



May 25, 2022

Chief Wilbert Marshall, Chair

The regular meeting of the AFNWA Board will be held on Wednesday May 25th at 8:30AM in the Banook Room, Doubletree Dartmouth, 101 Wyse Road , Dartmouth, NS. A Zoom link will be provided for those unable to meet in-person.

AGENDA

In Camera Reports

1C Approval of Minutes of the In-Camera Meeting held on 13 April 2022

2C Business Arising from Minutes

3C Community Agreement

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated May 20, 2022

4C Fleet RFP

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated May 20, 2022

5C AFNWA Risk Register Update

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated May 20, 2022

6C Banking Services RFP (report to follow)

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated May 20, 2022

Regular Reports

1. a) Ratification of In-Camera Motions
b) Approval of the Order of Business and Approval of Additions and Deletions

2. Approval of Minutes of the Regular Meeting held on 13 April 2022

3. Business Arising from Minutes
a) Transition Implementation Plan 22/23

4. Fleet Management Policy

Motion: That the [Company] Board approve the Fleet Management Policy in its substantive form attached

5. Accounting Framework

Motion: That the AFNWA Board approve the Accounting Framework in its substantive form attached

6. Q4 Results

Motion: That the AFNWA Board approve the Q4 results in its substantive form attached.

Information Reports

1-I 22/23 Transition Implementation Plan

Original signed by _____

James MacKinnon
Board Secretary



**AFNWA
MINUTES 13 April 2022**

PRESENT:

Chief Wilbert Marshall, Chair
Chief Ross Perley, Vice Chair
Chief Terry Paul, Director
Chief Darlene Bernard, Director
Chief Aaron Sock, Director
Chief Leroy Denny, Director
Chief Paul Prosper, Director
Todd Hoskin, Director
Methilda Knockwood-Snache, EAL Chair

REGRETS:

Chief Andrea Paul, Director

STAFF:

Carl Yates, interim CEO
James MacKinnon, interim COO
Chantal Leblanc, Manager of Corporate Services/
CFO
Adam Gould, Manager of Communications & Outreach
James Trimble, Manager of Operations
Rayleen MacDonald, Administrative Assistant
Pamela Harvie, Administrative Assistant

GUESTS:

Rod Bugar, Accelerator Inc.
George Monroe, McInnes Cooper
Chief Bob Gloade

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3. BUSINESS ARISING FROM MINUTES 3

4. 2022/23 Transition Implementation Plan 3

5. DATE OF NEXT MEETING 4

CALL TO ORDER

The interim CEO, upon direction of the Chair, called the regular meeting to order at 9:43AM via the Zoom virtual platform. The Board moved In Camera at 9:50AM and the regular meeting reconvened at 10:19AM

Elder Methilda Knockwood-Snache provided an opening prayer.

1.a) RATIFICATION OF IN-CAMERA MOTIONS

MOVED BY Chief Ross Perley, SECONDED BY Todd Hoskin that the AFNWA Board ratify the In-Camera Motions from the 13 April 2022 meeting.

Motion Put and Passed

1.b) APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

MOVED BY Chief Terry Paul, SECONDED BY Todd Hoskin that the AFNWA Board approve the Order of Business in the Agenda as presented.

Motion Put and Passed

2. APPROVAL OF MINUTES – 30 March 2022

MOVED BY Chief Ross Perley, SECONDED BY Chief Wilbert Marshall that the AFNWA Board approve the 30 March 2022 Regular Minutes.

Motion Put and Passed

3. BUSINESS ARISING FROM MINUTES

N/A

4. 2022/23 Transition Implementation Plan

James MacKinnon presented the 2022/23 Transition Implementation Plan (TIP) noting this is broken down into 7 (seven) Phases , with Communications integral to every phase .

RE: Treasury Board Process- we have a meeting tomorrow , April 14th, 2022 to start this process. We are looking at end of June to go through Treasury Board and obtain funding approval.

(Q) At the end of this year, is it the AFNWA's intention to offer Water and Wastewater staff (from participating communities) a job?

(A) Yes, and we are meeting all Water and Wastewater Operators where they are at in their careers, eventually aiming for all operators to have their Level 2 certifications in water and wastewater.

MOVED BY Chief Terry Paul, SECONDED BY Darlene Bernard that the AFNWA Board approve the 2022/23 Transition Implementation Plan , in its substantive form attached.

Motion Put and Passed

6. DATE OF NEXT MEETING

The next regular Board Meeting will be on Wednesday May 25th, 2022, at 9:30 AM via Zoom

The regular meeting was adjourned at 11:05AM

Original signed by _____
James MacKinnon
Board Secretary

Original signed by _____
Chief Wilbert Marshall
Chair

The following Information Items were submitted:



TO: Chief Wilbert Marshall, Chair, and Members of the AFNWA Board

SUBMITTED BY: original signed by
James MacKinnon, MPA, interim COO

APPROVED: original signed by
Carl Yates, M.A.Sc., P.Eng., Interim CEO

DATE: 20 May 2022

SUBJECT: **22/23 TRANSITION IMPLEMENTATION PLAN**

INFORMATION REPORT

ORIGIN

2022-203 Transition Implementation Plan approved by the Board at the meeting held on April 13, 2022.

BACKGROUND

The 2022-2023 Transition Implementation Plan [TIP] provides a detailed overview of the AFNWA's internal developments as an organization, and external developments on projects and community outreach. The 2022-2023 TIP is a continuation of the TIP initially approved in June 2020 and will guide the final steps toward operationalization of the AFNWA.

DISCUSSION

Stage 1: Treasury Board Submission

1. AFNWA continues to support ISC's treasury board submission on several fronts. AFNWA Manager of Engineering is refining capital budgets for 10 communities anticipated to be joining AFNWA on December 1, 2022, and AFNWA Manager of Corporate Services is refining operating budgets for those same 10 communities. AFNWA Interim COO has developed and submitted report benchmarks.

Stage 2: Agreement Ratification Process

- The Service Delivery Transfer Agreement (SDTA) is now deemed complete. The AFNWA has received word that the Minister has accepted the Board's position on the minimum number of communities [eight] needed to ratify the SDTA
- The AFNWA is still waiting for the latest copies of the Funding Agreement and Land Access Permits back from ISC. Once received the AFNWA will develop a report for Board consideration.
- The draft Community Agreement is completed and ready for community input. A separate Board Report has been developed regarding the details of the Community Agreement for consideration.

Stage 3: Capital Program Initiation

- SCADA Standards are currently under development. A dedicated project group is meeting regularly to meet the October 1, 2022 deadline.

Stage 4: Information Technology

- AFNWA Staff are working to move from our current central filing system (Box) to OneDrive.
- AFNWA IT Coordinator is currently developing a ticketing system that will be used for assistance once full operations commence in the fall.

Stage 5: Finance/Corporate Services

1. Regarding AFNWA's accounting framework, Grant Thornton provided an opinion that AFNWA adopt the Canadian Accounting Standards for Not-for-Profit Organizations. A separate Board Report has been developed regarding this item.
2. Individual Capital and Operations budgets are under development for 10 early adopter communities. A formal recommendation for Treasury Board submission will be provided at our next Board meeting.
3. The AFNWA is currently advertising for a Procurement Coordinator.
4. An RFP for banking services has been issued and closed on May 19, 2022. A separate board report is being developed to recommend a preferred proponent.

Stage 6: Oversight and Compliance

- Work continues to formalize AFNWA's Benchmark Regulations for Water Quality with Dalhousie University
- Monitoring and Sampling Plans are being developed by a dedicated AFNWA Compliance Committee. The AFNWA has approached Glooscap First Nation to pilot its proposed sampling procedures.
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- Overtures have been made to ISC to establish the FNIHB Water Quality Oversight Committee
- Budgets have been approved by FNIHB to commence AFNWA's Lead Assessment Pilot.
- The RFP for AFNWA's Private Wells and Septic System Assessment has been issued and closed on May 18, 2022.

Stage 7: Operational Initiation

1. License and Service identification will be performed during the review of the Community Agreement.
2. AFNWA's Fleet Policy is complete, a separate Board Report has been developed for consideration.
3. RFP for Fleet Purchasing has closed, and a preferred proponent has been recommended in a separate Board Report for consideration.

Report Prepared by: original signed by

James MacKinnon, MPA, interim COO, 9902-603-0312

2022-2023					
Stage 1: Treasury Board Submission					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Support ISC in development of Investment Analysis Report	CFO	SMT, CEO, COO	ISC	
1.1	Investment Analysis Report Approved	CFO	SMT, CEO, COO	ISC	April, 2022
2.0	Support ISC In development of TB Submission for ADM Approval	CFO	SMT, CEO, COO	ISC	May, 2022
3.0	Final Ministerial Signature	CFO	SMT	ISC	June, 2022

2022-2023					
Stage 2: Agreements Ratification Process					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Service Delivery Transfer Agreement				
1.1	Service Delivery Transfer Agreement Ratified by AFNWA Board of Directors	CEO	RB/COO	Board of Directors	April 13, 2022
1.2	Service Delivery Transfer Agreement sent to potential Member Communities	CEO	COO	Board of Directors	April 14, 2022
2.0	Funding Agreement Approved by Board of Directors	CEO	RB/COO	Board of Directors	April 13, 2022
2.1	Funding Agreement sent to prospective Member Communities	CEO	SMT	Chief & Council	April 14, 2022
3.0	Community Agreement (CA)	CEO	COO/RB/MC	Chief & Council	
3.1	CA Draft Approved for First Nations communities review	CEO	COO/RB/MC	Board of Directors	April 13, 2022
3.2	CA Sent to prospective Member First Nations for review	CEO	COO/RB/MC	C&C	April 14, 2022
3.3	Agreements Workshop	CEO	SMT/RB/MC	CEO	April 20, 2022
3.4	CA Review and Comment Period	CEO	SMT/RB/MC	CEO	June 30, 2022
3.5	CA Revision	RB	SMT/MC	CEO	July 22, 2022
3.6	Final CA Approved	CEO	SMT/MC/RB	Board of Directors	July 27, 2022

4.0	Land Access Permits Sent for Review	COO	RB/MC	CEO	April 20, 2022
4.1	Comments Received on Land Access Permits	COO	RB/MC	CEO	June 30, 2020
4.2	Permit Revision	COO	RB/MC	CEO	July 22, 2022
4.3	Final Permits Complete	COO	RB/MC	Board of Directors	July 27, 2022
5.0	Final BCR	CEO	COO	Chief & Council	
5.1	Membership Presentation(s) to Chief and Council	CEO	SMT	CEO	Summer/Fall, 2022
5.2	Membership BCR Approved [Effective Dates]	CEO	SMT	Chief & Council	December 1, 2022 and April 1, 2023
6.0	Implementation Committee Established	Mgr CS/Mgr Eng	SMT	CEO	December 1, 2022

2022-2023					
Stage 3: Capital Program Initiation					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0	Predesign for HQ	Mgr Eng	Project Eng, Consultant	CEO	March 31, 2023
2.0	SCADA Masterplan				
2.1	SCADA Standards Development	Mgr Eng	Eramosa Engineering, Supt. Tech. Services	CEO	Oct 1, 2022
2.2	SCADA Pilot	Mgr Eng	Eramosa Engineering Project Eng. Supt. Tech Services	CEO	March 31, 2023

2022-2023					
Stage 4: Information Technology					

Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0 Servers Established	Mgr CS	IT Coord.	CEO	
1.1 Azure Services Acquired	Mgr CS		CEO	June 30 2022
2.0 One Drive Migration	Mgr CS	IT Coord.	CEO	September 30, 2022
3.0 Service Desk Establishment	Mgr CS	IT Coord.	CEO	September 30, 2022
4.0 Operator Computer/Cell Phone Roll Out – Hardware & Software deployment	Mgr CS	IT Coord.	CEO	November 30, 2022

2022-2023				
Stage 5: Finance/ Corporate Services				
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0 Utility Accounting Framework	Mgr CS	Controller/IT	CEO	June 1, 2022
1.1 Implementation of New Accounting Software	Mgr CS	Controller/IT	CEO	May 1, 2022
2.0 Federal Budget Announcement				
2.1 Community Capital/ O&M Cash Flow Confirmation	Mgr CS	Mgr Eng/Mgr Ops	CEO	April 30, 2022
2.2 Support for Treasury Board Submission	Mgr CS	Mgr Eng/Mgr Ops	CEO	May 30, 2022
3.0 Procurement				
3.1 Recruit Procurement Coordinator	Mgr CS	HR/COO	CEO	June 30, 2022
3.2 Formalize New Procurement Processes	Mgr CS	PC	CEO	As required
3.2 Develop Procurement Portal on Website	Mgr CS	PC	CEO	March 31, 2023
3.3 Develop Vendor Lists – Parts suppliers, heavy equipment, consultants, etc.	Mgr Eng/Mgr Ops	Procurement Coordinator, Project Engineer, Supt. Operations	CEO	July 29, 2022
3.4 Develop Standard Construction Specifications and Drawings; GIS Standards	Mgr Eng	Project Engineer, AM Tech, Mgr Ops, Supt Ops, Ops Eng	CEO	July 29, 2022
4.0 Banking Services	Mgr CS	CEO/COO	CEO	
4.1 Complete RFP	Mgr CS	CEO	CEO	April 15, 2022

4.2	Develop Investment Policy	Mgr CS	CEO/COO	CEO	May 2022
4.3	Award Banking Services RFP	Mgr CS	CEO/COO	CEO	June 1, 2022
5.0	Interprovincial Payroll Planning	Mgr CS	CEO/COO	CEO	
5.1	WCB Registration	Mgr CS	HR	CEO	August 31, 2022
5.2	Pension Registration	Mgr CS	HR	CEO	August 31, 2022

2022-2023					
Stage 6: Oversight and Compliance					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0	AFNWA Benchmark Regulations	Mgr. Ops	CWRS, Compliance Coord/Supt. of Ops/ Ops Eng/Mgr. Eng.	CEO	Dec 31, 2022
1.1	Materials Produced to Articulate Compliance Standards	Mgr. Ops	CWRS, Compliance Coord/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	Aug 2022
1.2	Develop Guidance Documents for Each System	Mgr. Ops	CWRS, Compliance Coordinator/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	Dec 2022
1.3	Development of Monitoring and Sampling Plans	Mgr. Ops	Compliance Coordinator/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	Sept 2023
1.4	Benchmark Regulations Complete	Mgr. Ops	Compliance Coordinator/Supt. of Ops/Ops Eng/Mgr. Eng.	CEO	December 1, 2023
2.0	Establishment of Interim Water Quality Oversight Agency				
3.0	Establishment of AFNWA Compliance Committee	Mgr. Ops	Mgr Eng/ Compliance	CEO	April 1, 2022

			Coordinator/Supt. of Operations/Ops Eng.		
3.1	Establishment of FNIHB Water Quality Oversight Committee	Mgr. Ops	Mgr Eng/Compliance Coordinator/Supt. of Ops/Ops Engineer	CEO	June 1, 2022
3.2	Community Sampling Plan & Schedule Established	Mgr. Ops	Mgr Eng/Compliance Coord./Supt. of Ops/Ops Eng./CWRS	CEO	July 1, 2022
3.3	WSER Reporting Plan Established	Mgr. Ops	Mgr Eng/Compliance Coord./Supt. of Ops/Ops Eng./ECCC	CEO	July 1, 2022
4.0	Lead Assessment Pilot	Mgr. Eng.	Ops Eng./Project Engineer/Compliance Coord./Mgr Ops, CWRS	CEO	
4.1	Water Quality Assessment and Random Daytime Sampling	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. of Ops	CEO	July 2022
4.2	Follow-up Profile Sampling and Colloidal Characterization	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. Ops	CEO	Oct 2022
4.3	Laboratory Testing of Corrosion Control Treatment Strategies	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. Ops	CEO	Nov 2022
4.4	Recommendations and Guidance	Mgr. Eng	CWRS/CC/Ops Eng/Supt. of Ops/Mgr. Ops	CEO	Dec 2022
4.5	Final Report	Mgr. Eng	CWRS/CC/Ops Eng./Supt. of Ops/Mgr. Ops	CEO	Jan 2023
5.0	Private Well and Septic System Assessment	Mgr Eng	Consultant/CC/Ops Eng/Supt. of Ops/Mgr. Ops/Project Engineer	CEO	

5.1	Complete RFP	Mgr Eng	Consultant/CC/Ops Eng./Supt. of Ops/Mgr. Ops/Project Engineer	CEO	April 22, 2022
5.2	Award Consultant Contract	Mgr Eng	Consultant/CC/Ops Eng/Supt. of Ops/Project Engineer	CEO	May 25, 2022
5.3	Final Report	Mgr Eng	Consultant/CC/Ops Eng/Project Engineer/Mgr. Ops	CEO	December 1, 2022
6.0	Establish Economic Oversight				
6.1	Support Framework Development	Mgr CS	CEO/COO/RB	FMB	March 31, 2023
7.0	Participation in AFN Joint Working Group on SDWFNA	COO	SMT	CEO	

2022-2023					
Stage 7: Operational Initiation					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0	License & Service Transfer				
1.1	CCTV & Alarm Monitoring	Mgr Ops	Supt. TS/ Supt. Ops	CEO	As per SCADA plan
1.2	SCADA	Mgr Ops	Supt. TS/ Supt. Ops	CEO	As per SCADA plan
1.3	Utilities [Power, Water & Wastewater]	Mgr Ops	Supt TS/ Supt. Ops	CEO	As communities onboard
1.4	Internet	Mgr Ops	Supt. TS/ Supt. Ops	CEO	As communities onboard
1.5	Radio [UHF, VHF]	Mgr. Ops	Supt. TS		As communities onboard
2.0	Hardware Purchase/ Transfer				
2.1	Hardware Survey (What belongs to water and wastewater operations and comes to the AFNWA)	Mgr Ops	Supt. Ts/ SSupt. Ops	CEO	Sept 2022
2.2	Tool Purchase	Mgr Ops	S TC/ SI Ops	CEO	ongoing

2.3	Fleet Purchase	Mgr. Ops	Mgr CS/PC/Supt. Ops	CEO/Board of Directors	Sept 2022 and as communities onboard
2.4	Laptop Purchase	Mgr CS	IT/Mgr Ops	CEO	October 31 2022
2.5	Safety Equipment Purchase (PPE, Trench Box, Tripod w Harness)	Mgr Ops	Supt. TS/ Supt. Ops/Safety Co-ord	CEO	Ongoing
2.6	Emergency Power Source Purchase (Generator w trailer)	Mgr Ops	Supt. TS/ Supt. Ops	CEO	Sept 2022
3.0	Contract Initiation			CEO	
3.1	Snow Removal	Mgr Ops	Mgr CS	CEO	To be negotiated as members onboard
3.2	Landscaping	Mgr Ops	Mgr Cs	CEO	To be negotiated as members onboard
3.3	Hub Office Lease	Mgr Ops	Mgr CS	CEO	Ongoing
3.4	Chemicals Supplier	Mgr Ops	Mgr CS	CEO	Ongoing
3.5	Biosolids Removal	Mgr Ops	Mgr CS	CEO	Ongoing
3.6	Insurance – CGL, Environmental, Fleet, etc.	Mgr CS	Mgr Ops	CEO	Ongoing
3.7	Water Quality Testing	Mgr Ops	Mgr CS	CEO	Ongoing
4.0	O&M Program Initiation				
4.1	Water Loss Control Program Development	Mgr Ops	Supt. TC/ Supt. Ops/Consultant	CEO	Ongoing
4.2	Inflow and Infiltration Program Development	Mgr Ops	Supt. TC/ Supt. Ops/Consultant	CEO	Ongoing
4.3	Emergency Response Plan Development	Mgr Ops	EC/ Supt. TC/ Supt. Ops/S&S Coord.	CEO	Sept 2022
4.4	Incident Command System Training	Mgr Ops	EC/ Supt. TC/ Supt. Ops	CEO	Sept 2022
5.0	Operator Training and Development				
5.1	Development of Individual Training Plans	Mgr Ops	Supt. Ops/HR	CEO	Ongoing with all willing operators
5.2	Operator Employment Offers Sent	Mgr. Ops	/Supt. Ops/HR	CEO	As Req'd
6.0	Supervisor Recruitment	Mgr Ops	Supt. Ops/HR	CEO	Dec 31, 2022



TO: Chief Wilbert Marshall, Chair, and Members of the AFNWA Board

SUBMITTED BY: original signed by
Chantal Leblanc, CPA, CMA, MBA, Chief Financial Officer

APPROVED: original signed by
Carl Yates , M.A.Sc., P.Eng., interim CEO

DATE: 20 May 2022

SUBJECT: FLEET MANAGEMENT POLICY

ORIGIN

Transition Implementation Plan approved at the Board meeting of June 24, 2020.
AFNWA Financial Policy and Procedures Manual approved at the Board meeting on July 23, 2020.

RECOMMENDATION

It is recommended that the Board approve the attached Fleet Management Policy, in the substantive form attached.

BACKGROUND

The AFNWA budget for transitional funding as well as our ten-year business plan have now been approved. Within the funding for these budgets is an allocation towards fleet vehicles (pickup trucks).

AFNWA staff are already traveling into communities frequently to assist with asset condition assessments as well as assisting operators in day-to-day operations and troubleshooting. Staff have been utilizing their own personal vehicles or renting vehicles to complete this work.

Given that employees are traveling on behalf of AFNWA on a regular basis, management presents the attached Fleet Management Policy for your consideration to govern the behavior of our staff members that are driving their own cars, renting cars, and utilizing company owned fleet vehicles in order to perform their job responsibilities.

DISCUSSION

The attached Fleet Management Policy has been reviewed by all relevant staff as well as our insurance broker to confirm that the policy is in line with what a standard fleet policy would require and is a practical guidance document to controlling the risk associated with operating fleet vehicles. The policy addresses all permitted uses of fleet vehicles, as well as all roles and responsibilities of the driver, manager, and safety coordinator. The policy also describes under what circumstances an employee would not be able to drive AFNWA vehicles (IE: poor driving record), rules governing behavior while driving an AFNWA vehicle (IE: do not push or pull another vehicle, no smoking, etc.), and a standard process if the AFNWA staff member is involved in an accident in a fleet vehicle.

Included with the policy attached are the following tools which will help AFNWA administer this policy:

- Application for employment requiring driving – to be filled out by all AFNWA staff when hired in order to identify when poor driving records are present so that management can determine if it will be problematic for the completion of the employee's job responsibilities.
- Vehicle Assignment Agreement which identifies the truck that will be assigned to that employee and places the employee in direct responsibility for the use and condition of the vehicle.
- Vehicle Inspection Report, which is a monthly checklist to check all lights, fluids, tires, etc. and ensures that the truck receives all required and preventative maintenance. This is important for safety, for readiness, as well as to extend the useful life of the truck.

FINANCE AND BUDGET IMPLICATIONS

This policy was generated internally and reviewed by our insurance broker as a courtesy. There are no financial implications to develop the policy and implementation of the policy will reduce risk and associated costs.

ALTERNATIVES

None recommended.

ATTACHMENT

Draft Fleet Management Policy

Report Prepared by: original signed by
Chantal Leblanc, CPA, CMA, MBA, Chief Financial Officer, 902-603-0312

Report Approved by: original signed by
Carl Yates , M.A.Sc., P.Eng., interim CEO, 902-603-0312



Fleet Management Policy

Policy Statement

Many employees operate company owned, leased, rental or personal vehicles as part of their employment responsibilities. Employees are expected to operate vehicles safely to prevent accidents which may result in injuries and property loss. It is the policy of AFNWA to provide and maintain a safe work environment to protect our employees and the citizens of the communities where we conduct business from injury and property loss. AFNWA considers the use of automobiles part of the work environment. AFNWA is committed to promoting a heightened level of safety awareness and responsible driving behavior in its employees. Our efforts and the commitment of employees will prevent vehicle accidents and reduce personal injury and property loss claims. This program requires the full cooperation of each driver to operate their vehicle safely and to adhere to the responsibilities outlined in the Fleet Management Policy.

Elements of this policy include:

- Assigning responsibilities at all levels of employment.
- Vehicle use and insurance requirements.
- Employee driver's license checks and identification of high-risk drivers.
- Accident reporting and investigation.
- Company Occupational Health and Safety Committee.
- Vehicle selection and maintenance.
- Training standards.
- Safety regulations.

Responsibility

Management is responsible for successful implementation and on-going execution of this policy. Supervisors and employees are responsible for meeting and maintaining the standards set forth in this policy.

Scope

This policy applies to employees who operate vehicles on company business and will be reviewed by managers and supervisors to ensure full implementation and compliance.

ORGANIZATION AND RESPONSIBILITIES

The **AFNWA CEO** is responsible for promoting behaviours and programs consistent with the Fleet Management Policy.

Management will

- Implement the Motor Vehicle Safety Program in their areas of responsibility.
- Establish measurement objectives to ensure compliance with the program.
- Provide the resources necessary to implement and maintain the program.

Supervisors will

- Investigate and report all accidents involving a motor vehicle used in performing company business. Forward all accident reports to the Safety and Security Coordinator.
- Be responsible for taking appropriate action to manage high risk drivers as defined by this program.
- Provide driver training either internally or through external means for high-risk drivers.
- Issue periodic reports of losses for the Manager of Operations review.
- Review motor vehicle accident reports with the Company Occupational Health and Safety Committee.
- Revise and distribute changes to the Motor Vehicle Safety Program to managers, and drivers as necessary.
- Maintain appropriate records.

Drivers will

- Always operate a motor vehicle in a safe manner as explained under the section titled, "Driver Safety Regulations".
- Maintain a valid driver's license and minimum insurance requirements on personal vehicles used on company business.
- Maintain assigned vehicles according to established maintenance standards.
- Complete & submit monthly inspection reports at the end of each month to the Superintendent of Operations on AFNWA Vehicles, identifying any damage or maintenance issues at the time of inspection.

VEHICLE USE DRIVER SELECTION

1. Company Vehicles

a) AFNWA Vehicles

Employees with a valid driver's license and authorized by their supervisors will be permitted to operate a company owned vehicle. Only AFNWA employees will be permitted to operate or be a passenger in the vehicle.

b) Rental Vehicles

Employees with appropriate driver's license, authorization from their supervisor and qualified by provincial Department of Transportation ("DOT") when applicable will be permitted to operate the vehicle.

2. Personal Vehicles on Company Business

- a) Employees who drive their personal vehicles on company business are subject to the requirements of this program including:
- Maintaining auto liability insurance with minimum limits of \$1,000,000 for bodily injury and \$1,000,000 for property damage with combined single limit of \$1,000,000.
 - Maintain current provincial vehicle inspections when required.
 - Maintain the vehicle in a safe operating condition when driven on company business.
 - Proof of insurance (copy of declaration page) will be sent to HR@AFNWA.CA
 - Acceptable Motor Vehicle Report (MVR).
 - No 'business use' exclusion on personal insurance policy.

3. Unauthorized Use of Vehicles

Unauthorized use of company vehicles is subject to the AFNWA discipline policy. Unauthorized use includes but is not limited to:

- Carrying passengers who are not employees of, or persons hired by AFNWA
- Driving vehicles outside normal work hours unless on call or responding to an emergency
- Driving vehicles for personal use
- Driving while under the influence of drugs or alcohol
- Driving vehicles for promotional events without approval of the Superintendent of Operations

Driver Selection

1. Driver Evaluation

Employees will be assigned company vehicles based on their driving ability. To evaluate employees as drivers, management will:

- Review past driving performance and work experience through previous employer's reference checks. All new employees and current employees recently assigned to driving duties will be required to complete the "Application for Employment Requiring Driving" (attached).
- Review the employee's Motor Vehicle Record (MVR) annually (more frequently if reasons warrant).
- Ensure the employee has a valid driver's license.
- Ensure the employee is qualified to operate the type of vehicle he/she will drive.

2. Driver Qualification

Effective driver qualification controls are important elements of a successful Fleet Management Policy. Management developed and incorporated standards which reflect the skills necessary for satisfactory job performance while taking into consideration applicable Provincial regulations.

The company has implemented three levels of driver qualification criteria. Use of any or all these criteria is dependent upon the nature and scope of the driving requirements.

- Provincial-regulated driver qualification parameters must be met. Regulatory information will be obtained from applicable Provincial departments of transportation and motor vehicle services. Where applicable, drivers will comply with DOT Commercial Driver License (CDL) regulations.
- Drivers involved in interprovincial or foreign commerce in vehicles with Gross Motor Vehicle Weight Rating (GMVR) of 10,001 pounds or more, designed to transport 16 or more passengers, including the driver, or used in the transportation of hazardous materials in a quantity requiring placarding under the DOT Hazardous Materials Regulations, are subject to the requirements of the DOT Federal Highway Administration's Federal Motor Carrier Safety Regulations.
- Drivers involved in intra or interstate operations with GMVR of 26,001 pounds or more must have a CDL license and be enrolled in a DOT Drug and Alcohol Testing Program.

The following criteria was established to identify high risk drivers. A driver is unacceptable if the driver's accident/violation history in the past year includes one or more of the following moving violation convictions:

- Driving under the influence of alcohol or drugs (DUI).
- Hit and run.
- Failure to report an accident.
- Negligent homicide arising out of the use of a motor vehicle.
- Operating during a period of suspension or revocation.
- Using a motor vehicle for the commission of a felony.
- Operating a motor vehicle without the owner's authority.
- Permitting an unlicensed person to drive.
- Reckless driving.
- Speeding (3 or more in a 3-year period).
- Two preventable accidents in a 12-month period. Drivers who are identified as high risk or in violation may be subject to several actions from management including, but not limited to:
 - Driver may be required to attend a Defensive or Safety Driving course
 - Driver may be required to operate their own personal vehicle on company business.
 - Driver may have their driving privileges suspended or revoked.

The vehicles are a representation of AFNWA so drivers will keep them clean and well maintained.

ACCIDENT RECORDKEEPING, REPORTING AND ANALYSIS

This company considers elimination of motor vehicle accidents as a major goal. To meet this objective, all accidents will be reported to management, investigated, documented, and reviewed by the Occupational Health and Safety Committee. The investigation identifies need for:

- a) A more intensive driver training and/or remedial training.
 - Improved driver selection procedures.
 - Improve vehicle inspection and/or maintenance activities.
 - Changes in traffic routes.

- b) Motor vehicle accident record keeping procedures consist of the following components:
 - Documentation of causes and corrective action.
 - Management review to expedite corrective action.
 - Analysis of accidents to determine trends, recurring problems, and the need for further control measures.

Responsibility

Implementation of these procedures remains the responsibility of both the driver and management.

Driver

Since the driver is the first person at the accident scene, they will initiate the information-gathering process as quickly and thoroughly as is feasible.

Management

Management will obtain accident data from the driver through the Transportation Accident Report form and/or by verbal communication. It is important for management to determine the extent of the accident, especially if it involves injury or death to the driver, passengers, or other parties.

Management will immediately proceed with a formal investigation to determine the underlying causes as well as what can be done to prevent similar occurrences. The accident report will be forwarded to the Safety and Security Coordinator and Manager of Corporate Services along with any additional support data (e.g., witness statements, photographs, police reports, etc.).

Preventable/Non-Preventable Accidents

The following definitions relate to motor vehicle accidents:

A motor vehicle accident is defined as “any occurrence involving a motor vehicle which results in death, injury, or property damage, unless such vehicle is properly parked. Who was injured, what property was damaged and to what extent, where the accident occurred, or who was responsible, are not relative factors”

A preventable accident is defined as “any motor vehicle accident involving the vehicle, unless properly parked, which results in property damage or personal injury and in which the driver failed to do everything he/she reasonably could have done to prevent or avoid the accident”.

DRIVER SAFETY REGULATIONS

Safety Belts

The driver and all occupants are required to wear safety belts when the vehicle is in operation or while riding in a vehicle. The driver is responsible for ensuring passengers wear their safety belts. Children under nine years of age or under 90-pounds in weight must be secured in an approved child safety seat.

Impaired Driving

The driver must not operate a vehicle at any time when his/her ability to do so is impaired, affected, influenced by alcohol, illegal drugs, prescribed or over-the-counter medication, illness, fatigue, or injury.

Traffic Laws

Drivers must abide by the Provincial and local motor vehicle regulations, laws, and ordinances.

Vehicle Condition

Drivers are responsible for ensuring the vehicle is maintained in safe driving condition. Drivers of daily rentals should check for obvious defects before leaving the rental office/lot and, if necessary, request another vehicle if the first vehicle is deemed unsafe by the employee.

Cellular Telephones, GPS, Radios

The following procedures apply to employees driving on company business who wish to use cellular telephones in the vehicle.

- External speaker and microphone must be included to allow hands-free operation.
- Phone number memory and programming capabilities are to be included.
- Drivers are to refrain from sending or responding to texts while the vehicle is in motion.
-
- For any vehicle equipped with cellular telephone that does not meet the above equipment specifications, use of the telephone is authorized when the vehicle is safely parked.
- Employees are prohibited from using headphones, ear buds or similar devices while operating a motor vehicle.
- Inputting addresses or destinations into a GPS while vehicle is in motion is prohibited.

General Safety Rules

Employees are not permitted to:

- Pick up hitchhikers.
- Smoke cigarettes, cigars, or other tobacco products in AFNWA vehicles
- Modify the vehicle without written permission from management
- Accept payment for carrying passengers or materials.
- Use any radar detector, laser detector or similar devices.
- Push or pull another vehicle.
- Transport flammable liquids or gases unless a DOT or Underwriters' Laboratories approved container is used, and only then in limited quantities.
- Use burning flares for delineation of vehicle when broken down. The preferred method is the use of reflective triangles.

- Assist disabled motorists or accident victims beyond their level of medical expertise. If a driver is unable to provide the proper medical care, he/she must restrict his/her assistance to calling the proper authorities. Your safety and well being is to be always protected.

Company and Personal Property

Employees are responsible for company property such as computers, work papers and equipment under their control. The company will not reimburse the employee for stolen personal property.

Acknowledgement and Acceptance

The undersigned hereby acknowledges receipt of the Fleet Management Policy and agrees to abide by all provisions of this Policy while driving for AFNWA business.

Date: _____

Employee Name: _____

Employee Signature: _____



APPLICATION FOR EMPLOYMENT REQUIRING DRIVING

EMPLOYEE NAME _____

DRIVER LICENSES: (list all licenses held in past 3 years and indicate those that are current) List Province, License Number, Class, Endorsement(s), Expiration date for each:

Have you ever been denied, or have been revoked or suspended any license, permit, or privilege to operate a motor vehicle? Yes _____ No _____

If you answered YES to the above questions, give details: (if additional space is needed, attach sheet).

TRAFFIC CONVICTIONS AND FORFEITURES FOR PAST 5 YEARS: (Other than parking) List Location (City & State), Date, Charge and Penalty for each:

ACCIDENT RECORD FOR PAST 5 YEARS: (if additional space is needed, attach sheet) List Date, Location, and Nature of Accident including injuries and fatalities as they apply for each year:

GENERAL:

Have you ever been convicted of a felony? Yes _____ No _____

Have you ever been refused bond Yes _____ No _____

If you answered YES to either question, give details: (if additional space is needed, attach sheet)

LIST SPECIAL TRAINING RELATED TO TRANSPORTATION: (If additional space is needed, attach sheet)

TO BE READ AND SIGNED BY APPLICANT:

This certifies that this application was completed by me, and that all entries on it and information in it are true and complete to the best of my knowledge. I understand that, if hired, any misrepresentation of information in this application is cause for immediate dismissal. I authorize (INSERT COMPANY NAME HERE) to investigate my background to ascertain all information of concern to my employment history, whether same is of record or not, and release those providing such information from all liability for any damages resulting from furnishing this information. Further, I understand that I may be asked to demonstrate my ability to perform the essential functions necessary to complete the job and, if offered the job, that it may be conditioned on results of a physical examination, and controlled substances and alcohol misuse test.

DATE _____ APPLICANT'S SIGNATURE _____



VEHICLE ASSIGNMENT AGREEMENT

The undersigned hereby acknowledges receipt of a company-owned or leased automobile. I understand this vehicle is to be regularly maintained and serviced, according to the service schedule outlined in the Owner's Manual or the instructions issued by the Vehicle Safety Coordinator, whichever is appropriate.

Further, it is agreed this vehicle will be operated in a safe manner. I agree to wear my seat belt whenever the vehicle is in motion and will require other occupants to do so. I agree to be responsible for all traffic and parking violations that occur while the vehicle is assigned to me.

I understand articles of this agreement apply regardless of who is operating this vehicle. I may authorize others to drive this vehicle according to the following guidelines:

- Licensed employees of AFNWA or its subsidiaries or affiliates.
- Other licensed drivers as I so designate in emergency situations only.

I agree to promptly report all accidents or incidents resulting in injury or damage to the vehicle or other property, no matter how slight.

I understand I am required to maintain a valid driver's license. Further, I herewith grant AFNWA the right to investigate my motor vehicle driving record any time. My current driver's license is issued from the province of _____ and is No. _____. I understand that I am responsible for my own license renewal.

If my driving record contains two moving violations within one-year period, my record will be brought up before the Occupational Health and Safety Committee for consideration of remedial training and/or loss of driving privileges.

I will be required to attend a safe driving class on my own time and at my expense, and to provide the Manager of Operations with confirmation of attendance within thirty days of notification if decided by the review board.

I understand I am not to modify the vehicle in any way without written permission. This specifically applies to the installation of cellular telephones, radios, CBs, speakers, etc. Further, I will not take this vehicle out of Canada without written permission from the Manager of Operations or CEO.

I agree to submit monthly vehicle inspection reports at the end of each month to the Vehicle Safety Coordinator, identifying any damage and/or maintenance, deficiencies or repairs required at the time of inspection.

I understand the operation of this vehicle in a safe operating condition is my responsibility. If this vehicle becomes unsafe, it is my responsibility to notify my supervisor immediately.

I read and agree to the provisions of this Vehicle Assignment Agreement and the requirements of the Fleet Management Policy.

Vehicle Assigned: _____

Date: _____

VIN Number: _____

Employee Name _____

Plate Number: _____

Employee Signature _____

Odometer: _____



VEHICLE INSPECTION REPORT

This report is due at the end of each month. A separate report must be completed for each unit. After completion this report should be forwarded to the Vehicle Safety Coordinator.

Date				
Vehicle unit number		License number		Mileage
Branch and Department number		Driver		
Reporting office		Department		
Year	Make		Model	
Serial number				
4-cylinder	6-cylinder	8-cylinder	Other Cruise	Tilt wheel

INSPECT AND CHECK ONE

LIGHTS					
Head	OK	Out	Back-up	OK	Out
Parking	OK	Out	Side	OK	Out
Tail	OK	Out	Flashers	OK	Out
Amber	OK	Out	Work	OK	Out
Directional	OK	Out			

TIRES								
Front left	Good	Fair	Poor	Front right	Good	Fair	Poor	
Rear left	Good	Fair	Poor	Rear right	Good	Fair	Poor	
Conventional spare	Good	Fair	Poor	Snow tires	Yes	No		
Mini spare	Yes	No	Good	Fair	Poor			
Note and explain uneven wear								
BRAKES								

Check for master cylinder leaks. If unusual conditions, explain		
Check brake pedal:	High	Low
Comments If "Yes," describe		
Check brake Fluid:	High	Low

EXTERIOR			
Paint, overall condition	Good	Fair	Poor
Chrome, overall condition	Good	Fair	Poor
Glass, overall condition	No damage		Damage
Explanation of overall exterior condition			

Nonstandard ornamentation or equipment? (Decals, trailer hitch, etc.) Yes No

Exterior damage?	Yes	No
If "Yes," Note and explain estimated cost of repairs		
was claim submitted?	Yes	No
If "No," why not		

INTERIOR					
Overall appearance	Clean	Worn	Dirty		
Condition of seats	Good	Springs broken	Sagging		
Condition of upholstery	Clean	Worn	Dirty	Torn	Burn holes
Condition of carpets	Clean	Worn	Dirty	Torn	
Floor mats	Yes	No			
Windshield wipers	Good	Fair	Poor		
Knobs, handles, etc.	Good	Broken	Missing		
Accessories					
Flashlight	Yes	No			
Horn working	Yes	No			
Safety belts	Working	Nonworking			
Windshield scraper: (if applicable)	Yes	No			
Rear window defroster	Working	Nonworking			
Accident report kit	Yes	No			
Driver's manual	Yes	No			
Condition of trunk/Box:	Clean	Dirty			
Accessories					
Jack	Yes	No			
Handle and base	Yes	No			
Lug wrench	Yes	No			
Flares or reflectors (2-6)	Yes	No			
Fire Extinguisher	Yes	No			
First Aid Kit	Yes	No			

UNDER HOOD					
Engine:	Clean	Dirty			
Mileage of last oil change					
Mileage of last filter change					
Mileage of last lubrication					
Engine oil:	Full	Low			
Windshield washer fluid:	Full	Low			
Excellent					
Battery water level: Nonfillable:					
Transmission fluid condition:	Full	Low	Color:	Red	Black
Power steering fluid:	Full	Low			
OVERALL RATING OF CAR	Excellent	Good	Fair	Poor	

Inspector's signature _____

Driver's signature _____

Date of Inspection _____

Vehicle Safety Coordinator signature _____



Item # 5
AFNWA Board
25 May 2022

TO: Chief Wilbert Marshall, Chair, and Members of the AFNWA Board

SUBMITTED BY: original signed by
Chantal Leblanc, CPA, CMA, MBA, Chief Financial Officer

APPROVED: original signed by
Carl Yates , M.A.Sc., P.Eng., interim CEO

DATE: 20 May 2022

SUBJECT: ACCOUNTING FRAMEWORK

ORIGIN

Transition Implementation Plan approved by Board at meeting of June 24, 2020. Grant Thornton Proposal for scope of work including accounting framework, received and contract awarded at Board meeting in March 2021.

RECOMMENDATION

It is recommended that the Board approve the recommendation given by Grant Thornton for AFNWA to adopt the Canadian Accounting Standards for Not-for-Profit Organizations, in its substantive form attached

BACKGROUND

AFNWA is in a unique position whereby we are operating a water and wastewater utility, owned by First Nations and operated as a Not-for-Profit organization. This unique combination presents a question for which accounting standards should be employed. Management engaged Grant Thornton to analyze and interpret the guidance to ensure that our financial records are following the required set of standards.

DISCUSSION

Based on analysis of our existing governance documents, Grant Thornton presented a position paper which names the Canadian Standards for Not-for-Profit Organizations as the required standards for adoption. A full analysis of all contributing elements, prepared by Grant Thornton, is attached. Based on this analysis, the Audit and Finance Committee are recommending that the Board approve the recommendation to endorse the Canadian Standards for Not-for-Profit Organizations. This positions

the utility well with its vision to have the First Nations Financial Management Board serve as an economic oversight agency. FNFMB currently has legislation before Parliament, that if passed, will facilitate certification of AFNWA under the Fiscal Management Act.

BUDGET IMPLICATIONS

Budget for the scope of work undertaken by Grant Thornton was provided in our F21/22 budget which was approved for carryover to F22/23.

ALTERNATIVES

None recommended.

ATTACHMENT

N/A

Report Prepared by: original signed by
Chantal Leblanc, CPA, CMA, MBA, CFO, 902-603-0312

Report Approved by: original signed by
Carl Yates, M.A.Sc., P.Eng., interim CEO, 902-603-0312



Item # 6
AFNWA Board
25 May 2022

TO: Chief Wilbert Marshall, Chair and Members of the AFNWA Board

SUBMITTED BY: original signed by
Chantal Leblanc, CPA, CMA, MBA, Chief Financial Officer

APPROVED: original signed by
Carl Yates, M.A.Sc., P.Eng., interim CEO

DATE: 24 May 2022

SUBJECT: **Fourth Quarter Results**

ORIGIN

Approval of the 2021-2022 AFNWA Operations budget on July 28, 2021, Board meeting; Governance Manual approved at the November 6, 2020, Board meeting.

RECOMMENDATION

It is recommended that the AFNWA Board approve the Fourth Quarter Financial Results in the substantive form below.

BACKGROUND

The governance manual specifies that the responsibility for review and recommendation of the quarterly financial statements is delegated to the Audit and Finance Committee, with final approval from the Board.

DISCUSSION

AFNWA has completed Q4 (12 months ending March 31, 2022) under budget by approximately \$1.5M. The differences are summarized as follows:

- Payroll, under budget by approx. \$196k which is due to a combination of things, including a reduction in the anticipated WCB rate, and timing differences with staff being hired later than expected which carried an associated decrease in total group insurance and pension contribution expenses.
- Contracts remain under budget \$670k which has been approved for carryover into F22/23.

- We note that the Covid-19 pandemic continues to impact our ability to host in-person meetings and workshops which is reflected in our travel expenses that are currently \$190k under budget, as well as our professional development budget which is approx. \$70k under budget.
- Accounting and Legal is significantly lower than anticipated (\$135k) but we note that the vast majority of expenses through Accounting and Legal are being billed through contracts. We have attempted to maintain the Accounting & Legal line item as recurring expenditures rather than fees associated with transition implementation.
- Finally, the Advertising and Promotions budget is approx. \$137k under budget however, we note that we have committed funds of \$75k towards NAIG 2023 and we intend to participate in many more community events this summer, if covid permits.
- We note that included in our repairs and maintenance expense as well as our office equipment accounts are expenses borne by AFNWA to support community efforts. AFNWA has rented flow meters and purchased leak detection equipment and ground penetrating radar to support community efforts to monitor systems and locate deficiencies.
- AFNWA has signed an insurance policy for errors and omissions and pollution liability coverage, with a premium of \$38k.
- Safety & PPE supplies as well as associated training and development funds have been approved for carryover and the vast majority of the work will begin on this over the next 6 months.

Other relevant notes:

- As of May 19, 2022, we have not yet received our funding agreement for transitional funding for F22/23 however, we have received an approval letter for the requested carryover and new funds. We expect to see the final agreement within the next 5 business days.
- In addition to the funding requested, as noted by our February 10th submission, we also have approval from ISC to fund the new asset management plan and associated SCADA work at Wagmatcook.

All other items are materially on budget and AFNWA continues to meet financial targets for all contracted work and TIP items.

Report Prepared by: original signed by
Chantal Leblanc, CPA, CMA, MBA, CFO, 902-603-0312

Report Approved by: original signed by
Carl Yates, M.A.Sc., P.Eng., interim CEO, 902-603-0312

ITEM # 6
AFNWA Board
25 May 2022

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q4 BUDGET	YTD Q4	FY BUDGET
Funding Source - ISC Q35C 2021							1,829,000
Funding Source - ISC Q35C 2022							3,000,000
Funding Source - ISC Q35K 2021							815,000
Funding Source - SET FNIHQB Q23C 2021							11,000
Funding Source - FNIHQB 2022							180,000
Total Funding Confirmed							5,835,000
Payroll	220,822	336,568	511,327	601,885	571,914	1,670,601	1,866,705
Contracts	292,405	561,195	748,732	252,684	336,750	1,855,016	2,524,795
Meeting & Travel Expense	1,724	41,594	28,494	25,939	71,000	97,751	288,500
Board Compensation	6,000	12,250	38,250	25,500	50,000	82,000	140,000
General & Administrative Expenses							
Accounting & Legal	-	12,091	-	12,585	60,200	24,676	160,000
Advertising & Promotions	10,410	26,078	10,341	66,229	100,000	113,059	250,000
Bank and services charges	814	755	1,165	639	1,500	3,374	5,000
Insurance	137	4,806	-	-	35,000	4,943	50,000
Professional Development	644	1,630	13,886	13,254	39,000	29,414	100,000
Rent	-	5,833	31,583	46,333	46,333	83,749	98,500
Safety & PPE Supplies	-	5,642	1,103	239	30,000	6,984	50,000
Technology Services / Software	7,934	11,179	21,071	4,084	5,000	44,268	30,000
Telephone & communications	3,267	4,198	5,226	3,944	10,300	16,635	30,000
Utilities	-	426	6,655	16,948	17,250	24,030	36,000
Total General & Admin	23,207	72,639	91,031	164,255	344,583	351,132	809,500
Office Expenses							
Business Fees & Licenses	842	324	-	2,484	-	3,650	-
Repair & Maintenance	351	1,038	17,209	20,283	4,425	38,880	20,000
Office Supplies/Expense	5,825	9,169	15,804	7,838	6,000	38,635	30,000
Total Office Expenses	7,017	10,531	33,013	30,605	10,425	81,166	50,000
							-
TOTAL EXPENSE	551,175	1,034,775	1,450,847	1,100,868	1,384,672	4,137,666	5,679,500
Fixed Asset Purchases							
Office Equipment & Furniture	9,748	78,245	8,265	23,072	44,000	119,329	100,000
Leasehold Improvements	8,736	-	82,728	-	-	91,465	55,500
Total Fixed Asset Purchases	18,484	78,245	90,993	23,072	44,000	210,794	155,500
							-
TOTAL FUNDING REQUEST	569,659	1,113,020	1,541,840	1,123,940	1,428,672	4,348,460	5,835,000