

AGENDA Annual Meeting of Members & Board Meeting June 12, 2024, 9:00am-11:00am VIA WEBINAR

To Register, Please Use This Link:

https://nhvaccine.org/event/nhva-board-annual-meeting-june-12-2024/

Time		Agenda Item
9:00-9:10	1.	Welcome & Roll Call (S. Tenney)
		a. Roll Call for Attendance
		b. Board Chair Statement re: Public Commentary During Meetings*
9:10-9:30	2.	Annual Meeting of Members (S. Tenney)
		a. Report on Proxy Submissions*
		b. Count and Certify Votes for Three Assessable Entity Representatives* – VOTE
		c. Adjourn Annual Meeting of Members – VOTE
9:30-9:45	3.	Annual Board Member Items (S. Tenney)
		 a. Election of Officers and Audit Committee Member Appointments* – VOTE b. Oath of Office*
		c. Conflict of Interest Statement*
		d. Code of Ethics Annual Affirmation*
9:45-9:50	4.	Review and Acceptance of Minutes (S. Tenney)
		a. March 27, 2024 Board Meeting Minutes* – VOTE
9:50-10:15	5.	Executive Director Report (P. Miller)
		a. Authorization of the June 12, 2024 NH DHHS Payment in the Amount of
		\$19,600,000.00* – VOTE
		b. SB559 Implementation
		c. FY2024 Auditor Engagement Letter* – VOTE
		d. Acceptance of April 17, 2024 Audit Committee Recommendation for FY2025
		Administrative Budget Approval* – VOTE
		e. Unaudited FYTD Financials as of May 31, 2024*
10:15-10:35	6.	DHHS Updates (A.M. Mercuri)
10:35-10:45	7.	New Matters (S. Tenney)
10:45-10:50	8.	Public Comment (S. Tenney)
10:50-11:00	9.	Executive Session (S. Tenney)
11:00	10.	Adjournment

* Indicates an attachment in the meeting packet

NEW HAMPSHIRE VACCINE ASSOCIATION Board Chair Statement re: Public Commentary During Meetings

I welcome members of the public. Please also inform the Board now if you will be recording this meeting by raising your hand or using the chat feature.

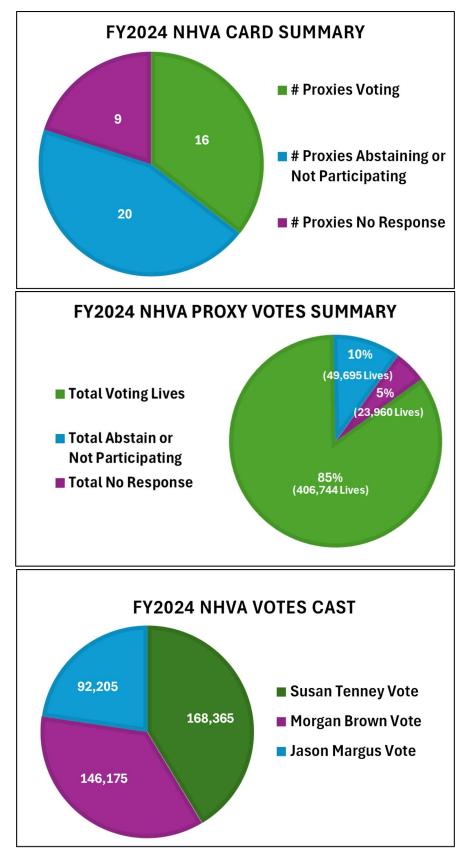
If the Board has sufficient time to conduct its business, then it is our policy to reserve time later in the meeting for public commentary. This commentary should be limited to matters that are germane to the role of the NH Vaccine Association: namely, the assertion and collection of assessments to fund the non-federal portion of the State's purchase and distribution of vaccines under the federal Vaccines for Children program. The Vaccine Association is not a policy-setting organization, it has no influence over the State's participation in the Vaccines for Children Program, and its role is not to challenge the vaccine program cost estimates provided by the State absent obvious error. Therefore, as Chair of the Board, I reserve the right to interrupt and end any public commentary that is not germane to the business of this Association.

Lastly, I remind the public that the commentary period is not an interactive session. If you have questions for the Board or for its executive staff, please direct them to our Executive Director who will respond in the normal course of Association business.

Thank you in advance for adhering to these public commentary guidelines so that we may have a productive meeting.



06/03/2024 Final Report





June 12, 2024

Election of Officers and Committee Member Appointments

VOTE

Effective Dates – August 1, 2024 to July 31, 2025

Board Officer Slate

Susan Tenney, Board Chair Edward Moran, Vice Chair Jason Margus, Board Treasurer Morgan Brown, Board Secretary

Audit Committee Appointment Slate

Jason Margus, Chair Susan Tenney, Vice-Chair Anne Marie Mercuri



OATH OF OFFICE

NHVA Bylaws Article IV, Sec. 3(C)

"I, _______, do solemnly swear (or affirm) that I will faithfully serve to advance (Print name) the purposes of the Association as set forth in RSA 126-Q and to work together with other directors to assure that the Association's Board of Directors shall fulfill all of its duties under RSA 126-Q:3; that I take these obligations freely, without any reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter."

Signature

Date



Policy Governing Conflict of Interest

- 1. It is essential that the work of the NHVA not be compromised by any conflict of interest, or the appearance of conflict of interest, on the part of Directors, consultants or committee members. Conflict of interest means any financial or other interest which conflict with the service of an individual because:
 - a) it could impair the individual's objectivity; or
 - b) it could create an unfair advantage for any person or organization.

To address questions of conflict of interest, for the protection of both the individual and the organization, each Director, staff member and member of a standing committee of NHVA shall annually provide to the Chairman of the Board a list of business and nonprofit affiliations. This list will be considered a matter of public record and will be available for review upon request by any person.

- 2. Upon the consideration of any proposed transaction involving an organization with which a Director or staff member has a disqualifying relationship it is the responsibility of the individual to disclose the relationship. Transactions include but are not limited to grants, loans, contract, purchases, and rental agreements. Any Director or staff member so related shall abstain from discussing or voting on, or otherwise attempting to influence the decision of the proposed action, but may 'provide information if requested to do so.
- 3. "Disqualifying relationship" means formal affiliation as an Officer, Director, employee or standing committee member with a nonprofit or for-profit organization or an immediate family connection by blood, marriage or significant long term relationship with a person affiliated with such an organization, who may personally benefit from approval of a financial transaction with the NHVA.
- 4. Given the representative structure of the Board of NHVA and the duties of the Board in accordance with the provisions of RSA 126-Q, any of the following relationships or transactions with the individual board member or the organization which designated the Board member for Board service shall not be considered an organization for which the individual has a Disqualification Relationship for purposes of any transaction with NHVA: Any member company of NHVA with respect to determinations of standard assessments or subsidies of NHVA.

Notwithstanding the foregoing, any board member shall be subject to paragraph 2 above with respect to consideration of any variation from or waiver of NHVA's standard terms involving and such person or organization.

NHVA reserves the right to modify or amend this policy at any time as it may deem necessary.

Conflict of Interest Report

Name: _____

I acknowledge that I, a Board member, standing committee member or employee of NHVA, have reviewed the "Policy Governing Conflicts of Interest," before signing this report.

I hereby disclose information on all associations (all business and charitable organizations), which may involve a possible conflict of interest and will furnish further details upon request. (If none, so state. Do not leave blank.) Feel free to attach additional sheets if you need.

I also understand that I am required to disclose any other situation from which a possible conflict of interest might arise in the future.

Signature

Name (please print)

Date



Code of Ethics Policy

I. Integrity

All directors, officers, employees, if any, of the New Hampshire Vaccine Association (NHVA) and its key contractors, including any organization or individuals providing Executive Director and administrative services to NHVA, shall act with honesty, integrity, and openness in all of their dealings as representatives of NHVA. NHVA shall maintain a working environment that values integrity, fairness, and respect.

II. Mission and Vision

Our mission is established by State of New Hampshire law and primarily is to assure that adequate funds are available to the State of New Hampshire to purchase childhood vaccines for beneficiaries of NHVA's members and to assist in the selection of vaccines to be made available under the State of New Hampshire's universal childhood vaccination program.

We pursue our mission by:

- administering an assessment system whereby the costs of childhood vaccines are shared equitably among all entities responsible for paying for vaccines for State of New Hampshire resident children who are not eligible for vaccines under the federal Vaccines for Children program,
- refining this system based on what payers and providers tell us to assure that the assessment system operates effectively and efficiently,
- staying abreast of and helping to shape current best practices and paradigms in the childhood vaccine funding arena.

III. Compliance with Laws and Ethical Standards

NHVA shall comply with all applicable federal, state, and local laws and regulations and shall seek the advice of counsel when necessary or appropriate. NHVA shall also adhere to the highest ethical standards. Decisions and actions taken by the Board of Directors shall: (1) comply with applicable law, and (2) reflect the highest ethical standards as determined by the Board of Directors.

IV. Diversity

NHVA shall, within the limits of its statutory authority, promote diversity and inclusiveness in its Board of Directors, management team or staff employed from time to time, if any, and contractors.

V. Evaluation

NHVA shall develop and implement an evaluation procedure whereby the performance of the Board of Directors as a whole, and the Executive Director and administrative staff are evaluated periodically.

VI. Transparency

NHVA shall provide comprehensive and timely information to the public, the media, and all stakeholders and shall be responsive in a timely manner to reasonable requests for information. All information about NHVA shall fully and honestly reflect the policies and practices of NHVA. All financial and program reports shall be complete and accurate in all material aspects.

The following governance documents shall be posted on NHVA's website: RSA 126-Q, Articles of Agreement, Bylaws, Plan of Operation, and all governance policies approved and updated by the Board as needed and appropriate along with audited financial statements for the most recent three years.

VII. Confidentiality

All directors, officers, employees, and contractors have a duty to safeguard information that is proprietary to NHVA. Information about NHVA that is confidential or proprietary and obtained by a director, officer, employee or volunteer as a consequence of such person's association with NHVA may not be disclosed to third parties unless expressly authorized by NHVA.

VIII. Annual Affirmation Statement

NHVA shall provide a copy of this Code of Ethics to every director, officer, employee, and contractor and request that each sign an affirmation statement upon taking office or providing services. Each year the Annual Affirmation Statement, attached, shall be signed by each director, officer, employee, and contractor, affirming that such person has received a copy of this Code of Ethics, has read and understands it, and agrees to comply with it.

All Annual Affirmation Statements shall be submitted to the Board Chair or the Board Secretary and then filed with the minutes of the first meeting of the Board of Directors held each year after January 31.



CODE OF ETHICS ANNUAL AFFIRMATION STATEMENT

The Code of Ethics of NHVA requires an annual affirmation that you have received, read, understand, and agree to comply with the Code of Ethics.

Please sign this Annual Affirmation Statement indicating your affirmation as described above.

Please return this statement to the Executive Director of NHVA each year by January 31.

Signature

Print

Date



	Board of Ma	MINUTES Directors Meeti rch 27, 2024 :00 a.m. – 10:00	
		er: Susan Tenne	
			, ,
	of Directors of the New Ham ne meeting was called to oro		Association (NHVA) was held via Zoom We iney, at 9:03 a.m.
Attendance – The followir	ng individuals attended the	meeting:	
Board Members:		Adminis	strative Staff:
Susan Tenney, HPHC, Cha			Miller, Helms & Company, Inc.
Edward Moran, Public M			agher, Helms & Company, Inc.
Jason Margus, Anthem, T			ix, Helms & Company, Inc.
Morgan Brown, Cigna, Se	-		cCue, Esq., Hinckley Allen
Marc Fournier, USNH, Se	lf-Insured Entity		ers of the Public:
Michelle Heaton, NHID			Cardoso, CSL Seqirus
Anne Marie Mercuri, NH			ondon, Bedford, NH
Lorraine Radick, RPh, Pub			nniff, Merck
Wendy Wright, DNP, Hea			h Manley, Sanofi
Excused Board Members		Andrew	Rennekamp, CSL Seqirus
Patricia Edwards, MD, He	altificare Provider		
members of the public we		please indicate	f the NH Vaccine Association. She asked so by raising their virtual hand or to ann
Ms. Tenney conducted a r	oll call of Board members fo	or attendance:	
		Present	Excused
	Morgan Brown	X	
	Patricia Edwards, MD		X
	Marc Fournier	X	
	Michelle Heaton	X	
	Jason Margus	X	
	Anne Marie Mercuri	X	
	Edward Moran	X	
	Lorraine Radick, RPh	X	
	Susan Tenney	X	
	Wendy Wright, DNP	X	
Ms. Tenney read the "Boa	rd Chair Statement re: Publ	ic Commentary	During Meetings."
2. Governance			
	were any questions regardi		



39					
40	VOTE RECORDED:	On a motion by Ms. Radick, s	econded by N	Ar. Fourni	ier, by roll call it was unanimously
41	VOTED:	To approve the an	nended Nove	mber 29	, 2023, Board of Directors meeting
42		minutes as presente	ed.		
43					
44			<u>Yes</u>	<u>No</u>	<u>Excused</u>
45		Morgan Brown	x		
46		Patricia Edwards, MD			X
47		Marc Fournier	Х		
48		Michelle Heaton	Х		
49		Jason Margus	Х		
50		Anne Marie Mercuri	Х		
51		Edward Moran	x		
52		Lorraine Radick, RPh	x		
53		Susan Tenney	x		
54		Wendy Wright, DNP	x		
55					
56	Ms. Tenney then asked if	there were any questions or c	hanges regard	ding the n	ninutes of the January 24, 2024 Board
57		ing heard none, Ms. Tenney a			
58	0	3 , ,			
59	VOTE RECORDED:	On a motion by Ms. Wright, s	seconded by N	As. Heato	on, by roll call it was unanimously
60	VOTED:		-		rd of Directors meeting minutes as
61		presented.	, ,		,
62		,			
63			<u>Yes</u>	<u>No</u>	<u>Excused</u>
64		Morgan Brown	x	_	
65		Patricia Edwards, MD			X
66		Marc Fournier	x		
67		Michelle Heaton	x		
68		Jason Margus	x		
69		Anne Marie Mercuri	X		
70		Edward Moran	x		
71		Lorraine Radick, RPh	x		
72		Susan Tenney	x		
73		Wendy Wright, DNP	х		
74					
75	Ms. Tenney noted that the	e next agenda item was the ele	ection of prox	ies for the	e assessable entity votes at the annual
76					plained that assessable entities elect
77			-		meeting. Each year, these entities are
78	-				nt proxies to cast their votes for them.
79					e Department representative to serve
80	as the proxies.				
81					
82	VOTE RECORDED:	On a motion by Mr. Fournier.	seconded by	Ms. Radi	ck, by roll call it was unanimously
83	VOTED:				Heaton as proxies for the assessable
84			,		neeting of the NHVA members.
85					
86			<u>Yes</u>	<u>No</u>	<u>Excused</u>
87		Morgan Brown	$\frac{1}{X}$	<u></u>	
88		Patricia Edwards, MD	~		X
-		· · · , · · · =			

NHVA New Hampshire Vaccine Association

89	Marc Fournier	X
90	Michelle Heaton	Х
91	Jason Margus	Х
92	Anne Marie Mercuri	Х
93	Edward Moran	Х
94	Lorraine Radick, RPh	Х
95	Susan Tenney	Х
96	Wendy Wright, DNP	Х
97		

98 3. Executive Director Report

99 100 Ms. Tenney invited Mr. Miller to provide the Executive Director report. Mr. Miller began by reviewing the unaudited 101 cash flow statement for the month ended February 29, 2024, and noted that assessment income was very close to 102 the year-to-date budget. He advised the Board that NHVA has approximately \$19.3 Million in current assets, most 103 of which are in readily-available funds, and he will be working with the NH Department of Health and Human Services 104 (NH DHHS) in the coming months to finalize the vaccine purchase amount for the state fiscal year ending in June, 105 2024. Mr. Miller concluded his review by noting that expenses are slightly over budget because of accelerated legal 106 fees, and that NHVA will be using assessments due on May 15, 2024 to ensure that it has sufficient funding to make 107 its required payment to NH DHHS in June.

108

109 Mr. Miller then reviewed a series of charts reflecting economic trends, decreases in Medicaid enrollment resulting 110 from the termination of COVID-19 emergency measures, the steady decline in assessable child lives in comparison 111 to assessment rates, and interest income generated by NHVA's investments since 2018. Mr. Miller explained that 112 NHVA was able to reduce rates for fiscal year 2019 because of a surplus in payments made to NH DHHS, but that 113 assessment rates are expected to continue to increase over time. Mr. Miller concluded by offering the Board an opportunity for questions or comments. 114

116 4. NH Department of Health and Human Services (NH DHHS) Update

117

115

118 Ms. Tenney thanked Mr. Miller and asked Ms. Mercuri to provide the NH DHHS update. Ms. Mercuri began by noting 119 that NH DHHS is beginning the process of finalizing its determination of the total vaccine purchase amount for the 120 state fiscal year ending June 30, 2024, and expects that it will be close to the \$21.5 Million estimate provided to 121 NHVA. She further explained that lower-than-expected COVID vaccine purchases has allowed the state to rebuild its 122 inventory cushion with the CDC, which the CDC recommend be at the four-month level. Ms. Mercuri noted that the 123 new CDC price list is expected to be published on April 1st, which NH DHHS then will use as the basis to prepare its 124 vaccine forecast for the upcoming state fiscal year.

125

126 Ms. Mercuri concluded her update with an explanation of the federal excise tax (FET) on vaccine purchases, which 127 was raised at the last Board meeting. She presented slides explaining that the FET varies by vaccine depending upon 128 the antigens in each, and that the CDC issues an FET credit for spoiled or expired vaccine inventory. The FET credit 129 is calculated on a national basis, however, and then proportioned to each state based on their vaccine purchase 130 volume. Because New Hampshire's child population is about 3% of the nation's child population, its proportional FET 131 credit is very small. Ms. Mercuri noted that the FET credit would be provided to NHVA in the detail supporting its 132 vaccine program payment calculation this summer. She ended her update by offering the Board an opportunity to 133 ask questions. Mr. Miller confirmed that Ms. Mercuri's presentation slides have been posted to the NHVA website. 134 Ms. Tenney thanked Ms. Mercuri for her very clear presentation.

136 5. Public Comment

137

135



Ms. Tenney invited the public to offer its comments. Ms. Condon was recognized and thanked Ms. Mercuri for the FET explanation and Mr. Miller for his response to her requests for the videotape of prior Board meetings. She asked the Board to consider posting the videotape of each Board meeting on its website as a matter of course under NHVA's public communication policy.

143 6. Adjournment

142

144
145 Ms. Tenney asked if any member of the Board had a need to move into executive session or if there were any other
146 business items to discuss. Hearing none, she asked for a motion to adjourn.

147		C ,		·		
148	VOTE RECORDED:	On a motion by Ms. He	aton, seconded by	Ms. Wrig	ht, by roll call it	was unanimously
149	VOTED	To adjourn the	e Board of Director	rs meeting	g at 9:32 a.m.	
150						
151			<u>Yes</u>	<u>No</u>	<u>Excused</u>	
152		Morgan Brown	X			
153		Patricia Edwards, MD			X	
154		Marc Fournier	Х			
155		Michelle Heaton	X			
156		Jason Margus	X			
157		Anne Marie Mercuri	X			
158		Edward Moran	X			
159		Lorraine Radick, RPh	X			
160		Susan Tenney	X			
161		Wendy Wright, DNP	X			
162						
163	Board of Directors Meeting	ng minutes respectfully s	submitted by			
164	Morgan Brown, Secretary					
165	April 3, 2024					
166		#	##			



MEMORANDUM

DATE:	June 12, 2024
TO:	Board of Directors
FROM:	Patrick Miller, Executive Director
CC:	Helms Staff
SUBJ:	Annual State of New Hampshire Payment

This memo describes the amount of funds to be approved for payment to the NH Department of Health and Human Services (DHHS) on June 12, 2024. At the September 20, 2023, meeting of the Board of Directors, a payment in the amount of \$21,593,130 was authorized. This payment amount was determined through the rate setting process based upon funds requested on September 14, 2023, from DHHS. The Board is being asked by DHHS to issue a SFY24 payment of \$19,600,000.00 for the following reasons:

- 1. In prior years, the NHVA has overfunded its payments to the DHHS resulting in multiple years whereby there was a positive fund balance at the DHHS. The rate assessment process has since reclaimed these balances through payment of lower remittances to reduce the cash in the DHHS fund which was not earning any interest for the NHVA. This resulted in zeroing out of the DHHS fund balance during the prior year's assessment process and shifted control of the investments to the NHVA. Because the assessment process estimates the costs of vaccines a year to a year and a half before the vaccines are purchased, it will always be somewhat imprecise, and with no buffer balance held anymore at DHHS, the NHVA will need to adjust the payment each June based on actual spending.
- DHHS has expended \$19,326,371.35 to pay for non-federal share of vaccine purchases for children (birth through 18 years of age) from July 1, 2023 to May 15, 2024. These expenditures include purchases made to restore the CDC balance to the recommended level (3 month inventory).
- 3. A total of \$340,477.17 is being requested to cover the cost of vaccine purchases May 15th through June 30th to fully meet this year's obligation.
- 4. Unspent SFY23 NHVA funds in the amount of \$66,848.52 has been deducted from the total payment due to DHHS.
- 5. The total request for \$19,600,000.00 is \$1,993,130.00 less than the NHVA estimate due to SFY24 cost projections being based on SFY23 actual costs. SFY24 actual costs were lower than projected largely due to overestimated projections for COVID-19 vaccine.

1



The following table demonstrates the amounts described above:

Estimated Request:	
NHVA estimated cost	\$21,659,978.52
Unspent NHVA funds prior SFYs	\$ 66,848.52
Estimated funds needed	\$21,593,130.00
Actual Request:	
NHVA expenditure as of May 15	\$19,326,371.35
Encumbered: to be expended May 15-June 30	\$ 331,780.13
Unspent NHVA funds prior SFYs	(\$ 66,848.52)
Actual Funds Needed:	\$19,600,000.00
Difference Between Estimated/Actual	<mark>(\$1,993,130.00)</mark>

Note: The NHVA share replacement credit is not included in this table as:

- The CDC Credit is the cash value of the vaccines purchased (inventory at CDC Depot) available for NH provider orders.
- CDC Credit is the zeroing out of federal financial books, it is not a financial transaction, there is no money being returned to the State of New Hampshire.
- Vaccine is only purchased/paid for once, the same amount of inventory at CDC depot on 9/30 is then again made available 10/1. The state/NHVA is not billed for/does not pay for inventory already purchased.
- NHVA is only requested to reimburse for their share of actual expenditures/cost of vaccine.

#

2



May 30, 2024

Board of Directors and Management New Hampshire Vaccine Association c/o Helms & Company, Inc. 1 Pillsbury Street, Suite 200 Concord, NH 03301

We are pleased to confirm our understanding of the services we are to provide for New Hampshire Vaccine Association for the year ended June 30, 2024.

Audit Scope and Objectives

We will audit the financial statements of New Hampshire Vaccine Association, which comprise the statement of financial position as of June 30, 2024, the related statements of activities and cash flows for the year then ended, and the disclosures (collectively, the "financial statements").

The objectives of our audit 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 issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America. 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 GAAS will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements

We will conduct our audit in accordance with GAAS and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. As part of an audit in accordance with GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that comes to be our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors. New HAMPSHIRE, 03301

Tel: 603.224.3950 • Fax: 603.224.9009 • www.carewwells.com



We will obtain an understanding of the Organization and its environment, including the system of internal control, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. 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, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. Accordingly, we will express no such opinion. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

Risk of material misstatement of revenue self-reported by insurers.

Risk of noncompliance with New Hampshire RSA which created the New Hampshire Vaccine Association, defines its powers and specifically provides for determining the assessment amount.

Risk of management override of internal controls, including the reliance on the Association's administrator for capturing and reporting all activity.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement and they may bill you for responding to this inquiry.

Our audit of the financial statements does not relieve you of your responsibilities.

Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including monitoring ongoing activities; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with accounting principles generally accepted in the United States of America. You are also responsible for making drafts of financial statements, all financial records, and related information available to us; for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers); and for the evaluation of whether there are any conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within the Organization from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Organization involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the Organization complies with applicable laws and regulations.

Other Services

We may assist your bookkeeper with proposed standard, adjusting or correcting journal entries or other changes affecting the financial statements, including cash to accrual conversions, maintaining depreciation schedules and reconciliations of certain items. Your bookkeeper will provide us with a detailed trial balance and any supporting schedules we require. We will also assist in preparation of the financial statement sin accordance with accounting principles generally accepted in the United States of America based on information provided by you.

We will perform the services in accordance with applicable professional standards issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statement services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the information return, but management must make all decisions with regard to those matters.

You agree to assume all management responsibilities for the tax services, financial statement preparation services, and any other nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

Karen M. Carew, CPA, is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. We expect to begin our audit in July 2024.

Our fees for the audit and other nonattest services with be \$10,500. The audit is payable in three installments: \$3,500 due upon signing of this engagement letter, \$3,500 due at the start of fieldwork, and the final payment of \$3,500 will be due with delivery of the draft financial statements. This fee includes a high quality, electronic pdf version of the financial statements Should you require bound copies, they will be provided for \$25 per copy. You may also be billed for travel and other out-of-pocket costs such as report production, word processing, postage, confirmation service provider fees, etc. No additional expenses are expected at this time. The fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the engagement. If significant additional time is necessary, we will keep you informed of any problems we encounter and our fees will be adjusted accordingly.

Reporting

We will issue a written report upon completion of our audit of New Hampshire Vaccine Association's financial statements. Our report will be addressed to the Board of Directors of New Hampshire Vaccine Association. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinion, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. If our opinion is other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or withdraw from this engagement.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the attached copy and return it to us.

Very truly yours,

Carew+Wells. PLLC

Carew & Wells, PLLC

RESPONSE:

This letter correctly sets forth the understanding of New Hampshire Vaccine Association.

Management signature: ______ Title: Executive Director ______ Date: _____

Governance signature: ______ Title: Chair, Audit Committee _____ Date: _____

NHVA FY 25 Expense Budget July 2024 through June 2023

																							PRIOR FY BUDGETS									
	Jul 24	A	Aug 24	5	Sep 24	Oct 24	Ν	lov 24	C	Dec 24	J	lan 25	F	eb 25	N	lar 25	A	Apr 25	N	lay 25	J	lun 25	Bu	2025 Idget otal	FY2024 Budget Total	FY2023 Budget Total	FY2022 Budget Total	FY2021 Budget Total	FY2020 Budget Total			
EXPENSE																																
1 Administrative Fees	\$ 9,583	\$	9,583	\$	9,583	\$ 9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$ 1	17,552	\$114,123	\$110,877	\$107,997	\$105,000	\$100,000			
2 Subcontractors																													\$ 1,200			
3 Subtotal	\$ 9,583	\$	9,583	\$	9,583	\$ 9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$	9,867	\$ 1	17,552	\$114,123	\$110,877	\$107,997	\$105,000	\$101,200			
4 Bank Fees																										\$ -	\$ -	\$ 2,000	\$ 4,320			
5 Board Meeting Expense	\$ -	\$	-	\$	990	\$ 120	\$	120	\$	-	\$	120	\$	-	\$	120	\$	95	\$	-	\$	120	\$	1,685	\$ 1,310	\$ 1,310	\$ 910	\$ 910	\$ 600			
6 Stationary and Printing	\$ 35	\$	35	\$	35	\$ 35	\$	35	\$	35	\$	35	\$	35	\$	35	\$	35	\$	35	\$	35	\$	420	\$ 420	\$ 420	\$ 420	\$ 420	\$ -			
7 Dues and Subscriptions																							\$	-	\$-	\$ -	\$-	\$ -	\$ -			
8 Insurance (D&O)											\$	4,250											\$	4,250	ф 1,200	\$ 4,250	\$ 4,250		\$ 2,000			
9 Licenses and Fees						\$ 75																	\$	75	\$ 75			\$ 75				
10 Postage and Shipping	\$ 10	\$	10	\$	10	\$ 10	\$	10	\$	10	\$	10	\$	10	\$	10	\$	10	\$	10	\$	10	\$	120	\$ 120	\$ 120		\$ 120				
11 Professional Fees - Audit	\$ 4,000			\$	2,785														\$	3,500				10,285	+ -,	\$ 9,350	\$ 9,350					
12 Professional Fees - Legal	\$ 2,083	\$	2,083	\$	2,083	\$ 2,083	\$	2,083	\$	2,083	\$	2,083	\$	2,083	\$	2,083	\$	2,083	\$	2,083	\$	2,083	\$ 3	25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000			
13 Public Information Expense																							\$	-	\$ -	\$ -	\$ -	\$ -	\$ -			
14 Website	 			\$	525	 																	\$	525	\$ 525	\$ 525	\$ 525					
15 Subtotal	\$ 6,128		2,128	\$	6,428	\$ 2,323	\$	2,248	\$	2,128	\$	6,498	\$	2,128	\$	2,248	\$	2,223	\$	5,628	\$	2,248			\$ 41,050	\$ 41,050	\$ 40,650		\$ 41,500			
TOTAL EXPENSE	\$ 15,711	\$	11,711	\$	16,011	\$ 12,190	\$	12,115	\$	11,995	\$	16,365	\$	11,995	\$	12,115	\$	12,090	\$	15,495	\$	12,115	\$ 1	59,912	\$155,173	\$151,927	\$148,647	\$146,550	\$142,700			

Budget Notes:	For F	Reference: For	mer Approv	ed Budgets	s by FY
Expense Categories Reflect the Plan of Operation's Exhibit C	FY	Annual Budget	% Change from Prior Year	Actual	Budget to Actual Difference
Administrative Fees - October 1, 2024 contract inflator	FY2017	\$ 162,072		\$175,359	8.2%
Subcontractors - In prior years it was a placeholder for any IT system changes (e.g., TRICARE in 2019); none budgeted for FY25	FY2018	\$ 167,600	3.4%	\$178,953	6.8%
Bank Fees - Lockbox was eliminated 01/2020 to reduce expenses and Helms brought it in house	FY2019	\$ 320,133	91.0%	\$388,786	21.4%
Board Meeting Expense - Materials; Sept includes \$990 for Zoom Webinar module	FY2020	\$ 142,700	-55.4%	\$127,226	-10.8%
Stationary and Printing - Office printing	FY2021	\$ 146,550	2.7%	\$125,714	-14.2%
Insurance (D&O) - Same as FYs22-24; highly variable expense historically	FY2022	\$ 148,647	1.4%	\$136,150	-8.4%
Licenses and Fees - SOS NH Annual Report filing fee	FY2023	\$ 151,927	2.2%	\$134,675	-11.4%
Postage and Shipping - No increase due to new A/P process	FY2024	\$ 155,173	2.1%	In Pro	ogress
Audit - Projected increase of 10% in F25 as level for FYs22-24	FY2025	\$ 159,912	3.1%	Future	Period
Legal - Same as FYs20-FY24 Website - annual hosting fees					

NHVA UNAUDITED Statement of Cash Flow Month Ended May 31, 2024

			FY24 - Q1 Actual		FY24 - Q2 Actual		FY24 - Q3 Actual		FY24 - Q4 Actual		FY 2024 YTD Actual		FY 2024 YTD Budget	Difference YTD Act to Budget		FY 2024 Annual Budget	
Receip	ots (Source)																
	Assessment Income	\$	4,105,526	\$	4,072,877	\$	4,088,339	\$	6,041,164	\$	18,307,905	\$	18,291,674	\$	16,231	\$	18,319,171
*	Accounts Receivable	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Interest Income - Assessments	\$	625	\$	220	\$	19	\$	223	\$	1,088	\$	450	\$	638	\$	450
	Interest Income - Bank & Sweep (ICS)	\$	56,979	\$	109,041	\$	158,094	\$	141,374	\$	465,487	\$	468,295	\$	(2,808)	\$	530,345
	Interest Income - Investments	\$	12,990	\$	19,731	\$	12,988	\$	14,838	\$	60,548	\$	52,197	\$	8,351	\$	57,039
	Dividend Income	\$	3,031	\$	2,734	\$	2,978	\$	2,963	\$	11,706	\$	15,397	\$	(3,691)	\$	16,838
	Accrued Investment Income	\$	2,332	\$	(2,440)	\$	2,897	\$	(3,107)	\$	(318)	\$	-	\$	(318)	\$	-
	Investment Advisory fees	\$	(4,311)	\$	(4,294)	\$	(4,370)	\$	(2,833)	\$	(15,808)	\$	(15,886)	\$	78	\$	(17,326)
	Realized Gain or Loss	\$	17	\$	-	\$	(3)	\$	1	\$	14	\$	1,889	\$	(1,875)	\$	1,889
	Unrecognized Gain or Loss	\$	10,841	\$	89,603	\$	8,530	\$	2,476	\$	111,450	\$	22,170	\$	89,280	\$	25,490
**	Investment - Short term, CDs and Accrual.	\$	(24,901)	\$	(105,333)	\$	16,720	\$	(14,338)	\$	(127,852)	\$	-	\$	(127,852)	\$	-
		\$	4,163,129	\$	4,182,138	\$	4,286,192	\$	6,182,761	\$	18,814,220	\$	18,836,186	\$	(21,967)	\$	18,933,897
Disbu	rsements (Use)																
***	Expenses	\$	45,161	\$	37,315	\$	36,377	\$	21,818	\$	140,671	\$	139,488	\$	1,184	\$	155,173
*	Prepaids & Accrual Changes	\$	(9,126)	\$	10,806	\$	(840)	\$	(560)	\$	280	\$	-	\$	280	\$	-
	Vaccine Expenses	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	21,655,478
		\$	36,035	\$	48,121	\$	35,537	\$	21,258	\$	140,951	\$	139,488	\$	1,464	\$	21,810,651
	Increase (Decrease)	\$	4,127,094	\$	4,134,017	\$	4,250,654	\$	6,161,503	\$	18,673,269	\$	18,696,699	\$	(23,430)	\$	(2,876,754)
	Cash Balance - Beginning	Ś	2,293,531	Ś	6,420,626	Ś	10,554,642	Ś	14,805,297	Ś	2,293,531	Ś	2,293,531	\$	-	\$	2,293,531
	Cash Balance - Ending	\$	6,420,626	\$	10,554,642	•	14,805,297	•	20,966,800	\$	20,966,800	\$	20,990,230	\$	(23,430)	\$	(583,223)

Notes:

* Changes in Balance Sheet accounts are denoted as () = Increases and positive = decrease

** A positive number represents amounts transferred to the ICS account from the Short Term Investments (CDs) account A negative number represents amounts transferred to the Short Term Investemts (CDs) account from the ICS account

*** Budgeted expense includes annual State of NH payment due June 2024

1

NHVA UNAUDITED Statement of Financial Position YTD FY2024 Q4 Month Ended May 31, 2024

			_				_					
		lun 30, 23	5	Sept 30, 23		Dec 31, 23		Mar 31, 24		May 31, 24		
ASSETS		FYE 23		FY24 - Q1		FY24 - Q2		FY24 - Q3		FY24 - Q4		
Current Assets		Audited		Interim		Interim		Interim		Interim		
Checking/Savings												
Bank of NH #851031104	\$	46,350	\$	50,000	\$	46,490	\$	48,092	\$	50,000		
Bank of NH - ICS	\$	2,247,181	\$	6,370,626	\$	10,508,152	\$	14,757,205	\$	20,916,800		
Total Checking/Savings	\$	2,293,531	\$	6,420,626	\$	10,554,642	\$	14,805,297	\$	20,966,800		
Accounts Receivable												
Accounts Receivable (A/R)	\$	-	\$	-	\$	-	\$	-	\$	-		
Allowance for Account Receivable	\$	-	\$	-	\$	-	\$	-	\$	-		
Total Accounts Receivable	\$	-	\$	-	\$	-	\$	-	\$	-		
Other Current Assets												
Prepaid Expenses	\$	1,960	\$	1,120	\$	3,640	\$	2,800	\$	2,240		
Short Term Investments :												
Short Term Investment - FMV	\$	4,475,664	\$	4,498,232	\$	4,606,006	\$	4,586,389	\$	4,603,834		
Accrued Investment Income	\$	6,195	\$	8,528	\$	6,087	\$	8,984	\$	5,877		
Total Short Term Investments	\$	4,481,859	\$	4,506,760	\$	4,612,093	\$	4,595,373	\$	4,609,711		
Total Other Current Assets	\$	4,483,819	\$	4,507,880	\$	4,615,733	\$	4,598,173	\$	4,611,951		
Total Current Assets	\$	6,777,350	\$	10,928,506	\$	15,170,376	\$	19,403,470	\$	25,578,751		
TOTAL ASSETS	\$	6,777,350	\$	10,928,506	\$	15,170,376	\$	19,403,470	\$	25,578,751		
LIABILITIES & EQUITY	_		_		_		_					
Liabilities												
Current Liabilities												
* Accrued Expenses & Deferred Revenue	\$	-	Ś	8,286	\$	-	\$	-	Ś	-		
Other Current Liabilities	<u> </u>			-,	-		<u> </u>		<u> </u>			
Liquidity Reserve	Ś	250,000	\$	250,000	\$	250,000	\$	250,000	\$	250,000		
Total Current Liabilities	Ś	250,000	\$	258,286	\$	250,000	\$	250,000	\$	250,000		
Total Liabilities	Ś	250,000	\$	258,286	\$	250,000	\$	250,000	\$	250,000		
Equity	т		Ŧ		т		т		Ŧ			
Retained Earnings	Ś	8,471,343	\$	4,681,322	\$	4,681,322	\$	4,681,322	\$	4,681,322		
Fund Balance to be Distributed	Ś	1,846,029	\$	1,846,029	Ş	1,846,029	\$	1,846,029	Ś	1,846,029		
Net Income	Ś	(3,790,021)	Ś	4,142,869	Ś	8,393,025	Ś	12,626,119	Ś	18,801,401		
Total Equity	Ś	6,527,350	Ś	10,670,220	Ś	14,920,376	Ś	19,153,470	Ś	25,328,751		
TOTAL LIABILITIES & EQUITY	\$	6,777,350		10,928,506		15,170,376	Ş	19,403,470	\$	25,578,751		
	<u> </u>					<u> </u>				24.655.470		

Notes * AP State of New Hampshire Payable (June 2024)

Estimate

21,655,478

NHVA UNAUDITED Statement of Changes in Net Assets YTD FY2024 Q4 Month Ended May 31, 2024

			,													
		FY24 - Q1	1	FY24 - Q2		FY24 - Q3		FY24 - Q4		FY 2024		FY 2024	Di	fference	FY 2024	
		Actual		Actual		Actual		Actual		YTD Actual	`	YTD Budget	YTD	Act to Bud	A	nnual Budget
Ordinary Income/Expense		Interim		Interim		Interim		Interim		Interim						
Income																
Assessment Income	\$	4,105,526	\$	4,072,877	\$	4,088,339	\$	6,041,164	\$	18,307,905	\$	18,291,674	\$	16,231	\$	18,319,171
Interest Income - Assessments	\$	625	\$	220	\$	19	\$	223	\$	1,088	\$	450	\$	638	\$	450
Interest Income - Bank & Sweep (ICS)	\$	56,979	\$	109,041	\$	158,094	\$	141,374	\$	465,487	\$	468,295	\$	(2,808)	\$	530,345
Return on Investments :																
Interest Income - Investments	\$	12,990	\$	19,731	\$	12,988	\$	14,838	\$	60,548	\$	52,197	\$	8,351	\$	57,039
Dividend Income	\$	3,031	\$	2,734	\$	2,978	\$	2,963	\$	11,706	\$	15,397	\$	(3,691)	\$	16,838
Accrued Investment Inc Earned	\$	2,332	\$	(2,440)	\$	2,897	\$	(3,107)	\$	(318)	\$	(505)	\$	186	\$	-
Investment Advisory fees	\$	(4,311)	\$	(4,294)	\$	(4,370)	\$	(2,833)	\$	(15,808)	\$	(15,886)	\$	78	\$	(17,326)
Realized Gain or Loss	\$	17	\$	-	\$	(3)	\$	1	\$	14	\$	1,889	\$	(1,875)	\$	1,889
Unrecognized Gain or Loss	\$	10,841	\$	89,603	\$	8,530	\$	2,476	\$	111,450	\$	22,170	\$	89,280	\$	25,490
Total Return on Investments :	\$	24,901	\$	105,333	\$	23,020	\$	14,338	\$	167,592	\$	75,263	\$	92,329	\$	83,931
Total Income	\$	4,188,030	\$	4,287,471	\$	4,269,471	\$	6,197,099	\$	18,942,072	\$	18,835,682	\$	106,390	\$	18,933,897
Fundament																
Expenses	ć		ć		ć		ć		ć		ć		ć		ć	21 655 479
Vaccine - Annual State Payment	\$ \$	- 27,876	\$ \$	- 28,749	\$ \$	- 28,749	\$ \$	- 19,166	\$ \$	- 104,540	\$ \$	- 104,540	\$ \$	-	\$ \$	21,655,478
Management Fees Professional Fees	Ş	27,870	Ş	28,749	Ş	28,749	Ş	19,100	Ş	104,540	Ş	104,540	Ş	-	Ş	114,123
	ć	10,400	ć	7.050	ć	C 727	ć	1 0 2 4	ć	26,000	ć	22.017	ć	2 1 7 2	ć	25.000
Professional Fees - Legal Professional Fees - Audit	¢ ¢	10,489 5,850	\$	7,050	\$ ¢	6,727	\$ ¢	1,824	\$	26,090 5,850	\$ ¢	22,917 5,850	\$	3,173	\$ ¢	25,000 9,350
	ې د		ş	7.050	ş Ś	6.727	ş	- 1.824	ş Ś	31,940	ş		ş Ś	3,173	ŝ	
Total · Professional Fees	Ş	16,339	> S	/	Ş S	- 7	ې S	/ -	Ş	31,940 3,080	Ş	28,767	ş S	,	> S	34,350
Insurance	Ş	840	ڊ د	840	ې د	840	Ş	560	Ş	,	Ş	3,896	Ş	(816)	Ş	4,250
Postage & Printing (Office) Licenses and Fees	Ş	106	Ş	115 75	Ş S	61	ې د	268	ې د	551 75	Ş	495 75	Ş	56	Ş	540 75
	ې د	-	ې د	/5	ې د	-	ې د	-	ې د	/5	ې د	/5	Ş	-	ې د	75
Bank Service Charges	Ş	-	Ş	-	Ş	-	ې د	-	ې د	-	Ş	-	ې د	-	Ş	-
Website & SubContractors Board Meetings Expense	ç ç	-	ې د	486	ç ç	-	ç ç	-	ç ç	486	ې د	525 1,190	ې د	(39) (1,190)	ç ¢	525 1,310
Total Expenses	د ح	45,161	Ś	37,315	Ś	36,377	Ś	21,818	Ś	140.671	Ś	139.488	Ś	1,184	Ś	21,810,651
Net Ordinary Income	÷	4,142,869	Ś	4,250,156	Ś	4.233.094	\$	6,175,281	\$	18,801,401	Ś	18,696,194	\$	105,207	\$	(2,876,754)
Net Income	Ś	4,142,869	Ś	4,250,156	\$	4,233,094	\$	6,175,281	Ś	18,801,401	\$	18,696,194 18,696,194	Ś	105,207	Ś	(2,876,754)
Net meome	<u> </u>	4,142,005	<u> </u>	4,230,130	<u> </u>	4,233,034	—	0,173,201	<u> </u>	10,001,401	<u> </u>	10,050,154	<u> </u>	105,207	<u> </u>	(2,070,734)
Collection Data:																
Quarter being collected		SFY23 - Q4		6FY24 - Q1		SFY24 - Q2		SFY24 - Q3		SFY24						
Payment Due Date		08/15/23		11/15/23		02/15/24		05/15/24		Y-T-D Lives						
Projected Average Monthly Lives		160,667		160,667		160,667		160,667		642,668						
Actual Average Monthly Lives		160,844		159,689		160,425		161,065		642,023						
Avg Lives Variance +(-)		177		(978)		(242)		398		(645)						
Approved Assessment Rate	\$	8.50	\$	8.50	\$	8.50	\$	12.50								