



## **NOTICE OF MEETING**

**WHO:** NRPC Executive Committee

**WHEN:** Wednesday, June 15, 2022, at 5:30 pm

**WHERE:** NRPC Offices, 30 Temple Street, Suite 310, Nashua, NH. If you are unable to attend in-person, you may participate remotely, using the link below:  
<https://us02web.zoom.us/j/88969845610?pwd=dVZMUkFaS1gzem02OWJSSStjemhrQT09>

## **AGENDA**

1. Call to Order
2. Business:
  - a. Minutes: May 18, 2022 (**Action Required**)
  - b. May/June Dashboard (**Action Required**)
  - c. Recommendation to Commission to approve FY23 Budget (**Action Required**)
  - d. Recommendation to Commission to approve FY24 Dues Allocation (**Action Required**)
  - e. Slate of Officers and Executive Committee Membership (**Action Required**)
  - f. Slate of Directors for the NRPC Foundation (**Action Required**)
  - g. Personnel Policy amendment – Floating Holiday (**Action Required**)
3. Transportation Programs
  - a. UPWP Updates
4. Other Business
  - a. Annual Forum
  - b. Revision of the Statement of Strategy
  - c. July Executive Committee Meeting
  - d. Staff Updates
5. Adjourn

*Next Meeting: August 17, 2022*



**DRAFT MEETING MINUTES  
 NASHUA REGIONAL PLANNING COMMISSION  
 Executive Committee  
 May 18, 2022**

**In-Person Public Meeting with Zoom Attendance Option**

<b>Members Attending In-Person</b>	<b>Members Attending on Zoom</b>	<b>Members Absent</b>	<b>Staff Attending</b>	<b>Others Present</b>
Tim Tenhave, Chair Jim Battis, Treasurer Dave Hennessey Karin Elmer Janet Langdell Venu Rao	Kim Queenan, Vice-Chair Tamara Sorell Camille Correa		Jay Minkarah, Executive Director Camille Pattison, Assistant Director	

**1. Call to Order**

Tenhave called the meeting to order at 6:05 pm.

**2. Business**

**a. Minutes: April 20, 2022**

On page 2 under section D, date should be April 6, not March 16. Seeing no further discussion, Tenhave accepted a motion from Battis to accept the minutes of April 20, 2022, as amended. Hennessey seconded. The motion passed 6-0-3 by roll call vote:

<b>Battis - Yes</b>	<b>Hennessey - Yes</b>	<b>Roa - Abstain</b>
<b>Correa -Yes</b>	<b>Langdell - Abstain</b>	<b>Sorell - Yes</b>
<b>Elmer - Abstain</b>	<b>Queenan - Yes</b>	<b>Tenhave - Yes</b>

**Need to vote on the April 6<sup>th</sup> nonpublic minutes at the next meeting.**

**b. March-April Dashboard**

Minkarah reviewed the Dashboard.

TD Bank did not have a lot of activity. The Bar Harbor account has had a significant increase. No significant change to the CDs.

Staff Activities - Capital Corridor Financial Plan meeting – the capital costs have increased since the last study from \$350 million – \$530 million. Likely a willingness from Nashua and Manchester to pay for a station, but not more. The bill to stop the project was defeated in the House. If the federal match shifted from 50% to 80% it would be significantly more feasible. Hennessey noted parallels with the expansion line to Wells and Brunswick, Maine. Would be a significant benefit to tourism. Could also be similar to the extension of the MBTA to Rhode Island. Proposed for 16 trips daily. The consultants need

**NRPC Executive Committee Minutes  
May 18, 2022**

---

to factor in weekend service. CSX purchase is underway and this could facilitate the rail with trail extension to Wilton.

HHW Collection in Milford last Saturday, next one in June then a break until August.

NRPC did receive the Brownfields grant for \$500,000 to continue our efforts in the region. Anticipate a \$100,000 grant for the development of a Regional Plan, also received verbal confirmation that we will receive \$31,000 for a CEDR Grant. There are 2 Hazard Mitigation grants waiting for approval from G and C in June.

Working Budget – does not have significant changes as we are close to the end of the fiscal year.

Tenhave asked why the TD account had dropped by \$90. Minkarah will look into this.

Profit and Loss – End of March, 75% through the year. EPA Brownfields line items are largely charged down. Regional Housing Needs is at 25%, HHW is on target for this point in the year. Total grants are at 52%, largely as the Housing Needs Assessment has not been charged as heavily. Hudson Circuit Rider is higher as there is no fixed contract. Geoportal project is almost complete. UPWP at 66%, continues to be a challenge to charge down due to low staffing levels. Expenses are largely on target. Net positive for the month, but still negative for the year. Elmer noted this is from March. Minkarah noted we are 2 months behind on the P and L. Hennessey noted there are tiered CDs with a return of 1.25% at Fidelity. Accounts receivables are fairly high.

At the request of Tenhave, Elmer moved to accept the Dashboard and Financial Reports of April 2022 and place on file, with a second by Langdell. The motion passed by roll-call vote 9-0-0:

<b>Battis – Yes</b>	<b>Hennessey – Yes</b>	<b>Roa – Yes</b>
<b>Correa – Yes</b>	<b>Langdell – Yes</b>	<b>Sorell – Yes</b>
<b>Elmer – Yes</b>	<b>Queenan – Yes</b>	<b>Tenhave – Yes</b>

**c. Draft FY23 Budget**

This is the first take on the FY23 budget. The Executive Committee will vote to accept at the June Executive Committee meeting. The goal is to have a final budget adopted by the Commission at the June meeting.

Revenue – Dues stay the same. 9011 is the EPA grant that is ending. The 9012 EPA grant is an estimate of \$125k of the \$500k will be expended in FY23. Most of the funds will be allocated to consultants. NRPC will use about 75k over the three-year period.

Grants – Regional Housing Needs Assessment show 60k remaining for FY 23. Robinson Pond will roll over. HHW has less funds due to one less event next year. The Ledge Street School Project will carry over about 25% of the total grant amount, at \$10,500. The Regional Plan Update includes 50% of funding for FY 23. Grants will see a significant increase next year.

Local Planning Contracts – Lyndeborough CR is new and is included in the following FY. The bulk of the Nashua Sidewalk Project will be expended in FY 23, to inventory the entire sidewalk network in the City of Nashua. Local planning contracts have a significant increase largely due to the Nashua Sidewalk Project

#### State Contracts

The UPWP line items are split between FY 22 and FY 23 at varying levels. The Mobility Manager funding is a new addition. A significant increase due to some carryover and the addition of the Mobility Manager position.

Expenses - For most of these categories the amounts are constant. IT has increased due to a change in the format of the service contract. The model he is shifting to provides a menu of service options charged per device. This will allow NRPC to shift from one staff person to a service and provide redundancy.

There is a significant increase in salaries as we will be adding an additional Transportation Planner.

Hennessey asked if we should include a line item for professional services, in the event we need to hire consultants / temporary agency temporarily. Recently hired a very part-time modeler at 20 hours per month. Elmer suggestion staff attend the NHPA conference and network.

#### **d. FY23 Strategic Goals**

Langdell would like to have another conversation about the connection between the Executive Director's goals and the goals of the agency. Tenhave would like to see more support under energy, specifically infrastructure to support EV chargers. Should address zoning changes, subdivision guidelines, etc. Langdell noted there will be funding opportunities for EV Infrastructure. Roa would like to see a small set of goals that are measurable and linked to funding, rather than this larger document which is aspirational. Langdell asked about the SPARK site. Minkarah noted we want to maintain and continue to support this via BEA funds and an allocation of local dues. Minkarah and Pattison will move it forward.

Land Use section notes that NRPC will not actively pursue RFPs but instead will seek to support community assistance when requested. NRPC is not as equipped to respond to these as it takes away time from other efforts.

Hennessey noted the need to strengthen relationships with member communities. Outreach is very important. We should create some brochures that tell our story and what we offer members. Langdell notes we are missing the emphasis on NRPC being a member organization. Go out and meet with member communities. The goal is to improve the connection and increase the outreach to communities in collaboration with the commissioners. Goal should be - NRPC will meet with all the PB and BOS in the region. Hennessey noted that there should be clear expectations for board members to meet with their town boards to relay information. Could be as simple as setting up a meeting with member commissioners once a month rotating through the towns, which would cover the region within one year.

Suggestion to consider an agenda item at the June/September Commission meeting to discuss outreach to our communities and/or a strategic planning session. Could also hold a separate meeting to discuss commissioner needs. The Executive Committee could prep for this effort and hire a facilitator.

**NRPC Executive Committee Minutes**  
**May 18, 2022**

---

Tenhave would like to address employee retention and what are we doing to improve this. What are the best retention policies, how do we retain people. Pay, flexibility, time, office culture is very important. Minkarah would like to add a floating holiday/personal day. Tenhave noted an award system where staff can nominate others for the awards. Hold stay interviews asking why do you stay at the organization. Langdell asked Minkarah to develop a plan and budget for employee appreciation for adoption at the June meeting.

**6. Other Business**

- a. **New Website** – On Friday we will send out an email to Commissioners to review the site before it goes live.

**7. Adjourn**

At 8:31 pm, Battis motioned to adjourn Hennessey seconded.

*The next Executive Committee meeting will be June 15, 2022*

## NRPC FY 2022 DASHBOARD

Apr-22		Key Statistics	
TD Checking		Staff Activities May-June	
Beginning Balance	\$192,953.29	79-E Housing Opportunity Zone Focus Group meeting - Caleb Central-Southern CEDR Meeting - Jay Statewide GIS Tech User Group - Sara UWGN Governance Board - Jay RHNA Statewide meeting - Jay, Emma RCC Meeting - Matt, Kristin, Emma UWGN Community Advisory Committee - Jay Bi-weekly BEA Community and Economic Dev. Call - Jay NH Housing Leadership and Coordination Workgroup - Jay Partnering for Performance Meeting - Matt All Staff Lunch @NRPC Nashua Area School Bus Electrification Meeting - Jay HHW Collection: Nashua - Emma, Jay, Kristin, Tyrell Friends of Souhegan Valley Rail trail - Matt TTAC - Matt, Jay, Sara, Emma, Caleb Interagency Consultation - Matt NHLMV Stormwater Coalition - Sara, Emma RPC Directors Meeting - Jay Staff Outing @Horse Hill Nature Preserve, Merrimack	
Deposits & Credits			
Payments			
<b>Ending Balance</b>	<b>\$192,969.15</b>		
Bar Harbor Checking		Professional Development - April-May	
Beginning Balance	\$370,406.49	Spring NEARC Conference - Westfield, MA (5/17) Tyrell Safe Streets/Roads for All NOFO Webinar (5/19) Camille, Matt Reconnecting Communities Grant Webinar (5/19) Camille NH Stream Crossing Initiative Training (5/20) Emma, Tyrell SADES Training (5/24, 26 & 27) Tyrell Transportation Alternatives Set-Aside webinar (6/1) Jay SADES Pedestrian Training (6/2) Sara, Ryan, Tyrell	
Deposits & Credits			
Payments			
<b>Ending Balance</b>	<b>\$379,879.82</b>		
Saturday, April 30, 2022		Pending Grant Applications	
Accounts Payable	\$81,558.07	Regional Plan Grant - \$100,000 EPA Brownfields Assessment Program Grant - \$500,000 NH BEA CEDR Grant - \$31,362	
Accounts Receivable	\$307,986.40		
Oversight Activities			
Line of credit (\$75,000) activated?	No		
BHB CDs	\$66,551.18		
Audit Status	Complete		
Budget Narrative			
<b>BankBalances/Cash on hand:</b>			
<b>Payables and Receivables:</b> Receivables down slightly by \$9,155. Accounts payable up significantly by almost 80K.			
FY22 Working Budget			
Funding Sources		Expenses	
Local Dues	\$163,000	Audit	\$16,250
Federal Contracts	\$116,218	Dues & Subscriptions	\$9,307
Grants	\$312,295	Employee Benefits	\$175,352
Local Planning Contracts	\$105,107	GIS	\$17,700
Other Income	\$3,200	Insurance	\$8,154
State Contracts	\$1,021,276	IT	\$5,921
		Legal	\$2,500
		Marketing, Outreach, Annual Forum	\$9,200
		Office Expenditures	\$13,522
		Other Expenditures	\$66,866
		Professional Services	\$471,059
		Rent & CAM	\$94,035
		Salaries	\$803,430
		Staff Development	\$8,500
		Travel & Meeting Exp	\$8,500
		Utilities	\$10,800
<b>Total revenues:</b>	<b>\$1,721,096</b>	<b>Total Expenses:</b>	<b>\$1,721,096</b>
<b>Pending Grant Application Totals</b>	<b>\$631,362</b>	<b>Delta</b>	<b>\$0</b>

Nashua Regional Planning Commission  
Profit & Loss Budget vs. Actual  
July 2021 through April 2022

	Apr 22	Jul '21 - Apr 22	Budget	\$ Over Budget	% of Budget
<b>Income</b>					
<b>RESOURCES</b>					
<b>2000 Local Dues</b>					
Local Dues Match	(6,169.64)	(78,455.39)	0.00	(78,455.39)	100.0%
2000 Local Dues - Other	13,583.33	135,833.30	163,000.00	(27,166.70)	83.33%
<b>Total 2000 Local Dues</b>	<b>7,413.69</b>	<b>57,377.91</b>	<b>163,000.00</b>	<b>(105,622.09)</b>	<b>35.2%</b>
<b>Federal Contracts</b>					
9011 EPA Brownfields	0.00	11,393.46	29,500.00	(18,106.54)	38.62%
9055 EDA	0.00	0.00	0.00	0.00	0.0%
9056 EDA COVID Recovery Plan	0.00	118,370.90	92,951.00	25,419.90	127.35%
<b>Total Federal Contracts</b>	<b>0.00</b>	<b>129,764.36</b>	<b>122,451.00</b>	<b>7,313.36</b>	<b>105.97%</b>
<b>Grants</b>					
1100 Regional Housing Needs	4,550.69	17,573.83	50,000.00	(32,426.17)	35.15%
5265 Robinson Pond Water Qual	0.00	650.00	19,580.00	(18,930.00)	3.32%
6300 NRSWMD	32,976.62	171,222.19	235,215.00	(63,992.81)	72.79%
9006 Merrimack River Corridor	0.00	0.00	9,193.00	(9,193.00)	0.0%
9010 Ledge Street School Safe	0.00	21,000.00	0.00	21,000.00	100.0%
9025 EPA Healthy Communities	0.00	0.00	0.00	0.00	0.0%
9082 Hazard Mit	0.00	1,000.01	0.00	1,000.01	100.0%
<b>Total Grants</b>	<b>37,527.31</b>	<b>211,446.03</b>	<b>313,988.00</b>	<b>(102,541.97)</b>	<b>67.34%</b>
Interest Income	79.48	889.59	2,000.00	(1,110.41)	44.48%
<b>Local Planning Contracts</b>					
2114 Amherst Heritage Comm Map	0.00	3,700.00	4,200.00	(500.00)	88.1%
2116 Amherst Buildout Analysis	0.00	5,000.00	7,500.00	(2,500.00)	66.67%
2133 Hudson Trail Mapping	0.00	0.00	9,020.00	(9,020.00)	0.0%
2139 Hudson CR	1,950.00	18,712.50	3,600.00	15,112.50	519.79%
2143 Hudson Regulatory Audit	0.00	2,311.18	3,000.00	(688.82)	77.04%
2150 Mason CR	157.50	5,211.34	6,500.00	(1,288.66)	80.17%
2176 Hollis Asset Mgmt Support	0.00	500.00	1,800.00	(1,300.00)	27.78%
2250 Litchfield CR	1,429.65	11,353.51	15,000.00	(3,646.49)	75.69%
2260 Litchfield Con Comm Plan	0.00	0.00	4,500.00	(4,500.00)	0.0%
2271 Lyndeborough CR	998.40	8,842.95	10,080.00	(1,237.05)	87.73%
2361 MVD GIS	760.00	1,640.00	3,200.00	(1,560.00)	51.25%
2532 Nashua Con Comm CR	140.00	3,202.50	5,000.00	(1,797.50)	64.05%
2534 Nashua Ped/Bike Study	0.00	0.00	0.00	0.00	0.0%
2552 Pelham Natural Resources	0.00	0.00	1,900.00	(1,900.00)	0.0%
2556 Pelham CIP	0.00	2,000.00	2,000.00	0.00	100.0%
2561 Pelham Buildout Study	0.00	5,000.00	5,000.00	0.00	100.0%
2610 Wilton CR	1,755.01	19,020.02	24,500.00	(5,479.98)	77.63%
2640 Wilton MP 4	1,522.11	7,244.66	5,500.00	1,744.66	131.72%
7516 NH Housing-GIS Support	0.00	0.00	1,500.00	(1,500.00)	0.0%
<b>Total Local Planning Contracts</b>	<b>8,712.67</b>	<b>93,738.66</b>	<b>113,800.00</b>	<b>(20,061.34)</b>	<b>82.37%</b>
<b>Other Income</b>					
8000 Pubs/Map Sales	0.00	1,914.00	2,000.00	(86.00)	95.7%
Other Income - Other	0.00	955.37	0.00	955.37	100.0%
<b>Total Other Income</b>	<b>0.00</b>	<b>2,869.37</b>	<b>2,000.00</b>	<b>869.37</b>	<b>143.47%</b>
<b>State Contracts</b>					
1000 NH OSI	0.00	2,260.11	11,111.00	(8,850.89)	20.34%
1200 NH Geodata Portal	0.00	7,500.00	18,000.00	(10,500.00)	41.67%

**Nashua Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
July 2021 through April 2022

	Apr 22	Jul '21 - Apr 22	Budget	\$ Over Budget	% of Budget
<b>3000 DOT Highway Planning</b>					
100 MPO ADMIN & TRAINING	13,547.27	64,080.71	69,750.00	(5,669.29)	91.87%
200 POLICY & PLANNING	9,268.35	96,364.57	178,493.00	(82,128.43)	53.99%
300 PUBLIC INVOLV & COORD	6,618.40	39,443.32	57,600.00	(18,156.68)	68.48%
400 PLAN SUPPORT	14,043.79	202,671.36	266,400.00	(63,728.64)	76.08%
500 TECHNICAL ASSIST & SUPPORT	17,481.21	150,991.72	161,775.00	(10,783.28)	93.33%
600 REGIONAL VOL DRIVER STUDY	737.35	15,622.23	26,820.00	(11,197.77)	58.25%
<b>Total 3000 DOT Highway Planning</b>	61,696.37	569,173.91	760,838.00	(191,664.09)	74.81%
3500 DOT 5310 SVTC	0.00	127,498.53	240,039.00	(112,540.47)	53.12%
4430 CTAP Phase III TDM - CNHRP	0.00	14,051.16	26,595.00	(12,543.84)	52.83%
<b>Total State Contracts</b>	61,696.37	720,483.71	1,056,583.00	(336,099.29)	68.19%
<b>Total RESOURCES</b>	115,429.52	1,216,569.63	1,773,822.00	(557,252.37)	68.59%
<b>Total Income</b>	115,429.52	1,216,569.63	1,773,822.00	(557,252.37)	68.59%
<b>Expense</b>					
Depreciation	197.17	2,059.03	2,715.00	(655.97)	75.84%
<b>EXPENSES</b>					
Annual Forum	0.00	0.00	6,700.00	(6,700.00)	0.0%
Audit	0.00	16,250.00	16,250.00	0.00	100.0%
Bank Service Charges	0.00	382.52	250.00	132.52	153.01%
Capital Equipment	0.00	0.00	5,000.00	(5,000.00)	0.0%
Dues & Subscriptions	1,379.94	11,852.50	8,129.00	3,723.50	145.81%
Total Employee Benefits	8,833.48	136,301.22	165,918.00	(29,616.78)	82.15%
Equipment Maintenance	49.92	880.49	1,750.00	(869.51)	50.31%
GIS	13,675.00	26,950.00	17,700.00	9,250.00	152.26%
Insurance	550.22	6,278.03	10,154.00	(3,875.97)	61.83%
Internet Access/Telephone	934.00	8,029.74	8,800.00	(770.26)	91.25%
IT Service	353.05	4,298.16	5,921.00	(1,622.84)	72.59%
Janitorial	225.00	2,250.00	3,300.00	(1,050.00)	68.18%
Legal	0.00	90.00	2,500.00	(2,410.00)	3.6%
Legal Notices	0.00	343.40	1,000.00	(656.60)	34.34%
Marketing and Outreach	375.06	1,466.06	2,500.00	(1,033.94)	58.64%
Misc	3,538.14	11,161.86	13,534.00	(2,372.14)	82.47%
Office Expenses	2,081.99	15,552.59	13,522.00	2,030.59	115.02%
Postage	124.97	614.59	1,800.00	(1,185.41)	34.14%
Printing	4,730.22	9,539.22	6,650.00	2,889.22	143.45%
Professional Services	67,996.95	286,554.51	467,460.00	(180,905.49)	61.3%
Recruiting	595.69	620.69	0.00	620.69	100.0%
Rent & CAM	7,952.00	77,375.03	94,035.00	(16,659.97)	82.28%
Total Salaries	51,426.59	612,165.11	786,381.00	(174,215.89)	77.85%
Small Equipment	2,684.00	7,210.48	4,950.00	2,260.48	145.67%
Staff Development	213.24	4,906.06	8,500.00	(3,593.94)	57.72%
Total Travel	334.79	5,390.79	8,500.00	(3,109.21)	63.42%
Utilities	856.00	8,560.00	10,800.00	(2,240.00)	79.26%
<b>Total EXPENSES</b>	168,910.25	1,255,023.05	1,688,008.00	(432,984.95)	74.35%
<b>Total Expense</b>	169,107.42	1,257,082.08	1,690,723.00	(433,640.92)	74.35%
<b>Net Income</b>	<b>(53,677.90)</b>	<b>(40,512.45)</b>	<b>83,099.00</b>	<b>(123,611.45)</b>	<b>(48.75%)</b>



Nashua Regional Planning Commission

Balance Sheet

As of April 30, 2022

	<u>Apr 30, 22</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1 TD Bank xx5715	192,969.15
2 Bar Harbor Bank xx1485	379,879.82
4 BHBT 19 Mo CD Maturity 3/6/23	66,551.18
Petty Cash	200.00
<b>Total Checking/Savings</b>	<u>639,600.15</u>
<b>Accounts Receivable</b>	
Accounts Receivable	298,831.45
<b>Total Accounts Receivable</b>	<u>298,831.45</u>
<b>Other Current Assets</b>	
FP Mailing Postage Account	120.79
<b>Total Other Current Assets</b>	<u>120.79</u>
<b>Total Current Assets</b>	<u>938,552.39</u>
<b>Fixed Assets</b>	
<b>Fixed Assets</b>	
Accum Depr	(33,796.18)
Gain/Loss on Asset Disposal	1,865.95
Vehicle	21,828.00
Fixed Assets - Other	17,675.00
<b>Total Fixed Assets</b>	<u>7,572.77</u>
<b>Total Fixed Assets</b>	7,572.77
<b>Other Assets</b>	
Prepaid Expense	5,908.99
Security Deposit	8,341.67
<b>Total Other Assets</b>	<u>14,250.66</u>
<b>TOTAL ASSETS</b>	<u><u>960,375.82</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
Accounts Payable	81,558.07
<b>Total Accounts Payable</b>	<u>81,558.07</u>
<b>Credit Cards</b>	
Total Credit Cards	3,670.46
<b>Other Current Liabilities</b>	
Accrued Vaca Payable **offset	28,679.70
Local Dues	27,166.70
<b>P/R Liabilities - Other</b>	
C HSA Contributions	15,625.00
C Pension	32.65
E Aflac	26.78
E Dental Insurance Withheld	77.57
E Health Insurance Withheld	(4.73)

## Nashua Regional Planning Commission

### Balance Sheet

As of April 30, 2022

	<u>Apr 30, 22</u>
E HSA Contributions	(16,875.00)
E STD Insurance Withheld	17.07
<b>Total P/R Liabilities - Other</b>	<b>(1,100.67)</b>
<b>Payroll Liabilities</b>	<b>(155.78)</b>
<b>Retainers</b>	
Retainer-6300 HHW	63,992.81
Retainer-MS4 Coop. Agreement	13,500.00
<b>Total Retainers</b>	<b>77,492.81</b>
<b>Total Other Current Liabilities</b>	<b>132,082.75</b>
<b>Total Current Liabilities</b>	<b>217,311.28</b>
<b>Total Liabilities</b>	<b>217,311.28</b>
<b>Equity</b>	
Retained Earnings	754,897.29
Vacation Bene Payable ** offset	28,679.70
Net Income	(40,512.45)
<b>Total Equity</b>	<b>743,064.54</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>960,375.82</b>