



**DRAFT** Minutes of the Meeting of the Board of Directors  
Hudson River Sloop Clearwater, Inc.  
**Virtual Meeting via Zoom**  
**Wednesday, September 8, 2021 at 6:30pm**

**Board Members**

Peter Capek  
Seth Davis  
~~Jeff Domanski~~  
Mitzi Elkes  
Joan Gaylord  
Neil Gordon, Treasurer  
~~Scott Greathhead~~  
Allen Gutkin  
Samantha Hicks, Executive Committee At Large  
Gareth Hougham  
Arthur Jones, Executive Committee At Large  
Aaron Mair

Janine Napierkowski, Vice-President  
Henry Neale, Executive Committee At Large  
Jeremy Rainer  
~~Gregory Simpson~~  
Steve Stanne, President & Acting ED, Chair  
Donna Stein  
Rosemary Thomas  
Sarah Underhill, Secretary  
Greg Williams  
Thomasina Winslow  
(~~strike through~~ indicates absence)

**Staff Members**

Hal Cohen  
Mannajo Greene  
Amali Knobloch  
Erin Macchiaroli

Meg Mayo  
Nick Rogers

**Members**

Jeremy B  
George Bossa  
Victoria Christof  
Roger D'Aquino  
Allan Goldhammer  
Joyce Hanson  
Betty Harkins  
Ben Kaminsky

Deb Kavanah  
Noel Kropf  
Rick Nestler  
Laura Selleck  
Alan Thomas  
Roy Volpe  
MJ Wilson  
Pat [not otherwise identified]

The Meeting was called to order at 6:30 pm  
Mission Song by Steve, "How Can I Keep From Singing"

With corrections submitted by directors, the minutes of the 6/9/21, 7/6/21, and 8/9/21 meetings were approved in separate voice votes.

A PROPOSAL that all committee and staff reports be attached to minutes was APPROVED, with fifteen ayes and four abstentions.

**Acting Executive Director's Report**

Steve Stanne presented the following report.

## Acting Executive Director's Report

### Education/Sloop

Start downrigging Sept.8; winter work begins Sept.20.

Thanks to the sailing crews and program staff who performed admirably through another COVID and weather-challenged season.

Clearwater passed its USCG deck inspection. Six minor corrections were required – all have been addressed.

Program staff have developed clear plans for tracking and fulfilling grants and are submitting reimbursement requests in timely fashion.



### Environmental Action

Ida is just the most recent manifestation of the increasingly intense rainstorms impacting this region as a result of climate change. Action to reduce fossil fuel emissions is ever more critical.

Deadline for comments relating to the DEC air permit for Danskammer has been extended to Sept.13. On Sept.28 and 29, the Siting Board will be holding a second set of virtual public hearings relating to Article X review of the project. See Manna's EA report for details.

A meeting of will be convened to discuss how to gain more recognition for Clearwater's EA work, identify issues on which we can be leaders, and design ways to actively engage directors and members in that work.

#### Performance evaluations:

- Staff reviews nearly complete.
- Executive Committee reviewed Acting Executive Director August 26.

Virtual annual gathering & first meeting of new board  
Sunday, Oct.3, 9:30 AM-1:00 PM  
Program planning underway; will be similar in format to last year's event.

## Treasurer's Report

Neil Gordon presented the following report.

I'm pleased to report on the status of our (i) cash flow and general financial condition, (ii) status of financial reporting, and (iii) importantly, my view on our ability to fund an event (i.e., "Festival") at Croton Point.

### Cash Flow and General Financial Condition

Cash flow challenges remain, in many ways having become the new normal. After funding a significant loss from our last Festival, and the loss of nearly all of our operating revenues due to COVID, we've now survived two sailing seasons and a winter maintenance period, and are reasonably well positioned to survive this year's winter maintenance season, as well.

The Century Fund balance is growing, reimbursements from prior grants are in process and applications for anticipated Sloop work are being readied. This combination should adequately fund 75% of the planned winter projects. After anticipated reimbursements, the Century Fund will have been restored so that future winters can be similarly funded, hopefully in perpetuity.

As we move into winter season, crew salaries will, in large part, be paid from the Century Fund, which will allow us to fund a to-be-hired executive director. In the spring, the crew will again be paid from operations, but (hopefully) a revenue richer, post-COVID sailing season will generate much needed cash flow. As always, the generosity of Clearwater members and friends sustains us.

### Financial Reporting Status

Limited cash flow, limited time, the complexity of grant accounting (including a lack of seamless integration between our accounting software and our donor software), and other factors, continue to delay our financial reporting, both external and internal. Established as priorities are needed government filings, and audited financial statements. All of those are under pressure of deadlines.

As frustrating as a lack of periodic financial statements might be, we are not, as an organization, "flying blind." Our expenses consist of payroll for staff and crew, and necessary spending (e.g., insurance and debt service). Those are covered by dues, donations, and occasional fundraising events. Our balance sheet remains as it's been, one very large, illiquid asset, limited cash, and, on the other side of the ledger, what we owe to Ulster Bank. We are, of necessity, managing to available cash flow, which we've done without incurring additional debt (which is not likely available to us, in any case), and without using unpaid vendor invoices as a source of cash flow. We've done that well now for several years.

### Festival at Croton Point

Lastly, but importantly:

Passion for Festival runs high. There have been and will continue to be robust discussions (including tomorrow evening) about where Festival fits in our mission, its history as a fundraising event, its value as an membership/outreach event, and more. Here though, is the dispassionate reality: There is not yet a proposal for a Croton event that fits within our available cash flow and ability to sustain a potential loss.

This is not a close call. As noted above, we literally manage our cash flow week to week, pay period to pay period. We have barely enough to pay staff and crew. We have no excess, unrestricted funds, and little in reserve. We have no reason to believe that situation will change anytime soon. Moving forward with an event at Croton Point, as proposed, would commit funds we don't have, and present risks we can't afford. Please keep this reality in mind during this evening's discussion.

## Development Committee/Development Report

Meg Mayo presented the Development report.

# Development Update

August 9, 2021

## The Clearwater Century Fund

- OPRHP Reimbursement request submitted August 19<sup>th</sup>, \$154k.
- Donor cultivation activities now focusing on bringing people to see the restoration work.
- Public outreach begins!
- Major donor outreach ongoing with Committee and Staff

## Century Fund Cash Flow (draft scenario)

Item	Balance	Q4 2021	Q1 2022	Q2 2022	Total
<b>Revenue</b>					
Bequest	\$ 150,000	\$ -	\$ -	\$ -	\$ -
OPRHP Reimbursement		\$ 154,000	\$ 127,000	\$ 62,776	\$ 343,776
Century Fund Leadership Gifts	\$ 25,000	\$ 60,000	\$ 75,000	\$ 50,000	\$ 185,000
Century Fund Gifts		\$ 40,000	\$ 30,000	\$ 50,000	\$ 120,000
<b>Total Revenue</b>	<b>\$ 175,000</b>	<b>\$ 254,000</b>	<b>\$ 232,000</b>	<b>\$ 162,776</b>	<b>\$ 649,776</b>
<b>Expenses</b>					
Total Equipment/Supplies		\$ 84,590	\$ 63,090	\$ 128,650	\$ 276,330
Monthly Labor Est.		\$ 128,415	\$ 128,415	\$ 85,610	\$ 342,440
<b>Total Expenses</b>		<b>\$ 213,005</b>	<b>\$ 191,505</b>	<b>\$ 214,260</b>	<b>\$ 618,770</b>
<b>Net Revenue for Month</b>	<b>\$ 175,000</b>	<b>\$ 40,995</b>	<b>\$ 40,495</b>	<b>\$ (51,484)</b>	<b>\$ 30,006</b>
<b>Cummulative Net in Fund</b>	<b>\$ 175,000</b>	<b>\$ 215,995</b>	<b>\$ 256,490</b>	<b>\$ 205,006</b>	

## Century Fund Budget v. Commitments

DESCRIPTION	Budget	Commitments (8/9/21)
<b>Revenue</b>		
Bequest	\$150,000	\$150,000
Leadership gifts	\$250,000	\$50,000
OPRHP Reimbursement 2021	\$100,000	\$154,000
Public/Donations	\$100,000	
Grants	\$20,000	
<b>Gross Revenue</b>	<b>\$620,000</b>	<b>\$354,000</b>
<b>2021-22 Restoration Work Cost</b>	<b>(\$600,000)</b>	<b>(\$600,000)</b>
<b>Balance of OPRHP Grant 2022</b>	<b>\$247,000</b>	<b>\$189,776</b>
<b>Net remaining in perpetual Clearwater Century Fund</b>	<b>\$266,000</b>	<b>(\$56,224)</b>

## Development Revenue: 8/9/21 – 9/7/21

Source	Amount
Ambassador	1,700.00
Events	103.00
General	16,125.15
Membership	3,868.35
Revival	103.00
Sustainers	719.85
<b>Grand Total</b>	<b>22,619.35</b>

## Development Calendar

SEPTEMBER	OCTOBER
Century Fund digital campaign Century Fund Major Donor Cultivation	Fall Appeal continues Major Donor Cultivation Grant reporting and Reimbursements 2022 Planning and Budgeting
NOVEMBER	DECEMBER
Holiday card and EOY giving Major Donor Outreach 2022 planning and budgeting continues	End of Year Giving Major Donor outreach ongoing

## Shoutouts \*

- All Board, Staff, Members, Volunteers for the important and difficult Revival work and conversations.
- Alan Thomas & Sam Hicks for support on the Hyde & Watson grant application for building repairs.
- Joan Gaylord for help with the UMIO sail on 9/4 (a great success).
- Rosemary and Alan Thomas for the Hike for the Hudson assistance (see you in 2022)!
- Ann Mellor & Aerika Lucy for the ballots – mailing, emailing, counting, and everything in between.

\* My apologies to anyone I missed – thank you to the entire Board of Directors for your support and dedication.

## REMINDER: AMAZON SMILE

Designate Hudson River Sloop Clearwater as your charity of choice before your holiday shopping season begins!

- <https://smile.amazon.com>



## CLEARWATER GRANT PIPELINE

9/8/21

STATUS	GRANT NAME	DEPARTMENT/PROJECT	TOTAL AMOUNT	BALANCE REMAINING	Forecast	NOTES
Funded	Anonymous Donor Planned Giving	Development/Planned Giving Match	TBA	n/a	TBA	Paperwork in Dev/Dept review
Funded	DEC River Education 2018	Education/Climate Change Curriculum	\$ 37,700	\$ 23,431	FY22	
Funded	DEC River Education 2019	Education/Traveling Exhibit	\$ 40,000	\$ 40,000	FY22	
Funded	NYS DOH Fish Advisory	Education/Fish Advisory	\$ 30,000	\$ 7,823	FY21	Payments due 11/21 and 1/22
Funded	NYS OPRHP Sloop Restoration	Sloop/Sloop Restoration	\$ 343,776	\$ 343,776	FY21-22	Reimbursement pending \$154k
Funded	Rose Foundation	EAC/Coeymans Mapping	\$ 6,050	\$ 6,050	FY21	CW will retain \$500 for admin role
<b>Total Funded</b>			<b>\$ 457,526</b>	<b>\$ 421,080</b>		
<b>New Proposal</b>	<b>Hyde &amp; Watson Foundation</b>	<b>General Ops</b>	<b>\$ 15,000</b>	<b>n/a</b>	<b>FY22</b>	<b>Building repairs</b>
<b>Total New Proposal</b>			<b>\$ 15,000</b>			
Pending	CFHV/Jeanette F. Schlobach Grant	Education	\$ 20,000	n/a	TBA	Submitted
Pending	Community Found. of HV (CFHV)	General Ops	\$ 5,000	n/a	TBA	Submitted
Pending	DEC River Education 2020	Education/Fish Key 2.0	\$ 40,000	n/a	TBA	Submitted
<b>Total Pending</b>			<b>\$ 65,000</b>			

Rosemary Thomas presented the Development Committee report.

1. The following proposed Development Committee charge was put forward for a vote of the board:

RESOLVED: that the following Development Committee charge be included in Board Policy IX, Organization and Functioning of the Board:

In order to further the goals and objectives of the Corporation's Strategic Plan, as adopted from time to time, the Development Committee is charged to work with the Development Director and/or Executive Director to determine, plan, and fulfill fundraising goals for the Corporation. For example, the Development Committee may assist in designing fundraising strategies, establishing relationships with major donors and granting entities, or planning and executing fundraising events. The Development Committee may, in consultation with the Finance Committee, approve the annual and long-term fundraising goals.

The Resolution was PASSED UNANIMOUSLY.

2. Hike for the Hudson was deferred. We simply could not get all the pieces together in the time needed.

3. Gala 2022 planning has started!

4. Century Fund - please support!

With work on the sloop's winter overhaul about to begin, Steve requested authorization to spend money from the Clearwater Century Fund for the project. Captain Nick Rogers expected work to be done through the second week of November to cost \$119,810. The fund specifies that withdrawals are to be made with reasonable expectation of reimbursement. That reimbursement is to come from the OPRHP grant, in the amount of 75% of actual expenditures. This would allow a withdrawal of \$89,858. Steve and Neil recommended a withdrawal of \$95,000 to allow a cushion in the event that spending over this time is higher than expected. The following resolution was put forward for a vote of the board.

RESOLVED: that a withdrawal of up to \$95,000 from the Clearwater Century Fund, is hereby approved, in such amounts as may be approved by the Executive Committee from time to time, with all such amounts subject to a reasonable expectation of reimbursement.

The Resolution was PASSED UNANIMOUSLY.

In expectation of hiring an auditor, Steve put forward a resolution requesting authorization from the board to do so.

RESOLVED: that the Board of Directors approves the hiring of an accounting firm to conduct the annual audit(s), and that the Executive Committee be authorized to approve the choice of a firm.

After discussion, Aaron Mair moved to call the question; his motion was seconded by Rosemary Thomas. The motion to call the question was passed with 17 votes yes, 2 votes no.

The Resolution then was PASSED with 16 votes yes, 1 vote no, and 1 abstention.

#### Nominating Committee:

Arthur Jones reported that a Meet the Candidates event will be held via Zoom on 9/13/21 at 6:30 pm. Questions for the candidates may be submitted in advance to the nominating committee.

#### Planning & Governance Committee:

In addition to approval of Development Committee charge, Rosemary put forward several other proposed changes to Policy IX, Organization and Functioning of the Board. These included changes to the names and texts of charges for several committees. These updates will help current and future Board members more clearly understand the role of each committee and perhaps more easily determine where they can contribute. She will resend these for approval at a future board meeting.

#### Properties Committee:

Henry Neale as Chair requests that a board member who has expertise in maintaining the Sloop join the committee. We have that expertise in the person of Captain Sam Hicks, but policies currently restrain her from serving on more than two standing committees. It was suggested that Planning and Governance examine the question of whether to keep that restriction.

Executive Director Search:

Janine Napierkowski reported that applications are coming in and times have been set aside for interviews.

Sloop Club Committee

Donna Stein reported that a monthly sloop club committee meeting has been difficult to schedule. She will stay in touch with the clubs on an individual basis. She encouraged Board members to join their local Sloop Club.

Revival Planning

At this point it's not possible to plan a small 2022 festival in and around the city of Beacon given uncertainties regarding COVID and availability of dates for Pete and Toshi Seeger Riverfront Park.

An extensive discussion of the Croton festival proposal prepared by Ben Kaminsky followed, addressing the following resolution:

RESOLVED: that Clearwater shall commit to producing a Great Hudson River Revival at Croton Point Park in 2022 at the scale and cost proposed in the documents titled Fest Options 2022 and 2022 Festival Budget VS 2017 Budget, which were presented to all board members on 8/26/21 and again on 9/1/21, and shall be attached to the minutes of this meeting.

Points repeatedly made: Revival is an important and beloved part of Clearwaters's identity; a Croton Revival 2022 as proposed is too financially risky; the board needs to commit more fully to collaborate with RPC to plan for a realistic and sustainable festival; such planning should go forward soon for 2023; Ben did a great deal of work in putting together proposal which will be valuable in planning; Clearwater has failed to set aside funds raised by Revival for Revival; given its financial difficulties, the organization couldn't afford to do so; not holding an event at Croton in 2022 risks losing the preferred dates to other events.

The Resolution FAILED TO PASS, with 3 votes in favor, 13 opposed, and 1 abstention.

The Board went into Executive Session at 9:37 pm to discuss finances.

The meeting was adjourned at 10:27 pm

Respectfully Submitted,  
Sarah Underhill, Secretary

Attachments  
2022 Fest Options  
2022 Festival Budget VS 2017 Budget

## Better Never, Than Late.

Any event we produce must accomplish the following:

- Further Clearwater's mission. Education and activism.
- Bring in new, preferably younger members (and keep them)
- Produce a profit

### **Croton Point Park Overview:**

- Based on selling 4000 tickets
- Reducing number of stages (Family and Sloop)
- Increase set times (resulting in less artists/less change over)
- Not feeding volunteers, instead providing volunteer lounge/light refreshments.
- Focus on interactive/engaging content (workshops for music and activism)
- Increase audience camping

## CROTON POINT PARK

<b>PROS +</b>	<b>CONS -</b>	<b>TASKS</b>	<b>Comments &amp; Suggestions</b>
Familiar infrastructure and deep knowledge of site & needs	Largest Financial Risk	Draft Budget	Work from 2017 budget
Expect a bump in attendance after 2 years away- audience, volunteers, RPC	Risk of Rain		Relies on ticket presales  Start early!
Scalability	Need to sell min 4000 tickets		Can expand plan to accommodate more than 4000 people
High Volunteer Participation	Need to fill RPC vacancies		Vol Coord. Reception. Food Vending.
Traditional and identified as CW Festival	Requires months to plan		Need to hit ground running. Tickets on sale by december
Build Relationship	Requires		Need 40k Minimum

with Westchester parks dept.	partners/sponsorship		sponsorship
Proximity to NYC			attract younger demographic
Easy Public Transportation			
Existing plan			
Make use of festival trailers	Unsure of condition of festival trailer contents		Switch contents out of trailers to owned shipping containers
Stream elements of event	Hard to get reliable internet		



## DOWNTOWN BEACON STREET FAIR EVENT

PROS +	CONS -	TASKS	Comments & Suggestions
Less financial risk than Croton?	Unsure of financial risk	Identify expenses Create Budget	
Indoor Music Venues reduced risk of rain?	Limited usable outdoor space	Identify preferred venues/costs	Town Crier Beacon Highschool Ect.
	Starting from scratch		First year events historically do not turn a profit
Public Transportation	No camping		Would require a shuttle?
CW friendly businesses	Share Revenue		
No in-house knowledge	Low volunteer participation	Who will do oversight?	
Has a Dock	Limited waterfront access		Would require shuttle
Proximity to office	No in-house knowledge		
	Requires blocking off main street for weekend		
	Requires months to plan		
	Not Revival -		Needs new name
	Could <b>not</b> make use of festival trailers		
Stream elements of event			Use existing internet connections?

## THE ASHOKAN CENTER

PROS +	CONS -	TASKS	Comments & Suggestions
	Unsure of financial risk	Identify expenses Create Budget	
Beautiful Site	No public Transportation		Limited to local kingston/woodstock. Audience we already have
Indoor space	Limited outdoor space		
Stream elements of event			Use existing internet connections?
Camping	Limited Volunteer/RPC participation		
CW friendly	Not likely to attract new attendees/members		
	Limited capacity		Maybe 2000 max?
2 existing stages side by side	Not Revival		Needs new name
Could make use of festival trailers			
	Starting from scratch		First year events historically do not turn a profit
	Hard to get sponsorship for a first year event		



	<u>2022 Budget</u>	<u>2017 Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>	
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
<b>403000 - Individual Contributions</b>					
4030002 - Revival Scholarship					
4030003 - Membership income from festival	2,000.00				
403000 - Individual Contributions - Other	0.00	1,500.00	-1,500.00	0.0%	
<b>Total 403000 - Individual Contributions</b>	<b>2,000.00</b>	<b>1,500.00</b>	<b>500.00</b>	<b>133.33%</b>	
<b>412000 - Corporate</b>					
412300 - Corporate Sponsor	40,000.00	15,000.00	25,000.00	266.67%	
<b>Total 412000 - Corporate</b>	<b>40,000.00</b>	<b>15,000.00</b>	<b>25,000.00</b>	<b>266.67%</b>	Get Patron fish account number
<b>417000 - Special Events</b>					
417300 - Auction	10,000.00	2,500.00	7,500.00	400.0%	
417004 - Advertising Income	0.00	2,500.00	-2,500.00	0.0%	
<b>Total 417000 - Special Events</b>	<b>60,000.00</b>	<b>5,000.00</b>	<b>55,000.00</b>	<b>1,200.0%</b>	
<b>420000 - Program Fees</b>					
471000 - Audience Camping	0.00	1,200.00	-1,200.00	0.0%	
421900 - Program Fees - Farmers Market	5,000.00	5,000.00	0.00	100.0%	
421000 - Program Fees - Ads	0.00				
421100 - Program Fees - Craft	25,000.00	25,000.00	0.00	100.0%	assumes 18 vendors
421200 - Program Fees - Marketplace	8,000.00	10,000.00	-2,000.00	80.0%	assumess 10 vendors
421300 - Program Fees - Green Living	8,000.00	10,000.00	-2,000.00	80.0%	
421400 - Program Fees - Food Vendor	25,000.00	40,000.00	-15,000.00	62.5%	19 vendors
421500 - Program Fees - Activist	2,500.00	10,000.00	-7,500.00	25.0%	
421600 - Program Fees - Volunteers	40,000.00				Volunteer rebate rather than volunteer fee \$62 for 650 people
421601 - Revival Food Non Working Kids	0.00				
421600 - Program Fees - Volunteers - Other	0.00	45,000.00	-45,000.00	0.0%	
<b>Total 421600 - Program Fees - Volunteers</b>	<b>40,000.00</b>	<b>45,000.00</b>	<b>-5,000.00</b>	<b>88.89%</b>	
421700 - Program Fees - Wkng Waterfront	4,000.00	4,000.00	0.00	100.0%	

421800 - Program Fees - RV income	5,000.00	5,500.00	-500.00	90.91%
422100 - Program Fees - Satellite Vendor	500.00	500.00	0.00	100.0%
422400 - Program Fees - Outreach Sails	14,000.00	14,000.00	0.00	100.0%
470900 - Program Fees - Water & Ice	4,000.00	6,000.00	-2,000.00	66.67%
451000 - Events -Ticket Sales	420,000.00	657,500.00	-237,500.00	63.88% 2019 = 460,000
434100 - Program Fees - Whaler				
434125 - Festival-sail Whaler	0.00			
<b>Total 434100 - Program Fees - Whaler</b>	<b>0.00</b>			
434200 - Program Fees - Clearwater				
434225 - Festival-Sail Clearwater	0.00			
<b>Total 434200 - Program Fees - Clearwater</b>	<b>0.00</b>			
				Streamed pay per veiv
451100 - Revival Extra Pass	5,000.00			
<b>Total 420000 - Program Fees</b>	<b>566,000.00</b>	<b>833,700.00</b>	<b>-267,700.00</b>	<b>67.89%</b>
470000 - Merchandise				
470002 - Audience Tees'	20,000.00	24,000.00	-4,000.00	83.33%
470001 - Performer Merchandise	2,000.00	2,000.00	0.00	100.0%
470000 - Merchandise - Other	14,000.00	14,000.00	0.00	100.0%
<b>Total 470000 - Merchandise</b>	<b>36,000.00</b>	<b>40,000.00</b>	<b>-4,000.00</b>	<b>90.0%</b>
499800 - Miscellaneous Income	0.00	0.00	0.00	0.0%
499900 - Insurance Recovery -	0.00	0.00	0.00	0.0%
<b>Total Income</b>	<b>704,000.00</b>	<b>895,200.00</b>	<b>-191,200.00</b>	<b>78.64%</b>
<b>Gross Profit</b>	<b>704,000.00</b>	<b>895,200.00</b>	<b>-191,200.00</b>	<b>78.64%</b>
<b>Expense</b>				
613105 - Public Relations	0.00	4,000.00	-4,000.00	0.0%
610600 - Financial Services				
601100 - Ticket Processing Fee	0.00	0.00	0.00	0.0%
611000 - Credit Card Fees	0.00	0.00	0.00	0.0%

610800 - Bank Charges	0.00				
<b>Total 610600 - Financial Services</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
611100 - Telecom	2,000.00	1,500.00	500.00	133.33%	
611200 - Office Supplies	400.00	500.00	-100.00	80.0%	
611300 - Postage	2,000.00	2,000.00	0.00	100.0%	
611400 - Printing	7,000.00	7,000.00	0.00	100.0%	
612100 - Food	20,000.00	65,000.00	-45,000.00	30.77%	Food for vol + staff + Artists
612200 - Crew Food Reimbursement	0.00				
612500 - Registration/Permits & Lic	2,500.00	2,500.00	0.00	100.0%	
612800 - Travel/Lodging	4,000.00	4,000.00	0.00	100.0%	
613100 - Advertising	50,000.00	48,000.00	2,000.00	104.17%	
613200 - Insurance	0.00	15,000.00	-15,000.00	0.0%	
<b>613500 - Equipment Expense/Rental</b>					
6135q - Sound Mountaintop	3,000.00	3,000.00	0.00	100.0%	
6135p - Sound - Misc	4,500.00	4,500.00	0.00	100.0%	
6135o - Sound Klondike	18,000.00	28,000.00	-10,000.00	64.29%	
6135n - Backline	8,000.00	11,500.00	-3,500.00	69.57%	
6135m - Decor/Linens	0.00	2,200.00	-2,200.00	0.0%	
6135j - Trailers - Site and Storage	20,000.00	25,000.00	-5,000.00	80.0%	includes site crew trailers
6135h - Generators	3,800.00	3,800.00	0.00	100.0%	
6135g - Tents	16,000.00	22,000.00	-6,000.00	72.73%	
6135f - Radios	2,000.00	4,200.00	-2,200.00	47.62%	
6135e - Gators & Golf Carts	8,000.00	12,000.00	-4,000.00	66.67%	
6135d - Port O Lets	18,000.00	22,000.00	-4,000.00	81.82%	
6135b - Shuttle Bus	10,000.00	15,000.00	-5,000.00	66.67%	north field parking? Sponsorship?
6135a - Tables & Chairs	2,000.00	3,600.00	-1,600.00	55.56%	
613500 - Equipment Expense/Rental - Other	2,000.00	0.00	2,000.00	100.0%	
<b>Total 613500 - Equipment Expense/Rental</b>	<b>115,300.00</b>	<b>156,800.00</b>	<b>-41,500.00</b>	<b>73.53%</b>	
613600 - Maintenance/Zero Waste	2,800.00	2,800.00	0.00	100.0%	
<b>613700 - Operating Supplies/Equip</b>					
6137g - Stage Improvements	5,000.00	15,000.00	-10,000.00	33.33%	

6137f · Credentials Staff/Talent/Guest	0.00	1,300.00	-1,300.00	0.0%	
6137e · RPC Supplies	0.00	2,300.00	-2,300.00	0.0%	
6137d · Ice & Water	3,500.00	3,500.00	0.00	100.0%	
6137b · Site Maps/Signage	0.00	500.00	-500.00	0.0%	
6137c · Power & Electric	500.00	500.00	0.00	100.0%	
6137a · Hardware, tools & supplies	2,000.00	2,000.00	0.00	100.0%	
613700 · Operating Supplies/Equip - Other	<u>15,000.00</u>	<u>1,500.00</u>	<u>13,500.00</u>	<u>1,000.0%</u>	
<b>Total 613700 · Operating Supplies/Equip</b>	<b>26,000.00</b>	<b>26,600.00</b>	<b>-600.00</b>	<b>97.74%</b>	
<b>615200 · Salaries</b>					
615100 · Salaries-Contra	0.00	0.00	0.00	0.0%	
615200 · Salaries - Other	<u>30,000.00</u>	<u>43,500.00</u>	<u>-13,500.00</u>	<u>68.97%</u>	Assistant FD + Vol Coord
<b>Total 615200 · Salaries</b>	<b>30,000.00</b>	<b>43,500.00</b>	<b>-13,500.00</b>	<b>68.97%</b>	
<b>615300 · Fringe Benefits</b>					
615400 · Fringe Allocation	0.00	0.00	0.00	0.0%	
615800 · Worker's Compensation	0.00	0.00	0.00	0.0%	
615300 · Fringe Benefits - Other	<u>0.00</u>	<u>15,000.00</u>	<u>-15,000.00</u>	<u>0.0%</u>	
<b>Total 615300 · Fringe Benefits</b>	<b>0.00</b>	<b>15,000.00</b>	<b>-15,000.00</b>	<b>0.0%</b>	
<b>616200 · Program Consultants</b>					
6162C2 · Village personnel	12,000.00	12,000.00	0.00	100.0%	Guessing cop and car parkers
6162f · Festival Contractors	<u>100,000.00</u>	112,500.00	-12,500.00	88.89%	
6162d · Sound	0.00	0.00	0.00	0.0%	
6162c · Park Personnel Fees	<u>57,000.00</u>	75,000.00	-18,000.00	76.0%	Park venue plus park staff not police. 20,000 reduction negotiated in 2019 with peter and george
6162b · Electrician	600.00	600.00	0.00	100.0%	
6162a · Fire & Medical	5,500.00	5,500.00	0.00	100.0%	
6162h · ASL Fees	4,500.00	4,150.00	350.00	108.43%	
616200 · Program Consultants - Other	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>	
<b>Total 616200 · Program Consultants</b>	<b>179,600.00</b>	<b>209,750.00</b>	<b>-30,150.00</b>	<b>85.63%</b>	
616500 · Accounting Services	<u>5,000.00</u>	0.00	5,000.00	100.0%	

616700 · Artistic Production	200,000.00	235,000.00	-35,000.00	85.11%
616800 · Graphic Design/ Media/ IT	6,000.00	6,000.00	0.00	100.0%
616900 · Pension	750.00	750.00	0.00	100.0%
618000 · Leased Vessel	3,600.00	12,500.00	-8,900.00	28.8% Mystic Whaler
619000 · Merchandise Expense				
6190b · Merchandise Exp Volunteer T's	9,000.00	9,000.00	0.00	100.0%
6190a · Merchandise Exp Aud T's	10,000.00	12,000.00	-2,000.00	83.33%
619000 · Merchandise Expense - Other	8,000.00	10,000.00	-2,000.00	80.0%
<b>Total 619000 · Merchandise Expense</b>	<b>27,000.00</b>	<b>31,000.00</b>	<b>-4,000.00</b>	<b>87.1%</b>
619800 · Miscellaneous -	0.00	0.00	0.00	0.0%
620100 · Overhead Participation	0.00	6,000.00	-6,000.00	0.0%
<b>Total Expense</b>	<b>683,950.00</b>	<b>895,200.00</b>	<b>-211,250.00</b>	<b>76.4%</b>
<b>Net Ordinary Income</b>	<b>20,050.00</b>	<b>0.00</b>	<b>20,050.00</b>	<b>100.0%</b>
	<b>20,050.00</b>	<b>0.00</b>	<b>20,050.00</b>	<b>100.0%</b>
	154678.57	0	154678.6	1