MINUTES
BOARD OF DIRECTORS MEETING
Thursday, May 16, 2019 – 10:30 AM
State Office Building – Conference Room 100, 1st Floor
317 Washington Street, Watertown, New York

The Development Authority of the North Country Board of Directors met in regular session at the State Office Building, Conference Room 100, 1st Floor, 317 Washington Street, Watertown, New York on Thursday, May 16, 2019 at 10:30 am.

Members Present:
Voting
Fredrick Carter, Chair
Alfred Calligaris
Thomas Hefferon
Alex MacKinnon
Margaret Murray
Gary Turck

Non-Voting
Mary Doheny
James Hollenbeck
Stephen Hunt

Members Absent
John Johnson, Jr.
Dennis Mastascusa
Brian McGrath

Staff Present:
James W. Wright, Executive Director
Michelle Capone, Director, Regional Development Division
Carl Farone, Comptroller
Laurie Marr, Director of Communications and Public Affairs
Brian Nutting, Manager, Water Quality Division
Patricia Pastella, Manager, Materials Management Division
Carrie Tuttle, Director, Engineering and Environmental Division
David Wolf, Director, Technology Division
Angela Marra, Administrative Associate
Melissa Durant, Administrative Associate

Guests:
Richard Engel, Authority Counsel, Mackenzie Hughes
Jennifer Granzow, Counsel, Wladis Law Firm

1. Chairman Carter called the meeting to order at 10:31 AM.

2. Chairman Carter requested a roll call by A. Marra.
   - All Board Members were present except for J. Johnson, D. Mastascusa and B. McGrath.

3. Chairman Carter offered the Privilege of the Floor.

4. Chairman’s Report –
Chairman Carter took this time to recognize our past Chairman Turck, presenting him with a plaque on behalf of the Development Authority, for the tenure of his chairmanship from 2015 to 2019. Thank you!

5. Executive Director's Report –

New Authority Brochure – (handout)
J. Wright presented the new replacement, general information piece that is to be used going forward. This will be used to share all of the things that are going on within the Authority and provides a good departure for discussions with potential clients, municipalities, and officials.

MWBE Semi Annual Evaluation –
For the second or third consecutive year the Authority received a grade of A+.

United Way Impact Award –
This award recognizes the Authority's employee's contributions as they have increased, both in the number of employees and the contribution amount. Four or five years ago the Authority stopped matching this on the recommendation of the Authority Budget Office. This award is a testimony to the Authority's employee's willingness to support people throughout the region.

St. Lawrence County Earth Day –
This event was sponsored by the Association of Colleges in St. Lawrence County, and was held at SUNY Canton. The Authority helped supply the St. Lawrence County Recycling Coordinator with some information for his booth. This event had a good turnout, and there was a great deal of interest in our activity being held at this booth.

Household Hazardous Waste Collection Days –
The first event of the season is May 18th at the Human Services Building in St. Lawrence County. Several events are planned for the spring and fall, assuming this is when people are going to clean up. These events are being published in the media throughout the region. By virtue of the Authority sponsoring these events, the Authority incurs the cost, and as a result the events are open to any resident regardless of the location. The counties are cooperating with the Authority by providing the sites and the manpower.

Wastewater Treatment Facility Tour –
Christian Fout gave a tour of our Malone wastewater treatment facility to a group of Malone students. Municipal officials also attended, and all went well despite the odors.

State of New York Safety Training Grant –
The Authority was successful in receiving the safety training grant in the amount of $10,766.00. This will be coming from the State and will be used to support safety training for Authority employees. Invitations will be extended to our municipalities that work with us so that they can avail themselves of it as well.

FDRHPO Grant –
The Authority was awarded the Fort Drum Regional Health Planning Organization Telemedicine Contract. This contract is for the operation of the telemedicine network, and will amount to $260,000 in revenue per year.
ACTION Grant –
The Authority received the contract for the Eastern half of the ACTION Network that will amount to $180,000 in revenue per year.

The Telecommunications division will receive a total of $440,000 for the support of the telemedicine network which now connects over 100 medical facilities throughout the region.


C. Farone reported that the auditors were on site May 1st through the 9th to complete the audit field work. There was nothing derogatory reported from them, and the Authority appears to be in very good shape.

C. Farone reported there is a meeting of the Audit committee scheduled for June 13th, and it is hopeful that the audit will be completed in June.

C. Farone presented a snapshot to review the operations of the Authority from the perspective of operating revenue customer billings. The Authority does not rely on State grants for our operations. Each division is budgeted separately as displayed in the attached Comptroller Report.

A. Calligaris asked if the Army Sewer Water Line annual credit reflected in the report is multi year. C. Farone responded it was, the number included within this report is the credit from previous years and calculated as a pass through from the Authority.

Regarding grant revenue under Project Development operating expenses, A. Calligaris asked if the deduction for operating expenses be offset by the grant revenue program. C. Farone responded yes.

C. Farone further commented on the shortage reflected as part of the operating expenses. The New York State Pension is under projection due to the Authority not having a full staff load. Also, 30% of the current staff are within Tier 6, which is a 9.3% contribution, compared to Tier 4 which is at 15.8%.

C. Farone touched on the Statement of Net Position, stating that the auditors will be reviewing this in great detail at the next meeting. He stated there are no significant changes from the balance sheet perspective. The Authority continues to use reserves as instructed by the Board. There are no surprises at this time.

7. Loan Report – M. Capone –

M. Capone presented updates on the following loans:

ADYM Associates is currently two months past due. Correspondence has been sent to obtain payment.

Steve Winkler is currently six months past due. A demand notice has been sent. He did come in and make one payment of $1,000, and he has committed to making a $1,000 payment each month. If he does not, this will be sent to the attorney for collection.
Snow Ridge, Eastern Resort Management had a good meeting with the Authority and the Lewis County Industrial Development Agency (LCIDA). They have brought the smaller loan to almost current. They are still six months past due on the larger loan, and M. Capone anticipates bringing this before the board for a modification in the near future. The LCIDA is currently working with them to help put together cash flow projections that will be presented at the June meeting.

Under the North Country Economic Development Fund, North Wood’s Inn is two months past due.

All other loans are being paid as agreed.

A. Calilgaris asked if we have an allowance set up for these loans. M. Capone responded that allowances have not been set up, and that typically the allowance would be set when we knew the loan was in imminent risk of collection.

8. Upon a motion by A. Calilgaris, and seconded by A. MacKinnon, the March 28, 2019 Meeting Minutes were unanimously approved.

9. F. Carter requested an Executive Session to discuss Real Estate and Personnel matters.

   Upon a motion by G. Turck, and seconded by M. Murray, the committee moved into Executive Session at 10:53 AM.

   Upon a motion by A. MacKinnon, and seconded by S. Hunt, the committee moved out of Executive Session at 11:26 AM.

   Returning from Executive Session, no action was taken.

10. Resolutions – Governance –


   J. Wright introduced Jennifer Granzow, who was in attendance at the meeting, as designated counsel from the Wladis Law Firm.

   Upon a motion by T. Hefferson, and seconded by M. Murray, Resolution No. 2019-05-46, Selecting and Designating the Wladis Law Firm, P.C. as the Authority’s General Counsel for the core services reflected in the Request for Proposal and authorizing the Executive Director to enter into a Letter of Engagement for Legal Services, was unanimously approved.


   Upon a motion by G. Turck, and seconded by M. Murray, Resolution No. 2019-05-47, Affirming the action to enter into a purchase agreement with the Lewis County Industrial Development Agency for the purchase of 40 acres and all improvements, consistent with the executed Memorandum of Understanding, was unanimously approved.
c. Resolution No. 2019-05-48, Office Space Lease, St. Lawrence County, Development Authority of the North Country

Upon a motion by A. MacKinnon, and seconded by M. Murray, Resolution No. 2019-05-48, Authorizing the Executive Director to enter into an agreement with the County of St. Lawrence, to lease office space suitable to the Authority’s needs and that any furniture and furnishings are further authorized with said acquisitions being funded by capital project 10004, was unanimously approved.

d. Resolution No. 2019-05-49, Modifications to Personnel Policy, Development Authority of the North Country

Upon a motion by M. Murray, and seconded by A. MacKinnon, Resolution No. 2019-05-49, Approving Modifications to Personnel Policy, was unanimously approved.

11. Resolutions – Facilities –

a. Resolution No. 2019-05-50, authorizes the Executive Director to enter into the GIS hosting agreements in accordance with the terms of the contracts attached to the resolution.

Upon a motion by A. Calligaris, and seconded by G. Turck, Resolution No. 2019-05-50, GIS Hosting Agreements, Villages of Antwerp, Canton, Cape Vincent, Chaumont, Glen Park, Lyons Falls, and Port Leyden, was unanimously approved.

b. Resolution No. 2019-05-51, authorizes the Executive Director to enter into the GIS hosting agreements in accordance with the terms of the contracts attached to the resolution.

Upon a motion by A. MacKinnon, and seconded by M. Murray, Resolution No. 2019-05-51, Authorizing GIS Hosting Agreement, Town of Potsdam, was unanimously approved.

c. Resolution No. 2019-05-52, approves the Technical Services Agreement Amendment No. 3, between the Authority and the Village of Carthage. The Executive Director is authorized to execute said agreement amendment.

Upon a motion by G. Turck, and seconded by A. Calligaris, Resolution No. 2019-05-52, Approving Technical Services Agreement Amendment, Village of Carthage, Water Pollution Control Facility, was unanimously approved.

d. Resolution No. 2019-05-53, approves the Technical Services Agreement Amendment No. 1 between the Authority and the Town of Diana, bringing the total not to exceed contract amount to $27,000. Furthermore, this resolution authorizes the Executive Director to execute said agreement amendment.

Upon a motion by A. Calligaris, and seconded by M. Murray, Resolution No. 2019-05-53, Approving Technical Services Agreement Amendment, Town of Diana, Dissolution Implementation, was unanimously approved.

e. Resolution No. 2019-05-54, approves the Technical Services Agreement Amendment No. 2 between the Authority and the Village of Gouverneur for a total not to exceed
amount of $18,000. Furthermore, this resolution authorizes the Executive Director to execute said agreement.

Upon a motion by A. Calligaris, and seconded by A. MacKinnon, Resolution No. 2019-05-54, Approving Technical Services Agreement Amendment, Village of Gouverneur, Regional Municipal Hydroelectric Feasibility Study, was unanimously approved.

f. Resolution No. 2019-05-55, approves the Technical Services Agreement between the Authority and the Village of Alexandria Bay for a total not to exceed amount of $11,000. Furthermore, this resolution authorizes the Executive Director to execute said agreement.

Upon a motion by M. Murray, and seconded by G. Turck, Resolution No. 2019-05-55, Approving Technical Services Agreement, Village of Alexandria Bay, Casino Island Rehabilitation Project, was unanimously approved.

g. Resolution No. 2019-05-56, approves the Technical Services Agreement between the Authority and the Village of Theresa for a total not to exceed amount of $5,500. Furthermore, this resolution authorizes the Executive Director to execute said agreement.

Upon a motion by A. Calligaris, and seconded by A. MacKinnon, Resolution No. 2019-05-56, Approving Technical Services Agreement, Village of Theresa, was unanimously approved.

h. Resolution No. 2019-05-57, approves the SCADA Services Agreement Amendment No. 2 between the Authority and the Town of Fine. This resolution further authorizes the Executive Director to execute said agreement.

Upon a motion by G. Turck, and seconded by A. Calligaris, Resolution No. 2019-05-57, Approving SCADA Services Agreement, Town of Fine, Water System Improvement Project, was unanimously approved.

12. Resolutions - Project Development -

a. Resolution No. 2019-05-58, ratifying a loan in the amount of $250,000 from the Regional Tourism Transformational Community Revolving Loan Fund to 83MV, LLC. Furthermore this is considered a Type II Action under the State Environmental Quality Review (SEQRA) and is considered an exempt activity requiring no further action.

Upon a motion by A. MacKinnon, and seconded by M. Murray, Resolution No. 2019-05-58, Ratifying Regional Tourism Transformational Community Revolving Loan Fund, 82MV, LLC, was unanimously approved.

b. Resolution No. 2019-05-59, approving the loan modification for Woods Inn 1894, LLC subordinating to a loan from Adirondack Bank in an amount not to exceed $300,000. This resolution further authorizes the Executive Director or Authority Comptroller to execute all necessary documentation.

Upon a motion by M. Murray, and seconded by A. MacKinnon, Resolution No. 2019-05-59, Approving Regional Tourism Transformational Community Revolving Loan Fund, Woods Inn 1894, LLC, Loan Modification, was unanimously approved.

c. Resolution No. 2019-05-60, approving the loan modification for 624 Camp Avenue, LLC. This resolution further authorizes the Executive Director or Authority Comptroller to execute all necessary documentation. Furthermore this is considered a Type II Action
under the State Environmental Quality Review (SEQRA) and is considered an exempt activity requiring no further action.

Upon a motion by A. Calligaris, and seconded by A. MacKinnon, Resolution No. 2019-05-60, Approving North Country Redevelopment Loan Fund, 624 Camp Avenue, LLC, Loan Modification, was unanimously approved.

d. Resolution No. 2019-05-61, authorizing a revolving line of credit loan from the Affordable Rental Housing Program to North Country Affordable Housing Inc. in the amount of $150,000. This resolution further authorizes the Executive Director or Authority Comptroller to execute all necessary documentation to make the loan. Furthermore this is considered a Type II Action under the State Environmental Quality Review (SEQRA) and is considered an exempt activity requiring no further action.

Upon a motion by G. Turck, and seconded by A. MacKinnon, Resolution No. 2019-05-61, Authorizing Affordable Rental Housing Program, North Country Affordable Housing, Loan, was unanimously approved.

e. Resolution No. 2019-05-62, approving the loan modification for Scailisi & Bernazzani Financial Services, LLC releasing the mortgage on property located at 21854 Golf Drive, Alexandria. This resolution further authorizes the Executive Director or Authority Comptroller to execute all necessary documentation.

Upon a motion by M. Murray, and seconded by A. MacKinnon, Resolution No. 2019-05-62, Approving Community Rental Housing Program, Scalisi & Bernazzani Financial Services, LLC, Loan Modification, was unanimously approved.

f. Resolution No. 2019-05-63, approving the modification to a loan from the North Country Value-Added Agriculture Fund to Golden Technology Management, LLC subordinating to funding from the NYS Green Bank in an amount of $6 million. This resolution is also approving the modification to a loan from the Development Authority of the North Country Value-Added Agriculture Fund to Golden Technology Management, LLC subordinating to funding from the NYS Green Bank in an amount of $6 million. This resolution further authorizes the Executive Director or Authority Comptroller to execute all necessary documentation.

F. Carter asked if the jobs being created by this project would be construction jobs or permanent jobs. J. Wright responded they would be permanent jobs for people who would work at managing the greenhouses.

A. MacKinnon asked if this was to be the same contact person, John Gaus. J. Wright responded yes it was the same, it is his project.

Upon a motion by G. Turck, and seconded by M. Murray, Resolution No. 2019-05-63, Approving Golden Technology Management, LLC, Loan Modification, was unanimously approved.

g. Resolution No. 2019-05-64, authorizing the Executive Director to execute contracts based upon awards made by the North Country HOME Consortium Administrative Board.
Upon a motion by M. Murray, and seconded by A. MacKinnon, Resolution No. 2019-05-64, Authorizing Contracts, 2019 HOME Program Year, was unanimously approved.

h. Resolution No. 2019-05-65; approving the Development Authority of the North Country, as Sole Member of the Creek Wood Housing Development Fund Company (HDFC), to waive the Annual Meeting by way of written consent and accept the Annual Report of the HDFC with the existing directors of the HDFC continuing in office until the next Annual Meeting.

Upon a motion by A. Calligaris, and seconded by T. Hefferon, Resolution No. 2019-05-65, Accepting Annual Report, Creek Wood Housing Development Fund Company, Inc., Waiving the Annual Meeting, Appointing Directors, was unanimously approved.

i. Resolution No. 2019-05-66, approving the Development Authority of the North Country, as Sole Member of the Creek Wood II Housing Development Fund Company (HDFC), to waive the Annual Meeting by way of written consent and accept the Annual Report of the HDFC with the existing directors of the HDFC continuing in office until the next Annual Meeting.

Upon a motion by M. Murray, and seconded by A. Calligaris, Resolution No. 2019-05-66, Accepting Annual Report, Creek Wood II Housing Development Fund Company, Inc., Waiving the Annual Meeting, Appointing Directors, was unanimously approved.

13. Resolution – Telecommunications –

a. Resolution No. 2019-05-67, authorizes the Executive Director to execute a 20 year IRU agreement with Avangrid/NYSEG. This resolution also authorizes an agreement with SLIC Network Services for an IRU in fiber between Long Lake and Newcomb to complete said Avangrid/NYSEG project. Furthermore, this resolution authorizes the Authority Comptroller to establish the capital project account #30-653 in the amount of $450,000 with said funds to come from telecommunications capital reserve funds.

Upon a motion by A. Calligaris, and seconded by A. MacKinnon, Resolution No. 2019-05-67, Approving Capital Project, Telecommunications, Avangrid NYSEG Agreement, was unanimously approved.

Additional Resolution:

a. Resolution No. 2019-05-68, approves the Technical Services Agreement Amendment No. 1 between the Authority and the Village of Alexandria Bay. This resolution further authorizes the Executive Director to execute said agreement.

Upon a motion by A. Calligaris, and seconded by A. MacKinnon, Resolution No. 2019-05-68, Approving Technical Services Agreement Amendment, Village of Alexandria Bay, Asset Management Plan, was unanimously approve.

14. New Business –

15. Next meeting – June 20, 2019
16. Upon a motion by M. Murray, and seconded by G. Turck, the meeting was adjourned at 11:45 AM.

Respectfully submitted,

[Signature]

Thomas Hefferon
Secretary
## Income from Operations

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>FYE 2019 Budget</th>
<th>FYE 2019 Actual</th>
<th>Difference (Excess/Shortfall)</th>
<th>Percent Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Billings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials Management</td>
<td>$9,242,939</td>
<td>$9,343,668</td>
<td>$600,729</td>
<td>6%</td>
</tr>
<tr>
<td>Communications</td>
<td>$5,959,120</td>
<td>$5,971,362</td>
<td>$12,242</td>
<td>0%</td>
</tr>
<tr>
<td>Army Sewer Line</td>
<td>$2,984,651</td>
<td>$2,505,078</td>
<td>$(379,573)</td>
<td>-13%</td>
</tr>
<tr>
<td>Army Water Line</td>
<td>$2,019,015</td>
<td>$1,279,410</td>
<td>$(739,605)</td>
<td>-37%</td>
</tr>
<tr>
<td>Regional Water Line</td>
<td>$385,952</td>
<td>$372,293</td>
<td>$(13,659)</td>
<td>-4%</td>
</tr>
<tr>
<td>Water Quality Contracts</td>
<td>$755,783</td>
<td>$786,892</td>
<td>$31,109</td>
<td>3%</td>
</tr>
<tr>
<td>Engineering</td>
<td>$1,375,331</td>
<td>$1,231,126</td>
<td>$(144,205)</td>
<td>-10%</td>
</tr>
<tr>
<td>Regional Development</td>
<td>$256,379</td>
<td>$222,186</td>
<td>$(34,193)</td>
<td>-14%</td>
</tr>
<tr>
<td><strong>Total Customer Billings</strong></td>
<td>$22,991,170</td>
<td>$22,315,014</td>
<td>$(676,156)</td>
<td>-3%</td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>$3,653,056</td>
<td>$2,251,440</td>
<td>$(1,401,616)</td>
<td>-38%</td>
</tr>
<tr>
<td>Loan Interest Income</td>
<td>$712,000</td>
<td>$661,275</td>
<td>$(50,725)</td>
<td>-7%</td>
</tr>
<tr>
<td>Other Income</td>
<td>$1,022,006</td>
<td>$928,138</td>
<td>$(93,868)</td>
<td>-9%</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td>$28,378,232</td>
<td>$26,165,867</td>
<td>$(2,222,365)</td>
<td>-8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses (Less Depreciation)</th>
<th>FYE 2019 Budget</th>
<th>FYE 2019 Actual</th>
<th>Difference (Excess/Shortfall)</th>
<th>Percent Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation Expense</td>
<td>$20,589,072</td>
<td>$17,576,803</td>
<td>$(3,012,269)</td>
<td>-15%</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td>$(2,200,577)</td>
<td>$(507,618)</td>
<td>$1,692,959</td>
<td>-77%</td>
</tr>
</tbody>
</table>

## Interest Income

<table>
<thead>
<tr>
<th>Interest Income</th>
<th>FYE 2019 Budget</th>
<th>FYE 2019 Actual</th>
<th>Difference (Excess/Shortfall)</th>
<th>Percent Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Income</td>
<td>$1,504,696</td>
<td>$1,657,126</td>
<td>$152,430</td>
<td>10%</td>
</tr>
<tr>
<td>Mark to Market Adjustment</td>
<td>$ -</td>
<td>$620,042</td>
<td>$620,042</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Net Interest Earnings</strong></td>
<td>$1,504,696</td>
<td>$2,277,168</td>
<td>$772,472</td>
<td>51%</td>
</tr>
</tbody>
</table>

## NYS Pension Expense

<table>
<thead>
<tr>
<th>Pension Expense</th>
<th>FYE 2019 Budget</th>
<th>FYE 2019 Actual</th>
<th>Difference (Excess/Savings)</th>
<th>Percent Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension Expense to NYS</td>
<td>$840,381</td>
<td>$728,226</td>
<td>$(112,155)</td>
<td>-13%</td>
</tr>
<tr>
<td>GASB 68 Requirement</td>
<td>$ -</td>
<td>$(23,161)</td>
<td>$(23,161)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Pension Expense</strong></td>
<td>$840,381</td>
<td>$705,065</td>
<td>$(135,316)</td>
<td>-16%</td>
</tr>
</tbody>
</table>

## Materials Management

### Waste Volumes: Projection vs Actual

**April 1, 18 - March 31, 2019**

<table>
<thead>
<tr>
<th>Material Type</th>
<th>Projected Tonnage</th>
<th>Actual Tonnage</th>
<th>Difference (Shortfall)</th>
<th>Percent Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Solid Waste</td>
<td>135,500</td>
<td>138,365</td>
<td>2,865</td>
<td>2%</td>
</tr>
<tr>
<td>Construction &amp; Demolition</td>
<td>42,000</td>
<td>25,623</td>
<td>(16,377)</td>
<td>-39%</td>
</tr>
<tr>
<td>Non-Ben Sludge</td>
<td>4,900</td>
<td>11,363</td>
<td>6,463</td>
<td>132%</td>
</tr>
<tr>
<td>Beneficial Sludge</td>
<td>4,920</td>
<td>4,819</td>
<td>(101)</td>
<td>-2%</td>
</tr>
<tr>
<td>Sewage Sludge</td>
<td>5,000</td>
<td>5,972</td>
<td>1,972</td>
<td>39%</td>
</tr>
<tr>
<td>Industrial Waste</td>
<td>9,500</td>
<td>10,933</td>
<td>1,433</td>
<td>15%</td>
</tr>
<tr>
<td>Contaminated Soil</td>
<td>30,500</td>
<td>73,286</td>
<td>42,786</td>
<td>140%</td>
</tr>
<tr>
<td>Asbestos</td>
<td>4,250</td>
<td>5,592</td>
<td>1,342</td>
<td>32%</td>
</tr>
<tr>
<td>Ash</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>236,570</td>
<td>276,773</td>
<td>40,203</td>
<td>17%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Host Community Benefits</th>
<th>FYE 2019 Budget</th>
<th>FYE 2019 Actual</th>
<th>Difference (Excess/Shortfall)</th>
<th>Percent Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$786,374</td>
<td>$928,648</td>
<td>$142,274</td>
<td>18%</td>
<td></td>
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</tbody>
</table>