To All Members and Supporters of the National Aeronautic Association

Most of us have experienced the “Doppler Effect”—in which an object moving toward us seems to have a higher sound frequency when approaching, and a lower one when departing. It sounds just right only at the instant of passing. In many ways one could describe in the same manner the hurricane-like rush of events through the National Aeronautic Association year. At the moment, one hears the approaching rush of the Collier Trophy; it will be with us in all its excitement and furor at the Collier Dinner, and then as it’s departing, the sounds of congratulations will fade away, being superseded by the roar of the approaching Fall Awards and then the Wright Brothers Trophy.

Each of these “Doppler Events” is preceded by weeks and months of hard work by the NAA staff, fixing the dates and venues, soliciting the nominees, going through a difficult validation process and then establishing an appropriate, high level selection committee to make the decisions.

Just a quick sampling of the results shows how well this seemingly hectic but actually well organized system produced remarkable choices, always chosen from highly qualified rivals. The magnificent, almost unbelievable precision and execution of the NASA/JPL Mars Science Laboratory team in landing the Mars “Curiosity” vehicle was awarded the Collier. Despite natural disappointment among strong competitors, there was in fact unanimous pleasure felt at the decision.

Myriad other triumphs followed and were celebrated in a similar way. The cherished MacKay Trophy was won by the bravery, skill and teamwork of the courageous crews of Pedro 83 and Pedro 84. They heroically conducted rescue operations, engaging in battle under intense enemy fire and the worst possible weather conditions. Colonel Joe Kittinger, famed for his combat, ballooning, and parachuting prowess, received the Cliff Henderson Trophy. There were many more awards of similar stature, with the year concluding on the highlight of the Wright Trophy. It was awarded to the Honorable Marion Blakey, perhaps the most skillful and dedicated public servant in the world of aerospace.

In tandem and in tempo with this constant process of soliciting, evaluating and making awards, NAA continued with its unique task of record keeping. NAA is fortunate to have Art Greenfield in charge, for he is recognized around the world as the leading expert in a very demanding field. Using a team of dedicated volunteers, Art saw to it that the NAA was able to certify new records in speed, distance, and altitude for a wide variety of aircraft.

Leading the very small but very efficient NAA staff was our President and CEO, Jonathan Gaffney, who oversaw both awards and trophie, even as he managed the always demanding business issues. Under his guidance, the NAA continued its prudent and successful financial path, despite the general economic difficulties of the industry. Perhaps even more difficult—and certainly more demanding—he cemented relations with our member associations by a marathon travel effort. Almost every week, and often over weekends, Jonathan made NAA’s presence and objectives known to both member associations and to important members of our industry. Jonathan represents NAA at its best—actively serving, leading with vigor and seeing that goals are met or exceeded.

And I personally am experiencing the Doppler Effect as I contemplate retirement from the position of Chairman of the Board in June. I hear the rushing echoes of the past years of remarkable events and look forward to being an interested and engaged witness to the happenings in the years to come. It has been a wonderful eight-year experience for me, working with the superb staff, a powerful and dedicated Board of Directors, and especially with the hard working members of our Executive Committee. I must give special tribute to the Officers of NAA - our wise legal counsel, George Carneal; our accurate and hard working Treasurer, Roy Keifer; the boundless Skip Ringo, our Vice Chair, and the always supportive Elizabeth Matarese, our Secretary. Most people acknowledge that the NAA is in a far stronger position today than it was eight years ago, and I firmly believe that it will build upon its present status and grow even stronger in the future.

In closing I want to give my thanks to the staff, to the board, and to the members for allowing me the privilege and the pleasure of being Chairman, and I wish the NAA the very best for the future.

Walter Boyne
Chairman, NAA
Message from the President and CEO

Like the industry we have been a part of almost since its inception a century ago, NAA had a positive—and sometimes choppy—year in 2013.

On the positive side we were able to validate the business model of the association through a continued challenging environment. We were able to turn our 6th consecutive year of modest profit and continue to maintain our portfolio of responsibilities—Records, Awards, and the promotion of Air Sports in America.

Through our Awards work we acknowledged some of the great accomplishments and people in our industry. Of note was the remarkable accomplishment reflected in the engineering, science, technology, and operations of the 2013 Collier Trophy recipient—the Mars Curiosity Rover. The Honorable Marion Blakey, President and CEO of the Aerospace Industries Association, was selected as a most worthy recipient of the Wright Brothers Memorial Trophy, and our own Art Greenfield was awarded an extremely important international award—the FAI Silver Medal.

The highlight of our year, however, was the extraordinary number of National and World Aviation Records set by Gulfstream. In 2013, they set 56 different world records in their G650 and G280 aircraft—including a 568 mph around-the-world record flight of a G650 in September. In addition, we certified a number of other aviation records to include a 8,115-mile unrefueled Lancair flight from Guam to Jacksonville and a new world record for vertical formation skydiving when 63 women joined for a head-down jump in Eloy, Arizona.

We continued to support and participate in the work of our seven affiliated Air Sport Organizations. Not only were we collectively active in their work, but we were able to return to them approximately $5,500.00 in FAI dues collected that went unused. As to FAI, I was able, for the first time, to visit their headquarters in Lusanne, Switzerland, where I had a productive day of meetings and discussions.

Outreach remained key to our financial and operational success—and Art Greenfield and I combined for well over 100,000 miles of travel to support it. We continued to participate in the work of all of the many different components of NAA—our Air Sports, Aero Clubs, Affiliates, and Corporate members as well as participation in the work of the Federation Aeronautique Internationale. On the staffing of NAA, we were able to bring aboard two very talented and experienced people—Michelle Garvin as our Director of Administration, and Melodie Feather, our Director of Awards and Events.

Of course, we sadly lost one of our most engaged, knowledgable, and supportive board members with the passing of Henry Ogrodzinski in January 2014. He was one of the great people in our industry, and he will always be in our thoughts.

As we move ahead into 2014, we will face the continued turbulence that is confronting our industry – but we are structured to continue to support aviation and aerospace in America. Our board adopted a budget for the year which budgets lower expenses from 2013 and freezes all staff salaries.

Our biggest challenge for the year, however, is replacing our retiring Chairman, Walter Boyne. There is little doubt in my mind that we could have recovered ourselves from near-default a few years back without Walter at our helm. He put an enormous amount of his personal credibility on the line when he signed on as Chairman—and the entire industry is grateful to him.

As always, thank you for your support of the National Aeronautic Association, and I am looking forward to seeing you all this coming year.

As always, many thanks.

Jonathan Gaffney
2013 NAA Award Recipients

Robert J. Collier Trophy
NASA/JPL Mars Curiosity Project Team

Wright Brothers Memorial Trophy
The Honorable Marion Blakey

Clarence Mackay Trophy
Crew Members of Pedro 83
Captain Vincent Powell, USAF
Captain Thomas R. Stengl, USAF
Captain Brion Stroud, USAF
First Lieutenant Paul A. Fry, USAF
Chief Master Seargent John Ballard, USAF
Chief Master Seargent Scott Callahan, USAF
Technical Sergeant Cameron J. Hystad, USAF
Staff Sergeant Lucas G. Ferrari, USAF
Staff Sergeant Mahonri R. Gibson, USAF
Staff Sergeant Thomas A. Hervert, USAF
Staff Sergeant William A. Mathis, USAF
Senior Airman Brian D. Ayres, USAF
Senior Airman Jordan J. Dehlbom, USAF
2013 NAA Award Recipients

**Wesley McDonald Distinguished Statesman of Aviation Award**

Janice Barden
Ralph Crosby
Hugh Risseeuw
Bruce Whitman
Matt Zuccaro

**Frank G. Brewer Trophy**
Barrington Irving

**Katharine Wright Memorial Award**
Kim De Groh
Mary Feik

**Clifford W. Henderson Trophy**
Colonel Joe Kittinger, USAF (Ret.)
Public Benefit Flying Awards

Distinguished Volunteer Pilot - Hank Stoebeneau
Public Benefit Flying Teamwork Award - Project Orbis and FEDEX
Outstanding Achievement Award - Aerobridge
Outstanding Achievement Award - Civil Air Patrol
Champion of Public Benefit Flying - Air Safety Institute
Champion of Public Benefit Flying - Greater Washington Aviation Open

Fédération Aéronautique Internationale Awards

FAI Silver Medal
Art Greenfield
Collier Selection Committee – March 11, 2013

Nominees
- The Lockheed Martin Cargo Unmanned Aerial System
- The NASA/JPL Dawn Project Team
- The Gulfstream G650
- The United States Air Force MC-12 Project Liberty Team
- The NASA/JPL Mars Science Laboratory/Curiosity Project Team
- The Red Bull Stratos Team
- The NASA/JPL Voyager Team
Collier Dinner
Collier Dinner
Records

Records By Class

- C Aeroplanes: 76%
- D Gliders: 12%
- G Parachutes: 5%
- CS Solar-Powered Aeroplanes: 3%
- I Human Powered: 2%
- F Model Aircraft: 2%

Records by Engine Manufacturer

- Rolls-Royce: 42%
- Honeywell: 18%
- Lycoming: 3%
- Continental: 3%
- ETEL: 3%
- Pratt & Whitney: 5%
- UQM Technologies: 6%
- Pratt & Whitney: 5%
- UQM Technologies: 6%

Records by Aircraft Manufacturer

<table>
<thead>
<tr>
<th>Manufacturer</th>
<th>Records</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gulfstream</td>
<td>56</td>
</tr>
<tr>
<td>Schleicher</td>
<td>8</td>
</tr>
<tr>
<td>Rutan</td>
<td>6</td>
</tr>
<tr>
<td>Embraer</td>
<td>3</td>
</tr>
<tr>
<td>Boeing</td>
<td>3</td>
</tr>
<tr>
<td>Schempp-Hirth</td>
<td>3</td>
</tr>
<tr>
<td>Solar Impulse</td>
<td>3</td>
</tr>
<tr>
<td>North American</td>
<td>3</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>2</td>
</tr>
<tr>
<td>Mooney</td>
<td>2</td>
</tr>
<tr>
<td>Piper</td>
<td>1</td>
</tr>
<tr>
<td>Diamond</td>
<td>1</td>
</tr>
<tr>
<td>Cessna</td>
<td>1</td>
</tr>
<tr>
<td>Lancair</td>
<td>1</td>
</tr>
<tr>
<td>Bombardier</td>
<td>1</td>
</tr>
<tr>
<td>Glastflugel</td>
<td>1</td>
</tr>
<tr>
<td>Eiri-Avion</td>
<td>1</td>
</tr>
</tbody>
</table>

10
2013 Board of Directors and Staff

**Officers**
Chairman: Walter Boyne
Vice Chairman: Durwood “Skip” Ringo, The Ringo Group
Treasurer: Roy Kiefer
Counsel: George Carneal, Hogan Lovells
Secretary: Elizabeth Matarese, Innovative Solutions

**President and CEO**
Jonathan Gaffney

**Board Members**
Robert Bergman – Aero Club of Washington
Bob Blouin – Hawker Beechcraft
Ed Bolen – National Business Aviation Association
J. Richard Brown – Eagle Force
Robert Brown – Academy of Model Aeronautics
Stephen Callaghan – NAA Awards & Events Committee
Steve Champness – Aero Club of Metropolitan Atlanta
Dave Franson – Wichita Aero Club
Tom Hendricks – National Air Transport Association
Randall Greene – Safe Flight Instrument Corporation
Arthur Greenfield – NAA Contest and Records
Tim Keating – The Boeing Company
Leo Knapen – Bombardier Aerospace
John Langford – Aurora Flight Sciences
T.C. Jones – Northrop Grumman

Joe Lombardo – General Dynamics Aerospace Group
David Manke – UTC/Pratt & Whitney
Mary Miller – Signature Flight Support
Stan O’Connor – GE Aviation
Henry Ogrodzinski – National Association of State Aviation Officials
Ken Panos – Aerojet
Steve Plummer – Rolls-Royce, North America
Pat Prentiss – The Ninety-Nines
Bill Readly – Discovery Partners
Bob Rubino – Lockheed Martin
Alvin Sack – alsEnterprises
Ed Scott – United States Parachute Association
Laurie Sussman – Rockwell Collins
Bob Stangarone – Embraer
Anthony Velocci

**Staff**
Arthur Greenfield, Director of Contest and Records
Cassandra Bosco, Tailwinds Communications, Director of Awards and Events
Nancy Sack, Director of Administration**
Michelle Garvin, Director of Administration*

** January 1-March 31  * August 1-December 31
Award Selection Committee Members

Robert J. Collier Trophy
Chairman:
Walter Boyne, Chairman, NAA

Former Collier Recipients:
Bryan Allen (Gossamer Albatross - 1979),
John Tracy (Boeing 787 – 2011)
Admiral Richard Truly (1988)
Richard Aboulafia, The Teal Group
Chris Benich, Honeywell
Laurie Bertenthal, Rockwell Collins
The Honorable Marion Blakey, Aerospace Industries Association
Bob Blouin, Beechcraft
Ed Bolen, National Business Aviation Association
Bob Brown, Academy of Model Aeronautics
Steve Callaghan, NAA Awards And Events Committee
Sandra Clifford, Aero Club of Northern California
Dave Coleal, Spirit AeroSystems
John Cotton, DRF
Jack Dailey, Smithsonian National Air and Space Museum
Dave Franson, Wichita Aero Club
Bill Garvey, Business and Commercial Aviation
Rich Hass, United States Hang Gliding and Paragliding Association
Tom Hendricks, National Air Transportation Association
T.C. Jones, Northrop Grumman
Tim Keating, The Boeing Company
Leo Knaupen, Bombardier Aerospace
Dick Koenig, Flying Magazine
John Langford, Aurora Flight Sciences
Joe Lombardo, General Dynamics Aerospace Group
Dr. Sandy Magnus, American Institute of Aeronautics and Astronautics
Dave Manke, United Technologies/Pratt & Whitney
Mary Miller, Signature Flight Support/BBA Aviation
Stan O’Connor, GE Aviation
Henry Ogrodzinski, National Association of State Aviation Officials
Ken Panos, AeroJet
Steve Plummer, Rolls-Royce North America
Skip Ringo, The Ringo Group
Bob Rubino, Lockheed Martin
Bob Stangarone, Embraer
Mark Van Tine, Jeppesen
Jonathan Gaffney, Director/Non-Voting Member of Selection Committee

Wright Brothers Memorial Trophy
Walter Boyne, Chairman NAA
Jim Albaugh, President, American Institute for Aeronautics and Astronautics
Major General Charles F. Bolden, Jr., USMC, (Ret.)
Wes Bush, Chairman, Aerospace Industries Association
Nicholas Calio, President and CEO, Airlines for America
David Castelvetere, President, Aero Club of Washington
Kerry Lynch, Senior Editor for Aviation Week/Weekly of Business Aviation
Robert Stevens (Wright Trophy Recipient – 2012)
Jonathan Gaffney, NAA, Chairman of Selection Committee

Frank G. Brewer Trophy
Frank G. Brewer III
Shelly Simi, Jeppesen
Debbie Gallaway, 2004 Brewer Trophy Recipient
Carolyn Williamson, University Aviation Association, 2008 Brewer Trophy Recipient
Phil Woodruff, 2003 Brewer Trophy Recipient
Jonathan Gaffney, NAA, Chairman of Selection Committee

Katherine Wright Memorial Award
Martha Phillips, President, Ninety Nines
Pat Prentiss, Ninety Nines
Lisa Piccione, NBAA
Andrew Broom, Honda Aircraft Company
Susan Sheets, JetNets
Jonathan Gaffney, NAA, Chairman of Selection Committee

Wesley L. McDonald Distinguished Statesman of Aviation Award
Walter Boyn, 1998 Recipient
Dick Koenig, 2012 Recipient
Henry Ogrodzinski, 2012 Recipient
Skip Ringo, The Ringo Group
Bob Blouin, Beechcraft
Mary Miller, Signature Flight Support/BBA Aviation
Jonathan Gaffney, NAA, Chairman of the Committee

Public Benefit Flying Awards
Pete Bunce, General Aircraft Manufacturers Association
Karen Gabhart, Helicopter Association International
Lindy Kirkland, Air Care Alliance
Rick Durden, Air Care Alliance
Judy Benjamin, Air Care Alliance
Jonathan Gaffney, NAA, Chairman of the Committee
Air Sports

Affiliated Air Sport Organizations:

**Academy of Model Aeronautics**  
(1936)  
5151 East Memorial Drive  
Muncie, Indiana 47302  
www.modelaircraft.org

**Soaring Society of America**  
(1932)  
PO Box 2100  
Hobbs, New Mexico 88241-2100  
www.ssa.org

**United States Parachute Association**  
(1946)  
5401 Southpoint Centre Boulevard  
Fredericksburg, Virginia 22407  
www.uspa.org

**United States Ultralight Association**  
(1982)  
PO Box 38  
Greenville, Illinois 62246  
www.usua.org

**United States Hang gliding and Paragliding Association**  
(1974)  
PO Box 1330  
Colorado Springs, Colorado 80901-1330  
www.ushpa.aero

**Balloon Federation of America**  
(1961)  
1601 N. Jefferson  
Indianola, Iowa 50125  
www.bfa.net

**International Aerobatic Club**  
(1970)  
PO Box 3086  
Oshkosh, Wisconsin 54903-3086  
www.iac.org

Air Sports occupy a very important and historic role in the aviation and aerospace fabric of the United States. With a combined, total membership of over 200,000, the affiliated air sport organizations of NAA bring to our industry the promotion of education, safety, competition, and the sheer enjoyment of sporting aviation. Spread throughout all 50 states, they bring to America the excitement and adventure of flying.

NAA partnerships with these seven air sport organizations are administrative, financial, and professional in nature. For example, NAA

- Collects dues from all the ASOs and forwards them to FAI as part of NAA’s annual dues. (100% of these dues are forwarded to FAI, and any that are collected in excess are returned to the ASOs);
- Provides guidance and support to the ASOs on regulatory and governmental issues as needed/possible;
- Administers sporting licenses and records to all ASO members;
- Assigns members designated by the ASOs to the FAI Commissions;
- Administers the FAI awards program for air sports in the United States;
- Consistently brings air sports into our work through our events, award selection panels, and publications.

In addition the NAA President and NAA Director of Contest and Records serve (collectively) on the Boards of all the ASOs and Presidents/Executive Directors (or their designates) of the ASOs rotate onto the NAA Board.
As a founding member of the Fédération Aéronautique Internationale, NAA maintains a close and professional association with this world governing body of air sports.

Based in Lausanne, Switzerland, the organization is made up of nearly 100 member countries and was founded in 1905. As the world air sports federation, FAI oversees all air sport activity throughout the world, establishing rules for the certification of records and air sport events around the world and conferring medals and diplomas to deserving members of the aviation community.

Jonathan Gaffney is a Vice-President of FAI and Art Greenfield serves as a Delegate to the FAI General Aviation Commission.

In 2013, NAA participated in a number of important FAI projects and events, including participation in the FAI General Conference in Kuala Lumpur, Malaysia, Turkey; and the General Aviation Commission meeting in Cordoba, Spain.

Working with its affiliated Air Sport Organizations, we designated 22 Americans for assignment on 12 different FAI air sport and technical commissions.

**General Aviation Commission (GAC)**
Delegate: Arthur Greenfield, District of Columbia
Alternate: Scott Neumann, Virginia

**Gliding Commission (IGC)**
Delegate: Eric Mozer, North Carolina
Alternate: Rick Sheppe, Vermont

**Parachuting Commission (IPC)**
Delegate: Kirk Verner North Carolina
Alternate: James Hayhurst, Pennsylvania

**Ballooning Commission (CIA)**
Delegate: Mark Sullivan, New Mexico
Alternate: David Levin, Colorado

**Aeromodeling Commission (CIAM)**
Delegate: Bob Brown, Pennsylvania
Alternate: David Brown, Ohio

**Hang Gliding and Para Gliding Commission (CIVL)**
Delegate: Dennis Pagen, Pennsylvania
Alternate: James Shelden, Florida

**Airspace and Navigation Systems Commission (CANS)**
Delegate: Bernald Smith, California

**Environmental Commission (ENVc)**
Delegate: Bernald Smith, California

**Aerobatic Commission (CIVA)**
Delegate: Michael Heuer, Tennessee
Alternate: Debby Rihn-Harvey, Texas

**Aviation and Space Education Commission (CIEA)**
Delegate: Gordon Schimmel, Massachusetts
Alternate: Debbie Gallaway Washington, DC

**Medico-Physiological Commission (CIMP)**
Delegate: Dr. Geoffrey McCarthy, Oregon
Alternate: Dr. Richard Garrison, Oregon

**Microlight Commission (CIMA)**
Delegate: Roy Beisswenger, Illinois
Alternate: Jeff Goin, Illinois
2013 Organizational Members

CORPORATE MEMBERS
Aerojet
Aurora Flight Sciences
Boeing
Bombardier Aerospace
DRS Technologies
Embraer
GE Aviation
Gulfstream Aerospace
Beechcraft
Jeppesen
Lockheed Martin
Northrop Grumman
Rockwell Collins, Inc.
Rolls-Royce, North America
Safe Flight Instrument
Signature Flight Support
SpaceX
United Technologies

AFFILIATE MEMBERS
Aerospace Industries Association
Air Care Alliance
Aircraft Owners and Pilots Association
Airlines for America
American Institute of Aeronautics and Astronautics
Embry-Riddle Aeronautical University
National Air Transportation Association
National Association of State Aviation Officials
National Business Aviation Association, Inc.
The Ninety-Nines, Inc.

AERO CLUB MEMBERS
Aero Club of Metropolitan Atlanta
Aero Club of New England
Aero Club of Northern California
Aero Club of Southern California
Aero Club of Washington
Wichita Aero Club

2013/2014 Financial Information

<table>
<thead>
<tr>
<th></th>
<th>2013 BUDGET</th>
<th>ACTUALS</th>
<th>2014 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Dues</td>
<td>$370,000.00</td>
<td>$370,000.00</td>
<td>$370,000.00</td>
</tr>
<tr>
<td>Air Sport Dues</td>
<td>$115,198.00</td>
<td>$111,895.22</td>
<td>$115,198.00</td>
</tr>
<tr>
<td>Individual Dues</td>
<td>$30,500.00</td>
<td>$35,124.00</td>
<td>$33,000.00</td>
</tr>
<tr>
<td>Affiliate Dues</td>
<td>$22,000.00</td>
<td>$18,100.00</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Aero Club Dues</td>
<td>$9,900.00</td>
<td>$7,900.00</td>
<td>$8,900.00</td>
</tr>
<tr>
<td>Record Fees</td>
<td>$75,000.00</td>
<td>$147,342.50</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>Sales</td>
<td>$17,300.00</td>
<td>$84,696.01</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>Events</td>
<td>$190,850.00</td>
<td>$201,737.60</td>
<td>$160,850.00</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$9,500.00</td>
<td>$19,099.28</td>
<td>$11,700.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$840,248.00</td>
<td>$995,894.61</td>
<td>$816,798.00</td>
</tr>
<tr>
<td>Salary/Benefits</td>
<td>$323,133.00</td>
<td>$359,048.63</td>
<td>$377,882.00</td>
</tr>
<tr>
<td>Contract Services</td>
<td>$64,765.00</td>
<td>$63,556.13</td>
<td>$28,000.00</td>
</tr>
<tr>
<td>Building/Equipment</td>
<td>$46,175.20</td>
<td>$53,699.28</td>
<td>$45,124.00</td>
</tr>
<tr>
<td>FAI Dues</td>
<td>$112,833.00</td>
<td>$114,579.03</td>
<td>$114,000.00</td>
</tr>
<tr>
<td>Membership</td>
<td>$20,700.00</td>
<td>$14,451.79</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>Travel</td>
<td>$20,000.00</td>
<td>$30,304.90</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Events</td>
<td>$149,400.00</td>
<td>$120,151.35</td>
<td>$125,000.00</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$80,220.00</td>
<td>$88,079.97</td>
<td>$67,550.00</td>
</tr>
<tr>
<td>Publishing</td>
<td>$21,600.00</td>
<td>$14,400.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$838,826.20</td>
<td>$858,271.08</td>
<td>$806,556.00</td>
</tr>
<tr>
<td>+/-</td>
<td>$2,102.00</td>
<td>$137,623.53</td>
<td>$10,242.00</td>
</tr>
</tbody>
</table>