

**AUSTIN CONVENTION AND
VISITORS BUREAU**

**Consolidated Financial Statements
as of and for the Years Ended
September 30, 2014 and 2013 and
Independent Auditors' Report**

AUSTIN CONVENTION AND VISITORS BUREAU

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Austin Convention and Visitors Bureau:

We have audited the accompanying consolidated financial statements of Austin Convention and Visitors Bureau and its affiliate, Austin Sports Commission, (nonprofit organizations), (collectively, "ACVB"), which comprise the consolidated statements of financial position as of September 30, 2014 and 2013, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

Affiliated Company

ML&R WEALTH MANAGEMENT LLC

*"A Registered Investment Advisor"
This firm is not a CPA firm*

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of ACVB as of September 30, 2014 and 2013, 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.

Report on Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying supplemental consolidated schedule of functional expenses is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Maxwell Locke + Ritter LLP

Austin, Texas
December 8, 2014

AUSTIN CONVENTION AND VISITORS BUREAU

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION SEPTEMBER 30, 2014 AND 2013

	<u>2014</u>	<u>2013</u>
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 3,277,226	\$ 1,937,307
Marketable investments	313,040	276,347
Accounts receivable	1,024,265	1,192,502
Inventory	262,746	194,181
Prepaid expenses	224,003	282,785
Security deposits	25,420	21,958
Total current assets	5,126,700	3,905,080
PROPERTY AND EQUIPMENT, net	1,102,515	143,926
TOTAL	<u>\$ 6,229,215</u>	<u>\$ 4,049,006</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable	\$ 212,991	\$ 151,119
Accrued expenses	474,197	333,442
Heritage grants payable	315,296	352,149
Deferred revenue	9,250	11,750
Current portion of long-term debt	96,432	5,790
Total current liabilities	1,108,166	854,250
LONG-TERM DEBT	658,623	21,555
DEFERRED RENT	15,276	45,825
DEFERRED COMPENSATION	293,454	259,291
Total liabilities	2,075,519	1,180,921
NET ASSETS:		
Unrestricted	4,149,321	2,863,710
Temporarily restricted	4,375	4,375
Total net assets	4,153,696	2,868,085
TOTAL	<u>\$ 6,229,215</u>	<u>\$ 4,049,006</u>

See notes to consolidated financial statements.

AUSTIN CONVENTION AND VISITORS BUREAU

CONSOLIDATED STATEMENTS OF ACTIVITIES YEARS ENDED SEPTEMBER 30, 2014 AND 2013

	2014	2013
UNRESTRICTED NET ASSETS:		
Revenues:		
Revenue from the City of Austin	\$ 11,032,841	\$ 9,586,280
In-kind contributions and donated services	758,053	408,663
Sponsorships	345,289	482,831
Housing and registration services	270,395	242,229
Merchandise sales, net of cost of sales of \$744,276 and \$756,349, respectively	243,023	239,097
Rack rental	12,839	14,129
Other revenues	38,461	42,849
Total revenues	12,700,901	11,016,078
Expenses:		
Programs:		
Convention sales	3,095,678	3,248,143
Advertising	2,440,833	2,121,393
Strategic partnership	1,029,461	294,976
Visitors' center	561,661	548,035
Marketing and communications	552,788	613,566
Convention services	541,828	507,319
Tourism sales	510,295	403,263
Austin Sports Commission	297,067	446,844
Film commission	216,098	201,015
Housing	202,692	251,574
Music office	176,118	165,658
Heritage tourism	140,883	113,684
Total program expenses	9,765,402	8,915,470
Supporting services-		
Administrative	1,649,888	1,592,944
Total expenses	11,415,290	10,508,414
CHANGE IN UNRESTRICTED NET ASSETS	1,285,611	507,664
NET ASSETS, BEGINNING OF YEAR	2,868,085	2,360,421
NET ASSETS, END OF YEAR	<u>\$ 4,153,696</u>	<u>\$ 2,868,085</u>

See notes to consolidated financial statements.

AUSTIN CONVENTION AND VISITORS BUREAU

CONSOLIDATED STATEMENTS OF CASH FLOWS YEARS ENDED SEPTEMBER 30, 2014 AND 2013

	2014	2013
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ 1,285,611	\$ 507,664
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	121,144	83,673
Gain on the sale of property and equipment	-	(5,500)
Unrealized gain on marketable investments	(36,693)	(37,966)
Changes in operating assets and liabilities that provided (used) cash:		
Accounts receivable	168,237	(304,431)
Inventory	(68,565)	(43,199)
Prepaid expenses	58,782	217,635
Security deposits	(3,462)	2,565
Accounts payable	61,872	10,909
Accrued expenses	140,755	(36,583)
Heritage grants payable	(36,853)	11,220
Deferred revenue	(2,500)	8,000
Deferred rent	(30,549)	(15,513)
Deferred compensation	34,163	30,594
Net cash provided by operating activities	1,691,942	429,068
CASH FLOWS FROM INVESTING ACTIVITIES-		
Purchases of property and equipment	(1,079,733)	(12,001)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Borrowings on long-term debt	733,482	-
Payments on long-term debt	(5,772)	(2,797)
Net cash provided by (used in) financing activities	727,710	(2,797)
NET CHANGE IN CASH AND CASH EQUIVALENTS	1,339,919	414,270
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	1,937,307	1,523,037
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 3,277,226</u>	<u>\$ 1,937,307</u>
SUPPLEMENTAL DISCLOSURE:		
Cash paid for interest	<u>\$ 12,931</u>	<u>\$ 444</u>
Vehicle purchased through long-term debt	<u>\$ -</u>	<u>\$ 30,142</u>

See notes to consolidated financial statements.

AUSTIN CONVENTION AND VISITORS BUREAU

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS YEARS ENDED SEPTEMBER 30, 2014 AND 2013

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization - The Austin Convention and Visitors Bureau (the “Bureau”) is a private, 501(c)(6) corporation. The Bureau is charged with marketing Austin nationally and internationally as a premier business and leisure destination, thus enriching the community’s overall quality of life. The Convention Sales department actively pursues meetings and conventions to choose Austin for their events. This is done by attending trade shows, conducting sales missions and client events and by direct sale to clients. To support conventions that are in town, Convention Services provides meeting and convention organizers with the services and information that they need to meet successfully in Austin. Additionally, they assist in providing housing services for groups and temporary registration and welcome staff. The Tourism Sales department works with tour companies, both domestically and internationally, to have Austin included on their itineraries. Marketing and Communications coordinates a robust print, online and experiential advertising campaign for Austin, in addition to managing a full suite of interactive tools for visitors. They also work with media to create press coverage of the area. The Film Commission actively works with location scouts to find appropriate filming locations in Austin. Additionally, they act as a liaison between film makers and the local film industry. The Music Office promotes Austin music domestically and internationally, they also work as a liaison between Austin musicians and convention planners who book local musicians to provide entertainment for their events. The Austin Visitors’ Center provides an “on ground” presence to provide services to visitors in Austin in addition to running a robust retail store to showcase Austin merchandise.

The Austin Sports Commission (the “Commission”), an affiliate of the Bureau, was formed on June 26, 2006, for the purpose of promoting, expanding, and retaining professional and amateur sporting events in the Greater Austin Area. The Executive Committee of the Bureau has the power to make, alter, amend, and repeal the bylaws of the Commission. In addition, the Executive Committee of the Bureau controls the appointment of the Board of Directors of the Commission. Also, the Bureau is responsible for the liabilities of the Commission. Consolidation of the Commission by the Bureau is required as the Bureau has both control over and an economic interest in the Commission. The consolidated financial statements include the accounts of the Bureau and the Commission (collectively, “ACVB”). All significant inter-company transactions and balances have been eliminated in consolidation.

Basis of Presentation - The consolidated financial statements are presented in accordance with generally accepted accounting principles in the United States of America (“U.S. GAAP”) as defined by the Financial Accounting Standards Board Accounting Standards Codification. Under the accrual basis of accounting, revenue is recognized when earned regardless of when collected, and expenses are recognized when the obligation is incurred regardless of when paid.

Net assets, revenues and expenses are classified based on the existence or absence of donor imposed restrictions. Accordingly, net assets of ACVB and changes therein are classified as follows:

Unrestricted - These types of net assets are not subject to donor-imposed stipulations. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law. All contributions are considered to be available for unrestricted use unless specifically restricted by a donor.

Temporarily Restricted - These types of net assets are subject to donor imposed stipulations, which limit their use by ACVB to a specific purpose and/or the passage of time. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the consolidated statements of activities as net assets released from restrictions. Donor imposed restrictions that are met within the same reporting period of the contribution are reported as unrestricted support. Temporarily restricted net assets of \$4,375 were restricted for the Restore Austin Fund as of September 30, 2014 and 2013.

Permanently Restricted - These types of net assets are not currently available for use in the operations of ACVB and their limitations neither expire by passage of time nor can be fulfilled or otherwise removed by actions of ACVB. ACVB has not received any permanently restricted contributions as of September 30, 2014 and 2013.

Use of Estimates - The preparation of consolidated financial statements in accordance with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

Cash and Cash Equivalents - ACVB considers all highly liquid investments with an original maturity of three months or less when purchased to be cash equivalents.

Fair Value Measurements - Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value accounting requires characterization of the inputs used to measure fair value into a three-level fair value hierarchy as follows:

Level 1 - Inputs based on quoted prices in active markets for identical assets or liabilities. An active market is a market in which transactions occur with sufficient frequency and volume to provide pricing information on an ongoing basis.

Level 2 - Observable inputs that reflect the assumptions market participants would use in pricing the asset or liability developed based on market data obtained from sources independent from the entity.

Level 3 - Unobservable inputs that reflect the entity's own assumptions about the assumptions market participants would use in pricing the asset or liability developed based on the best information available.

There are three general valuation techniques that may be used to measure fair value: 1) market approach - uses prices generated by market transactions involving identical or comparable assets or liabilities, 2) cost approach - uses the amount that currently would be required to replace the service capacity of an asset (replacement cost), and 3) income approach - uses valuation techniques to convert future amounts to present amounts based on current market expectations.

Marketable Investments - Marketable investments consist of publicly traded stock and variable annuity funds and are carried at fair market value based on quoted market prices. Any changes in market value are reported in other revenue in the consolidated statements of activities. All marketable investments were measured at fair value using the market approach. Variable annuity funds are intended to fund the deferred compensation liability in future years.

Accounts Receivable - Accounts receivable are recorded at the value of the revenue earned and generally require payment within thirty days. Receivable balances over thirty days old are considered delinquent and management begins collection efforts at that time. Delinquent invoices do not accrue interest. ACVB continually monitors the credit worthiness of each account and recognizes allowances for estimated bad debt on accounts that are no longer estimated to be collectible. ACVB regularly adjusts any allowance for subsequent collections and final determination that a balance is no longer collectible. ACVB has no allowance for bad debt as of September 30, 2014 or 2013, as management deemed all outstanding balances to be collectible.

Inventory - Inventory is valued at the lower of cost (first-in first-out retail method) or market. Inventory includes purchased promotional items and visitor center merchandise classified as finished goods.

Property and Equipment - Property and equipment are recorded at cost if purchased or at fair value if donated. ACVB capitalizes all acquisitions of property and equipment in excess of \$1,000 with a useful life of three or more years. Gains and losses on disposals of property and equipment are recognized during the year of disposition in the consolidated statement of activities. Depreciation and amortization is computed using the straight-line method over the estimated useful lives of the assets, ranging from 5 to 7 years for office equipment and vehicles, or the lesser of the useful life or term of the lease for leasehold improvements, ranging from 10 - 17 years.

Heritage Grants - Grants are provided to assist organizations in preserving historic properties that are proven tourism attractions, or are located in areas that are frequented by tourists. Nonprofits are the only organizations eligible to receive grant funds.

Deferred Compensation - ACVB has a tax exempt 457(b) deferred compensation plan under which two highly compensated key employees are eligible to participate - one active employee and one former employee. Amounts deferred under the plan by participants are invested by ACVB through the designation of an administrator, but the investments are directed by the participants. All amounts deferred under the plan by participants, all property and rights purchased with these amounts, and all income attributable are the sole property of ACVB and fully subject to claims by ACVB's general creditors. Participants are eligible to receive distributions under the plan upon severance from employment, an unforeseeable emergency or the election of a small balance distribution.

Revenue from the City of Austin - ACVB receives substantially all of its revenue from the City of Austin (the “City”) under an agreement to perform certain services related to its stated purpose in exchange for a percentage of hotel occupancy tax revenue that is collected by the City. The payments are subject to annual appropriation by the City and the ability of the City to collect such tax proceeds. The agreement with the City expires on September 30, 2016. Revenues are considered earned when the City earns hotel occupancy tax revenues. Revenues earned but not received in cash are recorded as accounts receivable.

In-kind Contributions - Contributions of tangible assets are recognized at fair value when received. The amounts reflected in the consolidated financial statements as in-kind contributions are offset by equal amounts included in expenses or additions to property and equipment.

Donated Services - Contributions of services are recognized at their estimated fair market value if the services received create or enhance nonfinancial assets or require specialized skills, are provided by individuals possessing these skills, and would typically need to be purchased if not provided by donation. The amounts included in the consolidated financial statements as donated services are offset by equal amounts included in expenses.

Advertising Costs - ACVB expenses advertising costs as incurred. Total advertising expense for the years ended September 30, 2014 and 2013, was \$2,440,833 and \$2,121,393, respectively.

Functional Allocation of Expenses - The majority of expenses can generally be identified with the program or supporting service to which they relate and are charged accordingly. Other expenses are allocated by function to components of these services based on allocation factors determined by management.

Concentration of Credit Risk - Financial instruments that potentially subject ACVB to credit risk consist of cash and cash equivalents, marketable investments and accounts receivable. ACVB places its cash and cash equivalents with a limited number of high quality financial institutions and may exceed the amount of insurance provided on such deposits. Management believes no significant risk exists with respect to cash and cash equivalents.

Marketable investments are exposed to various risks, such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the near-term could materially affect the amounts reported in the consolidated statements of financial position.

The City accounted for 99% and 97% of gross accounts receivable as of September 30, 2014 and 2013, respectively. The City accounted for 87% of total revenues for the years ended September 30, 2014 and 2013. ACVB generally does not maintain collateral for its accounts receivable and management does not believe a significant risk exists.

Income Taxes - The Bureau and the Commission are both nonprofit corporations that are exempt from federal income taxes under Section 501(c)(6) of the Internal Revenue Code, except to the extent of any unrelated business income. The Bureau and the Commission file a Form 990 tax return in the U.S. federal jurisdiction and are subject to routine examinations of their returns; however, there are no examinations currently in progress. The fiscal year 2011 and subsequent tax years remain subject to examination by the Internal Revenue Service.

Reclassifications - Certain amounts in the prior year have been reclassified to conform to the presentation adopted in the current year. There was no impact on net assets.

2. MARKETABLE INVESTMENTS

Marketable investment fair values were as follows at September 30, 2014:

	Fair Value	Fair Value Measurements Using:		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Variable annuity funds	\$ 293,454	\$ -	\$ 293,454	\$ -
Publicly traded stocks	19,586	19,586	-	-
Total marketable investments	<u>\$ 313,040</u>	<u>\$ 19,586</u>	<u>\$ 293,454</u>	<u>\$ -</u>

Marketable investment fair values were as follows at September 30, 2013:

	Fair Value	Fair Value Measurements Using:		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Variable annuity funds	\$ 259,291	\$ -	\$ 259,291	\$ -
Publicly traded stocks	17,056	17,056	-	-
Total marketable investments	<u>\$ 276,347</u>	<u>\$ 17,056</u>	<u>\$ 259,291</u>	<u>\$ -</u>

3. PROPERTY AND EQUIPMENT

Property and equipment was comprised of the following at September 30:

	2014	2013
Office equipment	\$ 668,247	\$ 613,000
Leasehold improvements	999,978	87,151
Vehicle	35,648	35,648
	1,703,873	735,799
Accumulated depreciation and amortization	(601,358)	(591,873)
Property and equipment, net	<u>\$ 1,102,515</u>	<u>\$ 143,926</u>

4. LONG-TERM DEBT

In March 2013, ACVB entered into a note payable for the purchase of a vehicle. The note payable is collateralized by the vehicle purchased, with principal and interest payments due monthly accruing interest at 2.9% and matures on March 1, 2018.

In December 2013, ACVB borrowed \$733,482 under a promissory note payable (the “promissory note”) to finance the construction of leasehold improvements for a new visitors’ center. The promissory note is collateralized by substantially all of ACVB’s assets and accrues interest at 3.5%. Interest only payments were due monthly through September 2014. Beginning in October 2014, payments of principal and interest are due through the maturity date in September 2021. The promissory note agreement contains a financial covenant to maintain a debt service coverage, as defined in the promissory note.

Required principal payments on long-term debt obligations at September 30, 2014 were as follows for the years ended September 30:

2015	\$	96,432
2016		103,788
2017		107,632
2018		108,273
2019		108,931
Thereafter		<u>229,999</u>
Total	\$	<u>755,055</u>

5. COMMITMENTS

ACVB has non-cancelable operating leases related to office facilities and a visitor center. Total rental expense, including operating costs, for the years ended September 30, 2014 and 2013, was \$421,664 and \$456,100, respectively. Future minimum lease payments under operating leases at September 30, 2014 were as follows for the years ended September 30:

2015	\$	95,914
2016		41,540
2017		41,540
2018		41,540
2019		44,656
Thereafter		<u>214,970</u>
Total minimum lease payments	\$	<u>480,160</u>

6. IN-KIND CONTRIBUTIONS AND DONATED SERVICES

ACVB received in-kind contributions and donated services for the following programs and supporting services included in the consolidated statements of activities during the years ended September 30:

	2014	2013
Programs:		
Strategic partnership	\$ 684,204	\$ 164,991
Convention sales	67,639	118,508
Visitors' center	5,330	240
Marketing and communications	880	51,606
Austin Sports Commission	-	61,273
Administrative	-	12,045
	<u>\$ 758,053</u>	<u>\$ 408,663</u>

In-kind contributions of tangible assets received during the years ended September 30, 2014 and 2013 were \$585,733 and \$312,451, respectively. Donated services received during the years ended September 30, 2014 and 2013 were \$172,320 and \$96,212, respectively. Services rendered were audio-visual labor, production and transportation related.

7. EMPLOYEE BENEFIT PLANS

ACVB has a qualified 401(k) deferred compensation plan (the "Plan") covering all employees that have completed 1,000 hours of qualified employment, reached 21 years of age and have been employed by ACVB for at least one year. Under the Plan, ACVB matches the employee's contributions under elective deferral arrangements up to a maximum of seven percent of compensation. Total employer matching contributions were \$235,513 and \$185,943, for the years ended September 30, 2014 and 2013, respectively.

8. SUBSEQUENT EVENTS

ACVB has evaluated subsequent events through December 8, 2014 (the date the consolidated financial statements were available to be issued) and no events have occurred from the consolidated statement of financial position date through that date that would impact the consolidated financial statements.

SUPPLEMENTAL INFORMATION

AUSTIN CONVENTION AND VISITORS BUREAU

CONSOLIDATED SCHEDULE OF FUNCTIONAL EXPENSES YEAR ENDED SEPTEMBER 30, 2014

	Programs												Supporting Services	2014	
	Convention Sales	Advertising	Strategic Partnership	Visitors' Center	Marketing and Communications	Convention Services	Tourism Sales	Austin Sports Commission	Film Commission	Housing	Music Office	Heritage Tourism	Total	Administrative	Total Expenses
Wages and salaries	\$ 1,473,447	1,550	167,832	259,518	269,230	304,738	215,316	155,680	119,919	90,320	63,768	-	3,121,318	910,535	4,031,853
Project costs:															
Trade shows	207,642	-	1,525	-	5,552	1,961	48,929	11,824	-	-	17,844	-	295,277	-	295,277
FAMS and site visits	58,240	-	35	-	10,363	2,508	54,555	8,099	-	-	3,446	-	137,246	-	137,246
Client development	305,808	38,543	11,897	8,764	1,109	74,359	46,921	15,434	2,499	-	45,614	-	550,948	1,767	552,715
Local meetings/transportation	7,658	677	17,510	2,489	3,274	2,097	243	3,430	221	-	1,436	-	39,035	26,319	65,354
Special projects	159,435	88,866	63,414	14	1,627	4,465	6,790	13,718	34,165	-	4,002	-	376,496	10,587	387,083
Education seminars	35,811	-	3,383	1,168	12,497	10,054	3,791	-	-	-	2,502	-	69,206	15,457	84,663
Total Project Costs	774,594	128,086	97,764	12,435	34,422	95,444	161,229	52,505	36,885	-	74,844	-	1,468,208	54,130	1,522,338
Employee benefits	389,260	-	44,650	74,819	81,891	76,643	45,676	41,500	32,622	25,215	18,807	-	831,083	272,440	1,103,523
Media placement	958	1,592,552	-	-	-	-	-	-	-	-	-	-	1,593,510	-	1,593,510
Contracts	14,510	-	2,179	3,373	2,881	2,552	1,952	1,529	984	858	764	-	31,582	18,821	50,403
Production costs	1,653	703,650	125	-	-	15,760	-	-	-	-	6,000	-	727,188	259	727,447
Rent and utilities	144,368	-	15,983	91,023	28,378	22,171	15,874	12,768	7,996	7,016	7,184	-	352,761	68,902	421,663
Donated services	67,639	-	684,204	880	-	-	-	-	-	-	-	-	752,723	5,330	758,053
Heritage grants	-	-	-	-	-	-	-	-	-	-	-	140,881	140,881	-	140,881
Depreciation and amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	121,144	121,144
Research	61,685	-	-	-	11,108	-	275	17,500	50	-	-	-	90,618	350	90,968
Office supplies	13,762	495	2,756	19,662	7,546	3,272	1,483	2,190	578	666	878	-	53,288	23,170	76,458
Information technology	44,891	-	5,861	30,286	8,848	5,466	4,696	2,913	1,875	2,500	1,692	-	109,028	31,367	140,395
Telephone	26,501	-	3,364	6,110	4,437	3,954	3,355	2,851	1,124	822	876	-	53,394	10,590	63,984
Housing costs	-	-	-	-	-	-	-	-	-	73,868	-	-	73,868	-	73,868
Postage	1,718	-	497	3,066	39,263	1,487	96	-	39	-	39	2	46,207	1,763	47,970
Dues and subscriptions	17,915	-	992	28	766	2,675	56,440	2,942	6,575	-	115	-	88,448	7,658	96,106
Contract services	-	14,500	-	-	30,700	-	-	-	5,450	-	-	-	50,650	67,500	118,150
Insurance	17,504	-	2,364	2,926	3,125	2,768	2,118	1,658	1,067	931	829	-	35,290	9,164	44,454
Professional fees	4,306	-	571	5,375	989	1,058	593	2,783	418	474	302	-	16,869	29,084	45,953
Bank and credit card fees	-	-	-	27,422	-	-	-	-	-	-	-	-	27,422	3,620	31,042
Interest	-	-	-	12,210	-	-	-	-	-	-	-	-	12,210	721	12,931
Collateral	-	-	-	9,175	-	832	-	-	490	-	-	-	10,497	-	10,497
Fulfillment costs	-	-	-	-	24,489	-	-	-	-	-	-	-	24,489	-	24,489
Delivery	6,945	-	262	2,586	838	2,942	1,141	209	-	-	-	-	14,923	5,953	20,876
Printing and typesetting	-	-	-	-	3,802	-	-	-	-	-	-	-	3,802	-	3,802
Taxes	26	-	-	-	-	-	-	-	-	-	-	-	26	128	154
Maintenance contracts	33,916	-	57	767	75	66	51	39	26	22	20	-	35,039	3,099	38,138
Repairs and maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	80	-	-	-	-	-	-	-	-	-	-	-	80	4,160	4,240
Total	\$ 3,095,678	2,440,833	1,029,461	561,661	552,788	541,828	510,295	297,067	216,098	202,692	176,118	140,883	9,765,402	1,649,888	11,415,290