NCA FY 2027 Proposed Budget	ESD SBRLF			NBRC			RBEG			UDC			Unclassified			USDA IRP			TOTAL		
Motion: M. Remington, Second: M. Weir, NCA Audit/Finance Approved 10/13/2026 NCA Board Approved: 10/21/2026	Budget 2026	Actual 2026	Budget 2027	Budget 2026	Actual 2026	Budget 2027	Budget 2026	Actual 2026	Budget 2027	Budget 2026	Actual 2026	Budget 2027	Budget 2026	Actual 2026	Budget 2027	Budget 2026	Actual 2026	Budget 2027	Budget 2026	Actual 2026	Budget 2027
Income																					
Application Fees	$0	$0	$0	$0	$208	$500	$125	$50	$0	$125	$658	$500	$0	$0	$0	$250	$83	$0	$500	$1,000	$1,000
Bank Interst Income	$178	$80	$0	$0	$0	$0	$673	$562	$614	$3,806	$3,970	$5,343	$788	$1,803	$2,209	$3,134	$4,158	$3,225	$8,578	$10,573	$11,391
Committment Fees	$0	$0	$0	$0	$1,500	$2,250	$0	$469	$0	$3,000	$3,806	$2,250	$0	$0	$0	$3,000	$1,125	$0	$6,000	$6,900	$4,500
Late Fees	$0	$0	$0	$0	$0	$0	$0	$0	$0	$600	$708	$600	$0	$0	$0	$400	$669	$400	$1,000	$1,377	$1,000
Loan Interest Income	$8,004	$2,485	$0	$0	$0	$5,840	$7,684	$7,241	$5,160	$59,563	$54,783	$60,489	$0	$0	$0	$113,245	$95,036	$107,632	$188,497	$159,544	$179,122
Membersip Dues Income	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0		$0	$15,000	$13,726	$14,226	$0		$0	$15,000	$13,726	$14,226
Other Income																					
NCA Meetings	$0	$0	$0	$0	$0	$0	$0			$0	$0	$0	$7,700	$10,315	$9,000	$0		$0	$7,700	$10,315	$9,000
Grant Income	$0	$0	$0	$0	$0	$151,200	$0			$0	$0	$0	$0	$0	$0	$10,000			$10,000	$0	$151,200
Recovery of Bad Debt	$0	$0	$0	$0	$0	$0	$0			$0	$104,170	$0	$0	$0	$0	$0	$26,042	$0	$0	$130,212	$0
Total Income	**$8,182**	**$2,565**	**$0**	**$0**	**$1,708**	**$159,790**	**$8,482**	**$8,321**	**$5,773**	**$67,094**	**$168,096**	**$69,183**	**$23,488**	**$25,844**	**$25,435**	**$130,029**	**$127,113**	**$111,258**	**$237,275**	**$333,647**	**$371,439**
Gross Profit	**$8,182**	**$2,565**	**$0**	**$0**	**$1,708**	**$159,790**	**$8,482**	**$8,321**	**$5,773**	**$67,094**	**$168,096**	**$69,183**	**$23,488**	**$25,844**	**$25,435**	**$130,029**	**$127,113**	**$111,258**	**$237,275**	**$333,647**	**$371,439**
Expense																					
Audit	$487	$0	$0	$0	$0	$0	$0	$0	$0	$2,363	$2,572	$2,880	$0	$0	$0	$4,101	$4,379	$4,320	$6,950	$6,950	$7,200
Conference Calls	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
General & Administrative																					
Legal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,000	$0	$2,000	$0	$0	$0	$1,000	$0	$1,000	$3,000	$0	$3,000
Registration Fee (CHAR 500)	$19	$0	$0	$0	$0	$0	$0	$0	$0	$94	$102	$110	$0	$0	$0	$162	$173	$165	$275	$275	$275
Supplies	$133	$0	$0	$0	$0	$0	$0	$0	$0	$646	$84	$200	$0	$0	$0	$1,120	$144	$300	$1,899	$228	$500
Miscellaneous	$53	$0	$0	$0	$0	$0	$0	$0	$0	$255	$0	$400	$0	$0	$0	$443	$0	$600	$750	$0	$1,000
Website	$0	$17	$0	$0	$0	$0	$0	$0	$0	$92	$239	$107	$0	$0	$0	$138	$410	$160	$230	$667	$267
Programs & Software	$75	$87	$0	$0	$0	$0	$0	$0	$0	$364	$422	$837	$0	$0	$0	$631	$733	$1,255	$1,069	$1,242	$2,092
UCC Filings	$0	$0	$0	$0	$0	$0	$0	$0	$0	$200	$0	$160	$0	$0	$0	$200	$0	$240	$400	$0	$400
Insurance																					
Surety Bond	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,645	$1,645	$1,645	$1,645	$1,645	$1,645
D&O Policy	$100	$0	$0	$0	$0	$0	$0	$0	$0	$485	$527	$570	$0	$0	$0	$841	$898	$855	$1,425	$1,425	$1,425
Interest Paid to ESD	$3,479	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,479	$0	$0
Interest Paid to USDA	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$15,341	$15,341	$14,597	$15,341	$15,341	$14,597
Sponsorships	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$750	$0	$750	$0	$0	$0	$750	$0	$750
Meeting Expenses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$7,700	$8,387	$9,000	$0	$0	$0	$7,700	$8,387	$9,000
Grant Expense	$0	$0	$0	$0	$0	$1,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,200
Portfolio Management																					
Administrator 1	$3,565	$869	$0	$0	$0	$0	$0	$0	$0	$17,318	$18,473	$20,374	$0	$0	$0	$30,051	$31,592	$30,561	$50,934	$50,935	$50,935
Administrator 2	$911	$274	$0	$0	$0	$0	$0	$0	$0	$4,423	$4,696	$5,204	$0	$0	$0	$7,676	$8,040	$7,806	$13,010	$13,010	$13,010
Total Expense	**$8,820**	**$1,248**	**$0**	**$0**	**$0**	**$1,200**	**$0**	**$0**	**$0**	**$28,238**	**$27,116**	**$32,842**	**$8,450**	**$8,387**	**$9,750**	**$63,349**	**$63,354**	**$63,504**	**$108,857**	**$100,105**	**$107,296**
Net Income	**($638)**	**$1,317**	**$0**	**$0**	**$1,708**	**$158,590**	**$8,482**	**$8,321**	**$5,773**	**$38,856**	**$140,980**	**$36,341**	**$15,038**	**$17,457**	**$15,685**	**$66,681**	**$63,759**	**$47,754**	**$128,418**	**$233,542**	**$264,143**

Net Income Less Bad Debt Recovery and Grant Income	**$**	**98,857**	**$** **103,330**	**$** **112,943**

NCA 2027 Expense Allocations	
USDA	60%
UDC	40%
	100%

Notes to Budget 2027

Income

Application fees: 4 applications at $250 each
Bank interest: Assumes average balance for all savings accounts (operating checking excluded) of $892,483 at 1.28% interest, No longer have USDA IRP CD, reduced bank balance due to loan lending
Commitment fees: Based on projected repayments throughout the year commitment fees are based on $300,000 in lending total - $150,000 from NBRC and $150,000 from UDC
Late fees: Assumed FY 2026 budget for FY 2027
Loan interest income: Assumes all existing loans paying with the NBRC loans of $100,000 committed in 2026 to remain conservative
Membership dues income: FY 2027 Based on adding two new members at $250 for a total of 37 members at $250 and 11 Members at $500.
Other income: None
NCA Meetings: Based on Fall Forum and Annual Meeting Sponsorship with 2 meetings in person
NCREDC Plan: None
Recovery of bad debt: The NCA received a bad debt recovery of $130,212 from LCO Destiny, LLC., in 2026 and the NCA expects no bad debt recoveries included for 2027

Expenses

Audit: Based on new contract of $6,400 Audit and $800 for Tax Returns
Conference Calls: We utilize WebEx through DANC and no charge for usage
Legal: Budget FY 2027 - UDC - $2,000; USDA IRP - $1,000 - Trailhead Restaurant Group, Black River Valley Natural Holdings, and Simmons Farm are expected to pay, however, issues may arise
Registration Fee (Char 500): Based on contract of $275 filing fee for the CHAR 500/990
Supplies: Budget FY 2027 - Supplies - $500
Miscellaneous Budget FY 2027 - Misc expense of $500 and Credit Reports $250
UCC Filings: Assumes Budget FY 2026 for Budget FY 2027
Surety Bond: Based on current policy
D&O Policy: Based on current policy
Interest Paid to ESD: NCA Agreement with ESD to Repay $30,000. No FY 2026 or 2027 interest paid to ESD SBRLF
Interest Paid to USDA: Budget 2027- Based on USDA IRP Loans Payable of $1,459,703.98 at 1% interest or $14,597
Sponsorships: Per request the additional line for other meeting sponsorships was added in the amount of $750, Actual 2026 - $0, Budget 2027 - $750
Meeting Expenses: Includes 2 in person events - Actual expenses for FY 2026 were $8,387; FY 2027 Budget Assumes $9,000
Portfolio Management: Assumes 2027 regular portfolio management in addition to the $1,250 performance incentive each for each administrator

North Country Alliance – FY 2027 Budget Notes

Income

Application Fees

- Budget 2026 – $500 - 2 applications at $250 each
    - Allocations $250 USDA IRP, $125 UDC, $125 RBEG
- Actual 2026 - $1,000 – 4 applications at $250 each
    - Allocations: NRBC $208; RBEG $50; UDC $658; USDA IRP $84
- **Budget 2027 - $1,000 – 4 applications at $250 each**
    - **Allocations: NBRC - $500, UDC - $500**

Bank Interest Income

- Budget 2026 - $8,578 – Assumes the average balance of all savings accounts (operating account excluded) of $584,074 at 1.5% interest. NCA no longer has the USDA IRP CD and the average bank account balances have been decreasing due to increased lending activity in USDA IRP, RBEG, and UDC funds.
- Actual 2026 - $10,573 – (Allocations: ESD SBRLF - $80; RBEG $562; UDC $3,970; Unclassified $1,803; USDA IRP - $4,158) Interest income was allocated based on average cash and investment balances maintained by each fund during the fiscal year. USDA IRP and UDC generated the majority of interest income due to higher average cash balances.
- **Budget 2027 - $11,391 – Assumes average balance of all savings accounts (operating checking excluded) of approximately $892,483 earning 1.28% interest. The NCA no longer holds the USDA IRP CD and balances continue to fluctuate due to ongoing lending activity and loan repayments (Allocations: RBEG - $614; UDC $5,343; Unclassified - $2,209; USDA IRP - $3,225**

Commitment Fees Income

- Budget 2026 - $6,000– Based on projected repayments throughout the year commitment fees are based on $200,000 in lending from USDA IRP and $200,000 from UDC for a total of $400,000

    - Allocation: $3,000 USDA IRP; and $3,000 UDC

- Actual - $6,900 – Based on actual loans committed and projected to close for FY 2026 – Tree House Hourly Child Day Care, LLC., Police Activities League of Massena, Inc., TBY Rentals, LLC., and CJ's Acres, LLC.
    - Allocation: NRBC $1,500; RBEG $469; UDC $3,806; USDA IRP $1,125

- **Budget 2027 - $4,500 – Based on projected loan repayments throughout the year and anticipated lending activity of approximately $300,000 total, consisting of $150,000 from NBRC and $150,000 from UDC.**

    - **Allocation: $2,250 NBRC and $2,250 UDC**

Late Fees Income

- Budget 2026 – $1,000 – Assumes the standard $1,000 in late fees.

    - Allocation: $600 – UDC, $400 USDA IRP

- Actual 2026 - $1,377

    - Allocation: $708.30 – UDC; $668.53 - USDA IRP

- **Budget 2027 - $1,000**

    - **Allocation: $600 UDC; $400 USDA IRP**

Loan Interest Income

- Budget 2026 - $188,497 – The budget figure assumes the projected loan interest income for all loans that are paying on time less any defaulted or delinquent loans. The figure does not assume any additional loan closings for loan interest income to remain conservative. The NCA is no longer lending out of ESD SBRLF so loan interest income is slowly reducing year over year.

    - Allocations: (USDA IRP - $113,245, UDC - $59,563, RBEG $7,684, and ESD SBRLF - $8,004)

- Actual 2026 - $159,544 – Based on actual loan interest income received and projected for FY 2026.
    - Allocations: ESD SBRLF - $2,485; NBRC - $0.00; RBEG - $7,241; UDC - $54,783; USDA IRP - $95,036

- **Budget 2027 - $179,122 – Assumes all existing loans continue making scheduled payments. Includes currently committed NBRC loans interest income for FY 2027 while remaining conservative by not assuming significant new lending activity.**

- **Allocations: USDA IRP - $107,632; UDC - $60,489; RBEG - $5,160; NBRC - $5,840**

Membership Dues Income

- Budget 2026 - $15,000 – Based on the addition of two new members at $250 for a total of 38 members at $250 and 11 members at $500 (Unclassified)
- Actual 2026 - $13,726 – Based on 35 members at $250 and 11 members at $500. (Unclassified)
- **Budget 2027 - $14,226 – Based on adding two new members at $250 for a total of 37 members at $250 and 11 members at $500. (Unclassified)**

Other Income

NCA Meetings

- Budget 2026 - $7,700 per our standard budget assumption. (Unclassified)
    - Recommend reaching out to organizations to sponsor further in advance to sponsor events.
- Actual 2026 - $10,315 (Unclassified)
    - Started executing a revised strategy on obtaining sponsors for events by increasing engagement and timing for requests.
- **Budget 2027 - $9,000 – Based on Fall Forum and Annual Meeting sponsorship revenue with two in-person meetings planned during FY 2027. (Unclassified)**
    - **The goal is to exceed $9,000 and hit around the actual 2026 figure, although this number was used to remain conservative.**

Grant Income

- Budget 2026 - $10,000 – Projected to receive from the Development Authority of the North Country. Allocation: USDA IRP 100%

- Actual 2026 - $0.00 – Projected to receive no grant funds in FY 2026, however, we may end up drawing down on some NBRC funds for loan closings before the end of FY 2026. The bulk of any NBRC draws will be in FY 2027.

- **Budget 2027 - $151,200 – Assumes drawing down $151,200 from the NBRC grant for loan fund capitalization and related lending activities.**

    - **Allocation: NBRC 100%**

Recovery of Bad Debt

- Budget 2026 - $0.00 – The NCA does not expect any recoveries in FY 2026

- Actual 2026 - $130,212 – The NCA finally recovered funds from LCO Destiny, LLC., although this took longer than expected and was projected for FY 2025, although it is better late than never.

    - Allocation: UDC - $104,170; USDA IRP - $26,042

- Budget 2027 - $0.00 – No bad debt recoveries are assumed or included in the FY 2027 Budget.

EXPENSES

- Budget 2026 – USDA IRP – 59%, UDC 34%, ESD SBRLF – 7% based on year end FY 2025 principal balances of each loan fund.

- Actual 2026 – The NCA utilized USDA IRP funds to refinance any existing outstanding ESD SBRLF debts in April/May 2026 and stopped charging expenses to ESD SBRLF at that time. Due to that change the allocations for expenses were modified to be USDA IRP – 63% and UDC – 37%. Expenses are only charged to USDA IRP and UDC moving forward.

- **Budget 2027 – Allocations reflect projected loan fund balances as of year-end FY 2026 and continued concentration of lending activity within USDA IRP and UDC funds, with NBRC allocations applied where appropriate. The NBRC percentage of 4% and RBEG percentage of 3% of the loan portfolio were reallocated between USDA IRP and UDC for a breakdown as follows:**

    - **Allocation of expenses – USDA IRP 60% - UDC – 40%**
    - **No regular operating expenses are charged to RBEG, NBRC and we no longer have ESD SBRLF associated expenses.**
    - **The only expense charged to NBRC is a grant administration expense of $1,200.**

Audit Expenses

- Budget 2026 - $6,950 – Based on Crowley and Halloran Contract ($6,200 Audit and $750 for the Tax Returns) Allocations: USDA IRP - $4,101.00, UDC - $2,363, ESD SBRLF - $487

- Actual 2026 - $6,950 – Crowley and Halloran Contract $6,200 Audit and $750 for the tax returns. Allocations: UDC - $2,572; USDA IRP - $4,379

- **Budget 2027 - $7,200 – Based on current contract of $6,400 for audit services and $800 for preparation of tax returns. Allocations: USDA IRP - $4,320; UDC - $2,880**

    - **The NCA has one year left with our current contract for Crowley and Halloran for Calendar Year 2027. The Audit this upcoming FY 2027 is for Calendar Year 2026.**

General and Administrative Expenses

- Budget 2026 – $6,324.02

    - Legal - $3,000 – UDC - $2,000, USDA IRP - $1,000 - The Trail Head Restaurant Group is paying now but has had issues along with Black River Valley Natural

(UDC). Simmons Farm pays although is a slow pay loan and is USDA IRP. NCA expects that they will pay, however, they are the most questionable loans in the portfolio.

- Registration Fee – $275 same as FY 2025. (USDA IRP - $162,25, UDC - $93.50, ESD SBRLF - $19.25)

- Miscellaneous - $750 – Kept for any miscellaneous requests for the NCA. (USDA IRP - $442.50, UDC - $255.00, and ESD SBRLF - $52.50)

- Supplies - $1,899.02 – QuickBooks - $1,069.20; Credit Reports - $100, Misc. Supplies $500, CITEC Website Hosting Fee $206.63, Domain Renewal $23.19 (USDA IRP - $1,120.42; UDC - $645.67; ESD SBRLF - $132.93)

- UCC Filings - $400 – USDA IRP - $200, and UDC - $200

- Actual 2026 - $2,412

  - Legal - $0.00 – No legal fees were incurred during FY 2026 and the NCA is either working out or getting slow paid from troubled loans.

  - Registration Fee - $275 same as FY 2026 (UDC - $102; USDA IRP - $173)

  - Miscellaneous - $0.00 – No miscellaneous expenses and now incorporate credit reports which we did not run any to date. Credit reports were previously included under supplies.

  - Supplies - $227.94 - Envelopes order - $227.94,

  - Website – $667 - These expenses were previously grouped under supplies - Webhosting fee: $242.63; Domain Renewal - $24.19; Fee previously paid by CITEC to NCA – Managed SSL renewal for website - $399.98 for two years and will not be paid in FY 2027.

  - Programs and Software (NEW proposed line item for tracking purposes Quickbooks used to be under supplies) – Quickbooks $1,242.00

- Budget 2027 - $7,534

  - Legal - $3,000 – UDC - $2,000; USDA IRP - $1,000 – Trailhead Restaurant Group, LLC., Black River Valley Natural Holdings, LLC., and Simmons Farm are expected to continue making payments, however, collections and serving issues could arise.

  - Registration fee - $275 – Based on current filing fee for CHAR 500 and Form 990. (Allocations: USDA IRP - $165; UDC - $110)

  - Supplies of $500 – Any potential supplies required for FY 2027

- Website Maintenance – $267 - Created this line item on the budget – includes Website Hosting of $242.63 and Domain Renewal of $24.19 (Allocation: USDA IRP - $410; UDC - $107)

- Miscellaneous - $1,000 – Kept a placeholder in case we receive any miscellaneous expenses of $750 and changed the supply line item so it included envelopes and true supplies included credit reports of $250 under this line item. (Allocation: USDA IRP - $600; UDC - $400)

- Programs and Software – $2,092 - NEW proposed line item – Quickbooks of $1,242 and Portfolio Management Software through DANC now charged to NCA of $850. (Allocations: UDC - $837, USDA IRP - $1,255)

- UCC Filings - $400 – Assumes FY 2026 Budget (Allocations: USDA IRP - $240; UDC - $160)

Insurance

Surety Bond

- Budget 2026 - $1,645 – Based on current policy (USDA IRP – 100%)
- Actual 2026 - $1,645 – Based on current policy (USDA IRP – 100%)
- **Budget 2027 - $1,645 – Based on current policy (USDA IRP – 100%)**

Directors and Officers Policy (D&O Insurance)

- Budget/Actual 2026 - $1,425 – Based on current policy – (Allocations: UDC - $527; USDA IRP - $898)
- **Budget 2027 - $1,425 – Based on current policy – (Allocations: USDA IRP - $855; UDC - $570)**

Interest Paid to ESD SBRLF

- Budget 2026 - $3,478.64 – Estimated to return $25,136.37 as a principal payment in December 2025 to give the NCA a ESD SBRLF balance of $347,863.63 for a total interest payment of 1% or $3,478.64.
- Actual 2026 - $0.00 – The NCA is working out an agreement with Empire State Development and repayment of funds. The NCA did not have any interest paid to ESD SBRLF in 2026.
- Budget 2027 - $0.00 – The NCA is working out an agreement with Empire State Development and we do not anticipate any additional payments of interest moving forward.

Interest Paid to USDA IRP

- Budget 2026 - $15,341.24 – Total interest paid based on a loan balance of $1,543,123.75 at 1% interest and includes the USDA IRP Loan 7 at full amount of $750,000 with an interest only payment of $7,500.
- Actual 2026 - $15,341 represent interest paid on USDA IRP Loans Payable pursuant to the terms of the USDA IRP agreement. (Allocation: USDA IRP 100% - $15,341)

- **Budget 2027 - $14,597 – Based on projected USDA IRP loan payable balance and contractual 1% interest rate (USDA IRP 100%)**

Sponsorships

- Budget 2026 - $750 – a line-item committee wanted to keep in place in case we decide to sponsor an event. (USDA IRP - $443, UDC - $255, ESD SBRLF - $53)
- Actual 2026 - $0.00 – no sponsorship requests were processed for FY 2026.
- **Budget 2027 - $750 - a line-item committee wanted to keep in place in case we decide to sponsor an event (Unclassified 100%)**

Meeting Expenses

- Budget 2026 - $7,700 – income and expenses cancel each other out as it is assumed that sponsorships will cover the events. (Unclassified 100%)
- Actual 2026 - $8,387 – Actual expenses for the two membership events. Costs have increased and each event is running around $4,000 each. (Unclassified 100%)
- **Budget 2027 - $9,000 – Based on actual expenses for both the Annual Meeting and Fall Forum. (Unclassified 100%)**

Grant Expense

- Not Previously Budgeted in FY 2026
- **New line item added for the NBRC Grant Administration of $1,200 – this is the only expense associated and charged to the NBRC grant. This expense is offset by Grant Income (NBRC 100%).**

Portfolio Management

- Budget 2026
    - CITEC $13,010 – ($11,760 Portfolio Management, $1,250 Performance Incentive)
    - DANC $50,935 – ($49,684 Portfolio Management, $1,250 Performance Incentive)

- Total $63,944 (ESD SBRLF - $4,476.08, UDC - $21,740.96, and USDA IRP - $37,726.96)

- Actual 2026
  - CITEC $13,010 – ($11,760 Portfolio Management, $1,250 Performance Incentive)
  - DANC $50,935 – ($49,685 Portfolio Management, $1,250 Performance Incentive)
  - Total $63,945 (Allocations: ESD SBRLF - $1,144, UDC - $23,169; USDA IRP - $39,632)

- **Budget 2027**
  - **Administrator 2 $13,010 (Portfolio Management Fee $11,760 and Performance Incentive of $1,250)**
  - **Administrator 1 $50,935 (Portfolio Management Fee $49,684, and Performance Incentive of $1,250)**
  - **Total $63,945 (Allocations: UDC - $25,918; USDA IRP - $38,876)**
