

Energy Trust of Oregon, Inc
BALANCE SHEET
December 31, 2012
(Unaudited)



	DEC 2012	NOV 2012	DEC 2011	Change from Prior Month	Change from Beg. of Year
Current Assets					
Cash & Cash Equivalents	64,005,605	75,188,094	73,128,210	(11,182,489)	(9,122,604)
Restricted Cash (Escrow Funds)	462,692	462,664	938,755	27	(476,064)
Receivables	123,795	60,267	7,599	63,527	116,195
Prepaid Expenses	265,829	319,548	293,703	(53,719)	(27,873)
Advances to Vendors	2,109,014	1,191,923	2,438,724	917,091	(329,710)
Total Current Assets	66,966,935	77,222,497	76,806,991	(10,255,562)	(9,840,056)
Fixed Assets					
Program Equipment			63,213		(63,213)
Computer Hardware and Software	1,347,388	1,335,329	974,712	12,060	372,676
Software Development			899,718		(899,718)
Leasehold Improvements	287,385	287,385	309,767		(22,382)
Office Equipment and Furniture	600,662	600,662	627,017		(26,355)
Total Fixed Assets	2,235,435	2,223,376	2,874,427	12,060	(638,992)
Less Depreciation	(1,183,098)	(1,155,828)	(1,049,110)	(27,270)	(133,988)
Net Fixed Assets	1,052,337	1,067,547	1,825,317	(15,210)	(772,981)
Other Assets					
Rental Deposit	64,461	64,461	62,461		2,000
Deferred Compensation Asset	409,369	366,794	301,336	42,575	108,033
Total Other Assets	473,830	431,255	363,797	42,575	110,033
Total Assets	68,493,102	78,721,299	78,996,105	(10,228,198)	(10,503,003)
Current Liabilities					
Accounts Payable and Accruals	21,430,138	7,663,521	23,501,523	13,766,616	(2,071,385)
Deposits Held for Others	49,433	50,508		(1,075)	49,433
Salaries, Taxes, & Benefits Payable	585,703	594,313	481,910	(8,611)	103,793
Total Current Liabilities	22,065,273	8,308,342	23,983,432	13,756,931	(1,918,159)
Long Term Liabilities					
Deferred Rent	323,237	319,412	31,090	3,825	292,147
Deferred Compensation Payable	409,369	366,794	301,336	42,575	108,033
Other Long-Term Liabilities	13,674	12,754	15,030	920	(1,357)
Total Long-Term Liabilities	746,279	698,959	347,456	47,321	398,824
Total Liabilities	22,811,553	9,007,301	24,330,888	13,804,252	(1,519,335)
Net Assets					
Temporarily Restricted Net Assets	462,692	462,664	938,755	27	(476,064)
Unrestricted Net Assets	45,218,858	69,251,334	53,726,462	(24,032,476)	(8,507,604)
Total Net Assets	45,681,549	69,713,998	54,665,217	(24,032,449)	(8,983,668)
Total Liabilities and Net Assets	68,493,102	78,721,299	78,996,105	(10,228,198)	(10,503,003)

BS-Acct-YTD-001

Energy Trust of Oregon, Inc
INCOME STATEMENT
Unaudited Interim Report for Quarter and YTD
For the Period Ending December 31, 2012

	Actual	Quarter-to-date QTD Budget	Variance	Actual	Year-to-date YTD Budget	Variance
REVENUE						
Public Purpose Funding-PGE	\$8,428,868	\$8,048,089	\$380,779	\$36,153,224	\$34,426,653	\$1,726,571
Public Purpose Funding-PacifiCorp	5,868,083	6,892,730	(1,024,646)	25,168,039	26,790,600	(1,622,561)
Public Purpose Funding-NW Natural	2,968,465	2,929,203	39,262	17,375,847	18,983,061	(1,607,214)
Public Purpose Funding-Cascade	319,124	1,130,045	(810,922)	1,369,612	2,936,997	(1,567,385)
Public Purpose Funding-Avista				(25,458)		(25,458)
Total Public Purpose Funding	17,584,540	19,000,067	(1,415,527)	80,041,263	83,137,311	(3,096,048)
Incremental Funding - PGE	9,575,950	10,951,257	(1,375,307)	39,630,039	42,722,373	(3,092,334)
Incremental Funding - PacifiCorp	5,451,598	6,478,532	(1,026,935)	23,533,277	24,891,198	(1,357,921)
Incremental Funding - NW Natural	1,076,344		1,076,344	1,614,516	3,420,205	(1,805,689)
Consumer Owned Electric	120,213		120,213	123,728		123,728
NW Natural - Washington	630,957	630,957		1,261,914	1,261,914	
Special Projects				200		200
Contributions	1,075		1,075	30,515		30,515
Consulting Income				3,055		3,055
Interest Income	23,858	49,997	(26,139)	133,373	200,000	(66,627)
TOTAL REVENUE	34,464,535	37,110,810	(2,646,276)	146,371,880	155,633,001	(9,261,121)
EXPENSES						
Program Management (Note 3)	1,645,563	1,587,331	(58,231)	6,415,427	6,137,739	(277,688)
Program Delivery	10,830,285	11,665,880	835,596	38,363,210	40,873,163	2,509,952
Incentives	44,770,729	47,460,972	2,690,243	91,294,588	101,336,832	10,042,244
Program Evaluation and Planning Services	928,061	1,407,372	479,311	3,738,628	5,669,383	1,930,755
Program Marketing/Outreach	1,409,908	1,510,169	100,262	5,416,689	5,948,110	531,420
Program Legal Services	(820)	1,875	2,695		7,500	7,500
Program Quality Assurance	33,302	75,242	41,939	137,108	292,350	155,242
Outsourced Services	388,236	819,300	431,065	1,091,819	2,876,950	1,785,132
Trade Allies & Customer Service Management	240,915	307,088	66,173	1,050,067	1,186,182	136,114
IT Services	439,603	805,652	366,049	1,915,144	2,803,087	887,943
Other Program Expenses	188,749	206,841	18,092	756,431	881,285	124,853
TOTAL PROGRAM EXPENSES	60,874,530	65,847,723	4,973,192	150,179,112	168,012,581	17,833,469
ADMINISTRATIVE COSTS						
Management & General (Notes 1 & 2)	632,222	863,543	231,321	3,371,813	3,582,583	210,770
Communications & Customer Svc (Notes 1 & 2)	525,173	542,966	17,793	1,804,624	2,149,320	344,697
Total Administrative Costs	1,157,395	1,406,509	249,114	5,176,437	5,731,903	555,467
Total Expenses	62,031,926	67,254,232	5,222,306	155,355,548	173,744,484	18,388,936
REVENUE LESS EXPENSES	(27,567,391)	(30,143,422)	2,576,031	(8,983,668)	(18,111,483)	9,127,815

Note 1) Both Management & General and Communications & Customer Service Expenses (Admin) have been allocated based on total expenses.

Note 2) Administrative costs are allocated for management reporting only. This is not a GAAP formatted Income Statement.

Note 3) Program Management costs include both outsourced and internal staff.

Energy Trust of Oregon, Inc
Statement of Functional Expenses
For the Twelve Months Ending December 31, 2012
(Unaudited)

	<u>Energy Efficiency</u>	<u>Renewable Energy</u>	<u>Consulting Services</u>	<u>Total Program Expenses</u>	<u>Management & General</u>	<u>Communications & Customer Service</u>	<u>Total Admin Expenses</u>	<u>Total</u>	<u>Budget</u>	<u>Variance</u>
Program Expenses										
Incentives/ Program Management & Deliv	116,873,751	20,087,444		136,961,195				136,961,195	149,175,438	12,214,243
Payroll and Related Expenses	2,475,334	812,426	1,544	3,289,304	1,839,853	795,023	2,634,876	5,924,180	6,536,781	612,601
Outsourced Services	3,966,293	443,896		4,410,189	211,900	648,071	859,971	5,270,160	9,248,763	3,978,603
Planning and Evaluation	1,711,594	85,186		1,796,780	17,352		17,352	1,814,132	2,554,743	740,611
Customer Service Management	642,029	21,849		663,878				663,878	682,898	19,020
Trade Allies Network	359,851	26,338		386,189				386,189	503,284	117,095
Total Program Expenses	126,028,852	21,477,141	1,544	147,507,537	2,069,106	1,443,094	3,512,200	151,019,737	168,701,905	17,682,168
Program Support Costs										
Supplies	38,201	6,650	3	44,854	10,459	6,835	17,294	62,148	53,956	(8,192)
Postage and Shipping Expenses	3,740	1,088	1	4,829	1,987	1,834	3,821	8,650	24,455	15,805
Telephone	4,104	2,159	1	6,264	2,878	810	3,688	9,952	6,929	(3,023)
Printing and Publications	92,772	3,647		96,419	741	23,092	23,833	120,252	185,252	65,000
Occupancy Expenses	180,711	65,205	60	245,976	119,124	61,505	180,629	426,605	437,069	10,464
Insurance	26,608	9,601	9	36,218	17,540	9,056	26,596	62,814	72,544	9,730
Equipment	10,028	35,808	3	45,839	738,113	3,413	741,526	787,365	26,486	(760,879)
Travel	41,348	21,475	376	63,199	29,793	3,948	33,741	96,940	179,106	82,166
Meetings, Trainings & Conferences	22,039	10,778		32,817	41,966	4,735	46,701	79,518	270,240	190,722
Interest Expense and Bank Fees				0	5,030		5,030	5,030	7,500	2,470
Depreciation & Amortization	45,999	22,662	15	68,676	30,322	15,656	45,978	114,654	157,576	42,922
Dues, Licenses and Fees	93,476	15,095		108,571	9,472	3,004	12,476	121,047	97,494	(23,553)
Miscellaneous Expenses	2,738	30		2,768	218	31,371	31,589	34,357	1,748	(32,609)
IT Services	1,768,581	146,563		1,915,144	295,064	196,270	491,334	2,406,478	3,522,226	1,115,748
Total Program Support Costs	2,330,347	340,761	468	2,671,576	1,302,707	361,530	1,664,237	4,335,813	5,042,579	706,766
TOTAL EXPENSES	128,359,198	21,817,901	2,012	150,179,111	3,371,813	1,804,624	5,176,437	155,355,548	173,744,483	18,388,935
OPUC measure vs. 9%	5.36%									

Exp-Acct-YTD-002

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory - joint costs allocated at program level
For the Twelve Months Ending December 31, 2012
(Unaudited)

	ENERGY EFFICIENCY							RENEWABLE ENERGY				Other	TOTAL					
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Oregon Total	Clark PUD WA	NWN WA	Total WA	ETO Total		PGE	PacifiCorp	Total	All Programs	Approved budget	Change
REVENUES																		
Public Purpose Funding	\$28,119,658	\$19,637,424	\$47,757,082		\$17,375,847	\$1,369,612	\$66,477,083				\$66,477,083	\$8,033,565	\$5,530,615	\$13,564,180	\$80,041,263	\$83,137,311	\$3,096,048	
Incremental Funding	39,630,039	23,533,277	63,163,316	1,614,516			64,777,832		1,261,914	1,261,914	66,039,746				66,039,746	72,295,690	6,255,944	
Consumer Owned Electric Funding								123,728		123,728	123,728				123,728		(123,728)	
Consulting Income														3,055	3,055		(3,055)	
Contributions														30,515	30,515		(30,515)	
Special Projects	34		34		166		200				200				200		(200)	
Revenue from Investments														133,373	133,373	200,000	66,627	
TOTAL PROGRAM REVENUE	67,749,731	43,170,701	110,920,432	1,614,516	17,376,013	1,369,612	131,255,115	123,728	1,261,914	1,385,642	132,640,757	8,033,565	5,530,615	13,564,180	166,943	146,371,880	155,633,001	\$9,261,121
EXPENSES																		
Program Management (Note 3)	2,513,804	1,640,031	4,153,835	50,688	1,159,539	85,653	5,449,715	5,198	146,544	151,742	5,601,457	342,494	469,933	812,427	1,544	6,415,428	6,137,740	(277,688)
Program Delivery	19,019,006	12,644,384	31,663,390	436,850	5,318,904	475,097	37,894,241	1,540	238,359	239,899	38,134,140	118,299	110,771	229,070		38,363,210	40,873,163	2,509,953
Incentives	36,626,498	20,718,537	57,345,035	1,257,008	11,222,855	1,072,350	70,897,248	55,440	483,526	538,966	71,436,214	14,713,727	5,144,648	19,858,375		91,294,589	101,336,832	10,042,243
Program Eval & Planning Svcs.	1,806,988	1,096,584	2,903,572	54,296	587,831	55,523	3,601,222	1,769	50,453	52,222	3,653,444	37,996	47,190	85,186		3,738,630	5,669,383	1,930,753
Program Marketing/Outreach	2,344,980	1,508,623	3,853,603	13,268	1,299,598	96,829	5,263,298		93,276	93,276	5,356,574	43,416	16,699	60,115		5,416,689	5,948,110	531,421
Program Legal Services																	7,500	7,500
Program Quality Assurance	48,214	39,838	88,052	110	45,252	2,049	135,464				135,464	1,607	37	1,644		137,108	292,350	155,242
Outsourced Services	311,817	223,051	534,868	3,768	161,981	9,063	709,680				709,680	230,396	151,742	382,138		1,091,818	2,876,950	1,785,132
Trade Allies & Cust. Svc. Mgmt.	401,159	283,515	684,674	3,564	274,050	16,978	979,265	1,275	21,339	22,614	1,001,879	38,141	10,046	48,187		1,050,066	1,186,180	136,114
IT Services	783,011	505,367	1,288,378	14,013	388,322	27,138	1,717,851	3,108	47,623	50,731	1,768,582	59,456	87,107	146,563		1,915,145	2,803,087	887,942
Other Program Expenses	259,840	154,972	414,812	7,517	91,990	8,355	522,674	2,233	36,860	39,093	561,767	111,204	82,993	194,197	468	756,432	881,285	124,853
TOTAL PROGRAM EXPENSES	64,115,318	38,814,901	102,930,219	1,841,083	20,550,322	1,849,034	127,170,658	70,563	1,117,980	1,188,543	128,359,198	15,696,734	6,121,168	21,817,901	2,012	150,179,111	168,012,580	\$17,833,465
ADMINISTRATIVE COSTS																		
Management & General (Notes 1 & 2)	1,439,510	871,499	2,311,009	41,334	461,477	41,516	2,855,336	1,584	25,098	26,682	2,882,018	349,353	140,441	489,794		3,371,813	3,582,584	210,772
Communications & Customer Svc (Notes 1 & 2)	770,438	466,434	1,236,872	22,122	246,986	22,220	1,528,200	848	13,433	14,281	1,542,481	186,977	75,166	262,143		1,804,624	2,149,319	344,695
Total Administrative Costs	2,209,948	1,337,933	3,547,881	63,456	708,463	63,736	4,383,536	2,432	38,531	40,963	4,424,499	536,330	215,607	751,937		5,176,437	5,731,903	\$555,467
TOTAL PROG & ADMIN EXPENSES	66,325,262	40,152,836	106,478,098	1,904,540	21,258,786	1,912,771	131,554,195	72,995	1,156,509	1,229,504	132,783,699	16,233,066	6,336,771	22,569,837	2,012	155,355,548	173,744,483	\$18,388,935
TOTAL REVENUE LESS EXPENSES	1,424,466	3,017,867	4,442,332	(290,023)	(3,882,773)	(543,158)	(299,079)	50,734	105,402	156,136	(142,943)	(8,199,500)	(806,159)	(9,005,659)	164,931	(8,983,668)	(18,111,482)	(\$9,127,811)
Cumulative Carryover at 12/31/11 (Note 4)	10,744,010	18,682	10,762,692	1,389,821	6,895,922	150,877	19,224,770		247,771	247,771	19,472,541	16,410,883	8,267,775	24,678,658	10,514,019	54,665,218	51,243,554	(3,421,664)
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000	392,281	8,292,281				8,292,281	585,000	2,235,000	2,820,000	(11,112,281)			
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)		(7,900,000)				(7,900,000)				7,900,000			
TOTAL NET ASSETS CUMULATIVE	12,168,476	3,036,549	15,205,024	1,099,798	3,013,149	0	19,317,972	50,734	353,173	403,907	19,721,879	8,796,383	9,696,616	18,492,999	7,466,669	45,681,549	33,132,072	(\$12,549,475)

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.
Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.
Note 3) Program Management costs include both outsourced and internal staff.
Note 4) Cumulative carryover at 12/31/2011 reflects audited results.

Energy Trust of Oregon, Inc.
ADMINISTRATIVE EXPENSES
For the Three Months and Year to Date Ended December 31, 2012
(Unaudited)

EXPENSES	MANAGEMENT & GENERAL						COMMUNICATIONS & CUSTOMER SERVICE					
	QUARTER			YTD			QUARTER			YTD		
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE
Outsourced Services	\$34,141	\$65,846	\$31,705	\$184,278	\$430,885	\$246,607	\$215,964	\$180,750	(\$35,214)	\$648,071	\$748,000	\$99,929
Legal Services	970	35,625	34,655	27,622	142,500	114,879						
Salaries and Related Expenses	460,852	522,062	61,211	1,839,853	2,119,675	279,821	202,792	227,545	24,753	795,023	908,200	113,177
Supplies	133	1,500	1,367	4,713	6,000	1,287	1,371	625	(746)	3,869	2,500	(1,369)
Telephone	615	350	(265)	1,841	1,760	(81)	46		(46)	275		(275)
Postage and Shipping Expenses								1,250	1,250	809	5,000	4,192
Noncapitalized Equipment				731,503		(731,503)		500	500		2,000	2,000
Printing and Publications	88	75	(13)	401	300	(101)	4,937	12,500	7,563	22,917	50,000	27,083
Travel	5,661	9,164	3,503	29,793	36,656	6,863	2,719	1,750	(969)	3,948	7,000	3,052
Conference, Training & Mtngs	9,628	38,835	29,206	41,966	156,840	114,874	1,195	5,125	3,930	4,735	20,500	15,765
Interest Expense and Bank Fees	30	1,875	1,845	5,030	7,500	2,470						
Miscellaneous Expenses		25	25	163	100	(63)	27,305		(27,305)	31,342		(31,342)
Dues, Licenses and Fees	1,704	3,208	1,504	9,472	9,400	(72)	897	625	(272)	3,004	2,500	(504)
Shared Allocation (Note 1)	46,346	54,851	8,505	182,762	214,662	31,900	22,896	29,731	6,835	94,362	116,352	21,990
IT Service Allocation (Note 2)	67,729	124,126	56,397	295,064	431,869	136,804	45,052	82,566	37,514	196,270	287,269	90,999
Planning & Eval (Note 3)	4,326	6,001	1,675	17,352	24,437	7,084						
TOTAL EXPENSES	632,222	863,543	231,321	3,371,813	3,582,583	210,770	525,173	542,966	17,793	1,804,624	2,149,320	344,697

Note 1) Represents allocation of Shared (General Office Management) Costs

Note 2) Represents allocation of Shared IT Costs

Note 3) Represents allocation of Planning & Evaluations Costs

Exp-Prog-YTD-003

Energy Trust of Oregon, Inc
ENERGY EFFICIENCY
Unaudited Interim Report for Quarter and Year to Date
For the Period Ending December 31, 2012

	QTD						YTD					
	Commercial	Industrial	Residential	Total EE	Total Budget	Variance	Commercial	Industrial	Residential	Total EE	Total Budget	Variance
EXPENSES												
Program Management (Note 4)	\$910,080	\$107,700	\$436,279	\$1,454,059	\$1,370,426	(\$83,634)	\$2,569,264	\$701,428	\$2,330,765	\$5,601,457	\$5,273,532	(\$327,924)
Program Delivery	4,559,969	2,218,471	4,009,906	10,788,345	11,594,005	805,660	15,728,861	8,383,932	14,021,347	38,134,140	40,585,663	2,451,522
Incentives	16,527,065	11,009,540	8,618,451	36,155,055	33,932,389	(2,222,666)	31,667,481	16,815,914	22,952,819	71,436,214	81,587,420	10,151,207
Program Evaluation & Planning Svcs.	413,452	233,175	260,199	906,825	1,365,414	458,588	1,506,719	858,628	1,288,095	3,653,442	5,499,422	1,845,980
Program Marketing/Outreach	182,431	24,059	1,210,025	1,416,515	1,460,794	44,280	961,987	115,897	4,278,692	5,356,575	5,753,110	396,534
Program Legal Services			(820)	(820)		820						
Program Quality Assurance			32,521	32,521	64,125	31,604	7,972		127,492	135,464	256,500	121,036
Outsourced Services	113,521	1,250	151,523	266,294	517,425	251,131	243,539	44,696	421,445	709,680	2,064,450	1,354,770
Trade Allies & Customer Svc. Mgmt.	34,822	6,445	191,605	232,873	291,991	59,119	169,898	29,334	802,648	1,001,880	1,127,702	125,823
IT Services	163,933	25,867	216,161	405,961	743,997	338,036	714,180	112,689	941,712	1,768,581	2,588,572	819,991
Other Program Expenses	37,451	37,454	68,810	143,715	154,862	11,147	205,033	117,139	239,593	561,766	633,224	71,459
TOTAL PROGRAM EXPENSES	22,942,723	13,663,961	15,194,660	51,801,344	51,495,428	(305,916)	53,774,934	27,179,656	47,404,608	128,359,198	145,369,595	17,010,397
ADMINISTRATIVE COSTS												
Management & General	261,326	195,604	76,476	533,406	747,164	213,758	1,207,185	610,233	1,064,600	2,882,019	3,099,760	217,741
Communications & Customer Service	204,358	132,961	108,307	445,626	469,791	24,165	646,096	326,602	569,783	1,542,482	1,859,657	317,176
Total Administrative Costs	465,684	328,565	184,782	979,032	1,216,954	237,923	1,853,281	936,836	1,634,384	4,424,500	4,959,417	534,917
Total Expenses	23,408,408	13,992,526	15,379,443	52,780,376	52,712,382	(67,994)	55,628,215	28,116,492	49,038,991	132,783,699	150,329,012	17,545,314

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Energy Trust of Oregon, Inc
RENEWABLE ENERGY
Unaudited Interim Report for Quarter and Year to Date
For the Period Ending December 31, 2012

	QTD						YTD					
	Biopower	Solar	Other Renewable	Total RR	Total Budget	Variance	Biopower	Solar	Other Renewable	Total RR	Total Budget	Variance
EXPENSES												
Program Management (Note 4)	\$38,895	\$76,186	\$76,423	\$191,504	\$216,906	\$25,402	\$147,088	\$347,775	\$317,564	\$812,426	\$864,207	\$51,780
Program Delivery		41,940		41,940	71,875	29,935		223,717	5,353	229,070	287,500	58,430
Incentives	775,318	7,419,986	420,370	8,615,674	13,528,583	4,912,909	1,389,837	17,511,147	957,390	19,858,374	19,749,412	(108,963)
Program Evaluation & Planning Svcs.	3,933	9,831	7,472	21,236	41,958	20,723	15,776	39,437	29,973	85,186	169,962	84,776
Program Marketing/Outreach		(7,882)	1,275	(6,607)	49,375	55,982	4,839	47,875	7,399	60,114	195,000	134,886
Program Legal Services					1,875	1,875					7,500	7,500
Program Quality Assurance			781	781	11,117	10,336			1,644	1,644	35,850	34,207
Outsourced Services	24,255	48,617	49,070	121,941	301,875	179,934	51,578	192,176	138,385	382,139	812,500	430,361
Trade Allies & Customer Svc. Mgmt.		7,670	372	8,042	15,097	7,055		46,565	1,622	48,187	58,479	10,292
IT Services	5,241	13,672	14,729	33,642	61,655	28,013	22,834	59,562	64,167	146,563	214,516	67,953
Other Program Expenses	6,987	16,674	21,372	45,033	51,979	6,945	25,142	94,921	74,135	194,198	248,060	53,863
TOTAL PROGRAM EXPENSES	854,628	7,626,694	591,864	9,073,186	14,352,295	5,279,108	1,657,094	18,563,178	1,597,630	21,817,901	22,642,985	825,084
ADMINISTRATIVE COSTS												
Management & General	12,583	81,223	5,011	98,817	116,379	17,563	37,200	416,728	35,866	489,794	482,823	(6,971)
Communications & Customer Service	8,413	66,348	4,786	79,547	73,175	(6,371)	19,910	223,037	19,196	262,142	289,663	27,521
Total Administrative Costs	20,996	147,571	9,797	178,363	189,555	11,191	57,110	639,765	55,061	751,936	772,486	20,550
Total Expenses	875,624	7,774,265	601,661	9,251,550	14,541,849	5,290,300	1,714,204	19,202,942	1,652,691	22,569,837	23,415,472	845,634

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