



Memorandum

DATE: November 10, 2021
TO: Chairman and Members of the Board
FROM: Kevin H. Roche, CEO/General Manager
SUBJECT: Agenda for the Finance & Audit Committee

There is an **ecomaine** Finance & Audit Committee Meeting scheduled for **Thursday, November 18, 2021 @ 3PM**. The meeting will be held in the 1st. Floor Conference Room and will also be held remotely.

The agenda for this meeting is as follows:

1. Approval of Minutes (*Attachment A*)
2. **Presentation:** Todd Jacobson – USI – Terrorism Coverage
3. Cash Disbursement Report – Bill Shane, Chairman
4. Financial Statements FY 22 – (Year to Date):
 - Statement of Revenue (*Attachment B1*)
 - Statistical Data (*Attachment B2*)
 - Balance Sheet (*Attachment B3*)
 - Statement of Cash Balances (*Attachment B4*)
 - Capital Expenditures (*Attachment B5*)
 - Status of Accounts Receivable (*Attachment B6*)
5. Other:

Future Meetings:

Executive Committee	11/18/2021 @ 4pm
Executive Committee	12/16/2021 @ 4pm
Finance & Audit Committee	01/20/2022 @ 3pm
Full Board of Directors	01/20/2022 @ 4pm
Outreach & Recycling Committee	02/10/2022 @ 3pm
Executive Committee	02/10/2022 @ 4pm
Full Board of Directors	03/17/2022 @ 4pm
Finance & Audit Budget	03/24/2022 @ 4pm
Outreach & Recycling Committee	04/14/2022 @ 4pm
Full Board of Directors	04/21/2022 @ 4pm
Finance & Audit Committee	05/19/2022 @ 3pm
Executive Committee	05/19/2022 @ 4pm
Outreach & Recycling Committee	05/26/2022 @ 4pm
Annual Board Meeting	06/16/2022 @ 11:30am



Memorandum

ATTACHMENT A

DATE: September 17, 2021
TO: Chairman and Members of the Board
FROM: Kevin H. Roche, CEO/General Manager
SUBJECT: Finance & Audit Committee Minutes – September 16, 2021

There was a **Finance & Audit Committee Meeting** held on the date noted above. The meeting was called to order by Mike Shaw, Chairman for Bill Shane, Chair who was absent. Chairman Shaw discussed the current legislative policy on remote meetings and noted that this will be added to the agenda during the Executive Committee Meeting at 4pm today.

Item #1: Approval of the Minutes

Dennis Abbott motioned to approve the minutes as written. The motion was second by Rod Regier. All in favor.

Item # 2: Presentation – FY 21 Audit – Jennifer Conners, RKO

Jennifer Conners presented the results of the FY 21 Audit. She recapped on the Audit process which included an interim audit (preliminary work) and field work performed at **ecomaine**. The audit received an unmodified opinion – clean report. Financial Statements were consistent and in compliance. The review of Internal Controls found no material weaknesses or significant deficiencies. In closing, she noted that staff provided information in a timely manner and that RKO will be providing a clean opinion for FY 21 Audit.

Bob Burns motioned to accept the Audit Report for FY 21 as presented. Motion was second by Matthew Frank. All in favor.

Item #3: Cash Disbursements

Cash Disbursements were reviewed with staff but not reported out at this meeting due to the absence of the Finance & Audit Committee Chair.

Item # 4: Financial Statements

Greg L’Heureux summarized the FY 21 Audit and Year End Financials. There was a lengthy discussion on different areas of the financials.

Troy Moon made a motion to adjourn. The motion was second by Dennis Abbott. All in favor.

Present: Dennis Abbott, Anne Bilodeau, Bob Burns, Matthew Frank, Caleb Hemphill, Troy Moon, Rod Regier & Mike Shaw

Guest: Jennifer Conners – RKO

Staff Greg L’Heureux, Wei Huang, Denise Mungen & Kevin Roche

ATTACHMENT B1

ecomaine							
Statement of Revenue & Expenses							
as of October 31, 2021 (FY2022)							
Category	Fiscal Year Actuals on 10/31			Current Year To Date			FY22 & FY21
	2019	2020	2021	Actual	Budget	Variance	Variance
Operating Revenues							
Owner Member Tipping Fees	\$1,352,843	\$1,413,432	\$1,478,109	\$1,579,464	\$1,542,546	\$36,918	\$101,354
Associate Member Tipping Fees	382,160	390,217	420,840	464,792	422,572	42,220	43,952
Contract Member Tipping Fees	431,489	415,513	590,666	529,465	603,228	(73,763)	(61,201)
Commercial Tipping Fees	2,145,464	2,391,110	2,414,205	2,691,990	2,508,623	183,368	277,785
Spot Market Tipping Fees	148,015	102,870	69,521	118,523	73,697	44,827	49,002
Electrical Power Revenues	1,228,513	1,127,798	1,033,343	1,066,836	1,029,915	36,921	33,494
Sales of Recycled Goods	517,365	269,153	426,460	1,894,396	612,927	1,281,469	1,467,936
Recycling Tipping Fees	123,144	439,003	532,231	471,710	601,116	(129,405)	(60,521)
Other Operating Income	35,057	37,055	37,055	37,486	55,544	(18,058)	431
Total Operating Revenues	\$6,364,050	\$6,586,151	\$7,002,429	\$8,854,662	\$7,450,167	\$1,404,495	\$1,852,234
Operating Expenses							
Administrative Expenses	919,226	963,779	957,077	1,036,605	1,083,078	46,473	(79,528)
Waste-to-Energy Expenses	2,914,116	3,381,166	2,906,195	3,908,658	3,406,207	(502,450)	(1,002,463)
Recycling Expenses	801,266	691,364	716,606	1,165,107	849,661	(315,446)	(448,501)
Landfill Expenses	523,518	463,093	548,574	604,067	600,486	(3,581)	(55,494)
Contingency	0	0	0	0	83,333	83,333	0
Total Operating Expenses	\$5,158,126	\$5,499,402	\$5,128,452	\$6,714,437	\$6,022,767	(\$691,671)	(\$1,585,986)
Net Operating Income	\$1,205,924	\$1,086,749	\$1,873,977	\$2,140,225	\$1,427,400	\$712,825	\$266,248
Non-Operating Income (Expense)							
Non Investment Interest	16,641	26,787	15,193	8,516	17,315	(8,800)	(6,677)
Investment Income Net of Expenses	209,222	604,649	694,590	508,749	166,667	342,082	(185,841)
Misc. Income / (Expenses)	1,414	395	317	68,523	8,333	60,189	68,206
Net Non-Operating	\$227,277	\$631,832	\$710,099	\$585,787	\$192,315	\$393,472	(\$124,312)
Net Income (EBITDA)	\$1,433,200	\$1,718,581	\$2,584,076	\$2,726,012	\$1,619,715	\$1,106,297	\$141,936

Note: Budget column could change for some departments due to monthly allocation of expenses

Issue Date: 11/05/2021 02:15 PM

Last Data Merge Date: 11/05/2021 12:49 PM

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Statistical Data									
as of October 31, 2021 (FY2022)									
Category	Actual Year-to-Date			Year-to-Date FY2022				YTD vs Last YTD	
	2019	2020	2021	Actual	Budget	Variance Fav/(Unfav)		Variance Fav/(Unfav)	
						Units	%	Units	%
MSW - Tons									
Owner	19,299	19,223	20,179	20,689	20,164	525	3%	510	3%
Associate	4,392	4,423	4,748	5,050	4,748	302	6%	301	6%
Contract	7,103	6,919	8,873	6,810	8,871	(2,061)	(23%)	(2,063)	(23%)
Commercial	30,786	32,449	31,555	33,451	31,555	1,896	6%	1,896	6%
Spot	2,099	1,409	927	1,529	927	602	65%	602	65%
Total MSW	63,679	64,422	66,282	67,529	66,264	1,264	2%	1,247	2%
Recycle - Tons									
Inbound - MRF only	12,182	11,635	12,137	12,438	12,132	306	3%	301	2%
Outbound- MRF only including glass	11,100	10,797	10,386	11,077	10,482	595	6%	691	7%
Outbound- Post Burn	1,352	1,291	1,510	1,413	1,511	(98)	(6%)	(97)	(6%)
Outbound- Landfill Metal Mining	0	0	0	0	0	0	0%	0	0%
Outbound Total	12,452	12,087	11,897	12,491	11,993	498	4%	594	5%
MSW - Revenue \$/Ton									
Owner	\$70.10	\$73.53	\$73.25	\$76.34	\$76.50	(\$0.16)	(0%)	\$3.09	4%
Associate	87.01	88.23	88.63	92.05	89.01	3.04	3%	3.42	4%
Contract	60.75	60.05	66.57	77.75	68.00	9.75	14%	11.18	17%
Commercial	69.69	73.69	76.51	80.48	79.50	0.98	1%	3.97	5%
Spot	70.50	73.01	75.01	77.52	79.50	(1.98)	(2%)	2.51	3%
Total MSW	\$70.04	\$73.16	\$75.03	\$79.73	\$77.73	\$2.00	3%	\$4.70	6%
Recycle - Revenue \$/Ton									
All Revenue, net of rebates, per inbound tons		\$60.80	\$77.44	\$158.37		\$158.37	0%	\$80.94	105%
All Revenue, net of rebates, per outbound tons		\$58.41	\$78.32	\$156.02		\$156.02	0%	\$77.70	99%
S.S. Revenue, net of rebates, per inbound tons		\$57.71	\$73.20	\$136.86		\$136.86	0%	\$63.66	87%
S.S. Revenue, net of rebates, per outbound tons		\$63.02	\$87.30	\$156.29		\$156.29	0%	\$68.99	79%
S.S. Material Sold, per outbound tons		\$17.48	\$30.69	\$148.88		\$148.88	0%	\$118.19	385%
All Material Sold, per outbound tons		\$20.28	\$34.54	\$153.25		\$153.25	0%	\$118.70	344%
Average Commodity Revenue		\$8.69	\$11.77	\$116.91		\$116.91	0%	\$105.14	894%
Energy									
MWH's Sold	28,875	26,918	31,431	29,606	29,150	456	2%	(1,825)	(6%)
\$/MWH	\$42.55	\$41.90	\$32.88	\$36.03	\$35.33	\$0.70	2%	\$3.16	10%
Steam Plant Capacity Factor %	96%	85%	92%	92%					
Average Boiler Availability %	93%	93%	97%	96%	81%				
Steam Plant Capacity Utilization %	103%	91%	95%	96%					
Power Capacity Factor %	80%	76%	87%	85%					
Power Sold - % of Capacity to Sell	81%	75%	88%	83%	93%				

Steam Plant Capacity Factor % - Steam from the two boilers as a % of the total unadjusted capacity (144,000 lbs./hour for time in period with no down time)

Average Boiler Availability % - Percent of hours that boilers are available to burn MSW during period - reflects time out of service for boilers due to equipment problems

Steam Plant Capacity Utilization % - Steam from the two boilers as a % of the adjusted capacity (144,000 lbs./hour for time in period less time not on MSW)

Power Capacity Factor % - Actual power produced (MWH's) by the turbine as a % of the rated capacity (14.1 MW's) for all hours in the period

Power Sold - % of Capacity to Sell - Power sold (MWH's) on grid as a % of the power available to sell (generation net of internal load -- 12.1 MW's) for the given time period

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Balance Sheet				
as of October 31, 2021 (FY2022)				
Category	Fiscal Year End Actuals @ 6/30			October 2021
	2019	2020	2021	
ASSETS				
Current Assets				
Operating Cash	\$4,172,513	\$3,292,237	\$4,313,814	\$6,035,488
Accounts Receivable	1,798,159	1,770,526	2,168,444	2,342,611
Inventory	2,917,725	2,789,869	2,957,999	3,453,357
Prepaid Expenses	264,870	353,292	436,182	499,566
Total Current Assets	\$9,153,268	\$8,205,925	\$9,876,439	\$12,331,023
Property, Plant & Equipment				
Property, Plant & Equipment	65,502,622	70,199,229	67,363,044	68,678,078
Less: Accumulated Depreciation	35,003,897	38,430,780	36,386,920	37,516,825
Net Property, Plant and Equipment	\$30,498,724	\$31,768,450	\$30,976,124	\$31,161,253
Cash Reserve Accounts				
Cash Reserve Accounts	23,178,704	22,445,214	27,393,218	27,901,967
Cash Restricted Lease Escrow	0	0	2,062,319	983,168
Total Assets	\$62,830,696	\$62,419,588	\$70,308,100	\$72,377,410
Deferred Outflows of Resources				
Deferred Outflows of Resources related to OPEB	0	54,407	85,557	85,557
Total Deferred Outflows of Resources	\$0	\$54,407	\$85,557	\$85,557
LIABILITIES				
Current Liabilities				
Accounts Payable	339,638	620,064	624,104	215,597
Accrued Expenses	528,805	412,503	496,275	1,435,515
Accrued Compensated Absences	1,087,257	1,134,410	1,139,175	1,081,672
Capital Leases - Current Portion	0	0	330,925	330,925
Total Current Liabilities	\$1,955,699	\$2,166,977	\$2,590,478	\$3,063,708
Other Liabilities				
Accrued Landfill Close & Post Close costs	15,082,777	15,346,550	15,619,054	15,709,889
Accrued Post Retirement Benefit	865,231	918,265	1,027,964	1,056,296
Capital Leases - Long Term Portion	0	0	2,169,075	2,169,075
Total Liabilities	\$17,903,707	\$18,431,792	\$21,406,572	\$21,998,969
Deferred Inflows of Resources				
Deferred Inflows of Resources related to OPEB	6,487	11,604	0	0
Total Deferred Inflows of Resources	\$6,487	\$11,604	\$0	\$0
NET ASSETS (EQUITY)				
Fund Balance (Retained Earnings)	45,172,973	44,996,141	44,030,563	48,987,045
Revenues Less Expenses (Current Year)	(252,471)	(965,541)	4,956,521	1,476,953
Total Fund Balance (Retained Earnings)	\$44,920,502	\$44,030,600	\$48,987,084	\$50,463,998
Total Net Assets (Equity)	\$44,920,502	\$44,030,600	\$48,987,084	\$50,463,998

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Statement of Cash Balances								
as of October 31, 2021 (FY2022)								
Category	12 Month Actuals @ 6/30				Actual FY2022 @ 10/31/21	Budget FY2022 @ 6/30/22	Reserves per policy	Reserve Target
	2018	2019	2020	2021				
Cash & Reserves - Beginning of Period	\$30,861,320	\$30,335,576	\$27,351,217	\$25,737,451	\$31,707,032	\$27,897,863		
Cash Flows from Operating Activities:								
Net Operating Income	2,068,881	2,416,638	1,503,531	3,920,810	2,140,225	1,767,646		
Other Working Capital Changes	323,100	40,642	(216,447)	(549,294)	(173,350)	0		
Net Cash Provided by Operating Activities	\$2,391,981	\$2,457,280	\$1,287,084	\$3,371,516	\$1,966,875	\$1,767,646		
Cash Flows from Capital and related Financing Activities:								
Payment of Interest	0	0	0	7,951	15,902	0		
Repayment of Long-Term Debt	0	0	0	0	0	0		
Receipts from Financed Capital Leases	0	0	0	440,480	1,045,415	3,258,000		
Repayment of Capital Leases	0	0	0	0	0	(372,033)		
Net Cash Used in Capital and related Financing	\$0	\$0	\$0	\$448,431	\$1,061,317	\$2,885,967		
Cash Flows from Investing Activities:								
Receipts of Non Investment Interest	49,340	68,278	73,622	43,645	8,516	76,946		
Investment Income Net of Expenses	1,205,691	1,485,070	1,266,510	4,948,004	508,749	500,000		
Capital Expenditures	(4,172,755)	(6,994,987)	(4,240,982)	(2,842,016)	(1,315,033)	(4,757,000)		
Net Cash Used in Investing Activities	(\$2,917,724)	(\$5,441,639)	(\$2,900,849)	\$2,149,634	(\$797,769)	(\$4,180,054)		
Net Increase (Decrease) in Cash	(525,743)	(2,984,359)	(1,613,766)	5,969,581	2,230,423	473,559		
Cash & Reserves - End of Period	\$30,335,576	\$27,351,217	\$25,737,451	\$31,707,032	\$33,937,456	\$28,371,422		

Statement of Cash Balances								
Operating Cash Reserve	\$8,301,636	\$4,368,193	\$3,441,400	\$3,457,081	\$3,447,159	\$3,812,331	\$3,447,159	\$3,447,159
Short Term Cap Reserve	3,316,864	2,597,777	1,706,465	1,712,003	1,707,471	1,890,397	1,707,471	1,707,471
Long Term Cap Reserve	4,984,354	5,356,350	5,724,959	7,378,956	7,562,900	6,342,024	7,562,900	7,562,900
Discretionary Landfill Closure Reserve	9,789,027	10,546,784	11,257,570	14,530,682	14,872,074	12,470,967	14,872,074	22,217,000
Required Landfill Closure Reserve	301,753	309,601	314,820	314,497	312,363	348,753	312,363	312,363
Recycle Revenue & Cost Sharing Reserve	0	0	0	0	0	0	0	0
Operating Cash Account	3,641,942	4,172,513	3,292,237	4,313,814	6,035,488.23	3,506,949		
Total	\$30,335,576	\$27,351,217	\$25,737,451	\$31,707,032	\$33,937,456	\$28,371,422	\$27,901,967	\$35,246,893

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Capital Improvement Projects										
as of October 31, 2021 (FY2022)										
GL Code (Project Code)	Dept.	Title	FY2022 Budget	Year-to-Date Expenditure	FY2022 Forecast	FY2022 Budget vs Forecast	Actual/Estimated Cost of entire Project thru FY2022	In-service Date	Comments	
Waste-to-Energy										
00-00-1500 (1524-576-1)	c	Equipment	480 Volt Switch-gear	0	838	0	0	0	Jun 2021	In Service
00-00-1500 (1526-601-1)	c; L	Vehicles	Wheeled Loader	320,000	360	303,000	17,000	303,000	Nov 2021	In Progress
00-00-1500 (1524-575-2)	e	Building	Sidewalks - FY21	0	0	0	0	17,172		Cancelled - sidewalk
00-00-1500 (1524-609-1)	c; L	Equipment	Turbine/Generator Overhaul	2,000,000	0	2,000,000	0	2,000,000	May 2022	In Progress
00-00-1500 (1524-615-1)		Equipment	Boiler Rapper system replacements	50,000	752	50,000	0	50,000	Jun 2022	In Progress
00-00-1500 (1524-611-1)	L	Equipment	Electrical systems/Switchgear Protective Relay Replacement	100,000	0	0	100,000	0		Postponed
00-00-1500 (1524-613-1)		Equipment	Boiler Furnace Tube Replacement	250,000	52,925	250,000	0	250,000	Apr 2022	In Progress
00-00-1500 (1524-614-1)		Equipment	Scrubber Wall Scraper Replacement	55,000	27,150	55,000	0	55,000	Nov 2021	In Progress
00-00-1500 (1524-616-1)		Equipment	Scrubber External Repairs	0	58,249	180,000	(180,000)	180,000	Nov 2021	In Progress
00-00-1500 (1524-612-1)		Building	Buildings and grounds Resurface tipping hall	250,000	0	250,000	0	250,000	May 2022	In Progress
00-00-1500 (1524-619-1)		Building	Buildings and grounds Administration building entrance pavers	50,000	3,383	150,000	(100,000)	150,000	Nov 2021	In Progress
00-00-1500 (1524-xxx-x)		Hard/software	Computers/software Maintenance management system software	100,000	0	100,000	0	100,000	Jun 2022	
00-00-1500 (1524-xxx-x)		Hard/software	Computers/software Electronic Logger software and hardware	35,000	0	35,000	0	35,000	Jun 2022	
Subtotal WTE			\$3,210,000	\$143,658	\$3,373,000	(\$163,000)	\$3,390,172			
Recycle										
00-00-1500 (1526-602-1)	c; L	Vehicles	Loader Replacement	125,000	133,980	125,000	0	125,000	Sep 2021	In Service
00-00-1500 (1527-xxx-x)	c	Equipment	Upgrade Electronics in Harris Baler	0	0	0	0	0		Postponed
00-00-1500 (1527-621-1)	c	Equipment	Glass Trommel Drum	17,000	0	14,000	3,000	14,000	Dec 2021	In Progress
00-00-1500 (1527-604-1)	c; L	Vehicles	Fork Truck Replacements - 1	32,500	0	23,000	9,500	23,000	Nov 2021	In Progress
00-00-1500 (1527-605-1)	c; L	Vehicles	Fork Truck Replacements - 2	32,500	0	23,000	9,500	23,000	Nov 2021	In Progress
00-00-1500 (1526-603-1)	c; L	Equipment	Infeed Drum Feeder	360,000	63,586	63,586	296,414	369,575	Sep 2021	In Service
00-00-1500 (1526-620-1)	c	Equipment	Concrete Blocks for Recycling Bypass	0	10,310	10,310	(10,310)	10,310	Sep 2021	In Service
00-00-1500 (1527-622-1)		Equipment	Harris Baler Reline Plates & Upgrades	135,000	0	135,000	0	135,000		In Progress
00-00-1500 (1527-610-1)		Grounds	Paving	40,000	0	40,000	0	40,000	Nov 2021	In Service
00-00-1500 (1527-623-1)		Grounds	Grading and Culvert Design	35,000	0	46,000	(11,000)	46,000		In Progress
Subtotal Recycle			\$777,000	\$207,877	\$479,896	\$297,104	\$785,885			
Landfill										
00-00-1500 (1525-548-2)	c	Landfill	GeoTech Monitoring Settlement Platforms-FY21	0	86	0	0	68,013		In Service
00-00-1500 (1526-581-1)	c	Vehicles	Electric Trucks & Charging Stations	434,000	2,550	2,550	431,450	22,501	Sep 2022	In Progress
00-00-1500 (1525-xxx-x)		Building	Concrete Pad for Ash Rolloff Cans	0	0	50,000	(50,000)	50,000		
00-00-1500 (1525-594-1)	c; L	Building	Wash Bay Building	325,000	577,233	1,331,662	(1,006,662)	1,416,512	Nov 2021	In Progress
00-00-1500 (1525-594-2)	c; L	Equipment	Wash Bay Equipment	215,000	0	101,000	114,000	168,320	Dec 2021	In Progress
00-00-1500 (1525-595-2)	c	Equipment	Roll off Container Replacements (FY21)	70,000	51,502	80,000	(10,000)	80,000	Jan 2022	In Progress
00-00-1500 (1525-xxx-x)	c	Landfill	Phase I Settlement Berm	16,000	0	0	16,000	0		Postponed
00-00-1500 (1525-xxx-x)		Landfill	GeoTech Monitoring Settlement Platforms-FY21	15,000	0	15,000	0	15,000	Jun 2022	
00-00-1500 (1525-xxx-x)		Vehicles	Pickup Truck	25,000	0	25,000	0	25,000	Jun 2022	
00-00-1500 (1524-607-1)	L	Vehicles	Loader replacement	315,000	323,408	326,408	(11,408)	326,408	Sep 2021	In Service
00-00-1500 (1525-618-1)		Landfill	Expansion Feasibility Study	0	7,461	25,000	(25,000)	25,000	Dec 2021	In Progress
00-00-1500 (1525-624-1)		Landfill	Plan set for waterline extension	0	0	25,000	(25,000)	25,000		
Subtotal Landfill			\$1,415,000	\$962,240	\$1,981,620	(\$566,620)	\$2,221,754			
Administration										
00-00-1500 (1528-xxx-x)		Hard/software	Automatic Scale House System	70,000	0	70,000	0	70,000		
00-00-1500 (1528-606-1)	c	Hard/software	Replacement Server	80,000	1,259	9,843	70,158	70,000	Oct 2021	In Service
Subtotal Administration			\$150,000	\$1,259	\$79,843	\$70,158	\$140,000			
Total All Areas			\$5,552,000	\$1,315,033	\$5,914,359	(\$362,359)	\$6,537,811			
c		Project and budget was approved in prior years		Funded by Leasing	\$1,045,415	\$4,296,656	(\$471,656)	\$4,754,815		
L		Funding sourced from capital leases (Gorham Savings Bank)								
*		All projects is complete when it goes in service and not when the money is expended.								

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Accounts Receivable Aging						
as of October 31, 2021 (FY2022)						
Date	Item	Current	31-60 Days	61-90 Days	91 & Over Days	Total
7/31/2020	Balances	\$1,712,785	\$246,518	\$35,348	\$31,074	\$2,025,725
	%	84.55%	12.17%	1.74%	1.53%	100.00%
8/31/2020	Balances	\$1,637,779	\$203,167	\$30,131	\$87,749	\$1,958,826
	%	83.61%	10.37%	1.54%	4.48%	100.00%
9/30/2020	Balances	\$1,590,331	\$121,718	\$31,063	\$89,881	\$1,832,993
	%	86.76%	6.64%	1.69%	4.90%	100.00%
10/31/2020	Balances	\$1,688,471	\$109,209	\$52,369	\$100,052	\$1,950,101
	%	86.58%	5.60%	2.69%	5.13%	100.00%
11/30/2020	Balances	\$1,636,680	\$128,144	\$69,235	\$145,694	\$1,979,753
	%	82.67%	6.47%	3.50%	7.36%	100.00%
12/31/2020	Balances	\$1,637,845	\$546,884	\$46,712	\$85,590	\$2,317,031
	%	70.69%	23.60%	2.02%	3.69%	100.00%
1/31/2021	Balances	\$1,915,705	\$311,624	\$97,278	\$147,396	\$2,472,003
	%	77.50%	12.61%	3.94%	5.96%	100.00%
2/28/2021	Balances	\$1,481,370	\$288,171	\$81,289	\$143,292	\$1,994,123
	%	74.29%	14.45%	4.08%	7.19%	100.00%
3/31/2021	Balances	\$1,878,739	\$163,940	\$50,871	\$127,248	\$2,220,798
	%	84.60%	7.38%	2.29%	5.73%	100.00%
4/30/2021	Balances	\$1,761,419	\$238,928	\$36,880	\$158,978	\$2,196,205
	%	80.20%	10.88%	1.68%	7.24%	100.00%
5/31/2021	Balances	\$1,770,641	\$143,013	\$48,372	\$152,721	\$2,114,747
	%	83.73%	6.76%	2.29%	7.22%	100.00%
6/30/2021	Balances	\$1,936,928	\$217,624	\$14,166	\$21,629	\$2,190,347
	%	88.43%	9.94%	0.65%	0.99%	100.00%
7/31/2021	Balances	\$2,102,210	\$173,539	\$36,862	\$6,332	\$2,318,945
	%	90.65%	7.48%	1.59%	0.27%	100.00%
8/31/2021	Balances	\$2,072,490	\$262,311	\$26,005	\$9,769	\$2,370,575
	%	87.43%	11.07%	1.10%	0.41%	100.00%
9/30/2021	Balances	\$2,075,367	\$200,182	\$667	\$6,147	\$2,282,362
	%	90.93%	8.77%	0.03%	0.27%	100.00%
10/31/2021	Balances	\$2,042,012	\$273,741	\$56,444	(\$7,676)	\$2,364,521
	%	86.36%	11.58%	2.39%	(0.32%)	100.00%

Note: The Allowance for Doubtful Accounts & 1217 IRS are not included in the totals above.

Issue Date: 11/05/2021 02:15 PM

Last Data Merge Date: 11/05/2021 12:49 PM