



## **COMMUNITY SERVICE ORGANIZATIONS 2019 GRANT REQUEST**

### APPLICATION INSTRUCTIONS

Due Date: Friday, August 31<sup>st</sup>, 2018, 5pm. Late applications will not be considered.

CSO requests follow a competitive application process, as requests will likely exceed available funds.

Please review the entire packet of forms prior to starting your application. Do not omit any of the requested information or required attachments. If an item does not apply to your program, note "N/A" for that item. A checklist is attached in this packet for your use.

### SUBMISSION FORMAT:

The City Administration plans to incorporate all grant submissions into a digital document for the City Council to review. For this reason, we require that the submissions to follow a uniform format. Please do not provide supplementary materials, which are not in the direct format of this packet.

Please submit **one (1) DOUBLE-SIDED COPY** and **ONE COMPLETE PDF FILE**

Address: City of Valdez, Attn: Finance Department, PO Box 307, 212 Chenega,  
Valdez AK 99686

### QUESTIONS:

Please contact Magdalena McCay, Comptroller, at 834-3454.



## GRANT FUNDING REQUEST FOR COMMUNITY SERVICE ORGANIZATIONS

### CRITERIA, RESTRICTIONS, and INSURANCE REQUIREMENTS

The City of Valdez strives to ensure that a wide variety of programs and services are made available to the community. The objective of this grant program is to provide funding assistance to agencies and organizations to expand these opportunities in Valdez.

**CRITERIA:** The City Council will evaluate your application based on:

- I. Purpose of the Program: What demonstrated community need is being met? What is the impact on the community if your program is not provided? What other programs/agencies exist to meet this need? How do they compare to your program?
- II. Management of the Program: Effective management of financial and human resources? Appropriate technical skills and knowledge of this program service? Fiscally responsible? Proven ability/track record?
- III. Fiscal Health of the Program: What internal controls are employed to ensure adherence to approved financial policies and oversight? What financial reserves are available to deal with unanticipated fiscal impacts?
- IV. Community Support of Program: Strong participation? Volunteer services? Financial support shown through private and corporate contributions, user fees, in-kind donations?
- V. Specifics of Program: Target population - who benefits from your program? Cost effective? Well thought-out concept and organized plan of action? Measurable results?

**RESTRICTIONS:** Restrictions on this funding include:

- I. The organization must have obtained a non-profit status recognized by the State of Alaska before a contract can be executed. Informal associations are not eligible for grants.
- II. There are no guarantees of annual funding; the intent is for your group or program to become self-sufficient.
- III. This grant funding is subject to the availability of funds lawfully appropriated for disbursement.
- IV. Grant funding is intended to supplement your budget, not to fund your program in total.
- V. Programs and services are the goal; grant funds are not to be used for construction activities. **No equipment purchases of over \$500 will be permitted.**

VI. Grant funding is not intended to provide an increase to the fund balance of your organization. Funds are to be fully expended in the 2019 fiscal year on the specified program(s).

NOTE: This list is not intended to be all inclusive.

## Criteria, Restrictions, and Insurance Requirements (continued)

### **INSURANCE REQUIREMENTS:** Insurance requirements for Grant Recipients include:

A certificate of insurance naming the City as additional insured must be in effect during the entire contract period, including the following:

- \* Worker's Compensation as required by Alaska Statutes and Employer's Liability in the amount of \$100,000.
- \* Comprehensive General Liability to include premises operation, contractual liability, and personal liability in a minimum amount of \$1,000,000 combined single limit.
- \* Comprehensive Auto Liability - \$500,000 per accident (for programs requiring the use of vehicles owned and/or hired)

### **AUDIT REQUIREMENTS FOR FUNDING REQUESTS OF \$100,000 OR MORE:**

The Grantor requires a recipient receiving \$100,000 or more in the organization's fiscal year to conduct an independent audit by certified public accountant that is in conformity with generally accepted accounting principles in the United States of America. A copy of the financial statements and all audit findings must be submitted to the City of Valdez within 30 days after recipient receives the audit report.

Future funding requests will only be considered if prior year audits are on file with the City of Valdez as described above. If most recent audit is still pending at the date of application the City of Valdez must receive written notice of the audit status with the submittal.



# GRANT FUNDING REQUEST FOR COMMUNITY SERVICE ORGANIZATIONS

## 2019 FUNDING REQUEST/CERTIFICATION FORM

ORGANIZATION NAME: Levitation 49 dba Valdez Adventure Alliance PHONE: 303.898.4141  
ADDRESS: PO Box 33 Valdez AK 99686 ZIP: \_\_\_\_\_  
CONTACT PERSON: Lee Hart, Executive Director PHONE: 303.898.4141  
CONTACT PERSON E-MAIL: info@valdezadventure.com  
PROGRAM TITLE: Valdez Adventure Alliance  
FUNDING REQUEST FOR 2019: \$ \_\_\_\_\_

1. Non-Profit Corporation? Yes ☒ No ☐  
Date of incorporation: 2014 Federal Tax ID #: 47-4244493

2. Organization's estimated TOTAL 2019 operating budget: \$ 286650.00

### 3. Historical Funding and Membership Information

	Total CSO Budget	City Funding	City % of Total	# of Members
2016	353K	150K	42.5	n/a
2017	375K	150K	40.0	n/a
2018	377K	150K	39.78	n/a
2019	286650.00	114550.00	39%	n/a

4. What was previous grant funding used for? Be specific.

The grant pays for operations for the following events and advertising to attract people to Valdez:

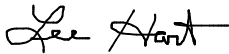
- Valdez Ice Climbing Fest
- Chugach Fat Bike Bash
- Valdez Rock Climbing Fest
- Annual Confluence: Summit on the Outdoors

**ATTACHMENTS:** (label as indicated)

- Copy of your organization's most recent fiscal yearend financial statements including balance sheet and profit and loss, and sources and uses of revenues. These statements must also show all accumulated fund balances for all of the organization's assets. (label page 2)
- Copy of balance sheets from three prior fiscal years. (label page 3)
- Copy of your organization's estimated current operating budget, including revenues and expenditures. (label page 4)
- Copy of proposed 2019 budget, including revenues and expenditures. (label page 5)
- Copy of your organization's balance sheet and profit and loss as of 6/30/2018

**CERTIFICATION:** (must be signed by both individuals)

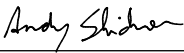
I certify that the information contained in this application, including all attachments and supporting materials, is true and correct to the best of my knowledge.



Aug. 30, 2018

EXECUTIVE DIRECTOR (or equivalent)

DATE



Aug. 31, 2018

PRESIDENT, BOARD OF DIRECTORS (or equivalent)

DATE



(Organization's Most Recent Fiscal Year-End Financial Statement  
to include all fund balances on all organization's funds)

(All Funds)

(Copy of Three Prior Fiscal Years' Balance Sheets)

(Organization's Current Operating Budget)

(All Funds)

(Copy of Proposed 2019 Budget)

(All Funds)

## PROGRAM INFORMATION

ORGANIZATION NAME: Levitation 49 dba Valdez Adventure Alliance

Program Title: economic diversification through mountain sports

Complete section below. Limit comments to this page.

1. Summarize the program you are proposing. (You will provide the details in the scope of services form.)

VAA is dedicated to economic diversification through the development and promotions of events and projects that support the mountain sports lifestyle in Valdez.

2. Briefly, but specifically, describe why the program to be funded under this proposal is needed and how it will benefit the Valdez community. Is this a new or existing program? How have you determined the need for your program?

VAA works to attract people to our community in off-peak, non/summer months. These people spend money with local businesses. The advertising we do to support attendance at our events help gain mindshare for people in Alaska and beyond to decide whether to come/return to Valdez.

3. Is this program year-round, seasonal, or a one-time event? year-around  
Schedule: Beginning date: \_\_\_\_\_ Ending date: \_\_\_\_\_

4. Estimated number of people to be served by this program? 106K  
Provide formula for estimate:

100K state park visitors from May 15 - Sept. 15  
4K residents  
2K visitors to L49 events and state parks

5. Target population served: (ie: youth, adult, Senior Citizens, disadvantaged, etc.)

In-state and local residents, out of state mountain sports enthusiasts

6. Is membership in your organization required for participation: Yes \_\_\_\_\_ No 

7. Fee to participant: Member \$ \_\_\_\_\_ Non-Member \$ \_\_\_\_\_

8. Number of paid program staff: Full-time 2 Part-time \_\_\_\_\_ Temporary \_\_\_\_\_  
0.5

ORGANIZATION NAME: L49 dba Valdez Adventure Alliance

Program Information (continued)

9. Volunteer Services Information:

Number of volunteers:	Actual 2016	<u>20</u>
	Actual 2017	<u>31</u>
	Anticipated 2018	<u>48</u>
	Estimated 2019	<u>37</u>

Source of volunteers (parents, members, professionals, others):

community members, PWSC outdoor program students, board members

Types of services provided by volunteers:

mostly administrative assistance for the events, we have to pay professionals for specialized technical services like climbing safety

10. Where will you operate this program? What facilities?

Civic Center, Keystone Canyon, Thompson Pass, Valdez Glacier Campground, harborfront, Fat Mermaid, Mountain Sky Hotel

11. What is the specific impact on your program if City funding is available at the following percentages of your request?

75% Cut the bike fest; run only the ice fest but we'd still be operational.

50% We would see if the City wants to take over running the events and enter into MOU for VAA to provide contract event management support.

25% No events. We'll fulfill our contract with state parks that ends at the end of next season after which we will sell any assets and shutter the organization.

0% No events. We'll fulfill our contract with state parks that ends at the end of next season after which we will sell any assets and shutter the organization.

12. The City is prohibited from contracting with businesses or persons that violate the Americans with Disabilities Act (ADA). What methods does your organization employ to comply with the requirements of ADA?

We have always complied with ADA requirements and would continue to do so.

ORGANIZATION NAME: L49 dba Valdez Adventure Alliance

Program Information (continued)

13. Any other comments you would like to make about your program?

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We request to review CSO grants/Event Support grant awards with City staff before the end of the year to identify requests with which staff sees challenges to implementation and work to resolve them before the end of the year so are best positioned to manage our events to maximum efficiency once the New Year starts.

ORGANIZATION NAME: L49 dba Valdez Adventure Alliance

**OPERATING EXPENSES OF PROPOSED PROGRAM**

(Budget Form #1)

<u>Program Expenses:</u>	<u>Budget</u>	<u>Breakdown</u>
<b>PERSONAL SERVICES:</b>	<u>\$ 96000.00</u>	
Salaries/wages		<u>\$ 96000.00</u>
Employee benefits		<u>\$</u>
Other: _____		<u>\$</u>
<b>CONTRACTUAL SERVICES:</b>	<u>\$ 10650.00</u>	
Reproduction/copying		<u>\$ 4850.00</u>
Equipment rental		<u>\$</u>
Data processing		<u>\$ 1000.00</u>
Dues/subscriptions		<u>\$ 2000.00</u>
Contractual services		<u>\$ 2800.00</u>
Professional fees & services		<u>\$</u>
Other: _____		<u>\$</u>
<b>OTHER SERVICES:</b>	<u>\$ 38400.00</u>	
Volunteer services		<u>\$ 100.00</u>
Communications/postage		<u>\$</u>
Printing		<u>\$ 25500.00</u>
Advertising/promotion		<u>\$</u>
Electricity		<u>\$</u>
Heating		<u>\$ 12800.00</u>
Travel/transportation		<u>\$</u>
Other: _____		<u>\$</u>
<b>COMMODITIES:</b>	<u>\$ 5500.00</u>	
Clothing		<u>\$</u>
Office supplies		<u>\$</u>
Building maintenance		<u>\$ 4700.00</u>
Operating supplies		<u>\$</u>
Parts & supplies - equipment		<u>\$ 800.00</u>
<b>OTHER CHARGES/EXPENSES:</b>	<u>\$ 38200.00</u>	
Insurance		<u>\$ 1000.00</u>
Contingencies		<u>\$</u>
Training		<u>\$</u>
Rent		<u>\$</u>
Capital equipment		<u>\$</u>
Office equipment		<u>\$</u>
Other expenses: <u>Event Expenses</u>		<u>\$ 37200.00</u>
<b>TOTAL COST FOR OPERATION OF THIS PROGRAM:</b>	<u>\$ 188750.00</u>	



ORGANIZATION NAME: L49 dba Valdez Adventure Alliance

**FUNDING SOURCES FOR PROPOSED PROGRAM**  
(Budget Form #2)

This program budget covers the period of Jan. 1, 2019 to Dec. 31, 2019

<u>SOURCES OF PROGRAM FUNDING</u>	<u>GOAL AMOUNT</u>	<u>%</u>	<u>COMMITTED (Y/N)</u>
Parent Organization	\$ <input type="text"/>	_____	<input type="text" value="N"/>
Gifts and Contributions	\$ <input type="text" value="9400.00"/>	_____	<input type="text" value="N"/>
Membership Dues	\$ <input type="text"/>	_____	<input type="text" value="N"/>
Fees & charges to participants	\$ <input type="text" value="64800.00"/>	_____	<input type="text" value="N"/>
Private sector grants (specify source and date of award)			
_____	\$ _____	_____	_____
_____	\$ _____	_____	_____
_____	\$ _____	_____	_____
Fundraisers (specify major fundraising events/programs)			
_____	\$ _____	_____	_____
_____	\$ _____	_____	_____
_____	\$ _____	_____	_____
<b>Subtotal of Financial Support for this program:</b>	\$ <u>74200.00</u>	_____	
<b>Supplemental Funding Requested from City of Valdez:</b>	\$ <u>114550.00</u>	_____	
<b><u>TOTAL FUNDING FOR OPERATION OF THIS PROGRAM:</u></b>	\$ <u>188750.00</u>	<b>100%</b>	

NOTE: Projected program financial support should meet or exceed projected program expenditures. If not, you must provide an explanation. If the financial support is projected to exceed the expenditures by a substantial amount, please provide an explanation as to why grant funds are being requested for this program.

ORGANIZATION NAME: L49 dba Valdez Adventure Alliance

### **SCOPE OF SERVICES**

Timeline      OUTCOMES for 2019 (What do you plan to accomplish in 2019 - be specific)

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Please see attached narrative detail.

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Attach additional pages if necessary

*Definition: Outcome - End product or result accomplished.*

## CITY OF VALDEZ

### GRANT FUNDING REQUEST FOR COMMUNITY SERVICE ORGANIZATIONS

#### **APPLICATION CHECKLIST**

This checklist is simply for your use in preparation of your application packet. It is not a part of the packet to be copied and submitted.

You are encouraged to check and double check your facts and figures prior to making your copies. Packets that omit any of the requested information or that contain errors in calculations **WILL BE RETURNED TO THE APPLICANT** for correction and resubmission. The ensuing delay may jeopardize your application for funding.

#### A COMPLETE APPLICATION PACKET INCLUDES:

- \_\_\_\_\_ Funding Request/Certification form (labeled page 1)
  - \_\_\_\_\_ Recent Total Organization Financial Statement (labeled page 2)
  - \_\_\_\_\_ Copy of Prior Three Prior Years' Balance Sheets (labeled page 3)
  - \_\_\_\_\_ Current Operating Budget for Total Organization (labeled page 4)
  - \_\_\_\_\_ Copy of Proposed 2019 Budget (labeled page 5)
  - \_\_\_\_\_ Program Information forms (labeled pages 6, 7, and 8)
  - \_\_\_\_\_ Operating Expenses of Proposed Program/Budget form #1 (labeled page 9)
  - \_\_\_\_\_ Funding Sources for Proposed Program/Budget form #2 (labeled page 10)
  - \_\_\_\_\_ Scope of Services form (labeled page 11)
  - \_\_\_\_\_ Additional pages submitted by agency (label page numbers accordingly)
  - \_\_\_\_\_ Copy of Balance Sheet and Profit and Loss as of 6/30/2018
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REMINDER: You must submit **one (1) DOUBLE SIDED COPY OF COMPLETE PACKET** and **a COMPLETE PDF FILE** before the deadline. Late submissions will not be considered for funding.

DEADLINE: **5:00 p.m., Friday, August 31st, 2018**  
Early submissions are accepted and encouraged!

Thank you for your submission.

**City of Valdez Community Service Organization  
Grant Request - FY2019**



## 2018 Review Highlights

### General

As we headed into the New Year, there was a lot of scrutiny and pressure on Valdez Adventure Alliance to host drama-free, well-executed events. After the cancellation of the Ice Fest in 2017, we were operating on probation with our key sponsors, state permit manager and attendees. Because of this, our growth and development plan is literally one year behind where we would have hoped to have been by now. Thankfully, in 2018 Mother Nature cooperated and with only a few hiccups we produced safe, fun, quality events. Our participation numbers fell short of projections but we believe this had to do with some loss of confidence by the public, especially after questions were raised by the unfortunate events of 2017. Our sponsors and state permit manager have now resumed confidence in our organization. All national brand sponsors are returning - adidas Five Ten, Black Diamond, Camp/Cassin, Petzl, The American Alpine Club and The North Face - and we have picked up two new sponsors; [Julbo](#) for Ice Fest and [Native](#) for Bike Fest. We are hoping to ink two more national sponsors before the end of 2018.

Economic Stimulus Value. Through Aug. 30, 2018, VAA has spent nearly 77% of its cash revenues - comprised chiefly of the city grant, event registration and state parks overnight campground and cabin camping fees to businesses located right here in Valdez.

### Specifics

**Financials.** Acting on recommendations from our 2016 audit, you will see our 2017 audit is remark-free.

**Prince William Sound College Partnership.** We are grateful for the MOU we enjoy with the Prince William Sound College and the home base/office space that provides. We were able to deliver better value to them with the advent of a new faculty person heading up their Outdoor Leadership program and us having a more full-time presence in the office.

**Staffing.** As we professionalized our event management and administrative processes it became abundantly clear we are under-resourced. Our staffing is extremely minimalist and they are not being paid a living wage that creates a situation that is unsustainable for all. The Events Manager cobblestones together a living here by holding down three jobs. She has through, her career, raised more than \$3 million in grants. The Executive Director is frustrated that so much day-to-day hands-on event management distracts from being able to fully optimize marketing objectives let alone raise funds through alliances, sponsors, and underwriting.

It becomes increasingly apparent that something has to change.

## Background/Context/Perspective

The mission of Valdez Adventure Alliance (VAA) is economic diversification through events and projects that support the mountain sports lifestyle. We are not simply an events production company. VAA currently runs on a thin-ice budget of in-kind donations to offset expenses, event registration fees, some sponsorships and grants. We would cease operations without the city's support adding to a reputation within the Prince William Sound region for businesses for below statewide norms for business retention.

Efforts like ours and accompanying inherent challenges are not unique to VAA or Valdez. Across the country [rural communities are asking the question](#) and grappling with the answer of who pays for what when it comes to conservation, stewardship and marketing of natural resources and the sports enthusiasts and economic stimulus they attract. The VAA/City of Valdez partnership is pioneering the model for how a whole community—outdoor recreationalists, guides, land and business owners, and local government—can, and should, come together to create a long-term, sustainable plan around outdoor recreation. People are watching the Valdez example as we are navigating and leading the way in uncharted waters in our state and even on the national stage. The outdoor industry is starting to wake up to the fact that conservation and stewardship are deeply connected to how effective we are as an economy.

So what? Why does this matter? Why should we care? One only needs to turn to the [Prince William Sound Economic Development District Comprehensive Economic Development Strategy](#) (PWSEDD CEDS) to find the answers. Overall, the population projections from 2017 through 2042 predict a sustained decline of nearly 9 percent in the Valdez-Cordova Census

Area compared with a projected increase of nearly 26.3% statewide.

Figure II.B.1. Prince William Sound Census of the Population, Estimates, and Projections



Source: U.S. Census Bureau, Alaska Department of Labor and Workforce Development

In both 2000 and 2010, the median age in Prince William Sound was older than both the state and national populations.

Figure II.B.3. Median Age by Prince William Sound Community with Comparisons to Alaska and U.S. Populations 2000 and 2010

Median Age in Years	2000	2010
Chenega Bay	30.3	35.0
Cordova	36.9	42.2
Tatitlek	30.5	29.5
Valdez	35.4	36.7
Whittier	39.3	48.0
Prince William Sound	35.9	38.8
Alaska	32.4	33.8
United States	35.3	37.2

Source: U.S. Census Bureau and calculations by PWSEDD

VAA's premise is that the best way to stop population decline and lower the median age is to invest in outdoor recreation events to attract people to our community and projects that encourage them to stay longer and come back more often, while providing lifestyle benefits that are proven to attract a vibrant, youthful workforce.

The Prince William Sound CEDS recommends a strategic direction that “increases opportunities for year-round recreation and tourism opportunities.”

Strengths	Weaknesses	Opportunities	Threats
Growth in visitors to Alaska, exceeding 2 million visitors in 2015 for the first time	Lack of regional tourism identity and marketing effort	Increase collaboration between communities that desire increased visitation	Drastic reduction in state tourism marketing funding
Scenic beauty and wilderness values	Many of the largest tourism operators in the region are based elsewhere	Increase participation and use of Alaska Green Adventure designation	One vessel ferry service resulted in large reductions in passenger volume
Strong statewide tourism marketing program since 2010	Many jobs are seasonal and low-paying	Increase utilization of marine parks through marine trails and public-private partnership	Potential for ongoing reductions in ferry service, parks management, sport fish programs, and other state infrastructure
Most public lands allow recreational and multiple use	Complex regulation, permitting, and reporting for commercial use of public lands	Increase economic value of recreationists	Possible new or increased statewide tourism taxes or general taxes
Growing reputation for outdoor adventure sports including heliskiing, fat tire biking, and kayaking	High costs to visit the region	Promote region to small boutique cruise category and yacht market	Waiting lists for moorage in small boat harbors
Glaciers, wildlife, and mountains are top interests for Alaska visitors	Quality of lodging and restaurants is not well-rated by visitors		
Region is easily accessible to Alaskans for recreation			

Through our events and the images and videos they generate we are trying to leverage our strengths: scenic beauty and wilderness values, a growing reputation as Alaska's premier adventure basecamp, and easy accessibility since we are on the road and ferry system. We are 100 percent focused on increasing the economic value of recreationists, staunching and reversing the population trends and lowering the median age.

PWSEDD's strategy mirrors that of the state's "Northern Opportunity: Alaska's Economic Strategy."

Some relevant select excerpts from that plan, for those unfamiliar with the state's economic development strategy, include the following:

### **Business Development:**

- Cultivate a resilient business climate that supports growth and expansion of existing and emerging industries.
- Increase sustainable growth in emerging visitor industry segments: Eco Tourism, Geo Tourism, Adventure Tourism, and Arctic Tourism.
- Increase shoulder season and winter visitor capacity and infrastructure by promoting Alaska-specific products, iconic features, and events to targeted markets.



- Increase the total number of visitors to state by five percent annually, demonstrate an increase in rural communities' visitation, increase shoulder season and winter visitation by 5%

### **Quality of Life:**

Improve the attractiveness and livability of Alaska communities to attract and retain a quality workforce and set the foundations for economic well-being.

Utilize new metrics to inform and implement quality of life programs on a local level.

Assess options for reducing the cost of health insurance for individuals and firms.

### **Expand and promote recreational access to public lands**

**National trends.** Finally, Valdez is well-positioned to capitalize on the [US Bureau of Economic Analysis data](#) that shows growth in the outdoor recreation industry sector is outpacing growth in the economy overall.

## **The Big Picture**

The state, regional development district and city all recognize there is opportunity to do a better job promoting winter and that is a chief objective of ours. VAA is committed to the mission and convinced we can stimulate rural economic development through outdoor recreation but we can't do it by ourselves. Some ideas of what we believe our town could focus on to burnish its outdoor recreation reputation include developing the following resources.

Projects that would support an true adventure basecamp reputation:

#### • In Town

Return of more regular ferry service and the development of easily accessible hiking and biking opportunities for those visitors

Meals Hill Passive Rec Development/Interpretive programs (assuming EVOS purchase)

Connect Meals Hill-Lookout Trail-Dock Point

Restore the walking trail to Valdez Glacier

Destination Sports Center - using a Euro model brought to my attention by one of the past season's heli-ski clients a scaled version of the Swiss sports center in [Le Sentier](#) seems to offer so many things that would attract independent travelers, groups, cruise ship tourists, and be a massive benefit to locals. Such a center would be a buffer against bad-weather days and give visitors more confidence that no matter when they come to Valdez they are guaranteed to have a great time due to a World-class center the likes of which Valdez is best positioned to build (GO or revenue bonds?) that includes the following amenities: ice rink, rock climbing wall, fitness center, yoga room, bike rentals, saunas and outdoor jacuzzis. Marketing for the center in

Le Sentier succeeds in attracting company events, competitions and training camps for archery, orienteering and rock climbing. A destination rec center would be unique to Alaska and a point of differentiation. It would consolidate rec assets under one roof and be a monster benefit to local residents from youth to seniors and help boost year-round occupancy at local hotels.

## Sport Centre in le Sentier

### Le Sentier



- Near Town

Bike trail connections from town to summer and winter trails at Robe Lake

Get Keystone Canyon designated a National Scenic Area

- Out of Town

Return of more regular ferry service and support collaborative efforts to bring the Prince William Sound Marine Trail to life

Explore working with the state to designate Thompson Pass a State Park which would greatly facilitate trail developments proposed in Valdez Master Trails Plan

Bike shoulder on Thompson Pass to improve safety for road cyclists - fed grants available

## Powering Change

Organizational capacity building. We are driven to continue to make inroads on making VAA more self-sustaining and round out our mission-driven activities beyond simply producing events. To do so, here are our 2019 priorities:

**Staffing.** In 2019 we hope to grow from 1.75 to 2.5 FTE's earning a living wage or salaries that fall within or at least more closely align with salary ranges as described by Foraker consulting group's study of non-profit wages.

### **Foraker average salaries 2016      2019 VAA Budget Request**

Executive Director	\$78,000	\$48,000
Deputy Director	\$54,000	\$36,000
½ year Social Media	\$20,000	\$12,000

More staff would help us achieve our goals more quickly but we understand the realities of budgets and the need for an incremental approach to growth. The addition of .75 FTE staff will help free up our Executive Director to spend more time nurturing and leveraging relationships with natural allies like Prince William Sound College, Valdez Convention and Visitor's Bureau, and City departments plus forge alliances with logical partners and seek funders from business and philanthropic organizations around nearby and around the state. As you can see from the Addendum 1 grant spreadsheet, there's \$87,500 in grants we targeted but didn't have the time to pursue. We are striving to get the organization up to three full-time employees making a living wage by FY 2021.

**A plan for the future.** We hope to finalize the Trails Master Plan before the end of 2019, hopefully with adoption by the City. We already have agreement, in principle, from Alaska Department of Natural Resources and US BLM Glenallen Field Office.

**Events.** We will focus our attention on our strongest events.

- **Valdez Ice Fest**, our flagship event will be held Feb. 15 - 18, 2019.
- **Chugach Fat Bike Bash**, is scheduled to be held April 5 - 7, 2019. This is an event with a lot of potential that has not yet met participation projections. We invested a lot into the media for this event and produced a film that has been accepted into adventure film fests and their nationwide tours that we expect to do a lot to promote the event and Valdez in general. The VAA will closely monitor this event for growth and ROI for at least two more years.

- **Valdez Rock and Flow Fest.** The board has decided to cancel this event for these reasons:

Schedule conflict: The event will

We have new competition for main instructional attraction - gym-to-crag classes - from the new state-of-the art Alaska Rock Gym facility which has begun to offer such opportunities.

The City's refusal to permit use of the Middle School climbing wall as weather backup.

Instead of hosting the event, we will be working with the college to take athlete-instructor resources and apply them to rock climbing instructor training and certification courses which

would enhance their outdoor leadership curriculum and give them some opportunity for new revenue streams while we collectively helping build the knowledge and skill base that can create a more fertile environment for business development and retention that creates Alaska jobs for Alaskans, especially Valdez natives.

• **Confluence.** Confluence is a mixed blessing success story. It has taken off and mushroomed in scope and impact. It does not seem fair that Valdez is the only community that financially supports what is an effort to elevate the VAA mission to a statewide level. Hosting the annual conference in Valdez is suppressing attendance and hinders further growth of the initiative. Upon request, I can go into more detail of the challenges.

For these reasons, VAA will transition Confluence to it's own free-standing entity in 2019. The fourth annual event is unlikely to be held in Valdez but our goal would be to have it in Valdez every other year in acknowledgement to the initiative's roots in Valdez.

**Media.** We would like to spend more to buy advertising than we have on producing assets to support ad campaigns.

Over three years we have developed a library of photography and videos that we believe should be used by the Valdez Convention and Visitor's Bureau (VCVB) but we have faced resistance as we have sought to more closely integrate our efforts and leverage each others resources.

The City of Valdez Municipal Code does not, at least not explicitly, restrict applications for those who desire to use bed tax revenues. The City requires the following information which we believe VAA has already established and provided through the CSO process.

- a. Program objectives;
- b. Economic development benefit or opportunities;
- c. Annual operating budget; and
- d. Financial statement including revenues, expenditures and reserve account balances.

**Grants.** We did not succeed in getting a \$50,000 federal highways grant to gravel the first half-mile of Shoup Trail. We ranked 11th and funding was awarded to the top 10 applicants. Until this writing, we intended to re-submit the grant again however current conditions at Shoup would suggest that grant request needs to be doubled or tripled. Finally, our Deputy Director/Events Manager has extensive experience successfully writing grants. She began researching and writing grants but ran out of bandwidth and had to curtail her efforts to focus on the realities of the year-round planning it takes to bring our events to life. Adding one more staffer will help us free up time so she can resume her grantmaking efforts.

**Relationship with the City.** We proudly proclaim to sponsors, media and anyone else who will listen what great support we enjoy from the progressive City Council. The financial support City Council grants us is crucial. However, during execution of our events we have documented increasing resistance from city staff/departments. We hope this lengthy detailed account of our vision will help the City realize our potential and value and inspire greater cooperation with us.

**Metric: Jobs creation.** At least one business has started due to VAA. Alaska. Guide offering individualized guided climbing, photography, hiking and paddling experiences for visitors. Businesses we hope our efforts eventually attract to Valdez include a brewery and/or distillery, fat bike rental shop, summer stand-up paddle rental/yoga school, climbing school/guide service, more high tech workers (like Tune) and an ad agency.

**Levitation 49**  
**PROFIT AND LOSS**  
January - December 2017

	TOTAL
Revenue	
4001 Events Income	
4001-1 Event Registration	3,378.45
4001-2 Event Donations	7,766.36
<b>Total 4001 Events Income</b>	<b>11,144.81</b>
4009 Non Profit Income	
4009-1 Grants	155,000.00
<b>Total 4009 Non Profit Income</b>	<b>155,000.00</b>
4014 Sales	2,470.30
4017 Sponsorship	5,045.00
4018 Square Income (deleted)	-1,626.00
4019 State Parks Camping Fees	
4019-1 Cabins	14,155.00
4019-2 Campground	18,006.84
<b>Total 4019 State Parks Camping Fees</b>	<b>32,161.84</b>
Square Income	1,626.00
<b>Total Revenue</b>	<b>\$205,821.95</b>
Cost of Goods Sold	
5000 Contract Services	
5000-1 Campground Management	6,552.35
5000-2 State Park Maintenance	33,698.43
5000-3 Administrative	49,580.00
5000-4 Contract Service - Misc	6,350.00
<b>Total 5000 Contract Services</b>	<b>96,180.78</b>
5003 Event Services	0.00
5003-1 Event Operations	2,600.00
5003-3 Event Staffing	7,123.63
<b>Total 5003 Event Services</b>	<b>9,723.63</b>
5005 Waste Management	2,100.00
<b>Total Cost of Goods Sold</b>	<b>\$108,004.41</b>
<b>GROSS PROFIT</b>	<b>\$97,817.54</b>
Expenditures	
6000 Advertising	20,332.43
6000-1 Advertising - Website	315.00
6000-2 Media Services	250.00
6111 Creative Services	
6000-3 Video	35,012.18
6000-4 Photography	3,390.00
6000-5 Graphic Design	2,416.60
<b>Total 6111 Creative Services</b>	<b>40,818.78</b>
<b>Total 6000 Advertising</b>	<b>61,716.21</b>
6002 Bank Charges	876.30

# Levitation 49

## BALANCE SHEET

As of December 31, 2017

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 BUSINESS CHECKING (XXXXXX 3077)	21,697.10
1001 PayPal Bank	0.00
1072 Bill.com Money Out Clearing	0.00
<b>Total Bank Accounts</b>	<b>\$21,697.10</b>
Other Current Assets	
1008 Undeposited Funds	0.00
<b>Total Other Current Assets</b>	<b>\$0.00</b>
<b>Total Current Assets</b>	<b>\$21,697.10</b>
<b>TOTAL ASSETS</b>	<b>\$21,697.10</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
<b>Total Liabilities</b>	
Equity	
3002 Retained Earnings	64,567.10
Net Revenue	-42,870.00
<b>Total Equity</b>	<b>\$21,697.10</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$21,697.10</b>

## Levitation 49

### BALANCE SHEET

As of December 31, 2017

	TOTAL	
	AS OF DEC 31, 2017	AS OF DEC 31, 2016 (PY)
<b>ASSETS</b>		
Current Assets		
Bank Accounts		
1000 BUSINESS CHECKING (XXXXXX 3077)	21,697.10	63,367.10
<b>Total Bank Accounts</b>	<b>\$21,697.10</b>	<b>\$63,367.10</b>
<b>Total Current Assets</b>	<b>\$21,697.10</b>	<b>\$63,367.10</b>
<b>TOTAL ASSETS</b>	<b>\$21,697.10</b>	<b>\$63,367.10</b>
<b>LIABILITIES AND EQUITY</b>		
Liabilities		
<b>Total Liabilities</b>		
Equity		
3002 Retained Earnings	64,567.10	
Net Revenue	-42,870.00	63,367.10
<b>Total Equity</b>	<b>\$21,697.10</b>	<b>\$63,367.10</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$21,697.10</b>	<b>\$63,367.10</b>



## Levitation 49

### BUDGET OVERVIEW: 2018 BUDGET BY CLASS - FY18 P&L CLASSES

January - December 2018

	BIKE FEST	CONFLUENCE	GRANT	ICE FEST	PEOPLE FOR BIKES	ROCK FEST	STATE PARKS	NOT SPECIFIED	TOTAL
<b>Revenue</b>									
4001 Events Income	9,169.00	14,553.00		22,778.00		9,500.00			\$56,000.00
4002 Fundraising - Income	1,000.00	2,500.00		3,500.00		7,000.00			\$14,000.00
4009 Non Profit Income									\$0.00
4009-1 Grants			110,000.00		5,000.00				\$115,000.00
<b>Total 4009 Non Profit Income</b>			<b>110,000.00</b>		<b>5,000.00</b>				<b>\$115,000.00</b>
4017 Sponsorship	3,000.00	2,000.00		1,000.00		6,000.00			\$12,000.00
4019 State Parks Camping Fees							30,000.00		\$30,000.00
<b>Total Revenue</b>	<b>\$13,169.00</b>	<b>\$19,053.00</b>	<b>\$110,000.00</b>	<b>\$27,278.00</b>	<b>\$5,000.00</b>	<b>\$22,500.00</b>	<b>\$30,000.00</b>	<b>\$0.00</b>	<b>\$227,000.00</b>
<b>Cost of Goods Sold</b>									
5000 Contract Services	7,500.00	10,000.00		12,500.00		13,000.00		57,000.00	\$100,000.00
5000-2 State Park Maintenance							25,000.00		\$25,000.00
<b>Total 5000 Contract Services</b>	<b>7,500.00</b>	<b>10,000.00</b>		<b>12,500.00</b>		<b>13,000.00</b>	<b>25,000.00</b>	<b>57,000.00</b>	<b>\$125,000.00</b>
5003 Event Services	5,000.00	6,500.00		8,500.00		10,000.00			\$30,000.00
<b>Total Cost of Goods Sold</b>	<b>\$12,500.00</b>	<b>\$16,500.00</b>	<b>\$0.00</b>	<b>\$21,000.00</b>	<b>\$0.00</b>	<b>\$23,000.00</b>	<b>\$25,000.00</b>	<b>\$57,000.00</b>	<b>\$155,000.00</b>
<b>GROSS PROFIT</b>	<b>\$669.00</b>	<b>\$2,553.00</b>	<b>\$110,000.00</b>	<b>\$6,278.00</b>	<b>\$5,000.00</b>	<b>\$-500.00</b>	<b>\$5,000.00</b>	<b>\$-57,000.00</b>	<b>\$72,000.00</b>
<b>Expenditures</b>									
6000 Advertising	9,250.00	5,000.00		5,000.00		3,500.00		750.00	\$23,500.00
6111 Creative Services	10,000.00	5,000.00		5,000.00		3,500.00			\$23,500.00
<b>Total 6000 Advertising</b>	<b>19,250.00</b>	<b>10,000.00</b>		<b>10,000.00</b>		<b>7,000.00</b>		<b>750.00</b>	<b>\$47,000.00</b>
6002 Bank Charges	100.00			150.00			300.00	50.00	\$600.00
6004 Continuing Education								2,000.00	\$2,000.00
6006 Dues & Subscriptions							500.00	1,000.00	\$1,500.00
6007 Event F&B	2,000.00	2,000.00		2,000.00		1,000.00			\$7,000.00
6009 Event Venues	500.00	250.00		250.00		500.00	2,250.00		\$3,750.00
6011 Fundraising	300.00	300.00		300.00		300.00			\$1,200.00
6012 Grant Expense			100,000.00						\$100,000.00
6013 Insurance				250.00		3,200.00	1,500.00	5,050.00	\$10,000.00
6018 Legal & Professional Fees								12,000.00	\$12,000.00
6019 Meals and Entertainment								1,000.00	\$1,000.00
6021 Office Supplies and Expenses								4,000.00	\$4,000.00
6022 Permits	1,200.00	500.00				350.00	600.00	350.00	\$3,000.00
6023 Promotional Expense	750.00	600.00		500.00		2,000.00		500.00	\$4,350.00
6025 Rent or Lease								6,400.00	\$6,400.00
6030 Supplies							4,000.00		\$4,000.00
6033 Travel	500.00	500.00		1,000.00			1,000.00	3,000.00	\$6,000.00
6036 Uncategorized Expense								200.00	\$200.00
6038 VIP Hospitality	2,500.00	2,000.00		1,500.00		2,000.00			\$8,000.00
<b>Total Expenditures</b>	<b>\$27,100.00</b>	<b>\$16,150.00</b>	<b>\$100,000.00</b>	<b>\$15,950.00</b>	<b>\$0.00</b>	<b>\$16,350.00</b>	<b>\$10,150.00</b>	<b>\$36,300.00</b>	<b>\$222,000.00</b>
<b>NET OPERATING REVENUE</b>	<b>\$-26,431.00</b>	<b>\$-13,597.00</b>	<b>\$10,000.00</b>	<b>\$-9,672.00</b>	<b>\$5,000.00</b>	<b>\$-16,850.00</b>	<b>\$-5,150.00</b>	<b>\$-93,300.00</b>	<b>\$-150,000.00</b>
<b>NET REVENUE</b>	<b>\$-26,431.00</b>	<b>\$-13,597.00</b>	<b>\$10,000.00</b>	<b>\$-9,672.00</b>	<b>\$5,000.00</b>	<b>\$-16,850.00</b>	<b>\$-5,150.00</b>	<b>\$-93,300.00</b>	<b>\$-150,000.00</b>

**Levitation 49**  
**PROFIT & LOSS BY CLASS**  
January - June, 2018

	BIKE FEST	CONFLUENCE	GRANT	ICE FEST	ROCK FEST	STATE PARKS	NOT SPECIFIED	TOTAL
<b>Revenue</b>								
4001 Events Income								\$0.00
4001-1 Event Registration	1,360.69			18,846.59	3,688.08			\$23,895.36
4001-2 Event Donations	125.00			4,140.00	660.00			\$4,925.00
<b>Total 4001 Events Income</b>	<b>1,485.69</b>			<b>22,986.59</b>	<b>4,348.08</b>			<b>\$28,820.36</b>
4004 In-Kind Donations	9,040.00			15,640.00	6,985.00			\$31,665.00
4009 Non Profit Income								\$0.00
4009-1 Grants	26,431.00		83,450.00	9,672.00		30,100.00		\$149,653.00
<b>Total 4009 Non Profit Income</b>	<b>26,431.00</b>		<b>83,450.00</b>	<b>9,672.00</b>		<b>30,100.00</b>		<b>\$149,653.00</b>
4017 Sponsorship							199.00	\$199.00
4019 State Parks Camping Fees								\$0.00
4019-1 Cabins						8,820.00		\$8,820.00
4019-2 Campground						1,500.00		\$1,500.00
<b>Total 4019 State Parks Camping Fees</b>						<b>10,320.00</b>		<b>\$10,320.00</b>
Square Income	1,085.00						1.00	\$1,086.00
<b>Total Revenue</b>	<b>\$38,041.69</b>	<b>\$0.00</b>	<b>\$83,450.00</b>	<b>\$48,298.59</b>	<b>\$11,333.08</b>	<b>\$40,420.00</b>	<b>\$200.00</b>	<b>\$221,743.36</b>
<b>Cost of Goods Sold</b>								
5000 Contract Services								\$0.00
5000-2 State Park Maintenance						2,977.50		\$2,977.50
5000-3 Administrative							0.00	\$0.00
<b>Total 5000 Contract Services</b>						<b>2,977.50</b>	<b>0.00</b>	<b>\$2,977.50</b>
5003 Event Services								\$0.00
5003-1 Event Operations	500.00	457.40		4,434.53	550.00			\$5,941.93
5003-2 Event Rentals	1,718.31			1,952.71	190.00			\$3,861.02
5003-3 Event Staffing	1,965.00			1,835.38	1,620.00			\$5,420.38
<b>Total 5003 Event Services</b>	<b>4,183.31</b>	<b>457.40</b>		<b>8,222.62</b>	<b>2,360.00</b>			<b>\$15,223.33</b>
5004 State Park Staffing						2,825.00		\$2,825.00
<b>Total Cost of Goods Sold</b>	<b>\$4,183.31</b>	<b>\$457.40</b>	<b>\$0.00</b>	<b>\$8,222.62</b>	<b>\$2,360.00</b>	<b>\$5,802.50</b>	<b>\$0.00</b>	<b>\$21,025.83</b>
<b>GROSS PROFIT</b>	<b>\$33,858.38</b>	<b>\$ -457.40</b>	<b>\$83,450.00</b>	<b>\$40,075.97</b>	<b>\$8,973.08</b>	<b>\$34,617.50</b>	<b>\$200.00</b>	<b>\$200,717.53</b>
<b>Expenditures</b>								
6000 Advertising	4,791.78			3,770.00	6,034.38	2,141.59	1,851.09	\$18,588.84
6111 Creative Services								\$0.00
6000-3 Video	20,247.25	1,750.00		10,350.00	2,300.00			\$34,647.25
6000-4 Photography	2,076.64			1,859.49				\$3,936.13
6000-5 Graphic Design	75.00	175.00		745.00	675.00		450.00	\$2,120.00
<b>Total 6111 Creative Services</b>	<b>22,398.89</b>	<b>1,925.00</b>		<b>12,954.49</b>	<b>2,975.00</b>		<b>450.00</b>	<b>\$40,703.38</b>
<b>Total 6000 Advertising</b>	<b>27,190.67</b>	<b>1,925.00</b>		<b>16,724.49</b>	<b>9,009.38</b>	<b>2,141.59</b>	<b>2,301.09</b>	<b>\$59,292.22</b>
6002 Bank Charges				127.97	1.00	470.83	1.00	\$600.80
6003 Commissions & fees							25.00	\$25.00
6004 Continuing Education		50.00						\$50.00
6006 Dues & Subscriptions							626.70	\$626.70
6007 Event F&B	2,321.37	357.00		4,796.26	68.47			\$7,543.10
6008 Tools & Equipment				1,139.21				\$1,139.21
6013 Insurance							913.00	\$913.00
6015 Insurance - Liability	500.00			75.00			3,576.00	\$4,151.00
6018 Legal & Professional Fees							6,242.50	\$6,242.50
6019 Meals and Entertainment							88.82	\$88.82
6020 Meetings & Trade Events							429.72	\$429.72
6021 Office Supplies and Expenses							935.32	\$935.32

	BIKE FEST	CONFLUENCE	GRANT	ICE FEST	ROCK FEST	STATE PARKS	NOT SPECIFIED	TOTAL
6022 Permits	750.00			1,200.00		500.00		\$2,450.00
6023 Promotional Expense	1,370.10				92.21			\$1,462.31
6026 Repair & Maintenance						74.67		\$74.67
6027 Shipping and delivery expense		108.31		13.65			50.71	\$172.67
6028 Square Fees							19.02	\$19.02
6029 Stationery & Printing	40.21			425.54	19.85			\$485.60
6030 Supplies	1,955.85			397.40	1,219.14	3,074.56	87.84	\$6,734.79
6033 Travel	5,530.53	921.99		1,838.84	589.36	837.90	3,133.03	\$12,851.65
6036 Uncategorized Expense	1,831.23	1,831.23			1,831.23		7,324.93	\$12,818.62
6038 VIP Hospitality	1,320.66			2,872.61	844.00			\$5,037.27
6039 Salaries and Wages	9,046.26	7,946.07			7,386.17		14,312.81	\$38,691.31
6040 Payroll Tax							3,963.39	\$3,963.39
6041 In Kind Donation Expense	9,040.00			15,640.00	6,985.00			\$31,665.00
<b>Total Expenditures</b>	<b>\$60,896.88</b>	<b>\$13,139.60</b>	<b>\$0.00</b>	<b>\$45,250.97</b>	<b>\$28,045.81</b>	<b>\$7,099.55</b>	<b>\$44,030.88</b>	<b>\$198,463.69</b>
<b>NET OPERATING REVENUE</b>	<b>\$ -27,038.50</b>	<b>\$ -13,597.00</b>	<b>\$83,450.00</b>	<b>\$ -5,175.00</b>	<b>\$ -19,072.73</b>	<b>\$27,517.95</b>	<b>\$ -43,830.88</b>	<b>\$2,253.84</b>
<b>NET REVENUE</b>	<b>\$ -27,038.50</b>	<b>\$ -13,597.00</b>	<b>\$83,450.00</b>	<b>\$ -5,175.00</b>	<b>\$ -19,072.73</b>	<b>\$27,517.95</b>	<b>\$ -43,830.88</b>	<b>\$2,253.84</b>

	<b>TOTAL</b>
	<b>2019</b>
<b>Revenue</b>	
4001 Events Income	0.00
4001-1 Event Registration	21,400.00
4001-2 Event Donations	9,400.00
<b>Total 4001 Events Income</b>	<b>\$ 30,800.00</b>
4009 Non Profit Income	0.00
4009-1 Grants	219,550.00
<b>Total 4009 Non Profit Income</b>	<b>\$ 219,550.00</b>
4014 Sales	0.00
4017 Sponsorship	9,300.00
4018 Square Income (deleted)	-1,600.00
4019 State Parks Camping Fees	0.00
4019-1 Cabins	12,000.00
4019-2 Campground	15,000.00
<b>Total 4019 State Parks Camping Fees</b>	<b>\$ 34,700.00</b>
Square Income	1,600.00
<b>Total Revenue</b>	<b>\$ 286,650.00</b>
<b>In-Kind Revenue</b>	
<b>Cost of Goods Sold</b>	
5000 Contract Services	0.00
5000-1 Campground Management	5,000.00
5000-2 State Park Maintenance	75,000.00
5000-3 Administrative	96,000.00
5000-4 Contract Service - Misc	5,000.00
<b>Total 5000 Contract Services</b>	<b>\$ 181,000.00</b>
5002 Creative Services	0.00
5002-1 Graphic Design	1,000.00
5002-2 Photography	2,500.00
5002-3 Video	9,000.00
<b>Total 5002 Creative Services</b>	<b>\$ 12,500.00</b>
5003 Event Services	0.00
5003-1 Event Operations	3,500.00
5003-2 Event Rentals	3,600.00
5003-3 Event Staffing	2,800.00
<b>Total 5003 Event Services</b>	<b>\$ 9,900.00</b>
5004 State Park Staffing	0.00
5005 Waste Management	0.00
<b>Total Cost of Goods Sold</b>	<b>\$ 203,400.00</b>

	<b>TOTAL</b>
	<b>2019</b>
<b>Gross Profit</b>	<b>\$ 83,250.00</b>
<b>Expenditures</b>	
6000 Advertising	12,800.00
6000-1 Advertising - Website	250.00
6000-2 Media Services	0.00
<b>Total 6000 Advertising</b>	<b>\$ 13,050.00</b>
6002 Bank Charges	600.00
6003 Commissions & fees	100.00
6004 Continuing Education	1,000.00
6006 Dues & Subscriptions	2,000.00
6007 Event F&B	3,000.00
6008 Tools & Equipment	500.00
6009 Event Venues	0.00
6011 Fundraising	200.00
6012 Grant Expense	2,000.00
6015 Insurance	1,000.00
6018 Legal & Professional Fees	18,500.00
6019 Meals and Entertainment	400.00
6020 Meetings & Trade Events	500.00
6021 Office Supplies and Expenses	1,000.00
6022 Permits	1,500.00
6023 Promotional Expense	4,250.00
6025 Rent or Lease	0.00
6026 Repair & Maintenance	250.00
6027 Shipping and delivery expense	100.00
6028 Square Fees	0.00
6029 Stationery & Printing	600.00
6030 Supplies	4,700.00
6031 Taxes & Licenses	200.00
6032 Tools	300.00
6033 Travel	9,000.00
6036 Uncategorized Expense (housing)	2,500.00
6038 VIP Hospitality	3,800.00
6039 Salaries and Wages	18,000.00
6040 Payroll Tax	0.00
<b>Total Expenditures</b>	<b>\$ 83,250.00</b>
<b>Net Operating Revenue</b>	<b>\$ 0.00</b>

	<div> <div>TOTAL</div> <div>2019</div> </div>
Net Revenue	\$ 0.00
Expenses covered by In-Kind	