

**FRIDAY, JUNE 9, 2023, 11:30 AM  
MANCHESTER-COFFEE COUNTY CONFERENCE CENTER**

**ATTENDEES**

**Members**

Zach Lowry  
David Bradley  
Jake Shelton  
Ken Huddleston  
Tiffany Hillsman  
Megan Jackson

**Office**

Chairman  
Vice Chairman  
Secretary/Treasurer

**Guests**

Rebecca French  
Oslin Gulick

6 members /2 guests

**CALL TO ORDER**

The June 9, 2023, regular meeting of the Public Building Authority of the City of Manchester, Tennessee was called to order at 11:30 AM by Zach Lowry, Chairman, presiding. Minutes were recorded by Oslin Gulick.

**APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

- **David Bradley moved to approve the May 2023 meeting minutes as presented.** Tiffany Hillsman seconded the motion. With no further discussion, the minutes were approved.

**REPORTS**

**Treasurer's Report: J. Shelton**

- Cash on hand is \$48,000.
- \$18,000 in payroll account.
- \$7.74 in interest earned.
- With the budget situation being what it is, Mr. Shelton advised padding the depreciation account.

**Conference Center Report: R. French**

- GM Report is attached to the minutes.
- Graphs were provided that show how the budget was forecast and how well performance fell in line with the budget. This is directly generated from QuickBooks. They are attached to the minutes.
- P&L was provided.
- Income was over budget. Cost of goods is in line with increased sales.
- Labor was projected at 45%. Actual with increased sales was 43%. That would be the highest a restaurant would run payroll for comparison. However, MCCCC is not a restaurant.
- \$48,000 was spent on capital repairs year-to-date.

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- Utilities is an increase that cannot be controlled.
  - Labor numbers will not fluctuate much higher if sales are able to increase. Now with labor challenges, including retention and training, minimum hours are required to keep staff members. If sales increase, the tasks that they will be assigned will shift from maintenance to events. Maintenance projects may get hired out if the staff schedule is too busy to complete due to events.
  - In a different setting, sales increases and gross profit are things that would be celebrated.
  - Auditors have phased out governmental audits due to staffing issues and will no longer be able to audit MCCCC. Request for public bid will be sent to find a new auditing firm.
  - Response to offsite catering questions: Erica Colter was tasked with generating revenue when she was hired on. Boxed lunches were an idea that never took off. Catering organically came to MCCCC because of her noncompete. She would not personally book a catering job and has sent all inquiries to MCCCC event planners. Catering has been included in MCCCC advertisement for the last five years in Manchester and surrounding areas. She has helped generate five new large events.
  - City of Manchester's audit was made public. Under the management discussion analysis, it says the local sales tax was up 18%; and the occupancy tax was up 35% due to increased travel and Bonnaroo. Mrs. French informed that for that year, Bonnaroo sold 40,000 tickets and was reported to be one of their lesser attended years. Manchester built 0 new hotels to contribute to occupancy tax. That tax was generated from existing hotels. MCCCC directly influenced the increase in hotel rooms. MCCCC reported 1400 hotels booked on campus for the year. It is also an increase over the previous year that Bonnaroo had been cancelled.
  - Ideas were discussed to help with public awareness of conference center use.
  - Ideas to capture occupancy data and compare it to MCCCC performance were discussed. Next step will be for public education of MCCCC.
  - A soft request for a four-year institute to do an impact study. They want to build their own conference center. It would be direct competition to MCCCC.
  - 29 event days for May. 2449 guests. 247 hotel rooms.
  - Finance director Lisa Myers informed Mrs. French that upon review audit information for the City of Manchester, June 2022 was put into FY 2023 books. That takes away \$29,000 from the FY 2023 budget by the previous finance director that should have been in FY 2022. If it had been realized prior to the audit, it could have been corrected. Mrs. French chose not to do a budget amendment. The difference will come from the allocation for capital maintenance.
  - Mrs. French attended the Capital Outlay meeting for Coffee Co. They had supported \$109,000 to MCCCC yearly if it is matched by Manchester for building maintenance and capital projects.
  - MCCCC and Holiday Inn held a joint staff meeting to get to know each other and work through some recurring issues. The discussion went well, and we hope to continue communication.

**OLD BUSINESS****Existing Capital Maintenance Projects Update & FY 2024 Capital Maintenance Projects**

- There are no updates on capital maintenance projects because of the allocation difference for the City's budget and MPBA budget.
- The funds from the alternate funding source have not been received. Mrs. French will update the information. Mrs. French will continue to provide updates.
- The money for capital maintenance projects will have to be used for operations until the end of the year.

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- HVAC and Walk-In Freezer Cooler are the biggest concerns. Knowing that they are existing issues, if either of these things fail, insurance will not pay for the repairs.
  - MPBA does want to have a proactive plan for continual maintenance and asset protection, but without a funding source a plan cannot be executed.
  - A work session to discuss how allocation approval will affect the budget will be scheduled. Invite Alderman and Commissioners to this meeting. Highlight and clarify building risks/protecting investment, education, and plan moving forward.
  - Bond for the roof has been sent to Attorney Brent Keeton. Roof repair to be done is approximately \$12,000.

## **NEW BUSINESS**

### **Absenteeism: Chairman Lowry**

- **David Bradley moved to approve the absence of Holly Jones.** Jake Shelton seconded the motion. With no further discussion, the motion passed.

## **ADJOURN**

- Chairman Lowry adjourned the meeting at 12:40 pm.

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Signed, Zach Lowry, Chairman

Minutes completed and typed by Oslin Gulick August 8, 2023



OUR AUDITORS HAVE PHASED  
OUT THEIR GOVERNMENTAL  
AUDITING DEPARTMENT DUE  
TO STAFFING ISSUES AND WILL  
NO LONGER BE ABLE TO AUDIT  
GOVERNMENTAL BOOKS.

THEY HAVE SENT OVER SOME  
RECOMMENDATIONS.

THEY ARE SENDING AN  
OFFICIAL LETTER. SEE PACKET.

CHEF UPDATE/ ACCOUNTABILITY

- ✓ IRING OBLIGATIONS
- ✓ SERVE SAFE MANAGER
- 2. CPR CERTIFICATION
- ✓ ALCOHOL BEVERAGE RENEWAL
- ✓ LETTER OF INTENT TO WORK EXCLUSIVE
- 5. BUSINESS PLAN TO TARGET NEW BUSINESS TO
- ✓ CREASE REVENUE STREAM.
- 6. MENU PLANNING, FOOD COSTING, AND RECIPES
- 7. IDENTIFIED TRAINING THAT MCCCC PAYS FOR ONCE AGREED UPON.

\*\* INCREASED BUSINESS BY 5 NEW LARGE EVENTS, REVENUE SOURCES, OR OPTIONS SINCE STARTING, ON TOP OF DAY-TO-DAY BUSINESS.

\*\* INCREASED FOOD QUALITY SINCE STARTING.

\*\*BUILT ADDITIONAL KITCHEN TEAM MEMBERS AND STARTED TRAINING.

## CITY OF MANCHESTER AUDIT

Page 5. Management Discussion and Analysis

Page 82. Recreation Fund

<https://comptroller.tn.gov/content/dam/cot/la/advanced-search/2022/city/375-2022-c-manchester-rpt-cpa834-4-28-23.pdf>



# LETS BREAK DOWN LAST FISCAL YEAR FOR CITY OF MANCHESTER



**Facts:**

City of Manchester reported a 35% increase in room occupancy due to travel and Bonnaroo.

Bonnaroo sold approximately 40,000 tickets. Half of their capacity and it has been reported as one of their least attended years.

Manchester built ZERO NEW hotels that contributed to occupancy tax last year. All occupancy tax was received from existing hotels.

MCCCC finished the year reporting 1,414 hotel room bookings on campus due to events. This does not count unreported, underreported, or hotels booked off campus.

**"HEADS IN BEDS" = BIG MONEY FOR THE CITY AND COUNTY.**

Total CAPTURED lodging information and transactions.  
32,657 visitors to date days spending++not accounted for.

**"HEADS IN BEDS" = BIG MONEY FOR THE CITY AND COUNTY.**

1414 Hotel rooms from events from July 2021 to June 2022 have accounted for \$168,266.00 in revenue for hotel rooms.  
\$30,708.55 amount of Hotel/ Motel tax.  
\$162,610.00 amount of overnight traveler money spent in Coffee County.  
32,657 visitors to date ++not accounted for.

Conclusion:

MCCCC helped drive the growth that was seen in the year end audit.

MCCCC increased bookings that captured a portion of known hotel rooms.

MCCCC shows substantial growth trending with the States yearly report. Domestic travel "came back" faster than international travel. Domestic travel chose alternate places to meet due to covid and budget restrictions.

MCCCC has had a soft request from a new 4-year institution for an impact study. More details to come.

MCCCC has seen 66% gross income growth over last year July through May.

MCCCC has seen a 39% increase in utilities over last year.

MCCCC labor increase is not outside of the accepted level for full service venues.

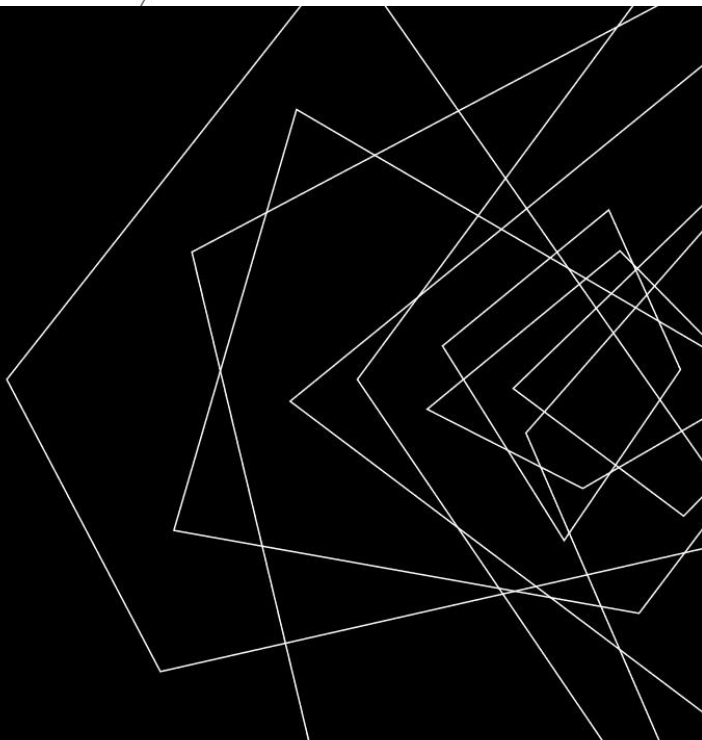
MCCCC has forecast extremely accurate budgets the past two years.

## MAY EVENTS

Event Days 29

People 2442

Hotel Rooms 247



<p style="text-align: center;"><b>July</b></p> <p>Event Days: 18 Hotel Rooms: 49 Guests: 1557 \$11,060 Direct Impact</p>	<p style="text-align: center;"><b>August</b></p> <p>Event Days: 25 Hotel Rooms: 89 Guests: 2416 \$20,088 Direct Impact</p>	<p style="text-align: center;"><b>September</b></p> <p>Event Days: 22 Hotel Rooms: 86 Guests: 1909 \$19,411 Direct Impact</p>	<p style="text-align: center;"><b>October</b></p> <p>Event Days: 28 Hotel Rooms: 240 Guests: 1546 \$54,100 Direct Impact</p>
<p style="text-align: center;"><b>November</b></p> <p>Event Days: 21 Hotel Rooms: 95 Guests: 2188 \$21,443 Direct Impact</p>	<p style="text-align: center;"><b>December</b></p> <p>Event Days: 31 Hotel Rooms: 120 Guests: 2602 \$27,082 Direct Impact</p>	<p style="text-align: center;"><b>January</b></p> <p>Event Days: 24 Hotel Rooms: 378 Guests: 2615 \$85,320 Direct Impact</p>	<p style="text-align: center;"><b>February</b></p> <p>Event Days: 25 Hotel Rooms: 393 Guests: 1871 \$88,706 Direct Impact</p>
<p style="text-align: center;"><b>March</b></p> <p>Event Days: 31 Hotel Rooms: 118 Guests: 2520 \$26,634.67 Direct Impact</p>	<p style="text-align: center;"><b>April</b></p> <p>Event Days: 34 Hotel Rooms: 251 Guests: 3096 \$62,419.30 Direct Impact</p>	<p style="text-align: center;"><b>May</b></p> <p>Event Days: 29 Hotel Rooms: 247 Guests: 2442 \$61,424.58 Direct Impact</p>	<p style="text-align: center;"><b>June</b></p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>

YTD Direct Impact \$477,689.75++ (Indirect Impact \$'s not captured.)

“Because Tourism is Real Money”- Commissioner Mark Ezell

KEY CONCERNS:

2022-2023 MPBA BUDGET DOES NOT MATCH THE CITY "ALLOCATION."

\$29,000 FROM LAST YEAR WAS PUT INTO THIS YEAR'S BUDGET IN THE CITY TOTAL BUDGET THUS STARTING OUR FY OFF BY \$29,000.

WE WILL NOT HAVE A BUDGET AMENDMENT- BUT ALL OF OUR CAPITAL REPAIRS WILL NOT BE COMPLETED.

2023-2024 MPBA BUDGET DOES NOT MATCH THE CITY "ALLOCATION".

ALL OF CAPITAL REPAIRS DO NOT CURRENTLY HAVE A FUNDING SOURCE.

COMMUNICATION WITH THE COUNTY CAPITAL OUTLAY, BUDGET AND FINANCE, HAVE BEEN ONGOING TO ENSURE WE HAVE MATCHING FUNDS IF THE CITY FUNDS CAPITAL PROJECTS 2023-2024.

OPERATING AGREEMENT:

KEY POINTS:

- DOESN'T PLEDGE ANY MONETARY CONTRIBUTIONS

- CITY PBA WILL MAINTAIN THE CENTER REAL ESTATE AND FACILITIES.

- CAPITAL IMPROVEMENTS PARAGRAPH G, SECTION 2, SAYS IT SHALL BE DONE BUT DOES NOT SAY HOW IT WILL BE FUNDED BUT DOES SAY HOW IT WILL BE SPILT UPON LIQUIDATION.

REVIEWED OTHER CONFERENCE CENTER/ PBA AUDITS,

THESE CENTERS RECEIVE DIRECT FUNDING FROM HOTEL/ MOTEL TAX AND IT IS LISTED IN THEIR AUDIT AS A DIRECT FUNDING SOURCE.

OTHER REVENUE SOURCES LISTED HAVE BEEN:

TOURISM ZONES

TOURISM \$1.00 INCREMENT TAX TO HOTEL ROOMS

HOTEL/ MOTEL TAX %

TOURISM DEPARTMENT FUNDING

CITY MARKETING PARTNERSHIP

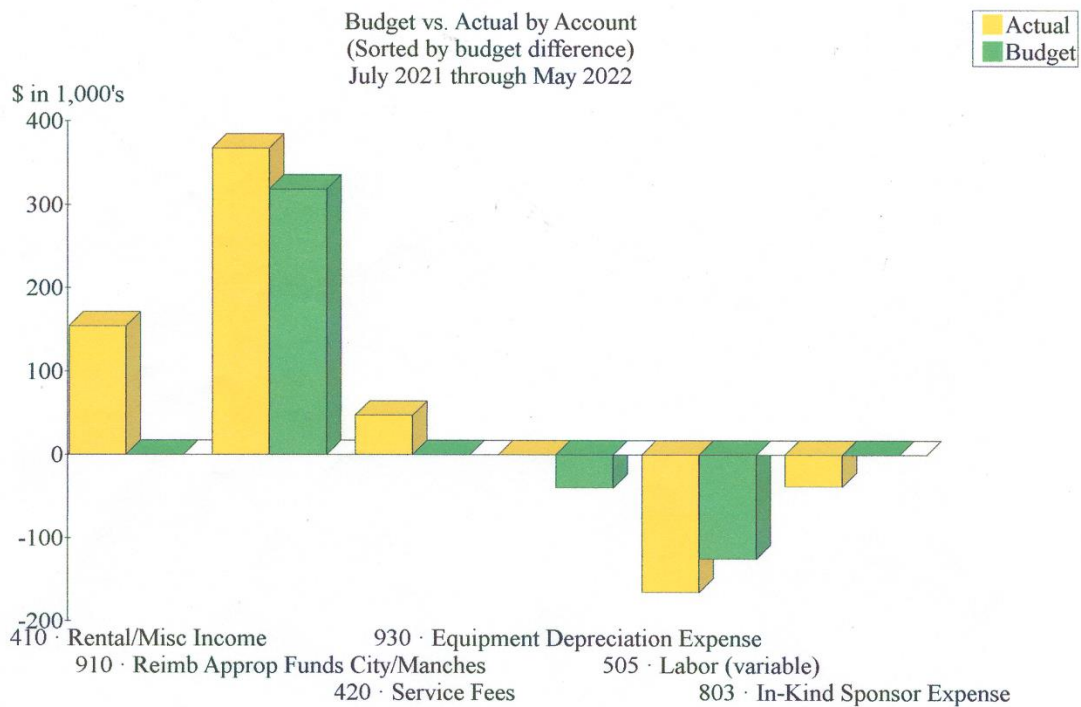
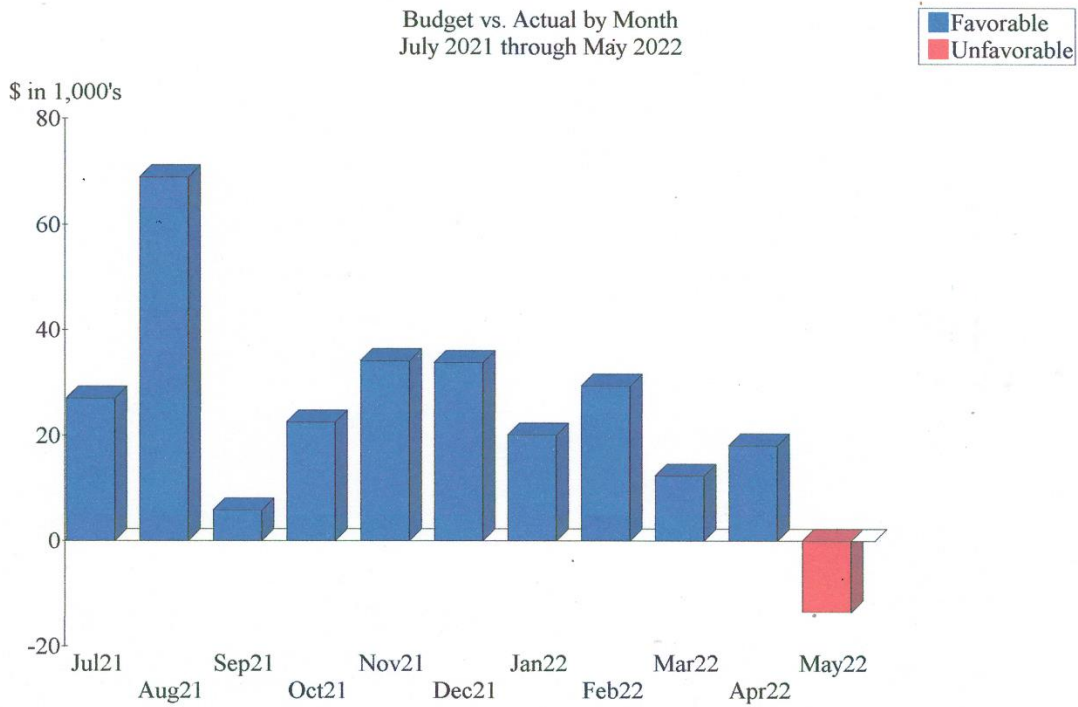
CVB/ CHAMBER PARTNERSHIP

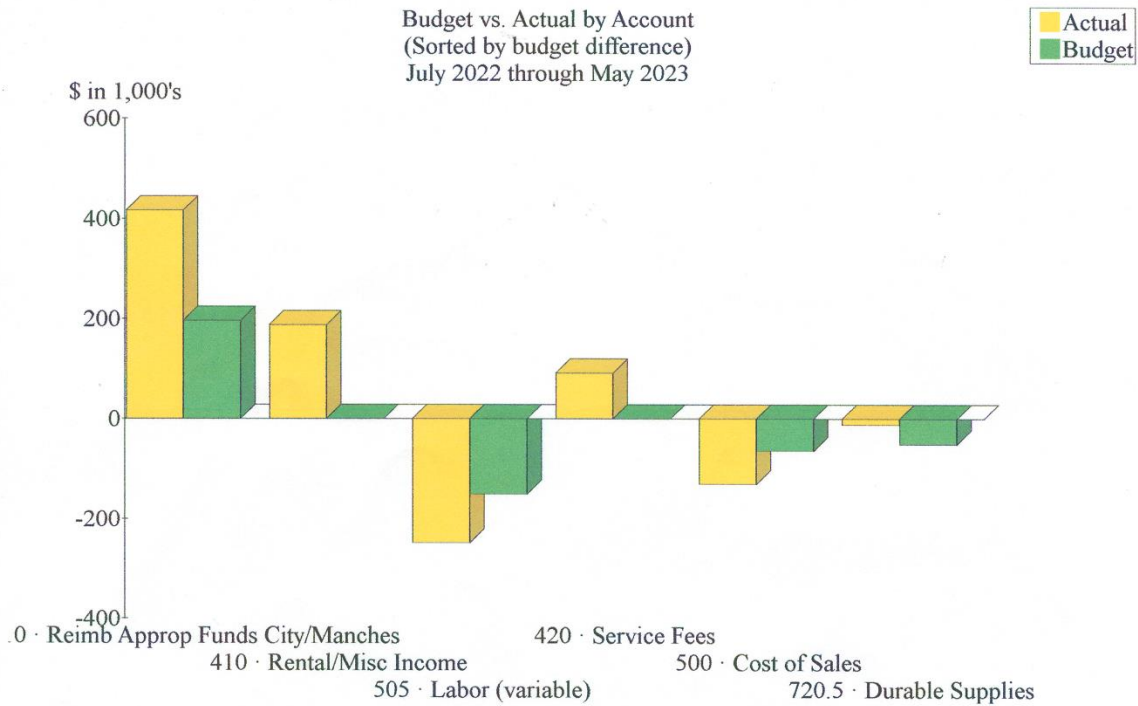
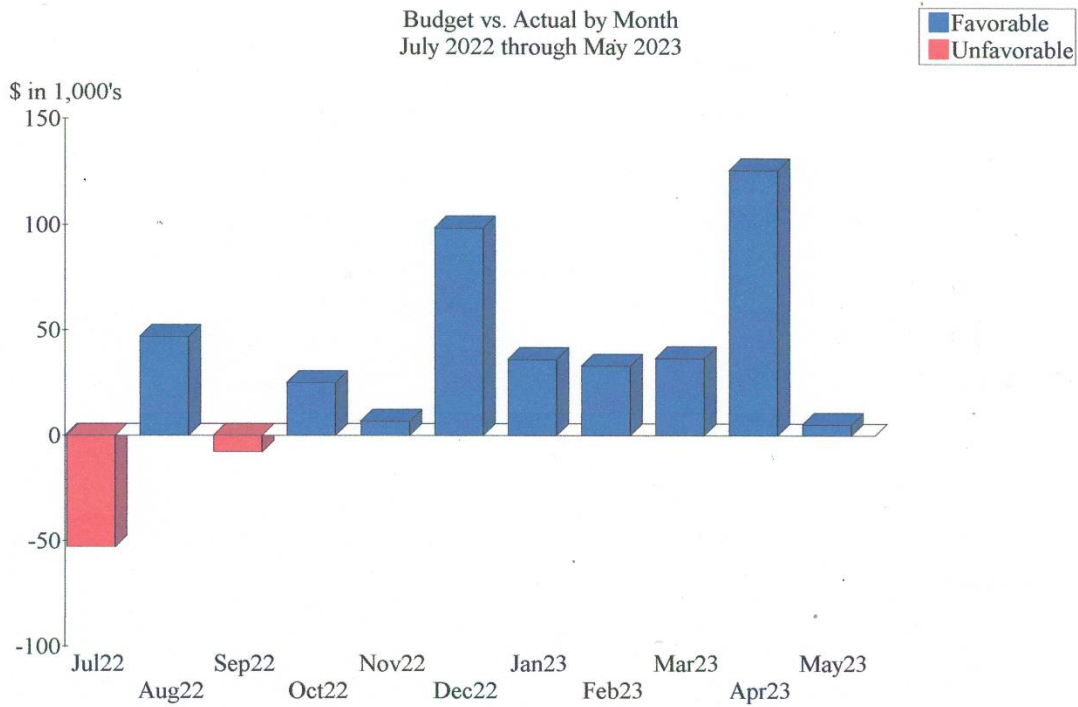


THANK YOU

Rebecca French

[Rebecca@mccc.com](mailto:Rebecca@mccc.com)





Public Building Authority of the City Of Manchester  
 T.....  
 147 Hospitality Blvd  
 TN 37355

# Invoice

Date	Invoice #
6/7/2023	06012023

<b>Bill To</b>
Manchester Budget & Finance Director City Hall 200 West Fort St. Manchester, TN 37355

P.O. No.	Terms	Project

Quantity	Description	Rate	Amount
1	MCCCC Operations	0.00	0.00T
1	MCCCC Fixed Cost	24,762.32	24,762.32T
1	Depreciation	2,448.00	2,448.00T
	Projected Requested Amount was \$44,186.00. Last FY July Bill of \$29,000 was put into this FY thus decreasing funds available w/o a budget amendment. MPBA did not want a budget amendment this year. Out-of-state sale, exempt from sales tax	0.00%	0.00
<b>Total</b>			\$27,210.32

1: PM  
16/23  
rual Basis

**Public Building Authority of the City Of Manchester Tenness**  
**Profit & Loss**  
May 2023

	May 23
Ordinary Income/Expense	
Income	40,489.70
Cost of Goods Sold	8,837.98
Gross Profit	31,651.72
Expense	
Fuel Surcharge	80.20
505 · Labor (variable)	23,740.11
509 · - Hourly Accounting	997.50
580 · Payroll Administrative (fixed)	32,572.46
585 · Contract Labor	1,972.99
602 · Advertising	2,231.70
605 · Automobile Expense	411.66
612 · Credit Card Fees	76.33
617 · Computer Expenses	100.00
640 · Insurance Expense	2,460.87
66000 · Payroll Expenses	211.96
665 · Postage and Delivery	121.59
685 · Repairs and Maintenance	2,552.58
695 · Travel & Entertainment	760.12
700 · Utilities	4,648.29
720 · Supplies	1,350.55
720.5 · Durable Supplies	-45.24
Total Expense	74,243.67
Net Ordinary Income	-42,591.95
Other Income/Expense	
Other Income	
475.5 · In-Kind Sponsor	1,684.99
Total Other Income	1,684.99
Other Expense	
803 · In-Kind Sponsor Expense	1,685.00
Total Other Expense	1,685.00
Net Other Income	-0.01
Net Income	-42,591.96

9 AM  
18/23  
rual Basis

Public Building Authority of the City Of Manchester Tenness  
**Profit & Loss Budget Performance**  
May 2023

	May 23	Budget	Jul '22 - May 23	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income	40,489.70	24,000.00	578,971.96	338,696.00	360,696.00
Cost of Goods Sold	8,837.98	3,800.00	137,683.71	64,900.00	69,100.00
Gross Profit	31,651.72	20,200.00	441,288.25	273,796.00	291,596.00
Expense					
Contact Concessionaire	0.00		4,886.00		
Contact Hosting Fees	0.00		9,519.59		
Fuel Surcharge	80.20		750.62		
505 · Labor (variable)	23,740.11	11,500.00	249,523.13	151,400.00	162,400.00
509 · Hourly Accounting	997.50		3,734.70		
580 · Payroll Administrative (fixed)	32,572.46	36,037.00	320,931.18	334,259.00	366,596.00
585 · Contract Labor	1,972.99	762.00	9,670.13	2,402.00	2,612.00
602 · Advertising	2,231.70	500.00	5,188.35	8,300.00	8,800.00
605 · Automobile Expense	411.66		411.66	0.00	0.00
610 · Bank Service Charges	0.00	0.00	20.00	0.00	0.00
611 · Cash Short/Over	0.00	0.00	-2.72	0.00	0.00
612 · Credit Card Fees	76.33	0.00	4,168.63	0.00	0.00
617 · Computer Expenses	100.00	80.00	5,312.61	2,310.00	2,390.00
625 · Depreciation Expense	0.00		3,505.49	0.00	0.00
630 · Dues and Subscriptions	0.00	655.00	2,899.62	4,850.00	4,850.00
635 · Equipment Rental	0.00	0.00	2,520.00	0.00	0.00
640 · Insurance Expense	2,460.87	1,600.00	12,058.24	17,600.00	19,200.00
644 · Interest Expense	0.00	0.00	2.10	0.00	0.00
649 · Office Supplies	0.00	200.00	1,418.59	2,060.00	2,180.00
650 · Licenses and Permits	0.00	0.00	0.00	1,240.00	1,240.00
655 · Miscellaneous	0.00	100.00	4,834.87	3,500.00	3,600.00
66000 · Payroll Expenses	211.96		13,816.36		
662 · Penalties	0.00		0.00	0.00	0.00
665 · Postage and Delivery	121.59	54.00	361.79	324.00	324.00
66900 · Reconciliation Discrepancies	0.00	600.00	0.00	7,100.00	7,700.00
66901 · *Reconciliation Discrepancies	0.00		689.11		
675 · Professional Fees	0.00	1,250.00	26,208.80	23,150.00	24,600.00
685 · Repairs and Maintenance	2,552.58	1,800.00	40,943.69	24,900.00	27,400.00
695 · Travel & Entertainment	760.12	400.00	9,248.02	2,800.00	2,800.00
700 · Utilities	4,648.29	4,900.00	58,909.68	54,100.00	59,300.00
720 · Supplies	1,350.55	800.00	13,900.63	9,300.00	10,100.00
720.5 · Durable Supplies	-45.24	700.00	12,896.18	51,700.00	52,600.00
725 · Laundry & Linen	0.00	0.00	1,004.85	700.00	820.00
745 · Petty Cash Reimbursement	0.00		0.00	0.00	0.00
760 · Lease Agreements	0.00		0.00	0.00	0.00
775 · Alarms & Monitoring	0.00	0.00	0.00	300.00	300.00
Total Expense	74,243.67	61,938.00	829,331.90	702,295.00	759,812.00
Net Ordinary Income	-42,591.95	-41,738.00	-388,043.65	-428,499.00	-468,216.00
Other Income/Expense					
Other Income	1,684.99	0.00	472,410.53	195,642.20	195,642.20
Other Expense	1,685.00	6,100.00	75,078.71	111,100.00	117,200.00
Net Other Income	-0.01	-6,100.00	397,331.82	84,542.20	78,442.20
Net Income	-42,591.96	-47,838.00	9,288.17	-343,956.80	-389,773.80

inter change categories

43% gross income.

45% gross income.

102% of sales.

excellent

variable market NEEDS TO CONTINUE

0.06% of sales

paid by client.

error cpa must fix

HVAC is biggest exp.

35% increase over last year.

48,000 capital spent is 29,376. Dep.

43% is the highest side of labor for restaurants. MCCC is not a restaurant and this kind of muddies a clear picture of what our labor should be when compared that way.

projected

excellent

i PM  
6/23  
rual Basis

Public Building Authority of the City Of Manchester Tenness  
Profit & Loss Prev Year Comparison  
July 2022 through May 2023

	Jul '22 - May 23	Jul '21 - May 22	\$ Change	% Change
Ordinary Income/Expense				
Income	578,971.96	348,848.77	230,123.19	66.0%
Cost of Goods Sold	137,683.71	97,918.03	39,765.68	40.6%
Gross Profit	441,288.25	250,930.74	190,357.51	75.9%
Expense				
Contact Concessionaire	4,886.00	0.00	4,886.00	100.0%
Contract Hosting Fees	9,519.59	0.00	9,519.59	100.0%
Fuel Surcharge	750.62	0.00	750.62	100.0%
505 · Labor (variable)	249,523.13	165,678.01	83,845.12	50.6%
509 · - Hourly Accounting	3,734.70	0.00	3,734.70	100.0%
580 · Payroll Administrative (fixed)	320,931.18	273,036.90	47,894.28	17.5%
585 · Contract Labor	9,670.13	9,056.46	613.67	6.8%
602 · Advertising	15,188.35	12,582.20	2,606.15	20.7%
605 · Automobile Expense	411.66	0.00	411.66	100.0%
610 · Bank Service Charges	20.00	103.00	-83.00	-80.6%
611 · Cash Short/Over	-2.72	-1.96	-0.76	-38.8%
612 · Credit Card Fees	4,168.63	2,003.03	2,165.60	108.1%
617 · Computer Expenses	5,312.61	6,799.31	-1,486.70	-21.9%
625 · Depreciation Expense	3,505.49	0.00	3,505.49	100.0%
630 · Dues and Subscriptions	2,899.62	2,387.15	512.47	21.5%
635 · Equipment Rental	2,520.00	2,930.83	-410.83	-14.0%
640 · Insurance Expense	12,058.24	8,352.52	3,705.72	44.4%
644 · Interest Expense	2.10	729.15	-727.05	-99.7%
649 · Office Supplies	1,418.59	1,625.56	-206.97	-12.7%
650 · Licenses and Permits	0.00	240.00	-240.00	-100.0%
655 · Miscellaneous	4,834.87	0.00	4,834.87	100.0%
66000 · Payroll Expenses	13,816.36	6,043.59	7,772.77	128.6%
665 · Postage and Delivery	361.79	169.75	192.04	113.1%
66901 · *Reconciliation Discrepancies	689.11	0.00	689.11	100.0%
675 · Professional Fees	26,208.80	27,922.30	-1,713.50	-6.1%
685 · Repairs and Maintenance	40,943.69	51,282.53	-10,338.84	-20.2%
695 · Travel & Entertainment	9,248.02	3,153.53	6,094.49	193.3%
700 · Utilities	58,909.68	42,266.66	16,643.02	39.4%
720 · Supplies	13,900.63	13,879.00	21.63	0.2%
720.5 · Durable Supplies	12,896.18	15,778.15	-2,881.97	-18.3%
725 · Laundry & Linen	1,004.85	620.94	383.91	61.8%
775 · Alarms & Monitoring	0.00	575.00	-575.00	-100.0%
Total Expense	829,331.90	647,213.61	182,118.29	28.1%
Net Ordinary Income	-388,043.65	-396,282.87	8,239.22	2.1%
Other Income/Expense				
Other Income				
Grant Income	0.00	22,000.00	-22,000.00	-100.0%
475.5 · In-Kind Sponsor	19,303.27	33,540.00	-14,236.73	-42.5%
475.6 · Impact Pricing	0.00	4,500.00	-4,500.00	-100.0%
900 · Interest Income	37.24	35.14	2.10	6.0%
90000 · Unknown Deposit	9,766.34	0.00	9,766.34	100.0%
905 · PPP Loan Forgiveness	0.00	61,402.50	-61,402.50	-100.0%
910 · Reimb Approp Funds City/Manches	417,341.95	367,562.97	49,778.98	13.5%
920 · Other Income	26,611.73	461.80	26,149.93	5,662.6%
920.5 · Outdoor Venue	-650.00	-225.00	-425.00	-188.9%
Total Other Income	472,410.53	489,277.41	-16,866.88	-3.5%
Other Expense				
801 · Other Expense	34.95	-381.31	416.26	109.2%

post covid layoff for ramp.

this includes adding Erica 1/2 through year.

These #'s in a different setting in corporate America would have people celebrating. RE.\*

Minutes of the June 9, 2023, Meeting of the PBA  
(continued)

PM  
6/23  
Annual Basis

Public Building Authority of the City Of Manchester Tennessee  
Profit & Loss Prev Year Comparison  
July 2022 through May 2023

	Jul '22 - May 23	Jul '21 - May 22	\$ Change	% Change
803 - In-Kind Sponsor Expense	21,996.79	38,390.00	-16,393.21	-42.7%
929 - Building Maint-Special Projects	48,046.98	0.00	48,046.98	100.0%
930 - Equipment Depreciation Expense	4,999.99	0.00	4,999.99	100.0%
939 - Bad Debt/Fraud/Uncollectable Ac	0.00	1,347.96	-1,347.96	-100.0%
<b>Total Other Expense</b>	<b>75,078.71</b>	<b>39,356.65</b>	<b>35,722.06</b>	<b>90.8%</b>
<b>Net Other Income</b>	<b>397,331.82</b>	<b>449,920.76</b>	<b>-52,588.94</b>	<b>-11.7%</b>
<b>Net Income</b>	<b>9,288.17</b>	<b>53,637.89</b>	<b>-44,349.72</b>	<b>-82.7%</b>

800 - Automobile Expense	411.88	411.88	0.00	0.0%
810 - Bank Service Charges	20.00	20.00	0.00	0.0%
811 - Cash Short/Over	-2.72	-2.72	0.00	0.0%
812 - Credit Card Fees	4,189.53	4,189.53	0.00	0.0%
813 - Computer Expense	3,212.81	3,212.81	0.00	0.0%
814 - Computer Expense	3,302.49	3,302.49	0.00	0.0%
820 - Gas and Fuel	2,989.82	2,989.82	0.00	0.0%
825 - Equipment Rental	2,520.00	2,520.00	0.00	0.0%
840 - Insurance Expense	12,088.24	12,088.24	0.00	0.0%
844 - Interest Expense	210	210	0.00	0.0%
845 - Office Supplies	1,478.58	1,478.58	0.00	0.0%
850 - Licenses and Permits	0.00	0.00	0.00	0.0%
852 - Miscellaneous	4,824.92	4,824.92	0.00	0.0%
8500 - Payroll Expense	12,818.58	12,818.58	0.00	0.0%
855 - Postage and Delivery	91.79	91.79	0.00	0.0%
8800 - Technological Distributions	649.11	649.11	0.00	0.0%
815 - Professional Fees	38,208.80	38,208.80	0.00	0.0%
816 - Repairs and Maintenance	40,949.89	40,949.89	0.00	0.0%
860 - Travel & Entertainment	2,048.62	2,048.62	0.00	0.0%
700 - Utilities	42,288.88	42,288.88	0.00	0.0%
710 - Salaries	12,900.53	12,900.53	0.00	0.0%
720 - Office Supplies	12,888.18	12,888.18	0.00	0.0%
730 - Laundry & Uniforms	1,004.89	1,004.89	0.00	0.0%
715 - Alarms & Monitoring	218.00	218.00	0.00	0.0%
Net Ordinary Income	582,462.58	582,462.58	0.00	0.0%
Other Income/Expense	8,825.57	8,825.57	0.00	0.0%
Grant Income	32,000.00	32,000.00	0.00	0.0%
415 - In-Kind Sponsor	22,040.00	22,040.00	0.00	0.0%
415 - Impact Pricing	1,000.00	1,000.00	0.00	0.0%
500 - Interest Income	38.44	38.44	0.00	0.0%
5000 - Unlabeled Deposits	8,757.13	8,757.13	0.00	0.0%
505 - PPP Loan Forgiveness	0.00	0.00	0.00	0.0%
510 - Ramp Access Fees/Capital	412,941.58	412,941.58	0.00	0.0%
520 - Other Income	55,912.22	55,912.22	0.00	0.0%
525 - Outdoor Venue	550.00	550.00	0.00	0.0%
Total Other Income	423,410.22	423,410.22	0.00	0.0%
Other Expense	501.41	501.41	0.00	0.0%
501 - Other Expense	501.41	501.41	0.00	0.0%

*Handwritten notes:*  
"Good credit for 4000"  
"This includes advertising"  
"Automobile Expense" (with arrow pointing to 800)

*Handwritten notes:*  
"These #'s in a different setting in Corporate America would have people celebrating!!"

