Create.
Transform.
Innovate.

Hatch is the entrepreneurship incubator at Carleton University supported by the Carleton University Students’ Association (CUSA) and Lead To Win. Operating out of Carleton University, Hatch is a place where student entrepreneurs, creative minds and people with different skills meet to leverage each other’s knowledge and expertise.
Hatch is Carleton University’s non-profit, student-run incubator. We help undergraduate entrepreneurs get their ideas off the ground in an 8-week accelerator program that we run each semester. During this time, we teach students the entrepreneurial skills they need to succeed through weekly workshops and round table strategy sessions.

In our brief 6-year history we’ve helped students secure over $300,000 in grants through the Lead to Win program and have connected them with exclusive resources and opportunities for them to succeed beyond our program.

Hatch’s purpose is to service aspiring entrepreneurs in the Carleton Community by educating them on a wide range of topics pertaining to small business ownership and providing them with the resources they need to succeed through partnering organizations. Over the past three years along, Hatch has helped students secure over $300,000 in funding through the Lead to Win program.

We are proud of the role we’ve played in guiding budding entrepreneurs on their journey to financial freedom, but we have visions for how our program can grow in the future.

Hatch is the student-run incubator at Carleton University, supported by the Carleton University Students’ Association (CUSA) and Lead To Win. Operating out of UC 426, Hatch is a place where both thriving and aspiring student-entrepreneurs come to access exclusive resources, learn from experienced professionals, and network with like-minded undergrads.
Our Mandate

Inspire students to pursue a career in small business ownership

Increase the accessibility of entrepreneurship resources to the Carleton Undergraduate community.

Provide the tools and mentors required for students to get business ideas off the ground.

Seed eligible Hatch Cohort Startups into the Lead To Win accelerator upon program completion.

Prepare entrepreneurs to pitch their business to investors and higher-level incubators

FREE WORKSHOPS

Business Model Canvassing
Startup Accounting
Digital Marketing
Sales
Pitching 101

COHORT DEVELOPMENT

Hatch cohorts benefit from a variety of resources and programming, including:

Mentorship
Workshops
Discounted Software & Tools (perks)

PROGRAMS AND EVENTS

Pitch Nights
Brown Bag Lunches
Networking Events
Guest Speakers
MEET THE TEAM

RAYHAN MEMON
Co-Director

Rayhan is a 4th year Biomedical & Electrical Engineering student and co-founder of the Carleton University Development Initiative (CUDi) - an engineering group centered around helping aspiring entrepreneurs prototype their products. This endeavor led him to Hatch where he has assumed the position of Director in November 2016. And he’s never been happier!

TROY CURTIS
Co-Director

A passion for leadership and curiosity for new ideas drives Troy to continuously take on prominent roles in organizations. He focuses foremostly on organizational management aiming to grow memberships, enable members around him to develop their own skills, build stronger relationships, and create solid groundwork to allow for future success.

Troy loves all things creative, which is why he began his career in communications & marketing; that’s why he started with Hatch as the Marketing Lead in 2017 before taking over as Director in 2018.

LIAM SMITH
Hatch Ambassador

Liam helped out the entire year in 2018-2019 as an ambassador and huge support for the Hatch program while simultaneously founding a startup called Mini Tripper! From helping lead Brown Bag Lunches, to providing helpful advice and feedback to other cohort members, his effort as been invaluable.
PARTNERS & FRIENDS OF HATCH

CUSA Businesses & Service Centres

The Carleton University Students’ Association (CUSA) is the incorporated, not-for-profit, student-run undergraduate government at Carleton. Founded the same year as the university itself, CUSA has become embedded in every aspect of campus life, regularly engaging with Carleton’s 24,000 undergraduates – all of which are members of the Association.

It is the funder of over 325 active clubs and societies on campus. It is the employer of over 150 students and 20 full-time staff. It is the owner of four businesses: Rooster’s Coffeehouse, Oliver’s Pub, Haven Books, and The Wing. Most importantly, it is the campus services, events and programming that enrich the student experience at Carleton University.

CUSA has 12 Service Centres, most of which deal with promoting equity and well-being on campus: the Disability Awareness Centre (CDAC), Race and Ethnicity Centre (REC Hall), the Women’s Centre, and Foot Patrol to name a few. Starting as an entrepreneurship club, Hatch was integrated as a Service Centre 6 years ago and is unlike the others in that it focuses less on equity and more on promoting a startup culture on campus.

My Byward Office

Founded and owned by Eric McRae, My Byward Office provides rentable & shareable office and coworking spaces for startups. We worked with Eric multiple times this year, starting with a partnership that allowed Hatch to use My Byward Office as event space for workshops for our Cohort members in the fall semester. This was especially helpful because the smaller, more luxurious spaces made the events much more exclusive and appealing to our Cohort.

Collab Space

Collab Space is a large co-working space in Kanata. This was a great place to hold large scale events like Startup Weekend. Blair and Emile are the founders of Collab Space.

L-Spark

L-Spark is higher level incubator in Ottawa for mid-stage companies. It is doing great work and growing quick. Erin is the director of Marketing and we partnered with her for the purpose of co-promotion to reach different groups of young entrepreneurs.
Accountrain inc.

Sandy Tunwell is the founder of Accountrain. accountrain inc. is a full service accounting firm that comes to your location, on your schedule and your terms. They have been helping clients avoid expensive mistakes for more than 25 years. Sandy Tunwell assists revenue generating businesses with their accounting but also has good notes for people who are just getting started.

Bird’s Eye Marketing

David Bird is the founder of Bird’s Eye Marketing and speaks mostly on SEO and how to get on the front page of Google. He’s assisted us multiple times with some great Digital Marketing workshops the past few semesters.

Invest Ottawa

Invest Ottawa is the non-profit, government funded entrepreneurship center at 4 Bayview Yards. They have everything from incubator programs to perks to mentors, workspace and more. You can go to them with most inquiries and can expect to get something incredibly helpful out of the exchange.

Lead To Win

Lead to Win is a campus-linked accelerator that offers $5000 as CLA grant and an additional $8000 Wes Nicol grant if you are a Carleton Undergrad. However, you must pass a review process to be admitted. Ludovico Prattico is in charge of organizing these review processes.

Student Energy

Student Energy’s chapter at Carleton University is a group that hosts an event called ‘Innovation Jam’ each year. This event is a good way to connect with engineers and co-promote the hatch program. We have helped organize for the past two years now.

Enactus Carleton

Enactus’ chapter at Carleton University focuses mostly on social entrepreneurship projects. However, our networks mix and they are good promotional partners. The president of Enactus Carleton is Kat Collins.
COHORT PROGRAMMING

We slightly adjusted the way our Cohort Program ran this year.

The 8-Week Accelerator Program

Each semester, Hatch runs its 8-week accelerator program. In September (January for Winter semesters), we recruit our ‘cohort’ of 10 businesses through an event called ‘Pitch Night’ (see above section). The program then runs for 8 weeks through October and November (February and March for Winter semesters) and is comprised of weekly workshops which are open to the entire Carleton Community, and weekly round-table strategy sessions called ‘Brown Bag Lunches’ that are exclusive to our cohort.

By the end of the 8-week program, we try to set our entrepreneurs up for success by referring them to other programs in the city that can assist them in their continuing journey. These programs include Lead to Win (great for funding and workspace), Invest Ottawa (an incubator for more established companies), and L-Spark (an accelerator program for revenue generating companies).

Brown Bag Lunches

These informal weekly meetings provide our membership with the opportunity to ask questions, share progress, and offer advice. It is of the utmost importance that the Directors remain up to date and that the entrepreneurs in our cohort remain connected to the entrepreneurship community and make progress on their startups throughout each semester.

Workshops

In order for our entrepreneurs to build their businesses, they must first assemble the requisite skills and tools to do so; this is where the workshops come in. Covering topics from Business Model Canvas to Digital Marketing, these weekly workshops build confidence and competency in our Cohort members. In the Fall semester, the workshops were closed to Cohort members ONLY. In the Winter semester, we made these available to any student at Carleton by hosting them on campus.

1-on-1 Meetings with Directors

While the Brown Bag Lunches provided opportunities for every Cohort member to be able to share their experiences and challenges, while leveraging each others’ skills and connections to get through those humps, we found that it was necessary to also follow up with individual Cohort members 1-on-1 during our office hours. This provided us a chance to go into more detail about their challenges and provide advice and support more directly than we would be able to during the shorter lunch meeting.
FALL COHORT

**SAASTOT**

**FOUNDER**
Eli Lusty

Saastot is a financial service with the mission of helping Canadians save through a Prize-Linked Savings account, which combines the best aspects of a savings account and a lottery.

**FIRST XV RUGBY APPAREL**

**FOUNDER**
Jacob Cummer

FIRST XV RUGBY APPAREL provides lifestyle rugby apparel designed to be worn by players at post-match social events or casually on the street. These clothes will identify consumers as rugby players and help them transfer their confidence from the field into everyday life and look good while doing it!

**LET’S DO LUNCH**

**FOUNDER**
Jeffrey Elliot

Let’s Do Lunch is the first ever membership meal delivery service bringing together healthy food options, convenience of prepayment, and environmentally sound packaging.

**SAASTOT**

**Bazzare**

**FOUNDER**
Maggie Diouf

Insert description here.

**COVR**

**FOUNDERS**
Alex Johns, Connor Mackenzie

A mobile iOS/Android application which will allow users to prepay for cover or lineskip using the application and a valid credit card. The application will be connected to the users Facebook and Google Plus accounts, allowing users to see which bars their friends have prepaid cover for. The application will also provide analytics to bars which use the service. This will allow the bar managers to track statistics such as percentage of people who prepay for cover that actually go to the bar, number of customers who visit the bar and use the app on a weekly basis.

**Saastot**

**Social Ignite Media**

**FOUNDER**
Samer Alsayegh

Your Personal Social Media Assistant to schedule, monitor and analyze your brand’s social media for you.
WINTER COHORT

Dungeon Fit
FOUNDER
Jonathan Hansen
Interactive fantasy dungeon crawl game that uses weight training as the moves to fight monsters.

Empower Many
FOUNDER
Yvonne Osagie
Empower Many (EM) delivers an app that provides education, resources and prevention tactics in a situation of sexual violence. It is an online platform that focus on empowering and supporting individuals who have faced sexual abuse and aids in their mental health. It provides preventative tactics and intervenes in situations of possible sexual abuse. It understands that there are various factors that can results in these circumstances and thus had tailored programs for those whom identify as a visible minority, first nation, women and the LGBTQ community. It accomplishes this by focusing on 3 pillars – S.E.T (Stop, empower & teach).

Box n Space
FOUNDER
Daniel Tan
Box’nSpace is a student-run short-term storage company. We aim to provide an affordable and convenient storage alternative.

This idea was conceived by combining the struggles of two students. The first student, moving out of residence in the summer of his first year trying to find a storage service while going back home. The second student, looking for ways to make some extra money to make ends meet.

Empower Many
FOUNDER
Yvonne Osagie
Empower Many (EM) delivers an app that provides education, resources and prevention tactics in a situation of sexual violence. It is an online platform that focuses on empowering and supporting individuals who have faced sexual abuse and aids in their mental health. It provides preventative tactics and intervenes in situations of possible sexual abuse. It understands that there are various factors that can result in these circumstances and thus had tailored programs for those who identify as a visible minority, first nation, women and the LGBTQ community. It accomplishes this by focusing on 3 pillars – S.E.T (Stop, empower & teach).

MajivuCorp
FOUNDER
Oluwatobi Oriola
HELPING BUSINESS OWNERS SCALE BY USING INNOVATIVE ONLINE FIRST TACTICS We are a full service web & business development company

Bon apetit
FOUNDER
Mahad Hassan
A data sharing company that uses data collected from customer trends in purchasing food-delivery services from local restaurants to sell back to those local restaurant business owners.

Adonthestreet.com
FOUNDER
Parfait Kingwaya
Adonthestreet is an open marketplace for social media marketing/influencer marketing that will provide both small and big following influencers an abundance of marketing opportunities on both local and global scale, and control in their careers to empower them to build on their authenticity.

Mini Tripper
FOUNDER
Liam Smith
Air BnB of RV Trips.
WINTER COHORT (cont.)

**Pegasi Cosmetics**
**FOUNDER**
Khadijah Harding

My business would offer cosmetic products made for diverse skin tones. Fast-paced face makeup is in the form of matte foundation and concealer sticks. Additionally, I would offer multipurpose colour liquids and cream sticks to use on the lips, face or eyelids for versatile applications. The focus is having the makeup in the form of a stick to cut the amount of time it takes to do makeup. Innovation is needed for makeup to be efficient and affordable for the working women of diverse communities.

**Vigor Paddling Co**
**FOUNDER**
Scott Braddon

Scott designed a new product for sprint kayakers that prevent discomfort and can improve performance.

**Win/Win Homesharing**
**FOUNDER**
Cat Kelly

As a participant to Techstar’s Start-Up Weekend 2018, a competition that challenges participants to create a business in under 54 hours, Cat pitched a purpose-driven business idea that would answer the need to help our elderly population in isolation. With two co-founders and the help of mentors, they created Rent-Wise (now WinWin Homesharing), a company that connects lonely elders with students seeking affordable housing in exchange for light chores, like taking out the trash and carrying groceries.

**Brendan McGann Photography**
**FOUNDER**
Brendan McGann

Brendan McGann is a photographer with a knack for automotive photography located in Ottawa, Ontario. For years he has sought out to capture the automotive scene in a unique manner.

**E-Law**
**FOUNDER**
Adnan Hajjar

The firm offers clients an online business registration solution in Lebanon, capitalizing on the recently issued law legalizing e-signatures and e-documents in the country. The firm is introducing a new user-experience for company registration in Lebanon. The client enters the platform, fills a few details along with their partners, attaches certain documents, e-signs produced documents, pays online, and waits for the registered firm documents to arrive at their chosen address. This service ensures that the client experiences an easy and fast process of registering a company in Lebanon.
BMC WORKSHOP
FOR ENTREPRENEURSHIP STUDENTS

SPROTT SCHOOL OF BUSINESS

We have always maintained a close relationship with the Sprott School of Business. This was originally cultivated through past Director, Melissa Vong who majored in Entrepreneurship. Entrepreneurship students like Melissa are very engaged in Startups and we have a much higher conversion rate from them than we do other student demographics.

In recent history, we have used TA’s and Professors as resources to promote, asking them to send pre-written emails out to their class’ email lists. We have also offered services in return by going into classes to lead activities and teach core concepts like Business Model Canvasing.

This year, we led 6 business model canvassing interactive workshops with entrepreneurship students in classes taught by Professor Roland Few. These workshops were mutually beneficial as it helped students learn the canvas, which was integral to their term projects, while simultaneously providing exposure for Hatch’s Cohort Program; the goal was to hopefully get more students to join Hatch after working on their own ideas in their entrepreneurship classes. There were a few significant Cohort members who joined from these entrepreneurship classes this year including DungeonFit and Let’s Do Lunch.
## CALENDAR OF EVENTS

<table>
<thead>
<tr>
<th>EVENT NAME</th>
<th>DATE</th>
<th>ATTENDEES</th>
<th>EVENT TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARLETON EXPO</td>
<td>SEPTEMBER 4, 2018</td>
<td>100+</td>
<td>RECRUITMENT</td>
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<tr>
<td>VOLUNTEER MEETING</td>
<td>SEPTEMBER 12, 2018</td>
<td>15+</td>
<td>VOLUNTEER MEETING</td>
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<td>VOLUNTEER ONBOARDING</td>
<td>SEPTEMBER 16, 2018</td>
<td>8</td>
<td>VOLUNTEER MEETING</td>
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<td>PITCH NIGHT INFO SESSION</td>
<td>SEPTEMBER 19, 2018</td>
<td>12</td>
<td>GENERAL INFO</td>
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<tr>
<td>PITCH NIGHT</td>
<td>OCTOBER 3, 2018</td>
<td>40+</td>
<td>COHORT EVENT</td>
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<tr>
<td>BUSINESS MODEL CANVASING WORKSHOP</td>
<td>OCTOBER 17, 2018</td>
<td>15</td>
<td>WORKSHOP (COHORT-ONLY)</td>
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<tr>
<td>ACCOUNTING WORKSHOP</td>
<td>NOVEMBER 7, 2019</td>
<td>15</td>
<td>WORKSHOP (COHORT-ONLY)</td>
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<tr>
<td>STARTUP WEEKEND OTTAWA</td>
<td>NOVEMBER 9 - NOVEMBER 11, 2018</td>
<td>45</td>
<td>WEEKEND EVENT</td>
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<tr>
<td>DIGITAL MARKETING WORKSHOP</td>
<td>NOVEMBER 14, 2018</td>
<td>15</td>
<td>WORKSHOP (COHORT-ONLY)</td>
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<tr>
<td>PITCHING WORKSHOP</td>
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<td>PITCH NIGHT INFO SESSION</td>
<td>JANUARY 23, 2019</td>
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<td>GENERAL INFO</td>
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<td>PITCHES &amp; PITCHERS</td>
<td>FEBRUARY 6, 2019</td>
<td></td>
<td>COHORT EVENT</td>
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<tr>
<td>ERIC DESCHAMPS, MOTIVATIONAL SPEAKER</td>
<td>FEBRUARY 27, 2019</td>
<td>26</td>
<td>SPEAKER EVENT</td>
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<td>GRANTS WORKSHOP</td>
<td>MARCH 3, 2019</td>
<td>9</td>
<td>WORKSHOP (COHORT-ONLY)</td>
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<tr>
<td>DIGITAL MARKETING WORKSHOP</td>
<td>MARCH 13, 2019</td>
<td>12</td>
<td>WORKSHOP</td>
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<tr>
<td>ACCOUNTING WORKSHOP</td>
<td>MARCH 20, 2019</td>
<td>11</td>
<td>WORKSHOP</td>
</tr>
<tr>
<td>INNOVATION JAM</td>
<td>MARCH 26, 2019</td>
<td>40</td>
<td>PARTNER EVENT</td>
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</table>
PITCH NIGHTS

A crucial component of our 8-Week Accelerator Program is our semesterly Pitch Night. Held in the Atrium in the first semester and in Oliver's Pub and Patio in the Winter, this Dragon's-Den style event is the kickoff of each Cohort program. First, a student looking to start a business will apply to pitch their business idea at www.hatchcusa.ca/pitch. Then, the Hatch Co-Directors select roughly 10 business to pitch on stage the day of the event. Finally, after pitching at Pitch Night, each business is accepted into our Cohort for that semester!

The event is open to all students to attend and watch, but only those serious about working on their business idea are selected to pitch. This year, we had __________

In the Winter Pitch Night, we welcomed Aurelie Wen as one of our guest Judges. She has been a panelist and workshop coach at a multiplicity of events such as Microsoft Ignite Toronto, European Innovation Day in San Francisco, Demistify A.I at McGill University, Startup Europe Comes to Silicon Valley (SEC2SV), York Marketing Association Conference, Edu2030 in Washington D.C, etc. as well as on-stage pitch winner at StartupFest Montreal 2019. She has also been a jury member for many competitions; Montreal She Loves Tech, StarterHacks Waterloo, McGill Management International Case Competition, etc.

<table>
<thead>
<tr>
<th>Fall Pitch Night</th>
<th>Winter Pitch Night</th>
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</thead>
<tbody>
<tr>
<td>40+ ATTENDEES</td>
<td>34 ATTENDEES</td>
</tr>
<tr>
<td>22 APPLICANTS</td>
<td>12 APPLICANTS</td>
</tr>
<tr>
<td>3 JUDGES</td>
<td>3 JUDGES</td>
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</tbody>
</table>

Step 1
Apply to pitch!

Step 2
Pitch at our Pitch Night!

Step 3
Welcome to the Cohort!
STARTUP WEEKEND OTTAWA

November 9th-11th, 2018

WORKSHOPS

- CUSTOMER JOURNEY MAPPING
- DEFINING YOUR VALUE PROPOSITION
- RECIPES FOR SUCCESS

Techstars Startup Weekend is a 54 hour event that brings together students, designers, developers, entrepreneurs, and experts from all domains to do amazing things.

All Techstars Startup Weekend events follow the same basic model: anyone is welcome to pitch their startup idea and receive feedback from their peers. Teams form around the top ideas (as determined by popular vote) and embark on a three-day frenzy of business model creation, coding, designing, and market validation. The weekend culminates with presentations in front of local entrepreneurial leaders with another opportunity for critical feedback!

This year, we had 34 attendees to Startup Weekend: 15 “Developers”, 7 “Designers”, and 12 “Marketers”. Tickets were sold through Eventbrite and co-managed with the Startup Weekend Facilitators. We used Facebook pixel to create promotional ads in order to direct as many people in our target market as possible to the Eventbrite page to hopefully sell tickets.

1,958 IMPRESSIONS

Facebook Ad

<table>
<thead>
<tr>
<th>Event Responses</th>
<th>Success Rate</th>
<th>Cost per Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>.48%</td>
<td>$2.41</td>
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</tbody>
</table>

JUDGES

- DAVID KING, HEAD OF DATA AT PAGECLOUD
- JASON DALEY, MANAGING PARTNER AT AXIA STRATEGISTS & FOUNDER OF CONDUIT SOLUTIONS
- BIRKET FOSTER, CEO OF M. B. FOSTER ASSOCIATES LIMITED & CHAIRMAN AND DIRECTOR OF STORM.CA
- EMILE SALEM, FOUNDER OF COLLAB SPACE

MENTORS

- ERIN ENGELHARDT OF OVODENOVO INC PATENTS AND INTELLECTUAL PROPERTY
- STORE FORCE SOLUTIONS
  - ALLIE CRATTON, CLIENT ENGAGEMENT TEAM
  - AUSTIN ARMSTRONG, HEAD OF GLOBAL MARKETING
- ANNIE SHULYARENKO, SENIOR MARKETING MANAGER AT DESK NIBBLES
This is the second year that we've run Startup Weekend. Last year, we had the event on the same weekend, but we were able to bring in a big name speaker for the Sunday of Startup Weekend Ottawa. Frank O'Dea, the founder of Second Cup, joined us on the Sunday as a guest speaker. We offered a separate ticket level for those attending for just the speaker event. Below, you can see the change from last year to this year in terms of ticket sales. This year, we had 34 attendees to Startup Weekend: 15 “Developers”, 7 “Designers”, and 12 “Marketers”.

### STARTUP WEEKEND SALES

<table>
<thead>
<tr>
<th></th>
<th>2017 (Event)</th>
<th>2017 (Speaker)</th>
<th>2018 (Event)</th>
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<tbody>
<tr>
<td>Total Tickets</td>
<td>44 (37 Paid)</td>
<td>46</td>
<td>34</td>
</tr>
</tbody>
</table>

### MOTIVATIONAL SPEAKER

**ERIC DESCHAMPS, Rhapsody Strategies**

**Dangerous Conversations**

Created as an event looking to benefit both Cohort members and other entrepreneurial-minded leaders in the Carleton community, Motivation Speaker and Business Coach Eric Deschamps presented a phenomenal talk that really engaged the audience.

- **Location:** Carleton University Residence Commons
- **Date:** Wednesday, February 27th
- **Attendees:** 26
# FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Feb 2019 1 month (This yr)</th>
<th>Feb 2018 1 month (Last yr)</th>
<th>Total Actual May 18-Feb 19 10 months (This yr)</th>
<th>Total Budget For The Year</th>
<th>Budget remaining 10 months (Last yr)</th>
<th>Total Actual May 17-Feb 18 12 months (Last Year)</th>
<th>Total Actual Apr 2018 12 months (Last Year)</th>
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<tr>
<td>IS-5900-HT</td>
<td>Revenue</td>
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<td>0.00</td>
<td>25,000.00</td>
<td>25,000.00</td>
<td>0.00</td>
<td>25,000.00</td>
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<tr>
<td>IS-REV-HT</td>
<td>Total Revenue</td>
<td>0.00</td>
<td>0.00</td>
<td>25,000.00</td>
<td>25,000.00</td>
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<td>74.90</td>
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<td>148.07</td>
<td>1,392.60</td>
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<td>Travel expenses, taxis, buses</td>
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<td>232.60</td>
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<td>IS-9200-HT</td>
<td>Rent</td>
<td>370.87</td>
<td>370.87</td>
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<td>IS-EXP-HT</td>
<td>Total Expenses</td>
<td>3,337.35</td>
<td>6,061.32</td>
<td>29,410.54</td>
<td>40,292.47</td>
<td>10,881.93</td>
<td>45,462.04</td>
<td>55,545.44</td>
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<tr>
<td>IS-NETINC-HT</td>
<td>Net Income - Hatch</td>
<td>(3,337.35)</td>
<td>(6,061.32)</td>
<td>(29,410.54)</td>
<td>(40,292.47)</td>
<td>(10,881.93)</td>
<td>(45,462.04)</td>
<td>(55,545.44)</td>
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