



Finance Committee Meeting  
 Victoria Park Community Homes Management Project  
 Wednesday, March 28, 2018

## AGENDA

Start Time	Page No.	Agenda Item	Lead	Timing
6:30 pm		1. Call to Order and Opening Remarks	D. Montini	1 min
6:31 pm		2. Approval of the Agenda	D, Montini	1 min
6: 32 pm		3. Conflict of Interest Declarations	D. Montini	1 min
6: 33 pm	2	4. Approval of the Minutes 4.1. February 21, 2018	D. Montini	1 min
6:34 pm	5	5. Business Arising	V. Fowler	1 min
6:35 pm	6	6. Financial Statements 6.1. Financial Results to December 31, 2017	V. Fowler	10 min
6:45 pm		7. New Business	D. Montini	3 min
6:48 pm		8. Date and Time of Next Meeting – <b>April 26, 2018</b>	D. Montini	2 min
6:50 pm		9. Adjournment	D. Montini	1 min



## Finance (VPM) Committee Meeting

Victoria Park Community Homes

February 21, 2018

# Minutes

### In Attendance

L. Burchett (Acting Chair)  
M. Forth  
M. Gallagher  
S. Holman

L. Gagne, Executive Director  
V. Fowler, Manager Finance and Administration  
V. Wall, Executive Assistant (Recorder)

### Regrets

D. Montini  
S. Han  
D. Filice

### Agenda Item and Minutes

#### 1. Call to Order

D. Montini sent regrets for this meeting. L. Burchett, Acting Chair, called the meeting to order at 6:30 p.m.

#### 2. Approval of the Agenda

**It was motioned by** S. Holman, seconded by M. Forth, to accept the agenda as presented, **CARRIED.**

#### 3. Conflict of Interest

None were declared.

#### 4. Approval of the Previous Minutes

##### 4.1 Joint Finance and Property and Tenant Relations Meeting held on November 29, 2017

It was noted that D. Montini was Chair for this meeting, not R. Trask as noted in the minutes.

**It was motioned by** M. Gallagher and seconded by L. Burchett to approve the minutes of the meeting held on November 29, 2017 as noted, **CARRIED.**

#### 5. Business Arising from the Previous Meeting Minutes

**Item 1:** KPI Dashboard – in progress as part of the strategic plan.

#### 6. Financial Report

##### 6.1 VPM Preliminary Financial Results, December 31, 2017

V. Fowler presented the preliminary financial results:

- We are projecting a surplus of \$25,899 which is better than budget. This is mainly due to the pay equity amounts that were paid by our managed groups rather than VPM and some Yardi fees were charged back to projects.

- The minimum wage increase did not affect any VPM staff.
- HR staff is researching what impact, if any, Bill 148 may have on our RM staff.
- Board expenses are showing over budget due to the reallocation process and will even out at the next reallocation.
- The last paragraph in the report regarding Source deductions should read “All source deductions were submitted on their appropriate due dates.” The remainder of the paragraph is not applicable.

**It was motioned** by S. Holman and seconded by M. Gallagher to accept the Financial Report including the preliminary financial results as of December 31, 2017, Cheques Signed by Staff and Source Deductions as presented, **CARRIED**.

## 7. Presentation: Future Financial Considerations

### 7.1 Strategic Direction

L. Gagne continued with the Powerpoint presentation. She gave an overview of the financial implications of the new strategic plan and reviewed the new organizational structure which eliminates the “Manager, Operations” position and includes another “Manager, Resident and Property Services” position which is identical to the position currently held by C. Thornhill. The new structure allows for better support to our clients, staff and tenants and a more equitable division of the workload. The entire Operations Division is being re-aligned to our four (4) pillars of service.

Due to reorganizations and reallocation of job duties, we have seen savings in both costs and efficiencies in 2017 and expect this latest changes to continue that trend.

We are continuing to work with the HR committee on the review of staffing and will be working with a consultant to review job descriptions and reformat based on core competencies. This has already been completed for the management positions.

Our Property Managers are now at capacity and any substantial portfolio growth will require additional staff, similar to the model we implemented for Peel when we first took the Edenwood contract.

Our Manager, Client Services now has 9 external clients in her portfolio and additional growth will require growth in that department as well.

Staff is continuing to work on the measurements and metrics for the strategic plan.

Some of the costs in the strategic plan have already been budgeted for, including the Yardi consultant.

In addition, for all our new and renewing contracts we will be presenting a new fee structure for additional services.

L. Gagne reviewed some of the challenges we are expecting to face including the lack of office space, the potential clawback of surpluses by the Service Manager and the rising interest rates. Management is continuing to monitor these challenges and work towards solutions.

## 8. New Business

None.

9. Adjournment


There being no further business, **It was motioned by** S. Holman, seconded by M. Gallagher, to adjourn the meeting at 7:02 p.m., **CARRIED.**

## ACTION ITEMS FOR VPCHMP

As of March 2018

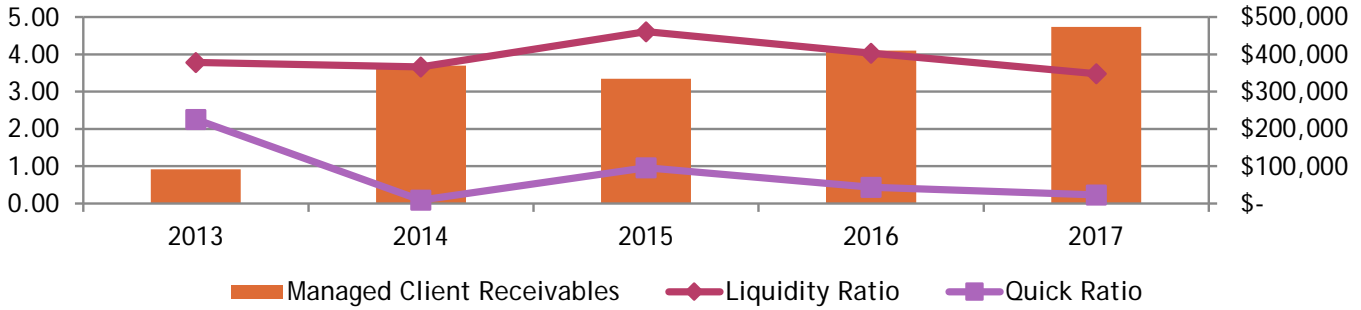
MEETING DATE	FOLLOW UP ITEM(S)	ACTION TO BE TAKEN BY	STATUS	TARGET DATE	COMPLETED
1. 2018/02/21	V. Fowler to present performance indicators in a dashboard style.	V. Fowler	Annual dashboard included in this package.  Quarterly report dashboard being developed.	2018-2020	

# FINANCE DEPARTMENT REPORT

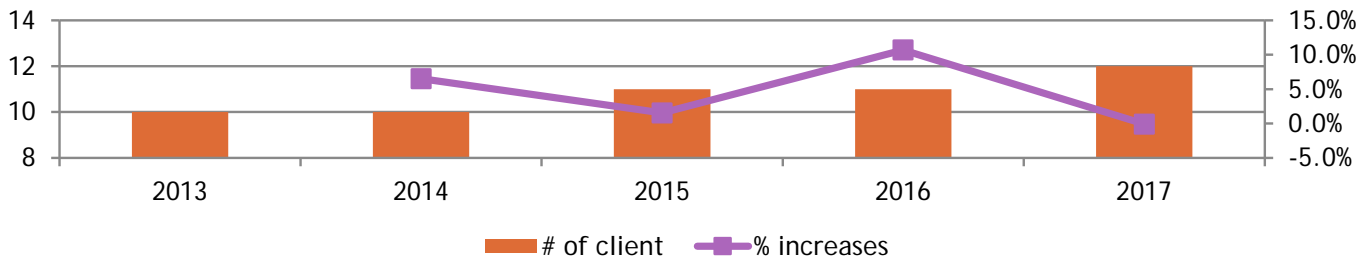
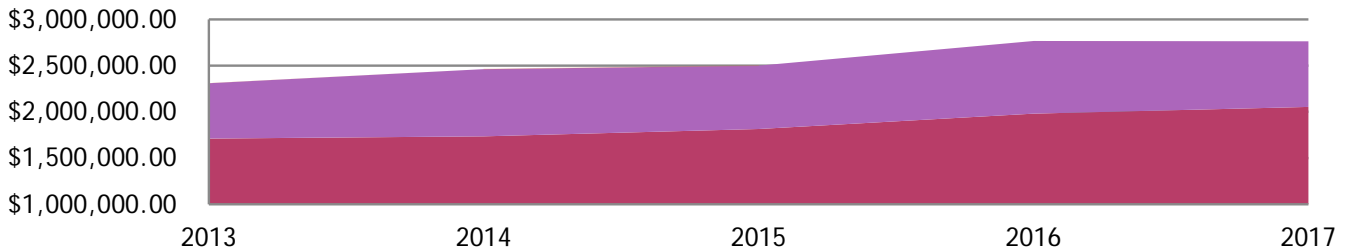
Date:	March 21, 2018	
To:	Finance Committee – VPM	
From:	Veronica Fowler, CPA, CGA, Manager, Finance & Administration	
Subject:	2017 Year End Summary and Financial Statements	

**Summary:**

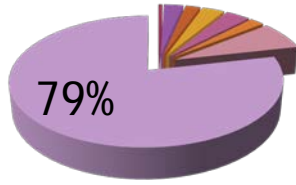
**Liquidity and Quick Ratio:**



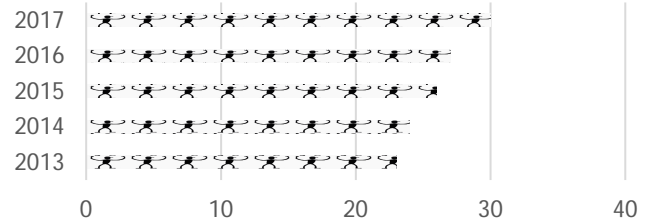
## Revenue Growth



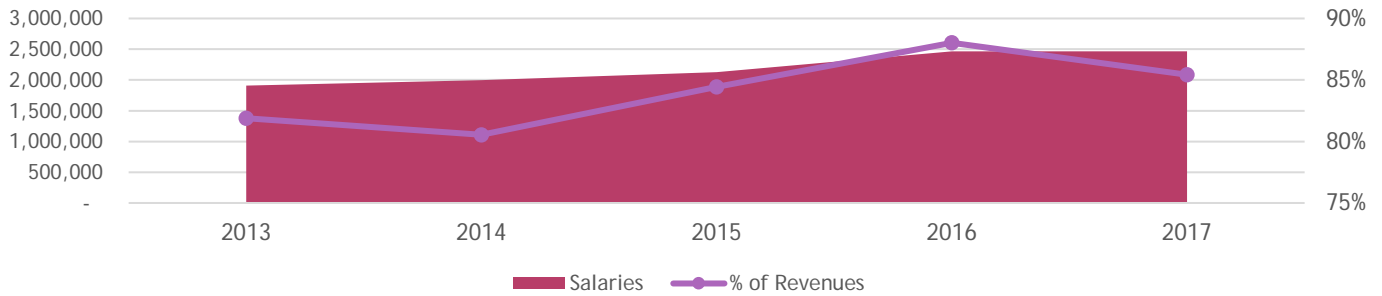
## VPCON Share of Management Fees



## # of Office Staff Employees

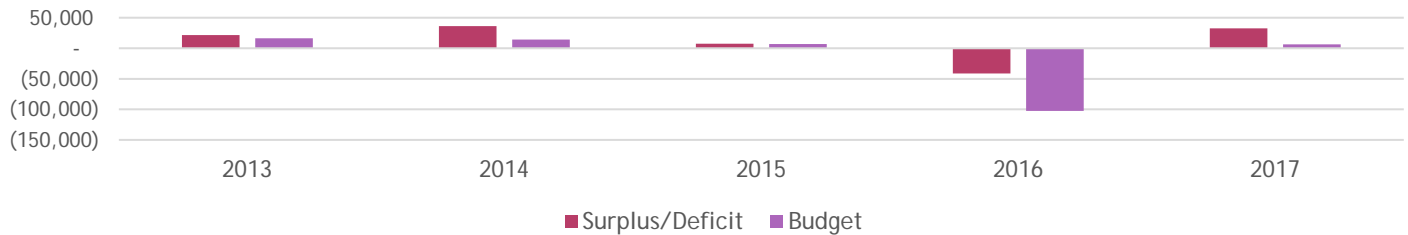


## Total Salary Expense



	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		2017	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
<b>Revenues</b>	688,529	721,688	705,429	721,688	718,064	721,688	747,329	721,678	2,859,350	2,886,742
<b>Salaries</b>	604,787	627,135	613,074	627,135	635,198	627,135	612,770	627,136	2,465,828	2,508,541
<b>Net Revenues</b>	83,742	94,553	92,355	94,553	82,866	94,553	134,559	94,542	393,522	378,201
<b>Operating Expenses</b>	73,587	83,063	82,731	83,063	82,624	83,063	84,560	83,062	323,502	332,251
<b>Other</b>	(11,881)	(9,924)	(10,190)	(9,924)	(10,171)	(9,924)	(5,000)	(9,928)	(37,242)	(39,700)
<b>Surplus/(Deficit)</b>	(1,726)	1,566	(566)	1,566	(9,929)	1,566	44,999	1,552	32,778	6,250

## Surplus/(Deficit) vs Budget



Vicman (mg01)

**Balance Sheet (With Period Change)**

Period = Jan 2017-Dec 2017

Book = Accrual ; Tree = mg

	Balance Current Period	Beginning Balance	Net Change
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
CASH ON HAND	40,957	61,569	-20,612
TOTAL A/R MANAGEMENT GROUPS	473,155	409,789	63,366
PREPAID EXPENSES	95,682	98,720	-3,039
<b>TOTAL CURRENT ASSETS</b>	<b>609,794</b>	<b>570,079</b>	<b>39,715</b>
<b>FIXED ASSETS</b>			
FIXED ASSETS	485,586	479,683	5,904
ACCUMULATED AMORTIZATION	-461,708	-422,945	-38,764
<b>TOTAL FIXED ASSETS</b>	<b>23,878</b>	<b>56,738</b>	<b>-32,860</b>
<b>INVESTMENT DEVELOPMENT FUND</b>	<b>174,858</b>	<b>115,226</b>	<b>59,632</b>
<b>TOTAL ASSETS</b>	<b>808,529</b>	<b>742,042</b>	<b>66,487</b>
<b>LIABILITIES AND SURPLUS</b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE	27,204	11,928	15,277
ACCT. PAYABLE ACC. LIABILITIES	67,955	51,270	16,684
GOODS AND SERVICE TAX PAYABLE	80,098	78,350	1,748
<b>TOTAL CURRENT LIABILITIES</b>	<b>175,257</b>	<b>141,548</b>	<b>33,709</b>
<b>LONG TERM LIABILITIES</b>			
<b>SURPLUS</b>			
DEVELOPMENT STABILIZATION FUND	361,005	361,005	0
NET ASSETS INVESTED IN CAPITAL ASSETS	56,738	127,040	-70,302
UNRESTRICTED SURPLUS	215,529	112,449	103,080
<b>TOTAL SURPLUS</b>	<b>633,272</b>	<b>600,494</b>	<b>32,778</b>
<b>TOTAL LIABILITIES AND SURPLUS</b>	<b>808,529</b>	<b>742,042</b>	<b>66,487</b>



Vicman (mg01)

### Budget Comparison

Period = Dec 2017

Book = Accrual ; Tree = vicman2

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>REVENUE</b>									
MANAGEMENT FEES	181,789	170,910	10,879	6	2,053,497	2,050,953	2,544	0	2,050,953
LAUNDRY COMMISSIONS	2,074	2,786	-712	-26	12,264	11,150	1,114	10	11,150
RECOVERABLE CLIENT COSTS	81,326	66,774	14,552	22	771,195	801,343	-30,148	-4	801,343
OTHER INCOME	249	274	-26	-9	3,645	3,294	351	11	3,294
DEVELOPMENT FEES	4,425	5,000	-575	-12	18,750	20,000	-1,250	-6	20,000
<b>TOTAL REVENUE</b>	<b>269,864</b>	<b>245,744</b>	<b>24,119</b>	<b>10</b>	<b>2,859,350</b>	<b>2,886,740</b>	<b>-27,390</b>	<b>-1</b>	<b>2,886,740</b>
<b>SALARIES AND BENEFITS</b>									
TOTAL SALARIES	195,089	171,572	-23,517	-14	2,082,551	2,058,886	-23,665	-1	2,058,886
TOTAL COMPANY BENEFITS	19,214	37,474	18,260	49	383,277	449,655	66,378	15	449,655
<b>TOTAL SALARIES AND BENEFITS</b>	<b>214,303</b>	<b>209,046</b>	<b>-5,257</b>	<b>-3</b>	<b>2,465,828</b>	<b>2,508,541</b>	<b>42,713</b>	<b>2</b>	<b>2,508,541</b>
<b>NET REVENUE</b>	<b>55,561</b>	<b>36,698</b>	<b>18,863</b>	<b>51</b>	<b>393,522</b>	<b>378,199</b>	<b>15,323</b>	<b>4</b>	<b>378,199</b>
<b>OPERATING EXPENDITURES</b>									
ADVERTISING EXPENSE	630	260	-370	-142	3,977	3,120	-857	-27	3,120
AUDIT FEES	2,158	662	-1,496	-226	9,396	7,900	-1,496	-19	7,900
LEGAL FEES	4,011	463	-3,548	-766	4,467	5,600	1,133	20	5,600
DONATIONS	0	275	275	100	3,073	3,300	227	7	3,300
BANK CHARGES	974	945	-29	-3	10,700	11,340	640	6	11,340
BOARD EXPENSES	-5,084	463	5,547	1,198	3,014	5,600	2,586	46	5,600
INSURANCE EXPENSE	2,393	2,913	520	18	29,730	35,000	5,270	15	35,000
EQUIPMENT LEASING EXP	5,668	3,890	-1,778	-46	44,318	46,680	2,362	5	46,680
PROFESSIONAL DUES & MEMBERSHIPS	610	820	210	26	11,553	9,840	-1,713	-17	9,840
EDUCATION AND TRAINING	673	1,288	615	48	10,022	15,500	5,478	35	15,500
CONFERENCE FEES AND SEMINARS	12	1,171	1,159	99	12,835	14,050	1,215	9	14,050
CONSULTING FEES	2,500	1,538	-962	-63	30,538	18,500	-12,038	-65	18,500
OFFICE EXPENSE (MG)	2,105	2,583	478	18	26,406	31,040	4,634	15	31,040
BRINKS EXPENSE	521	560	39	7	5,530	6,720	1,190	18	6,720
OFFICE RENTAL EXPENSE	2,403	2,589	186	7	28,835	31,090	2,255	7	31,090
OFFICE MAINTENANCE CONT.	2,500	2,493	-7	0	32,270	29,872	-2,398	-8	29,872
POSTAGE AND COURIER	515	962	447	46	7,672	11,500	3,828	33	11,500
CLIENT RELATIONS	87	87	0	0	1,318	1,000	-318	-32	1,000

Vicman (mg01)

### Budget Comparison

Period = Dec 2017

Book = Accrual ; Tree = vicman2

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
TELEPHONE AND PAGER	3,020	2,137	-883	-41	23,254	25,600	2,346	9	25,600
EMPLOYEE EXPENSES	5,964	1,587	-4,377	-276	24,597	19,000	-5,597	-29	19,000
<b>TOTAL OPERATING EXPENSES</b>	<b>31,660</b>	<b>27,686</b>	<b>-3,975</b>	<b>-14</b>	<b>323,502</b>	<b>332,252</b>	<b>8,750</b>	<b>3</b>	<b>332,252</b>
BAD DEBT EXPENSE	593	0	-593	N/A	613	0	-613	N/A	0
INTEREST EARNED	1,243	288	955	332	2,135	3,500	-1,365	-39	3,500
EQUIPMENT DEPRECIATION	-836	3,600	4,436	123	38,764	43,200	4,436	10	43,200
<b>SURPLUS (DEFICIT)</b>	<b>25,387</b>	<b>5,701</b>	<b>19,686</b>	<b>345</b>	<b>32,778</b>	<b>6,247</b>	<b>26,531</b>	<b>425</b>	<b>6,247</b>

Vicman (mg01)

### Budget Comparison

Period = Dec 2017

Book = Accrual ; Tree = vicman2

	PTD Actual	PTD Budget	Variance	% Var	PTD Last Year	Change	% Change	YTD Actual	YTD Budget	YTD Variance	% Var	YTD Last Year	Change	% Change	Annual
<b>REVENUE</b>															
MANAGEMENT FEES	181,789	170,910	10,879	6	166,634	15,155	9	2,053,497	2,050,953	2,544	0	1,982,137	71,359	4	2,050,953
LAUNDRY COMMISSIONS	2,074	2,786	-712	-26	3,738	-1,663	-45	12,264	11,150	1,114	10	12,268	-4	0	11,150
RECOVERABLE CLIENT COSTS	81,326	66,774	14,552	22	81,217	110	0	771,195	801,343	-30,148	-4	784,608	-13,413	-2	801,343
OTHER INCOME	249	274	-26	-9	270	-21	-8	3,645	3,294	351	11	3,448	197	6	3,294
DEVELOPMENT FEES	4,425	5,000	-575	-12	16,575	-12,150	-73	18,750	20,000	-1,250	-6	16,575	2,175	13	20,000
<b>TOTAL REVENUE</b>	<b>269,864</b>	<b>245,744</b>	<b>24,119</b>	<b>10</b>	<b>268,434</b>	<b>1,430</b>	<b>1</b>	<b>2,859,350</b>	<b>2,886,740</b>	<b>-27,390</b>	<b>-1</b>	<b>2,799,036</b>	<b>60,314</b>	<b>2</b>	<b>2,886,740</b>
<b>SALARIES AND BENEFITS</b>															
TOTAL SALARIES	195,089	171,572	-23,517	-14	200,153	5,064	3	2,082,551	2,058,886	-23,665	-1	2,039,213	-43,338	-2	2,058,886
TOTAL COMPANY BENEFITS	19,214	37,474	18,260	49	33,208	13,994	42	383,277	449,655	66,378	15	424,484	41,207	10	449,655
<b>TOTAL SALARIES AND BENEFITS</b>	<b>214,303</b>	<b>209,046</b>	<b>-5,257</b>	<b>-3</b>	<b>233,361</b>	<b>19,059</b>	<b>8</b>	<b>2,465,828</b>	<b>2,508,541</b>	<b>42,713</b>	<b>2</b>	<b>2,463,697</b>	<b>-2,131</b>	<b>0</b>	<b>2,508,541</b>
<b>NET REVENUE</b>	<b>55,561</b>	<b>36,698</b>	<b>18,863</b>	<b>51</b>	<b>35,072</b>	<b>20,489</b>	<b>58</b>	<b>393,522</b>	<b>378,199</b>	<b>15,323</b>	<b>4</b>	<b>335,339</b>	<b>58,183</b>	<b>17</b>	<b>378,199</b>
<b>OPERATING EXPENDITURES</b>															
ADVERTISING EXPENSE	630	260	-370	-142	0	-630	N/A	3,977	3,120	-857	-27	379	-3,598	-949	3,120
AUDIT FEES	2,158	662	-1,496	-226	641	-1,517	-237	9,396	7,900	-1,496	-19	7,692	-1,704	-22	7,900
LEGAL FEES	4,011	463	-3,548	-766	0	-4,011	N/A	4,467	5,600	1,133	20	1,610	-2,857	-177	5,600
DONATIONS	0	275	275	100	50	50	100	3,073	3,300	227	7	3,764	691	18	3,300
BANK CHARGES	974	945	-29	-3	823	-150	-18	10,700	11,340	640	6	10,643	-56	-1	11,340
BOARD EXPENSES	-5,084	463	5,547	1,198	-884	4,200	475	3,014	5,600	2,586	46	2,959	-55	-2	5,600
INSURANCE EXPENSE	2,393	2,913	520	18	2,393	0	0	29,730	35,000	5,270	15	28,722	-1,009	-4	35,000
EQUIPMENT LEASING EXP	5,668	3,890	-1,778	-46	6,694	1,025	15	44,318	46,680	2,362	5	47,032	2,714	6	46,680
PROFESSIONAL DUES & M...	610	820	210	26	-1,372	-1,981	-144	11,553	9,840	-1,713	-17	12,924	1,371	11	9,840
EDUCATION AND TRAINING	673	1,288	615	48	790	118	15	10,022	15,500	5,478	35	16,723	6,701	40	15,500
CONFERENCE FEES AND S...	12	1,171	1,159	99	2,324	2,312	99	12,835	14,050	1,215	9	9,781	-3,053	-31	14,050
CONSULTING FEES	2,500	1,538	-962	-63	7,420	4,920	66	30,538	18,500	-12,038	-65	26,769	-3,769	-14	18,500
OFFICE EXPENSE (MG)	2,105	2,583	478	18	6,044	3,938	65	26,406	31,040	4,634	15	31,282	4,877	16	31,040
BRINKS EXPENSE	521	560	39	7	600	79	13	5,530	6,720	1,190	18	6,635	1,106	17	6,720
OFFICE RENTAL EXPENSE	2,403	2,589	186	7	2,403	0	0	28,835	31,090	2,255	7	28,835	0	0	31,090
OFFICE MAINTENANCE CONT.	2,500	2,493	-7	0	4,548	2,048	45	32,270	29,872	-2,398	-8	35,010	2,740	8	29,872
POSTAGE AND COURIER	515	962	447	46	550	35	6	7,672	11,500	3,828	33	9,174	1,502	16	11,500

Vicman (mg01)

### Budget Comparison

Period = Dec 2017

Book = Accrual ; Tree = vicman2

	PTD Actual	PTD Budget	Variance	% Var	PTD Last Year	Change	% Change	YTD Actual	YTD Budget	YTD Variance	% Var	YTD Last Year	Change	% Change	Annual
CLIENT RELATIONS	87	87	0	0	0	-87	N/A	1,318	1,000	-318	-32	2,513	1,195	48	1,000
TELEPHONE AND PAGER	3,020	2,137	-883	-41	4,542	1,522	34	23,254	25,600	2,346	9	29,906	6,652	22	25,600
EMPLOYEE EXPENSES	5,964	1,587	-4,377	-276	4,387	-1,578	-36	24,597	19,000	-5,597	-29	21,034	-3,562	-17	19,000
<b>TOTAL OPERATING EXPENSES</b>	<b>31,660</b>	<b>27,686</b>	<b>-3,975</b>	<b>-14</b>	<b>41,954</b>	<b>10,293</b>	<b>25</b>	<b>323,502</b>	<b>332,252</b>	<b>8,750</b>	<b>3</b>	<b>333,386</b>	<b>9,883</b>	<b>3</b>	<b>332,252</b>
BAD DEBT EXPENSE	593	0	-593	N/A	0	-593	N/A	613	0	-613	N/A	0	-613	N/A	0
INTEREST EARNED	1,243	288	955	332	1,114	129	12	2,135	3,500	-1,365	-39	2,220	-85	-4	3,500
EQUIPMENT DEPRECIATION	-836	3,600	4,436	123	3,735	4,571	122	38,764	43,200	4,436	10	44,818	6,054	14	43,200
<b>SURPLUS (DEFICIT)</b>	<b>25,387</b>	<b>5,701</b>	<b>19,686</b>	<b>345</b>	<b>-10,187</b>	<b>35,574</b>	<b>349</b>	<b>32,778</b>	<b>6,247</b>	<b>26,531</b>	<b>425</b>	<b>-41,329</b>	<b>74,107</b>	<b>179</b>	<b>6,247</b>

Vicman (mg01)

**Income Statement (Quarterly)**

Period = Jan 2017-Dec 2017

Book = Accrual ; Tree = vicman2

	Jan-Mar 2017	Apr-Jun 2017	Jul-Sep 2017	Oct-Dec 2017	Total
<b>REVENUE</b>					
MANAGEMENT FEES	502,221	511,994	514,483	524,799	2,053,497
LAUNDRY COMMISSIONS	3,410	3,372	3,407	2,074	12,264
RECOVERABLE CLIENT COSTS	176,008	186,415	193,822	214,949	771,195
OTHER INCOME	814	873	876	1,082	3,645
DEVELOPMENT FEES	6,075	2,775	5,475	4,425	18,750
<b>TOTAL REVENUE</b>	<b>688,529</b>	<b>705,429</b>	<b>718,064</b>	<b>747,329</b>	<b>2,859,350</b>
<b>SALARIES AND BENEFITS</b>					
TOTAL SALARIES	496,137	509,368	542,127	534,918	2,082,551
TOTAL COMPANY BENEFITS	108,649	103,705	93,071	77,851	383,277
<b>TOTAL SALARIES AND BENEFITS</b>	<b>604,786</b>	<b>613,074</b>	<b>635,198</b>	<b>612,770</b>	<b>2,465,828</b>
<b>NET REVENUE</b>	<b>83,742</b>	<b>92,355</b>	<b>82,866</b>	<b>134,559</b>	<b>393,522</b>
<b>OPERATING EXPENDITURES</b>					
ADVERTISING EXPENSE	1,260	630	828	1,259	3,977
AUDIT FEES	1,974	1,974	1,974	3,474	9,396
LEGAL FEES	114	342	0	4,011	4,467
DONATIONS	2,888	85	100	0	3,073
BANK CHARGES	2,931	2,376	2,807	2,586	10,700
BOARD EXPENSES	2,538	-721	2,246	-1,048	3,014
INSURANCE EXPENSE	7,180	8,189	7,180	7,180	29,730
EQUIPMENT LEASING EXP	9,848	10,729	12,045	11,696	44,318
PROFESSIONAL DUES & MEMBERSHIPS	3,784	4,659	1,164	1,945	11,553
EDUCATION AND TRAINING	1,010	4,536	3,312	1,164	10,022
CONFERENCE FEES AND SEMINARS	1,997	6,450	2,621	1,767	12,835
CONSULTING FEES	5,265	6,009	10,257	9,008	30,538
OFFICE EXPENSE (MG)	5,825	7,989	6,487	6,104	26,406
BRINKS EXPENSE	0	2,542	2,118	870	5,530
OFFICE RENTAL EXPENSE	7,209	7,209	7,209	7,209	28,835
OFFICE MAINTENANCE CONT.	7,614	6,704	9,025	8,927	32,270
POSTAGE AND COURIER	1,592	2,304	2,237	1,540	7,672

\* Amounts in cad

Vicman (mg01)

**Income Statement (Quarterly)**

Period = Jan 2017-Dec 2017

Book = Accrual ; Tree = vicman2

	Jan-Mar 2017	Apr-Jun 2017	Jul-Sep 2017	Oct-Dec 2017	Total
CLIENT RELATIONS	657	199	52	411	1,318
TELEPHONE AND PAGER	5,367	5,482	5,137	7,268	23,254
EMPLOYEE EXPENSES	4,535	5,045	5,828	9,189	24,597
<b>TOTAL OPERATING EXPENSES</b>	<b>73,587</b>	<b>82,731</b>	<b>82,624</b>	<b>84,560</b>	<b>323,502</b>
BAD DEBT EXPENSE	0	20	0	593	613
INTEREST EARNED	-1,081	630	629	1,957	2,135
EQUIPMENT DEPRECIATION	10,800	10,800	10,800	6,364	38,764
<b>SURPLUS (DEFICIT)</b>	<b>-1,726</b>	<b>-566</b>	<b>-9,929</b>	<b>44,999</b>	<b>32,778</b>