

**JUNE 2018**

INCOME CATEGORY	MONTH	2018 YTD	2018 Budget	2018 Project	2017 YTD
CDRP Funds		25,480.47	46,328.13	46,328.13	22,240.81
Boyne City Refund		1,679.34		2,015.28	
Agency Funds					
A. Charlevoix County		18,500.00	37,000.00	37,000.00	16,500.00
B. Emmet County		16,710.00	33,420.00	33,420.00	16,958.75
C. VORP Charlevoix		4,496.64	11,000.00	11,000.00	4,980.00
D. VORP Emmet					3,681.25
E. CDP Charlevoix		8,000.00	8,000.00	8,000.00	9,120.00
E. Fees for Service	525.00	4,750.00	8,500.00	9,500.00	4,215.00
F. ACVS Fees	1,375.00	2,375.00	7,600.00	3,525.00	2,000.00
G. SPED Fees	750.00	4,750.00	6,650.00	10,000.00	2,600.00
H. Donations					50.00
I. Donor Campaign	200.00	2,300.00	6,000.00	6,000.00	2,404.00
K. Theatre Party Petoskey					
1. Sponsorships	100.00	7,325.00	7,400.00	8,225.00	6,925.00
2. Ticket Sales		2,850.00	3,200.00	2,850.00	3,200.00
3. Other		783.30	1,100.00	783.30	1,532.85
L. Theatre Party Charlevoix					
1. Sponsorships			3,400.00	3,400.00	225.00
2. Ticket Sales			1,600.00	1,600.00	
3. Other			500.00	500.00	
M. Reimbursement/Rebate		180.72		180.72	875.80
N. Interest	12.50	142.36	300.00	280.00	119.26
O. Training					
1. 40-Hour					8,050.00
2. Advanced		1,400.00	600.00	1,400.00	
Grants					
A. Charlevoix Foundation		1,000.00	2,470.00	3,470.00	875.00
B. Petoskey Foundation		1,000.00	2,470.00	3,470.00	875.00
C. Charlevoix Lions				3,500.00	
D. Revenue Sharing					
E. Women's Club					
F. Rotary Club of Petoskey		2,470.00		2,470.00	694.00
Transfer from Savings					
<b>GENERAL INCOME</b>	<b>2,962.50</b>	<b>106,192.83</b>	<b>187,538.13</b>	<b>198,917.43</b>	<b>108,121.72</b>
<b>Restorative Practices (RP)</b>		<b>17,152.16</b>		<b>37,116.02</b>	
<b>Bonus Funds (BF)</b>					
<b>GENERAL + RP + BF INCOME</b>	<b>2,962.50</b>	<b>123,344.99</b>		<b>236,033.45</b>	<b>108,121.72</b>
In Kind					
A. Accounting Services			350.00	350.00	
B. Volunteer Mediators	6,413.00	67,914.00	160,000.00	136,000.00	86,071.00
C. Volunteer Labor		40.00		300.00	
D. Volunteer Training			300.00	0.00	
E. Mediation Locations	400.00	3,050.00	5,000.00	6,000.00	2,950.00
F. Rent	1,300.00	7,800.00	15,600.00	15,600.00	7,800.00
G. Equipment/Supplies			200.00	200.00	
H. Cell Phone	118.66	891.74	1,733.00	1,700.00	766.75
I. Theatre Party Petoskey		4,340.66	3,600.00	4,340.66	
J. Theatre Party Charlevoix			1,000.00	1,000.00	
K. Training Locations	200.00	200.00	500.00	200.00	
L. Mileage			500.00	500.00	47.25
M. GoToMyPC	442.47	562.22	287.40	562.22	143.70
N. Executive Director		842.77	3,000.00	3,000.00	1,307.36
O. 25th Anniversary			4,404.00	4,404.00	
<b>IN KIND INCOME</b>	<b>8,874.13</b>	<b>85,641.39</b>	<b>196,474.40</b>	<b>174,156.88</b>	<b>99,086.06</b>
<b>GENERAL + IN KIND INCOME</b>	<b>11,836.63</b>	<b>191,834.22</b>	<b>384,012.53</b>	<b>373,074.31</b>	<b>207,207.78</b>

EXPENSE CATEGORY	MONTH	2018 YTD	2018 Budget	2018 Project	2017 YTD
1. Personnel					
A. Salaries & Wages	8,261.78	53,742.77	111,603.00	111,603.00	53,023.63
B. FICA	632.06	4,417.43	8,537.63	8,537.63	4,705.14
C. Worker's Compensation			455.00	455.00	11.00
D. Unemployment		311.64	1,080.00	1,080.00	442.60
E. Insurance/Education		227.40	7,500.00	7,500.00	2,663.36
F. Boyne City Salaries & Wages	312.00	1,872.00		1,872.00	
G. Boyne City FICA	23.86	154.07		154.07	
2. Accounting			4,150.00	4,150.00	935.00
3. Advertising	120.00	945.48	1,735.00	2,000.00	936.00
4. Charlevoix Office					
A. Rent	200.00	700.00	1,200.00	1,200.00	800.00
B. Telephone	79.98	239.94	225.00	480.00	139.96
5. Communications					
A. Telephone	139.96	839.76	2,300.00	1,700.00	1,242.67
B. Internet	69.98	419.88	780.00	900.00	429.92
6. Contractual	250.00	1,441.50	5,045.00	5,045.00	2,762.00
7. Equipment					
A. Purchase		3,498.00	2,000.00	3,498.00	
B. Repair & Maintenance					
8. Insurance					
A. Employment Practices			224.00	224.00	
B. Directors & Officers			1,270.00	1,270.00	
C. Commercial Umbrella			300.00	300.00	
D. Business Protection			430.00	430.00	
9. Occupancy - Rent	1,000.00	3,500.00	6,000.00	6,000.00	4,000.00
10. Other					
A. Board	28.99	890.14	709.00	950.00	784.68
B. Executive Director	30.86	918.04	3,480.00	1,600.00	1,489.45
C. Hospitality		100.00	493.00	493.00	675.84
D. Licenses, Fees, Dues	234.56	735.31	1,055.00	1,055.00	545.54
E. PD		77.00	2,000.00	2,000.00	530.50
F. Staff Retreat			225.00	225.00	
G. Theatre Party Petoskey		3,101.27	2,180.00	3,101.27	3,973.12
H. Theatre Party Charlevoix			2,195.00	2,195.00	
I. Annual Meeting		245.30		245.30	
J. 25th Anniversary	100.29	4,558.68	7,713.00	8,500.00	
K. Bank Error		0.04		0.04	
11. Postage	167.48	1,019.94	1,800.00	2,100.00	1,144.95
12. Printing	860.00	2,023.00	2,500.00	2,500.00	1,003.00
13. Reimbursement	200.00	200.00		200.00	
14. Supplies	771.84	2,716.87	3,000.00	4,000.00	1,750.80
15. Training					
A. 40-Hour					5,928.33
B. Advanced	1,346.80	1,346.80	500.00	1,346.80	
C. Sault Ste. Marie					8.00
D. Beaver Island					5.00
16. Travel					
A. Lodging		273.88	600.00	600.00	284.36
B. Meals		125.94	252.00	252.00	77.30
C. Mileage	168.31	1,339.94	4,001.50	4,001.50	1,685.29
D. Other					6.00
E. Restorative Practices					88.69
<b>GENERAL EXPENSES</b>	<b>14,998.75</b>	<b>91,982.02</b>	<b>187,538.13</b>	<b>193,763.61</b>	<b>92,072.13</b>
General Income - General Expenses		14,210.81	0.00	5,153.82	16,049.59
Restorative Practices (RP) Expenses	3,451.64	23,497.44		23,497.44	27,890.94
Bonus Funds (BF) Expenses	1,767.58	11,794.88		27,388.51	
General + RP + BF Expenses	20,217.97	127,274.34		244,649.56	119,963.07

<b>BONUS FUNDS</b>					
<b>INCOME</b>	<b>MONTH</b>	<b>2018 YTD</b>	<b>2017</b>	<b>2017 + 2018 YTD</b>	<b>BUDGET</b>
			38,386.11	38,386.11	38,386.11
<b>EXPENSES</b>					
Salaries & Wages	1,642.00	10,773.00	10,131.00	20,904.00	34,077.00
FICA	125.58	834.96	814.55	1,649.51	2,601.53
Unemployment		68.92	52.05	120.97	1,020.21
Worker's Compensation		118.00	0.00	118.00	687.37
<b>TOTAL EXPENSES</b>	<b>1,767.58</b>	<b>11,794.88</b>	<b>10,997.60</b>	<b>22,792.48</b>	<b>38,386.11</b>
<b>GAIN/LOSS</b>			<b>27,388.51</b>	<b>15,593.63</b>	<b>0.00</b>

**RESTORATIVE PRACTICES GRANT**

<b>INCOME CATEGORY</b>	<b>MONTH</b>	<b>2018 YTD</b>	<b>2016-2018 GTD</b>	<b>2016-2018 Budget</b>	<b>2016-2018 Project</b>	<b>2016-2018 In Kind Budget</b>	<b>2016-2018 In Kind GTD</b>
December 2016 Payment			7,600.00	76,000.00	76,000.00		
May 2017 Payment			16,022.73				
September 2017 Payment			11,868.21				
November 2017 Payment			3,393.04				
April 2018 Payment		17,152.16	17,152.16				
<b>RP INCOME</b>	0.00	17,152.16	56,036.14	76,000.00	76,000.00		
<b>EXPENSE CATEGORY</b>	<b>MONTH</b>		<b>2016-2018 GTD</b>	<b>2016-2018 Budget</b>	<b>2016-2018 Project</b>	<b>2016-2018 In Kind Budget</b>	<b>2016-2018 In Kind GTD</b>
A. Salaries	3,190.00	20,363.80	63,725.20	63,094.00	63,725.20		35.25
B. FICA	261.64	1,655.63	5,619.85	4,826.70	5,619.85		
C. Unemployment				627.94			
D. Worker's Comp				868.00			
E. Supplies		195.53	577.93	500.00	577.93		19.08
F. Mileage		282.48	1,112.27	1,083.36	1,112.27	146.04	
G. Pellston		500.00	2,500.00	2,500.00	2,500.00		
H. Boyne City		500.00	2,500.00	2,500.00	2,500.00		
I. Equipment Purchase							1,788.00
J. Printing							250.00
K. Business Dinner							69.61
L. Dan McGuire						400.00	260.00
<b>RP EXPENSES</b>	3,451.64	23,497.44	76,035.25	76,000.00	76,035.25	546.04	2,421.94
Gain (Loss)	-3,451.64	-6,345.28	-19,999.11	0	0	-546.04	-2,386.69

**NORTHERN COMMUNITY MEDIATION**  
**Profit & Loss**  
June 2018

	Jun 18
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>Donation</b>	
Donor Campaign	
Community	200.00
<b>Total Donor Campaign</b>	200.00
<b>Total Donation</b>	200.00
<b>Fees</b>	
ACVS	1,375.00
Divorce	175.00
Domestic	100.00
General Civil	200.00
Guardianship	50.00
SPED	750.00
<b>Total Fees</b>	2,650.00
<b>Fund Raising</b>	
Theatre Party Petoskey	
Sponsor	100.00
<b>Total Theatre Party Petoskey</b>	100.00
<b>Total Fund Raising</b>	100.00
<b>Interest</b>	12.50
<b>Total Income</b>	2,962.50
<b>Expense</b>	
<b>BC</b>	
Salaries & Wages	312.00
Payroll Expense	23.86
<b>Total BC</b>	335.86
<b>BF</b>	
Salaries & Wages	1,642.00
Payroll Expenses	125.58
<b>Total BF</b>	1,767.58
<b>RP</b>	
Payroll Expense	261.64
Salaries & Wages	3,190.00
<b>Total RP</b>	3,451.64
<b>Advertising</b>	120.00
<b>Charlevoix Office</b>	
Rent	200.00
Telephone	79.98
<b>Total Charlevoix Office</b>	279.98
<b>Communications</b>	
Internet	69.98
Telephone	139.96

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**NORTHERN COMMUNITY MEDIATION**  
**Profit & Loss**  
June 2018

	<u>Jun 18</u>
Total Communications	209.94
Contractual	250.00
Occupancy	
Rent	1,000.00
Total Occupancy	1,000.00
Other	
25th Anniversary	100.29
Board	28.99
Executive Director	30.86
Licenses, Fees, Dues	234.56
Total Other	394.70
Payroll Expenses	632.06
Postage	167.48
Printing	860.00
Refund Expense	200.00
Salaries and Wages	8,261.78
Supplies	771.84
Training	
Advanced	1,346.80
Total Training	1,346.80
Travel	
Mileage	168.31
Total Travel	168.31
Total Expense	20,217.97
Net Ordinary Income	-17,255.47
Net Income	-17,255.47

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**NORTHERN COMMUNITY MEDIATION**  
**Expenses by Vendor Summary**  
June 2018

	<u>Jun 18</u>
Abuzz Creative	120.00
BC Payroll Distribution	335.86
BF Payroll Distribution	1,767.58
Caroline Smith	18.51
Charter Communications	293.06
Check Supply	22.42
Chemical Bank	645.78
City of Charlevoix	200.00
Dan McGuire	280.00
EPS	180.00
Gordon Food Service	73.06
Karen Cole	214.09
Kelly Harmon	100.00
McCardel Water Conditioning	8.00
Online Payroll Service Fee	10.00
Paula Harmon	100.00
Payroll Distribution	8,893.84
Pitney Bowes	167.48
Roast & Toast	30.86
RP Payroll Distribution	3,451.64
Sky's the Limit	28.99
St. Francis Xavier	1,000.00
Stafford's Hospitality	1,346.80
The Print Shop	860.00
Van's Business Machines	70.00
<b>TOTAL</b>	<u><u>20,217.97</u></u>

**NORTHERN COMMUNITY MEDIATION**  
**Profit & Loss**  
January through June 2018

	Jan - Jun 18
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
BC Reimbursement	1,679.34
CDP	8,000.00
CDRP Funds	
1st Quarter	13,898.44
2nd Quarter	11,582.03
<b>Total CDRP Funds</b>	<b>25,480.47</b>
County Funding	
Charlevoix	18,500.00
Emmet	16,710.00
<b>Total County Funding</b>	<b>35,210.00</b>
Donation	
Donor Campaign	
Board Member	850.00
Community	1,400.00
Mediator	50.00
<b>Total Donor Campaign</b>	<b>2,300.00</b>
<b>Total Donation</b>	<b>2,300.00</b>
Fees	
ACVS	2,375.00
Breach of Contract	300.00
Divorce	2,600.00
Domestic	100.00
General Civil	1,450.00
Guardianship	250.00
Probate	50.00
SPED	4,750.00
<b>Total Fees</b>	<b>11,875.00</b>
Fund Raising	
Theatre Party Petoskey	
Supporter	1,100.00
Donation	10.00
Raffle	322.00
Refund	404.30
Sponsor	6,225.00
Tickets	2,850.00
Tip Jar	47.00
<b>Total Theatre Party Petoskey</b>	<b>10,958.30</b>
<b>Total Fund Raising</b>	<b>10,958.30</b>
Grants	
Restorative Practices	17,152.16
Charlevoix Foundation	1,000.00
Petoskey Foundation	1,000.00
Rotary Club of Petoskey	2,470.00



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**NORTHERN COMMUNITY MEDIATION**  
**Profit & Loss**  
January through June 2018

	<u>Jan - Jun 18</u>
Total Grants	21,622.16
Interest	142.36
Refund	180.72
Training & Workshops Advanced	1,400.00
Total Training & Workshops	1,400.00
VORP Charlevoix	4,496.64
Total VORP	4,496.64
Total Income	123,344.99
Expense	
Bank Error	0.04
BC	
Salaries & Wages	1,872.00
Payroll Expense	154.07
Total BC	2,026.07
BF	
Fringe Benefits	
Worker's Compensation	118.00
Unemployment	68.92
Total Fringe Benefits	186.92
Salaries & Wages	10,773.00
Payroll Expenses	834.96
Total BF	11,794.88
RP	
Supplies	195.53
Mileage	282.48
Payroll Expense	1,655.63
Salaries & Wages	20,363.80
Contractual	1,000.00
Total RP	23,497.44
Advertising	945.48
Charlevoix Office	
Rent	700.00
Telephone	239.94
Total Charlevoix Office	939.94
Communications	
Internet	419.88
Telephone	839.76
Total Communications	1,259.64
Contractual	1,441.50
Equipment Expense Purchase	3,498.00

**NORTHERN COMMUNITY MEDIATION**  
**Profit & Loss**  
 January through June 2018

	Jan - Jun 18
Total Equipment Expense	3,498.00
Fringe Benefits	
Health Insurance	227.40
Unemployment	311.64
Total Fringe Benefits	539.04
Occupancy	
Rent	3,500.00
Total Occupancy	3,500.00
Other	
25th Anniversary	4,558.68
Annual Meeting	245.30
Board	890.14
Executive Director	918.04
Hospitality	100.00
Licenses, Fees, Dues	735.31
PD	77.00
Theatre Party Petoskey	3,101.27
Total Other	10,625.74
Payroll Expenses	4,417.43
Postage	1,019.94
Printing	2,023.00
Refund Expense	200.00
Salaries and Wages	53,742.77
Supplies	2,716.87
Training	
Advanced	1,346.80
Total Training	1,346.80
Travel	
Lodging	273.88
Meals	125.94
Mileage	1,339.94
Total Travel	1,739.76
Total Expense	127,274.34
Net Ordinary Income	-3,929.35
Net Income	-3,929.35

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**NORTHERN COMMUNITY MEDIATION**  
**Expenses by Vendor Summary**  
January through June 2018

	<u>Jan - Jun 18</u>
Abuzz Creative	120.00
BC Payroll Distribution	2,026.07
BF Payroll Distribution	11,607.96
Boyne City High School	500.00
Boyne City Tap Room	367.26
Cafe Sante	50.00
Caroline Smith	265.15
Cash	400.00
Central Interconnect	262.50
Charlevoix Chamber of Commerce	200.00
Charter Communications	1,502.72
Check Supply	22.42
Chemical Bank	2,191.86
City of Charlevoix	700.00
City Park Grill	2,699.20
D&W Fresh Market	27.14
Dan McGuire	1,278.00
EPS	360.00
First Community Bank	0.04
Frankenmuth Insurance	118.00
Gordon Food Service	188.86
Harbor Springs Chamber of Commerce	125.00
Hobby Lobby	48.57
Jane Millar	2,347.69
Karen Cole	612.36
Kelly Harmon	100.00
McCardel Water Conditioning	117.00
Michelle Meinhardt	32.90
New York Restaurant	50.00
Northern Michigan Review	492.00
Office Max	29.90
Online Payroll Service Fee	60.00
Paula Harmon	100.00
Payroll Distribution	58,160.20
Pellston High School	500.00
Petoskey Chamber of Commerce	675.00
Petoskey Cinema	1,025.00
Pitney Bowes	1,019.94
Roast & Toast	30.86
Rotary	247.50
Rotary Club of Petoskey	197.50
RP Payroll Distribution	22,019.43
Sign & Design	137.00
Sky's the Limit	63.99
St. Francis Xavier	3,500.00
Stafford's Hospitality	1,346.80
Taylor Rental	280.80
The 501 Alliance	380.56
The Depot	50.00
The Print Shop	2,693.00
The Villager	50.00
Trophy Case	86.16
Van's Business Machines	4,108.00

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Cash Basis

**NORTHERN COMMUNITY MEDIATION**  
**Expenses by Vendor Summary**  
January through June 2018

	<u>Jan - Jun 18</u>
Wine Guys	200.00
WPBN/WGTU	1,500.00
<b>TOTAL</b>	<u><u>127,274.34</u></u>

**NORTHERN COMMUNITY MEDIATION**  
**Balance Sheet Prev Year Comparison**

As of June 30, 2018

	Jun 30, 18	Jun 30, 17	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
Savings 4Front	15,862.65	15,838.96	23.69	0.2%
CD Bank of N. MI 806536	7.95	7.95	0.00	0.0%
CD Char State Bank 18756	5,984.40	5,984.40	0.00	0.0%
CD Char State Bank 18910	12,261.49	12,261.49	0.00	0.0%
CD Chemical Bank 803611	6,627.09	6,600.65	26.44	0.4%
CD Chemical Bank 804631	6,280.02	6,248.73	31.29	0.5%
CD Chemical Bank 806536	6,454.53	6,422.36	32.17	0.5%
CD First Comm. Bank 60302215	7,880.97	7,880.97	0.00	0.0%
CD First Comm. Bank 60302716	5,623.22	5,593.36	29.86	0.5%
Checking 1st Community Bank	49,399.46	23,727.97	25,671.49	108.2%
Money Market Fifth Third	5,001.07	5,000.71	0.36	0.0%
Money Market PNC	5,003.57	5,001.07	2.50	0.1%
Petty Cash	100.00	100.00	0.00	0.0%
Savings Chemical Bank	20,309.81	20,299.69	10.12	0.1%
<b>Total Checking/Savings</b>	<b>146,796.23</b>	<b>120,968.31</b>	<b>25,827.92</b>	<b>21.4%</b>
<b>Total Current Assets</b>	<b>146,796.23</b>	<b>120,968.31</b>	<b>25,827.92</b>	<b>21.4%</b>
<b>Fixed Assets</b>				
Accumulated Depreciation	-33,273.38	-29,933.79	-3,339.59	-11.2%
Equipment				
Purchase	12,327.70	12,327.70	0.00	0.0%
Equipment - Other	26,910.05	26,910.05	0.00	0.0%
<b>Total Equipment</b>	<b>39,237.75</b>	<b>39,237.75</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Fixed Assets</b>	<b>5,964.37</b>	<b>9,303.96</b>	<b>-3,339.59</b>	<b>-35.9%</b>
<b>Other Assets</b>				
Investments - CCCF	12,917.19	11,877.38	1,039.81	8.8%
Investments - PHSACF	15,670.51	14,124.74	1,545.77	10.9%
<b>Total Other Assets</b>	<b>28,587.70</b>	<b>26,002.12</b>	<b>2,585.58</b>	<b>9.9%</b>
<b>TOTAL ASSETS</b>	<b>181,348.30</b>	<b>156,274.39</b>	<b>25,073.91</b>	<b>16.0%</b>

**NORTHERN COMMUNITY MEDIATION**  
**Balance Sheet Prev Year Comparison**  
 As of June 30, 2018

	Jun 30, 18	Jun 30, 17	\$ Change	% Change
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Other Current Liabilities</b>				
BC Michigan UnemploymentBF Mich	10.85	0.00	10.85	100.0%
BF State Income Tax Withheld	703.75	0.00	703.75	100.0%
BF Michigan Unemployment	50.77	0.00	50.77	100.0%
BF FICA Tax Withheld	3,197.90	0.00	3,197.90	100.0%
BF Federal Income Tax Withheld	1,068.69	0.00	1,068.69	100.0%
BC FICA Tax Withheld	47.74	0.00	47.74	100.0%
RP Michigan Unemployment	744.90	591.72	153.18	25.9%
RP State Income Tax Withheld	226.20	87.26	138.94	159.2%
RP FICA Tax Withheld	489.02	416.16	72.86	17.5%
RP Federal Income Tax Withheld	76.00	116.00	-40.00	-34.5%
Federal Income Tax Withheld	-291.69	667.00	-958.69	-143.7%
Fica Tax Withheld	-1,677.50	1,251.05	-2,928.55	-234.1%
Michigan Unemployment	2,340.37	1,836.90	503.47	27.4%
State Income Tax Withheld	490.31	336.24	154.07	45.8%
<b>Total Other Current Liabilities</b>	<b>7,477.31</b>	<b>5,302.33</b>	<b>2,174.98</b>	<b>41.0%</b>
<b>Total Current Liabilities</b>	<b>7,477.31</b>	<b>5,302.33</b>	<b>2,174.98</b>	<b>41.0%</b>
<b>Total Liabilities</b>	<b>7,477.31</b>	<b>5,302.33</b>	<b>2,174.98</b>	<b>41.0%</b>
<b>Equity</b>				
*Retained Earnings	177,800.35	171,583.54	6,216.81	3.6%
Opening Bal Equity	-0.01	-0.01	0.00	0.0%
Net Income	-3,929.35	-20,611.47	16,682.12	80.9%
<b>Total Equity</b>	<b>173,870.99</b>	<b>150,972.06</b>	<b>22,898.93</b>	<b>15.2%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>181,348.30</b>	<b>156,274.39</b>	<b>25,073.91</b>	<b>16.0%</b>