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Thursday, January 18, 2024 | 2 to 4 pm

**In-Person Quorum is Needed**

Join Zoom Meeting → <https://us02web.zoom.us/j/83734322956> | Meeting ID → 837 3432 2956

## Franconia Town Hall | 421 Main Street Franconia NH

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### Call to Order

- Attendance

### Minutes Approval (motion)

- 11/30/2023

### Financial

- Review of Financials (motion)– (Staff Steele)
- Audit Review by RKO

### Other Business

- NH OHRV Study Commission

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

### Public Comment

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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**

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Thursday, November 30, 2023

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

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

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### **Call to Order**

Chair Robitaille called the meeting to order at 2:03

### **Attendance by Roll Call**

Paul Robitaille, Chair; Ben Gaetjens-Oleson, Vice Chair; Mark Decoteau, Treasurer, Mark Dindorf, Member

### **Minutes of 08/17/2023 Approval**

**MOTION** Member Dindorf made a motion to approve the 08/17/2023 minutes as written. The motion was seconded by Treasurer Decoteau.

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

### **Financial**

#### **Financial Report June & July**

Mr. Steele provided an overview of the financials, noting that in October, there was a loss of \$13,268.65. This was due to a loss in billable hours as a result of staff medical leave, as well as the last large invoice for the audit of \$6,662.50. Mr. Steele explained that this is not something that we expect moving forward; however, November, December, and January are the holiday season, and traditional Councils' billable hours are lower. With me, we may see some losses over the next 3 months, but it is not anticipated to be as significant as October. After January, we anticipate not seeing losses.

Discussion – staff medical leave was unexpected, and could the loss have happened over the year versus a small span? It's not like we are going to realize the \$13,000 loss by the end of the year. Mr. Steele, it is anticipated that we will start to recover slowly from this loss over the remainder of the year. Question – what would be the anticipated year-end impact of the \$13,000? Will most of it be resolved? Mr. Steele commented that while it is anticipated we will recover from the loss by year-end, it does rely on how billable staff can remain. Discussion regarding if this is a loss that we would likely have seen over the course of the year vs. in a short period of time. Ms. Moren-Grey commented that this was a significant block of medical leave that may have or may not have been taken over the course of the year, and typically, we wouldn't see staff taking this amount of leave. Is the Council allowed to end the year in a negative balance statutory? Mr. Steele & Ms. Moren-Grey commented that for many years, we have run negative. Staff will look into the statutory requirement. The Board expressed concern that the Council could not

withstand this on a repetitive basis if the Council was able to make this up over the year. Ms. Moren-Grey commented that November through January will be less billable but then is anticipated to increase. Moving forward, this should be watched closely. Mr. Steele commented that we do have some funds in reserve that can cover the cost at the end of the year.

**MOTION Treasurer Decoteau made a motion to approve the October Financial Reports. The motion was seconded by Vice Chair Gaetjens-Oleson.**  
*The motion carried - 4 in favor/0 opposed/0 abstention.*

#### **Audit Services Update**

- Mr. Steele commented the audit came back positive, with the exception of the separation of duties. This is a continuing challenge for the Council because of staff size, and in order to address the issue, it would require increased staff, which is not in the best financial interest of the organization. At the end of the year, the Council had \$350,000 in revenue, and only \$250,000 was protected by FDIC insurance. Other possible options mentioned collateralized sweep accounts and public investment pools. Mr. Steele will look into this. Overall, there was a positive gain in the net position of \$55,000. The auditor will be scheduled to present in the next meeting.

#### **Other Business**

2024 Meetings: - Ms. Moren-Grey, January, March, May, July, September, and November, with a full commission meeting in June. This will be the Council's Annual Meeting. Ms. Moren-Grey asked if there is interest in going back to an event as in past years or keeping to a regular commission meeting as we have been. Ms. Moren-Grey commented that organizing an event, as in the past, is a considerable effort that results in administration time resulting in a financial loss. It was determined that a regular Commission meeting would be the format in the future.

OHRV State Commission – Ms. Moren-Grey commented that Mr. Jackson has been attending; however, he has informed her that he is no longer able to be the representative due to a change in his personal time commitments. Ms. Moren-Grey reminded the Board that during that application period, no alternative was selected due to the pool of candidates, and she recommended that the application be redistributed. The Board agreed.

Dues – Mr. Steele opened the discussion of dues for the calendar year 2024. For the calendar year, we received \$66,750 with 39 members. Ms. Moren-Grey commented that since COVID the Council has been able to maintain or reduce dues. In the future she recommends moving back to the historical dues calculation to prevent the potential of drastic change. Mr. Steele commented that the dues calculation is based on the most current town valuation and population factored in the amount needed to be raised. \$125,000 (based on all communities) is the goal to raise historically; we raise \$70,000. Is

there a way to budget for the \$70,000 vs \$125,000? What if the budget is \$66,000 with a 5% increase for those that pay? Is there a way to then incentivize participation with an introduction rate that is not significantly lower than the actual rate? Ms. Moren-Grey expressed concern as to how we different the services between members at a full rate vs. the introductory rate. Staff will consider a 5% increase over 2023 based on raising \$70,000 and the \$125,000 and how we can incentivize communities to join for 2024.

The solicitation process for membership is that the Council sends invoices, membership dues letters, as well as information material to the town select boards and planning boards. There are two new communities considering membership this year. Member Dindorf inquired about Conway's community and its involvement. Ms. Moren-Grey commented that Conway has been in contact with services and membership. The Council is currently working with Conway on a CBBG grant, as well as contract work in the past.

Project Update – we are still working our way through the CDS funding for both the Regional Plan as well as the continued housing work.

Picked up approximately 10 additional 10 NBRC administration projects. We received a draft MOU from NBRC for technical assistance to potential NBRC applicants that are with NBRC & NH BEA, while we are still unsure where this is at the state level.

Coos County Broadband Committee – The Council will be working with NCDE to support this group and provide technical assistance to towns.

Bethlehem Pop-Up – In late August, we will implement a traffic-calming project along the main street of Bethlehem, potentially the largest in the state. The project resulted in slowing traffic along the main street. The select board is considering forming a committee to move the effort forward.

Treasure Decoteau shared Waterville Valley's newly implemented pedestrian bike project at the entrance into Town.

Chair Robitaille commented that Kaela Tavares did a great job with the HOP grant presentation this week for the community of Gorham. Treasure Decoteau commented that Kaela did a great job as well with Waterville's HOP grant, which has resulted in five amendments. Ms. Moren-Grey commented that she attended the Bethlehem meeting where Cathlin Lord and Kaela Tavares presented for Bethlehem's HOP grant, and they both did a great job. Cathlin provided an in-person presentation and handled the public meeting and presentation very well.

Member Dindorf asked about how much interaction the Council has with proposed legislation with commenting and/or monitoring. Ms. Moren-Grey explained that through NHARPC, there may be a decision to comment on proposed legislation. Through NHMA as well as NHARPC, there is monitoring of proposed legislation. The Board discussed how



proposed legislation, current and future, may impact northern communities in a unique manner and that it would be helpful if the Council could highlight or link proposed legislation for Council communities. Ms. Moren-Grey commented that we can add this to the newsletter.

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

None needed

**Public Comment**

Chair Robitaille asked for public comment – there was none.

**Adjournment**

**MOTION Treasurer Decoteau made a motion to adjourn. Motion was seconded by Vice Chair Gaetjens-Oleson.**

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

The meeting adjourned at 3:14

Respectfully Submitted,  
Michelle Moren-Grey, Executive Director

**North Country Council  
Financial Overview  
November 2023**

NCC was able to rebound with a profit of \$1,029.62 for the month of November bringing the overall total loss for FY24 down to \$12,135. This was accomplished while paid time off represented 20% of all hours billed in November. Although this didn't make a significant reduction in the FY losses, it shows that October was an outlier and going forward we anticipate a continued reduction of the losses. December does pose the biggest obstacle with estimated paid time off expected to be higher than normal during the holiday season.

NCC's cleared balance of the operating account on Nov 30th, was \$274,514, while the uncleared balance was \$255,349. The uncleared balance represents a decrease of \$14,880 from the beginning balance of \$270,229. As of November 30, 2023, the balance of AR was \$34,349 with all outstanding invoices expected to be paid.

The Work in Process balance was \$93,414. This is revenue that has been earned through projects and has yet to be invoiced, mostly due to task milestones or quarterly submissions.

Accounts payable had a balance of \$1,907. There was \$318.99 in employee mileage expenses and \$1,591 on the VISA account comprised of software subscriptions, office supplies, fuel for company vehicle, office cleaning.

Deferred revenue, which consists of funds received in advance through various programs and dues that are held until earned through program and operational expenses was \$77,500, or 28% of operating funds. This leaves \$196,969 in unrestricted funds for operations.

Our net position has increased to \$294,077.

Current Ratio: 3.29, this represents our ability to pay liabilities with readily available resources.

Operating Expense / Operating Revenue: 1.04, this represents the portion of the current year operating revenues that were needed to cover operating expenses.

Liabilities to Net Position: .68, this represents the portion of equity that will be needed to cover all liabilities.

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

Respectfully submitted,

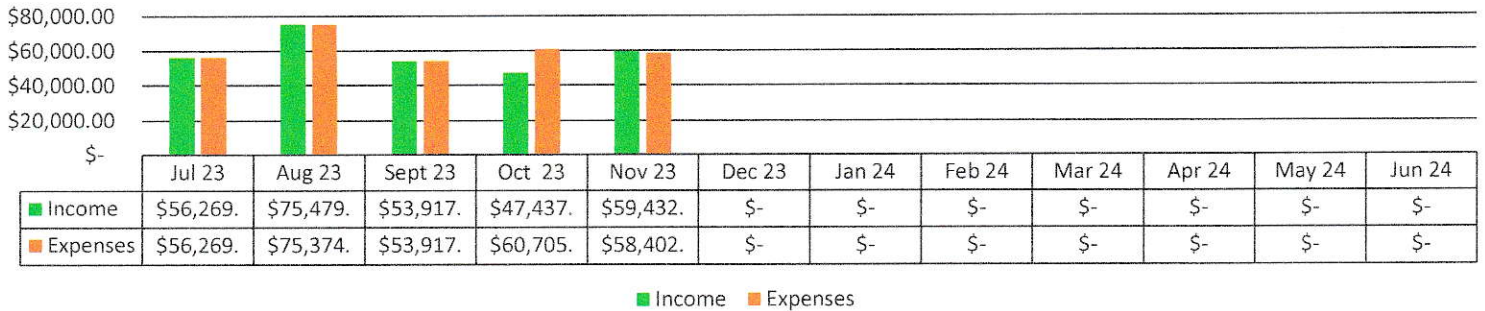
James Steele  
Finance Manager



## North Country Council Financial Snapshot

November Income	YTD Income	November Expenses	YTD Expense	YTD Profit \ (Loss)
<b>\$59,432</b>	\$292,536 22% VS Budgeted (\$1,359,524)	<b>\$58,403</b>	\$304,670 29% VS Budgeted (\$1,063,797)	<b>-\$12,135</b>

### Total Income vs Total Expenses July - November 2023



Operating Account			Accounts Receivable	\$34,349
Beginning of FY	End of November	Increase / (Decrease)	Work in Progress	\$93,414
<b>\$270,229</b>	<b>\$274,469</b>	<b>\$4,240</b>	Deferred Revenue	\$72,500
			Accounts Payable	\$1,907

### FY24 Working Budget

Funding Sources	Secured Funding	Expenses
Membership Dues (48%)	\$70,000	\$33,896
Federal (77% funded)	\$655,889	\$655,611
State (22% funded)	\$64,488	\$14,488
Local (97% funded)	\$345,629	\$336,629
Other (93% funded)	\$104,193	\$97,000
<b>Total Income</b>	<b>\$1,240,199</b>	<b>\$1,137,624</b>
		<b>Total Expenses</b>
		<b>\$1,063,797</b>

Source	Budgeted FY24	YTD FY24	% of Budget	Balance
Memberships Dues	\$ 70,000	\$ 28,896	41%	\$ 41,104
State Sources	\$ 61,111	\$ 6,026	10%	\$ 58,535
Federal Sources	\$ 862,000	\$ 156,211	18%	\$ 705,789
Local Sources	\$ 266,238	\$ 91,912	35%	\$ 174,326
Other Sources	\$ 100,175	\$ 9,491	9%	\$ 90,684
<b>Total Income</b>	<b>\$ 1,359,524</b>	<b>\$ 292,536</b>	<b>22%</b>	<b>\$ 1,066,988</b>
Project Expenses	\$ 630,600	\$ 133,585	21%	\$ 497,015
Indirect Expenses	\$ 433,197	\$ 171,086	39%	\$ 262,111
Other Expenses (debt)	\$ -	\$ -	0%	\$ -
<b>Total Expenses</b>	<b>\$ 1,063,797</b>	<b>\$ 304,670</b>	<b>29%</b>	<b>\$ 759,127</b>

64.77% of staff time has been billable to projects for FY24.  
Indirect for the FY is estimated at 140.02%, target is 110.18%

		All Current Assests:	\$ 408,471
		All Fixed Assests:	\$ 85,303
		<b>Total Assests</b>	<b>\$ 493,775</b>
		All Current Liabilities:	\$ 124,304
		All Long Term Liabilities:	\$ 75,392
		<b>Total Liabilities</b>	<b>\$ 199,696</b>
		<b>Net Position</b>	<b>\$ 294,078.95</b>
Current Ratio:	Audited FY23 2.78	FY24 3.29	
Op expense / Op revenue:	0.95	1.04	
Liabilities to net position:	0.84	0.68	

Current ratio – represents the ability to pay liabilities with readily available resources.

Operating Expense/Operating Revenue Ratio - represents the portion of current year operating revenue needed to cover expenses.

Liabilities to Net Position - represent the portion of equity needed to cover all liabilities.



**FY 24  
Budget**

**Revenue**

			FY24 Approved Budget	FY24 Revised	Nov 23	FY 24 YTD
<b>Membership Dues</b>						
	Unrestricted		\$ -	\$ 25,000.00	\$ 3,482.33	\$ 17,143.50
	Match		\$ 70,000.00	\$ 45,000.00	\$ 1,517.67	\$ 11,752.50
<b>Municipal Dues Total</b>			<b>\$ 70,000.00</b>	<b>\$ 70,000.00</b>	<b>\$ 5,000.00</b>	<b>\$ 28,896.00</b>
			<b>Dues Secured</b>			
<b>State Grants</b>						
A	NH BEA	<a href="#">BEA-CEDRS</a>	\$ -	\$ -	\$ -	\$ 73.42
A	NH BEA	<a href="#">OPD - Targeted Block Grant</a>	\$ 11,111.00	\$ 11,111.00	\$ 522.08	\$ 3,472.00
A	NH HFA	<a href="#">NH Housing Finance Authority NHEAH</a>	\$ -	\$ 3,376.64	\$ 383.62	\$ 2,480.34
P	NH BEA	<a href="#">NHBEA - Housing Needs</a>	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -
<b>State Grants Total</b>			<b>\$ 61,111.00</b>	<b>\$ 64,487.64</b>	<b>\$ 905.70</b>	<b>\$ 6,025.76</b>
			<b>State Funds Secured</b>			
<b>Federal Grants</b>						
A		<a href="#">Housing Readiness (Kuster)</a>	\$ 112,500.00	\$ 112,500.00	\$ -	\$ -
A		Comprehensive Regional Plan (Shaheen)	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -
P		Redevelopment Resolve (Shaheen)	\$ 200,000.00	\$ -	\$ -	\$ -
A	FHWA	<a href="#">UPWP - NHDOT</a>	\$ 278,000.00	\$ 278,000.00	\$ 13,659.06	\$ 95,974.58
A	EDA	<a href="#">EDA Partnership Grant</a>	\$ 70,000.00	\$ 66,738.66	\$ 8,799.74	\$ 29,001.78
A	NBRC	<a href="#">NBRC Pre-Development</a>	\$ 35,000.00	\$ 29,935.41	\$ 988.72	\$ 11,798.75
A	EDA	<a href="#">EDA / EAA CIP</a>	\$ 66,500.00	\$ 68,715.00	\$ 6,031.09	\$ 19,435.49
<b>Federal Grants Total</b>			<b>\$ 862,000.00</b>	<b>\$ 655,889.07</b>	<b>\$ 29,478.61</b>	<b>\$ 156,210.60</b>
			<b>Secured Federal Funding</b>			
<b>Local Planning Contracts</b>						
A	Arnette Development Group	24-04 ADG Support Services	\$ 5,000.00	\$ 2,483.07	\$ -	\$ 120.30
A	Bethlehem	Bethlehem Redevelopment	\$ -	\$ -	\$ 229.20	\$ 229.20
A		COOS Broadband	\$ -	\$ -	\$ 91.68	\$ 91.68
A	NBRC	AVESTA Housing Development	\$ -	\$ 10,000.00	\$ -	\$ 40.75
A	NBRC	Jackson Ski Touring	\$ -	\$ 3,380.00	\$ 137.52	\$ 178.27
A	NBRC	Theater Up	\$ -	\$ 20,000.00	\$ 825.12	\$ 865.87
A	NBRC	Mount Washington Observatory	\$ -	\$ 9,980.00	\$ -	\$ 40.75
A	Invest NH	<a href="#">Bethlehem HOP 23</a>	\$ 14,000.00	\$ 15,440.44	\$ 1,879.17	\$ 12,898.38
A	Invest NH	<a href="#">Colebrook HOP 23</a>	\$ 25,000.00	\$ 26,617.36	\$ 170.68	\$ 9,220.40
A	Invest NH	<a href="#">Gorham HOP 23</a>	\$ 8,000.00	\$ 12,789.65	\$ 2,512.87	\$ 8,151.30
A	Invest NH	<a href="#">24-06 Sugar Hill HOP</a>	\$ 9,550.00	\$ 9,550.00	\$ 537.78	\$ 2,533.07
A	Invest NH	<a href="#">Warren HOP 23</a>	\$ 22,500.00	\$ 26,130.30	\$ 2,287.61	\$ 6,718.23
A	Invest NH	<a href="#">Waterville Valley HOP 23</a>	\$ 6,500.00	\$ 15,229.55	\$ 300.59	\$ 7,508.12
A	Whitefield	<a href="#">Whitefield CDBG Admin</a>	\$ 1,500.00	\$ 2,021.80	\$ -	\$ 421.78
A	Tillotson	<a href="#">24-05 Tillotson HIF</a>	\$ 5,000.00	\$ 3,784.98	\$ 718.25	\$ 3,090.55
A	NBRC	<a href="#">24-21 Conway Library</a>	\$ -	\$ 6,810.00	\$ -	\$ -
A	NBRC	<a href="#">24-20 WREN</a>	\$ -	\$ 1,301.00	\$ -	\$ -
A	NBRC	<a href="#">Tri-Town Bike -NBRC</a>	\$ 4,500.00	\$ 5,521.67	\$ 959.38	\$ 2,040.75
A	NBRC	<a href="#">Mountain Top Music - NBRC</a>	\$ 1,500.00	\$ 1,756.26	\$ 132.43	\$ 507.76
A	NBRC	<a href="#">Nansen Ski Club - NBRC</a>	\$ 5,000.00	\$ 6,730.53	\$ 132.43	\$ 594.35
A	NBRC	<a href="#">Woodstock - NBRC</a>	\$ 4,000.00	\$ 4,478.12	\$ 315.79	\$ 656.09
A	NBRC	<a href="#">24-01 Wuamback Snowmobile</a>	\$ 4,800.00	\$ 4,223.32	\$ 224.11	\$ 518.55
A	NBRC	<a href="#">24-02 Gorham - NBRC</a>	\$ 4,500.00	\$ 3,966.43	\$ 269.95	\$ 1,325.60
A	NBRC	<a href="#">First NH NBRC</a>	\$ -	\$ 6,610.00	\$ -	\$ 183.36
A	NBRC	<a href="#">North Country Radio</a>	\$ 4,888.00	\$ 4,888.00	\$ 224.11	\$ 764.01
A	NBRC	<a href="#">Cottage Hospital - NBRC</a>	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -
P	NBRC	<a href="#">Taproot - NBRC</a>	\$ 5,600.00	\$ 5,600.00	\$ -	\$ -
A	Whitefield	<a href="#">24-03 Whitefield - CIP</a>	\$ 9,400.00	\$ 9,138.01	\$ 591.63	\$ 8,806.93
A	Franconia	<a href="#">Franconia - Master Plan</a>	\$ 10,000.00	\$ 11,328.96	\$ 1,946.80	\$ 10,598.35
P	Grafton County	<a href="#">Grafton RDC Grantwriting</a>	\$ 4,000.00	\$ 4,000.00	\$ -	\$ -
A	Grafton County	<a href="#">24-55 Grafton RDC Administration</a>	\$ 12,000.00	\$ 12,000.00	\$ 733.67	\$ 3,456.93
A	NBRC	<a href="#">21-30 Littleton Riverfront Commons</a>	\$ 5,000.00	\$ 5,339.92	\$ 40.75	\$ 125.39
A	NBRC	<a href="#">21-19 - Colebrook Childcare</a>	\$ 2,500.00	\$ 3,527.39	\$ -	\$ 860.78
A	NBRC	<a href="#">21-18 Coos Family Health</a>	\$ 1,000.00	\$ 1,528.03	\$ -	\$ 459.00
A	Conway	<a href="#">21-09 AVESTA Tech Village Administration</a>	\$ -	\$ 1,984.35	\$ 389.77	\$ 1,536.94
A	NBRC	<a href="#">Lincoln NBRC</a>	\$ 5,000.00	\$ 6,664.61	\$ -	\$ 199.25
A	Stewartstown	<a href="#">24-19 Subdivision Review</a>	\$ -	\$ 900.00	\$ -	\$ -
A	Tillotson	<a href="#">19-50 Trails Asset Inventory</a>	\$ 24,500.00	\$ 24,784.78	\$ 962.65	\$ 962.65
A	Tillotson	<a href="#">19-42 NHCF Regional Transportation Plan Outr</a>	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -
A	NBRC	<a href="#">22-37 LIDC</a>	\$ 4,000.00	\$ 3,928.03	\$ 132.43	\$ 509.94
A	NBRC	<a href="#">17-03 NBRC Berlin</a>	\$ 1,000.00	\$ 1,289.29	\$ -	\$ 319.31
A	NBRC	<a href="#">NBRC / EDA - Colebrook Wastewater</a>	\$ 10,000.00	\$ 10,850.42	\$ -	\$ 416.80
A	NBRC	<a href="#">COOS Municipal ARPA</a>	\$ 15,000.00	\$ 16,838.69	\$ -	\$ 331.68
P	Hart's Location	Harts Location Master Plan	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -
A	Pemi-Baker Solid Waste District	<a href="#">Pemi-Baker Administration</a>	\$ 4,000.00	\$ 4,245.47	\$ 618.42	\$ 4,629.04
<b>Local Planning Contracts Total</b>			<b>\$ 266,238.00</b>	<b>\$ 354,640.43</b>	<b>\$ 17,364.79</b>	<b>\$ 91,912.11</b>

**FY 24  
Budget**

**Secured Local Funding**

<b>Other sources</b>				
Miscellaneous				
A	Tillotson	<a href="#">19-55 NCC Strategic Plan</a>	\$ 12,000.00	\$ 13,107.88 \$ 3,389.70 \$ 4,730.69
A	Dartmouth Regional Technolgy Center	<a href="#">DRTC - ED Support</a>	\$ 60,000.00	\$ 62,910.23 \$ 2,782.68 \$ 4,020.57
		Interest Income	\$ 75.00	\$ 75.00 \$ 10.74 \$ 54.99
		NCC Trainings	\$ 100.00	\$ 100.00 \$ - \$ -
		RSA book sales	\$ 3,000.00	\$ 3,000.00 \$ - \$ 50.00
		Miscellaneous Income	\$ -	\$ - \$ 500.00 \$ 635.00
		Unrestricted Operating Funds	\$ 25,000.00	\$ 25,000.00 \$ - \$ -
<b>Miscellaneous Income Total</b>			<b>\$ 100,175.00</b>	<b>\$ 104,193.11 \$ 6,683.12 \$ 9,491.25</b>

**Secured Other Funding**

**Total Income**

<b>\$ 1,359,524.00</b>	<b>\$ 1,249,210.25</b>	<b>\$ 59,432.22</b>	<b>\$ 292,535.72</b>
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**Secured Funding**

**Expenses**

**Project Related - Reimbursable**

<a href="#">Conferences / Workshops / Trainings</a>	\$ 4,500.00	\$ 4,500.00	\$ -	\$ -
<a href="#">Direct Labor / Wages</a>	\$ 374,000.00	\$ 374,000.00	\$ 25,749.07	\$ 122,190.85
<a href="#">Equipment</a>	\$ 6,100.00	\$ 6,100.00	\$ -	\$ 6,796.52
<a href="#">Other Project Costs - Postage, Copies</a>	\$ 500.00	\$ 500.00	\$ -	\$ 379.99
Program Support	\$ 15,000.00	\$ 15,000.00	\$ 1,000.00	\$ 3,607.39
RSA Book Order	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -
Subcontracting	\$ 222,500.00	\$ 222,500.00	\$ -	\$ -
Travel	\$ 5,000.00	\$ 5,000.00	\$ 318.99	\$ 609.81
<b>Project Expenses Total</b>	<b>\$ 630,600.00</b>	<b>\$ 630,600.00</b>	<b>\$ 27,068.06</b>	<b>\$ 133,584.56</b>

**Indirect Costs**

Annual Meeting	\$ -	\$ -	\$ -	\$ -
Audit	\$ 15,250.00	\$ 15,250.00	\$ -	\$ 13,250.00
Bank Charges	\$ 264.00	\$ 264.00	\$ 22.00	\$ 88.00
Building Maintenance	\$ 3,500.00	\$ 3,500.00	\$ 230.00	\$ 987.00
Commissioners Meeting	\$ 500.00	\$ 500.00	\$ -	\$ -
Conferences and Meetings	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -
Constant Contact	\$ 1,500.00	\$ 1,500.00	\$ 104.50	\$ 522.50
Depreciation Expense	\$ 36,600.00	\$ 36,600.00	\$ 3,358.34	\$ 16,791.70
Dues and Subscriptions	\$ 5,000.00	\$ 5,000.00	\$ 719.64	\$ 3,488.28
Employee Benefits	\$ 73,390.26	\$ 73,390.26	\$ 5,190.74	\$ 25,617.00
Equipment Maintenance	\$ 1,500.00	\$ 1,500.00	\$ -	\$ 547.72
Finance Charges	\$ -	\$ -	\$ -	\$ -
Heating Oil	\$ 8,000.00	\$ 8,000.00	\$ -	\$ 751.29
Interest Expense	\$ 6,000.00	\$ 6,000.00	\$ 517.16	\$ 2,260.30
Miscellaneous Expenses	\$ 500.00	\$ 500.00	\$ -	\$ 2,210.15
Office Supplies	\$ 10,000.00	\$ 10,000.00	\$ 79.96	\$ 1,850.13
Payroll - Unbillable	\$ 171,900.00	\$ 171,900.00	\$ 15,529.08	\$ 75,207.07
Payroll Taxes and other fringe	\$ 48,097.71	\$ 48,097.71	\$ 3,156.31	\$ 15,623.39
Postage and Delivery	\$ 500.00	\$ 500.00	\$ -	\$ -
Printing and Reproduction	\$ 500.00	\$ 500.00	\$ -	\$ -
Professional Development	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -
Professional Fees -Legal, Transcription, Market	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 700.00
Property & Liability Insurance	\$ 7,695.00	\$ 7,695.00	\$ 641.25	\$ 3,206.25
Secured Network Services	\$ 6,000.00	\$ 6,000.00	\$ 450.00	\$ 2,250.00
Software	\$ 4,500.00	\$ 4,500.00	\$ 350.00	\$ 1,748.91
Telecommunications	\$ 6,000.00	\$ 6,000.00	\$ 597.70	\$ 2,821.33
Travel	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -
Vehicle Expenses	\$ 4,500.00	\$ 4,500.00	\$ 88.00	\$ 816.80
Webhosting, domain, etc	\$ 500.00	\$ 500.00	\$ 299.86	\$ 347.86
<b>Indirect Expenses Total</b>	<b>\$ 433,196.97</b>	<b>\$ 433,196.97</b>	<b>\$ 31,334.54</b>	<b>\$ 171,085.68</b>

**Total Expenses**

<b>\$ 1,063,796.97</b>	<b>\$ 1,063,796.97</b>	<b>\$ 58,402.60</b>	<b>\$ 304,670.24</b>
------------------------	------------------------	---------------------	----------------------

**Overall Balance \$ 295,727.03 \$ 185,413.28 \$ 1,029.62 \$ (12,134.52)**

Direct Labor (hours)	64.69%	764.50	3,741.50
Indirect labor (Hours)	35.31%	410.75	2,022.75
	100.00%	1175.25	5764.25

Estimated Indirect rate	<b>121.69%</b>	<b>140.02%</b>
Target for FY	<b>110.18%</b>	<b>110.18%</b>



8:45 AM  
01/11/24  
Accrual Basis

North Country Council  
**Profit & Loss**  
November 2023

	Nov 23
Ordinary Income/Expense	
Income	
4000 · Membership Dues	
Dues (Unrestricted)	3,482.33
Dues (Match)	1,517.67
Total 4000 · Membership Dues	5,000.00
4100 · State Grants	
NHHFA	
Housing Needs Assessment	383.62
Total NHHFA	383.62
OPD	
Targeted Block Grant	522.08
Total OPD	522.08
Total 4100 · State Grants	905.70
4200 · Federal Grants	
EDA	
Collective Impact Program	6,031.09
Partnership Grant	8,799.74
Total EDA	14,830.83
FHWA	
UPWP	13,659.06
Total FHWA	13,659.06
NBRC	
Pre-Development Assistance	988.72
Total NBRC	988.72
Total 4200 · Federal Grants	29,478.61
4300 · Local Planning Contracts	
Bethlehem Redevelopment	229.20
COOS Broadband 24	91.68
Sugar Hill	
HOP 23	537.78
Total Sugar Hill	537.78
Franonia	
Master Plan	1,946.80
Total Franonia	1,946.80
Whitefield	591.63
Warren	
HOP 23	2,287.61

8:45 AM  
01/11/24  
Accrual Basis

North Country Council  
**Profit & Loss**  
November 2023

	Nov 23
Total Warren	2,287.61
Waterville Valley HOP 23	300.59
Total Waterville Valley	300.59
Gorham HOP 23	2,512.87
Gorham - Other	269.95
Total Gorham	2,782.82
Bethlehem Hop 23	1,879.17
Total Bethlehem	1,879.17
Colebrook Hop 23	170.68
Total Colebrook	170.68
Grafton County	733.67
AVESTA / Tech Village	389.77
NBRC	
Jackson Ski Touring	137.52
Theater Up	825.12
NC Community Radio	224.11
Methna Snowmobile	224.11
Nansen Ski Club	132.43
Woodstock	315.79
Tri-Town Bike	959.38
Littleton Riverfront	40.75
City of Berlin	0.00
LIDC	132.43
Mountain Top Music Center	132.43
Total NBRC	3,124.07
NHCF	
Tillotson HIF	718.25
Trails Asset Inventory	962.65
Total NHCF	1,680.90
Pemi Baker Administration	618.42
Total 4300 · Local Planning Contracts	17,364.79
4410 · Other sources	
DRTC - ED Support	2,782.68
NCC Strategic Plan	3,389.70
Total 4410 · Other sources	6,172.38
4997 · Miscellaneous Income	

North Country Council  
Profit & Loss  
November 2023

	Nov 23
Other Income	500.00
Total 4997 · Miscellaneous Income	500.00
Total Income	59,421.48
Cost of Goods Sold	
5000 · Direct Costs	
Direct Labor, Wages	25,749.07
Indirect applied	28,371.09
Mileage	318.99
Program Support	
Dues, Memberships, Subscription	1,000.00
Total Program Support	1,000.00
Total 5000 · Direct Costs	55,439.15
Total COGS	55,439.15
Gross Profit	3,982.33
Expense	
6000 · Indirect Costs	
Administrative Costs	
Employee Benefits	
Health and Dental Insurance	
Dental Insurance	371.16
Health Buy-Out	710.16
Medical Insurance	3,888.67
Total Health and Dental Insurance	4,969.99
Workers Comp Insurance	220.75
Total Employee Benefits	5,190.74
Indirect Wages	15,529.08
Payroll Taxes and other fringe	
Life Insurance	75.14
Long Term Disability	81.69
Medicare	524.45
Short Term Disability	201.82
Social Security	2,242.60
SUTA	22.44
SUTA - Admin. 0.1	8.17
Total Payroll Taxes and other fringe	3,156.31
Total Administrative Costs	23,876.13
Bank Charges/Late Fees	22.00
Building Maintenance	230.00
Depreciation Expense	3,358.34
Dues and Subscriptions	719.64



8:45 AM  
01/11/24  
Accrual Basis

North Country Council  
**Profit & Loss**  
November 2023

	Nov 23
Indirect Applied to Jobs	-28,371.09
Insurance	641.25
Office Supplies	79.96
Professional Fees	
IT Services	
Constant Contact	104.50
Secured Network Services	450.00
Total IT Services	554.50
Total Professional Fees	554.50
Software	350.00
Telecommunications	597.70
Vehicle Expenses	88.00
Webhosting, Domain	299.86
Total 6000 · Indirect Costs	2,446.29
Total Expense	2,446.29
Net Ordinary Income	1,536.04
Other Income/Expense	
Other Income	
7000 · Other Income	
Interest Income	10.74
Total 7000 · Other Income	10.74
Total Other Income	10.74
Other Expense	
8000 · Other Expenses	
Interest Expense	517.16
Total 8000 · Other Expenses	517.16
Total Other Expense	517.16
Net Other Income	-506.42
Net Income	1,029.62

2:00 PM  
12/26/23  
Accrual Basis

North Country Council  
**Balance Sheet**  
As of November 30, 2023

	Nov 30, 23
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
1103 · Woodsville Guar. Operating 4469	274,468.97
1110 · Petty Cash	30.00
<b>Total Checking/Savings</b>	<b>274,498.97</b>
Accounts Receivable	
1200 · Accounts Receivable	34,348.56
<b>Total Accounts Receivable</b>	<b>34,348.56</b>
<b>Other Current Assets</b>	
1340 · Prepaid Expenses	
Workers Compensation Insurance	1,545.25
Property Liability Insurance	4,488.75
1340 · Prepaid Expenses - Other	175.62
<b>Total 1340 · Prepaid Expenses</b>	<b>6,209.62</b>
1360 · Unbilled work in progress	93,413.99
<b>Total Other Current Assets</b>	<b>99,623.61</b>
<b>Total Current Assets</b>	<b>408,471.14</b>
<b>Fixed Assets</b>	
1422 · Accumulated Amortization	-58,759.82
1400 · Fixed Assets	78,929.09
1401 · Leased Asset	146,899.55
1420 · Accumulated Depreciation	-81,765.37
<b>Total Fixed Assets</b>	<b>85,303.45</b>
<b>TOTAL ASSETS</b>	<b>493,774.59</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
2000 · Accounts Payable	1,907.33
<b>Total Accounts Payable</b>	<b>1,907.33</b>
<b>Other Current Liabilities</b>	
2050.20 · Capital Lease - Copier	1,754.32
2100 · Payroll Liabilities	
2110 · Federal Withholding	-0.01
2120 · FICA	
2122 · Company	771.40
<b>Total 2120 · FICA</b>	<b>771.40</b>
2140 · Medicare	
2142 · Company	180.42

2:00 PM  
12/26/23  
Accrual Basis

North Country Council  
**Balance Sheet**  
As of November 30, 2023

	Nov 30, 23
Total 2140 · Medicare	180.42
2160 · State Withholding	440.63
2170 · SUTA	1,374.23
2171 · SUTA - Admin.	656.75
HealthTrust Health	353.62
HealthTrust Dental	71.12
2100 · Payroll Liabilities - Other	16.73
Total 2100 · Payroll Liabilities	3,864.89
2400 · Accrued Employee Benefits	13,527.87
2402 · Deferred Program Revenue	72,500.16
2405 · Accrued Payroll	25,749.07
2406 · Dues Deferred	5,000.00
Total Other Current Liabilities	122,396.31
Total Current Liabilities	124,303.64
Long Term Liabilities	
2050.3 · Office Lease	75,392.00
Total Long Term Liabilities	75,392.00
Total Liabilities	199,695.64
Equity	
3900 · Retained Earnings	306,213.47
Net Income	-12,134.52
Total Equity	294,078.95
TOTAL LIABILITIES & EQUITY	493,774.59

**North Country Council**  
**Statement of Cash Flows**  
 July through November 2023

---

	<u>Jul - Nov 23</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	-12,134.52
Adjustments to reconcile Net Income to net cash provided by operations:	
1200 · Accounts Receivable	42,008.04
1340 · Prepaid Expenses	878.15
1340 · Prepaid Expenses:Workers Compensation Insurance	-1,545.25
1340 · Prepaid Expenses:Property Liability Insurance	-4,488.75
1360 · Unbilled work in progress	13,461.91
2000 · Accounts Payable	-1,028.59
2050.20 · Capital Lease - Copier	-843.29
2100 · Payroll Liabilities:2160 · State Withholding	1,425.20
2100 · Payroll Liabilities:2170 · SUTA	165.37
2100 · Payroll Liabilities:2171 · SUTA - Admin.	33.00
2400 · Accrued Employee Benefits	3,172.75
2402 · Deferred Program Revenue	-12,464.35
2405 · Accrued Payroll	16,872.41
2406 · Dues Deferred	-28,896.00
Net cash provided by Operating Activities	16,616.08
<b>INVESTING ACTIVITIES</b>	
1420 · Accumulated Depreciation	16,791.70
Net cash provided by Investing Activities	16,791.70
<b>FINANCING ACTIVITIES</b>	
2050.3 · Office Lease	-11,345.00
Net cash provided by Financing Activities	-11,345.00
Net cash increase for period	22,062.78
Cash at beginning of period	252,436.19
Cash at end of period	<u><u>274,498.97</u></u>

**North Country Council**  
**Statement of Cash Flows**  
 July through November 2023

	<u>Jul - Nov 23</u>
<b>OPERATING ACTIVITIES</b>	-12,134.52
Net Income	
Adjustments to reconcile Net Income	
to net cash provided by operations:	
1200 · Accounts Receivable	42,008.04
1340 · Prepaid Expenses	878.15
1340 · Prepaid Expenses:Workers Compensation Insurance	-1,545.25
1340 · Prepaid Expenses:Property Liability Insurance	-4,488.75
1360 · Unbilled work in progress	13,461.91
2000 · Accounts Payable	-1,028.59
2050.20 · Capital Lease - Copier	-843.29
2100 · Payroll Liabilities:2160 · State Withholding	1,425.20
2100 · Payroll Liabilities:2170 · SUTA	165.37
2100 · Payroll Liabilities:2171 · SUTA - Admin.	33.00
2400 · Accrued Employee Benefits	3,172.75
2402 · Deferred Program Revenue	-12,464.35
2405 · Accrued Payroll	16,872.41
2406 · Dues Deferred	-28,896.00
Net cash provided by Operating Activities	16,616.08
<b>INVESTING ACTIVITIES</b>	16,791.70
1420 · Accumulated Depreciation	
Net cash provided by Investing Activities	16,791.70
<b>FINANCING ACTIVITIES</b>	-11,345.00
2050.3 · Office Lease	
Net cash provided by Financing Activities	-11,345.00
Net cash increase for period	22,062.78
Cash at beginning of period	252,436.19
Cash at end of period	<u><u>274,498.97</u></u>



8:30 AM  
12/04/23

**North Country Council**  
**Reconciliation Summary**  
1103 · Woodsville Guar. Operating 4469, Period Ending 11/30/2023

---

	Nov 30, 23
<b>Beginning Balance</b>	301,512.47
<b>Cleared Transactions</b>	
Checks and Payments - 34 items	-57,720.56
Deposits and Credits - 9 items	30,722.06
<b>Total Cleared Transactions</b>	-26,998.50
<b>Cleared Balance</b>	<u>274,513.97</u>
<b>Uncleared Transactions</b>	
Checks and Payments - 1 item	-45.00
<b>Total Uncleared Transactions</b>	-45.00
<b>Register Balance as of 11/30/2023</b>	<u>274,468.97</u>
<b>New Transactions</b>	
Checks and Payments - 11 items	-19,120.31
<b>Total New Transactions</b>	-19,120.31
<b>Ending Balance</b>	<u>255,348.66</u>

8:30 AM

12/04/23

# North Country Council Reconciliation Detail

1103 - Woodsville Guar. Operating 4469, Period Ending 11/30/2023

Type	Date	Num	Name	Clr	Amount	Balance
Cleared Balance					-26,998.50	274,513.97
<b>Uncleared Transactions</b>						
<b>Checks and Payments - 1 item</b>						
Bill Pmt -Check	11/29/2023	13678	Beautiful Visions Wi...		-45.00	-45.00
Total Checks and Payments					-45.00	-45.00
Total Uncleared Transactions					-45.00	-45.00
Register Balance as of 11/30/2023					-27,043.50	274,468.97
<b>New Transactions</b>						
<b>Checks and Payments - 11 items</b>						
Liability Check	12/01/2023	IRS12...	IRS		-4,735.96	-4,735.96
Paycheck	12/01/2023	PR12...	Moren-Grey, Michelle		-2,606.58	-7,342.54
Paycheck	12/01/2023	PR12...	Steele, James		-2,317.92	-9,660.46
Paycheck	12/01/2023	PR12...	Tavares, Mickaela		-2,154.03	-11,814.49
Paycheck	12/01/2023	PR12...	Altonaga, Nicholas B		-2,027.95	-13,842.44
Paycheck	12/01/2023	PR12...	Lord, Cathlin		-1,790.45	-15,632.89
Paycheck	12/01/2023	PR12...	Doll, Stacey		-1,313.24	-16,946.13
Paycheck	12/01/2023	PR12...	Driscoll, Kevin		-1,214.51	-18,160.64
Paycheck	12/01/2023	PR12...	Bowler, Courtney		-508.46	-18,669.10
Paycheck	12/01/2023	PR12...	Coppelman, Glenn G		-326.21	-18,995.31
Liability Check	12/01/2023	SB12...	Security Benefit		-125.00	-19,120.31
Total Checks and Payments					-19,120.31	-19,120.31
Total New Transactions					-19,120.31	-19,120.31
Ending Balance					-46,163.81	255,348.66

8:30 AM

12/04/23

# North Country Council Reconciliation Detail

1103 · Woodsville Guar. Operating 4469, Period Ending 11/30/2023

Type	Date	Num	Name	Clr	Amount	Balance
<b>Beginning Balance</b>						301,512.47
<b>Cleared Transactions</b>						
<b>Checks and Payments - 34 items</b>						
Bill Pmt -Check	11/01/2023	RKO1...	Runyon Kersteen O...	X	-6,250.00	-6,250.00
Bill Pmt -Check	11/01/2023	HT11...	HealthTrust	X	-5,660.12	-11,910.12
Bill Pmt -Check	11/01/2023	AH11...	AHEAD Quarter, Inc.	X	-2,700.00	-14,610.12
Bill Pmt -Check	11/01/2023	VISA1...	Visa - MorenGrey	X	-2,255.65	-16,865.77
Bill Pmt -Check	11/01/2023	SNS1...	SECURED NETWO...	X	-800.00	-17,665.77
Bill Pmt -Check	11/01/2023	13676	Salmon Press	X	-210.00	-17,875.77
Bill Pmt -Check	11/01/2023	13675	Pemi-Baker Solid W...	X	-135.00	-18,010.77
Bill Pmt -Check	11/01/2023	13674	Dead River Company	X	-52.82	-18,063.59
Liability Check	11/03/2023	IRS11...	IRS	X	-4,675.40	-22,738.99
Paycheck	11/03/2023	PR11...	Moren-Grey, Michelle	X	-2,606.57	-25,345.56
Paycheck	11/03/2023	PR11...	Steele, James	X	-2,317.94	-27,663.50
Paycheck	11/03/2023	PR11...	Tavares, Mickaela	X	-2,137.09	-29,800.59
Paycheck	11/03/2023	PR11...	Altonaga, Nicholas B	X	-2,052.96	-31,853.55
Paycheck	11/03/2023	PR11...	Lord, Cathlin	X	-1,790.46	-33,644.01
Paycheck	11/03/2023	PR11...	Doll, Stacey	X	-1,313.24	-34,957.25
Paycheck	11/03/2023	PR11...	Driscoll, Kevin	X	-1,214.51	-36,171.76
Paycheck	11/03/2023	PR11...	Bowler, Courtney	X	-463.00	-36,634.76
Liability Check	11/03/2023	SB11...	Security Benefit	X	-125.00	-36,759.76
Bill Pmt -Check	11/03/2023	CL11...	Cathlin Lord - Expe...	X	-62.88	-36,822.64
Bill Pmt -Check	11/06/2023	13677	Beautiful Visions Wi...	X	-90.00	-36,912.64
Liability Check	11/17/2023	IRS11...	IRS	X	-4,855.70	-41,768.34
Paycheck	11/17/2023	PR11...	Moren-Grey, Michelle	X	-2,606.57	-44,374.91
Paycheck	11/17/2023	PR11...	Steele, James	X	-2,318.04	-46,692.95
Paycheck	11/17/2023	PR11...	Tavares, Mickaela	X	-2,263.04	-48,955.99
Paycheck	11/17/2023	PR11...	Altonaga, Nicholas B	X	-2,027.97	-50,983.96
Paycheck	11/17/2023	PR11...	Lord, Cathlin	X	-1,790.47	-52,774.43
Paycheck	11/17/2023	PR11...	Doll, Stacey	X	-1,402.05	-54,176.48
Paycheck	11/17/2023	PR11...	Driscoll, Kevin	X	-1,214.52	-55,391.00
Paycheck	11/17/2023	PR11...	Bowler, Courtney	X	-593.39	-55,984.39
Paycheck	11/17/2023	PR11...	Coppelman, Glenn G	X	-326.23	-56,310.62
Bill Pmt -Check	11/17/2023	SB11...	Spectrum Business	X	-262.94	-56,573.56
Liability Check	11/17/2023	SB11...	Security Benefit	X	-125.00	-56,698.56
Bill Pmt -Check	11/29/2023	NADO...	NADO	X	-1,000.00	-57,698.56
Check	11/30/2023			X	-22.00	-57,720.56
<b>Total Checks and Payments</b>					-57,720.56	-57,720.56
<b>Deposits and Credits - 9 items</b>						
Deposit	10/31/2023			X	171.42	171.42
Payment	11/13/2023	DD11...	EDA:23-79 Collectiv...	X	2,211.14	2,382.56
Deposit	11/28/2023			X	500.00	2,882.56
Payment	11/28/2023	21086	Sugar Hill:24-06 HOP	X	1,461.80	4,344.36
Payment	11/28/2023	76331	Bethlehem:Housing ...	X	2,041.40	6,385.76
Payment	11/28/2023	104140	Gorham:Housing O...	X	2,753.39	9,139.15
Payment	11/28/2023	35205	Waterville Valley:Ho...	X	3,422.00	12,561.15
Payment	11/28/2023	36006...	UPWP	X	18,150.17	30,711.32
Deposit	11/30/2023			X	10.74	30,722.06
<b>Total Deposits and Credits</b>					30,722.06	30,722.06
<b>Total Cleared Transactions</b>					-26,998.50	-26,998.50





63 Central Street | P.O. Box 266 | Woodsville, NH 03785  
 Telephone: 603-747-2735  
 theguarantybank.com | Member FDIC

Date 11/30/23 Page 1

North Country Council Inc  
 161 Main St  
 Littleton NH 03561

NOW Checking		# of Physical Items	5
Account Number	XXXXX4469	Statement Dates	11/01/23 thru 11/30/23
Previous Balance	301,512.47	Days in the statement period	30
3 Deposits/Credits	30,711.32	Average Ledger	261,338.40
17 checks/Debits	57,720.56		
Service Charge	.00	Interest Earned	10.74
Interest Paid	10.74	Annual Percentage Yield Earned	0.05%
Current Balance	274,513.97	2023 Interest Paid	125.89

	Total For This Period	Total Year-to-Date
Overdraft item fees year to date	\$ .00	\$ .00
Return item fees year to date	\$ .00	\$ .00

ACTIVITY IN DATE ORDER			
Date	Description	Amount	Balance
11/01	PAYABLES HEALTH TRUST INC CCD	✓ 171.42	301,683.89
11/01	NCC North Country Co PPD	✓ 14,610.12-	287,073.77
11/02	PAYMENT VISA WEB	✓ 2,255.65-	284,818.12
11/03	Expenses North Country Co PPD	✓ 62.88-	284,755.24
11/03	USATAXPYMT IRS CCD	✓ 4,675.40-	280,079.84
11/03	Payroll North Country Co PPD	✓ 13,895.77-	266,184.07
11/06	INVESTMENT DSTRS CCD	✓ 125.00-	266,059.07
11/06	check 13674	✓ 52.82-	266,006.25
11/06	check 13675	✓ 135.00-	265,871.25
11/07	NCC North Country Co PPD	✓ 800.00-	265,071.25
11/13	GRANT PAY ASAP CTX	✓ 2,211.14	267,282.39
11/14	check 13676	✓ 210.00-	267,072.39
11/15	check 13677	✓ 90.00-	266,982.39
11/17	SPECTRUM SPECTRUM WEB 1958495 NORTH COUNTRY COUNCIL	✓ 262.94-	266,719.45
11/17	USATAXPYMT IRS CCD	✓ 4,855.70-	261,863.75



63 Central Street | P.O. Box 266 | Woodsville, NH 03785  
 Telephone: 603-747-2735  
 theguarantybank.com | Member FDIC

Date 11/30/23

Page 2

NOW Checking

XXXXX4469 (Continued)

ACTIVITY IN DATE ORDER			
Date	Description	Amount	Balance
11/17	Payroll North Country Co PPD	✓ 14,542.28-	247,321.47
11/20	Operating Account INVESTMENT DSTRS CCD	✓ 125.00-	247,196.47
11/28	Deposit/Credit	✓ 28,328.76	275,525.23
11/30	Interest Deposit	✓ 10.74	275,535.97
11/30	ACH Services	✓ 22.00-	275,513.97
11/30	ACH Services PAYMENT NADO Bluechex WEB 200451524335 North Coun200451524335	1,000.00-	274,513.97

CHECKS IN NUMBER ORDER					
Date	Check No.	Amount	Date	Check No.	Amount
11/06	13674	52.82	11/14	13676	210.00
11/06	13675	135.00	11/15	13677	90.00

\* Denotes missing check numbers

DAILY BALANCE INFORMATION					
Date	Balance	Date	Balance	Date	Balance
11/01	287,073.77	11/07	265,071.25	11/17	247,321.47
11/02	284,818.12	11/13	267,282.39	11/20	247,196.47
11/03	266,184.07	11/14	267,072.39	11/28	275,525.23
11/06	265,871.25	11/15	266,982.39	11/30	274,513.97

INTEREST RATE SUMMARY	
Date	Rate
10/31	0.050000%



63 Central Street | P.O. Box 266 | Woodsville, NH 03785  
Telephone: 603-747-2735  
thegarantybank.com | Member FDIC

North Country Council  
151 Main Street  
Littleson, NH 03581

PAY TO THE ORDER OF Dead River Company

Fifty-Two and 82/100

Dead River Company  
PO Box 540  
St. Johnsbury, VT 05810

MEMO: NO 13674 Delivery

11/1/2023

\$ 52.82

DOLLARS

13674

⑈043674⑈ ⑈211770132⑈ 26704469⑈

Check: 13674 Amount: \$52.82 Date: 11/6/2023 Check 13674

North Country Council  
151 Main Street  
Littleson, NH 03581

PAY TO THE ORDER OF Penn-Daker Solid Waste District

One Hundred Thirty-Five and 00/100

Penn-Daker Solid Waste District  
c/o North Country Council Administrator  
151 Main Street  
Littleson, NH 03581

MEMO: HWY Fees

11/1/2023

\$ 135.00

DOLLARS

13675

⑈043675⑈ ⑈211770132⑈ 26704469⑈

Check: 13675 Amount: \$135.00 Date: 11/6/2023 Check 13675

North Country Council  
151 Main Street  
Littleson, NH 03581

PAY TO THE ORDER OF Salmon Press

Two Hundred Ten and 00/100

Salmon Press  
PO Box 729  
Merridale, NH 03263

MEMO: NO 13676

11/1/2023

\$ 210.00

DOLLARS

13676

⑈043676⑈ ⑈211770132⑈ 26704469⑈

Check: 13676 Amount: \$210.00 Date: 11/14/2023 Check 13676

North Country Council  
151 Main Street  
Littleson, NH 03581

PAY TO THE ORDER OF Beautiful Visions Window Cleaning

Ninety and 00/100

Beautiful Visions Window Cleaning  
Patrick Rendeau  
PO Box 53  
Franconia, NH 03580

MEMO: NO 13677

11/15/2023

\$ 90.00

DOLLARS

13677

⑈043677⑈ ⑈211770132⑈ 26704469⑈

Check: 13677 Amount: \$90.00 Date: 11/15/2023 Check 13677



**North Country Council**  
**Financial Overview**  
**December 2023**

NCC was able to come out \$918 on the positive as paid time off was lower than expected. This brings the overall total loss for FY24 down to \$11,216. The goal moving forward is to average \$2,000 per month to finish the FY in the black.

NCC's cleared balance of the operating account on Dec 31st, was \$249,598 while the uncleared balance was \$248,868. The uncleared balance represents a decrease of \$21,361 from the beginning balance of \$270,229. As of December 31, 2023, the balance of AR was \$40,431 with all outstanding invoices expected to be paid.

The Work in Process balance was \$87,610. This is revenue that has been earned through projects and has yet to be invoiced, mostly due to task milestones or quarterly submissions.

Accounts payable had a balance of \$42.25. This is for \$45 in building maintenance for window cleaning with a -2.75-credit remaining in our HealthTrust account for an overpayment on our flexible spending account.

Deferred revenue, which consists of funds received in advance through various programs and dues that are held until earned through program and operational expenses was \$65,824, or 26% of operating funds. This leaves \$183,044 in unrestricted funds for operations. This amount completely covers all liabilities of \$169,059.

Our net position has increased to \$294,997.49.

Current Ratio: 3.99, this represents our ability to pay liabilities with readily available resources.

Operating Expense / Operating Revenue: 1.03, this represents the portion of the current year operating revenues that were needed to cover operating expenses.

Liabilities to Net Position: .57, this represents the portion of equity that will be needed to cover all liabilities.

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

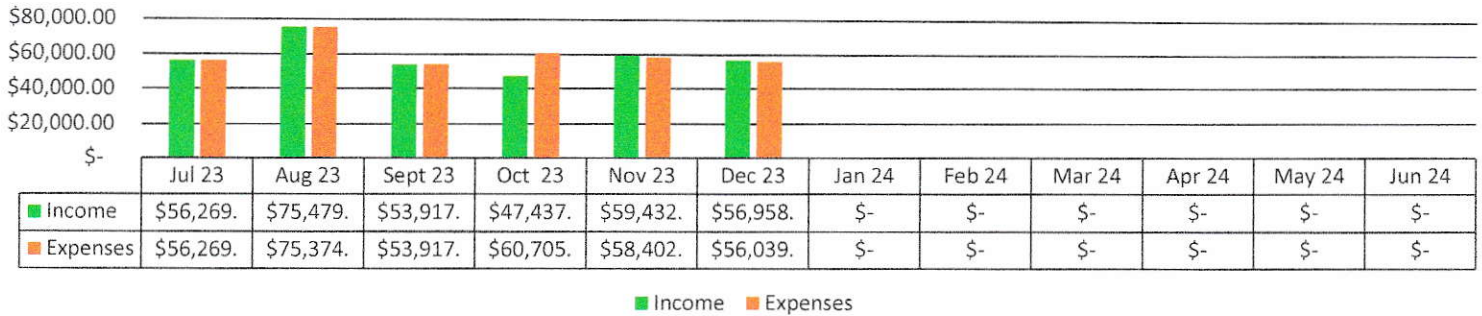
Respectfully submitted,

James Steele  
Finance Manager

## North Country Council Financial Snapshot

December Income	YTD Income	December Expenses	YTD Expense	YTD Profit \ (Loss)
<b>\$56,958</b>	<b>\$349,494</b> 26%	<b>\$56,040</b>	<b>\$360,710</b> 34%	<b>-\$11,216</b>
	VS Budgeted (\$1,359,524)		VS Budgeted (\$1,063,797)	

### Total Income vs Total Expenses July - December 2023



Operating Account			Accounts Receivable	\$40,431
Beginning of FY	End of December	Increase / (Decrease)	Work in Progress	\$87,610
<b>\$270,229</b>	<b>\$248,868</b>	<b>(\$21,361)</b>	Deferred Revenue	\$65,824
			Accounts Payable	\$42

### FY24 Working Budget

Funding Sources	Secured Funding	Expenses
Membership Dues (48%)	\$70,000	Project - Reimbursable \$630,600
Federal (77% funded)	\$655,889	Indirect Costs \$433,197
State (22% funded)	\$64,488	
Local (97% funded)	\$354,640	
Other (93% funded)	\$104,193	
<b>Total Income</b>	<b>\$1,249,210</b>	<b>Total Expenses \$1,063,797</b>

Source	Budgeted FY24	YTD FY24	% of Budget	Balance
Memberships Dues	\$ 70,000	\$ 33,896	48%	\$ 36,104
State Sources	\$ 61,111	\$ 12,818	21%	\$ 51,743
Federal Sources	\$ 862,000	\$ 175,722	20%	\$ 686,278
Local Sources	\$ 266,238	\$ 107,566	40%	\$ 158,672
Other Sources	\$ 100,175	\$ 19,492	19%	\$ 80,683
<b>Total Income</b>	<b>\$ 1,359,524</b>	<b>\$ 349,494</b>	<b>26%</b>	<b>\$ 1,010,030</b>
Project Expenses	\$ 630,600	\$ 157,729	25%	\$ 472,871
Indirect Expenses	\$ 433,197	\$ 202,981	47%	\$ 230,216
Other Expenses (debt)	\$ -	\$ -	0%	\$ -
<b>Total Expenses</b>	<b>\$ 1,063,797</b>	<b>\$ 360,710</b>	<b>34%</b>	<b>\$ 703,087</b>

64.62% of staff time has been billable to projects for FY24.  
Indirect for the FY is estimated at 139.09%, target is 110.18%

Audited FY23		FY24	All Current Assets:	\$ 382,112
Current Ratio:	2.78	3.99	All Fixed Assets:	\$ 81,945
Op expense / Op revenue:	0.95	1.03	<b>Total Assets</b>	<b>\$ 464,057</b>
Liabilities to net position:	0.84	0.57	All Current Liabilities:	\$ 95,865
			All Long Term Liabilities:	\$ 73,195
			<b>Total Liabilities</b>	<b>\$ 169,059</b>
			<b>Net Position</b>	<b>\$ 294,997.49</b>

Current ratio -- represents the ability to pay liabilities with readily available resources.

Operating Expense/Operating Revenue Ratio - represents the portion of current year operating revenue needed to cover expenses.

Liabilities to Net Position - represent the portion of equity needed to cover all liabilities.



**FY 24  
Budget**

			FY24 Approved Budget	FY24 Revised	Dec 23	FY 24 YTD	Balance
<b>Revenue</b>							
<b>Membership Dues</b>							
	Unrestricted		\$ -	\$ 25,000.00	\$ 3,716.20	\$ 20,859.70	\$ 4,140.30
	Match		\$ 70,000.00	\$ 45,000.00	\$ 1,283.80	\$ 13,036.30	\$ 31,963.70
<i>Municipal Dues Total</i>			<b>\$ 70,000.00</b>	<b>\$ 70,000.00</b>	<b>\$ 5,000.00</b>	<b>\$ 33,896.00</b>	<b>\$ 36,104.00</b>
			<b>Dues Secured</b>				
<b>State Grants</b>							
A	NH BEA	<a href="#">BEA-CEDRS</a>	\$ -	\$ -	\$ -	\$ 73.42	
A	NH BEA	<a href="#">OPD - Targeted Block Grant</a>	\$ 11,111.00	\$ 11,111.00	\$ 6,127.96	\$ 9,599.96	\$ 1,511.04
A	NH HFA	<a href="#">NH Housing Finance Authority NHEAH</a>	\$ -	\$ 3,376.64	\$ 664.14	\$ 3,144.48	\$ 232.16
P	NH BEA	<a href="#">NHBEA - Housing Needs</a>	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00
<b>State Grants Total</b>			<b>\$ 61,111.00</b>	<b>\$ 64,487.64</b>	<b>\$ 6,792.10</b>	<b>\$ 12,817.86</b>	<b>\$ 51,743.20</b>
			<b>State Funds Secured</b>				
			<b>\$ 14,487.64</b>				
<b>Federal Grants</b>							
A		<a href="#">Housing Readiness (Kuster)</a>	\$ 112,500.00	\$ 112,500.00	\$ -	\$ -	\$ 112,500.00
A		<a href="#">Comprehensive Regional Plan (Shaheen)</a>	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00
P		<a href="#">Redevelopment Resolve (Shaheen)</a>	\$ 200,000.00	\$ -	\$ -	\$ -	\$ -
A	FHWA	<a href="#">UPWP - NHDOT</a>	\$ 278,000.00	\$ 278,000.00	\$ 11,554.24	\$ 107,528.82	\$ 170,471.18
A	EDA	<a href="#">EDA Partnership Grant</a>	\$ 70,000.00	\$ 66,738.66	\$ 2,736.88	\$ 31,738.66	\$ 35,000.00
A	NBRC	<a href="#">NBRC Pre-Development</a>	\$ 35,000.00	\$ 29,935.41	\$ 636.66	\$ 12,435.41	\$ 17,500.00
A	EDA	<a href="#">EDA / EAA CIP</a>	\$ 66,500.00	\$ 68,715.00	\$ 4,583.88	\$ 24,019.37	\$ 42,480.63
<b>Federal Grants Total</b>			<b>\$ 862,000.00</b>	<b>\$ 655,889.07</b>	<b>\$ 19,511.66</b>	<b>\$ 175,722.26</b>	<b>\$ 477,951.81</b>
			<b>Secured Federal Funding</b>				
			<b>\$ 490,889.00</b>				
<b>Local Planning Contracts</b>							
A	Arnette Development Group	24-04 ADG Support Services	\$ 5,000.00	\$ 2,483.07	\$ -	\$ 120.30	\$ 2,362.77
A	Bethlehem	Bethlehem Redevelopment	\$ -	\$ -	\$ 178.27	\$ 407.47	
A		COOS Broadband	\$ -	\$ -	\$ 40.75	\$ 132.43	
A	NBRC	AVESTA Housing Development	\$ -	\$ 10,000.00	\$ -	\$ 40.75	\$ 9,959.25
A	NBRC	Jackson Ski Touring	\$ -	\$ 3,380.00	\$ 115.51	\$ 293.78	\$ 3,086.22
A	NBRC	Theater Up	\$ -	\$ 20,000.00	\$ 132.43	\$ 998.30	\$ 19,001.70
A	NBRC	Mount Washington Observatory	\$ -	\$ 9,980.00	\$ -	\$ 40.75	\$ 9,939.25
A	Invest NH	<a href="#">Bethlehem HOP 23</a>	\$ 14,000.00	\$ 15,440.44	\$ 2,282.54	\$ 15,180.92	\$ 259.52
A	Invest NH	<a href="#">Caleb Brook HOP 23</a>	\$ 25,000.00	\$ 26,617.36	\$ 952.78	\$ 10,173.18	\$ 14,826.82
A	Invest NH	<a href="#">Gorham HOP 23</a>	\$ 8,000.00	\$ 12,789.65	\$ 950.23	\$ 9,101.53	\$ 3,688.12
A	Invest NH	<a href="#">24-06 Sugar Hill HOP</a>	\$ 9,550.00	\$ 9,550.00	\$ 214.82	\$ 2,747.89	\$ 6,802.11
A	Invest NH	<a href="#">Warren HOP 23</a>	\$ 22,500.00	\$ 26,130.30	\$ 2,631.55	\$ 9,349.78	\$ 16,780.52
A	Invest NH	<a href="#">Waterville Valley HOP 23</a>	\$ 6,500.00	\$ 15,229.55	\$ 430.53	\$ 7,938.65	\$ 7,290.90
A	Whitefield	<a href="#">Whitefield CDBG Admin</a>	\$ 1,500.00	\$ 2,021.80	\$ 91.68	\$ 513.46	\$ 1,508.34
A	Tillotson	<a href="#">24-05 Tillotson HIF</a>	\$ 5,000.00	\$ 3,784.98	\$ 387.21	\$ 3,477.76	\$ 307.22
A	NBRC	<a href="#">24-21 Conway Library</a>	\$ -	\$ 6,810.00	\$ 458.40	\$ 458.40	\$ 6,351.60
A	NBRC	<a href="#">24-20 WRN</a>	\$ -	\$ 1,301.00	\$ 590.83	\$ 590.83	\$ 710.17
A	NBRC	<a href="#">Tri-Town Bike - NBRC</a>	\$ 4,500.00	\$ 5,521.67	\$ 224.11	\$ 2,264.86	\$ 3,256.81
A	NBRC	<a href="#">Mountain Top Music - NBRC</a>	\$ 1,500.00	\$ 1,756.26	\$ 72.01	\$ 579.77	\$ 1,176.49
A	NBRC	<a href="#">Nansen Ski Club - NBRC</a>	\$ 5,000.00	\$ 6,730.53	\$ 40.75	\$ 635.10	\$ 6,095.43
A	NBRC	<a href="#">Woodstock - NBRC</a>	\$ 4,000.00	\$ 4,478.12	\$ 40.75	\$ 696.84	\$ 3,781.28
A	NBRC	<a href="#">24-01 Wuambac Snowmobile</a>	\$ 4,800.00	\$ 4,223.32	\$ 1,875.05	\$ 2,393.60	\$ 1,829.72
A	NBRC	<a href="#">24-02 Gorham - NBRC</a>	\$ 4,500.00	\$ 3,966.43	\$ -	\$ 1,325.60	\$ 2,640.83
A	NBRC	<a href="#">First NH NBRC</a>	\$ -	\$ 6,610.00	\$ -	\$ 183.36	\$ 6,426.64
A	NBRC	<a href="#">North Country Radio</a>	\$ 4,888.00	\$ 4,888.00	\$ 275.04	\$ 1,039.05	\$ 3,848.95
A	NBRC	<a href="#">Cottage Hospital - NBRC</a>	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00
P	NBRC	<a href="#">Taproot - NBRC</a>	\$ 5,600.00	\$ 5,600.00	\$ -	\$ -	\$ 5,600.00
A	Whitefield	<a href="#">24-03 Whitefield - CIP</a>	\$ 9,400.00	\$ 9,138.01	\$ 275.73	\$ 9,082.66	\$ 55.35
A	Franconia	<a href="#">Franconia - Master Plan</a>	\$ 10,000.00	\$ 11,328.96	\$ 730.61	\$ 11,328.96	\$ -
P	Grafton County	<a href="#">Grafton RDC Grantwriting</a>	\$ 4,000.00	\$ 4,000.00	\$ -	\$ -	\$ 4,000.00
A	Grafton County	<a href="#">24-55 Grafton RDC Administration</a>	\$ 12,000.00	\$ 12,000.00	\$ 430.52	\$ 3,887.45	\$ 8,112.55
A	NBRC	<a href="#">21-30 Littleton Riverfront Commons</a>	\$ 5,000.00	\$ 5,339.92	\$ -	\$ 125.39	\$ 5,214.53
A	NBRC	<a href="#">21-19 - Colebrook Childcare</a>	\$ 2,500.00	\$ 3,527.39	\$ -	\$ 860.78	\$ 2,666.61
A	NBRC	<a href="#">21-18 Coos Family Health</a>	\$ 1,000.00	\$ 1,528.03	\$ 937.17	\$ 1,396.17	\$ 131.86
A	Conway	<a href="#">21-09 AVESTA Tech Village Administration</a>	\$ -	\$ 1,984.35	\$ 447.41	\$ 1,984.35	\$ (0.00)
A	NBRC	<a href="#">Lincoln NBRC</a>	\$ 5,000.00	\$ 6,664.61	\$ -	\$ 199.25	\$ 6,465.36
A	Stewartstown	<a href="#">24-19 Subdivision Review</a>	\$ -	\$ 900.00	\$ 343.90	\$ 343.90	\$ 556.10
A	Tillotson	<a href="#">19-50 Trails Asset Inventory</a>	\$ 24,500.00	\$ 24,784.78	\$ 40.75	\$ 1,003.40	\$ 23,781.38
A	Tillotson	<a href="#">19-42 NHCF Regional Transportation Plan Outre</a>	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ 2,000.00
A	NBRC	<a href="#">22-37 LUDC</a>	\$ 4,000.00	\$ 3,928.03	\$ -	\$ 509.94	\$ 3,418.09
A	NBRC	<a href="#">17-03 NBRC Berlin</a>	\$ 1,000.00	\$ 1,289.29	\$ -	\$ 319.31	\$ 969.98
A	NBRC	<a href="#">NBRC / EDA - Colebrook Wastewater</a>	\$ 10,000.00	\$ 10,850.42	\$ -	\$ 416.80	\$ 10,433.62
A	NBRC	<a href="#">COOS Municipal ARPA</a>	\$ 15,000.00	\$ 16,838.69	\$ -	\$ 331.68	\$ 16,507.01
P	Hart's Location	<a href="#">Harts Location Master Plan</a>	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
A	Pemi-Baker Solid Waste District	<a href="#">Pemi-Baker Administration</a>	\$ 4,000.00	\$ 4,245.47	\$ 462.14	\$ 5,091.18	\$ (845.71)
<b>Local Planning Contracts Total</b>			<b>\$ 266,238.00</b>	<b>\$ 354,640.43</b>	<b>\$ 15,653.47</b>	<b>\$ 107,565.58</b>	<b>\$ 241,843.10</b>
			<b>Secured Local Funding</b>				
			<b>\$ 282,781.43</b>				
<b>Other sources</b>							
<b>Miscellaneous</b>							
A	Tillotson	<a href="#">19-55 NCC Strategic Plan</a>	\$ 12,000.00	\$ 13,107.88	\$ 1,527.08	\$ 6,257.77	\$ 6,850.11
A	Dartmouth Regional Technology Center	<a href="#">DRTC - ED Support</a>	\$ 60,000.00	\$ 62,910.23	\$ 4,612.81	\$ 8,633.38	\$ 54,276.85
		Interest Income	\$ 75.00	\$ 75.00	\$ 11.02	\$ 66.01	\$ 8.99
		NCC Trainings	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ 100.00

## FY 24

## Budget

	RSA book sales	\$ 3,000.00	\$ 3,000.00	\$ 3,850.00	\$ 3,900.00	\$ (900.00)
	Miscellaneous Income	\$ -	\$ -	\$ -	\$ 635.00	
	Unrestricted Operating Funds	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00
Miscellaneous Income Total		\$ 100,175.00	\$ 104,193.11	\$ 10,000.91	\$ 19,492.16	\$ 85,335.95
				Secured Other Funding	\$	101,018.11
Total Income		\$ 1,359,524.00	\$ 1,249,210.25	\$ 56,958.14	\$ 349,493.86	\$ 892,978.06
				Secured Funding	\$	889,176.18
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	\$ 23,740.88	\$ 145,931.73	\$ 228,068.27
	Equipment	\$ 6,100.00	\$ 6,100.00	\$ -	\$ 6,796.52	\$ (696.52)
	Other Project Costs - Postage, Copies	\$ 500.00	\$ 500.00	\$ 403.49	\$ 783.48	\$ (283.48)
	Program Support	\$ 15,000.00	\$ 15,000.00	\$ -	\$ 3,607.39	\$ 11,392.61
	RSA Book Order	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -	\$ 3,000.00
	Subcontracting	\$ 222,500.00	\$ 222,500.00	\$ -	\$ -	\$ 222,500.00
	Travel	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 609.81	\$ 4,390.19
Project Expenses Total		\$ 630,600.00	\$ 630,600.00	\$ 24,144.37	\$ 157,728.93	\$ 472,871.07
Indirect Costs						
	Annual Meeting	\$ -	\$ -	\$ -	\$ -	\$ -
	Audit	\$ 15,250.00	\$ 15,250.00	\$ -	\$ 13,250.00	\$ 2,000.00
	Bank Charges	\$ 264.00	\$ 264.00	\$ 22.00	\$ 110.00	\$ 154.00
	Building Maintenance	\$ 3,500.00	\$ 3,500.00	\$ 185.00	\$ 1,172.00	\$ 2,328.00
	Commissioners Meeting	\$ 500.00	\$ 500.00	\$ -	\$ -	\$ 500.00
	Conferences and Meetings	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -	\$ 3,000.00
	Constant Contact	\$ 1,500.00	\$ 1,500.00	\$ 104.50	\$ 627.00	\$ 873.00
	Depreciation Expense	\$ 36,600.00	\$ 36,600.00	\$ 3,358.34	\$ 20,150.04	\$ 16,449.96
	Dues and Subscriptions	\$ 5,000.00	\$ 5,000.00	\$ 238.80	\$ 3,727.08	\$ 1,272.92
	Employee Benefits	\$ 73,390.26	\$ 73,390.26	\$ 5,025.00	\$ 30,642.00	\$ 42,748.26
	Equipment Maintenance	\$ 1,500.00	\$ 1,500.00	\$ 605.17	\$ 1,152.89	\$ 347.11
	Finance Charges	\$ -	\$ -	\$ -	\$ -	\$ -
	Heating Oil	\$ 8,000.00	\$ 8,000.00	\$ 186.82	\$ 938.11	\$ 7,061.89
	Interest Expense	\$ 6,000.00	\$ 6,000.00	\$ 502.61	\$ 2,762.91	\$ 3,237.09
	Miscellaneous Expenses	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,710.15	\$ (2,210.15)
	Office Supplies	\$ 10,000.00	\$ 10,000.00	\$ 33.98	\$ 1,884.11	\$ 8,115.89
	Payroll - Unbillable	\$ 171,900.00	\$ 171,900.00	\$ 14,458.71	\$ 89,665.78	\$ 82,234.22
	Payroll Taxes and other fringe	\$ 48,097.71	\$ 48,097.71	\$ 4,470.96	\$ 20,094.35	\$ 28,003.36
	Postage and Delivery	\$ 500.00	\$ 500.00	\$ -	\$ -	\$ 500.00
	Printing and Reproduction	\$ 500.00	\$ 500.00	\$ -	\$ -	\$ 500.00
	Professional Development	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
	Professional Fees -Legal, Transcription, Marketir	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 700.00	\$ 9,300.00
	Property & Liability Insurance	\$ 7,695.00	\$ 7,695.00	\$ 641.25	\$ 3,847.50	\$ 3,847.50
	Secured Network Services	\$ 6,000.00	\$ 6,000.00	\$ 450.00	\$ 2,700.00	\$ 3,300.00
	Software	\$ 4,500.00	\$ 4,500.00	\$ 350.00	\$ 2,098.91	\$ 2,401.09
	Telecommunications	\$ 6,000.00	\$ 6,000.00	\$ 596.94	\$ 3,418.27	\$ 2,581.73
	Travel	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -	\$ 3,000.00
	Vehicle Expenses	\$ 4,500.00	\$ 4,500.00	\$ 133.15	\$ 949.95	\$ 3,550.05
	Webhosting, domain, etc	\$ 500.00	\$ 500.00	\$ 32.00	\$ 379.86	\$ 120.14
Indirect Expenses Total		\$ 433,196.97	\$ 433,196.97	\$ 31,895.23	\$ 202,980.91	\$ 230,216.06
Total Expenses		\$ 1,063,796.97	\$ 1,063,796.97	\$ 56,039.60	\$ 360,709.84	
Overall Balance		\$ 295,727.03	\$ 185,413.28	\$ 918.54	\$ (11,215.98)	
	Direct Labor (hours)		64.62%	701.00	4,442.50	
	Indirect labor (Hours)		35.38%	396.25	2,419.00	
			100.00%	1097.25	6861.50	
	Estimated Indirect rate			134.35%	139.09%	
	Target for FY			110.18%	110.18%	



North Country Council  
**Profit & Loss**  
December 2023

	Dec 23
Ordinary Income/Expense	
Income	
4000 · Membership Dues	
Dues (Unrestricted)	3,716.20
Dues (Match)	1,283.80
Total 4000 · Membership Dues	5,000.00
4100 · State Grants	
NHHFA	
Employer Assisted Housing	664.14
Total NHHFA	664.14
OPD	
Targeted Block Grant	6,127.96
Total OPD	6,127.96
Total 4100 · State Grants	6,792.10
4200 · Federal Grants	
EDA	
Collective Impact Program	4,583.88
Partnership Grant	2,736.88
Total EDA	7,320.76
FHWA	
UPWP	11,554.24
Total FHWA	11,554.24
NBRC	
Pre-Development Assistance	636.66
Total NBRC	636.66
Total 4200 · Federal Grants	19,511.66
4300 · Local Planning Contracts	
24-19 · Stewartstown Subdivision Review	343.90
Bethlehem Redevelopment	178.27
COOS Broadband 24	40.75
Sugar Hill	
HOP 23	214.82
Total Sugar Hill	214.82
Franonia	
Master Plan	730.61
Total Franonia	730.61
Whitefield	
CDBG Admin	91.68
Whitefield - Other	275.73



North Country Council  
Profit & Loss  
December 2023

	Dec 23
Total Whitefield	367.41
Warren HOP 23	2,631.55
Total Warren	2,631.55
Waterville Valley HOP 23	430.53
Total Waterville Valley	430.53
Gorham HOP 23	950.23
Total Gorham	950.23
Bethlehem Hop 23	2,282.54
Total Bethlehem	2,282.54
Colebrook Hop 23	952.78
Total Colebrook	952.78
Grafton County	430.52
AVESTA / Tech Village	447.41
NBRC	
24-20 · WREN	590.83
24-21 · Conway Library	458.40
Jackson Ski Touring	115.51
Theater Up	132.43
NC Community Radio	275.04
Methna Snowmobile	1,875.05
Nansen Ski Club	40.75
Woodstock	40.75
Tri-Town Bike	224.11
COOS Family Health	937.17
Mountain Top Music Center	72.01
Total NBRC	4,762.05
NHCF	
Tillotson HIF	387.21
Trails Asset Inventory	40.75
Total NHCF	427.96
Pemi Baker Administration	462.14
Total 4300 · Local Planning Contracts	15,653.47
4410 · Other sources	
DRTC - ED Support	4,612.81
NCC Strategic Plan	1,527.08

North Country Council  
**Profit & Loss**  
December 2023

	Dec 23
Total 4410 · Other sources	6,139.89
4997 · Miscellaneous Income	
RSA book sales	3,850.00
Total 4997 · Miscellaneous Income	3,850.00
Total Income	56,947.12
Cost of Goods Sold	
5000 · Direct Costs	
Direct Labor, Wages	23,740.88
Indirect applied	26,232.22
Other Direct Projects Costs	
Copies, printing	403.49
Total Other Direct Projects Costs	403.49
Total 5000 · Direct Costs	50,376.59
Total COGS	50,376.59
Gross Profit	6,570.53
Expense	
6000 · Indirect Costs	
Administrative Costs	
Employee Benefits	
Health and Dental Insurance	
Dental Insurance	320.56
Health Buy-Out	1,065.24
Medical Insurance	3,418.45
Total Health and Dental Insurance	4,804.25
Workers Comp Insurance	220.75
Total Employee Benefits	5,025.00
Indirect Wages	14,458.71
Payroll Taxes and other fringe	
Life Insurance	75.14
Long Term Disability	81.69
Medicare	778.26
Short Term Disability	201.82
Social Security	3,327.58
SUTA	4.75
SUTA - Admin. 0.1	1.72
Total Payroll Taxes and other fringe	4,470.96
Total Administrative Costs	23,954.67
Bank Charges/Late Fees	22.00
Building Maintenance	185.00
Depreciation Expense	3,358.34

2:23 PM  
01/10/24  
Accrual Basis

North Country Council  
**Profit & Loss**  
December 2023

	Dec 23
Dues and Subscriptions	238.80
Equipment Maintenance	605.17
Heating Oil	186.82
Indirect Applied to Jobs	-26,232.22
Insurance	641.25
Miscellaneous Expenses	500.00
Office Supplies	33.98
Professional Fees	
IT Services	
Constant Contact	104.50
Secured Network Services	450.00
Total IT Services	554.50
Total Professional Fees	554.50
Software	350.00
Telecommunications	596.94
Vehicle Expenses	133.15
Webhosting, Domain	32.00
Total 6000 - Indirect Costs	5,160.40
Total Expense	5,160.40
Net Ordinary Income	1,410.13
Other Income/Expense	
Other Income	
7000 - Other Income	
Interest Income	11.02
Total 7000 - Other Income	11.02
Total Other Income	11.02
Other Expense	
8000 - Other Expenses	
Interest Expense	502.61
Total 8000 - Other Expenses	502.61
Total Other Expense	502.61
Net Other Income	-491.59
Net Income	918.54

North Country Council  
**Balance Sheet**  
As of December 31, 2023

	Dec 31, 23
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
1103 · Woodsville Guar. Operating 4469	248,867.74
1110 · Petty Cash	30.00
Total Checking/Savings	248,897.74
Accounts Receivable	
1200 · Accounts Receivable	40,430.89
Total Accounts Receivable	40,430.89
Other Current Assets	
1340 · Prepaid Expenses	
Workers Compensation Insurance	1,324.50
Property Liability Insurance	3,847.50
1340 · Prepaid Expenses - Other	0.75
Total 1340 · Prepaid Expenses	5,172.75
1360 · Unbilled work in progress	87,610.16
Total Other Current Assets	92,782.91
Total Current Assets	382,111.54
<b>Fixed Assets</b>	
1422 · Accumulated Amortization	-58,759.82
1400 · Fixed Assets	78,929.09
1401 · Leased Asset	146,899.55
1420 · Accumulated Depreciation	-85,123.71
Total Fixed Assets	81,945.11
<b>TOTAL ASSETS</b>	<b>464,056.65</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
2000 · Accounts Payable	42.25
Total Accounts Payable	42.25
Other Current Liabilities	
2050.20 · Capital Lease - Copier	1,754.32
2100 · Payroll Liabilities	
2110 · Federal Withholding	-0.01
2120 · FICA	
2122 · Company	771.40
Total 2120 · FICA	771.40
2140 · Medicare	
2142 · Company	180.42

North Country Council  
**Balance Sheet**  
As of December 31, 2023

	<b>Dec 31, 23</b>
<b>Total 2140 · Medicare</b>	<b>180.42</b>
<b>2160 · State Withholding</b>	<b>1,504.44</b>
<b>2170 · SUTA</b>	<b>1,378.98</b>
<b>2171 · SUTA - Admin.</b>	<b>658.47</b>
<b>HealthTrust Health</b>	<b>353.62</b>
<b>HealthTrust Dental</b>	<b>71.12</b>
<b>2100 · Payroll Liabilities - Other</b>	<b>16.73</b>
<b>Total 2100 · Payroll Liabilities</b>	<b>4,935.17</b>
<b>2400 · Accrued Employee Benefits</b>	<b>14,466.30</b>
<b>2402 · Deferred Program Revenue</b>	<b>65,824.27</b>
<b>2405 · Accrued Payroll</b>	<b>8,842.24</b>
<b>Total Other Current Liabilities</b>	<b>95,822.30</b>
<b>Total Current Liabilities</b>	<b>95,864.55</b>
<b>Long Term Liabilities</b>	
<b>2050.3 · Office Lease</b>	<b>73,194.61</b>
<b>Total Long Term Liabilities</b>	<b>73,194.61</b>
<b>Total Liabilities</b>	<b>169,059.16</b>
<b>Equity</b>	
<b>3900 · Retained Earnings</b>	<b>306,213.47</b>
<b>Net Income</b>	<b>-11,215.98</b>
<b>Total Equity</b>	<b>294,997.49</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>464,056.65</b>



**North Country Council**  
**Statement of Cash Flows**  
 July through December 2023

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	<u>Jul - Dec 23</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	-11,215.98
Adjustments to reconcile Net Income to net cash provided by operations:	
1200 · Accounts Receivable	35,925.71
1340 · Prepaid Expenses	1,053.02
1340 · Prepaid Expenses:Workers Compensation Insurance	-1,324.50
1340 · Prepaid Expenses:Property Liability Insurance	-3,847.50
1360 · Unbilled work in progress	19,265.74
2000 · Accounts Payable	-2,893.67
2050.20 · Capital Lease - Copier	-843.29
2100 · Payroll Liabilities:2160 · State Withholding	2,489.01
2100 · Payroll Liabilities:2170 · SUTA	170.12
2100 · Payroll Liabilities:2171 · SUTA - Admin.	34.72
2400 · Accrued Employee Benefits	4,111.18
2402 · Deferred Program Revenue	-19,140.24
2405 · Accrued Payroll	-34.42
2406 · Dues Deferred	-33,896.00
<b>Net cash provided by Operating Activities</b>	-10,146.10
<b>INVESTING ACTIVITIES</b>	
1420 · Accumulated Depreciation	20,150.04
<b>Net cash provided by Investing Activities</b>	20,150.04
<b>FINANCING ACTIVITIES</b>	
2050.3 · Office Lease	-13,542.39
<b>Net cash provided by Financing Activities</b>	-13,542.39
<b>Net cash increase for period</b>	-3,538.45
<b>Cash at beginning of period</b>	252,436.19
<b>Cash at end of period</b>	<u><u>248,897.74</u></u>

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01/10/24

**North Country Council  
A/R Aging Summary  
As of December 31, 2023**

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
COOS Family Health	0.00	0.00	0.00	0.00	1,377.56	1,377.56
NBRC	0.00	0.00	0.00	0.00	495.39	495.39
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
Albany	0.00	148.00	0.00	0.00	0.00	148.00
Bath	0.00	10.00	0.00	0.00	0.00	10.00
Berlin	0.00	80.00	534.87	0.00	0.00	614.87
Bethlehem	0.00	0.00	0.00	0.00	0.00	0.00
Colebrook	0.00	120.00	927.60	0.00	1,777.41	2,825.01
Conway	0.00	5,286.00	0.00	0.00	0.00	5,286.00
Coos County	0.00	210.00	0.00	0.00	0.00	210.00
DES	0.00	0.00	0.00	0.00	0.00	0.00
Dummer	0.00	80.00	0.00	0.00	0.00	80.00
Easton	0.00	10.00	0.00	0.00	0.00	10.00
EDA	0.00	0.00	0.00	0.00	-0.01	-0.01
Errol	0.00	28.00	0.00	0.00	0.00	28.00
Franconia	0.00	8,000.00	0.00	0.00	0.00	8,000.00
Friends of the Wentworth PR	0.00	0.00	0.00	0.00	0.00	0.00
Gorham	0.00	160.00	0.00	0.00	0.00	160.00
Jackson	0.00	100.00	0.00	0.00	0.00	100.00
Jefferson	0.00	100.00	0.00	0.00	0.00	100.00
Lancaster	0.00	320.00	0.00	0.00	0.00	320.00
Landaff	0.00	80.00	0.00	0.00	0.00	80.00
Lincoln	0.00	0.00	0.00	0.00	1,828.78	1,828.78
Lisbon	0.00	10.00	0.00	0.00	0.00	10.00
Littleton	0.00	200.00	0.00	0.00	0.00	200.00
Lyman	0.00	50.00	0.00	0.00	0.00	50.00
Madison	0.00	300.00	0.00	0.00	0.00	300.00
Milan	0.00	10.00	0.00	0.00	0.00	10.00
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
Northumberland	0.00	20.00	0.00	0.00	0.00	20.00
Pemi-Baker SWD	0.00	0.00	0.00	0.00	0.00	0.00
Randolph	0.00	180.00	0.00	0.00	0.00	180.00
Regional Planning	0.00	0.00	0.00	0.00	0.00	0.00
Shelburne	0.00	20.00	0.00	0.00	0.00	20.00
Stewartstown	0.00	918.00	0.00	0.00	0.00	918.00
Stratford	0.00	60.00	0.00	0.00	0.00	60.00
Thornton	0.00	440.00	0.00	0.00	0.00	440.00
UPWP	0.00	13,659.06	0.00	0.00	-1,726.33	11,932.73

2:28 PM  
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**North Country Council**  
**A/R Aging Summary**  
As of December 31, 2023

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	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
USDA	0.00	0.00	0.00	0.00	0.00	0.00
Warren	0.00	0.00	2,336.84	0.00	900.00	3,236.84
TOTAL	<u>0.00</u>	<u>30,599.06</u>	<u>3,799.31</u>	<u>0.00</u>	<u>6,032.52</u>	<u>40,430.89</u>



2:29 PM

01/10/24

**North Country Council**  
**A/P Aging Summary**  
As of December 31, 2023

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Beautiful Visions Window Cleaning	0.00	45.00	0.00	0.00	0.00	45.00
HealthTrust	0.00	0.00	0.00	0.00	-2.75	-2.75
Visa - MorenGrey	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b><u>0.00</u></b>	<b><u>45.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>-2.75</u></b>	<b><u>42.25</u></b>

8:07 AM  
01/02/24

**North Country Council**  
**Reconciliation Summary**  
1103 - Woodsville Guar. Operating 4469, Period Ending 12/29/2023

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	Dec 29, 23
Beginning Balance	274,513.97
Cleared Transactions	
Checks and Payments - 43 items	-69,919.81
Deposits and Credits - 18 items	45,003.75
Total Cleared Transactions	-24,916.06
Cleared Balance	<u>249,597.91</u>
Uncleared Transactions	
Checks and Payments - 2 items	-730.17
Total Uncleared Transactions	-730.17
Register Balance as of 12/29/2023	<u>248,867.74</u>
New Transactions	
Checks and Payments - 2 items	-8,360.12
Total New Transactions	-8,360.12
Ending Balance	<u><u>240,507.62</u></u>

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01/02/24

# North Country Council Reconciliation Detail

1103 · Woodsville Guar. Operating 4469, Period Ending 12/29/2023

Type	Date	Num	Name	Clr	Amount	Balance
<b>Beginning Balance</b>						274,513.97
<b>Cleared Transactions</b>						
<b>Checks and Payments - 43 items</b>						
Bill Pmt -Check	11/29/2023	13678	Beautiful Visions Wi...	X	-45.00	-45.00
Liability Check	12/01/2023	IRS12...	IRS	X	-4,735.96	-4,780.96
Paycheck	12/01/2023	PR12...	Moren-Grey, Michelle	X	-2,606.58	-7,387.54
Paycheck	12/01/2023	PR12...	Steele, James	X	-2,317.92	-9,705.46
Paycheck	12/01/2023	PR12...	Tavares, Mickaela	X	-2,154.03	-11,859.49
Paycheck	12/01/2023	PR12...	Altonaga, Nicholas B	X	-2,027.95	-13,887.44
Paycheck	12/01/2023	PR12...	Lord, Cathlin	X	-1,790.45	-15,677.89
Paycheck	12/01/2023	PR12...	Doll, Stacey	X	-1,313.24	-16,991.13
Paycheck	12/01/2023	PR12...	Driscoll, Kevin	X	-1,214.51	-18,205.64
Paycheck	12/01/2023	PR12...	Bowler, Courtney	X	-508.46	-18,714.10
Paycheck	12/01/2023	PR12...	Coppelman, Glenn G	X	-326.21	-19,040.31
Liability Check	12/01/2023	SB12...	Security Benefit	X	-125.00	-19,165.31
Check	12/01/2023			X	-22.00	-19,187.31
Bill Pmt -Check	12/04/2023	VISA1...	Visa - MorenGrey	X	-1,591.09	-20,778.40
Bill Pmt -Check	12/04/2023	R2R1...	Root to Rise	X	-500.00	-21,278.40
Bill Pmt -Check	12/05/2023	HT12...	HealthTrust	X	-5,660.12	-26,938.52
Bill Pmt -Check	12/05/2023	AH12...	AHEAD Quarter, Inc.	X	-2,700.00	-29,638.52
Bill Pmt -Check	12/12/2023	13679	Dead River Company	X	-186.82	-29,825.34
Bill Pmt -Check	12/13/2023	SNS1...	SECURED NETWO...	X	-800.00	-30,625.34
Bill Pmt -Check	12/13/2023	GC12...	Glenn Coppelman...	X	-288.20	-30,913.54
Bill Pmt -Check	12/13/2023	SPB1...	Spectrum Business	X	-262.94	-31,176.48
Bill Pmt -Check	12/13/2023	CL12...	Cathlin Lord - Expe...	X	-30.79	-31,207.27
Liability Check	12/15/2023	IRS12...	IRS	X	-4,684.66	-35,891.93
Paycheck	12/15/2023	PR12...	Moren-Grey, Michelle	X	-2,606.57	-38,498.50
Paycheck	12/15/2023	PR12...	Steele, James	X	-2,318.03	-40,816.53
Paycheck	12/15/2023	PR12...	Tavares, Mickaela	X	-2,154.04	-42,970.57
Paycheck	12/15/2023	PR12...	Altonaga, Nicholas B	X	-2,027.98	-44,998.55
Paycheck	12/15/2023	PR12...	Lord, Cathlin	X	-1,790.47	-46,789.02
Paycheck	12/15/2023	PR12...	Driscoll, Kevin	X	-1,214.51	-48,003.53
Paycheck	12/15/2023	PR12...	Doll, Stacey	X	-1,195.47	-49,199.00
Paycheck	12/15/2023	PR12...	Bowler, Courtney	X	-649.66	-49,848.66
Liability Check	12/15/2023	SB12...	Security Benefit	X	-125.00	-49,973.66
Bill Pmt -Check	12/27/2023	VISA1...	Visa - MorenGrey	X	-1,245.05	-51,218.71
Liability Check	12/29/2023	IRS12...	IRS	X	-4,691.06	-55,909.77
Paycheck	12/29/2023	PR12...	Moren-Grey, Michelle	X	-2,606.58	-58,516.35
Paycheck	12/29/2023	PR12...	Steele, James	X	-2,317.93	-60,834.28
Paycheck	12/29/2023	PR12...	Tavares, Mickaela	X	-2,154.03	-62,988.31
Paycheck	12/29/2023	PR12...	Altonaga, Nicholas B	X	-2,027.98	-65,016.29
Paycheck	12/29/2023	PR12...	Lord, Cathlin	X	-1,790.46	-66,806.75
Paycheck	12/29/2023	PR12...	Driscoll, Kevin	X	-1,214.51	-68,021.26
Paycheck	12/29/2023	PR12...	Doll, Stacey	X	-1,195.48	-69,216.74
Paycheck	12/29/2023	PR12...	Bowler, Courtney	X	-630.57	-69,847.31
Paycheck	12/29/2023	PR12...	Coppelman, Glenn G	X	-72.50	-69,919.81
<b>Total Checks and Payments</b>					<b>-69,919.81</b>	<b>-69,919.81</b>
<b>Deposits and Credits - 18 items</b>						
Payment	12/07/2023	36108...	UPWP	X	18,180.68	18,180.68
Payment	12/20/2023	23038	Monroe	X	18.00	18,198.68
Payment	12/20/2023	060186	Whitefield	X	18.00	18,216.68
Payment	12/20/2023	27589	Groton	X	20.00	18,236.68
Payment	12/20/2023	35302	Waterville Valley	X	38.00	18,274.68

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01/02/24

# North Country Council Reconciliation Detail

1103 · Woodsville Guar. Operating 4469, Period Ending 12/29/2023

Type	Date	Num	Name	Clr	Amount	Balance
Payment	12/20/2023	043056	Dalton	X	40.00	18,314.68
Payment	12/20/2023	43210	Woodstock	X	78.00	18,392.68
Payment	12/20/2023	070328	Lincoln	X	88.00	18,480.68
Payment	12/20/2023	021196	Sugar Hill	X	96.00	18,576.68
Payment	12/20/2023	076424	Bethlehem	X	160.00	18,736.68
Payment	12/20/2023	049133	Carroll	X	200.00	18,936.68
Payment	12/20/2023	46995	Campton	X	220.00	19,156.68
Payment	12/20/2023	1044	Pemi-Baker SWD:2...	X	2,000.00	21,156.68
Payment	12/20/2023	135072	Grafton County	X	2,336.05	23,492.73
Payment	12/20/2023	135071	Grafton County:23-5...	X	4,000.00	27,492.73
Payment	12/20/2023	DD12...	EDA:22-11 EDA Par...	X	17,500.00	44,992.73
Bill Pmt -Check	12/27/2023	13680	M.S.T Government ...	X	0.00	44,992.73
Deposit	12/31/2023			X	11.02	45,003.75
Total Deposits and Credits					45,003.75	45,003.75
Total Cleared Transactions					-24,916.06	-24,916.06
Cleared Balance					-24,916.06	249,597.91
<b>Uncleared Transactions</b>						
<b>Checks and Payments - 2 items</b>						
Bill Pmt -Check	12/27/2023	13681	M.S.T Government ...		-605.17	-605.17
Liability Check	12/29/2023	IRS12...	Security Benefit		-125.00	-730.17
Total Checks and Payments					-730.17	-730.17
Total Uncleared Transactions					-730.17	-730.17
Register Balance as of 12/29/2023					-25,646.23	248,867.74
<b>New Transactions</b>						
<b>Checks and Payments - 2 items</b>						
Bill Pmt -Check	01/02/2024	HT01...	HealthTrust		-5,660.12	-5,660.12
Bill Pmt -Check	01/02/2024	AH01...	AHEAD Quarter, Inc.		-2,700.00	-8,360.12
Total Checks and Payments					-8,360.12	-8,360.12
Total New Transactions					-8,360.12	-8,360.12
<b>Ending Balance</b>					<b>-34,006.35</b>	<b>240,507.62</b>





63 Central Street | P.O. Box 266 | Woodsville, NH 03785  
 Telephone: 603-747-2735  
 theguarantybank.com | Member FDIC

North Country Council Inc  
 161 Main St  
 Littleton NH 03561

Date 12/29/23

Page 1

NOW Checking		# of Physical Items	4
Account Number	XXXXX4469	Statement Dates	12/01/23 thru 12/31/23
Previous Balance	274,513.97	Days in the statement period	31
3 Deposits/Credits	44,992.73	Average Ledger	259,557.00
18 Checks/Debits	69,919.81		
Service Charge	.00	Interest Earned	11.02
Interest Paid	11.02	Annual Percentage Yield Earned	0.05%
Current Balance	249,597.91	2023 Interest Paid	136.91

	Total For This Period	Total Year-to-Date
Overdraft item fees year to date	\$ .00	\$ .00
Return item fees year to date	\$ .00	\$ .00

ACTIVITY IN DATE ORDER			
DATE	DESCRIPTION	AMOUNT	BALANCE
12/01	ACH Services	✓ 22.00-	274,491.97
	ACH Services		
12/01	USATAXPYMT IRS	✓ 4,735.96-	269,756.01
	CCD		
12/01	Payroll North Country Co	✓ 14,259.35-	255,496.66
	PPD		
	Operating Account		
12/04	INVESTMENT DSTRS	✓ 125.00-	255,371.66
	CCD		
12/04	NCC North Country Co	✓ 500.00-	254,871.66
	PPD		
	North Country Council		
12/04	PAYMENT VISA	✓ 1,591.09-	253,280.57
	WEB		
	462852XXXXX4455		
	JAMES STEELE		
12/05	NCC North Country Co	✓ 8,360.12-	244,920.45
	PPD		
	North Country Council		
12/06	Deposit/Credit	✓ 18,180.68	263,101.13
12/11	check 13678	✓ 45.00-	263,056.13
12/13	Expenses North Country Co	✓ 318.99-	262,737.14
	PPD		



63 Central Street | P.O. Box 266 | Woodsville, NH 03785  
 Telephone: 603-747-2735  
 theguarantybank.com | Member FDIC

Date 12/29/23

Page 2

NOW Checking

XXXXX4469 (Continued)

ACTIVITY IN DATE ORDER				
DATE	DESCRIPTION	AMOUNT	DATE	AMOUNT
12/13	NCC North Country Council PPD	✓ 800.00-		261,937.14
12/14	SPECTRUM North Country Council WEB 0438226	✓ 262.94-		261,674.20
12/15	USATAXPYMT IRS CCD	✓ 4,684.66-		256,989.54
12/15	Payroll North Country Co PPD	13,956.73-		243,032.81
12/18	Operating Account INVESTMENT DSTRS CCD	✓ 125.00-		242,907.81
12/19	GRANT PAY ASAP CTX	✓ 17,500.00		260,407.81
12/19	Deposit/Credit	✓ 9,312.05		269,719.86
12/27	Check 13679	✓ 186.82-		269,533.04
12/28	PAYMENT VISA WEB 462852XXXXX4455 JAMES STEELE	✓ 1,245.05-		268,287.99
12/29	USATAXPYMT IRS CCD	✓ 4,691.06-		263,596.93
12/29	Payroll North Country Co PPD	✓ 14,010.04-		249,586.89
12/31	Operating Account Interest Deposit	✓ 11.02		249,597.91

CHECKS IN NUMBER ORDER					
DATE	CHECK NO	AMOUNT	DATE	CHECK NO	AMOUNT
12/11	13678	45.00	12/27	13679	186.82
* Denotes missing check numbers					

DAILY BALANCE INFORMATION					
DATE	BALANCE	DATE	BALANCE	DATE	BALANCE
12/01	255,496.66	12/13	261,937.14	12/27	269,533.04
12/04	253,280.57	12/14	261,674.20	12/28	268,287.99
12/05	244,920.45	12/15	243,032.81	12/29	249,586.89
12/06	263,101.13	12/18	242,907.81	12/31	249,597.91
12/11	263,056.13	12/19	269,719.86		



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Date 12/29/23

Page 3

NOW Checking

XXXXX4469 (Continued)

INTEREST RATE SUMMARY	
Date	Rate
11/30	0.050000%



63 Central Street | P.O. Box 266 | Woodsville, NH 03785  
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13678

North Country Council  
161 Main Street  
Woodsville, NH 03785

Guaranty Bank  
54-7013/2117

11/29/2023

PAY TO THE ORDER OF: Beautiful Visions Window Cleaning

Forty-Five and 00/100

\$ 45.00

Beautiful Visions Window Cleaning  
Patrick Planteau  
PO Box 53  
Franconia, NH 03580

MEMO: Inv#9103

13678 12117701324 25704459

Check: 13678 Amount: \$45.00 Date: 12/11/2023 Check 13678

13679

North Country Council  
161 Main Street  
Woodsville, NH 03785

Guaranty Bank  
54-7013/2117

12/12/2023

PAY TO THE ORDER OF: Deed River Company

One Hundred Eighty-Six and 82/100

\$ 186.82

Deed River Company  
PO Box 140  
St. Johnsbury, VT 05819

MEMO: # 615017

13679 12117701324 25704459

Check: 13679 Amount: \$186.82 Date: 12/27/2023 Check 13679