

**NOVA WORKFORCE INSTITUTE OF NORTHEAST LA  
Monroe, Louisiana**

**FINANCIAL STATEMENTS  
AND INDEPENDENT AUDITOR'S REPORT  
WITH SUPPLEMENTAL INFORMATION  
As of And for the Year Ended December 31, 2021**

**BY**

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**NOVA WORKFORCE INSTITUTE OF NORTHEAST LA**  
**Monroe, Louisiana**

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**As of And for the Year Ended December 31, 2021**

**NOVA WORKFORCE INSTITUTE OF NORTHEAST LA**  
Monroe, Louisiana

Financial Statements  
And Independent Auditor's Report  
With Supplemental Information  
As Of And For The Year Ended December 31, 2021

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## **Independent Auditor's Report**

To the Board of Directors of  
NOVA Workforce Institute of Northeast LA

### **Opinion**

I have audited the accompanying financial statements of NOVA Workforce Institute of Northeast LA (a nonprofit organization), which comprise the statement of financial position as of December 31, 2021, and the related statements of activities, cash flows, and functional expenses for the year then ended, and the related notes to the financial statements.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NOVA Workforce Institute of Northeast LA as of December 31, 2021, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Opinion**

I conducted my audit in accordance with auditing standards generally accepted in the United States of America. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am required to be independent of NOVA Workforce Institute of Northeast LA and to meet my other ethical responsibilities in accordance with the relevant ethical requirements relating to my audit. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about NOVA Workforce Institute of Northeast LA's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, I:

**NOVA Workforce Institute of Northeast LA  
Independent Auditor's Report (Continued)**

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsible to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of NOVA Workforce Institute of Northeast LA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in my judgment, there are conditions or events, considered in the aggregate that raise substantial doubt NOVA Workforce Institute of Northeast LA's ability to continue as a going concern for a reasonable period of time.

I am required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that I identified during the audit.

**Report on Supplementary Information**

My audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The information in Schedules 1 through 3 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, I have also issued my report dated July 30, 2022, on my consideration of NOVA Workforce Institute of Northeast LA's internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of NOVA Workforce Institute of Northeast LA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering NOVA Workforce Institute of Northeast LA's internal control over financial reporting and compliance.



Rosie D. Harper  
Certified Public Accountant

Monroe, Louisiana  
July 30, 2022

# **FINANCIAL STATEMENTS**

Statement of Financial Position  
December 31, 2021

**Assets**

Cash and Cash Equivalents	\$ 259,502
Grants Receivable	80,290
Prepaid Expenses	<u>8,093</u>
Total Assets	<u><u>347,885</u></u>

**Liabilities and Net Assets**

## Liabilities:

Accrued Liabilities	23,591
Deferred Revenue	<u>324,294</u>
Total Liabilities	<u><u>347,885</u></u>

## Net Assets

Without Donor Restrictions	-
With Donor Restrictions	<u>-</u>
Total Net Assets	<u><u>-</u></u>
Total Liabilities and Net Assets	<u><u>\$ 347,885</u></u>

See Accompanying Independent Auditor's Report and Notes to Financial Statements.

Statement of Activities  
For the Year Ended  
December 31, 2021

**CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS:**

<b>Revenue and Gains</b>	
Contributions	\$ 41,259
	<u>41,259</u>
TOTAL REVENUES AND GAINS WITHOUT DONOR RESTRICTIONS	41,259
<b>Net Assets Released from Restrictions</b>	
Restrictions Satisfied by Payments	499,962
TOTAL NET ASSETS RELEASED FROM RESTRICTIONS	<u>499,962</u>
TOTAL REVENUES, GAINS AND OTHER SUPPORT WITHOUT DONOR RESTRICTIONS	<u>541,221</u>
<b>Expenses</b>	
Program Expense	541,221
Total Expenses	<u>541,221</u>
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	<u>-</u>

**CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS:**

<b>Grants</b>	
Corporate Grant	189,742
Federal Grants	266,287
Foundations	20,551
Local Government Grants	23,382
Total Grants	<u>499,962</u>
Net Assets Released from Restrictions:	
Restrictions Satisfied by Payments	<u>(499,962)</u>
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS	<u>-</u>
CHANGE IN NET ASSETS	<u>-</u>
NET ASSETS AT BEGINNING OF YEAR	<u>-</u>
NET ASSETS AT END OF YEAR	<u><u>\$ -</u></u>

See Accompanying Independent Auditor's Report and Notes to Financial Statements.



## NOVA Workforce Institute of Northeast LA

Statement of Cash Flows  
For the Year Ended  
December 31, 2021

	<u>All Funds</u>
<b>Operating Activities</b>	
Change in Net Assets	\$ -
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:	
Increase in Accounts Receivable	(5,123)
Increase in Prepaid Expenses	(5,944)
Decrease in Accrued Liabilities	(5,951)
Increase in Deferred Revenue	68,986
Total Adjustments	<u>51,968</u>
Net Cash Provided by Operating Activities	<u>51,968</u>
 <b>Net Increase in Cash</b>	 51,968
 Cash as of Beginning of Year	 <u>207,534</u>
Cash as of the End of Year	<u><u>\$ 259,502</u></u>
 Supplemental Information:	
Interest Expense	 <u><u>-</u></u>

See Accompanying Independent Auditor's Report and Notes to Financial Statements.

Statement of Functional Expenses  
For the Year Ended  
December 31, 2021

	<b>Program Services</b>
<b>Personnel Costs</b>	
Salaries and Wages	\$ 306,299
Payroll Taxes and Fringe Benefits	71,778
<b>Total Personnel Costs</b>	<b>378,077</b>
<b>Other Expenses</b>	
Accounting	15,600
Ads and Legal Notices	191
Audit/Review	7,000
Computer Equipment Service	4,489
Graduation Costs	832
Insurance	4,881
Meetings	3,527
Membership Dues	450
Occupancy Cost	27,304
Office Supplies	8,835
Other Expense	10,567
Postage	748
Printing and Reproduction	3,558
Professional Services	10,306
Supportive Services	3,680
Telephone	6,227
Training Supplies and Services	46,948
Travel	8,001
<b>Total Other Expenses</b>	<b>163,144</b>
<b>Total Functional Expenses</b>	<b>\$ 541,221</b>

See Accompanying Independent Auditor's Report and Notes to Financial Statements.

**NOVA Workforce Institute of Northeast LA  
Monroe, Louisiana**

**Notes to the Financial Statements  
As of and for the Year Ended December 31, 2021**

**NOTE A. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Nature of Operations**

NOVA Workforce Institute of Northeast LA (a private non-profit organization) is domiciled in Monroe, Louisiana. The Organization is recognized as a tax-exempt (non-profit) organization under section 501 (c) (3) of the Internal Revenue Service Code. The organization serves to connect the needs of employers with job-training entities and residents who are looking for a career path leading to a living wage job with benefits. The Board of Directors of the Organization consists of eleven (11) members. The members serve without compensation.

**Basis of Presentation**

For the period ended December 31, 2021, the Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions. Net assets without donor restrictions include those net assets whose use by the Organization is not restricted by donors, even though their use may be limited in other respects, such as by contract or board designation. Net assets with donor restrictions are those net assets received with donor-imposed restrictions limiting the Organization's use of the assets. At December 31, 2021, the Organization had no net assets with donor restrictions.

**Public Support and Revenue**

In order to comply with restrictions that donors place on grants and other gifts as well as designations made by its governing board, the principles of reporting net assets are used. Revenue and public support consist mainly of governmental and private grants, fundraising, and contributions. Grants and other contributions of cash and other assets are reported as net assets with donor restrictions if they are received with donor restrictions or restrictions designated by the governing board. Contributions and grants are considered to be unrestricted unless restricted by the donor, and are reported as net assets without donor restrictions.

Contributions of donated noncash assets are recorded at their fair values in the period received. Contributions of donated services that created or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received.

The accounting and reporting of grants is determined by the underlying substance of the transaction. A grant may be accounted for as contribution, an exchange transaction, or a combination of the two. If it is determined to be a contribution, a grant may be considered a conditional or an unconditional grant.

**Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Deferred Revenue**

The Organization follows the deferred revenue recognition. Under the deferred method, grants and other revenue received during the year for expenses to be incurred in the following year are recorded as deferred revenue.

**NOVA Workforce Institute of Northeast LA  
Notes to Financial Statements (Continued)**

**Cash and Cash Equivalents**

For purposes of the statements of cash flows, the Organization considers all highly liquid investments available for current use with an initial maturity of three months or less to be cash equivalents. At December 31, 2021, NOVA Workforce Institute of Northeast LA had no cash equivalent, and cash totaling \$ 259,502 as follows:

With Donor Restrictions	\$ 201,821
Without Donor Restrictions	<u>57,681</u>
Total Cash	<u><u>\$ 259,502</u></u>

**Income Taxes**

The Organization qualified as a publicly supported organization exempt from federal income tax under Section 501 (C) (3) of the Internal Revenue Code. Contributions to the Organization are tax deductible within the limitations prescribed by the Code.

**Fair Value of Financial Instruments**

The carrying amounts of cash, cash equivalents, investments, and notes payable are reported in the statement of financial position at approximate fair values because of the short maturity of those instruments.

**NOTE B. FUNCTIONAL ALLOCATION OF EXPENSES**

The costs of providing the various programs and activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**NOTE C. BUDGET PRACTICES**

The Organization prepares an annual budget that is approved by the Board of Directors prior to being submitted to the granting authority.

**NOTE D. GRANTS RECEIVABLE**

For the year ended December 31, 2021, the Organization had grants receivables as follows:

MHA	\$ 21,557
USDA	11,770
FMS	17,517
SNAP	20,186
LISC	<u>9,260</u>
Total	<u><u>\$ 80,290</u></u>

The Organization does not report an allowance for doubtful accounts because management estimates that receivables are 100% collectible.

**NOTE E. SHORT-TERM CREDIT LINE**

The Organization obtained a short-term line of credit for \$50,000 with Iberia Bank. For the year ended December 31, 2021, the variable interest rate on the line of credit was an average 8.75%, and the balance on the credit line was \$0.00. The variable interest rate is 3.75% over prime.

**NOVA Workforce Institute of Northeast LA  
Notes to Financial Statements (Continued)**

**NOTE F. LIQUIDITY MANAGEMENT**

As of December 31, 2021, the following financial assets could be made readily available within one year of the statement of financial position date to meet general expenditures:

Cash	\$	259,502
Accounts Receivable		80,290
Pre-Paid Expenses		8,093
Total	\$	<u>347,885</u>

As part of its liquidity management, the Organization has a policy to structure its financial assets to be available as general expenditures, liabilities, and other obligations become due.

**NOTE G. UNCERTAIN TAX POSITIONS**

Accounting principles generally accepted in the United States of America require management to evaluate tax positions taken by the Organization and recognize a tax liability (or asset) if the Organization has taken an uncertain tax position that more likely than not would not be sustained upon examination by Internal Revenue Service. The Management has analyzed the tax positions taken by the Organization and has concluded that as of July 30, 2022 there are no uncertain positions taken or expected to be taken that would require recognition of a liability (or asset) or disclosure in the financial statements. The Organization is subject to routine audits by Internal Revenue Service for the years ended December 31, 2019, 2020, and 2021; however, there are currently no audits in progress for any tax period.

**NOTE H. ACCRUED LIABILITIES**

For the year ended December 31, 2021, the Organization had accrued liabilities as follows:

Payroll Liabilities	\$	22,896
Sundry Payables		695
Total	\$	<u>23,591</u>

**NOTE I. DESCRIPTION OF LEASING ARRANGEMENTS**

The Organization had a one-year lease for office space under a short-term arrangement from Premier Plaza of Monroe, LLC. For the year ended December 31, 2021, there was only six months left on the lease. The balance obligation due on the lease was \$10,200 (\$1,700 x 6 months).

**NOTE J. ADVERTISING**

The Organization expenses advertising costs as they are incurred. For the year ended December 31, 2021, advertising expense was \$191.

**NOVA Workforce Institute of Northeast LA  
Notes to Financial Statements (Continued)**

**NOTE K. COMPENSATED ABSENCES**

Compensated absences are absences for which employees will be paid, such as vacation, and/or sick leave. The Organization has a formal policy for accumulation and vesting of vacation, annual leave, and sick leave which is based on the length of service after completion of 90 days of employment. The days that are granted are included in annual salaries. Vacation days not taken during the current year are carried forward. However, should an employee leave or be terminated from the Organization they will be paid for all accumulated annual leave days. For the year ended December 31, 2021, the total amount for compensated absences was \$23,878. Cost for compensated absences is recognized in the pay period taken by employees.

**NOTE L. DEFERRED REVENUE**

For the year ended December 31, 2021, the Organization had deferred revenue as follows:

Source	Beginning Deferred Revenue @ 01/01/2021	Revenue Received	Due to General Fund / Adjustment	Expended	Deferred Revenue @ 12/31/2021
City of Monroe	\$ 3,529	\$ 25,000	\$ -	\$ 23,382	\$ 5,147
MHA	69,541	130,396	-	92,692	107,245
LRD	-	25,000	-	-	25,000
LISC	-	67,029	-	60,939	6,090
Capital One	115,262	75,000	-	93,747	96,515
FMS	-	18,000	-	14,486	3,514
SNAP	15,136	81,406	-	74,850	21,692
SOHSMM	2,474	5,000	-	6,065	1,409
USDA	-	81,908	-	81,908	-
WDB	-	48,590	-	48,590	-
General	-	-	-	-	-
Corporate Contributions/Sponsors	55,007	58,770	-	56,095	57,682
Total	\$ 260,949	\$ 616,099	\$ -	\$ 552,754	\$ 324,294

**NOTE M. SUBSEQUENT EVENTS**

Management has evaluated subsequent events through the date that the financial statements were available to be issued, July 30, 2022, and determined that no events occurred that require disclosure. No subsequent events occurring after this date have been evaluated for inclusion in these financial statements.

**NOTE N. CONCENTRATION OF CREDIT RISK**

The Organization maintains several accounts at local financial institutions. Noninterest-bearing and interest-bearing accounts, in the aggregate, are insured up to \$250,000 at each financial institution by the Federal Deposit Insurance Corporation (FDIC). For the year ended December 31, 2021, the following funds were and were not covered by FDIC:

Covered by FDIC	\$ 250,000
Not Covered by FDIC	9,502
Total Cash in Banks	\$ 259,502



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**Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards***

To the Board of Directors of  
NOVA Workforce Institute of Northeast LA

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of NOVA Workforce Institute of Northeast LA (a nonprofit organization), which comprise the statement of financial position as of December 31, 2021, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued my report thereon dated July 30, 2022.

**Report on Internal Control over Financial Reporting**

In planning and performing my audit of the financial statements, I considered NOVA Workforce Institute of Northeast LA's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of NOVA Workforce Institute of Northeast LA's internal control. Accordingly, I do not express an opinion on the effectiveness of NOVA Workforce Institute of Northeast LA's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during my audit I did not identify any deficiencies in internal control that I consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

**NOVA Workforce Institute of Northeast LA**  
**Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards* (Continued)**

**Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether NOVA Workforce Institute of Northeast LA's financial statements are free from material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of This Report**

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose. However, under Louisiana Revised Statute 24:513, this report is distributed by the Legislative Auditor as a public document.



Rosie D. Harper  
Certified Public Accountant

Monroe, Louisiana  
July 30, 2022



## **SUPPLEMENTAL INFORMATION**

## NOVA Workforce Institute of Northeast LA

Schedule of Activities Budget to Actual  
For the Year Ended  
December 31, 2021

	<u>Budgeted</u>	<u>Actual</u>	<u>Variance</u>
<b>Revenue</b>			
Carry Over	\$ 212,664	\$ -	212,664
Contributions	71,955	41,259	30,696
Corporate Grants	410,043	189,742	220,301
Federal Grants	307,280	266,287	40,993
Foundations	7,474	20,551	(13,077)
Local Grants	53,529	23,382	30,147
<b>Total Revenue</b>	<u>1,062,945</u>	<u>541,221</u>	<u>521,724</u>
<b>Personnel Costs</b>			
Salaries and Wages	308,653	306,299	2,354
Payroll Taxes and Fringe Benefits	75,141	71,778	3,363
<b>Total Personnel Costs</b>	<u>383,794</u>	<u>378,077</u>	<u>5,717</u>
<b>Other Expenses</b>			
Accounting	15,600	15,600	-
Ads and Legal Notices	2,000	191	1,809
Audit/Review	7,000	7,000	-
Computer Equipment Service	6,550	4,489	2,061
Graduation Costs	4,000	832	3,168
Insurance	4,848	4,881	(33)
Interest Expense	300	-	300
Meetings	7,000	3,527	3,473
Membership Dues	500	450	50
Occupancy Cost	27,304	27,304	-
Office Supplies	14,605	8,835	5,770
Other Expense	23,288	10,567	12,721
Postage	1,122	748	374
Printing and Reproduction	8,496	3,558	4,938
Professional Services	15,000	10,306	4,694
Supportive Services	11,365	3,680	7,685
Telephone	7,658	6,227	1,431
Training Supplies and Services	110,105	46,948	63,157
Travel	12,195	8,001	4,194
<b>Total Other Expenses</b>	<u>278,936</u>	<u>163,144</u>	<u>115,792</u>
<b>Total Functional Expenses</b>	<u>662,730</u>	<u>541,221</u>	<u>121,509</u>
<b>Budget Excess (Deficit)</b>	<u>\$ 400,215</u>	<u>\$ -</u>	<u>\$ 400,215</u>

See Accompanying Independent Auditor's Report and Notes to Financial Statements.

NOVA WORKFORCE INSTITUTE OF NORTHEAST LA  
Schedule of Board Members

For the Year Ended  
December 31, 2021

<b>Board Member</b>	<b>Title</b>	<b>Location</b>
Hartmann, Robert	President	West Monroe, Louisiana
Wolkart, Kristen	Vice President	Monroe, Louisiana
Laudenheimer, Jeff	Secretary/Treasurer	Monroe, Louisiana
Barrett, Bernie	Board Member	Lake Providence, Louisiana
Griffin, Robert	Board Member	Monroe, Louisiana
Hayward, Karen	Board Member	Monroe, Louisiana
Proger, Thomas	Board Member	Delhi, Louisiana
Rambo, Christine	Board Member	Monroe, Louisiana
Scott, Louis G.	Board Member	Monroe, Louisiana
Wilson, Sherry Ray	Board Member	Monroe, Louisiana
Tappin, Veronica	Board Member	Bastrop, Louisiana

See Accompanying Independent Auditor's Report and Notes to Financial Statements.

NOVA WORKFORCE INSTITUTE OF NORTHEAST LA  
Schedule of Compensation - Key Management

Schedule 3

For the Year Ended  
December 31, 2021

	<b>Paul West</b>
Job Title	<b>Executive Director</b>
Salary	\$ 82,900
Benefits-Insurance	23,903
Travel	1,157
<b>Total Compensation</b>	<b>\$ 107,960</b>

See Accompanying Independent Auditor's Report and Notes to Financial Statements.