



Board of Directors Meeting
Tuesday, October 15th, 2019 | 8:00 a.m.
67 Merchants Row | RRPC Third Floor Conference Room

Agenda

- Call to Order John Russell III, President
- Approval of Minutes from August 20th, 2019 and September 17th, 2019 John Russell III, President
(see attachments, [pages 2-5](#))
- Guest Speaker: Megan Sullivan – Executive Director, Vermont Economic Progress Council
- Executive Director's Report Tyler Richardson
(see attachments, [pages 6-9](#))
- Committee Reports
 - Entrepreneurship (see attached notes, [page 10](#)) John Casella II, Chair
 - Public Policy Tyler Richardson
 - Finance (see attachments, [pages 11-15](#)) Karen Garrow, Chair
 - Real Estate John Russell III, Chair
 - Marketing – Joint Committee update Steve Costello, Co-Chair
MaryAnn Goulette, Co-Chair
- New Business
- Old Business
- Adjournment

Upcoming Meetings:

Policy Committee – Monday, October 21st, 8:00 a.m. – 9:00 a.m.

Real Estate Committee – Monday, October 21st, 8:00 a.m. – 9:00 a.m.

Entrepreneurship Committee – Tuesday, November 5th, 8:00 a.m. – 9:00 a.m.

Finance Committee – Tuesday, November 12th, 8:15 a.m. – 9:15 a.m.

REDC Annual Meeting – Wednesday, November 6th, 5:00 p.m. – 7:00 p.m.

REDC Board Meeting – Tuesday, November 19th, 8:00 a.m. – 9:00 a.m.



Board of Directors Meeting Minutes
Tuesday, August 20, 2019
67 Merchants Row | RRPC Third Floor Conference Room

Members Present: John Russell III, Ed Bove, John Casella II, Mary Cohen, Steve Costello, Dan Doenges, Brennan Duffy, Mark Foley Jr., Karen Garrow, Nicole Kesselring, Teresa Leichtnam, Shana Louiselle, Tom Mauhs – Pugh, Greg McClallen, Jennifer Scott

Members Absent: Dennis Carroll, Mike Doenges, Mary Ann Goulette, Amy Laramie, Rob Mitchell, Jonathan Reynolds, Mark Werle

Others Present: Erin Anderson, Karen McCalla, Tyler Richardson, Kim Rupe

The meeting was called to order at 8:03 a.m.

Approval of Minutes

Mark moved to accept the minutes from the June 18, 2019 meeting. The motion was seconded by Karen and passed unanimously.

John Russell III welcomed incoming board member Tom Mauhs-Pugh from Castleton University and introductions were made. John R. asked for a motion to approve his appointment.

Motion: Karen moved to accept Tom Mauhs-Pugh to the REDC Board of Directors. The motion was seconded by Nicole and passed unanimously.

MINT Presentation

Karen McCalla from the MINT Ops Team and Tyler, MINT board president, provided a MINT update on the first two years of operation. Both agreed that The MINT has become a true success story. Membership has dramatically increased over the last few months to 73 members. The original agreement from REDC was free rent for a total of three years with two years to also include free utilities which are on track. Total investment from REDC including startup capital, temporary part-time staff, utilities, and space is at \$192,248. Layouts of the space have changed as a result of donated items for new shops. The MINT received an architectural and design grant this past year from ACX Design which provided their assessments and recommendations for space, specifically building a wall to separate the “clean vs. dirty” areas to provide a dust-free environment for studio spaces. A grant application has been submitted to the state for funding on this specific project and results should be in soon. Collaborations have increased including; CCV, VTC, CSJ/Innovation Center, and many others. Class offerings have expanded which is expected to continue to climb as resources and funding expand. The 77ART residency artists are also utilizing the space. The OnRamp program will be starting in the next few weeks with 6 of 12 applicants. Applicants not selected were referred to the CWE 10-week business planning course. The REDC Annual Meeting is expected to be at The MINT which will be a great way to highlight the space and MINT made items will also be auctioned off. Financials are looking much stronger each month. It should be noted that current memberships are above the targeted amount for this timeframe as projected in the original five-year plan. Continued help from REDC for fundraising, establishing key partnerships, staff support, and graduated rent is requested. A proposed lease amount is \$1/square foot to start in January 2020 with a gradual increase from there. The current goal for The MINT is working towards hiring a full-time Development Director in early 2020. Tyler and the group thanked Karen and the entire MINT volunteer staff for their continued hard work and dedication.

Executive Director’s Report

Brian DeClue has transitioned to his new role with the Small Business Administration. The VtSBDC is providing us support from surrounding areas until a permanent position is filled. Nate Hinson, REDC's summer intern has completed his internship and is preparing for his move to Ecuador for the Peace Corps in January. Interviews for a new intern are taking place this week. REDC is partnering with area employers and educators to promote National Manufacturing Day throughout October. Community members will have the opportunity to visit The MINT, area manufacturing employers, and educators to jump-start their career in manufacturing. We continue to work closely with Poultney and recently presented to their Rotary Club. The Department of Labor series of workforce summits are happening throughout the state this fall, and the Rutland Region summit is expected for September which will generate some revenue. The 5th Young Professionals Summit of Vermont is taking place September 14th and REDC staff continues to serve on their planning committee. Tyler has been working with Brennan and CSJ on opportunity zones for their ongoing feasibility study. Ed and Tyler have been working to find additional funding for the Real Careers Program. The next CWE 10-week business planning course starts on September 11th. The Parent Child Center reached out to schedule a time to close everything out and are just waiting on finalizing their federal funding which will enable them to settle their legal fees. Erin has been developing a new REDC website which is expected to be completed within the next two months. The REDC Annual Meeting will be at The MINT this year at the beginning of November.

Entrepreneurship Committee

Majority of the work for this committee has been for The MINT which will be continued by staff support and fundraising efforts. A stronger focus will be directed for entrepreneurship support, specifically the CWE courses and mentorships.

Policy Committee

The committee didn't meet this month but changes with the 3-acre rule regulations will be a focus for the group. Several community members have expressed interest in joining the committee, but schedules have been difficult to coordinate.

Finance Committee

Third-quarter financials are included in the agenda packet but rent from Ellison has come in since the report was generated. Membership dues have increased but are lower than budgeted which have been adjusted for the coming year. Tyler shared that we won't be receiving any funds for housing an SBDC Area Advisor which has been added to the budget to support this. One loan is still delinquent and next steps will be determined at tomorrow's finance committee meeting. Legal fees have increased for the coming year's budget. REDC staff plans to generate new loans and increase membership. Mark would like to have a conversation at a future meeting on setting goals for generating new members.

Motion: Mark made a motion to adopt the draft budget for the coming year. The motion was seconded by John Casella II and passed unanimously.

Real Estate Committee

The fire alarm on Quality Lane is being replaced within the next few months. The committee has been keeping up to date on the 3 acre-rule, its effects on our local businesses and how we can support them.

Marketing Committee

LIFT has been hired as the new marketing firm and the committee has been very pleased with their proposal and is looking forward to seeing their recommendations from prior feedback tomorrow. The last Stay to Stay weekend had five families. Over the past eleven months, 41 people have moved. The board agreed that it would be beneficial to see stats on the economic impact of these families moving here.

New Business

None.

Old Business

None.

The next meeting is on September 17th at 8 a.m.

Adjourned 9:09 a.m.



Board of Directors Meeting Minutes
Tuesday, September 17, 2019
67 Merchants Row | RRPC Third Floor Conference Room

Members Present: John Russell III, Ed Bove, John Casella II, Mary Cohen, Steve Costello, Brennan Duffy, Mark Foley Jr., Karen Garrow, Mary Ann Goulette, Amy Laramie, Tom Mauhs-Pugh

Members Absent: Dennis Carroll, Dan Doenges, Mike Doenges, Nicole Kesselring, Teresa Leichtnam, Shana Louiselle, Greg McClallen, Rob Mitchell, Jonathan Reynolds, Jennifer Scott, Mark Werle

Others Present: Erin Anderson, Gwen Pokalo, Tyler Richardson, Kim Rupe

The meeting was called to order at 8:05 a.m.

Approval of Minutes

Approval of the August 2019 minutes will be added to the agenda for the next meeting.

Executive Director's Report

There are several upcoming events that the board is invited to and encouraged to attend. REDC's annual meeting is scheduled for Wednesday, November 6 at The MINT from 5 to 7 p.m. Manufacturing Day is kicking off on October 4 at The MINT with a family-friendly event. The new Regional Workforce Development Summit is scheduled for this fall, REDC is reaching out to Fred Kenney from Addison County Economic Development to get a finalized date to share with the board. Brennan and Tyler are going to an Opportunity Zone meeting tomorrow to keep learning about ways to optimize the potential benefits for Rutland. There is an RYP mix this Thursday at Casella Construction with the Chamber and Wheels for Warmth at 6 p.m. The Federal Reserve Bank of Boston Working Communities Challenge is offering an informational session on October 2 at the Rutland Library to work through creating specific guidelines for Vermont. Local partners and the ACCD are paying close attention to the potential opportunities that could come out of this meeting.

REDC has fulfilled the obligation to the Rutland Parent-Child Center and the property has been transferred back to the Center. The fiscal year ends at the end of this month and REDC will begin preparing for the audit. Peer review sessions took place for the RDCs around the state. Tyler's counterparts from Lamoille and the Champlain Islands came to visit REDC while Tyler visited his peers in White River Junction and Grand Isle. The Senate and Economic Development Committee is meeting next week in Rutland on affordable housing and Tyler will be joining in for the discussion.

Tyler provided an update on The MINT, which is in the transition from Pete to Karen as executive director. We're working with The MINT board to assign duties and change over bank accounts to Tyler and board treasurer, Marty. The next important step for The MINT will be to focus on fundraising marketing and REDC's newest intern, Brooke, is excited to help.

REDC's new website is almost ready to go live and should be ready before the next board meeting. Tyler is going to prepare a work plan and a written report for the coming year to be presented at upcoming board meetings.

Center for Women & Enterprise Update

Gwen Pokalo, executive director of the Center for Women & Enterprise (CWE), visited to share what's been going on with CWE and what's coming up for the REDC entrepreneurship committee and the Rutland region. CWE has had a presence in Rutland since 2017 through REDC and the Chamber. After four sessions of the 10-week business planning class, there have been 41 graduates and 75% have pursued personal economic pursuits since graduating. CWE has expanded the Rutland

offerings with strategic planning courses and two-hour lessons. CWE and REDC are working together to create an even stronger mentor network for graduates, offer more classes, and connect women entrepreneurs with opportunities. Gwen asked that anyone with an interest in mentoring consider joining the network. CWE is excited to explore opportunities to keep offering no-cost business planning in Rutland and establish a hub in Rutland.

Entrepreneurship Committee

The committee is continuing to support the 10-week business planning class and building the mentor network. John also asked that any board members with an interest in mentoring join the network.

Policy Committee

The committee is working to find a time to meet in October to discuss the 3-acre rule and ways to soften the impact for the business community here. Nicole and the Real Estate Committee have been working on this.

Finance Committee

The reported August financials and YTD are in good shape. There was an application for a \$100,00 loan that the committee is reviewing. The committee continues to work with the delinquent loan client on a resolution to the situation. Under the workplan with USDA, we set aside a loan loss reserve of 7% of existing loan volume, and the committee discussed adding more money to this fund to mitigate any future delinquencies. Inquiries for the loan fund have picked up and Tyler is meeting with a potential applicant later in the day.

Real Estate Committee

The committee will have a joint meeting with Policy.

Marketing Committee

Lift went live with the new campaign and the ads are targeted at metro areas in the Northeast and West. The marketing campaign is designed to create actionable leads. The Rutland region guide added to the website has great download numbers already. The campaign is also utilizing influencers to reach the audience. Twenty-two families and 45 people have moved here so far as a result of the Real Rutland campaign. The concierge network is growing and needs more volunteers. Everyone is invited to join the meeting on Sept. 25 at the Chamber to learn more about how to volunteer.

New Business

Tom reported there is an auction on the Green Mountain College campus on Sept. 19 for items that will not affect any potential sale of the property. Castleton University had its largest class this fall and the MBA program has exceeded expectations. Fifteen students were expected and they have 28 total. Twenty-one programs have been added and there is a good growth trajectory.

Old Business

None.

The next meeting is on October 15 at 8 a.m.

Adjourned 9:16 a.m.



RUTLAND ECONOMIC DEVELOPMENT CORPORATION

2020 Operating Strategy

DRAFT Summary

INTRODUCTION

The theme of our strategic effort is connecting businesses with resources to help them grow in Rutland County, with an emphasis on finding sustainable solutions to counter the current and projected trend of regional population decline and the resulting workforce challenges.

Summary of Strategic Direction

REDC will:

- Focus on population growth.
- Leverage the presence of area schools, colleges, universities, and technical centers as economic drivers.
- Support growth of current businesses and industries in the Rutland Region.

Strategic direction will be operationalized through activities in five categories of focus:

1. Business Development
2. Workforce Development
3. Intermediary Relending Program
4. The MINT
5. REDC

MISSION

REDC's mission is to use collaboration, creativity and ingenuity to recruit talent and businesses of all kinds, grow and retain employers, and promote a healthy and vibrant commercial and residential real estate market. We believe economic development is a team sport, capitalizing on fun, fresh ideas, passionate people, and open, inventive partnerships.

VISION

The greater Rutland region is recognized as the most collaborative, innovative and friendly place in Vermont to live, work, play and grow a business.



RUTLAND ECONOMIC DEVELOPMENT CORPORATION
2020 Operating Strategy
DRAFT Summary

This is what being the most collaborative, innovative and friendly place in Vermont looks like:

- Rutland County has a regional marketing initiative that is stakeholder-driven and broadly-funded.
- Rutland County economic development organizations and area schools, colleges, universities, and technical centers set shared goals and combine resources for economic growth.
- A systemic approach is in place to connect businesses with top quality internships and work experiences.
- Economic development organizations in Rutland County interact efficiently and transparently with no duplication of effort.
- Rutland County is known for its vibrant communities of young professionals and innovators.
- Rutland County reduces barriers to business growth.
- Our region has the most accessible and responsive economic development organizations in the state. We create relationships through top quality customer service and we get to “yes”.

EXPECTED 2020 WORK AND PROJECTS

	Oct-Dec – FY20 Q1	Jan-Mar – FY20 Q2	Apr-Jun – FY20 Q3	Jul-Sep – FY20 Q4
Annual workflow	<ul style="list-style-type: none"> • Launch membership drive • Hold annual meeting • Audit • Six newsletters • Career page maintenance • Site locator maintenance • Annual activity reporting • Quarterly reporting 	<ul style="list-style-type: none"> • Set up business visits • Business visits to 40 members • Six newsletters • Career page maintenance • Site locator maintenance • Quarterly reporting 	<ul style="list-style-type: none"> • Set up business visits • Business visits to 40 members • Begin budget for FY21 • BGS grants • Six newsletters • Career page maintenance • Site locator maintenance • Quarterly reporting 	<ul style="list-style-type: none"> • Plan annual meeting • Complete FY21 budget • Town membership drive • Six newsletters • Career page maintenance • Site locator maintenance • Quarterly reporting

	REDC Committees	Board Service	Committee Service	Special Projects
Existing and ongoing	<ul style="list-style-type: none"> • Executive • Policy • Real Estate • Finance • Entrepreneurship • Nominating 	<ul style="list-style-type: none"> • Chamber of Commerce • Planning Commission • RYP • Stafford RAB • WIB • CWE Advisory Board • WBON • Community Capital of VT • Co-op 	<ul style="list-style-type: none"> • WIB executive • Regional marketing • Airport • Bowse Steering • Statewide RDC • RYP • WBON • CCVT Loan Review • Stafford Programming 	<ul style="list-style-type: none"> • Real Careers • Vermont Talent Pipeline Management • Poultney/GMC • Working Communities Challenge • CSJ • Vermont Farmer's Food Center • Energy Infrastructure/ Natural Gas • Airport Development • CRM

CATEGORY	EXAMPLE ACTIVITIES
Business Development	<p>Increase access to resources for businesses of all sizes by:</p> <ul style="list-style-type: none"> • leveraging CWE partnership to further develop programming and support • supporting WBON • pursuing grants (BGS, etc.) • conducting workshops • monitoring policy and legislation • increasing promotion of, and facilitating access to, state programs (VEGI, etc.) • maintaining and promoting online commercial site selection tool • continuing to develop creative partnerships (CWE, MINT, WIB, RYP, CSJ, SBDC, etc.)
Workforce Development	<ul style="list-style-type: none"> • support the work of the regional marketing initiative • increase promotion of state programs (VTP, etc.) • continued development of the WIB, Real Careers, and “We Want You To Stay” efforts • support the work of RYP • develop an internship database • support the work of VTPM and Vermont Futures • hold the second Rutland County Manufacturing Day • continued creative partnerships (DOL, MINT, WIB, RYP, CSJ, etc.)
Intermediary Relending Program	<p>Generate \$320,000 in new lending volume by:</p> <ul style="list-style-type: none"> • increasing outreach to lenders • increasing marketing • researching creative and sustainable uses of the IRP fund
The MINT	<ul style="list-style-type: none"> • ensure the ability to hire staff by organizing and supporting fundraising efforts • help to develop a support structure around the Operations team • grow and strengthen The MINT board of directors • continue to develop creative partnerships (area schools, VAL, VTC, CCV, WIB, RYP, CSJ, etc.)
REDC	<ul style="list-style-type: none"> • Strengthen internal systems and processes (policies, employee handbook, reporting protocols, etc.) • Develop and increase REDC outreach (refinement of metrics, development of marketing collateral) • Asset management (112 Quality Lane, IRP loan loss reserve, staff professional development) • Revenue growth (increased memberships, creative partnerships) • Develop grant writing capacity



Entrepreneurship Committee Meeting & CWE Mentor Breakfast Notes
October 2, 2019
67 Merchants Row, Rutland | RRPC 3rd Floor Classroom

Present: Erin Anderson, Mandy Bradley, Christie Garofano, Will Gormly, Jerry Hansen, Janelle Howard, Tami Napolitano, Gwen Pokalo, Tyler Richardson, Kate Thomas, Lyz Tomsuden

Gwen Pokalo, director of the Center for Women & Enterprise Vermont (CWE), joined the business planning class mentors and entrepreneurship committee for a training breakfast. Gwen gave the mentors some background on CWE and how the class and ongoing education is grant or sponsor funded to ensure everything is low- or no-cost to students. The group shared what being a mentor means to them and Gwen went over expectations for the mentors. The mentors were encouraged to be optimistic and good listeners. Christie, class instructor, spoke about the students this session and their progress. The 12 women are working on their pitches and already have draft business plans handed in for Christie to review. The mentors were invited to join on November 13 at 5:30 p.m. at CCV for the student graduation.



Finance Committee Meeting Minutes
Tuesday, October 8, 2019 | 67 Merchants Row | RRPC Third Floor Conference Room

Members Present: Karen Garrow, Scott Dikeman, Rolf Hirschmann, Chris Keyser, Andrew Simonds

Staff Present: Tyler Richardson, Kim Rupe

The meeting was called to order at 8:18 A.M.

Approval of Minutes: Rolf moved to accept the minutes from September 10, 2019. The motion was seconded by Andrew and passed unanimously.

REDC Internal Financials and Cash Flow:

The committee reviewed the current financials and Tyler noted that there will be some changes to the bottom line due to an unexpected loan payoff as well as membership dues that should now be under the new fiscal year. Tyler mentioned a couple of items were miscategorized and will need to be adjusted. We have had two new REDC business members since our last meeting.

Revolving Loan Fund:

All loans are current except for loan #108-01-01. We have had one expected loan payoff this summer and one unexpected loan payoff within the last week. At our last meeting, it was decided that a demand letter would be sent to #108-01-01 which was drafted. Tyler touched base with the banks, as well as the business owner who then wrote a check for the amount owed for accumulated interest and late fees, thus fulfilling our current stipulations so the demand letter was not sent. Payments were to resume by the end of September, and Tyler will follow up with the business to ensure this occurs and get an update on the status of the restructuring.

The new loan application reviewed last month was revisited by the committee. Prior conversations made mention that the committee would like to see a tenant in the space and more collateral. Since then, the applicants shared they have a solid lead on a tenant. New England Credit Union would be willing to lend 80% which means a request to REDC for a loan in the amount of \$48,000 which the committee is more comfortable with.

Motion: Scott Dikeman made a motion to approve the loan for \$48,000 contingent upon review of a signed lease agreement with a minimum of a five-year term and additional collateral. The motion was seconded by Andrew and passed. Karen abstained from voting.

Old Business:

The REDC Annual Meeting will be held on November 6 at The MINT from 5 – 7 p.m. The fire alarm has been installed at the Quality Lane building and the cost is being spread over two fiscal years.

New Business:

None.

Our next meeting will be November 12, 2019.

Adjournment at 8:39 A.M.

Rutland Economic Development Corp.

July 2019 through Sept 2019

	Operations	IRP	Total	Actual YTD	Annual Budget
	For the Quarter July '19 - Sept '19			Oct 18' - Sept 19'	2019
Income					
Admin Fees from Funds	6,183.31	-	6,183.31	28,018.33	37,000.00
Interest Income from Banks & CDs	184.37	174.74	359.11	1,399.08	1,400.00
Interest Income from IRP Loan	-	10,320.63	10,320.63	26,348.68	21,019.00
Interest Income - DRP Loan	64.24	-	64.24	112.68	-
SBDC Reimbursement	2,000.00	-	2,000.00	8,000.00	8,000.00
ACCD Grant	31,195.00	-	31,195.00	108,508.00	108,707.00
Membership Contribution	7,000.00	-	7,000.00	75,850.00	74,000.00
Program Service Fees	-	-	-	1,272.00	3,200.00
Rent from IRP	675.00	-	675.00	2,700.00	2,700.00
Rent from Ellison	49,520.00	-	49,520.00	147,759.00	145,356.00
Quality Lane Expense Reimbursement	22,588.62	-	22,588.62	63,405.10	50,430.00
Miscellaneous Income					
Annual Meeting	-	-	-	10,560.00	5,000.00
Real Careers Project	1,225.00	-	1,225.00	3,613.00	5,000.00
Total Miscellaneous Income	1,225.00	-	1,225.00	14,173.00	10,000.00
Total Income	120,635.54	10,495.37	131,130.91	477,545.87	461,812.00
Expense					
Qualitat Building					
Interest Expense - VEDA	4,267.09	-	4,267.09	17,270.33	14,578.00
Interest Expense - VEDA Roof	985.74	-	985.74	4,051.37	2,584.00
Real Estate Taxes	4,846.57	-	4,846.57	14,631.88	15,000.00
Electric	750.00	-	750.00	3,000.00	3,000.00
Fuel Oil	-	-	-	14,921.87	17,000.00
Lawn Care & Plowing	1,144.32	-	1,144.32	16,035.20	10,000.00
Inspections & Security	356.85	-	356.85	563.40	800.00
Sewer Charge - Rutland City	4,203.37	-	4,203.37	11,883.28	6,750.00
Sewer Charge - Rutland Town	-	-	-	409.73	6,750.00
Comcast Security Phone Line	235.90	-	235.90	694.44	840.00
Property Insurance 112 Quality	-	-	-	5,220.00	5,200.00
Repairs & Maintenance	4,645.58	-	4,645.58	5,250.98	3,000.00
Capital Improvement to Quality	-	-	-	-	5,000.00
Depreciation	8,097.99	-	8,097.99	32,391.96	32,069.00
Personal Property Taxes	-	-	-	-	15.00
Total Qualitat Building	29,533.41	-	29,533.41	126,324.44	122,586.00
REDC Office					
Rent to MKF Properties	4,500.00	-	4,500.00	13,200.00	13,200.00
Telephone & Telecommunications	976.36	-	976.36	4,176.66	3,700.00
Copier Lease	841.82	-	841.82	2,343.53	1,800.00
Network Expense	-	-	-	-	2,100.00
Office Expense	209.70	-	209.70	1,247.37	1,000.00
Equipment Purchased	-	-	-	750.62	2,000.00
Cleaning	650.00	-	650.00	2,550.00	2,600.00
Utilities	207.90	-	207.90	887.77	1,200.00
Total REDC Office	7,385.78	-	7,385.78	25,155.95	27,600.00
Operational Fees					
Filing Fees	-	-	-	75.00	300.00
Payroll Processing Fees	428.37	-	428.37	1,818.05	1,400.00
Accounting Fees	-	-	-	6,750.00	7,000.00

	Operations	IRP	Total	Actual YTD	Annual Budget
	For the Quarter July '19 - Sept '19			Oct 18' - Sept 19'	2019
Annual Meeting Expenses	-	-	-	6,081.12	5,000.00
Audit Expense	-	-	-	13,400.00	13,000.00
Bank Charges	30.00	15.00	45.00	150.35	100.00
Insurance	-	-	-	4,793.21	5,800.00
Computer Services	-	-	-	3,357.88	1,000.00
Dues & Subscriptions	1,400.00	-	1,400.00	2,194.72	2,000.00
Education and Seminars	-	-	-	27.83	5,000.00
Legal Fees	-	-	-	250.00	500.00
Travel/Mileage	49.05	-	49.05	876.44	1,500.00
Postage & Shipping	4.05	-	4.05	104.05	500.00
Travel & Entertainment	2,749.85	-	2,749.85	3,983.04	1,500.00
Miscellaneous	10,000.00	-	10,000.00	10,316.83	665.00
Total Operational Fees	14,661.32	15.00	14,676.32	54,178.52	45,265.00
Marketing					
Advertising Expense	218.96	-	218.96	13,922.92	15,000.00
Website Development	78.00	-	78.00	654.00	2,000.00
Total Marketing	296.96	-	296.96	14,576.92	17,000.00
Wages					
Salaries & Wages	42,620.43	-	42,620.43	182,737.88	178,320.00
Payroll Taxes	3,260.47	-	3,260.47	17,523.30	13,641.00
Employer Cont. Simple IRA	825.16	-	825.16	825.16	2,800.00
Employee Health Insurance	-	-	-		7,200.00
Total Wages	46,706.06	-	46,706.06	201,086.34	201,961.00
IRP Expense					
Interest Expense IRP	-	1,902.42	1,902.42	5,682.43	7,700.00
Fund Rent Expense	-	675.00	675.00	2,700.00	2,700.00
Admin Fee Expense	-	6,183.31	6,183.31	28,018.33	37,000.00
Total IRP Expense	-	8,760.73	8,760.73	36,400.76	47,400.00
Total Expense	98,583.53	8,775.73	107,359.26	457,722.93	461,812.00
Net Income	22,052.01	1,719.64	23,771.65	19,822.94	-

	Operating Fund	IRP Fund	TOTAL
ASSETS			
Current Assets			
Checking/Savings			
NBT - BGS Grant (R) 7720	20,500.00	0.00	20,500.00
NBT - MM 4802	77,442.71	0.00	77,442.71
HFCU Checking - IRP 5 3600	0.00	65,982.78	65,982.78
HFCU Savings - IRP 5	0.00	25.44	25.44
HFCU Checking IRP 4 7900	-53.02	175,487.23	175,434.21
HFCU Savings - IRP 4	0.00	24,838.89	24,838.89
Berkshire-Rutland PCC (R) 9118	70,694.60	0.00	70,694.60
Berkshire MM IRP 2&3 2981	0.00	4,188.98	4,188.98
Community Checking IRP 2&3 0303	0.00	81,343.72	81,343.72
Community Operating 6504	10,002.47	0.00	10,002.47
Community - DEV 3652	33,851.14	0.00	33,851.14
Peoples Operating Checking 0298	154,836.69	0.00	154,836.69
Peoples Checking - IRP 4 0379	0.00	77,874.71	77,874.71
TD Checking - DEV 1638	13,304.73	0.00	13,304.73
TD Short Term Investments - DEV	121,063.00	0.00	121,063.00
Petty cash	132.76	25.00	157.76
Total Checking/Savings	501,775.08	429,766.75	931,541.83
Accounts Receivable			
Accounts receivable	10,215.44	20,082.98	30,298.42
Rent Receivable	12,380.00	0.00	12,380.00
Total Accounts Receivable	22,595.44	20,082.98	42,678.42
Other Current Assets			
IRP - Note Receivable Current	0.00	-6,828.41	-6,828.41
Security Deposit Merchants Row	1,600.00	0.00	1,600.00
Loan - Downtown Rutland Part.	5,331.81	0.00	5,331.81
Due to OP Fund (from IRP)	90,341.75	0.00	90,341.75
Total Other Current Assets	97,273.56	-6,828.41	90,445.15
Total Current Assets	621,644.08	443,021.32	1,064,665.40
Fixed Assets			
Building - Qualitat	958,242.90	0.00	958,242.90
Computer Equipment/Software-OP	11,117.78	0.00	11,117.78
Computer Equipment/Software-IRP	0.00	3,450.40	3,450.40
Office Furniture & Equipment	12,937.35	0.00	12,937.35
Land Improvements	167,300.00	0.00	167,300.00
Accumulated Depreciation	-411,859.92	-3,450.00	-415,309.92
Total Fixed Assets	737,738.11	0.40	737,738.51
Other Assets			
Loan Loss Reserve	0.00	-39,700.73	-39,700.73
IRP - Note Rec Long Term	0.00	567,153.27	567,153.27
Cold River Industrial Park	9,219.29	0.00	9,219.29
Total Other Assets	9,219.29	527,452.54	536,671.83
TOTAL ASSETS	1,368,601.48	970,474.26	2,339,075.74

LIABILITIES & EQUITY**Liabilities****Current Liabilities****Accounts Payable**

Accounts payable	6,218.92	0.00	6,218.92
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Total Accounts Payable	6,218.92	0.00	6,218.92
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Other Current Liabilities

Accrued Interest Exp - OP	434.81	0.00	434.81
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Accrued Interest	0.00	4,468.09	4,468.09
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Employee Simple IRA Deduction	-146.30	0.00	-146.30
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Security Deposits	3,806.25	0.00	3,806.25
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N/P VEDA - Current	26,288.36	0.00	26,288.36
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Current VEDA LOAN 2 - ROOF	8,563.33	0.00	8,563.33
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N/P IRP 2&3 - Current	0.00	59,046.00	59,046.00
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Downtown Rutland Part.	5,331.81	0.00	5,331.81
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Debentures Payable	32,850.00	0.00	32,850.00
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BGS GRANTS	20,000.00	0.00	20,000.00
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Due from IRP Fund (to OP)	0.00	90,341.75	90,341.75
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Total Other Current Liabilities	97,128.26	153,855.84	250,984.10
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Total Current Liabilities	103,347.18	153,855.84	257,203.02
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Long Term Liabilities

NP VEDA RIDCG01 LT	251,677.30	0.00	251,677.30
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LONG TERM VEDA LOAN 2 ROOF	73,863.67	0.00	73,863.67
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Note Payable-IRP#2 LT	0.00	59,738.09	59,738.09
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Note Payable-IRP#3 LT	0.00	200,170.05	200,170.05
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Note Payable-IRP#4 LT	0.00	177,498.81	177,498.81
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Note Payable IRP-#5 Long Term	0.00	84,511.50	84,511.50
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Total Long Term Liabilities	325,540.97	521,918.45	847,459.42
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Total Liabilities	428,888.15	675,774.29	1,104,662.44
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Equity**Unrestricted net assets**

Fund Balance Unrestricted-Oper	919,286.50	0.00	919,286.50
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Total Unrestricted net assets	919,286.50	0.00	919,286.50
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Restricted Net Assets

Fund Balance Restricted - IRP	0.00	293,063.46	293,063.46
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Total Restricted Net Assets	0.00	293,063.46	293,063.46
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Unrestrict (retained earnings)	-6,405.85	1,722.20	-4,683.65
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Net Income	26,832.68	-85.69	26,746.99
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Total Equity	939,713.33	294,699.97	1,234,413.30
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TOTAL LIABILITIES & EQUITY	1,368,601.48	970,474.26	2,339,075.74
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