.	Eundi	ng Source				orking B							
Membership Du		_	:5	\$70,000		red Fund	•	D	Datast	Expense	es .		
Federal (103% f	•	,		\$665,500			570,000 583,000	Project	Reimburs - Indirect (			\$496,250	
State (100% fur	•			\$106,111			136,111		manece	20313		\$414,661	
Local (119% fun	-			\$140,000			244,615						
Other (101% fu	nded)			\$53,175		9	54,009						
Total Income			\$	51,034,786		\$1,1	87,735	Total Exper	nses			\$910,911	
Source		В	udgeted I			YTD FY23		% of	Budget		Bala	nce	
Memberships D	ues	\$		70,000	517		56,548			81% \$		13,452	
State Sources Federal Sources		\$		106,111			31,728			124% \$		(25,617)	
Local Sources		\$		665,500 140,000			18,760 28,002			63% \$ 91% \$		246,740	
Other Sources		\$		53,175			30,014			56% \$		11,998 23,161	
Total Income		\$		1,034,786	\$	7	65,051			74% \$		269,735	
Project Expense	ic.	\$		106 350	4	2	C7 7F4						
Indirect Expense	34341	\$		496,250 414,661			67,751 57,837			74% \$ 86% \$		128,499	
Other Expenses	(debt)	\$		-	\$		-			0% \$		56,824	
Total Expenses		\$		910,911	\$	7	25,588			80% \$		185,323	
Not Position \$2	90,930	3 111											
Net Position \$28 63.65% of staff		een hillahl	le to proje	octs for EV2	2		],	^aniau laaa		bility Bala	nces	4	
Indirect for the				.cts IUI FTZ.	J.			Copier: Leas Employee Be		C		\$2,598	
								Payroll: Taxe				\$10,355 \$2,241	
		S-22		FY22		Unaudite		Payroll: Accr		s		\$2,241 8,877	
Current Ratio:				2.42				Office Lease	_			\$86,023	
On avacace / O	n revenue	: 1		0.89			0.95						
Op expense / O	prevenue						0.55						

				FY	23 Approved						
					Budget		Adj Budget	June 23	YTD		Balance
income											
	Members	nip Dues Unrestricted									
		Match	(UPWP, EDA, Other)	\$ \$	35,000.00 35,000.00			\$ 2,957.66	\$ 26,324.95	•	8,675.05
		UPWP	(or wr, LDA, Other)	ş	33,000.00			\$ 2,636.43	\$ 23,687.10	\$	4,777.29
			ning Grant					\$ 2,030. <del>4</del> 3	\$ 23,687.10 \$ 2,880.41		
			zardous Brownfields						\$ 599.65		
		EDA CIP 2	3-67						\$ 3,055.55		
	Municipal	Dues Total		\$	70,000.00	\$	70,000.00	\$ 5,594.09	\$ 56,547.66	\$	13,452.34
				1							
_	State Gra		-de Asses								
C A		BEA-OPD Housing Ne 23-67 BEA-CEDRS	eds Assessment	\$		\$			\$ 38,682.78	-	1,317.22
Ā		OPD - Targeted Block	Grant	\$ \$		\$	50,000.00	\$25,048.48	\$ 50,000.00		-
A		NH Housing Finance		\$	11,111.00 35,000.00			ć 4 430 30	\$ 11,111.00	-	
	State Grai		Additional Michigan	\$	106,111.00	\$	136,111.00	\$ 1,139.30 \$26,187.78	\$ 31,933.89 <b>\$ 131,727.67</b>	\$	3,066.11 <b>88,759.88</b>
				-		_		420/20/1/0	Ų 131,727.07	-	86,733.86
	Federal G	rants									
Р		Housing Readiness (I		\$	75,000.00			\$ -	\$ =	\$	75,000.00
P		Comprehensive Region	onal Plan (Shaheen)	\$	50,000.00			\$ -	\$ -	\$	50,000.00
A	22-100	UPWP - NHDOT		\$	282,000.00			\$23,727.88	\$ 213,183.88	\$	68,816.12
A P	22-11	EDA Planning Partner		\$	40,000.00			\$ -	\$ 37,358.78	\$	2,641.22
A	22-12	21-60 USDA RBDG Ho		\$	35,000.00			\$ 9,262.82	\$ 38,261.34	\$	(3,261.34)
Ā		NBRC Pre-Developme	•	\$ \$	29,000.00			\$ :=:	\$ =	\$	29,000.00
		NBRC Pre-Developme		Ş	16,500.00	\$	17,500.00	\$ =	\$ 16,686.09	\$	(186.09)
С		20-50 - EDA Cares Ac		\$	34,000.00	Þ	17,300.00	\$ 89.82 \$ -	\$ 22,564.59 \$ 34,074.46	\$	(5,064.59)
Α		19-01 - Brownfields H		\$	17,000.00			\$ -	\$ 14,890.84	\$	(74.46) 2,109.16
Α		19-02 · Brownfields P		\$	12,000.00			\$ -	\$ 10,454.67		1,545.33
Α		EDA / EAA Collective	Impact Program	\$	75,000.00			\$ 2,055.64	\$ 31,284.98	\$	43,715.02
	Federal Gr	ants Total		\$	665,500.00	\$	683,000.00	\$35,136.16	\$ 418,759.63	\$	627,045.92
	Local Plan	ning Contracts									
C	Local Flan	Plan NH MTAG		\$	25,000.00	\$		\$ ==	ė .		25 000 00
A	24-01	Methna Snowmobile		7	23,000.00	\$	4,800.00		\$ 576.68	\$ \$	25,000.00
Α	24-02	Gorham NBRC				\$		\$ 48.51		\$	4,223.32 3,966.43
	24-03	Whitefield CIP				\$	-	\$ 361.99		\$	9,138.01
Α	24-04	ADG Support Services	i			\$	5,000.00		\$ 2,516.93	\$	2,483.07
Α	24-05	Tillotson HIF				\$	5,000.00	\$ 636.21	\$ 1,215.02	\$	3,784.98
	24-06	Sugar Hill HOP									
A	24-07 23-98	Franconia Master Pla				\$	11,700.00	\$ 371.04		\$	11,328.96
A	25-98	Whitefield CDBG Adm				\$	3,000.00	-		\$	2,021.80
A	23-90	ADG -NBRC Mapping Tri-Town Bike NBRC	IA	\$	-	\$	5,000.00		\$ 5,000.00		-
A	23-91	Mountain Top Music	NRRC			\$ \$	6,900.00	-	\$ 1,378.33	\$	5,521.67
A	23-92	Nansen Ski Club NBRO				\$ \$	2,500.00 7,000.00	\$ 91.62 \$ 91.62			1,756.26
Α	23-93	Woodstock NBRC				\$	4,850.00	\$ 91.62			6,730.53 4,478.12
Α		Waterville Valley HOP	23			\$		\$ 1,748.17			15,424.13
Α		Gorham HOP 23				\$	22,287.00	\$ 706.66		-	13,413.47
A		Bethlehem HOP 23				\$	28,908.00	\$ 2,742.04			15,778.86
Α		Colebrook HOP 23				\$	40,068.00	\$ 5,741.99	\$ 15,511.13	\$	24,556.87
P		Warren HOP 23				\$	30,418.00	\$ 2,109.79	\$ 4,287.70	\$	26,130.30
C	22-88	Presidential Range Ric				\$	4,800.00		\$ 905.41	\$	3,894.59
C		22-12 Pemi-Baker Adı		\$	4,000.00	\$		\$ :	\$ 4,923.01	-	(923.01)
A		22-15 Dalton Master I 23-45 Grafton County		\$ \$	12,000.00	\$	11,895.00	\$ (105.00)			(368.24)
c		22-45 Grafton County		\$ \$	12,000.00	\$	10,000.00		\$ 9,824.90		175.10
A		23-55 Grafton RDC Gr		\$ \$	921	\$ \$	4,000.00	\$ \$ 172.88	\$ 981.61 \$ 4.000.00		(981.61)
A		21-30 Littleton Riverfr		\$	2,500.00	۶ \$	2,500.00				(4,000.00)
A		21-19 - Colebrook Chi		\$	2,300.00	\$	4,000.00				1,503.40 3,054.25
Α		21-18 Coos Family He		\$	2,000.00	\$	2,000.00		•		(480.06)
A		21-09 AVESTA Tech V		\$	7,500.00	-	7,500.00				(140.14)
C		20-35 Nansen Milan N	IBRC	\$	1,000.00		1,000.00		\$ 639.53		360.47
A		20-17 Lincoln NBRC		\$	3,000.00	\$			\$ 1,538.69		1,461.31
Α		19-50 Trails Asset Inv	entory	\$	25,000.00	\$	25,000.00	\$ -	\$ 637.76		24,362.24

A											
A 23-37 LINC	A	19-42 NHCF Regional Transportation Plan Outreach	\$	2,000.00	\$	2,000.00	\$ -	\$	_	Ś	2.000.00
A				1,000.00	\$	3,000.00	\$ 334.15	\$	2,171.97	\$	828.03
COOS County ARPA				1,500.00	\$	1,500.00	\$ 214.90	\$	1,491.19	\$	8.81
Part Location Matter Plan				5,000.00	-	5,000.00	\$ 140.12	\$	3,149.58	\$	1,850.42
Part					- 1			-	3,161.75	\$	1,838.25
Pem-la Baker Administration   \$ 14,000.00   \$ 1,005.00   \$ 1,055.80   \$ 3,754.50   \$ 1,265.06   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00   \$ 1,000.00		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				•			-	\$	7,500.00
Color   Patenting Contracts Total   \$ 140,000.00   \$ 34,328.00   \$ 37,566.64   \$ 123,001.38   \$ 33,066.88   \$						-	-	\$	-	\$	20,000.00
Other sources	А				<u> </u>					<u> </u>	
Miscellamous Income		Local Flamming Contracts Total	->	140,000.00	\$	344,928.00	\$17,966.64	\$	128,001.94	\$	135,066.83
Miscellaneous Income		Other sources									
DRTC											
DRTC	Α		Ś	25,000,00	¢	25 000 00		ć	12 402 54	ė	10 517 46
Annual Meeting Registration   \$   \$   \$   \$   \$   \$   \$   \$   \$		•				-	\$ 2 294 14		•		-
Annual Meeting   Sponsorships   S		Annual Meeting Registration		=5,000.00	~	25,000.00	7 2,234.14		12,003.77		
Interest Income				_							
NCC Trainings		· ·		75.00	\$	75.00	\$ 11.86		144.40		
Reimburd Expenses   \$   \$   \$   \$   \$   \$   \$   \$   \$		NCC Trainings					7 11.00		144,40		
SSA book cales		-		-	Υ.	200.00			-		100.00
Cheer Income   Salatison   S		,		3.000.00	Ś	3.000.00			3 865 00		/06F 00\
				_,000.00	~	3,000.00					
				53.175.00	Ś	53.175.00	\$ 2.306.00	÷		_	
			_	,=. 5.00	-	,	, _,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	<u> </u>	20,013.34	Y	33,103,34
Project Related - Reimbursable	otal Inc	come	\$ :	1,034,786.00	\$	1,287,214.00	\$87,190.67	\$	765,050.84	\$	970,385.97
Project Related - Reimbursable											
Conferences / Workshops / Trainings	xpense	S									
Direct Labor / Wages   \$ 352,700.00   \$ 352,700.00   \$ 27,424.46   \$ 273,162.53   \$ 79,537.47		Project Related - Reimbursable									
Direct Labor / Wages   \$ 352,700.00   \$ 352,700.00   \$ 27,424.46   \$ 273,162.53   \$ 79,537.47		Conferences / Workshops / Trainings	Ś	4.300.00	Ś	4.300.00	\$ -	¢	1 095 00	ć	2 205 00
Sequence		The state of the s									
Other Project Costs - Postage, Copies         \$ 1,000.00         \$ 1,000.00         \$ 39.98         \$ 48.91         \$ 951.00           RSA Book Order         \$ 3,000.00         \$ 3,000.00         \$ 3,050.20         \$ 5,005.05         \$ 5,005.00         \$ 1,000.00         \$ 7,796.05         \$ 5,005.05         \$ 1,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00         \$ 10,000.00											
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RSA Book Order   \$ 3,000.00   \$ 3,000.00   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 3,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20   \$ 2,050.20											
Subcontracting   S									7,450.55	Ç	7,303.03
Travel   \$ 7,250.00   \$ 7,250.00   \$ 502.40   \$ 4,467.00   \$ 2,782.90   \$ 496,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 367,751.11   \$ 463,468.74   \$ 406,250.00   \$ 48,513.71   \$ 463,468.74   \$ 406,250.00   \$ 406,250.00   \$ 406,250.00   \$ 406,250.00   \$ 406,250.00   \$ 406,250.00   \$ 406,250.00   \$ 406,250.00   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90   \$ 406,250.90		RSA Book Order	Ś	-	Ś				3 050 30	ć	/EO 201
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Indirect Costs		Subcontracting	\$	3,000.00 105,000.00	\$	3,000.00 105,000.00	\$17,760.00	\$	72,910.50	\$	32,089.50
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Audit \$ 15,000.00 \$ 2 5 12,250.00 \$ 2,750.00 Bank Charges \$ 500.00 \$ 22.00 \$ 284.00 \$ 216.00 Building Maintenance \$ 2,500.00 \$ 185.00 \$ 1,840.00 \$ 660.00 Commissioners Meeting \$ 200.00 \$ 81.83 \$ 206.99 \$ (6.99) Conferences and Meetings \$ 3,500.00 \$ 47.66 \$ 2,262.66 \$ 1,237.34 Constant Contact \$ 1,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ - \$ 4,326.18 \$ 2,923.82 Employee Benefits \$ 45,122.82 \$ 4,293.96 \$ 41,878.76 \$ 3,244.06 Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ - \$ 5.589.03 \$ 4,410.97 Interest Expense \$ 1,500.00 \$ - \$ 5,589.03 \$ 4,410.97 Interest Expense \$ 1,000.00 \$ - \$ 5,589.03 \$ 4,410.97 Interest Expense \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ 0 \$ 0.000 \$ 0 \$ 0.000 \$ 0 \$ 0.000 \$ 0 \$		Subcontracting Travel Project Expenses Total	\$	3,000.00 105,000.00 7,250.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40	\$ \$ \$	72,910.50 4,467.02	\$ \$	32,089.50 2,782.98
Bank Charges \$ 500.00 \$ 22.00 \$ 284.00 \$ 216.00 Building Maintenance \$ 2,500.00 \$ 185.00 \$ 1,840.00 \$ 660.00 Commissioners Meeting \$ 200.00 \$ 81.83 \$ 206.99 \$ (6.99) Conferences and Meetings \$ 3,500.00 \$ 47.66 \$ 2,262.66 \$ 1,237.34 Constant Contact \$ 1,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ 47.66 \$ 2,262.65 \$ 1,237.34 Constant Contact \$ 1,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ 4,426.18 \$ 2,923.82 Employee Benefits \$ 45,122.82 \$ 4,293.96 \$ 41,878.76 \$ 3,244.06 Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ - \$ - \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ - \$ \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -		Subcontracting Travel Project Expenses Total Indirect Costs	\$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b>	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40	\$ \$ \$	72,910.50 4,467.02	\$ \$	32,089.50 2,782.98
Building Maintenance \$ 2,500.00 \$ 185.00 \$ 1,840.00 \$ 660.00 Commissioners Meeting \$ 200.00 \$ 81.83 \$ 206.99 \$ (6.99) Conferences and Meetings \$ 3,500.00 \$ 47.66 \$ 2,262.66 \$ 1,237.34 Constant Contact \$ 1,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ \$ 4,293.96 \$ 41,878.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ \$ \$ 4,236.18 \$ 2,923.82 Employee Benefits \$ 45,122.82 \$ 4,293.96 \$ 41,878.76 \$ 3,244.06 Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$		Subcontracting Travel Project Expenses Total  Indirect Costs Annual Meeting	\$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b>	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 <b>\$48,513.71</b>	\$ \$ \$	72,910.50 4,467.02	\$	32,089.50 2,782.98 <b>463,468.74</b>
Commissioners Meeting \$ 200.00 \$ 81.83 \$ 206.99 \$ (6.99) Conferences and Meetings \$ 3,500.00 \$ 47.66 \$ 2,262.66 \$ 1,237.34 Constant Contact \$ 1,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ - \$ 4,326.18 \$ 2,923.82 Employee Benefits \$ 45,122.82 \$ 4,293.66 \$ 41,878.76 \$ 3,244.06 Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$		Subcontracting Travel Project Expenses Total  Indirect Costs Annual Meeting Audit	\$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71	\$ \$ \$	72,910.50 4,467.02 <b>367,751.11</b>	\$ \$	32,089.50 2,782.98 <b>463,468.74</b> 5,000.00
Conferences and Meetings \$ 3,500.00 \$ 47.66 \$ 2,262.66 \$ 1,237.34 Constant Contact \$ 1,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ - \$ 4,326.18 \$ 2,923.82 Employee Benefits \$ 45,122.82 \$ 4,293.96 \$ 41,878.76 \$ 3,224.06 Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5 - \$ 5		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges	\$ \$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$	\$ \$ \$ \$	72,910.50 4,467.02 <b>367,751.11</b> 12,250.00	\$ \$ \$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00
Constant Contact Depreciation Expense (Van / Copier, Office Lease) State 1,500.00 State 3,324.67 State 3,274.76 Dues and Subscriptions State 3,7,250.00 State 3,324.67 State 3,224.06 Semployee Benefits State 3,45,122.82 Employee Benefits State 3,45,122.82 Employee Benefits State 3,45,122.82 Employee Benefits State 3,423.96 Equipment Maintenance State 3,000.00 State 3,423.96 Equipment Maintenance State 3,000.00 State 3,423.96 Equipment Maintenance State 3,000.00 State 3,589.03 State 3,440.93 Finance Charges State 3,1000.00 State 3,146.93 Finance Charges State 3,1000.00 State 3,146.93 Finance Charges State 3,1000.00 State 3,146.93 State 3,440.97 Interest Expense State 3,1000.00 State 3,140.97 State 3,140.97 Interest Expense State 3,1000.00 State 3,140.97 State 3,1		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance	\$ \$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00 500.00 2,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 <b>\$48,513.71</b> \$ \$ \$ \$ 22.00	\$ \$ \$ \$ \$	72,910.50 4,467.02 <b>367,751.11</b> 12,250.00 284.00	\$ \$ \$ \$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00
Constant Contact \$ 1,500.00 \$ 90.25 \$ 1,339.50 \$ 160.50 Depreciation Expense (Van / Copier, Office Lease) \$ 41,500.00 \$ 3,324.67 \$ 39,274.76 \$ 2,225.24 Dues and Subscriptions \$ 7,250.00 \$ - \$ 4,326.18 \$ 2,923.82 Employee Benefits \$ 45,122.82 \$ 4,293.96 \$ 41,878.76 \$ 3,244.06 Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ - \$ \$ - \$ \$ - \$ \$ (146.93) Finance Charges \$ - \$ \$ - \$ \$ 5,589.03 \$ 4,410.97 Interest Expense \$ 10,000.00 \$ - \$ 5,589.03 \$ 4,410.97 Interest Expense \$ 200.00 \$ - \$ 305.26 \$ 1,194.74 Miscellaneous Expenses \$ 200.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ - \$ 759.65 \$ (559.65) Office Supplies \$ 10,000.00 \$ 11,281.99 \$ 159,974.02 \$ 16,425.98 Payroll Taxes and other fringe \$ 46,737.83 \$ 4,464.25 \$ 40,011.14 \$ 6,726.69 Postage and Delivery \$ 500.00 \$ 63.00 \$ 516.74 \$ (16.74) Printing and Reproduction \$ 500.00 \$ - \$ 500.00 Professional Development \$ 5,000.00 \$ - \$ 2,730.00 \$ 6,279.58 \$ 3,720.42 Property & Liability Insurance \$ 7,000.00 \$ 545.22 \$ 6,542.31 \$ 457.69 Secured Network Services \$ 6,000.00 \$ 342.00 \$ 5,264.64 \$ (1,764.64) Telecommunications \$ 6,000.00 \$ 555.23 \$ 5,729.88 \$ 2,701.25 Travel		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting	\$ \$ \$ \$ \$ \$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00 500.00 2,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 <b>\$48,513.71</b> \$ \$ \$ \$ 22.00 \$ 185.00	\$ \$ \$ \$ \$ \$ \$ \$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00	\$ \$ \$ \$ \$ \$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00
Depreciation Expense (Van / Copier, Office Lease)         \$ 41,500.00         \$ 3,324.67         \$ 39,274.76         \$ 2,225.24           Dues and Subscriptions         \$ 7,250.00         \$ - \$ 4,326.18         \$ 2,923.82           Employee Benefits         \$ 45,122.82         \$ 4,293.96         \$ 41,878.76         \$ 3,244.06           Equipment Maintenance         \$ 1,000.00         \$ (130.16)         \$ 1,146.93         \$ (146.93)           Finance Charges         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -         \$ -		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings	\$ \$ \$ \$ \$ \$ \$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00 500.00 2,500.00 200.00 3,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 <b>\$48,513.71</b> \$ \$ \$ \$ 22.00 \$ 185.00 \$ 81.83	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99	\$ \$ \$ \$ \$ \$ \$ \$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99)
Dues and Subscriptions         \$ 7,250.00         \$ 4,326.18         \$ 2,923.82           Employee Benefits         \$ 45,122.82         \$ 4,293.96         \$ 41,878.76         \$ 3,244.06           Equipment Maintenance         \$ 1,000.00         \$ (130.16)         \$ 1,146.93         \$ (146.93)           Finance Charges         \$ -         \$ -         \$ 5,589.03         \$ 4,410.97           Interest Expense         \$ 1,000.00         \$ -         \$ 5,589.03         \$ 4,410.97           Interest Expense         \$ 1,500.00         \$ -         \$ 5,589.03         \$ 4,410.97           Interest Expense         \$ 1,500.00         \$ -         \$ 5,589.03         \$ 4,410.97           Interest Expense         \$ 1,500.00         \$ -         \$ 759.65         \$ (559.65)           Office Supplies         \$ 10,000.00         \$ 2,561.16         \$ 10,723.26         \$ (723.26)           Payroll - Unbillable         \$ 176,400.00         \$ 11,281.99         \$ 159,974.02         \$ 16,425.98           Payroll Taxes and other fringe         \$ 46,737.83         \$ 4,464.25         \$ 40,011.14         \$ 6,726.69           Postage and Delivery         \$ 500.00         \$ 63.00         \$ 516.74         \$ (16.74)           Printing and Reproduction         \$ 5,000.00         \$ 2,730.		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00 500.00 2,500.00 200.00 3,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66	\$\$\$\$\$\$\$\$\$\$\$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34
Employee Benefits       \$ 45,122.82       \$ 4,293.96       \$ 41,878.76       \$ 3,244.06         Equipment Maintenance       \$ 1,000.00       \$ (130.16)       \$ 1,146.93       \$ (146.93)         Finance Charges       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -       \$ -		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease)	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00 2,500.00 200.00 3,500.00 1,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25	\$\$\$\$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50	\$\$\$\$\$\$\$\$\$\$\$\$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50
Equipment Maintenance \$ 1,000.00 \$ (130.16) \$ 1,146.93 \$ (146.93) Finance Charges \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$ - \$ \$		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions	***	3,000.00 105,000.00 7,250.00 <b>496,250.00</b> 5,000.00 15,000.00 2,500.00 200.00 3,500.00 1,500.00 41,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76	\$\$\$\$\$\$\$\$\$\$\$\$\$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24
Finance Charges Heating Oil S 10,000.00 S 5,589.03 Finance Charges Finance Cha		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits	***	3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 200.00 3,500.00 1,500.00 41,500.00 7,250.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$	\$\$\$\$ \$\$\$\$\$\$\$\$\$\$\$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18	\$\$\$\$\$\$\$\$\$\$\$\$\$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82
Heating Oil   \$ 10,000.00   \$ - \$ 5,589.03   \$ 4,410.97     Interest Expense   \$ 1,500.00   \$ - \$ 305.26   \$ 1,194.74     Miscellaneous Expenses   \$ 200.00   \$ - \$ 759.65   \$ (559.65)     Office Supplies   \$ 10,000.00   \$ 2,561.16   \$ 10,723.26   \$ (723.26)     Payroll - Unbillable   \$ 176,400.00   \$ 11,281.99   \$ 159,974.02   \$ 16,425.98     Payroll Taxes and other fringe   \$ 46,737.83   \$ 4,464.25   \$ 40,011.14   \$ 6,726.69     Postage and Delivery   \$ 500.00   \$ 63.00   \$ 516.74   \$ (16.74)     Printing and Reproduction   \$ 500.00   \$ 63.00   \$ 516.74   \$ (16.74)     Printing and Reproduction   \$ 5,000.00   \$ - \$ 245.00   \$ 4,755.00     Professional Development   \$ 5,000.00   \$ 2,730.00   \$ 6,279.58   \$ 3,720.42     Property & Liability Insurance   \$ 7,000.00   \$ 2,730.00   \$ 6,279.58   \$ 3,720.42     Property & Liability Insurance   \$ 7,000.00   \$ 545.22   \$ 6,542.31   \$ 457.69     Secured Network Services   \$ 6,000.00   \$ 342.00   \$ 5,400.00   \$ 600.00     Software   \$ 3,500.00   \$ 342.00   \$ 5,264.64   \$ (1,764.64)     Telecommunications   \$ 6,000.00   \$ 232.35   \$ 983.45   \$ 4,016.55     Vehicle Expenses   \$ 3,000.00   \$ 762.35   \$ 4,487.95   \$ (1,487.95)     Webberting domain ato.		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance	***	3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 200.00 3,500.00 1,500.00 41,500.00 45,122.82	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ 4,293.96	\$\$\$ <b>\$</b>	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76	\$\$ <b>\$</b>	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06
Interest Expense       \$ 1,500.00       \$ 305.26       \$ 1,194.74         Miscellaneous Expenses       \$ 200.00       \$ 759.65       \$ (559.65)         Office Supplies       \$ 10,000.00       \$ 2,561.16       \$ 10,723.26       \$ (723.26)         Payroll - Unbillable       \$ 176,400.00       \$11,281.99       \$ 159,974.02       \$ 16,425.98         Payroll Taxes and other fringe       \$ 46,737.83       \$ 4,464.25       \$ 40,011.14       \$ 6,726.69         Postage and Delivery       \$ 500.00       \$ 63.00       \$ 516.74       \$ (16.74)         Printing and Reproduction       \$ 500.00       \$ - \$ 245.00       \$ 4,755.00         Professional Development       \$ 5,000.00       \$ - \$ 245.00       \$ 4,755.00         Professional Fees -Legal, Transcription, Marketing       \$ 10,000.00       \$ 2,730.00       \$ 6,279.58       \$ 3,720.42         Property & Llability Insurance       \$ 7,000.00       \$ 545.22       \$ 6,542.31       \$ 457.69         Secured Network Services       \$ 6,000.00       \$ 342.00       \$ 5,264.64       \$ (1,764.64)         Telecommunications       \$ 6,000.00       \$ 555.23       \$ 5,729.88       \$ 270.12         Travel       \$ 5,000.00       \$ 762.35       \$ 4,487.95       \$ (1,487.95)         Webbesting domain ets<		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges	************	3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 200.00 3,500.00 1,500.00 41,500.00 45,122.82	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ \$ 4,293.96 \$ (130.16)	\$\$\$\$ \$\$\$\$\$\$\$\$\$\$\$\$\$\$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76	\$\$\$\$\$\$\$\$\$\$\$\$\$\$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06
Miscellaneous Expenses       \$ 200.00       \$ 759.65       \$ (559.65)         Office Supplies       \$ 10,000.00       \$ 2,561.16       \$ 10,723.26       \$ (723.26)         Payroll - Unbillable       \$ 176,400.00       \$11,281.99       \$ 159,974.02       \$ 16,425.98         Payroll Taxes and other fringe       \$ 46,737.83       \$ 4,464.25       \$ 40,011.14       \$ 6,726.69         Postage and Delivery       \$ 500.00       \$ 63.00       \$ 516.74       \$ (16.74)         Printing and Reproduction       \$ 500.00       \$ -       \$ 245.00       \$ 4,755.00         Professional Development       \$ 5,000.00       \$ 2,730.00       \$ 6,279.58       \$ 3,720.42         Property & Liability Insurance       \$ 7,000.00       \$ 245.00       \$ 6,542.31       \$ 457.69         Secured Network Services       \$ 6,000.00       \$ 342.00       \$ 5,400.00       \$ 600.00         Software       \$ 3,500.00       \$ 342.00       \$ 5,264.64       \$ (1,764.64)         Telecommunications       \$ 6,000.00       \$ 555.23       \$ 5,729.88       270.12         Travel       \$ 3,000.00       \$ 762.35       \$ 4,487.95       \$ (1,487.95)         Webbotting domain at a constant of the production o		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil	************	3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 41,500.00 45,122.82 1,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ 4,293.96 \$ (130.16) \$ -	\$\$\$\$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93	\$\$ <b>\$</b>	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93)
Office Supplies \$ 10,000.00 \$ 2,561.16 \$ 10,723.26 \$ (723.26) Payroll - Unbillable \$ 176,400.00 \$11,281.99 \$ 159,974.02 \$ 16,425.98 Payroll Taxes and other fringe \$ 46,737.83 \$ 4,464.25 \$ 40,011.14 \$ 6,726.69 Postage and Delivery \$ 500.00 \$ 63.00 \$ 516.74 \$ (16.74) Printing and Reproduction \$ 500.00 \$ - \$ 245.00 \$ 4,755.00 Professional Development \$ 5,000.00 \$ - \$ 245.00 \$ 4,755.00 Professional Fees - Legal, Transcription, Marketing \$ 10,000.00 \$ 2,730.00 \$ 6,279.58 \$ 3,720.42 Property & Liability Insurance \$ 7,000.00 \$ 545.22 \$ 6,542.31 \$ 457.69 Secured Network Services \$ 6,000.00 \$ 342.00 \$ 5,264.64 \$ (1,764.64) Telecommunications \$ 6,000.00 \$ 555.23 \$ 5,729.88 \$ 270.12 Travel \$ 5,000.00 \$ 762.35 \$ 4,487.95 \$ (1,487.95) Welshooting domain atternal care and analysis at a 10,400.00 \$ 5,552.33 \$ 5,729.88 \$ 270.12 \$ 1,487.95 \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil	************	3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 500.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ 4,293.96 \$ (130.16) \$ -	\$\$\$ <b>\$</b>	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03	\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93)
Payroll - Unbillable       \$ 176,400.00       \$11,281.99       \$ 159,974.02       \$ 16,425.98         Payroll Taxes and other fringe       \$ 46,737.83       \$ 4,464.25       \$ 40,011.14       \$ 6,726.69         Postage and Delivery       \$ 500.00       \$ 63.00       \$ 516.74       \$ (16.74)         Printing and Reproduction       \$ 500.00       \$ -       \$ 245.00       \$ 4,755.00         Professional Development       \$ 5,000.00       \$ 2,730.00       \$ 6,279.58       \$ 3,720.42         Property & Liability Insurance       \$ 7,000.00       \$ 545.22       \$ 6,542.31       \$ 457.69         Secured Network Services       \$ 6,000.00       \$ 342.00       \$ 5,264.64       \$ (1,764.64)         Telecommunications       \$ 6,000.00       \$ 555.23       \$ 5,729.88       270.12         Travel       \$ 5,000.00       \$ 762.35       \$ 4,487.95       \$ (1,487.95)         Webbotting density density density at the state of the s		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil Interest Expense Miscellaneous Expenses	************	3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 1,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ \$ 4,293.96 \$ (130.16) \$ - \$ -	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26	*** *********	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74
Payroll Taxes and other fringe       \$ 46,737.83       \$ 4,464.25       \$ 40,011.14       \$ 6,726.69         Postage and Delivery       \$ 500.00       \$ 63.00       \$ 516.74       \$ (16.74)         Printing and Reproduction       \$ 500.00       \$ - \$ 245.00       \$ 4,755.00         Professional Development       \$ 5,000.00       \$ 2,730.00       \$ 6,279.58       \$ 3,720.42         Property & Liability Insurance       \$ 7,000.00       \$ 545.22       \$ 6,542.31       \$ 457.69         Secured Network Services       \$ 6,000.00       \$ 342.00       \$ 5,400.00       \$ 600.00         Software       \$ 3,500.00       \$ 342.00       \$ 5,264.64       \$ (1,764.64)         Telecommunications       \$ 6,000.00       \$ 555.23       \$ 5,729.88       270.12         Travel       \$ 5,000.00       \$ 762.35       \$ 4,887.95       \$ (1,487.95)         Webbotting domain atternal parts       \$ 762.35       \$ 4,487.95       \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil Interest Expense Miscellaneous Expenses		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 500.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 1,500.00 1,500.00 200.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ 5 \$ (130.16) \$ 5 \$ 4,293.96	***	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65	*** **********	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65)
Postage and Delivery         \$ 500.00         \$ 63.00         \$ 516.74         \$ (16.74)           Printing and Reproduction         \$ 500.00         \$ - \$         \$ 500.00           Professional Development         \$ 5,000.00         \$ - \$ 245.00         \$ 4,755.00           Professional Fees - Legal, Transcription, Marketing         \$ 10,000.00         \$ 2,730.00         \$ 6,279.58         \$ 3,720.42           Property & Liability Insurance         \$ 7,000.00         \$ 545.22         \$ 6,542.31         \$ 457.69           Secured Network Services         \$ 6,000.00         \$ 450.00         \$ 5,400.00         \$ 600.00           Software         \$ 3,500.00         \$ 342.00         \$ 5,264.64         \$ (1,764.64)           Telecommunications         \$ 6,000.00         \$ 555.23         \$ 5,729.88         \$ 270.12           Travel         \$ 5,000.00         \$ 232.35         \$ 983.45         \$ 4,016.55           Vehicle Expenses         \$ 3,000.00         \$ 762.35         \$ 4,487.95         \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 1,500.00 10,000.00 10,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ 4,293.96 \$ (130.16) \$ - \$ 5 2,561.16	***	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26	*** ***********	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26)
Printing and Reproduction         \$ 500.00         \$ - \$ 5 500.00           Professional Development         \$ 5,000.00         \$ - \$ 245.00         \$ 4,755.00           Professional Fees - Legal, Transcription, Marketing         \$ 10,000.00         \$ 2,730.00         \$ 6,279.58         \$ 3,720.42           Property & Liability Insurance         \$ 7,000.00         \$ 545.22         \$ 6,542.31         \$ 457.69           Secured Network Services         \$ 6,000.00         \$ 450.00         \$ 5,400.00         \$ 600.00           Software         \$ 3,500.00         \$ 342.00         \$ 5,264.64         \$ (1,764.64)           Telecommunications         \$ 6,000.00         \$ 555.23         \$ 5,729.88         \$ 270.12           Travel         \$ 5,000.00         \$ 232.35         \$ 983.45         \$ 4,016.55           Vehicle Expenses         \$ 3,000.00         \$ 762.35         \$ 4,487.95         \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 41,500.00 45,122.82 1,000.00 10,000.00 1,500.00 10,000.00 17,500.00 10,000.00 176,400.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ 5 - \$ 5 - \$ 1,281.99		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02	***	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26) 16,425.98
Professional Development         \$ 5,000.00         \$ - \$ 245.00         \$ 4,755.00           Professional Fees - Legal, Transcription, Marketing         \$ 10,000.00         \$ 2,730.00         \$ 6,279.58         \$ 3,720.42           Property & Liability Insurance         \$ 7,000.00         \$ 545.22         \$ 6,542.31         \$ 457.69           Secured Network Services         \$ 6,000.00         \$ 450.00         \$ 5,400.00         \$ 600.00           Software         \$ 3,500.00         \$ 342.00         \$ 5,264.64         \$ (1,764.64)           Telecommunications         \$ 6,000.00         \$ 555.23         \$ 5,729.88         \$ 270.12           Travel         \$ 5,000.00         \$ 232.35         \$ 983.45         \$ 4,016.55           Vehicle Expenses         \$ 3,000.00         \$ 762.35         \$ 4,487.95         \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 41,500.00 45,122.82 1,000.00 1,500.00 200.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00 1,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ \$ 2,561.16 \$ 11,281.99 \$ 4,464.25		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14	***	32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69
Professional Fees - Legal, Transcription, Marketing       \$ 10,000.00       \$ 2,730.00       \$ 6,279.58       \$ 3,720.42         Property & Liability Insurance       \$ 7,000.00       \$ 545.22       \$ 6,542.31       \$ 457.69         Secured Network Services       \$ 6,000.00       \$ 450.00       \$ 5,400.00       \$ 600.00         Software       \$ 3,500.00       \$ 342.00       \$ 5,264.64       \$ (1,764.64)         Telecommunications       \$ 6,000.00       \$ 555.23       \$ 5,729.88       \$ 270.12         Travel       \$ 5,000.00       \$ 232.35       \$ 983.45       \$ 4,016.55         Vehicle Expenses       \$ 3,000.00       \$ 762.35       \$ 4,487.95       \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 41,500.00 45,122.82 1,000.00 1,500.00 200.00 1,500.00 1,500.00 1,500.00 46,737.83 500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ (130.16) \$ - \$ - \$ 2,561.16 \$11,281.99 \$ 4,464.25 \$ 63.00		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69 (16.74)
Property & Liability Insurance         \$ 7,000.00         \$ 545.22         \$ 6,542.31         \$ 457.69           Secured Network Services         \$ 6,000.00         \$ 450.00         \$ 5,400.00         \$ 600.00           Software         \$ 3,500.00         \$ 342.00         \$ 5,264.64         \$ (1,764.64)           Telecommunications         \$ 6,000.00         \$ 555.23         \$ 5,729.88         \$ 270.12           Travel         \$ 5,000.00         \$ 232.35         \$ 983.45         \$ 4,016.55           Vehicle Expenses         \$ 3,000.00         \$ 762.35         \$ 4,487.95         \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 41,500.00 45,122.82 1,000.00 10,000.00 1,500.00 200.00 10,000.00 176,400.00 46,737.83 500.00 500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ (130.16) \$ 5 \$ 4,293.96 \$ (130.16) \$ 5 \$ 4,464.25 \$ 4,464.25 \$ 63.00 \$ 63.00		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69 (16.74) 500.00
Secured Network Services         \$ 6,000.00         \$ 450.00         \$ 5,400.00         \$ 600.00           Software         \$ 3,500.00         \$ 342.00         \$ 5,264.64         \$ (1,764.64)           Telecommunications         \$ 6,000.00         \$ 555.23         \$ 5,729.88         \$ 270.12           Travel         \$ 5,000.00         \$ 232.35         \$ 983.45         \$ 4,016.55           Vehicle Expenses         \$ 3,000.00         \$ 762.35         \$ 4,487.95         \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil Interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 1,500.00 10,000.00 17,500.00 46,737.83 500.00 500.00 5,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ 2,561.16 \$11,281.99 \$ 4,464.25 \$ 63.00 \$ -		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69 (16.74) 500.00 4,755.00
Software       \$ 3,500.00       \$ 342.00       \$ 5,264.64       \$ (1,764.64)         Telecommunications       \$ 6,000.00       \$ 555.23       \$ 5,729.88       \$ 270.12         Travel       \$ 5,000.00       \$ 232.35       \$ 983.45       \$ 4,016.55         Vehicle Expenses       \$ 3,000.00       \$ 762.35       \$ 4,487.95       \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil Interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development Professional Fees - Legal, Transcription, Marketing		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 10,000.00 17,500.00 200.00 10,000.00 176,400.00 46,737.83 500.00 5,000.00 10,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ (130.16) \$ 5 \$ 4,293.96 \$ (130.16) \$ 5 \$ 63.00 \$ 4,464.25 \$ 63.00 \$ 5 \$ 2,730.00		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69 (16.74) 500.00 4,755.00 3,720.42
Telecommunications \$ 6,000.00 \$ 555.23 \$ 5,729.88 \$ 270.12 Travel \$ 5,000.00 \$ 232.35 \$ 983.45 \$ 4,016.55  Vehicle Expenses \$ 3,000.00 \$ 762.35 \$ 4,487.95 \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development Professional Fees - Legal, Transcription, Marketing Property & Liability Insurance		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 10,000.00 17,500.00 46,737.83 500.00 500.00 5,000.00 10,000.00 7,000.00 7,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ - \$ (130.16) \$ - \$ 2,561.16 \$ 11,281.99 \$ 4,464.25 \$ 63.00 \$ 4,464.25 \$ 63.00 \$ 545.22		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74 245.00 6,279.58 6,542.31		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69 (16.74) 500.00 4,755.00 3,720.42 457.69
Travel \$ 5,000.00 \$ 232.35 \$ 983.45 \$ 4,016.55  Vehicle Expenses \$ 3,000.00 \$ 762.35 \$ 4,487.95 \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development Professional Fees - Legal, Transcription, Marketing Property & Liability Insurance Secured Network Services		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 10,000.00 176,400.00 46,737.83 500.00 500.00 5,000.00 10,000.00 17,000.00 10,000.00 7,000.00 6,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ 2,561.16 \$11,281.99 \$ 4,464.25 \$ 63.00 \$ 4,464.25 \$ 63.00 \$ 2,730.00 \$ 545.22 \$ 450.00		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74 245.00 6,279.58 6,542.31 5,400.00		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) - 4,410.97 1,194.74 (559.65) (723.26) 16,425.98 6,726.69 (16.74) 500.00 4,755.00 3,720.42 457.69 600.00
Vehicle Expenses \$ 3,000.00 \$ 762.35 \$ 4,487.95 \$ (1,487.95)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development Professional Fees -Legal, Transcription, Marketing Property & Liability Insurance Secured Network Services Software		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 10,000.00 17,500.00 46,737.83 500.00 500.00 10,000.00 17,000.00 10,000.00 10,000.00 7,000.00 5,000.00 10,000.00 3,500.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ 2,561.16 \$11,281.99 \$ 4,464.25 \$ 63.00 \$ 545.22 \$ 450.00 \$ 342.00		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74 245.00 6,279.58 6,542.31 5,400.00 5,264.64		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) 
Webberting demain etc. (1,467.33)		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development Professional Fees -Legal, Transcription, Marketing Property & Liability Insurance Secured Network Services Software Telecommunications		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 10,000.00 176,400.00 46,737.83 500.00 500.00 10,000.00 17,000.00 10,000.00 10,000.00 10,000.00 5,000.00 10,000.00 6,000.00 3,500.00 6,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ 2,561.16 \$11,281.99 \$ 4,464.25 \$ 63.00 \$ 545.22 \$ 450.00 \$ 342.00 \$ 342.00 \$ 555.23	****** *******************************	72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74 245.00 6,279.58 6,542.31 5,400.00 5,264.64 5,729.88		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) 
wednosting, domain, etc \$ 250.00 \$ - \$ 215.28 \$ 34.72		Subcontracting Travel  Project Expenses Total  Indirect Costs  Annual Meeting Audit Bank Charges Building Maintenance Commissioners Meeting Conferences and Meetings Constant Contact Depreciation Expense (Van / Copier, Office Lease) Dues and Subscriptions Employee Benefits Equipment Maintenance Finance Charges Heating Oil Interest Expense Miscellaneous Expenses Office Supplies Payroll - Unbillable Payroll Taxes and other fringe Postage and Delivery Printing and Reproduction Professional Development Professional Fees -Legal, Transcription, Marketing Property & Liability Insurance Secured Network Services Software Telecommunications Travel		3,000.00 105,000.00 7,250.00 496,250.00 5,000.00 15,000.00 2,500.00 2,500.00 1,500.00 41,500.00 45,122.82 1,000.00 10,000.00 176,400.00 46,737.83 500.00 5,000.00 10,000.00 17,000.00 5,000.00 10,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00	\$ \$	3,000.00 105,000.00 7,250.00	\$17,760.00 \$ 502.40 \$48,513.71 \$ 22.00 \$ 185.00 \$ 81.83 \$ 47.66 \$ 90.25 \$ 3,324.67 \$ (130.16) \$ - \$ (130.16) \$ - \$ 2,561.16 \$11,281.99 \$ 4,464.25 \$ 63.00 \$ 545.22 \$ 450.00 \$ 342.00 \$ 555.23 \$ 232.35		72,910.50 4,467.02 367,751.11 12,250.00 284.00 1,840.00 206.99 2,262.66 1,339.50 39,274.76 4,326.18 41,878.76 1,146.93 5,589.03 305.26 759.65 10,723.26 159,974.02 40,011.14 516.74 245.00 6,279.58 6,542.31 5,400.00 5,264.64 5,729.88 983.45		32,089.50 2,782.98 463,468.74 5,000.00 2,750.00 216.00 660.00 (6.99) 1,237.34 160.50 2,225.24 2,923.82 3,244.06 (146.93) 

Indirect	Expenses	Total

### **Total Expenses**

\$	414,660.65	\$31,902.76	\$ 357,836.97	\$ 387,040.39
\$	910,910.65	\$80,416.47	\$ 725,588.08	\$ 850,509.13
Profit	/ Loss Balance	\$ 6,774.20	\$ 39,462.76	
Direct Labor (hours)	63.65%	882.75	8346.25	
Indirect labor (Hours)	36.35%	369.00	4765.90	
=	100.00%	1251.75	13112.15	
Estimated Indirect rate		116.33%	131.00%	
Target for FY		133.54%	133.54%	

### North Country Council Profit & Loss

June 2023

	Jun 23	Jul '22 - Jun 23
Ordinary Income/Expense Income		
4000 · Membership Dues	5,594.09	56,547.66
4100 · State Grants	26,187.78	131,727.67
4200 · Federal Grants	35,136.16	418,759.63
4300 · Local Planning Contracts	17,966.64	128,001.94
4410 · Other sources	2,294.14	24,572.31
4997 · Miscellaneous Income	0.00	5,297.23
Total Income	87,178.81	764,906.44
Cost of Goods Sold 5000 · Direct Costs	85,136.12	732,320.75
Total COGS	85,136.12	732,320.75
Gross Profit	2,042.69	32,585.69
Expense 6000 · Indirect Costs	-4,719.65	-7,037.93
Total Expense	-4,719.65	-7,037.93
Net Ordinary Income	6,762.34	39,623.62
Other Income/Expense Other Income		
7000 · Other Income	11.86	144.40
Total Other Income	11.86	144.40
Other Expense 8000 · Other Expenses	0.00	305.26
Total Other Expense	0.00	305.26
Net Other Income	11.86	-160.86
Net Income	6,774.20	39,462.76

### North Country Council Balance Sheet

As of June 30, 2023

	Jun 30, 23
ASSETS Current Assets Checking/Savings	
1103 · Woodsville Guar. Operating 4469 1110 · Petty Cash	252,406.19 30.00
Total Checking/Savings	252,436.19
Accounts Receivable 1200 · Accounts Receivable	76,356.60
Total Accounts Receivable	76,356.60
Other Current Assets 1340 · Prepaid Expenses	1,053.77
1360 · Unbilled work in progress	106,875.90
Total Other Current Assets	107,929.67
<b>Total Current Assets</b>	436,722.46
Fixed Assets 1422 · Accumulated Amortization 1400 · Fixed Assets 1401 · Leased Asset 1420 · Accumulated Depreciation	-29,379.91 73,780.11 146,899.55 -95,305.04
Total Fixed Assets	95,994.71
TOTAL ASSETS	532,717.17
LIABILITIES & EQUITY Liabilities Current Liabilities Accounts Payable 2000 · Accounts Payable	2,935.92
Total Accounts Payable	2,935.92
Other Current Liabilities 2050.20 · Capital Lease - Copier 2100 · Payroll Liabilities	2,597.61 2,241.32
2400 · Accrued Employee Benefits 2402 · Deferred Program Revenue 2405 · Accrued Payroll 2406 · Dues Deferred	10,355.12 84,964.51 8,876.66 44,894.34
<b>Total Other Current Liabilities</b>	153,929.56
Total Current Liabilities	156,865.48

## North Country Council Balance Sheet

As of June 30, 2023

	Jun 30, 23
Long Term Liabilities 2050.3 · Office Lease	86,023.08
Total Long Term Liabilities	86,023.08
Total Liabilities	242,888.56
Equity 3900 · Retained Earnings Net Income	250,365.85 39,462.76
Total Equity	289,828.61
TOTAL LIABILITIES & EQUITY	532,717.17

### North Country Council Statement of Cash Flows

July 2022 through June 2023

	Jul '22 - Jun 23
OPERATING ACTIVITIES	
Net Income	39,462.76
Adjustments to reconcile Net Income	,
to net cash provided by operations:	
1200 · Accounts Receivable	19,462.85
1340 · Prepaid Expenses	-1,053.77
1360 · Unbilled work in progress	-76,470.89
2000 · Accounts Payable	-2,887.98
2050.20 · Capital Lease - Copier	-1,654.15
2100 · Payroll Liabilities:2160 · State Withholding	-1,224.10
2100 · Payroll Liabilities:2170 · SUTA	998.30
2100 · Payroll Liabilities:2171 · SUTA - Admin.	9.98
2100 · Payroll Liabilities:HealthTrust Health	353.62
2100 · Payroll Liabilities:HealthTrust Dental	71.12
2400 · Accrued Employee Benefits	-1,316.80
2402 · Deferred Program Revenue	-30,717.76
2405 · Accrued Payroll	-14,608.28
2406 · Dues Deferred	11,244.34
Net cash provided by Operating Activities	-58,330.76
INVESTING ACTIVITIES	
1420 · Accumulated Depreciation	39,274.76
Net cash provided by Investing Activities	39,274.76
FINANCING ACTIVITIES	
2050.3 · Office Lease	-31,374.68
2050.52 · Ford Vehicle Loan	-8,290.94
Net cash provided by Financing Activities	-39,665.62
Net cash increase for period	-58,721.62
Cash at beginning of period	311,157.81
Cash at end of period	252,436.19

# North Country Council A/R Aging Summary As of June 30, 2023

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
NH Business & Economic Affairs	0.00	3,145.90	8,771.07	0.00	0.00	11,916.97
NBRC	0.00	0.00	0.00	0.00	1,567.38	1,567.38
Littleton Industrial Development Corporat	0.00	0.00	0.00	0.00	1,379.72	1,379.72
North Country ATV - NBRC	0.00	0.00	0.00	0.00	0.00	0.00
Bath Berlin	0.00 0.00	0.00 4,124.74	0.00 0.00	0.00 0.00	10.00 0.00	10.00 4,124.74
Bethlehem	0.00	0.00	4,210.87	0.00	0.00	4,210.87
Colebrook	0.00	0.00	2,753.39	0.00	3,718.62	6,472.01
DES	0.00	0.00	0.00	0.00	0.00	0.00
DRTC	0.00	25,000.00	0.00	0.00	0.00	25,000.00
EDA	0.00	0.00	0.00	0.00	-0.01	-0.01
Friends of the Wentworth PR	0.00	0.00	0.00	0.00	0.00	0.00
Landaff Lincoln	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 1,913.78	0.00 1,913.78
NHDOT Rail and Transit	0.00	0.00	0.00	0.00	0.00	0.00
North Country Community Development Ctr.	0.00	0.00	0.00	0.00	0.00	0.00
Pemi-Baker SWD	0.00	0.00	0.00	0.00	0.00	0.00
Regional Planning	0.00	0.00	0.00	0.00	0.00	0.00
Rumney Stewartstown UPWP	0.00 0.00 0.00	0.00 0.00 17,100.39	0.00 0.00 0.00	0.00 0.00 0.00	100.00 85.00 0.00	100.00 85.00 17,100.39
USDA	0.00	0.00	0.00	0.00	0.00	0.00
Warren	0.00	0.00	1,575.75	0.00	900.00	2,475.75
TOTAL	0.00	49,371.03	17,311.08	0.00	9,674.49	76,356.60

# North Country Council A/P Aging Summary As of June 30, 2023

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Cathlin Lord - Expense	69.43	0.00	0.00	0.00	0.00	69.43
Courtney Bowler - Expenses	138.10	0.00	0.00	0.00	0.00	138.10
Glenn Coppelman-Expense	134.93	0.00	0.00	0.00	0.00	134.93
HealthTrust	0.00	0.00	0.00	0.00	-2.75	-2.75
James Steele- Expense Report	2,040.00	0.00	0.00	0.00	0.00	2,040.00
M.S.T Government Leasing. LLC	0.00	-130.16	0.00	0.00	0.00	-130.16
Michelle Moren-Grey - Expense Report	462.16	0.00	0.00	0.00	0.00	462.16
Mickaela Tavares - Expense Report	96.74	0.00	0.00	0.00	0.00	96.74
NH Association of RPC's	47.66	0.00	0.00	0.00	0.00	47.66
Taylor Roy - Expense	49.81	0.00	0.00	0.00	0.00	49.81
The Caledonian-Record	30.00	0.00	0.00	0.00	0.00	30.00
Visa - MorenGrey	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	3,068.83	-130.16	0.00	0.00	-2.75	2,935.92

### North Country Council

### Financial Overview

### July 2023

The cleared balance of the operating account stands at \$241,210, \$29,019 below the \$270,229 start of the fiscal year. The decrease relates to cash flow as \$101,670 remained in Accounts Receivable. In addition, there is \$78,803 of work that has yet to be invoiced. There are two Accounts payable which relate to heating oil and software for \$734.47. With 2 credits for \$132.91, the total AP stands at \$602.

Deferred program revenue is 51% of the operating account, or \$124,190, and are funds received in advance through various programs and dues that are held until earned through program and operational expenses.

\$66,750 of dues from 39 communities has been received through July. We expect 1 additional town to join based on past membership for an estimated \$900 in revenue.

The net position of the Council remained at \$289,827.

The billable rate for staff was 66%.

Current Ratio: 2.86, this represents our ability to pay liabilities with readily available resources.

Operating Expense / Operating Revenue: 1.0, this represents the portion of current year operating revenues that were needed to cover operating expenses.

Liabilities to Net Position: .81, this represents the portion of equity that will be needed to cover all liabilities.

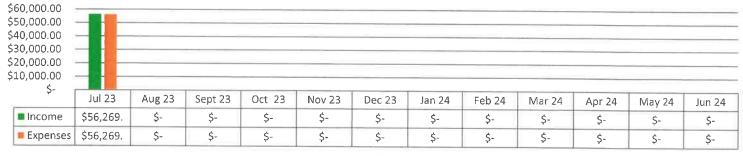
The Council maintains its strong financial position with a sufficient level of work for all employees and funds to cover our expenses.

Respectfully submitted,

James Steele Finance Manager

July Income	YTD Income	July Expenses	VTD Evnence	VTD Duefit \ // cos
July modific		July Expenses	YTD Expense	YTD Profit \ (Loss)
	\$56,269		\$56,269	
\$56,269	4%	\$56,269	5%	\$0
	VS Budgeted (\$1,359,524)		VS Budgeted (\$1,063,797)	

### Total Income vs Total Expenses July 2023



■ Income ■ Expenses

	<b>Operating Account</b>		Accounts Receivable	\$101,670
Beginning of FY	End of July	Increase / (Decrease)	Work in Progress	\$78,803
\$270,229	\$241,210	(\$29,019)	Deferred Revenue	\$124,190
			Accounts Payable	\$602

		FY24 Working Budget		
Funding Sources		Secured Funding	Expenses	
Membership Dues (64%)	\$70,000	\$45,000	Project - Reimbursable	\$630,600
Federal (57% funded)	\$855,889	\$490,889	Indirect Costs	\$433,197
State (22% funded)	\$64,488	\$14,488		,,
Local (94% funded)	\$302,269	\$282,781		
Other (97% funded)	\$104,193	\$101,018		
Total Income	\$1,396,839	\$934,176	Total Expenses	\$1,063,797

Source	8	Sudgeted FY24	YTD FY24	% of Budget		Balance
Memberships Dues	\$	70,000	\$ 4,448	6%	\$	65,552
State Sources	\$	61,111	\$ 1,814	3%	\$	62,747
Federal Sources	\$	862,000	\$ 28,935	3%	\$	833,065
Local Sources	\$	266,238	\$ 20,439	8%	\$	245,799
Other Sources	\$	100,175	\$ 633	1%	\$	99,542
Total Income	\$	1,359,524	\$ 56,269	4%	\$	1,303,255
Project Expenses	\$	630,600	\$ 27,423	4%	Ś	603,177
Indirect Expenses	\$	433,197	\$ 28,846	7%	\$	404,351
Other Expenses (debt)	\$	-	\$ (+ )	0%	\$	
Total Expenses	\$	1,063,797	\$ 56,269	5%	\$	1,007,528

Net Position \$289,827			Liability Balance	S
66% of staff time has been b	illable to projects for FY24.		Copier: Lease	\$2,598
Indirect for the FY is estimat	ed at 114.80%, target is 110.	18%	Employee Benefits: VAC	\$8,949
			Payroll: Taxes	\$2,902
	Unaudited FY23	FY24	Payroll: Accrued Wages	11,270
Current Ratio:	2.78	2.86	Office Lease:	\$83,323
Op expense / Op revenue:	0.95	1.00		A 221 - E
Liabilities to net position:	0.84	0.81		

		_	D:04 1								
		_	FY24 Approve Budget	ed .	FY24 Revised		Jul 23		FY 24 YTD		Balance
venue											
Membership Dues	Unrestricted	\$		\$	25,000.00	\$	1 /67 50	ė	1 467 50	4	22.52
	Match	\$				\$	1,467.58 2,980.58		1,467.58 2,980.58		23,53 42,01
	EDA Planning Grant	Ť	,	•••	45,000.00	\$	2,500.56	7	2,560.36	٠	42,01
	Bethlehem HOP					\$	202.27				
	Colebrook HOP					\$	288.03				
	Grafton County - Admin					\$	38.80				
	Warren HOP					\$	443.03				
	Waterville Valley HOP UPWP					\$	116.52 1,891.93				
lunicipal Dues Total		3	70,000.	00 \$	70,000.00	\$	4,448.16	_	4,448.16 res Secured	\$ \$	65,55
	A STATE OF THE PARTY OF THE PAR	Mary Town					177	Du	res Securea	,	45,00
ate Grants	BEA-CEDRS	ė					72.40				
	OPD - Targeted Block Grant	\$ \$		\$ 00 \$		\$ \$	73.42		73.42		
	NH Housing Finance Authority NHEAH	\$		ου ş \$	11,111.00 3,376.64	\$	1,526.55 213.98	-	1,526.55 213.98	\$	9,58
	NHBEA - Housing Needs	Š			50,000.00	\$	213.36	\$	213.50	\$	3,16 50,00
		State Grants Total \$			64,487.64	\$	1,813.95		1,813.95	\$	62,74
							State	Fun		\$	14,48
ederal Grants									200		- 1
	Housing Readiness (Kuster)	\$	112,500.		112,500.00	\$		\$	*	\$	112,50
	Comprehensive Regional Plan (Shaheen)	\$	100,000.		100,000.00	\$	51	\$	*	\$	100,00
	Redevelopment Resolve (Shaheen) UPWP - NHDOT	\$ \$	200,000.		200,000.00	\$	*	\$	-		
	EDA Partnership Grant	\$ \$	278,000.		278,000.00		17,027.33		17,027.33		\$260,9
	NBRC Pre-Development	\$ \$	70,000. 35,000.		66,738.66 29,935.41	\$			4,875.66	_	\$61,8
	EDA / EAA CIP	\$			68,715.00	\$	4,291.77 2,740.31		4,291.77 2,740.31		25,6 63,7
		ederal Grants Total \$			855,889.07		28,935.07		28,935.07	\$	624,73
							Secured F	eder	al Funding	\$	490,88
cal Planning Contracts	The Real Property lies and the last of the										1 1
	24-04 ADG Support Services	\$	5,000.	00 \$	2,483.07	\$	79.55	\$	79.55	\$	2,40
	Bethlehem HOP 23	\$	14,000.	00 \$	15,440.44	\$	4,418.65	\$	4,418.65	\$	11,0
	Colebrook HOP 23	\$	25,000.	00 \$	26,617.36	\$	1,585.88	\$	1,585.88	\$	23,41
	Gorham HOP 23	\$	8,000.		12,789.65	\$	812.17	\$	812.17	\$	11,97
	24-06 Sugar Hill HOP	\$	9,550.		9,550.00	\$	822.85	\$	822.85	\$	8,72
	Waterville Valley HOR 22	\$	22,500.		26,130.30	\$	1,990.27	\$	1,990.27		24,14
	Waterville Valley HOP 23 Whitefield CDBG Admin	\$ \$	6,500.		15,229.55	\$	929.91	\$	929.91	\$	14,29
	24-05 Tillotson HiF	\$	1,500. 5,000.		2,021.80	\$	111.08	\$		\$	1,91
	Tri-Town Bike -NBRC	\$	4,500.	,	3,784.98 5,521.67	\$			385.26	•	3,39
	Mountain Top Music - NBRC	Ś	1,500.		1,756.26	\$	191.97		174.75 191.97	\$	5,34
	Nansen Ski Club - NBRC	\$	5,000.			\$	123.20	•	123.20	-	1,56 6,60
	Woodstock - NBRC	\$	4,000.		4,478.12	\$	225.69	\$	225.69	\$	4,25
	24-01 Wuamback Snowmobile	\$			4,223.32	\$		-	19.40	•	4,20
	24-02 Gorham - NBRC	\$	4,500.	00 \$	3,966.43	\$	424.07		424.07		3,54
	First NH NBRC	\$		\$	6,610.00	\$	183.36	\$	183.36	\$	6,42
	North Country Radio	\$			4,888.00	\$	80	\$	-	\$	4,88
	Cottage Hospital - NBRC	\$			20,000.00	\$	€	\$	183	\$	20,00
	Taproot - NBRC	\$			5,600.00	\$	-	\$	-	\$	5,60
	24-03 Whitefield - CIP	\$	•		9,138.01	\$	2,111.90	\$	2,111.90	\$	7,02
	Franconia - Master Plan	\$			11,328.96	\$	1,674.69	\$	1,674.69	\$	9,65
	Grafton RDC Grantwriting 24-55 Grafton RDC Administration	\$ \$			4,000.00	\$	500.17	\$	3.79	\$	4,00
	21-30 Littleton Riverfront Commons	\$	12,000.			\$		\$		\$	11,13
	21-19 - Colebrook Childcare	\$	5,000. 2,500.			\$	38.80 86.59			\$	5,30
	21-18 Coos Family Health	\$	1,000.		1,528.03	\$	331.67		86.59		3,44
	21-09 AVESTA Tech Village Administration	\$	1,000.	, \$	1,984.35	\$	1,147.17	\$	331.67 1,147.17		1,19 83
	Lincoln NBRC	\$	5,000.		6,664.61	\$	199.25	\$		\$	6,46
	19-50 Trails Asset Inventory	\$	24,500.		24,784.78	\$	-	\$	-	\$	24,78
	19-42 NHCF Regional Transportation Plan Ou	atre \$	2,000.			\$		\$	-	\$	2,00
	22-37 LIDC	\$	4,000.			\$	194.15	\$	194.15	\$	3,73
	17-03 NBRC Berlin	\$	1,000.	00 \$		\$	237.81	-	237.81		1,05
	NBRC / EDA - Colebrook Wastewater	\$	10,000.	00 \$	10,850.42	\$	330.21		330.21		10,52
	COOS Municipal ARPA	\$	15,000.	00 \$	16,838.69	\$	199.25	\$		\$	16,63
	Harts Location Master Plan	\$	5,000.		5,000.00	\$	-	\$		\$	5,00
	Pemi-Baker Administration	\$	4,000.0		4,245.47	\$	543.63	\$		\$	3,70
	Local Planni	ing Contracts Total \$	266,238.	00 \$	302,269.43	\$	20,439.33			\$	271,51
		Part of the last		17			secured	LOCG	al Funding	Ş	282,78
her sources scellaneous											
oonalicous	19-55 NCC Strategic Plan	\$	12,000.0	00 \$	13,107.88	5	320.88	Ś	320.88	¢	12 70
		7	,000.	- 4	10,107.00	7	J20.00	J	320.88	ب	12,78

A	DRTC -	\$	60,000.00	\$	62,910.23	ς.	300.73	Ś	300.73	\$	62,609.50
	Interest Income	\$	75.00	\$	75.00		11.29	\$	11.29	\$	63.71
	NCC Trainings	\$	100.00	-	100.00		_	\$		\$	100.00
	RSA book sales	\$	3,000.00	\$	3,000.00		_	\$		\$	3,000.00
	Unrestricted Operating Funds	\$	25,000.00		25,000.00		_	\$	_	\$	25,000.00
Miscellaneous Income Total		\$	100,175.00	_	104,193.11		632.90	\$	632.90	\$	103,560.21
		-		Ť	201/200122	Ť	_	_	her Funding	\$	101,018.11
Total Income		\$	1,359,524.00	Ś	1,396,839.25	<	56 260 A1	-	56,269.41	-	1,128,109.06
			2,030,324100	_	2,330,033.23	Ť		_	red Funding	\$	934,176.18
Expenses											
Project Related - Reimbursable											
	Conferences / Workshops / Trainings	\$	4,500.00	\$	4,500.00	\$		\$		\$	4,500.00
	Direct Labor / Wages	\$	374,000.00	\$	374,000.00	-	25,127.77	\$	25,127.77	\$	348,872.23
	Equipment	\$	6,100.00	\$	6,100.00	\$	-	\$	-	\$	6,100.00
	Other Project Costs - Postage, Copies	\$	500.00	\$	500.00	\$	287.62	\$	287.62	\$	212.38
	Program Support	\$	15,000.00	\$	15,000.00	\$	2,007.59	\$	2,007.59	\$	12,992.41
	RSA Book Order	\$	3,000.00	\$	3,000.00	\$	_,007.100	\$	-	\$	3,000.00
	Subcontracting	\$	222,500.00	\$	222,500.00	\$	- 2	\$	**	\$	222,500.00
	Travel	\$	5,000.00	\$	5,000.00	\$		Ś		\$	5,000.00
Project Expenses Total		· <del>'</del>	630,600.00	\$	630,600.00	_	27,422.98	\$	27,422.98	\$	
		-	030,000.00	_	030,000.00	~	27,422.30	-	27,422.36	<u>~</u>	603,177.02
Indirect Costs											
	Annual Meeting	\$		\$	-	\$	*	\$	6	\$	-
	Audit	\$	15,250.00	\$	15,250.00	\$	*7	\$	61	\$	15,250.00
	Bank Charges	\$	264.00	\$	264.00	\$	22.00	\$	22.00	\$	242.00
	Building Maintenance	\$	3,500.00	\$	3,500.00	\$	185.00	\$	185.00	\$	3,315.00
	Commissioners Meeting	\$	500.00	\$	500.00	\$	-	\$	8	\$	500.00
	Conferences and Meetings	\$	3,000.00	\$	3,000.00	\$		\$	-	\$	3,000.00
	Constant Contact	\$	1,500.00	\$	1,500.00	\$	104.50	\$	104.50	\$	1,395.50
	Depreciation Expense	\$	36,600.00	\$	36,600.00	\$	3,358.34	\$	3,358.34	\$	33,241.66
	Dues and Subscriptions	\$	5,000.00	\$	5,000.00	\$	1,000.00	\$	1,000.00	\$	4,000.00
	Employee Benefits	\$	73,390.26	\$	73,390.26	\$	5,355.19	\$	5,355.19	\$	68,035.07
	Equipment Maintenance	\$	1,500.00	\$	1,500.00	\$	20	\$	2.5	\$	1,500.00
	Finance Charges	\$	-	\$	-	\$	2.7	\$		\$	-
	Heating Oil	\$	8,000.00	\$	8,000.00	\$	698.47	\$	698.47	\$	7,301.53
	Interest Expense	\$	6,000.00	\$	6,000.00	\$		\$	1.60	Ś	6,000.00
	Miscellaneous Expenses	\$	500.00	\$	500.00	\$	68.15	\$	68.15	\$	431.85
	Office Supplies	\$	10,000.00	\$	10,000.00	\$	662.90	\$	662.90	\$	9,337.10
	Payroll - Unbillable	\$	171,900.00	\$	171,900.00	\$	12,225.69	\$	12,225.69	\$	159,674.31
	Payroll Taxes and other fringe	\$	48,097.71	\$	48,097.71	\$	3,098.71	\$	3,098.71	\$	44,999.00
	Postage and Delivery	\$	500.00	\$	500.00	\$	186	\$	-,	Ś	500.00
	Printing and Reproduction	\$	500.00	\$	500.00	\$	_	\$	740	\$	500.00
	Professional Development	\$	5,000.00	\$		\$	1990	\$	36	Ś	5,000.00
	Professional Fees -Legal, Transcription, Marketi	i \$	10,000.00	\$		\$	-	Ś	200	Ś	10,000.00
	Property & Liability Insurance	\$	7,695.00	\$		\$	641.25	\$	641.25	\$	7,053.75
	Secured Network Services	\$	6,000.00	\$		\$	450.00	\$		\$	5,550.00
	Software	\$	4,500.00	\$		\$	378.00	\$		\$	4,122.00
	Telecommunications	\$	6,000.00	\$		\$	555.31	\$		\$	5,444.69
	Trave!	\$	3,000.00	\$		\$	500	Ś	555.52	\$	3,000.00
	Vehicle Expenses	\$	4,500.00	\$		\$	42.92	\$	42.92	Ś	4,457.08
	Webhosting, domain, etc	\$	500.00	,	500.00		-	\$		\$	500.00
Indirect Expenses Total		\$	433,196.97	\$	433,196.97	_	28,846.43	\$		\$	404,350.54
Total Expenses		\$	1,063,796.97	\$	1,063,796.97	\$	56,269.41	\$	56,269.41	_	
		Overall Balance \$	295,727.03		333,042.28		0.00		0.00		
		Direc	t Labor (hours)		66.08%		705 75		705 75		
			ct labor (Hours)				795.75		795.75		
		manec	r ianoi (Hodis)	_	33.92% 100.00%	-	408.50 1204.25	_	408.50 1204.25		
				_	222.23,0			_	2207.23		
		Estimate	ed Indirect rate				114.80%		114.80%		
			Target for FY				110.18%		110.18%		

### **North Country Council** Profit & Loss July 2023

	Jul 23
Ordinary Income/Expense Income	
4000 · Membership Dues	4,448.16
4100 · State Grants	1,813.95
4200 · Federal Grants	28,935.07
4300 · Local Planning Contracts	20,439.33
4410 · Other sources	621.61
Total Income	56,258.12
Cost of Goods Sold 5000 · Direct Costs	55,108.44
Total COGS	55,108.44
Gross Profit	1,149.68
Expense 6000 · Indirect Costs	1,160.97
Total Expense	1,160.97
Net Ordinary Income	-11.29
Other Income/Expense Other Income	
7000 · Other Income	11.29
Total Other Income	11.29
Net Other Income	11.29
Net Income	0.00

### North Country Council Balance Sheet

As of July 31, 2023

	Jul 31, 23
ASSETS Current Assets Checking/Savings	
1103 · Woodsville Guar. Operating 4469 1110 · Petty Cash	240,162.16 30.00
Total Checking/Savings	240,192.16
Accounts Receivable 1200 · Accounts Receivable	101,669.78
Total Accounts Receivable	101,669.78
Other Current Assets 1340 · Prepaid Expenses	10,360.14
1360 · Unbilled work in progress	78,802.93
<b>Total Other Current Assets</b>	89,163.07
Total Current Assets	431,025.01
Fixed Assets 1422 · Accumulated Amortization 1400 · Fixed Assets 1401 · Leased Asset 1420 · Accumulated Depreciation	-29,379.91 73,780.11 146,899.55 -98,663.38
Total Fixed Assets	92,636.37
TOTAL ASSETS	523,661.38
LIABILITIES & EQUITY Liabilities Current Liabilities Accounts Payable 2000 · Accounts Payable	601.56
Total Accounts Payable	601.56
Other Current Liabilities 2050.20 · Capital Lease - Copier 2100 · Payroll Liabilities	2,597.61 2,902.17
2400 · Accrued Employee Benefits 2402 · Deferred Program Revenue 2405 · Accrued Payroll 2406 · Dues Deferred	8,948.68 83,743.66 11,269.83 40,446.18
<b>Total Other Current Liabilities</b>	149,908.13
Total Current Liabilities	150,509.69

### North Country Council Balance Sheet

As of July 31, 2023

	Jul 31, 23
Long Term Liabilities 2050.3 · Office Lease	83,323.08
<b>Total Long Term Liabilities</b>	83,323.08
Total Liabilities	233,832.77
Equity 3900 · Retained Earnings	289,828.61
Total Equity	289,828.61
TOTAL LIABILITIES & EQUITY	523,661.38

# North Country Council Statement of Cash Flows July 2023

	Jul 23
OPERATING ACTIVITIES	
Adjustments to reconcile Net Income	
to net cash provided by operations:	
1200 · Accounts Receivable	-25,313.18
1340 · Prepaid Expenses	175.63
1340 · Prepaid Expenses:Workers Compensation Insurance	-2,428.25
1340 · Prepaid Expenses:Property Liability Insurance	-7,053.75
1360 Unbilled work in progress	28,072.97
2000 · Accounts Payable	-2,334.36
2100 · Payroll Liabilities:2160 · State Withholding	621.08
2100 · Payroll Liabilities:2170 · SUTA	42.05
2100 · Payroll Liabilities:2171 · SUTA - Admin.	-2.28
2400 · Accrued Employee Benefits	-1,406.44
2402 · Deferred Program Revenue 2405 · Accrued Payroll	-1,220.85
2405 · Accrued Payroll 2406 · Dues Deferred	2,393.17
2400 Dues Deletted	-4,448.16
Net cash provided by Operating Activities	-12,902.37
INVESTING ACTIVITIES	
1420 · Accumulated Depreciation	3,358.34
Net cash provided by Investing Activities	3,358.34
FINANCING ACTIVITIES	
2050.3 · Office Lease	-2,700.00
Net cash provided by Financing Activities	-2,700.00
Net cash increase for period	-12,244.03
Cash at beginning of period	252,436.19
Cash at end of period	240,192.16

## North Country Council A/R Aging Summary As of July 31, 2023

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
NH Business & Economic Affairs	0.00	25,048.48	3,145.90	8,771.07	0.00	36,965.45
NBRC	0.00	0.00	0.00	0.00	1,567.38	1,567.38
Littleton Industrial Development Corporat	0.00	0.00	0.00	0.00	1,379.72	1,379.72
North Country ATV - NBRC	0.00	0.00	0.00	0.00	0.00	0.00
Bath Bethlehem	0.00 0.00	0.00 8,188.99	0.00 0.00	0.00 4,210.87	0.00 0.00	0.00 12,399.86
Colebrook	0.00	12,220.36	0.00	0.00	2,618.73	14,839.09
DES	0.00	0.00	0.00	0.00	0.00	0.00
EDA	0.00	0.00	0.00	0.00	-0.01	-0.01
Friends of the Wentworth PR	0.00	0.00	0.00	0.00	0.00	0.00
Grafton County	0.00	1,043.55	0.00	0.00	0.00	1,043.55
Landaff Lincoln	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 1,828.78	0.00 1,828.78
NH OPD	0.00	568.47	0.00	0.00	0.00	568.47
NHDOT Rail and Transit	0.00	0.00	0.00	0.00	0.00	0.00
North Country Community Development Ctr.	0.00	0.00	0.00	0.00	0.00	0.00
Pemi-Baker SWD	0.00	0.00	0.00	0.00	0.00	0.00
Regional Planning	0.00	0.00	0.00	0.00	0.00	0.00
Stewartstown UPWP	0.00 0.00	0.00 23,727.88	0.00 0.00	0.00 0.00	85.00 0.00	85.00 23,727.88
USDA	0.00	0.00	0.00	0.00	0.00	0.00
Warren	0.00	2,711.95	0.00	1,575.75	900.00	5,187.70
Waterville Valley	0.00	2,076.91	0.00	0.00	0.00	2,076.91
TOTAL	0.00	75,586.59	3,145.90	14,557.69	8,379.60	101,669.78

# North Country Council A/P Aging Summary As of July 31, 2023

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
HealthTrust	0.00	0.00	0.00	0.00	-2.75	-2.75
Irving Energy	0.00	698.47	0.00	0.00	0.00	698.47
M.S.T Government Leasing. LLC	0.00	0.00	-130.16	0.00	0.00	-130.16
SECURED NETWORK SERVICES, INC	0.00	36.00	0.00	0.00	0.00	36.00
Visa - MorenGrey	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	734.47	-130.16	0.00	-2.75	601.56