

Energy Trust of Oregon, Inc
BALANCE SHEET
September 30, 2013
(Unaudited)



	SEP 2013	AUG 2013	DEC 2012	Change from Prior Month	Change from Beg. of Year
Current Assets					
Cash & Cash Equivalents	89,463,097	86,154,586	64,005,605	3,308,511	25,457,492
Restricted Cash (Escrow Funds)	252,720	252,712	462,692	8	(209,972)
Investments	5,976,151	5,976,013	0	137	5,976,151
Receivables	4,728	4,027	123,795	702	(119,066)
Prepaid Expenses	623,994	696,195	265,829	(72,202)	358,164
Advances to Vendors	2,439,851	982,447	2,109,014	1,457,404	330,837
Total Current Assets	98,760,540	94,065,980	66,966,935	4,694,560	31,793,606
Fixed Assets					
Computer Hardware and Software	1,377,967	1,368,867	1,347,388	9,100	30,579
Leasehold Improvements	313,333	313,333	287,385	0	25,948
Office Equipment and Furniture	600,662	600,662	600,662	0	0
Total Fixed Assets	2,291,962	2,282,863	2,235,435	9,100	56,527
Less Depreciation	(1,417,980)	(1,390,756)	(1,183,098)	(27,224)	(234,881)
Net Fixed Assets	873,983	892,107	1,052,337	(18,124)	(178,354)
Other Assets					
Rental Deposit	61,461	61,461	64,461	0	(3,000)
Deferred Compensation Asset	468,265	458,301	409,369	9,963	58,896
Total Other Assets	529,726	519,763	473,830	9,963	55,896
Total Assets	100,164,249	95,477,850	68,493,102	4,686,400	31,671,148
Current Liabilities					
Accounts Payable and Accruals	7,312,091	4,646,699	21,430,138	2,665,393	(14,118,046)
Deposits Held for Others	(0)	(0)	49,433	0	(49,433)
Salaries, Taxes, & Benefits Payable	611,023	621,463	585,703	(10,440)	25,321
Total Current Liabilities	7,923,115	5,268,162	22,065,273	2,654,953	(14,142,159)
Long Term Liabilities					
Deferred Rent	357,664	353,838	323,237	3,825	34,427
Deferred Compensation Payable	468,265	458,301	409,369	9,963	58,896
Other Long-Term Liabilities	6,620	14,164	13,674	(7,544)	(7,054)
Total Long-Term Liabilities	832,548	826,303	746,279	6,245	86,269
Total Liabilities	8,755,663	6,094,465	22,811,553	2,661,198	(14,055,890)
Net Assets					
Temporarily Restricted Net Assets	252,720	252,712	462,692	8	(209,972)
Unrestricted Net Assets	91,155,867	89,130,673	45,218,858	2,025,195	45,937,009
Total Net Assets	91,408,587	89,383,385	45,681,549	2,025,202	45,727,037
Total Liabilities and Net Assets	100,164,249	95,477,850	68,493,102	4,686,400	31,671,148

Energy Trust of Oregon, Inc
INCOME STATEMENT
Unaudited Interim Report for Quarter and YTD
For the Period Ending September 30, 2013

	Quarter-to-date			Year-to-date		
	Actual	QTD Budget	Variance	Actual	YTD Budget	Variance
Public Purpose Funding-PGE	\$7,937,371	\$7,754,574	\$182,797	\$26,152,263	\$26,094,229	\$58,033
Public Purpose Funding-PacifiCorp	6,298,575	6,148,940	149,635	19,678,079	18,899,564	778,515
Public Purpose Funding-NW Natural	2,365,537	1,168,918	1,196,619	18,928,552	18,285,993	642,559
Public Purpose Funding-Cascade	220,580	319,259	(98,679)	1,585,921	2,512,962	(927,041)
Total Public Purpose Funding	16,822,063	15,391,691	1,430,372	66,344,814	65,792,748	552,066
Incremental Funding - PGE	11,574,662	11,712,133	(137,470)	37,454,892	37,279,961	174,931
Incremental Funding - PacifiCorp	6,276,979	6,109,200	167,780	19,648,030	19,161,263	486,767
Incremental Funding - NW Natural	575,946	797,028	(221,082)	1,151,892	797,028	354,864
NW Natural - Washington				645,551	645,551	
Contributions				930		930
Interest Income	23,702	30,000	(6,298)	66,406	90,000	(23,594)
TOTAL REVENUE	35,273,353	34,040,051	1,233,302	125,312,515	123,766,551	1,545,964
Program Management (Note 3)	1,403,340	1,499,571	96,231	4,617,371	4,497,674	(119,697)
Program Delivery	9,730,218	10,998,157	1,267,939	28,791,002	30,891,667	2,100,665
Incentives	13,235,787	23,569,146	10,333,359	33,578,063	55,739,967	22,161,904
Program Evaluation and Planning Services	844,144	1,357,550	513,406	2,434,866	4,098,737	1,663,871
Program Marketing/Outreach	1,240,982	1,291,154	50,173	3,623,824	3,876,529	252,706
Program Quality Assurance	28,647	63,750	35,103	78,904	191,250	112,346
Outsourced Services	178,492	609,296	430,805	586,034	1,885,655	1,299,621
Trade Allies & Customer Service Managemen	232,172	265,654	33,482	725,131	814,219	89,088
IT Services	363,728	623,849	260,121	1,083,197	2,169,004	1,085,806
Other Program Expenses	257,753	304,975	47,223	912,415	913,808	1,393
TOTAL PROGRAM EXPENSES	27,515,262	40,583,104	13,067,842	76,430,807	105,078,510	28,647,703
Management & General (Notes 1 & 2)	691,835	880,204	188,370	1,928,866	2,659,659	730,793
Communications & Customer Svc (Notes 1&	362,404	544,501	182,097	1,225,804	1,659,193	433,390
Total Administrative Costs	1,054,239	1,424,705	370,466	3,154,670	4,318,853	1,164,182
Total Expenses	28,569,500	42,007,809	13,438,308	79,585,477	109,397,363	29,811,886
REVENUE LESS EXPENSES	6,703,853	(7,967,758)	14,671,611	45,727,037	14,369,188	31,357,850

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.

IS-Acct-YTD-003

Energy Trust of Oregon, Inc
Statement of Functional Expenses
For the Nine Months Ending September 30, 2013

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total	Budget	Variance
Program Expenses									
Incentives/ Program Management & Deliver	63,361,365	3,511,167	66,872,532				66,872,532	90,819,096	23,946,564
Payroll and Related Expenses	2,096,384	620,883	2,717,267	1,442,923	652,233	2,095,156	4,812,423	5,046,117	233,694
Outsourced Services	2,396,365	285,110	2,681,475	108,774	395,904	504,678	3,186,153	6,542,266	3,356,113
Planning and Evaluation	1,376,633	62,156	1,438,789				1,438,789	2,036,929	598,140
Customer Service Management	784,180	16,446	800,626				800,626	781,089	(19,537)
Trade Allies Network	261,651	11,842	273,493				273,493	332,379	58,886
Total Program Expenses	70,276,578	4,507,604	74,784,182	1,551,697	1,048,137	2,599,834	77,384,016	105,557,876	28,173,860
Program Support Costs									
Supplies	5,822	1,628	7,450	7,027	2,417	9,444	16,894	58,831	41,937
Postage and Shipping Expenses	2,919	658	3,577	1,266	632	1,898	5,475	5,890	415
Telephone	2,378	1,050	3,428	1,334	595	1,929	5,357	5,133	(224)
Printing and Publications	75,838	3,582	79,420	579	4,851	5,430	84,850	148,182	63,332
Occupancy Expenses	153,993	47,320	201,313	89,989	45,420	135,409	336,722	336,600	(122)
Insurance	23,031	7,077	30,108	13,459	6,793	20,252	50,360	52,985	2,625
Equipment	15,849	23,092	38,941	3,883	1,960	5,843	44,784	17,946	(26,838)
Travel	35,124	14,396	49,520	15,254	1,892	17,146	66,666	121,463	54,797
Meetings, Trainings & Conferences	20,706	7,017	27,723	20,547	4,144	24,691	52,414	212,217	159,803
Interest Expense and Bank Fees		100	100	5,343		5,343	5,443	5,625	182
Depreciation & Amortization	37,934	13,395	51,329	22,168	11,189	33,357	84,686	77,443	(7,243)
Dues, Licenses and Fees	56,409	13,039	69,448	3,024	2,414	5,438	74,886	49,271	(25,615)
Miscellaneous Expenses	1,072		1,072	18		18	1,090	1,355	265
IT Services	969,118	114,080	1,083,198	193,280	95,360	288,640	1,371,838	2,746,544	1,374,706
Total Program Support Costs	1,400,192	246,433	1,646,625	377,170	177,667	554,837	2,201,462	3,839,486	1,638,024
TOTAL EXPENSES	71,676,769	4,754,037	76,430,806	1,928,866	1,225,804	3,154,670	79,585,477	109,397,363	29,811,886

OPUC measure vs. 9% 3.8%

Exp-Acct-YTD-002

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
For the Nine Months Ending September 30, 2013
(Unaudited)

	ENERGY EFFICIENCY							Clark PUD WA	NWN WA	WA Total	ETO Total
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Oregon Total				
REVENUES											
Public Purpose Funding	\$20,208,565	\$15,295,643	\$35,504,208		\$18,928,552	\$1,585,921	\$56,018,681				\$56,018,681
Incremental Funding Contributions	37,454,892	19,648,030	57,102,922	1,151,892			58,254,814		645,551	645,551	58,900,365
Revenue from Investments											
TOTAL PROGRAM REVENUE	57,663,457	34,943,673	92,607,130	1,151,892	18,928,552	1,585,921	114,273,495		645,551	645,551	114,919,046
EXPENSES											
Program Management (Note 3)	1,828,703	1,180,728	3,009,431	95,174	695,789	59,362	3,859,756	1,560	135,174	136,734	3,996,490
Program Delivery	14,456,367	9,827,419	24,283,786	340,499	3,562,530	266,575	28,453,390	3,153	223,009	226,162	28,679,552
Incentives	15,626,163	8,750,973	24,377,136	961,809	4,305,291	310,636	29,954,872	10,395	213,081	223,476	30,178,348
Program Eval & Planning Svcs.	1,162,665	735,673	1,898,338	35,451	390,805	25,814	2,350,409	666	21,636	22,302	2,372,711
Program Marketing/Outreach	1,574,696	1,065,629	2,640,325	17,505	803,876	48,585	3,510,291	0	34,462	34,462	3,544,753
Program Quality Assurance	22,451	24,584	47,036	0	29,128	1,119	77,283	0	0	0	77,283
Outsourced Services	166,683	122,669	289,353	2,769	85,202	4,294	381,618	0	0	0	381,618
Trade Allies & Cust. Svc. Mgmt.	265,304	207,984	473,288	3,008	191,681	10,122	678,099	468	18,317	18,785	696,884
IT Services	431,291	290,288	721,579	11,452	198,074	11,453	942,558	625	25,935	26,560	969,118
Other Program Expenses	302,882	236,787	539,669	10,837	196,981	9,510	756,997	503	22,521	23,024	780,021
TOTAL PROGRAM EXPENSES	35,837,205	22,442,735	58,279,941	1,478,504	10,459,358	747,470	70,965,273	17,371	694,134	711,505	71,676,769
ADMINISTRATIVE COSTS											
Management & General (Notes 1 & 2)	904,415	566,382	1,470,797	37,313	263,960	18,864	1,790,934	438	17,518	17,956	1,808,890
Communications & Customer Svc (Notes 1 & 2)	574,760	359,938	934,699	23,712	167,748	11,988	1,138,147	279	11,132	11,411	1,149,558
Total Administrative Costs	1,479,175	926,321	2,405,496	61,025	431,708	30,852	2,929,081	717	28,650	29,367	2,958,448
TOTAL PROG & ADMIN EXPENSES	37,316,377	23,369,054	60,685,431	1,539,529	10,891,063	778,323	73,894,346	18,088	722,780	740,868	74,635,214
TOTAL REVENUE LESS EXPENSES	20,347,076	11,574,617	31,921,693	(387,637)	8,037,486	807,599	40,379,141	(18,088)	(77,233)	(95,321)	40,283,820
NET ASSETS - RESERVES											
Cumulative Carryover at 12/31/12	12,168,475	3,036,549	15,205,024	1,099,798	3,013,149	(392,281)	18,925,690	50,734	353,174	403,908	19,329,598
Change in net assets this year	20,347,076	11,574,617	31,921,693	(387,637)	8,037,486	807,599	40,379,141	(18,088)	(77,233)	(95,321)	40,283,820
Interest Attributed						392,281	392,281				392,281
Ending Net Assets - Reserves	32,515,551	14,611,166	47,126,717	712,161	11,050,635	807,599	59,697,112	32,646	275,941	308,587	60,005,699
Ending Reserve by Category											
Program Reserves	32,515,551	14,611,166	47,126,717	712,161	11,050,635	415,318	59,304,831	32,646	275,941	308,587	59,613,418
Interest Attributed						392,281	392,281				392,281
Contingency available for program use											
Contingency Reserve											
TOTAL NET ASSETS CUMULATIVE	32,515,551	14,611,166	47,126,717	712,161	11,050,635	807,599	59,697,112	32,646	275,941	308,587	60,005,699

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.

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
For the Nine Months Ending September 30, 20
(Unaudited)

	RENEWABLE ENERGY			Other	TOTAL	Approved budget	Change
	PGE	PacifiCorp	Total		All Programs		
REVENUES							
Public Purpose Funding	\$5,943,697	\$4,382,436	\$10,326,133		\$66,344,814	\$65,792,748	\$552,066
Incremental Funding					58,900,365	57,883,803	1,016,562
Contributions				930	930		930
Revenue from Investments				66,406	66,406	90,000	(23,594)
TOTAL PROGRAM REVENUE	5,943,697	4,382,436	10,326,133	67,336	125,312,515	123,766,551	1,545,964
EXPENSES							
Program Management (Note 3)	221,745	399,138	620,883		4,617,373	4,497,675	(119,698)
Program Delivery	52,544	58,907	111,451		28,791,003	30,891,666	2,100,663
Incentives	1,798,283	1,601,434	3,399,717		33,578,065	55,739,968	22,161,903
Program Eval & Planning Svcs.	23,378	38,778	62,156		2,434,867	4,098,735	1,663,868
Program Marketing/Outreach	51,740	27,333	79,073		3,623,826	3,876,531	252,705
Program Quality Assurance	1,621	0	1,621		78,904	191,250	112,346
Outsourced Services	101,375	103,042	204,417		586,035	1,885,655	1,299,620
Trade Allies & Cust. Svc. Mgmt.	18,286	9,961	28,247		725,131	814,220	89,089
IT Services	47,009	67,071	114,080		1,083,198	2,169,004	1,085,806
Other Program Expenses	64,179	68,216	132,395		912,416	913,807	1,391
TOTAL PROGRAM EXPENSES	2,380,160	2,373,880	4,754,037		76,430,806	105,078,511	28,647,693
ADMINISTRATIVE COSTS							
Management & General (Notes 1 & 2)	58,694	61,283	119,977		1,928,866	2,659,659	730,792
Communications & Customer Svc (Notes 1 & 2)	37,300	38,946	76,246		1,225,804	1,659,194	433,390
Total Administrative Costs	95,994	100,229	196,223		3,154,670	4,318,853	1,164,182
TOTAL PROG & ADMIN EXPENSES	2,476,154	2,474,107	4,950,261		79,585,477	109,397,363	29,811,875
TOTAL REVENUE LESS EXPENSES	3,467,543	1,908,327	5,375,870	67,336	45,727,037	14,369,187	31,357,839
NET ASSETS - RESERVES							
Cumulative Carryover at 12/31/12	8,796,384	9,696,615	18,492,999	7,858,953	45,681,550	37,070,557	8,610,993
Change in net assets this year	3,467,543	1,908,327	5,375,870	67,336	45,727,026	14,369,190	31,357,839
Interest Attributed				(392,281)			
Ending Net Assets - Reserves	12,263,927	11,604,942	23,868,869	7,534,008	91,408,587	51,439,747	39,968,832
Ending Reserve by Category							
Program Reserves	12,263,927	11,604,942	23,868,869		83,482,287	51,439,747	32,042,540
Interest Attributed					392,281		392,281
Contingency available for program use				2,534,008	2,534,008		2534008
Contingency Reserve				5,000,000	5,000,000		5000000
TOTAL NET ASSETS CUMULATIVE	12,263,927	11,604,942	23,868,869	7,534,008	91,408,587	51,439,747	39,968,829

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.

Energy Trust of Oregon, Inc.
ADMINISTRATIVE EXPENSES
For the Three Months and Year to Date Ended September 30, 2013
(Unaudited)

EXPENSES	MANAGEMENT & GENERAL						COMMUNICATIONS & CUSTOMER SERVICE					
	QUARTER	BUDGET	VARIANCE	YTD			QUARTER	BUDGET	VARIANCE	YTD		
	ACTUAL			ACTUAL	BUDGET	VARIANCE	ACTUAL			ACTUAL	BUDGET	VARIANCE
Outsourced Services	\$38,638	\$127,046	\$88,408	\$105,772	\$362,804	\$257,032	\$86,906	\$232,500	\$145,594	\$395,904	\$697,500	\$301,596
Legal Services		22,500	22,500	3,002	67,500	64,499						
Salaries and Related Expenses	523,534	511,750	(11,785)	1,442,923	1,510,585	67,661	213,275	208,331	(4,944)	652,233	624,540	(27,694)
Supplies	1,321	1,575	254	4,006	4,725	719	244	250	6	892	750	(142)
Telephone	210	710	500	352	1,410	1,058	40		(40)	100		(100)
Postage and Shipping Expenses	14		(14)	14		(14)		1,000	1,000		3,000	3,000
Noncapitalized Equipment								250	250		750	750
Printing and Publications	40	150	110	100	450	350	3,313	13,750	10,437	4,610	41,250	36,640
Travel	3,325	11,833	8,509	15,254	35,500	20,247	144	1,750	1,606	1,892	5,250	3,358
Conference, Training & Mtngs	7,685	41,147	33,462	20,547	131,667	111,120	1,539	7,125	5,586	4,144	21,375	17,231
Interest Expense and Bank Fees	4,965	1,875	(3,090)	5,343	5,625	282						
Miscellaneous Expenses		50	50	18	150	132						
Dues, Licenses and Fees	4,120	1,380	(2,740)	3,024	5,700	2,676	442	500	58	2,414	1,500	(914)
Shared Allocation (Note 1)	43,082	48,964	5,883	135,232	146,839	11,607	24,480	24,156	(324)	68,256	72,442	4,186
IT Service Allocation (Note 2)	64,902	111,224	46,322	193,280	386,703	193,424	32,021	54,889	22,868	95,360	190,837	95,477
TOTAL EXPENSES	691,835	880,204	188,369	1,928,866	2,659,659	730,793	362,404	544,501	182,097	1,225,804	1,659,193	433,390

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

Note 2) Represents allocation of Shared IT Costs

Administrative Expenses 3rd Month of Quarter

Exp-Prog-YTD-003

Energy Trust of Oregon, Inc
ENERGY EFFICIENCY
Unaudited Interim Report for Quarter and Year to Date
For the Period Ending September 30, 2013

	QTD						YTD					
	Commercial	Industrial	Residential	Total EE	Total Budget	Variance	Commercial	Industrial	Residential	Total EE	Total Budget	Variance
EXPENSES												
Program Management (Note 4)	\$553,702	\$222,402	\$424,379	\$1,200,483	\$1,237,472	\$36,989	\$1,642,925	\$678,662	\$1,674,901	\$3,996,488	\$3,712,937	(\$283,551)
Program Delivery	4,026,533	2,197,335	3,462,852	9,686,721	10,998,157	1,311,436	11,627,723	6,618,436	10,433,392	28,679,551	30,891,667	2,212,116
Incentives	4,706,509	2,593,128	4,531,655	11,831,292	19,671,169	7,839,878	11,445,319	7,129,403	11,603,624	30,178,346	47,950,480	17,772,134
Program Evaluation & Planning Svcs.	333,297	75,371	415,291	823,959	1,297,590	473,631	1,053,388	326,803	992,519	2,372,710	3,953,189	1,580,479
Program Marketing/Outreach	364,354	23,444	817,673	1,205,471	1,240,155	34,684	1,001,388	124,115	2,419,248	3,544,751	3,723,530	178,779
Program Quality Assurance			27,751	27,751	63,750	35,999			77,283	77,283	191,250	113,967
Outsourced Services	31,704		82,780	114,484	364,338	249,853	122,377	26,464	232,776	381,617	1,089,613	707,996
Trade Allies & Customer Svc. Mgmt.	40,885	6,261	175,514	222,661	254,731	32,070	129,270	20,069	547,545	696,884	780,737	83,853
IT Services	129,534	29,711	166,176	325,421	558,090	232,669	385,759	88,480	494,879	969,118	1,940,371	971,253
Other Program Expenses	60,006	38,292	111,749	210,047	243,981	33,934	152,817	110,082	517,121	780,020	731,856	(48,164)
TOTAL PROGRAM EXPENSES	10,246,523	5,185,945	10,215,820	25,648,288	35,929,431	10,281,143	27,560,967	15,122,514	28,993,288	71,676,769	94,965,629	23,288,860
ADMINISTRATIVE COSTS												
Management & General	257,254	129,264	258,169	644,687	780,017	135,330	695,550	381,643	731,697	1,808,890	2,418,878	609,989
Communications & Customer Service	136,112	66,385	134,493	336,990	482,608	145,619	442,025	242,536	464,997	1,149,558	1,509,572	360,014
Total Administrative Costs	393,367	195,649	392,661	981,677	1,262,626	280,949	1,137,575	624,179	1,196,694	2,958,448	3,928,450	970,002
Total Expenses	10,639,890	5,381,594	10,608,481	26,629,965	37,192,057	10,562,092	28,698,542	15,746,694	30,189,982	74,635,214	98,894,079	24,258,862

Energy Trust of Oregon, Inc
RENEWABLE ENERGY
Unaudited Interim Report for Quarter and Year to Date
For the Period Ending September 30, 2013

	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)	\$32,740	\$84,952	\$85,165	\$202,857	\$262,099	\$59,243	\$110,829	\$246,323	\$263,731	\$620,883	\$784,738	\$163,855
Program Delivery		43,498		43,498		(43,498)		111,451		111,451		(111,451)
Incentives	275,666	1,042,474	86,355	1,404,495	3,897,977	2,493,482	636,382	2,537,334	226,001	3,399,717	7,789,487	4,389,770
Program Evaluation & Planning Svcs.	4,205	9,065	6,915	20,185	59,961	39,776	12,949	27,913	21,294	62,156	145,548	83,392
Program Marketing/Outreach	575	32,103	2,833	35,511	51,000	15,489	575	74,414	4,083	79,072	153,000	73,927
Program Quality Assurance			897	897		(897)			1,621	1,621		(1,621)
Outsourced Services	13,454	20,410	30,143	64,007	244,958	180,951	26,689	97,349	80,379	204,417	796,042	591,625
Trade Allies & Customer Svc. Mgmt.		9,194	317	9,511	10,923	1,412		27,235	1,012	28,247	33,482	5,235
IT Services	5,480	19,288	13,539	38,307	65,760	27,453	16,320	57,440	40,320	114,080	228,633	114,553
Other Program Expenses	7,479	27,781	12,446	47,706	60,995	13,289	23,882	68,449	40,064	132,395	181,953	49,558
TOTAL PROGRAM EXPENSES	339,599	1,288,764	238,610	1,866,973	4,653,673	2,786,699	827,625	3,247,907	678,505	4,754,037	10,112,881	5,358,844
ADMINISTRATIVE COSTS												
Management & General	8,561	32,425	6,162	47,148	100,187	53,039	20,887	81,967	17,123	119,977	240,781	120,804
Communications & Customer Service	4,671	17,512	3,231	25,414	61,892	36,478	13,274	52,090	10,882	76,246	149,622	73,376
Total Administrative Costs	13,232	49,937	9,393	72,562	162,079	89,517	34,160	134,057	28,005	196,223	390,402	194,180
Total Expenses	352,831	1,338,702	248,003	1,939,535	4,815,752	2,876,216	861,786	3,381,964	706,510	4,950,261	10,503,284	5,553,024