Financial Report Appendix

The Carpentries
For the 2021 Fiscal Year

Prepared on
May 10, 2022
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Notes & Definitions

Programs & Supporting Services

The purpose of this section is to define our programs and supporting services.

Programs - The activities that fulfill The Carpentries mission and also directly impact and support our community. These are divided into the following classifications: Community Engagement and Development, Curriculum Development and Maintenance, Instructor Training, Member Organisation Engagement and Development, and Workshops.

Supporting Services - Activities that support the overall mission of The Carpentries, but no specific program and are divided into two classifications

- Administration (Management & General) - refers to the activities that are not identifiable with a single program, but that are indispensable to all programs and to our overall operations. These often include oversight (Executive Council), business administration, financial administration (budgeting, accounting and record keeping), fiscal sponsorship, and the overall management of The Carpentries.
- Fundraising - refers to activities involved in securing funding, services, materials, facilities, other assets or time. These often include meeting with or contacting potential donors, and writing grants or contribution solicitations.
Accounting Practices

The purpose of this section is to summarise, in writing, the methods and procedures used to allocate income and expenses to programs and supporting services.

Income Allocations

All income was attributed to the area where the expenses to bring in that income were incurred. For example, grants are allocated to fundraising since fundraising efforts (soliciting and building relationships with the organisation, writing grants, etc.) resulted in the grant income. Similarly, while memberships consist of workshop and instructor training benefits, the efforts to engage and build relationships with potential member organisations are primarily supported by the Member Organisation Engagement and Development program. Therefore, membership income has been allocated 100% to the Member Organisation Engagement and Development program.

Expense Allocations

There are two types of expenses: direct and indirect. Direct expenses are those expenses that only involve one program or supporting service, and as a result can be directly allocated to the associated program or supporting service. For example, subscription expenses for community mailing lists are allocated to the Community Engagement and Development program. Conversely, indirect expenses are those expenses that are generated for common or joint objectives and cannot be allocated to one program or supporting service.

Indirect expenses often support multiple programs, and so these expenses need to be divided based on the amount of support they provide to each program or supporting service. Allocating portions of indirect expenses to the programs they support provides a full picture of the expenses needed to financially support a program. The approach used to allocate indirect costs to either programs or supporting services is as follows:

• Dues and Subscriptions (i.e., Amazon Web Services, Topic Box, RackSpace, Typeform, SurveyMonkey, MailChimp) - Allocated to programs based on an estimate of how much each program utilises the subscription. For example, we utilise an email based customer support platform (HelpScout) to communicate with The Carpentries Community through four shared mailboxes. Thus, the cost of this HelpScout subscription was allocated evenly among the four programs those mailboxes support (25% to each program).
• Personnel – This category includes salary and benefit expenses for the Core Team, which are allocated to programs based on the percentage of time each team member spent supporting a program during the fiscal year. For example, if our Executive Director spent 5% of their time supporting Instructor Training, 5% of our Executive Director’s salary and fringe expenses would be allocated to the Instructor Training program.
• Consultant Expenses - Allocated to programs based on the percentage of time each team member spent supporting a program during the fiscal year.
• Infrastructure, Assessment and DEI (Diversity, Equity & Inclusion) Expenses - Allocated to programs based on the percentage of time each team member spent supporting a program during the fiscal year.
Similarly, the remaining indirect expenses which benefit all programs and supporting services were allocated based on personnel effort (or the percentage of personnel time supporting each program). For example, the table below demonstrates how the percentage of total personnel effort would be used to allocate the remaining indirect expenses:

<table>
<thead>
<tr>
<th>Program or Supporting Service</th>
<th>Total Personnel Effort (%)</th>
<th>Indirect Expenses Allocated to Program/Service (%)</th>
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<tbody>
<tr>
<td>Administration (Management &amp; General)</td>
<td>25%</td>
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<td>Fundraising</td>
<td>5%</td>
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<td>Community Engagement and Development</td>
<td>20%</td>
<td>20%</td>
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<td>Curriculum Development and Maintenance</td>
<td>10%</td>
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<tr>
<td>Instructor Training</td>
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<td>10%</td>
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<tr>
<td>Member Organisation Engagement and Development</td>
<td>15%</td>
<td>15%</td>
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<tr>
<td>Workshops</td>
<td>15%</td>
<td>15%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

**Estimates**

Time estimates were used to allocate personnel time to programs. The Carpentries began using job plans in 2018 to plan and track how each team member is spending their time. (For more information please see this blog post on job plans: [https://carpentries.org/blog/2019/02/projects-teams-job-plans/](https://carpentries.org/blog/2019/02/projects-teams-job-plans/))

The Core Team uses Job Plans to outline each person’s major areas of responsibility (MAR) and the associated program. Each month team members update their job plan with an estimate of the percent time spent supporting each MAR. At the end of the year we use the job plans to calculate the percentage of time spent supporting each program. Our job plans provide a good estimate of how the Core Team’s time has been used to support each program and is the basis for allocating team expenses to programs.

**Key Metrics**

The following formulas were used to calculate the Key Metrics in this report:

- Overhead Ratio = Total Administration Expenses / Total Expenses
- Operating Reliance = Total Program Income / Total Program Expenses
- Self-Sufficiency Ratio = Total Program Income / Total Non-Grant Related Expenses*

*Non-grant related expenses are the expenses for operations or activities outside the goals of a grant.
Disclaimers & Acknowledgements

Please note that some of the data from previous years may appear different than in a previous report, as all data analysis has been updated to align with current accounting practices for expense and income allocations. We also acknowledge that our use of Income and Net Income differs from the academic definition of these terms. In the financial report, the term ‘Income’, is used in place of the business term ‘Revenue’, to refer to the total amount of money received for products and services. Similarly, ‘Net Income’, is used in place of the business term ‘Income’, to refer to the net profit (or what remains after expenses and taxes are subtracted from ‘Revenue’).
# Quarterly Profit and Loss Summary

**January - December 2021**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
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<td><strong>INCOME</strong></td>
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<tr>
<td>Fundraising</td>
<td></td>
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</tr>
<tr>
<td>4200 Contributed Income - Foundations</td>
<td>29,416.86</td>
<td>286,436.88</td>
<td>3,402.17</td>
<td>1,525,571.08</td>
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<tr>
<td>4205 Contributed Income - Corporations</td>
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<td>4215 Contributed Income - Individual Donations</td>
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<td>507.50</td>
<td>209.79</td>
<td>5,518.19</td>
<td>6,525.88</td>
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<td><strong>Total Fundraising</strong></td>
<td>29,707.26</td>
<td>286,944.38</td>
<td>3,611.96</td>
<td>1,536,089.27</td>
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<td>Other Income - Carpentries</td>
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<tr>
<td>4100 Earned Income - Admissions</td>
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<td>240.00</td>
<td>443.21</td>
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<td>683.21</td>
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<td>4900 Other Income</td>
<td>28,735.92</td>
<td>86,207.76</td>
<td>1,310.23</td>
<td>2,486.27</td>
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<tr>
<td><strong>Total Other Income - Carpentries</strong></td>
<td>28,735.92</td>
<td>86,447.76</td>
<td>1,753.44</td>
<td>2,486.27</td>
<td>119,423.39</td>
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<td>Programs</td>
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<tr>
<td>4105 Earned Income - Memberships</td>
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<td>45,000.00</td>
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<tr>
<td>4110 Earned Income - Fee For Service</td>
<td>175,939.13</td>
<td>239,449.30</td>
<td>245,877.60</td>
<td>308,528.52</td>
<td>969,794.55</td>
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<td><strong>Total Programs</strong></td>
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<td>299,449.30</td>
<td>275,877.60</td>
<td>308,528.52</td>
<td>1,014,794.55</td>
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<td><strong>Total Income</strong></td>
<td>249,382.31</td>
<td>612,841.44</td>
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<tr>
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<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
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<td>1 Team Salary &amp; Benefit Expenses</td>
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<td>6000 Salaries</td>
<td>229,013.82</td>
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<td>1,562.84</td>
<td>8,512.20</td>
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<td>84,452.73</td>
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<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
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<td><strong>440,366.58</strong></td>
<td><strong>437,208.37</strong></td>
<td><strong>395,910.05</strong></td>
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<td>1650 PEO Employee Deposit</td>
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<td>2 Consultants</td>
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<td>6110 Consultants-General</td>
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<td>6115 Consultants - Technical</td>
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<td>6130 Consultants - Communications</td>
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<td><strong>Total 2 Consultants</strong></td>
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<td>6535 Staff Development</td>
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<td>401.82</td>
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<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
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<td><strong>12,229.26</strong></td>
<td><strong>3,380.70</strong></td>
<td><strong>20,312.01</strong></td>
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<td>4 Software &amp; Subscriptions Services</td>
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<td>6210 Telephone - Internet Service</td>
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<td>6330 Equipment &amp; Software</td>
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<td>5 Program Supplies &amp; Communications</td>
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<td>6340 Postage and Courier/Delivery Service</td>
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<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
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<td>6 Meetings &amp; Travel</td>
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<td>6525 Staff Meetings</td>
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<td>6620 Travel-Airfare</td>
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<td><strong>Total 6 Meetings &amp; Travel</strong></td>
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<td><strong>10,665.77</strong></td>
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<td>8 Fiscal Sponsorship</td>
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<td>8000 CI Fiscal Sponsorship Fee</td>
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<td>Total 8 Fiscal Sponsorship</td>
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<td>53,033.52</td>
<td>28,047.14</td>
<td>184,559.18</td>
<td>287,199.30</td>
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<td>NET INCOME</td>
<td>$ -248,561.00</td>
<td>$56,350.55</td>
<td>$-266,797.56</td>
<td>$1,193,180.09</td>
<td>$734,172.08</td>
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# Profit and Loss - Administration (Management & General)

January - December 2021

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
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</tr>
<tr>
<td>Other Income - Carpentries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4900 Other Income</td>
<td>117,680.75</td>
<td>100.00 %</td>
<td>28.69 %</td>
</tr>
<tr>
<td><strong>Total Other Income - Carpentries</strong></td>
<td>117,680.75</td>
<td>100.00 %</td>
<td>28.69 %</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>117,680.75</td>
<td>100.00 %</td>
<td>28.69 %</td>
</tr>
</tbody>
</table>

**GROSS PROFIT**

|                | 117,680.75 | 100.00 % | 28.69 % |

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<tr>
<th><strong>EXPENSES</strong></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Team Salary &amp; Benefit Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6000 Salaries</td>
<td>161,160.64</td>
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</tr>
<tr>
<td>6001 PEO Salaries</td>
<td>86,290.62</td>
<td>73.33 %</td>
<td>21.04 %</td>
</tr>
<tr>
<td>6006 PEO Vacation</td>
<td>509.79</td>
<td>0.43 %</td>
<td>0.12 %</td>
</tr>
<tr>
<td>6010 Payroll Taxes</td>
<td>13,463.62</td>
<td>11.44 %</td>
<td>3.28 %</td>
</tr>
<tr>
<td>6011 PEO Payroll Taxes</td>
<td>43,432.18</td>
<td>36.91 %</td>
<td>10.59 %</td>
</tr>
<tr>
<td>6025 Worker’s Compensation Insurance</td>
<td>410.70</td>
<td>0.35 %</td>
<td>0.10 %</td>
</tr>
<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>50.28</td>
<td>0.04 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>26,776.23</td>
<td>22.75 %</td>
<td>6.53 %</td>
</tr>
<tr>
<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
<td>7,091.39</td>
<td>6.03 %</td>
<td>1.73 %</td>
</tr>
<tr>
<td>6040 Benefits-Pension Plan 401K Match</td>
<td>6,315.68</td>
<td>5.37 %</td>
<td>1.54 %</td>
</tr>
<tr>
<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
<td>345,501.13</td>
<td>293.59 %</td>
<td>84.23 %</td>
</tr>
<tr>
<td>1650 PEO Employee Deposit</td>
<td>251.13</td>
<td>0.21 %</td>
<td>0.06 %</td>
</tr>
<tr>
<td>2 Consultants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6110 Consultants-General</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6115 Consultants - Technical</td>
<td>832.75</td>
<td>0.71 %</td>
<td>0.20 %</td>
</tr>
<tr>
<td><strong>Total 2 Consultants</strong></td>
<td>47,706.27</td>
<td>40.54 %</td>
<td>11.63 %</td>
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<tr>
<td>3 Legal &amp; Professional Fees</td>
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</tr>
<tr>
<td>6150 Legal Fees</td>
<td>2,231.58</td>
<td>1.90 %</td>
<td>0.54 %</td>
</tr>
<tr>
<td>6300 Fees/License/Misc Taxes</td>
<td>53.17</td>
<td>0.05 %</td>
<td>0.01 %</td>
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<tr>
<td>6535 Staff Development</td>
<td>315.41</td>
<td>0.27 %</td>
<td>0.08 %</td>
</tr>
<tr>
<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
<td>2,600.16</td>
<td>2.21 %</td>
<td>0.63 %</td>
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<tr>
<td>4 Software &amp; Subscriptions Services</td>
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</tr>
<tr>
<td>6210 Telephone - Internet Service</td>
<td>110.67</td>
<td>0.09 %</td>
<td>0.03 %</td>
</tr>
<tr>
<td>6302 Dues &amp; Subscriptions</td>
<td>3,495.81</td>
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<td>0.85 %</td>
</tr>
<tr>
<td>6330 Equipment &amp; Software</td>
<td>65.91</td>
<td>0.06 %</td>
<td>0.02 %</td>
</tr>
<tr>
<td>6335 Office/Computer Supplies</td>
<td>1,588.77</td>
<td>1.35 %</td>
<td>0.39 %</td>
</tr>
<tr>
<td><strong>Total 4 Software &amp; Subscriptions Services</strong></td>
<td>5,261.16</td>
<td>4.47 %</td>
<td>1.28 %</td>
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<tr>
<td>5 Program Supplies &amp; Communications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6340 Postage and Courier/Delivery Service</td>
<td>189.02</td>
<td>0.16 %</td>
<td>0.05 %</td>
</tr>
<tr>
<td>6405 Program Supplies</td>
<td>700.00</td>
<td>0.59 %</td>
<td>0.17 %</td>
</tr>
<tr>
<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
<td>889.02</td>
<td>0.76 %</td>
<td>0.22 %</td>
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<tr>
<td>Description</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>6 Meetings &amp; Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6525 Staff Meetings</td>
<td>893.58</td>
<td>0.76 %</td>
<td>0.22 %</td>
</tr>
<tr>
<td>6620 Travel-Airfare</td>
<td>45.86</td>
<td>0.04 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td><strong>Total 6 Meetings &amp; Travel</strong></td>
<td><strong>939.44</strong></td>
<td><strong>0.80 %</strong></td>
<td><strong>0.23 %</strong></td>
</tr>
<tr>
<td>7 Other Business Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7015 Other/Miscellaneous</td>
<td>51.98</td>
<td>0.04 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td><strong>Total 7 Other Business Expenses</strong></td>
<td><strong>51.98</strong></td>
<td><strong>0.04 %</strong></td>
<td><strong>0.01 %</strong></td>
</tr>
<tr>
<td>8 Fiscal Sponsorship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8000 CI Fiscal Sponsorship Fee</td>
<td>6,982.18</td>
<td>5.93 %</td>
<td>1.70 %</td>
</tr>
<tr>
<td><strong>Total 8 Fiscal Sponsorship</strong></td>
<td><strong>6,982.18</strong></td>
<td><strong>5.93 %</strong></td>
<td><strong>1.70 %</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>410,182.47</strong></td>
<td><strong>348.56 %</strong></td>
<td><strong>100.00 %</strong></td>
</tr>
<tr>
<td><strong>NET OPERATING INCOME</strong></td>
<td><strong>-292,501.72</strong></td>
<td><strong>-248.56 %</strong></td>
<td><strong>-71.31 %</strong></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$ -292,501.72</strong></td>
<td><strong>-248.56 %</strong></td>
<td><strong>-71.31 %</strong></td>
</tr>
</tbody>
</table>
# Profit and Loss - Fundraising

January - December 2021

<table>
<thead>
<tr>
<th>Total</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
</table>

## INCOME

### Fundraising

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>4200 Contributed Income - Foundations</td>
<td>1,844,826.99</td>
<td>99.38%</td>
<td>732.21%</td>
</tr>
<tr>
<td>4205 Contributed Income - Corporations</td>
<td>5,000.00</td>
<td>0.27%</td>
<td>1.98%</td>
</tr>
<tr>
<td>4215 Contributed Income - Individual Donations</td>
<td>6,525.88</td>
<td>0.35%</td>
<td>2.59%</td>
</tr>
<tr>
<td><strong>Total Fundraising</strong></td>
<td><strong>1,856,352.87</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>736.78%</strong></td>
</tr>
</tbody>
</table>

### Total Income

<table>
<thead>
<tr>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,856,352.87</td>
<td>100.00%</td>
<td>736.78%</td>
</tr>
</tbody>
</table>

## GROSS PROFIT

<table>
<thead>
<tr>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,856,352.87</td>
<td>100.00%</td>
<td>736.78%</td>
</tr>
</tbody>
</table>

## EXPENSES

### 1 Team Salary & Benefit Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000 Salaries</td>
<td>49,447.31</td>
<td>2.66%</td>
<td>19.63%</td>
</tr>
<tr>
<td>6001 PEO Salaries</td>
<td>203.36</td>
<td>0.01%</td>
<td>0.08%</td>
</tr>
<tr>
<td>6006 PEO Vacation</td>
<td>427.10</td>
<td>0.02%</td>
<td>0.17%</td>
</tr>
<tr>
<td>6010 Payroll Taxes</td>
<td>3,690.44</td>
<td>0.20%</td>
<td>1.46%</td>
</tr>
<tr>
<td>6011 PEO Payroll Taxes</td>
<td>4.98</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>6025 Worker’s Compensation Insurance</td>
<td>190.47</td>
<td>0.01%</td>
<td>0.08%</td>
</tr>
<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>1.22</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>6,683.20</td>
<td>0.36%</td>
<td>2.65%</td>
</tr>
<tr>
<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
<td>50.42</td>
<td>0.00%</td>
<td>0.02%</td>
</tr>
<tr>
<td>6040 Benefits-Pension Plan 401K Match</td>
<td>1,870.78</td>
<td>0.10%</td>
<td>0.74%</td>
</tr>
<tr>
<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
<td><strong>62,569.28</strong></td>
<td><strong>3.37%</strong></td>
<td><strong>24.83%</strong></td>
</tr>
</tbody>
</table>

### 1650 PEO Employee Deposit

<table>
<thead>
<tr>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>320.83</td>
<td>0.02%</td>
<td>0.13%</td>
</tr>
</tbody>
</table>

### 2 Consultants

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6110 Consultants-General</td>
<td>255.15</td>
<td>0.01%</td>
<td>0.10%</td>
</tr>
<tr>
<td>6130 Consultants - Communications</td>
<td>1,700.00</td>
<td>0.09%</td>
<td>0.67%</td>
</tr>
<tr>
<td><strong>Total 2 Consultants</strong></td>
<td><strong>1,955.15</strong></td>
<td><strong>0.11%</strong></td>
<td><strong>0.78%</strong></td>
</tr>
</tbody>
</table>

### 3 Legal & Professional Fees

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6150 Legal Fees</td>
<td>410.22</td>
<td>0.02%</td>
<td>0.16%</td>
</tr>
<tr>
<td>6300 Fees/License/Misc Taxes</td>
<td>287.87</td>
<td>0.02%</td>
<td>0.11%</td>
</tr>
<tr>
<td>6535 Staff Development</td>
<td>57.98</td>
<td>0.00%</td>
<td>0.02%</td>
</tr>
<tr>
<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
<td><strong>756.07</strong></td>
<td><strong>0.04%</strong></td>
<td><strong>0.30%</strong></td>
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</tbody>
</table>

### 4 Software & Subscriptions Services

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6302 Dues &amp; Subscriptions</td>
<td>642.62</td>
<td>0.03%</td>
<td>0.26%</td>
</tr>
<tr>
<td>6330 Equipment &amp; Software</td>
<td>12.12</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>6335 Office/Computer Supplies</td>
<td>315.96</td>
<td>0.02%</td>
<td>0.13%</td>
</tr>
<tr>
<td><strong>Total 4 Software &amp; Subscriptions Services</strong></td>
<td><strong>970.70</strong></td>
<td><strong>0.05%</strong></td>
<td><strong>0.39%</strong></td>
</tr>
</tbody>
</table>

### 5 Program Supplies & Communications

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6830 Fundraising Event</td>
<td>1,160.00</td>
<td>0.06%</td>
<td>0.46%</td>
</tr>
<tr>
<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
<td><strong>1,160.00</strong></td>
<td><strong>0.06%</strong></td>
<td><strong>0.46%</strong></td>
</tr>
<tr>
<td>Category</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>6 Meetings &amp; Travel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6525 Staff Meetings</td>
<td>926.20</td>
<td>0.05 %</td>
<td>0.37 %</td>
</tr>
<tr>
<td>6620 Travel-Airfare</td>
<td>8.43</td>
<td>0.00 %</td>
<td>0.00 %</td>
</tr>
<tr>
<td><strong>Total 6 Meetings &amp; Travel</strong></td>
<td>934.63</td>
<td>0.05 %</td>
<td>0.37 %</td>
</tr>
<tr>
<td><strong>7 Other Business Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7015 Other/Miscellaneous</td>
<td>369.56</td>
<td>0.02 %</td>
<td>0.15 %</td>
</tr>
<tr>
<td><strong>Total 7 Other Business Expenses</strong></td>
<td>369.56</td>
<td>0.02 %</td>
<td>0.15 %</td>
</tr>
<tr>
<td><strong>8 Fiscal Sponsorship</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8000 CI Fiscal Sponsorship Fee</td>
<td>182,917.20</td>
<td>9.85 %</td>
<td>72.60 %</td>
</tr>
<tr>
<td><strong>Total 8 Fiscal Sponsorship</strong></td>
<td>182,917.20</td>
<td>9.85 %</td>
<td>72.60 %</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>251,953.42</td>
<td>13.57 %</td>
<td>100.00 %</td>
</tr>
<tr>
<td><strong>NET OPERATING INCOME</strong></td>
<td>1,604,399.45</td>
<td>86.43 %</td>
<td>636.78 %</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$1,604,399.45</strong></td>
<td><strong>86.43 %</strong></td>
<td><strong>636.78 %</strong></td>
</tr>
</tbody>
</table>
# Profit and Loss - All Programs

**January - December 2021**

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income - Carpentries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100 Earned Income - Admissions</td>
<td>683.21</td>
<td>0.07 %</td>
<td>0.04 %</td>
</tr>
<tr>
<td>4900 Other Income</td>
<td>1,059.43</td>
<td>0.10 %</td>
<td>0.07 %</td>
</tr>
<tr>
<td><strong>Total Other Income - Carpentries</strong></td>
<td>1,742.64</td>
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<td>0.11 %</td>
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<tr>
<td>Programs</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4105 Earned Income - Memberships</td>
<td>45,000.00</td>
<td>4.43 %</td>
<td>2.86 %</td>
</tr>
<tr>
<td>4110 Earned Income - Fee For Service</td>
<td>969,794.55</td>
<td>95.40 %</td>
<td>61.68 %</td>
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<tr>
<td><strong>Total Programs</strong></td>
<td>1,014,794.55</td>
<td>99.83 %</td>
<td>64.55 %</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>1,016,537.19</td>
<td>100.00 %</td>
<td>64.66 %</td>
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<tr>
<td><strong>GROSS PROFIT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,016,537.19</td>
<td>100.00 %</td>
<td>64.66 %</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1 Team Salary &amp; Benefit Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6000 Salaries</td>
<td>768,767.13</td>
<td>75.63 %</td>
<td>48.90 %</td>
</tr>
<tr>
<td>6001 PEO Salaries</td>
<td>226,603.60</td>
<td>22.29 %</td>
<td>14.41 %</td>
</tr>
<tr>
<td>6006 PEO Vacation</td>
<td>11,760.88</td>
<td>1.16 %</td>
<td>0.75 %</td>
</tr>
<tr>
<td>6010 Payroll Taxes</td>
<td>65,486.44</td>
<td>6.44 %</td>
<td>4.17 %</td>
</tr>
<tr>
<td>6011 PEO Payroll Taxes</td>
<td>44,575.55</td>
<td>4.39 %</td>
<td>2.84 %</td>
</tr>
<tr>
<td>6025 Worker's Compensation Insurance</td>
<td>1,450.49</td>
<td>0.14 %</td>
<td>0.09 %</td>
</tr>
<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>-4,979.78</td>
<td>-0.49 %</td>
<td>-0.32 %</td>
</tr>
<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>105,823.05</td>
<td>10.41 %</td>
<td>6.73 %</td>
</tr>
<tr>
<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
<td>17,479.02</td>
<td>1.72 %</td>
<td>1.11 %</td>
</tr>
<tr>
<td>6040 Benefits-Pension Plan 401K Match</td>
<td>26,431.92</td>
<td>2.60 %</td>
<td>1.68 %</td>
</tr>
<tr>
<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
<td>1,263,398.30</td>
<td>124.28 %</td>
<td>80.36 %</td>
</tr>
<tr>
<td>1650 PEO Employee Deposit</td>
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<td>2 Consultants</td>
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<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
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<td>6302 Dues &amp; Subscriptions</td>
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<td>6330 Equipment &amp; Software</td>
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<td>0.02 %</td>
</tr>
<tr>
<td>6335 Office/Computer Supplies</td>
<td>7,464.88</td>
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<td>0.47 %</td>
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<tr>
<td>Category</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
</tr>
<tr>
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<tr>
<td>5 Program Supplies &amp; Communications</td>
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<tr>
<td>6340 Postage and Courier/Delivery Service</td>
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<tr>
<td>6405 Program Supplies</td>
<td>953.53</td>
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<td>0.06%</td>
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<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
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<td>6 Meetings &amp; Travel</td>
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<tr>
<td>6525 Staff Meetings</td>
<td>4,546.92</td>
<td>0.45%</td>
<td>0.29%</td>
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<tr>
<td>6620 Travel-Airfare</td>
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<td><strong>Total 6 Meetings &amp; Travel</strong></td>
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<tr>
<td>7015 Other/Miscellaneous</td>
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<td>1.01%</td>
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<td><strong>Total 7 Other Business Expenses</strong></td>
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<td>8 Fiscal Sponsorship</td>
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<tr>
<td>8000 CI Fiscal Sponsorship Fee</td>
<td>97,299.92</td>
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<td><strong>Total 8 Fiscal Sponsorship</strong></td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>1,572,183.25</td>
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<td><strong>NET OPERATING INCOME</strong></td>
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<td>-35.34%</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>$ -555,646.06</td>
<td>-54.66%</td>
<td>-35.34%</td>
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**Profit and Loss - Community Engagement and Development**

**January - December 2021**

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
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<tbody>
<tr>
<td>Other Income - Carpentries</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4900 Other Income</td>
<td>1,059.43</td>
<td>100.00 %</td>
<td>0.35 %</td>
</tr>
<tr>
<td><strong>Total Other Income - Carpentries</strong></td>
<td>1,059.43</td>
<td>100.00 %</td>
<td>0.35 %</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>1,059.43</td>
<td>100.00 %</td>
<td>0.35 %</td>
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</table>

**GROSS PROFIT**

<table>
<thead>
<tr>
<th>GP</th>
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<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>1,059.43</td>
<td>100.00 %</td>
<td>0.35 %</td>
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</table>

**EXPENSES**

1 Team Salary & Benefit Expenses

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000 Salaries</td>
<td>160,723.66</td>
<td>15,170.77 %</td>
<td>52.64 %</td>
</tr>
<tr>
<td>6001 PEO Salaries</td>
<td>48,759.70</td>
<td>4,602.45 %</td>
<td>15.97 %</td>
</tr>
<tr>
<td>6006 PEO Vacation</td>
<td>2,704.96</td>
<td>255.32 %</td>
<td>0.89 %</td>
</tr>
<tr>
<td>6010 Payroll Taxes</td>
<td>17,220.39</td>
<td>1,625.44 %</td>
<td>5.64 %</td>
</tr>
<tr>
<td>6011 PEO Payroll Taxes</td>
<td>11,091.67</td>
<td>1,046.95 %</td>
<td>3.63 %</td>
</tr>
<tr>
<td>6025 Worker's Compensation Insurance</td>
<td>248.66</td>
<td>23.47 %</td>
<td>0.08 %</td>
</tr>
<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>-5,425.25</td>
<td>-512.09 %</td>
<td>-1.78 %</td>
</tr>
<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>24,222.49</td>
<td>2,286.37 %</td>
<td>7.93 %</td>
</tr>
<tr>
<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
<td>1,887.18</td>
<td>178.13 %</td>
<td>0.62 %</td>
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<tr>
<td>6040 Benefits-Pension Plan 401K Match</td>
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<td>522.96 %</td>
<td>1.81 %</td>
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<tr>
<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
<td><strong>266,973.81</strong></td>
<td><strong>25,199.76 %</strong></td>
<td><strong>87.44 %</strong></td>
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<tr>
<td>1650 PEO Employee Deposit</td>
<td>-2,851.90</td>
<td>-269.19 %</td>
<td>-0.93 %</td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Consultants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6110 Consultants-General</td>
<td>11,626.81</td>
<td>1,097.46 %</td>
<td>3.81 %</td>
</tr>
<tr>
<td>6115 Consultants - Technical</td>
<td>183.15</td>
<td>17.29 %</td>
<td>0.06 %</td>
</tr>
<tr>
<td>6120 Consultants - Program</td>
<td>5,000.00</td>
<td>471.95 %</td>
<td>1.64 %</td>
</tr>
<tr>
<td><strong>Total 2 Consultants</strong></td>
<td><strong>16,809.96</strong></td>
<td><strong>1,586.70 %</strong></td>
<td><strong>5.51 %</strong></td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Legal &amp; Professional Fees</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6150 Legal Fees</td>
<td>2,830.49</td>
<td>267.17 %</td>
<td>0.93 %</td>
</tr>
<tr>
<td>6300 Fees/License/Misc Taxes</td>
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<td>99.56 %</td>
<td>0.35 %</td>
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<tr>
<td>Category</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>6535 Staff Development</td>
<td>400.06</td>
<td>37.76 %</td>
<td>0.13 %</td>
</tr>
<tr>
<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
<td><strong>4,285.28</strong></td>
<td><strong>404.49 %</strong></td>
<td><strong>1.40 %</strong></td>
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<tr>
<td>4 Software &amp; Subscriptions Services</td>
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</tr>
<tr>
<td>6210 Telephone - Internet Service</td>
<td>2,620.17</td>
<td>247.32 %</td>
<td>0.86 %</td>
</tr>
<tr>
<td>6302 Dues &amp; Subscriptions</td>
<td>10,653.41</td>
<td>1,005.58 %</td>
<td>3.49 %</td>
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<tr>
<td>6330 Equipment &amp; Software</td>
<td>83.60</td>
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<td>0.03 %</td>
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<tr>
<td>6335 Office/Computer Supplies</td>
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<td><strong>Total 4 Software &amp; Subscriptions Services</strong></td>
<td><strong>15,372.35</strong></td>
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<td>5 Program Supplies &amp; Communications</td>
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<td>6405 Program Supplies</td>
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<tr>
<td>6 Meetings &amp; Travel</td>
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<tr>
<td>6525 Staff Meetings</td>
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<td>106.98 %</td>
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<tr>
<td>6620 Travel-Airfare</td>
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<td>7 Other Business Expenses</td>
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<tr>
<td>7015 Other/Miscellaneous</td>
<td>65.93</td>
<td>6.22 %</td>
<td>0.02 %</td>
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<tr>
<td><strong>Total 7 Other Business Expenses</strong></td>
<td><strong>65.93</strong></td>
<td><strong>6.22 %</strong></td>
<td><strong>0.02 %</strong></td>
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<tr>
<td><strong>Total Expenses</strong></td>
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<tr>
<td><strong>NET OPERATING INCOME</strong></td>
<td><strong>-304,247.84</strong></td>
<td><strong>-28,718.07 %</strong></td>
<td><strong>-99.65 %</strong></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$ -304,247.84</strong></td>
<td><strong>-28,718.07 %</strong></td>
<td><strong>-99.65 %</strong></td>
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# Profit and Loss - Curriculum Development and Maintenance

**January - December 2021**

<table>
<thead>
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<th>Description</th>
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<th>% of Expense</th>
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<tr>
<td>Programs</td>
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<td>4110 Earned Income - Fee For Service</td>
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<td>0.66 %</td>
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<td>1 Team Salary &amp; Benefit Expenses</td>
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<td>260.72</td>
<td>10.43 %</td>
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<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>328.22</td>
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<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>29,017.88</td>
<td>1,160.72 %</td>
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<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
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<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
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<td>1650 PEO Employee Deposit</td>
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<td>-4.88 %</td>
<td>-0.03 %</td>
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</tr>
<tr>
<td>2 Consultants</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6110 Consultants-General</td>
<td>20,663.25</td>
<td>826.53 %</td>
<td>5.43 %</td>
<td></td>
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<tr>
<td>6115 Consultants - Technical</td>
<td>21,348.65</td>
<td>853.95 %</td>
<td>5.61 %</td>
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</tr>
<tr>
<td><strong>Total 2 Consultants</strong></td>
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<td>3 Legal &amp; Professional Fees</td>
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<tr>
<td>6150 Legal Fees</td>
<td>1,821.36</td>
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<td>6300 Fees/License/Misc Taxes</td>
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<tr>
<td>6535 Staff Development</td>
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<td>0.07 %</td>
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<tr>
<td>Category</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
<td>2,598.91</td>
<td>103.96 %</td>
<td>0.68 %</td>
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</tr>
<tr>
<td>4 Software &amp; Subscriptions Services</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>6302 Dues &amp; Subscriptions</td>
<td>2,853.20</td>
<td>114.13 %</td>
<td>0.75 %</td>
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<tr>
<td>6330 Equipment &amp; Software</td>
<td>53.79</td>
<td>2.15 %</td>
<td>0.01 %</td>
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</tr>
<tr>
<td>6335 Office/Computer Supplies</td>
<td>1,296.72</td>
<td>51.87 %</td>
<td>0.34 %</td>
<td></td>
</tr>
<tr>
<td><strong>Total 4 Software &amp; Subscriptions Services</strong></td>
<td>4,203.71</td>
<td>168.15 %</td>
<td>1.10 %</td>
<td></td>
</tr>
<tr>
<td>5 Program Supplies &amp; Communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6340 Postage and Courier/Delivery Service</td>
<td>36.20</td>
<td>1.45 %</td>
<td>0.01 %</td>
<td></td>
</tr>
<tr>
<td>6405 Program Supplies</td>
<td>214.12</td>
<td>8.56 %</td>
<td>0.06 %</td>
<td></td>
</tr>
<tr>
<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
<td>250.32</td>
<td>10.01 %</td>
<td>0.07 %</td>
<td></td>
</tr>
<tr>
<td>6 Meetings &amp; Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6525 Staff Meetings</td>
<td>729.32</td>
<td>29.17 %</td>
<td>0.19 %</td>
<td></td>
</tr>
<tr>
<td>6620 Travel-Airfare</td>
<td>37.43</td>
<td>1.50 %</td>
<td>0.01 %</td>
<td></td>
</tr>
<tr>
<td><strong>Total 6 Meetings &amp; Travel</strong></td>
<td>766.75</td>
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</tr>
<tr>
<td>7 Other Business Expenses</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7015 Other/Miscellaneous</td>
<td>42.43</td>
<td>1.70 %</td>
<td>0.01 %</td>
<td></td>
</tr>
<tr>
<td><strong>Total 7 Other Business Expenses</strong></td>
<td>42.43</td>
<td>1.70 %</td>
<td>0.01 %</td>
<td></td>
</tr>
<tr>
<td>8 Fiscal Sponsorship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8000 CI Fiscal Sponsorship Fee</td>
<td>290.00</td>
<td>11.60 %</td>
<td>0.08 %</td>
<td></td>
</tr>
<tr>
<td><strong>Total 8 Fiscal Sponsorship</strong></td>
<td>290.00</td>
<td>11.60 %</td>
<td>0.08 %</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>380,554.97</td>
<td>15,222.20 %</td>
<td>100.00 %</td>
<td></td>
</tr>
<tr>
<td><strong>NET OPERATING INCOME</strong></td>
<td>-378,054.97</td>
<td>-15,122.20 %</td>
<td>-99.34 %</td>
<td></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>$ -378,054.97</td>
<td>-15,122.20 %</td>
<td>-99.34 %</td>
<td></td>
</tr>
</tbody>
</table>
## Profit and Loss - Instructor Training

January - December 2021

<table>
<thead>
<tr>
<th>Total</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
</table>

**INCOME**

<table>
<thead>
<tr>
<th>Programs</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4110 Earned Income - Fee For Service</td>
<td>48,970.70</td>
<td>100.00 %</td>
<td>15.09 %</td>
</tr>
<tr>
<td><strong>Total Programs</strong></td>
<td><strong>48,970.70</strong></td>
<td><strong>100.00 %</strong></td>
<td><strong>15.09 %</strong></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>48,970.70</strong></td>
<td><strong>100.00 %</strong></td>
<td><strong>15.09 %</strong></td>
</tr>
</tbody>
</table>

**GROSS PROFIT**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>48,970.70</strong></td>
<td><strong>100.00 %</strong></td>
<td><strong>15.09 %</strong></td>
</tr>
</tbody>
</table>

**EXPENSES**

1 Team Salary & Benefit Expenses

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6000 Salaries</td>
<td>163,234.78</td>
<td>333.33 %</td>
<td>50.28 %</td>
</tr>
<tr>
<td>6001 PEO Salaries</td>
<td>76,475.15</td>
<td>156.17 %</td>
<td>23.56 %</td>
</tr>
<tr>
<td>6006 PEO Vacation</td>
<td>5,960.57</td>
<td>12.17 %</td>
<td>1.84 %</td>
</tr>
<tr>
<td>6010 Payroll Taxes</td>
<td>13,063.05</td>
<td>26.68 %</td>
<td>4.02 %</td>
</tr>
<tr>
<td>6011 PEO Payroll Taxes</td>
<td>9,953.15</td>
<td>20.32 %</td>
<td>3.07 %</td>
</tr>
<tr>
<td>6025 Worker's Compensation Insurance</td>
<td>542.82</td>
<td>1.11 %</td>
<td>0.17 %</td>
</tr>
<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>108.71</td>
<td>0.22 %</td>
<td>0.03 %</td>
</tr>
<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>7,033.76</td>
<td>14.36 %</td>
<td>2.17 %</td>
</tr>
<tr>
<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
<td>6,222.03</td>
<td>12.71 %</td>
<td>1.92 %</td>
</tr>
<tr>
<td>6040 Benefits-Pension Plan 401K Match</td>
<td>6,217.85</td>
<td>12.70 %</td>
<td>1.92 %</td>
</tr>
</tbody>
</table>

| **Total 1 Team Salary & Benefit Expenses** | **288,811.87** | **589.76 %** | **88.97 %** |
| 1650 PEO Employee Deposit | 748.62 | 1.53 % | 0.23 % |

2 Consultants

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6110 Consultants-General</td>
<td>18,834.99</td>
<td>38.46 %</td>
<td>5.80 %</td>
</tr>
<tr>
<td>6115 Consultants - Technical</td>
<td>183.15</td>
<td>0.37 %</td>
<td>0.06 %</td>
</tr>
</tbody>
</table>

| **Total 2 Consultants** | **19,018.14** | **38.84 %** | **5.86 %** |

3 Legal & Professional Fees

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6150 Legal Fees</td>
<td>2,330.04</td>
<td>4.76 %</td>
<td>0.72 %</td>
</tr>
<tr>
<td>6300 Fees/License/Misc Taxes</td>
<td>1,344.68</td>
<td>2.75 %</td>
<td>0.41 %</td>
</tr>
<tr>
<td>6535 Staff Development</td>
<td>329.32</td>
<td>0.67 %</td>
<td>0.10 %</td>
</tr>
</tbody>
</table>

| **Total 3 Legal & Professional Fees** | **4,004.04** | **8.18 %** | **1.23 %** |

4 Software & Subscriptions Services

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6302 Dues &amp; Subscriptions</td>
<td>6,170.04</td>
<td>12.60 %</td>
<td>1.90 %</td>
</tr>
<tr>
<td>6330 Equipment &amp; Software</td>
<td>68.82</td>
<td>0.14 %</td>
<td>0.02 %</td>
</tr>
<tr>
<td>6335 Office/Computer Supplies</td>
<td>1,658.86</td>
<td>3.39 %</td>
<td>0.51 %</td>
</tr>
</tbody>
</table>

| **Total 4 Software & Subscriptions Services** | **7,897.72** | **16.13 %** | **2.43 %** |

5 Program Supplies & Communications

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6410 Translation Services</td>
<td>157.78</td>
<td>0.32 %</td>
<td>0.05 %</td>
</tr>
</tbody>
</table>

| **Total 5 Program Supplies & Communications** | **157.78** | **0.32 %** | **0.05 %** |

6 Meetings & Travel

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6525 Staff Meetings</td>
<td>933.01</td>
<td>1.91 %</td>
<td>0.29 %</td>
</tr>
<tr>
<td>Description</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>6620 Travel-Airfare</td>
<td>47.88</td>
<td>0.10 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td>Total 6 Meetings &amp; Travel</td>
<td>980.89</td>
<td>2.00 %</td>
<td>0.30 %</td>
</tr>
<tr>
<td>7 Other Business Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7015 Other/Miscellaneous</td>
<td>54.27</td>
<td>0.11 %</td>
<td>0.02 %</td>
</tr>
<tr>
<td>Total 7 Other Business Expenses</td>
<td>54.27</td>
<td>0.11 %</td>
<td>0.02 %</td>
</tr>
<tr>
<td>8 Fiscal Sponsorship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8000 CI Fiscal Sponsorship Fee</td>
<td>2,950.00</td>
<td>6.02 %</td>
<td>0.91 %</td>
</tr>
<tr>
<td>Total 8 Fiscal Sponsorship</td>
<td>2,950.00</td>
<td>6.02 %</td>
<td>0.91 %</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>324,623.33</td>
<td>662.89 %</td>
<td>100.00 %</td>
</tr>
<tr>
<td>NET OPERATING INCOME</td>
<td>-275,652.63</td>
<td>-562.89 %</td>
<td>-84.91 %</td>
</tr>
<tr>
<td>NET INCOME</td>
<td>$ -275,652.63</td>
<td>-562.89 %</td>
<td>-84.91 %</td>
</tr>
</tbody>
</table>
# Profit and Loss - Member Organization Engagement and Development

January - December 2021

## INCOME

<table>
<thead>
<tr>
<th>Programs</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>4105 Earned Income - Memberships</td>
<td>45,000.00</td>
<td>4.95 %</td>
<td>14.63 %</td>
</tr>
<tr>
<td>4110 Earned Income - Fee For Service</td>
<td>863,838.25</td>
<td>95.05 %</td>
<td>280.77 %</td>
</tr>
<tr>
<td><strong>Total Programs</strong></td>
<td><strong>908,838.25</strong></td>
<td><strong>100.00 %</strong></td>
<td><strong>295.40 %</strong></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>908,838.25</strong></td>
<td><strong>100.00 %</strong></td>
<td><strong>295.40 %</strong></td>
</tr>
</tbody>
</table>

## GROSS PROFIT

<table>
<thead>
<tr>
<th>GROSS PROFIT</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS PROFIT</strong></td>
<td><strong>908,838.25</strong></td>
<td><strong>100.00 %</strong></td>
<td><strong>295.40 %</strong></td>
</tr>
</tbody>
</table>

## EXPENSES

### 1 Team Salary & Benefit Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000 Salaries</td>
<td>136,010.21</td>
<td>14.97 %</td>
<td>44.21 %</td>
</tr>
<tr>
<td>6001 PEO Salaries</td>
<td>1,988.23</td>
<td>0.22 %</td>
<td>0.65 %</td>
</tr>
<tr>
<td>6006 PEO Vacation</td>
<td>1,854.06</td>
<td>0.20 %</td>
<td>0.60 %</td>
</tr>
<tr>
<td>6010 Payroll Taxes</td>
<td>9,989.28</td>
<td>1.10 %</td>
<td>3.25 %</td>
</tr>
<tr>
<td>6011 PEO Payroll Taxes</td>
<td>709.50</td>
<td>0.08 %</td>
<td>0.23 %</td>
</tr>
<tr>
<td>6025 Worker's Compensation Insurance</td>
<td>251.23</td>
<td>0.03 %</td>
<td>0.08 %</td>
</tr>
<tr>
<td>6026 PEO Workers Compensation Insurance</td>
<td>5.29</td>
<td>0.00 %</td>
<td>0.00 %</td>
</tr>
<tr>
<td>6030 Benefits-Health &amp; Dental Insurance</td>
<td>20,456.01</td>
<td>2.25 %</td>
<td>6.65 %</td>
</tr>
<tr>
<td>6031 PEO Medical, Life &amp; Disability Benefits Insurance</td>
<td>218.50</td>
<td>0.02 %</td>
<td>0.07 %</td>
</tr>
<tr>
<td>6040 Benefits-Pension Plan 401K Match</td>
<td>4,258.61</td>
<td>0.47 %</td>
<td>1.38 %</td>
</tr>
<tr>
<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
<td><strong>175,740.92</strong></td>
<td><strong>19.34 %</strong></td>
<td><strong>57.12 %</strong></td>
</tr>
<tr>
<td>1650 PEO Employee Deposit</td>
<td>1,390.30</td>
<td>0.15 %</td>
<td>0.45 %</td>
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</tbody>
</table>

### 2 Consultants

<table>
<thead>
<tr>
<th>Consultants</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6110 Consultants-General</td>
<td>16,977.76</td>
<td>1.87 %</td>
<td>5.52 %</td>
</tr>
<tr>
<td>6115 Consultants - Technical</td>
<td>4,346.90</td>
<td>0.48 %</td>
<td>1.41 %</td>
</tr>
<tr>
<td><strong>Total 2 Consultants</strong></td>
<td><strong>21,324.66</strong></td>
<td><strong>2.35 %</strong></td>
<td><strong>6.93 %</strong></td>
</tr>
</tbody>
</table>

### 3 Legal & Professional Fees

<table>
<thead>
<tr>
<th>Legal &amp; Professional Fees</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6150 Legal Fees</td>
<td>1,493.19</td>
<td>0.16 %</td>
<td>0.49 %</td>
</tr>
<tr>
<td>6300 Fees/License/Misc Taxes</td>
<td>1,247.17</td>
<td>0.14 %</td>
<td>0.41 %</td>
</tr>
<tr>
<td>6535 Staff Development</td>
<td>211.04</td>
<td>0.02 %</td>
<td>0.07 %</td>
</tr>
<tr>
<td><strong>Total 3 Legal &amp; Professional Fees</strong></td>
<td><strong>2,951.40</strong></td>
<td><strong>0.32 %</strong></td>
<td><strong>0.96 %</strong></td>
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</table>

### 4 Software & Subscriptions Services

<table>
<thead>
<tr>
<th>Software &amp; Subscriptions Services</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6302 Dues &amp; Subscriptions</td>
<td>5,327.70</td>
<td>0.59 %</td>
<td>1.73 %</td>
</tr>
<tr>
<td>6330 Equipment &amp; Software</td>
<td>44.10</td>
<td>0.00 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td>6335 Office/Computer Supplies</td>
<td>1,063.07</td>
<td>0.12 %</td>
<td>0.35 %</td>
</tr>
<tr>
<td><strong>Total 4 Software &amp; Subscriptions Services</strong></td>
<td><strong>6,434.87</strong></td>
<td><strong>0.71 %</strong></td>
<td><strong>2.09 %</strong></td>
</tr>
</tbody>
</table>

### 5 Program Supplies & Communications

<table>
<thead>
<tr>
<th>Program Supplies &amp; Communications</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6340 Postage and Courier/Delivery Service</td>
<td>38.20</td>
<td>0.00 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
<td><strong>38.20</strong></td>
<td><strong>0.00 %</strong></td>
<td><strong>0.01 %</strong></td>
</tr>
</tbody>
</table>

### 6 Meetings & Travel
<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>6525 Staff Meetings</td>
<td>597.91</td>
<td>0.07 %</td>
<td>0.19 %</td>
</tr>
<tr>
<td>6620 Travel-Airfare</td>
<td>30.68</td>
<td>0.00 %</td>
<td>0.01 %</td>
</tr>
<tr>
<td><strong>Total 6 Meetings &amp; Travel</strong></td>
<td><strong>628.59</strong></td>
<td><strong>0.07 %</strong></td>
<td><strong>0.20 %</strong></td>
</tr>
<tr>
<td>7 Other Business Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7015 Other/Miscellaneous</td>
<td>10,034.78</td>
<td>1.10 %</td>
<td>3.26 %</td>
</tr>
<tr>
<td><strong>Total 7 Other Business Expenses</strong></td>
<td><strong>10,034.78</strong></td>
<td><strong>1.10 %</strong></td>
<td><strong>3.26 %</strong></td>
</tr>
<tr>
<td>8 Fiscal Sponsorship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8000 CI Fiscal Sponsorship Fee</td>
<td>89,124.03</td>
<td>9.81 %</td>
<td>28.97 %</td>
</tr>
<tr>
<td><strong>Total 8 Fiscal Sponsorship</strong></td>
<td><strong>89,124.03</strong></td>
<td><strong>9.81 %</strong></td>
<td><strong>28.97 %</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>307,667.75</strong></td>
<td><strong>33.85 %</strong></td>
<td><strong>100.00 %</strong></td>
</tr>
<tr>
<td><strong>NET OPERATING INCOME</strong></td>
<td><strong>601,170.50</strong></td>
<td><strong>66.15 %</strong></td>
<td><strong>195.40 %</strong></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$601,170.50</strong></td>
<td><strong>66.15 %</strong></td>
<td><strong>195.40 %</strong></td>
</tr>
</tbody>
</table>
# Profit and Loss - Workshops

January - December 2021

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2021</th>
<th>% of Income</th>
<th>% of Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income - Carpentries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100 Earned Income - Admissions</td>
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<tr>
<td>Programs</td>
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<tr>
<td>4110 Earned Income - Fee For Service</td>
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<td>21.45 %</td>
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<tr>
<td><strong>Total Programs</strong></td>
<td>54,485.60</td>
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<tr>
<td><strong>Total Income</strong></td>
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<tr>
<td><strong>GROSS PROFIT</strong></td>
<td>55,168.81</td>
<td>100.00 %</td>
<td>21.72 %</td>
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<thead>
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<th><strong>EXPENSES</strong></th>
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<td>6011 PEO Payroll Taxes</td>
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<tr>
<td><strong>Total 1 Team Salary &amp; Benefit Expenses</strong></td>
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<tr>
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<td>6115 Consultants - Technical</td>
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<td>6302 Dues &amp; Subscriptions</td>
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<td>6335 Office/Computer Supplies</td>
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<tr>
<td>6405 Program Supplies</td>
<td>240.00</td>
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<tr>
<td>Category</td>
<td>Jan - Dec 2021</td>
<td>% of Income</td>
<td>% of Expense</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------</td>
<td>-------------</td>
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</tr>
<tr>
<td><strong>Total 5 Program Supplies &amp; Communications</strong></td>
<td>240.00</td>
<td>0.44 %</td>
<td>0.09 %</td>
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<tr>
<td>6 Meetings &amp; Travel</td>
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<tr>
<td>6525 Staff Meetings</td>
<td>1,153.28</td>
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<tr>
<td>6620 Travel-Airfare</td>
<td>41.30</td>
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<td><strong>Total 6 Meetings &amp; Travel</strong></td>
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<td>7 Other Business Expenses</td>
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<tr>
<td>7015 Other/Miscellaneous</td>
<td>46.82</td>
<td>0.08 %</td>
<td>0.02 %</td>
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<td><strong>Total 7 Other Business Expenses</strong></td>
<td>46.82</td>
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<td>0.02 %</td>
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<tr>
<td>8 Fiscal Sponsorship</td>
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<td><strong>NET INCOME</strong></td>
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## Profit and Loss - The Carpentries
### January - December 2021

### INCOME

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<th>Description</th>
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<td><strong>Fundraising</strong></td>
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<tr>
<td>4200 Contributed Income - Foundations</td>
<td>1,844,826.99</td>
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<tr>
<td>4205 Contributed Income - Corporations</td>
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<td>4215 Contributed Income - Individual Donations</td>
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<td>4105 Earned Income - Memberships</td>
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<td><strong>Total Programs</strong></td>
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<td><strong>Total Income</strong></td>
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### EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
<td><strong>1 Team Salary &amp; Benefit Expenses</strong></td>
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<td>6000 Salaries</td>
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Community Initiatives (for The Carpentries)
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<thead>
<tr>
<th>Category</th>
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<tr>
<td>4 Software &amp; Subscriptions Services</td>
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<tr>
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