

# San Diego Coastkeeper

San Diego, California

# Financial Statements and Independent Auditor's Report

December 31, 2019

# San Diego Coastkeeper December 31, 2019

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#### **Independent Auditor's Report**

To the Board of Directors of San Diego Coastkeeper San Diego, California

#### **Report on Financial Statements**

We have audited the accompanying financial statements of the San Diego Coastkeeper (Organization), which comprises the statement of financial position as of December 31, 2019, and the related statements of activities and cash flow for the year then ended, and the related notes to the financial statements.

#### Management's Responsibility for Financial Statements

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

#### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit 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 financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the 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 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 financial statements.

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

#### Other Information

The prior year summarized comparative information has been derived from the 2018 financial statements and in our report dated September 9, 2019 we expressed an unqualified opinion on those financial statements. The information is consistent, in all material respects, with the audited financial statements from which it has been derived.

#### **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of December 31, 2019, and the changes in its net assets and its cash flow for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Other Matters**

#### Report on Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The accompanying Schedules of Functional Expenses on pages 16 and 17 are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information on page 16 has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the 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 financial statements taken as a whole.

Arisl Kagan
Kagan and Associates, CPAs

Santee, California

August 31, 2020

FINANCIAL STATEMENTS

# San Diego Coastkeeper Statements of Financial Position December 31, 2019 and 2018

Assets			
Current assets	2019		2018
Cash and cash equivalents	\$ 1,185,523	\$	796,490
Grants and contracts receivable	53,352		61,213
Prepaid expenses and deposits	11,470		7,307
Total operating assets	1,250,345	. <u>-</u>	865,010
Fixed assets			
Property & equipment	130,626		130,626
Less: accumulated depreciation	(130,626)	. <u>.</u>	(128,687)
Net fixed assets		. <u>-</u>	1,939
Total assets	\$ 1,250,345	\$	866,949
Liabilities and net assets			
Current liabilities			
Accounts payable	\$ 333	\$	5,025
Accrued Workers Comp	4,323		2,449
Accrued vacation payable	12,388		11,692
Deferred revenue			30,900
Total current liabilities	17,044	. <u>.</u>	50,066
Long term liabilities			
Notes payable			
Total long term liabilities		. <u>-</u>	
Total liabilities	17,044		50,066
Net assets			
Without donor restrictions	1,063,741		664,161
With donor restrictions	169,560		152,722
Total net assets	1,233,301	. <u>-</u>	816,883
Total liabilities and net assets	\$ 1,250,345	\$	866,949

#### San Diego Coastkeeper

# Statements of Activities December 31, 2019 and 2018

2019 2018 Without donor With donor Total support Without donor With donor **Total support** Restrictions Restrictions and other revenue Restrictions Restrictions and other revenue Revenue and support Direct public support \$ 524,305 250,000 774,305 539,261 139,307 678,568 Government grants 215,710 14,500 230,210 140,265 13,415 153,680 Fundraising - events, net 52,991 52,991 36,290 36,290 Investment earnings 2,631 2,631 667 667 Net assets released from restriction 247,662 (247,662)(130,197)130,197 1,043,299 16,838 1,060,137 846,680 22,525 869,205 Total revenue and support **Expenses Program services** 48,633 48,633 Monitoring 106,194 106,194 Education 213,588 213,588 159,120 159,120 254,917 254,917 203,804 203,804 Advocacy **Total program services** 517,138 517,138 469,117 469,117 **Supporting services** Management & general 40,372 40,372 55,211 55,211 Resource development 86,209 86,209 56,195 56,195 126,581 126,581 111,407 111,407 **Total supporting services** 643,719 580,524 **Total expenses** 643,719 580,524 Change in net assets 399,580 16,838 416,418 266,156 22,525 288,681 816,883 Beginning net assets 664,161 152,722 398,005 130,197 528,202 1,063,741 169,560 1,233,301 664,161 152,722 816,883 **Ending net assets** 

# San Diego Coastkeeper

Statements of Cash Flows December 31, 2019 and 2018

Cash flows from operating activities:		2019	2018
Change in net assets	\$		
Adjustments to reconcile change in net assets to net cash		416,418	288,681
provided by operating activities:			
Depreciation		1,939	1,836
(Increase) decrease in assets:			
Grants & contracts receivable		7,861	4,436
Prepaid expenses and deposits		(4,163)	1,073
Increase (decrease) in liabilities:			
Accounts payable		(4,692)	4,158
Accrued vacation		696	2,956
Deferred revenue		(30,900)	30,900
Accrued workers compensation		1,874	
Deferred rent credit			(1,582)
Net cash provided (used) by operating activities	_	389,033	332,458
Cash flows from investing activities:			
Purchase of equipment		-	(3,775)
Net cash provided (used) by investing activities	_	-	(3,775)
Cash flows from financing activities:			
Prinicipal payments on notes payable			
Net cash provided (used) by financing activities	_		
Net increase (decrease) in cash and cash equivalents		389,033	328,683
Beginning cash and cash equivalents	_	796,490	467,807
Ending cash and cash equivalents	\$	1,185,523 \$	796,490

#### Note 1 – Reporting Entity and Summary of Significant Accounting Policies

San Diego Coastkeeper (Organization) is a California nonprofit public benefit organization dedicated to protecting and restoring fishable, swimmable and drinkable water in San Diego County. The Organization's principal purposes are to conduct community outreach, education and advocacy programs. Affiliated with the California and the International Waterkeeper Alliances, consisting of over 200 organizations worldwide, the Organization maintains a full-time staff of skilled, dedicated professionals, including ecologists, marine biologists, educators, and attorneys who preside over the following programs:

**Monitoring -** The Organization monitors water quality throughout San Diego. This includes rivers and streams, as well as polluted runoff from construction sites, scrap yards, and any other industrial site. When polluted discharges are out of compliance with state and federal water laws and regulations the Organization will seek to ensure legal compliance, which may include litigation.

**Education** - The Organization's educational lessons, Water Education For All, are available for all educators (informal and formal) to help K-12 grade students in San Diego gain a better understanding of the local ecology and water issues. Students develop a sense of stewardship and knowledge of specific actions they can take to protect San Diego habitats and water. Additionally, Project SWELL classroom presentations, teacher training, and supplies are provided to all San Diego Unified elementary schools. The Organization reaches thousands of students and citizens at schools and public outreach events, and trains hundreds of teachers to help implement these environmental education lessons, each year.

**Advocacy** - Urging regulatory agencies and commissions as well as state, county, and local governments, the Organization advocates for stricter storm water and urban runoff regulations, compliance with the Clean Water Act and other environmental and land use laws, and enhanced coastal protection and restoration. The Organization also advocates for solutions to the drinking water supply for San Diego County. Advocacy includes policy development and promotion, as well as litigation.

#### **Basis of Accounting**

The accompanying financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Under the accrual basis of accounting, revenue is recognized when earned and expenses are recorded as the liability when incurred.

#### **Basis of Presentation**

**Net Assets Without Donor Restrictions** - Net assets available for use in general operations and not subject to donor restrictions generally result from revenues generated by receiving unrestricted contributions, providing services, and receiving interest from investments less expenses incurred in providing program-related services, raising contributions, and performing administrative functions.

Net Assets With Donor Restrictions – These net assets are subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those 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. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

#### Note 1 – Reporting Entity and Summary of Significant Accounting Policies (Continued)

#### **Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported changes in Organization net assets during the reporting period. Actual results could differ from those estimates.

#### **Contributions**

Contributions are recognized when the donor makes a promise to give the Organization that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions.

#### **Contributed In-Kind Goods and Services**

Contributions of donated noncash assets are recorded at fair value in the period received. Contributions of donated services are recognized if the services received (a) create or enhance long-lived assets, or (b) require specialized skills provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation.

#### **Cash and Cash Equivalents**

For the purpose of reporting cash flows, the Organization considers all highly liquid debt instruments, including money market funds, purchased with original maturities of three months or less to be cash equivalents. The carrying amount of cash and cash equivalents approximates fair value due to the short-term nature of these financial instruments.

#### **Fair Value Measurements**

The Organization measures fair value at the price that would be received upon sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Authoritative guidance establishes a hierarchy for ranking the quality and reliability of the information used to determine fair values, requiring that assets and liabilities carried at fair value be classified and disclosed in one of the following three categories:

- Level 1: Unadjusted quoted market prices for identical assets or liabilities in active markets.
- Level 2: Unadjusted quoted market prices for similar assets and liabilities in active markets, unadjusted quoted prices for identical or similar assets or liabilities in markets that are not active, or inputs other than quoted prices that are observable for the asset or liability.
- Level 3: Significant unobservable inputs for the asset or liability.

#### **Prepaid Expenses and Deposits**

Certain payments to vendors reflect costs or deposits applicable to future accounting periods and are recorded as prepaid expenses or deposits.

#### Note 1 – Reporting Entity and Summary of Significant Accounting Policies (Continued)

#### **Property and Equipment**

Property and equipment are recorded at cost if purchased or at fair market value at date of donation. Depreciation is provided using the straight-line method of depreciation over the estimated useful lives of the assets, ranging from three to seven years. Property and equipment are capitalized if the cost or donated fair market value of an asset is greater than, or equal to \$5,000.

#### **Long-Lived Assets**

The Organization accounts for impairment and disposition of long-lived assets. Impairment losses are recognized for long-lived assets used in operations when indicators of impairment are present and the undiscounted future cash flows are not sufficient to recover the assets' carrying amount. There was no impairment of the value of such assets for the years ended December 31, 2019 and 2018.

#### **Deferred Revenue**

Deferred revenue represents revenues collected but not earned as of December 31, 2019. This is composed of revenue from grants received from a foundation. If a program is conducted over a calendar year end, deferred revenue is recorded for all revenue related to programs predominately conducted in the next calendar year. Deferred revenue was zero as of December 31, 2019 and \$30,900 as of December 31, 2018.

#### **Rent Expense**

For lease agreements that provide for escalating rent payments or free-rent occupancy periods, the Organization recognizes rent expense on a straight-line basis over the non-cancelable lease term and option renewal periods where failure to exercise such options would result in an economic penalty in such amount that renewal appears, at the inception of the lease, to be reasonably assured. The lease term commences on the date that the Organization takes possession of or controls the physical use of the property.

#### **Grant and Contracts Receivable Recognition**

Grants and contracts are paid on a reimbursement basis, up to the maximum amounts allowed under the terms of the grant or contract. Periodic audits may be performed by the grantors, and certain costs may be questioned as not being reimbursable expenditures under the terms of the contracts. Such audits could lead to reimbursement to the grantors. The Organization's management believes disallowances, if any, will be immaterial.

#### **Income Taxes**

As a publicly supported not-for-profit organization, the Organization is exempt from federal income taxes under Internal Revenue Code Section 501(c)(3) and the corresponding provisions of Section 23701d of the California Revenue and Taxation Code. The Organization is not subject to income tax except for taxes on the receipt of income, if any, which is unrelated to the Organization's tax-exempt purpose. The Organization is not a private-foundation and qualifies for the charitable deduction under 170(b)(1)(A)(vi) of the Internal Revenue Code.

The Organization has applied the provisions of ASC Subtopic 740-10, *Income Taxes–Overall*, which prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return, and provides guidance on recognition, classification, interest, and penalties, disclosure, and transition. Management of the Organization believes that no such uncertain tax positions exist as of December 31, 2019 and 2018.

#### **Note 1 – Reporting Entity and Summary of Significant Accounting Policies (Continued)**

#### **Functional Allocation of Expenses**

The costs of providing the Organization's programs and other activities have been presented in the schedule of functional expenses. During the year, such costs are accumulated into separate groupings as either direct or indirect. Indirect or shared costs are allocated among program and support services by a method that best measures the relative degree of benefit. The Organization uses proportional salary dollars to allocate indirect costs.

#### **Adoption of New Accounting Pronouncement**

The Organization adopted the Financial Accounting Standards Board's Accounting Standards Update (ASU) No. 2016-14 -Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities. This update addresses the complexity and understandability of net asset classification, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return between not-for-profit entities. The changes required by the update have been applied retrospectively to all periods presented. A key change required by ASU 2016-14 relates to the net asset classes used in these financial statements. Amounts previously reported as unrestricted net assets are now reported as net assets without donor restrictions and amounts previously reported as temporarily restricted net assets and permanently restricted net assets, if applicable, are now reported as net assets with donor restrictions.

#### **Comparative Financial Information**

The accompanying financial statements include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Organzation's prior auditor's audited financial statements for the year ended December 31, 2018 from which the summarized information was derived. Some items may have been reclassified for purposes of overall comparability and consistency of presentation.

#### Note 2 – Grants and Contracts Receivable

Grants and contracts receivable at December 31, 2019 and 2018, were comprised of the following:

Description	 2019	2018
Proposition 84	\$ -	\$ -
Proposition 84 retention	-	24,250
Project SWELL	-	4,788
Outreach	-	-
Annual support	-	243
Private Party	<u>53,352</u>	<u>31,932</u>
Total	\$ <u>53,352</u>	\$ <u>61,213</u>

#### Note 3 – Property and Equipment

Property and equipment at December 31, 2019 and 2018, were comprised of the following:

	2019	2018
Depreciable assets:		
Leasehold improvements	\$ 81,460	\$ 81,460
Boat and boat lift	<u>49,166</u>	<u>49,166</u>
Total depreciable assets	130,626	130,626
Accumulated depreciation	(130,626)	(128,687)
Total property and equipment,	\$ 0	\$ 1,939

For the years ended December 31, 2019 and 2018, depreciation expense was \$1,939 and \$1,836, respectively.

#### Note 4 – Liquidity and Availability of Financial Assets

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

Financial assets at December 31, 2019:

Cash Accounts and contributions receivable Total financial assets Funds subject to donor-imposed restrictions	\$ 1,185,523 <u>53,352</u> 1,238,875 (169,560)
Financial assets available to meet general expenditures within one year	\$ 1,069,315
Financial assets at December 31, 2018:	
Cash Accounts and contributions receivable Total financial assets Funds subject to donor-imposed restrictions	\$ 796,490 <u>61,213</u> 857,703 (152,722)
Financial assets available to meet general expenditures within one year	\$ <u>704,981</u>

#### Note 5 – Notes Payable

#### Related Party - Loan Payable

There were no related party payables outstanding as of December 31, 2019 and 2018.

#### **Note 6 – Net Assets – With Donor Restrictions**

At December 31, 2019 and 2018, donor restricted net assets consisted of the following:

		Balance				I	Balance		
	<b>January 1, 2019</b>		<b>January 1, 2019</b>		A	Additions	Deletions	Decem	ber 31,2019
Education	\$	21,735	\$	25,000	\$ 34,235	\$	12,500		
Monitoring		37,446		14,500	44,696		7,250		
Advocacy		93,541		225,000	<u>168,731</u>		<u>149,810</u>		
Total	\$	<u>152,722</u>	\$	<u>264,500</u>	\$ <u>247,662</u>	\$	<u>169,560</u>		

	]	Balance					I	Balance		
	<b>January 1, 2018</b>		<b>January 1, 2018</b>		A	Additions	]	Deletions	Decem	ber 31,2018
Education Monitoring	\$	40,869 26,467	\$	21,735 37,446	\$	40,869 26,467	\$	21,735 37,446		
Advocacy		62,861		93,541		<u>62,861</u>		<u>93,541</u>		
Total	\$	130,197	\$	<u>152,722</u>	\$	<u>130,197</u>	\$	<u>152,722</u>		

For the year ended December 31, 2019 and December 31, 2018 \$264,500 and \$152,722 net assets were restricted by donor respectively. For the year ended December 31, 2019 and December 31, 2018 net assets were released from donor restrictions in the amount of \$247,662 and \$130,197 respectively by incurring expenditures satisfying the restricted purpose or from satisfying time restrictions.

#### **Note 7 – Fundraising Events**

The Organization holds an annual fundraising event to support the operations of the Organization. Fundraising events for the years ended December 31, 2019 and 2018 were comprised of the following:

	 Seaside rée 2019	Seaside Soirée 2018		
Fundraising events proceeds	\$ 80,511	\$	59,523	
Costs of direct benefits to attendees	(27,520)		(23,233)	
Total fundraising – events net	\$ <u>52,991</u>	\$	<u>36,290</u>	

#### **Note 8 – Operating Lease Agreement**

The Organization leases its administrative offices in San Diego, California, under an operating lease. In November 2017, the Organization renewed its lease for three years beginning January 2018 and ending December 2020. In addition to the basic monthly rental expense, the Organization pays monthly charges for utilities, property tax and other common area services on a pro rata basis, which is calculated based on the rentable square footage. Minimum future rental payments are under a non-cancelable operating lease as follows:

Year	A	mount
2020		<u>28,356</u>
Total	\$	28,356

The net rent expense is a follows:

Gross rent for the calendar year 2019	\$ 35,431
Rent expense allocated to fundraising. Fundraising income and expense are	(477)
shown net on Statement of Activities. Fundraising rent expense is not	
disclosed on Schedule of Functional Expenses	
Rent allocated to utilities (see page 16)	(8,452)
Rent per the Schedule of Functional Expenses (page 16)	\$ 26,502

#### Note 9 – Public Support

Volunteers from the community have donated significant amounts of their time in support of the Organization's programs. No amounts have been reflected in the financial statements for the contributed services since no objective basis is available to measure the value of such services.

#### Note 10 - Concentration of Credit Risk

As of December 31, 2019 the Organization maintained cash balances in financial institutions in excess of the amounts insured by the FDIC. However, management believes the credit risk is minimal due to the quality of the financial institutions where its cash is held.

#### **Note 11 – Commitment and Contingencies**

#### **Grants and Contracts**

The Organization has grants and contracts with government agencies that may be subject to audit. No provision has been made for any liabilities that may arise from such audits since the amounts, if any, cannot be determined. Management believes that any liability which may result from these audits would not be material.

#### Litigation

In the ordinary course of operations, the Organization is subject to claims and litigation from outside parties. After consultation with legal counsel, the Organization believes the ultimate outcome of such matters, if any, will not materially affect its financial condition.

#### Note 12 – Investments

Investments as of December 31, 2019 and 2018 consist primarily of assets invested in marketable equity and debt securities. Cash and cash equivalents that are not used for operations are treated as investments due to their nature as long-term investments. Investments are carried at fair value based on quoted market prices in active market (all Level 1 measurements). The realized and unrealized gains and losses on investments are reflected in the statement of activities. Investment revenues are reported net of related investment expenses.

Investments are exposed to various risks such as significant world events, interest rate, credit, and overall market volatility risks. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the fair value of investments will occur in the near term and that such changes could materially affect the amounts reported in the statement of financial position.

At December 31, 2019, investments consisted of the following;

Cash and cash equivalents \$ 1,032,225 Certificates of deposit \$ 153,298 Total \$1,185,523

At December 31, 2018, investments consisted of the following;

Cash and cash equivalents \$ 695,339 Certificates of deposit \$ 101,151 Total \$ 796,490

#### Note 13 – Subsequent Events

The Organization's management has evaluated subsequent events through August 31, 2020, the date the financial statements were available to be issued.

# SUPPLEMENTARY INFORMATION

San Diego Coastkeeper

# Schedule of Functional Expenses Year Ended December 31, 2019

			Program Services		Total Program	Management	Resource	Total
	N	Monitoring	Education	Advocacy	Services	and General	Development	Expenses
	_							
Salaries	\$	22,334	147,685	174,892	344,911	3,241	48,050 \$	396,202
Payroll taxes		2,256	12,510	14,245	29,011	284	4,085	33,380
Employee benefits		4,780	12,707	10,014	27,501	1,510	3,634	32,645
Workers Compensation		552	2,436	2,542	5,530	176	757	6,463
<b>Total personnel costs</b>		29,922	175,338	201,693	406,953	5,211	56,526	468,690
Accounting						19,202		19,202
Consultants			12,020	14,770	26,790	138	11,934	38,862
Communications			,	2,500	2,500			2,500
Computer services		654	2,093	1,320	4,067	635	490	5,192
Depreciation						1,939		1,939
Dues and subscriptions		298	479	6,285	7,062	1,023	3,897	11,982
Insurance					-	5,131		5,131
Rent		4,408	11,023	7,636	23,067	266	3,169	26,502
Supplies & equipment		10,900	4,768	2,019	17,687	5,532	5,643	28,862
Utilities		1,058	2,859	3,426	7,343	212	897	8,452
Travel		637	2,073	6,177	8,887	316	2,442	11,645
Other		756	2,935	9,091	12,782	767	1,211	14,760
<b>Total other expenses</b>		18,711	38,250	53,224	110,185	35,161	29,683	175,029
<b>Total expenses</b>	\$	48,633	213,588	254,917	517,138	40,372	86,209 \$	643,719

San Diego Coastkeeper

Schedule of Functional Expenses Year Ended December 31, 2018

		]	Program Services		Total Program	Management	Resource	Total
		Monitoring	Education	Advocacy	Services	and General	Development	Expenses
~ .	_							
Salaries	\$	48,654	114,892	152,155	315,702	4,728	43,244 \$	363,674
Payroll taxes		4,502	10,184	12,466	27,152	346	3,683	31,181
Employee benefits		6,625	7,880	7,880	22,384	1,371	3,436	27,191
Workers Compensation	_	1,339	1,555	1,864	4,759	48	566	5,372
<b>Total personnel costs</b>	_	61,120	134,512	174,365	369,997	6,492	50,929	427,418
Accounting						17,605		17,605
Consultants		4,519	564	539	5,622	28	245	5,895
Communications		343	1,328	262	1,933	2,779	134	4,846
Computer services		3,940	3,914	3,846	11,700	12,629	1,692	26,021
Depreciation		,	,	,	,	1,836	,	1,836
Dues and subscriptions		369	465	5,750	6,584	150	4,076	10,810
Insurance		173	674	1,811	2,658	7,397	294	10,349
Rent		6,662	8,384	8,384	23,430	(877)	3,655	26,208
Supplies & equipment		25,973	5,375	900	32,248	2,680	2,102	37,030
Utilities		1,404	1,766	1,766	4,936	(185)	770	5,521
Travel		549	1,448	3,871	5,868	3,773	436	10,077
Other	_	1,141	691	2,310	4,142	903	(8,137)	(3,092)
Total other expenses	_	45,073	24,609	29,439	99,121	48,718	5,267	153,106
<b>Total expenses</b>	<b>\$</b>	106,193	159,121	203,804	469,118	55,210	56,196 \$	580,524