

INDEPENDENT AUDITORS' REPORT

May 5, 2025

To the Board of Managers Hello Neighbor Pittsburgh, Pennsylvania

Opinion

We have audited the accompanying financial statements of Hello Neighbor (a non-profit organization), which comprise the statements of financial position as of June 30, 2024, and the related statements of activities and change in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Hello Neighbor as of June 30, 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America,

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Hello Neighbor and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Prior Period Financial Statements

The financial statements of Hello Neighbor as of June 30, 2023 were audited by other auditors whose report dated July 25, 2024 expressed an unmodified opinion on those statements.

Responsibilities of Management for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

H2R CPA

Pittsburgh, Pennsylvania

HELLO NEIGHBOR STATEMENTS OF FINANCIAL POSITION JUNE 30, 2024 AND 2023

ASSETS

	<u>2024</u>	2023
CURRENT ASSETS Cash and cash equivalents	\$ 1,343,644	\$ 1,407,620
Grants receivable	1,312,154	812,357
Donated goods	21,455	40,000
Prepaid expenses	47,613	25,883
TOTAL CURRENT ASSETS	2,724,866	2,285,860
PREMISES AND EQUIPMENT, NET		
Property & equipment	156,951	110,986
Accumulated depreciation	(18,147)	(6,082)
TOTAL PREMISES AND EQUIPMENT, NET	138,804	104,904
OTHER ASSETS		
Operating lease - right of use assets, net of amortization	116,131	195,652
Security deposits	7,500	7,500
TOTAL OTHER ASSETS	123,631	203,152
TOTAL ASSETS	\$ 2,987,301	\$ 2,593,916

HELLO NEIGHBOR STATEMENTS OF FINANCIAL POSITION JUNE 30, 2024 AND 2023

LIABILITIES AND NET ASSETS

	<u>2024</u>	<u>2023</u>
CURRENT LIABILITIES Current portion of operating lease liabilities Accounts payable Credit card payables Accrued expenses	\$ 87,823 64,261 1,466 261,093	\$ 94,647 9,393 52,021 158,997
Unearned revenue Bill S and E	1,350 49,123	
TOTAL CURRENT LIABILITIES	465,116	315,058
LONG-TERM LIABILITIES Operating lease liabilities	30,419	102,480
TOTAL LIABILITIES	495,535	417,538
NET ASSETS Without donor restrictions With donor restrictions	1,642,002 849,764	1,331,378 845,000
TOTAL NET ASSETS	2,491,766	2,176,378
TOTAL LIABILITIES AND NET ASSETS	\$ 2,987,301	\$ 2,593,916

HELLO NEIGHBOR STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS FOR THE YEAR ENDED JUNE 30, 2024

	Without Donor Restrictions			ith Donor estrictions		<u>Total</u>
OPERATING SUPPORT AND REVENUE						
Contributions	\$	429,863	\$	-	\$	429,863
Grants		3,319,194	-	589,764	_	3,908,958
Program service revenue		24,440		-		24,440
Special event revenue		14,425		_		14,425
Sponsorship revenue		25,400		-		25,400
Interest income		26,454		-		26,454
Net assets released from restrictions	_	585,000		(585,000)		
TOTAL REVENUE		4,424,776	-	4,764		4,429,540
EXPENSES						
Program services		3,282,434		-		3,282,434
Management and general		506,336		_		506,336
Fundraising		163,955	_	<u>=</u>		163,955
TOTAL EXPENSES		3,952,725		=		3,952,725
CHANGE IN NET ASSETS FROM OPERATIONS		472,051		4,764		476,815
CHANGES IN NET ASSETS FROM NONOPERATING ITE	EM					
Legal and professional		(16,295)				(16,295)
Lobbying expenses		(40,510)		-		(40,510)
Labor relations settlement		(104,622)	9		-	(104,622)
CHANGE IN NET ASSETS		310,624		4,764		315,388
NET ASSETS - BEGINNING OF YEAR	-	1,331,378		845,000	-	2,176,378
NET ASSETS - END OF YEAR	\$	1,642,002	\$	849,764	\$	2,491,766

HELLO NEIGHBOR STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS FOR THE YEAR ENDED JUNE 30, 2023

				ith Donor estrictions		<u>Total</u>
OPERATING SUPPORT AND REVENUE						
Contributions	\$	396,291	\$	_	\$	396,291
Grants	37	2,162,021	Ψ	845,000	Ψ	3,007,021
Program service revenue		26,635		-		26,635
Special event revenue		68,929		-		68,929
Sponsorship revenue		56,500		_		56,500
Interest income		13,338				13,338
Miscellaneous income		413		-		413
Net assets released from restrictions		458,235		(458,235)		-
			-			
TOTAL REVENUE		3,182,362		386,765	-	3,569,127
EXPENSES						
Program services		2,573,693				2,573,693
Management and general		297,869		-		2,373,093
Fundraising		158,980				158,980
	-	150,500	-		-	130,900
TOTAL EXPENSES	_	3,030,542		<u> -</u>	-	3,030,542
CHANGE IN NET ASSETS FROM OPERATIONS		151,820		386,765		538,585
CHANGES IN NET ASSETS FROM NONOPERATING ITEL Labor relations settlement	M 	(110,324)			:	(110,324)
CHANGE IN NET ASSETS		41,496		386,765		428,261
NET ASSETS - BEGINNING OF YEAR		1,289,882	73 	458,235		1,748,117
NET ASSETS - END OF YEAR	\$	1,331,378	\$	845,000	\$	2,176,378

HELLO NEIGHBOR SCHEDULE OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED JUNE 30, 2024

	Program Services	Management and General	Fund Raising	2024 <u>Total</u>
FROM OPERATIONS				
PERSONNEL				
Salaries and benefits	\$ 1,791,099	\$ 127,492	\$ 62,898	\$ 1,981,489
Payroll taxes	146,795	14,386	5,624	166,805
Payroll expense	5,552	14,560	3,024	5,552
- Marian				3,332
TOTAL PERSONNEL	1,943,446	141,878	68,522	2,153,846
OPERATING				
Advertising and marketing	4,126	3,910	3,662	11,698
Awards and grants	987,723	4,627	284	992,634
Bank charges and fees	507,725	4,582	2,664	7,251
Conference, conventions, and meetings	363	329	78	7,231
Contractors	100,542	27,778	58,544	186,864
Convening	28,302	53,025	22,734	104,061
Depreciation	5,995	3,778	2,734	12,064
Dues & subscriptions	4,462	8,937	795	14,193
Human resources	12,961	24,168	1,478	38,607
Insurance	6,072	12,375	1,476	18,447
Lease expense	37,868	80,153	_	118,021
Legal and professional	60,049	59,332	_	119,381
Meals and entertainment	1,945	3,278	138	5,361
Office supplies & software	19,128	32,712	1,353	53,193
Payroll processing fee	15,120	8,513	1,555	8,513
Postage	985	1,876	228	3,089
Printing	6,971	9,064	220	16,035
Repairs and maintenance	13,771	1,358	105	15,234
Travel	14,816	22,893	120	37,830
Utilities	25,522	1,770	959	28,251
Vehicle maintenance	7,382	-	,,,,	7,382
		3 5.00 3		7,562
TOTAL OPERATING	1,338,988	364,458	95,433	1,798,879
TOTAL FUNCTIONAL EXPENSES				
FROM OPERATIONS	3,282,434	506,336	163,955	3,952,725
FROM NONOPERATING ITEM PERSONNEL				
Salaries and costs	86,081	2		86,081
Lobbying expenses	40,510		-	40,510
Legal and professional	16,295	-		16,295
Payroll taxes	16,161	_		16,161
Non-operating expenses			=0.	
Non-operating expenses	2,380			2,380
TOTAL FUNCTIONAL EXPENSES				
FROM NONOPERATION ITEMS	161,427	- <u> </u>		161,427
		94 (930) 95 (940) 14 (14 (14 (14 (14 (14 (14 (14 (14 (14		
TOTAL FUNCTIONAL EXPENSES	\$ 3,443,861	\$ 506,336	\$ 163,955	\$ 4,114,152

The accompanying notes are an integral part of the financial statements

HELLO NEIGHBOR SCHEDULE OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED JUNE 30, 2023

	Program Services	Management and General	Fund <u>Raising</u>	2023 <u>Total</u>
FROM OPERATIONS PERSONNEL				
Salaries and benefits	\$ 1,326,810	\$ 111,543	\$ 58,858	\$ 1,497,211
Payroll taxes	113,600	10,306	4,802	128,708
Payroll expense	-	-	1,002	120,700
. ny ton enpense			-	1
TOTAL PERSONNEL	1,440,410	121,849	63,660	1,625,919
OPERATING				
Advertising and marketing	12,317	2,167	8,138	22,622
Awards and grants	527,958	-	-	527,958
Bank charges and fees	10	1,966	5,475	7,451
Conference, conventions, and meetings	4,498	2,247	=	6,745
Contractors	207,129	23,002	14,907	245,038
Convening	70,046	2,462	56,266	128,774
Depreciation	1,724	928	=	2,652
Dues & subscriptions	6,213	2,845	1,142	10,200
Human resources	23,320	8,752	2,660	34,732
Insurance	4,469	2,335	-	6,804
Legal and professional	39,521	28,975		68,496
Meals and entertainment	13,708	4,216	970	18,894
Office supplies & software	63,578	34,362	4,650	102,590
Payroll processing fee	=0	6,408	=	6,408
Postage	2,194	989	361	3,544
Printing	2,417	363	_	2,780
Rent and lease	62,895	35,342	=	98,237
Repairs and maintenance	12,163	6,549	=8	18,712
Travel	62,967	3,823	725	67,515
Utilities	16,156	8,289	26	24,471
TOTAL OPERATING	1,133,283	176,020	95,320	1,404,623
TOTAL ELINGTICIAL ENDENGES				
TOTAL FUNCTIONAL EXPENSES FROM OPERATIONS	2,573,693	297,869	158,980	3,030,542
FROM NONOPERATING ITEM				
PERSONNEL Salaries and costs	101,965			101.065
		-	- -	101,965
Payroll taxes	8,359	(8,359
TOTAL FUNCTIONAL EXPENSES				
FROM NONOPERATION ITEMS	110,324			110,324
TOTAL FUNCTIONAL EXPENSES	\$ 2,684,017	\$ 297,869	\$ 158,980	\$ 3,140,866

HELLO NEIGHBOR STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

		<u>2024</u>		<u>2023</u>
CASH FLOWS FROM OPERATING ACTIVITIES				
CHANGE IN NET ASSETS	\$	315,388	\$	428,261
ADJUSTMENTS TO RECONCILE CHANGE IN NET ASSETS TO CASH				
FLOW PROVIDED (USED) BY OPERATING ACTIVITIES				
Donated goods		18,545		10,000
Depreciation		12,064		2,652
Amortization of operating lease right-of-use- asset		118,021		1,475
Amortization of operating lease right-of-use- asset				
(Increase) decrease in assets				
Accounts receivable				-
Grants receivable		(499,797)		(653,753)
Prepaid expenses		(21,730)		19,032
Increase (decrease) in liabilities				
Accounts payable		103,991		(9,508)
Credit card payable		(50,555)		38,645
Accrued expenses		103,446		140,770
Payments of operating leases		(117,385)		-
Refundable advances		_		(178,102)
Unearned revenue			E-	(18,104)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		(18,012)	33	(218,632)
CASH FLOWS FROM INVESTING ACTIVITIES				
Capital expenditures		(45,964)		(78,334)
Security deposits	-	· <u>-</u>	10	(5,000)
CASH FLOWS USED IN INVESTING ACTIVITIES		(45,964)	_	(83,334)
INCREASE/DECREASE IN CASH		(63,976)		(301,966)
CASH - BEGINNING OF YEAR		1,407,620		1,709,586
CASH - ENDING OF YEAR	\$	1,343,644	\$	1,407,620
NONCASH ACTIVITIES				
Leased assets acquired through remeasurement of lease assets and liabilities	\$	38,499	\$	

HELLO NEIGHBOR NOTES TO THE FINANCIAL STATEMENTS

Note 1 – General and Summary of Significant Accounting Policies

Nature of Organization: The founders formed the Hello Neighbor (the Organization) in 2017 under the Corporation Not-for-Profit Code of the Commonwealth of Pennsylvania. The Organization is a qualified corporation exempt from income tax under Section 501(c)(3) of the Internal Revenue Code (IRC).

The Organization works to improve the lives of recently resettled refugee and immigrant families by matching them with dedicated neighbors to guide and support them in their new lives through mentorship. The Organization provides financial support to refugees in need, advocates for new refugee mothers and their children through the smart start program and study buddy program, helps refugee women gain financial freedom through food-based programs. The Organization also administers a national network that brings together a coalition of grassroots organizations working in post-refugee resettlement.

Basis of Accounting: The Organization prepared the accompanying financial statements on the accrual basis in accordance with accounting principles generally accepted in the United States of America. The Organization recognizes revenues when earned and expenses when incurred.

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

Financial Statement Presentation: The financial statements report information regarding the Organization's financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions. Without donor restrictions are net assets that are not subject to donor-imposed stipulations. With donor restrictions are net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature that will be met by the passage of time or other events specified by the donor.

Other donor-imposed restrictions are perpetual in nature where the donor stipulates that resources be maintained in perpetuity. The Organization has no net assets with donor restrictions that are to be maintained in perpetuity as of June 30, 2024 and 2023.

Property and equipment: The Organization records property and equipment at cost if purchased or fair market value if donated. It computes depreciation using the straight line method over the useful life of the property. The Organization charges the cost of additions and improvements exceeding \$2,500 to the property accounts, and it expenses maintenance and repairs as incurred. The Organization eliminates the cost of property sold or retired and the related accumulated depreciation from the accounts and reflects the resulting gain or loss in the statement of activities.

Revenue Recognition: The Organization recognizes contribution and grant revenue when grantors and donors make promises to give and records them as without donor restrictions or with donor restrictions depending on the existence and/or nature of any donor restrictions. The Organization recognizes program service revenue when attendees register for the program. The Organization recognizes special events revenue when tickets to the events are sold.

The Organization considers donor-restricted contributions or grants whose restrictions are satisfied in the same reporting period to be without donor restrictions.

The Organization recognizes conditional promises to give, that is, those with a measurable performance or other barrier and a right of return, as revenue when it has substantially met the conditions or barriers. The Organization records conditional gifts received prior to the satisfaction of conditions as refundable advances. As of June 30, 2024 and 2023 the Organization had no refundable advances.

HELLO NEIGHBOR NOTES TO THE FINANCIAL STATEMENTS

Note 1 – General and Summary of Significant Accounting Policies (continued)

Leases: The Organization calculates its operating lease right of use assets and operating lease liabilities using its incremental borrowing rate and the terms under the lease agreements. The Organization amortizes the operating lease right of use assets over the lease terms.

Donated Goods and Services: The Organization receives personal care items, household goods, and clothing as contributions. The Organization uses such items for its resettlement and family services. The Organization recognizes such items as contributions at the estimated fair value of the goods at the date of donation based on the estimated sales prices for items of similar condition.

The Organization receives donated services from its volunteers; however, it does not recognize any revenue from the donated services since the services do not meet the revenue recognition criteria for donated services.

Functional Expenses: The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. Expenses that the Organization allocates include salaries, payroll taxes, and overhead costs on the basis of estimates of time and effort. Expenses directly related to a specific program are charged to that program.

Advertising: The Organization expenses advertising costs when incurred.

Compensated Absences: The Organization does not accrue for compensated absences since management believes any such amount would be immaterial to its results of operations.

Reclassifications: The Organization has reclassified certain prior year amounts on its financial statements to conform to the current year presentations.

Subsequent Events: Management has considered subsequent events through May 5, 2025, the date the financial statements became available for release.

Note 2 - Cash and Cash Equivalents

The Organization maintains cash at various financial institutions. At times, the balances in these accounts may exceed the amount insured by the Federal Deposit Insurance Corporation (\$250,000).

The Organization considers money market demand accounts and certificates of deposit with maturity periods of one year or less to be cash equivalents for statement of cash flow purposes.

Note 3 - Grants Receivable

The Organization records receivables for program service fees and grants receivable in the normal course of business. The Organization provides for a valuation allowance for accounts receivable whose collection is doubtful. Outstanding receivables were \$1,312,154 and \$812,357 as of June 30, 2024 and 2023, respectively. Since the Organization expects to collect them in full, it has not provided an allowance for these receivables.

HELLO NEIGHBOR NOTES TO THE FINANCIAL STATEMENTS

Note 4 – Income Taxes

Under IRC Section 50l(c)(3), the Organization is exempt from income tax liability; therefore, these financial statements do not include a provision or liability for federal income taxes. The Internal Revenue Service (IRS) may examine the Organization's annual informational returns for the six month period ended June 30, 2021, and the fiscal years ended June 30, 2024 and 2023. As of the date these financial statements became available for release, there are no pending or actual examinations by the IRS.

Note 5 - Net Assets with Donor Restrictions

The Organization classifies net assets according to the level of restriction placed upon the assets by the donors. Net assets with donor restrictions as of June 30, 2024 and 2023, amounted to \$849,764 and \$845,000, respectively. Restrictions are both related to time and programmatic use.

Note 6 - Concentration of Risk

The Organization conducts its activities principally in the Greater Pittsburgh area; therefore, economic and demographic influences in this region could impact its operations.

Note 7 - Leases

The Organization leases office space. The Organization assesses whether an arrangement qualifies as a lease (i.e., conveys the right to control the use of an identified asset for a period of time in exchange for consideration) at inception and only reassesses its determination if the terms and conditions of the arrangement are changed. Lease expense is recognized for these leases on a straight-line basis over the lease term.

Operating leases are included in operating lease right-of-use ("ROU") assets, other current liabilities, and operating lease liabilities in our balance sheets.

ROU assets represent our right to use an underlying asset for the lease term, and lease liabilities represent our obligation to make lease payments. Operating lease ROU assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term.

Most leases include one or more options to renew, with renewal terms that can extend the lease term. The exercise of lease renewal options is at the Company's sole discretion. The lease types were determined based on the probability of exercising the renewal options as well as the useful lives of the underlying assets. The building lease was reviewed on a case-by-case basis. The discount rate for leases were found by the risk-free rate of return based on the date of the lease. The depreciable life of assets and leasehold improvements are limited by the expected lease term unless there is a transfer of title or purchase option reasonably certain of exercise.

The following summarizes the line items in the income statement which include the components of lease expense for the year ended June 30, 2024.

2024

Operating lease expense, included in operating expenses

\$ 118,021

HELLO NEIGHBOR NOTES TO THE FINANCIAL STATEMENTS

Note 7 – Leases (continued)

The maturities of lease liabilities as of June 30, 2024 were as follows:

	<u>C</u>	perating
2025	\$	90,282
2026	-	30,684
Total undiscounted cash flows		120,966
Less: present value discount	ē	(2,724)
Total lease liabilities		118,242
Current portion – lease liabilities		(87,823)
Long-term of lease liabilities	\$	30,419

The following summarizes the weighted average remaining lease term, in years, and discount rate as of June 30, 2024 and 2023:

	<u>2024</u>
Weighted Average Remaining Lease Te	erm
Operating leases	1.25
Weighted Average Discount Rate	
Operating leases	3.41%

Note 8 - Retirement Plan

The Organization established a SIMPLE IRA plan on January 1, 2021. Employees who earn at least \$5,000 per year are eligible to participate in the plan. The Organization makes annual employer contributions for eligible participating employees with a dollar-for-dollar match contribution up to 3% of compensation. The Organization contributed \$18,534 and \$10,632 to the plan for the years ended June 30, 2024 and 2023, respectively. \$3,171 of this balance was payable as of June 30, 2024.

HELLO NEIGHBOR NOTES TO THE FINANCIAL STATEMENTS

Note 9 - Availability of Financial Assets

Financial assets available within one year from the statement of financial position date for general expenditure are as follows:

	<u>2024</u>	<u>2023</u>
Cash and cash equivalents: Grants receivable	\$ 1,343,644 1,312,154	\$ 1,407,620 812,357
	\$ 2,655,798	\$ 2,219,977

As part of the Organization's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due. Funds are set aside in a money market account to assist in meeting any short-term cash needs.

Note 10 – Labor Dispute Settlement

On July 16, 2024, Hello Neighbor's Board of Directors announced the resolution of a labor matter through a finalized settlement with employees and the National Labor Relations Board. This agreement affirms Hello Neighbor's commitment to supporting its workforce while continuing to grow as a values-driven organization. The total settlement of \$214,946—covering back pay, wage adjustments, payroll taxes, interest, and compensation—reflects Hello Neighbor's efforts to resolve the issue responsibly and in good faith.

While charges were initially filed by the United Steel Workers union in February 2023, Hello Neighbor maintained open dialogue throughout the process and proactively recorded \$110,324 in accrued nonoperating expenses related to the settlement as of June 30, 2023. An additional \$104,622 was recognized and accrued in the fiscal year ending June 30, 2024. All associated costs were paid in full by July 2024.