Audited Financial Statements
& Other Financial Information

AMERICAN PUBLIC HEALTH ASSOCIATION

June 30, 2015

Contents

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Independent Auditor's Report on the Financial Statements

To the Executive Board
American Public Health Association

We have audited the accompanying financial statements of American Public Health Association (the Association), which comprise the statements of financial position as of June 30, 2015 and 2014, the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility

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 control 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 audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from 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.

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 financial statements referred to above present fairly, in all material respects, the financial position of the Association as of June 30, 2015 and 2014, 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.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued a separate report dated September 18, 2015 on our consideration of the Association's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Association's internal control over financial reporting and compliance.

Tate & Tryon

Washington, DC
September 18, 2015

American Public Health Association

Statements of Financial Position

June 30,	2015	2014
Assets		
Cash and cash equivalents	**$ 7,950,631**	$ 9,245,473
Investments	**7,989,548**	7,817,785
Accounts receivable:		
Trade receivables	**178,614**	151,183
Grant and contract receivables	**786,256**	311,454
Less allowance for doubtful accounts	**(21,638)**	(23,750)
	943,232	438,887
Publications inventory, net of allowance for obsolescence of $79,086 and $466,434 for 2015 and 2014, respectively	**209,424**	170,309
Prepaid expenses and deposits	**792,191**	1,788,781
Property and equipment, net	**10,303,735**	9,470,293
Total assets	**$ 28,188,761**	$ 28,931,528
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	**$ 1,113,783**	$ 1,320,611
Deferred revenue:		
Membership dues	**1,436,387**	1,478,653
Convention	**1,236,614**	1,193,333
Kellogg grant	**400,000**	595,579
Other	**508,883**	367,888
Subscription fees	**495,136**	549,819
	4,077,020	4,185,272
Bond payable	**6,389,830**	6,811,824
Total liabilities	**11,580,633**	12,317,707
Commitments and contingencies	**-**	-
Net assets		
Unrestricted:		
Undesignated	**14,966,980**	14,925,750
Board designated	**379,289**	382,980
	15,346,269	15,308,730
Temporarily restricted	**639,200**	690,827
Permanently restricted	**622,659**	614,264
Total net assets	**16,608,128**	16,613,821
Total liabilities and net assets	**$ 28,188,761**	$ 28,931,528

See notes to the financial statements.

American Public Health Association

Statements of Activities

Year Ended June 30,	2015	2014
Unrestricted activities		
Revenue		
Convention	**$ 6,067,856**	$ 6,000,008
Grants and contracts	**3,866,831**	5,055,234
Membership dues	**2,869,608**	2,880,401
Subscription fees and royalties	**1,829,696**	1,795,285
Book sales	**909,322**	390,698
Rental income	**333,633**	312,767
Advertising	**217,036**	246,347
Other programs	**102,191**	90,850
Contributions	**78,896**	71,770
Investment income - operating accounts	**2,011**	17,550
	16,277,080	16,860,910
Net assets released from restrictions - satisfaction of program restrictions	**233,949**	295,116
Total unrestricted revenue and support	**16,511,029**	17,156,026
Expense		
Program services		
Scientific and professional affairs	**3,477,325**	3,637,140
Convention	**2,888,825**	2,943,154
Periodicals	**2,651,275**	2,549,947
Government relations and affiliate affairs	**1,358,097**	1,079,297
Membership services	**1,058,393**	997,090
Books	**946,502**	875,922
Kellogg grant	**595,391**	1,200,318
Award programs	**25,536**	41,424
Total program services	**13,001,344**	13,324,292
Supporting services		
Management and general	**2,891,721**	2,701,012
Communications	**464,239**	358,949
Fund raising	**294,826**	268,497
Total supporting services	**3,650,786**	3,328,458
Total expense	**16,652,130**	16,652,750
Change in unrestricted net assets before non-operating investment income	**(141,101)**	503,276
Investment income - non-operating	**178,640**	344,514
Change in unrestricted net assets	**37,539**	847,790
Temporarily restricted activities		
Contributions	**182,322**	252,047
Interest income	**-**	19,279
Net assets released from restrictions	**(233,949)**	(295,116)
Change in temporarily restricted net assets	**(51,627)**	(23,790)
Permanently restricted activities		
Contributions	**8,395**	6,711
Change in net assets	**(5,693)**	830,711
Net assets, beginning of year	**16,613,821**	15,783,110
Net assets, end of year	**$ 16,608,128**	$ 16,613,821

See notes to the financial statements.

American Public Health Association

Statements of Cash Flows

Year Ended June 30,	2015	2014
Cash flows from operating activities		
Change in net assets	**$ (5,693)**	$ 830,711
Adjustments to reconcile change in net assets		
to net cash provided by operating activities:		
Depreciation and amortization	**635,329**	425,830
Net gain on investments	**(83,270)**	(239,368)
Changes in assets and liabilities:		
Accounts receivable	**(504,345)**	39,423
Publications inventory	**(39,115)**	87,801
Prepaid expenses and deposits	**996,590**	(294,759)
Accounts payable and accrued expenses	**(206,828)**	(18,831)
Deferred revenue	**(108,252)**	(645,477)
Total adjustments	**690,109**	(645,381)
Net cash provided by operating activites	**684,416**	185,330
Cash flows from investing activities		
Purchases of investments, net	**(88,493)**	4,297
Purchases of property and equipment	**(1,468,771)**	(112,489)
Net cash used in investing activities	**(1,557,264)**	(108,192)
Cash flows from financing activities		
Proceeds from refinancing of bond payable	**-**	7,160,000
Principal payments on bond payable	**(421,994)**	(7,508,176)
Net cash used in financing activities	**(421,994)**	(348,176)
Net decrease in cash and cash equivalents	**(1,294,842)**	(271,038)
Cash and cash equivalents, beginning of year	**9,245,473**	9,516,511
Cash and cash equivalents, end of year	**$ 7,950,631**	$ 9,245,473

Supplemental disclosures of cash flow information		
Cash paid during the year for interest	**$ 128,185**	$ 122,601
Cash paid during the year for taxes	**$ 368,346**	$ 338,373

A. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization: American Public Health Association (the Association) is a non-profit membership organization established in 1872 and incorporated in 1918 under the laws of the Commonwealth of Massachusetts. The objective of the Association is to protect and promote personal and environmental health.

Income tax status: The Association is exempt from income taxes on its exempt activities under the provisions of Section 501(c)(3) of the Internal Revenue Code (IRC). However, the Association is subject to income taxes on its net unrelated business income activity (primarily advertising and rental income). In addition, the Association qualifies under Section 509(a)(2) of the IRC as an organization other than a private foundation. The Association believes that it has appropriate support for income tax positions taken. Therefore, management has not identified any uncertain tax positions. The Association believes it is no longer subject to federal, state, and local income tax examinations by taxing authorities for fiscal years ending before 2012.

Basis of accounting: The Association prepares its financial statements on the accrual basis of accounting. Consequently, revenue is recognized when earned and expense when the obligation is incurred.

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

Cash and cash equivalents: For financial statement purposes, the Association considers all demand accounts, money market funds, and investments with a maturity of three months or less at the time of purchase that are not held by investment custodians to be cash equivalents.

Accounts receivable: Receivables consist primarily of amounts due from the annual convention, publications, and grant and contract activities. The Association's management periodically reviews the status of all accounts receivable balances for collectability, which they determine based on their knowledge of the customer, relationship with the customer, and the age of the receivable. As a result of these reviews, allowances are recorded for customer balances deemed to be potentially uncollectible.

Inventory: Inventory is entirely comprised of publications available for sale, and is valued at the lower of cost (first-in, first-out basis) or market value. Management determines the allowance for obsolete inventory based on quantities on hand and prior year sales. Inventory is written off when deemed not salable.

Property and equipment: The Association capitalizes at cost, all property and equipment purchases of $1,500 or more. Property and equipment is depreciated using the straight-line method over the following estimated useful lives:

Building	40 years
Building improvements	10 years
Furniture and fixtures	7-10 years
Equipment and software	3-5 years

A. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Tenant improvements are amortized over the lesser of the remaining lease term or the estimated useful lives of the improvements.

Deferred revenue: Deferred revenue consists of grant and contract receipts, member dues, convention fees, and subscription fees received in advance of the periods to which they are to be earned.

Net assets: For the financial statement purposes, net assets are classified as follows:

Unrestricted:

Undesignated – represents funds available for the Association's general operations.

Board designated – represents funds that have been designated for the awards program by the Association's Board of Directors.

Temporarily restricted – represents the portion of net assets that have been restricted by donors for either specified purposes or timing of use (see Note G).

Permanently restricted – represents the portion of net assets that have been restricted by donors who require the principal of the gift to be maintained in perpetuity with only the earnings to be used for a specified purpose (see Notes F & H).

Contributions: Contributions are recorded as unrestricted, temporarily restricted, or permanently restricted support depending on the existence and/or nature of any donor restrictions. Support that is restricted by the donor is reported as an increase in temporarily or permanently restricted net assets and then reclassified to unrestricted net assets when the restriction expires.

Functional allocation of expense: The costs of providing various program and supporting services have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the program and supporting services benefited.

Subsequent events: Subsequent events have been evaluated through September 18, 2015, which is the date the financial statements were available to be issued.

B. CREDIT AND MARKET RISK

Credit risk: The Association maintains demand deposits with commercial banks and money market funds with financial institutions. At times, certain balances held within these accounts may not be fully guaranteed or insured by the U.S. federal government. The uninsured portion of cash and money market accounts are backed solely by the assets of the underlying institution. As such, the failure of an underlying institution could result in financial loss to the Association.

Market value risk: The Association also invests funds in a professionally managed portfolio that contains various securities detailed in Note C. Such investments are exposed to various risks, such as fluctuations in market value and credit risk. As a result, the investment balances reported in the accompanying financial statements may not be reflective of the portfolio's value during subsequent periods.

C. INVESTMENTS

In accordance with generally accepted accounting principles, the Association uses the following prioritized input levels to measure fair value of investments. The input levels used for valuing investments are not necessarily an indication of risk.

Level 1 – Observable inputs that reflect quoted prices for identical assets or liabilities in active markets, such as stock quotes;

Level 2 – Includes inputs other than level 1 that are directly or indirectly observable in the marketplace, such as yield curves or other market data;

Level 3 – Unobservable inputs which reflect the reporting entity's assessment of the assumptions that market participants would use in pricing the asset or liability including assumptions about risk, such as bid/ask spreads and liquidity discounts.

Investments, recorded at fair value, consist of the following at June 30,:

2015	Total	Level 1	Level 2	Level 3
Corporate and government debt securities	$ 2,860,549	$ -	$ 2,860,549	$ -
Equities	1,146,095	1,146,095		
Mutual funds - fixed income	407,391	407,391		
Mutual funds - equity	260,301	260,301		
Master limited partnership note	60,280	60,280		
Real estate investment trust	14,361	14,361		
	4,748,977	**$ 1,888,428**	**$ 2,860,549**	**$ -**
Money market funds*	1,920,430			
Certificates of deposit*	1,320,141			
	$ 7,989,548			

2014	Total	Level 1	Level 2	Level 3
Corporate and government debt securities	$ 4,466,791	$ -	$ 4,466,791	$ -
Equities	1,098,728	1,098,728		
Mutual funds - fixed income	771,774	771,774		
Mutual funds - equity	224,994	224,994		
Master limited partnership note	69,434	69,434		
Real estate investment trust	53,450	53,450		
	6,685,171	**$ 2,218,380**	**$ 4,466,791**	**$ -**
Money market funds*	804,308			
Certificates of deposit*	328,306			
	$ 7,817,785			

*Money market funds and certificates of deposit are recorded at cost and therefore not required to be classified in one of the levels prescribed by the fair value hierarchy.

C. Investments - Continued

Investments using Level 2 inputs are priced by the investment custodian using an outside data and pricing company that uses a market approach and spreads based on the credit risk of the issuer, maturity, current yield, trading frequency, and other terms and conditions of each security. Management believes the estimates to be a reasonable approximation of the fair value of the investments.

Investment income consists of the following for the years ended June 30,:

	2015	2014
Interest income	$ 97,381	$ 141,975
Net gain on investments	83,270	239,368
	$ 180,651	**$ 381,343**

For the year ended June 30, 2015, interest income was presented on the statements of activities in the amounts of $2,011 for unrestricted operating accounts, $0 for temporarily restricted accounts, and $95,370 for non-operating investments. For the year ended June 30, 2014, interest income was presented on the statements of activities in the amounts of $17,550 for unrestricted operating accounts, $19,279 for temporarily restricted accounts, and $105,146 for non-operating investments. For the years ended June 30, 2015 and 2014, the entire gain on investments of $83,270 and $239,368, respectively, was recorded as non-operating investment income on the statements of activities.

D. Property and Equipment

Property and equipment consists of the following at June 30,:

	2015	2014
Land	$ 3,088,200	$ 3,088,200
Building	9,623,444	9,623,444
Building improvements	359,158	332,477
Furniture and fixtures	1,147,749	1,147,749
Equipment	1,144,068	768,908
Software	2,671,764	1,604,836
	18,034,383	16,565,614
Less accumulated depreciation and amortization	(7,730,648)	(7,095,321)
	$ 10,303,735	**$ 9,470,293**

E. Bond Payable

On April 1, 1998, the District of Columbia issued a variable rate tax-exempt municipal revenue bond in the amount of $12,585,000 on behalf of the Association. The bond was issued to provide funds for the acquisition, construction, and furnishing of the Association's headquarters building in Washington, DC, which was completed in June 1999. Bank of America agreed to guarantee this bond through an irrevocable letter of credit for the same amount as the bond, plus an additional reserve equal to forty-five days accrued interest at a maximum rate of 12%. The principal balance of the letter of credit securing the revenue bond at June 30, 2012 was $7,160,000. The Association's headquarters building served as security for the repayment of the letter of credit.

On August 8, 2013, the Association refinanced the building. The District of Columbia issued a fixed rate tax-exempt bond in the amount of $7,160,000, on behalf of the Association, with the proceeds used to refinance the outstanding Series 1998 Bonds. Under the provisions of the agreement, payments for the note are made monthly and will continue until August 1, 2028. The interest rate is fixed at 1.92%. The Bonds have been purchased and are held by SunTrust Bank with the building serving as security. The principal balance of the revenue bond was $6,389,830 and $6,811,824 at June 30, 2015 and 2014, respectively.

The loan stipulates several covenants. The Association believes it's in compliance with all loan covenants.

Interest expense on the bonds payable for the years ended June 30, 2015 and 2014 was $128,185 and $122,601, respectively.

Approximate future minimum principal payments on the bond payable are as follows:

For the Year Ending June 30,	
2016	$ 431,000
2017	439,000
2018	447,000
2019	456,000
2020	465,000
Thereafter	4,152,000
	$ 6,390,000

F. Endowment

The Association's endowment consists primarily of funds established for award programs. As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law

The Association has interpreted the *Uniform Prudent Management of Institutional Funds Act of 2007 (UPMIFA),* enacted by the District of Columbia, as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

Return Objectives and Risk Parameters

The Association has adopted an investment policy for endowment assets that attempts to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Association must hold in perpetuity or for a donor-specified period(s). The endowment assets are invested in a conservative manner with the expectation to provide an average annual rate of return of approximately 3 percent over time. Actual returns in any given year may vary from this amount.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Association relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized), interest and dividends.

Spending Policy and How the Investment Objectives Relate to Spending Policy

The Association has a policy of maintaining a full historical value of the permanently restricted endowments. The permanently restricted funds are currently invested in certificates of deposit and mutual funds in an effort to generate returns to cover short-term spending targets.

Changes in endowment net assets for the year ended June 30, 2015:

	Board-designated Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Beginning endowment net assets	$ 382,980	$ 8,576	$ 614,264	$ 1,005,820
Investment income	2,011			2,011
Contributions			8,395	8,395
Expenditures	(5,702)	(5,423)		(11,125)
Ending endowment net assets	**$ 379,289**	**$ 3,153**	**$ 622,659**	**$ 1,005,101**

F. Endowment – Continued

Changes in endowment net assets for the year ended June 30, 2014:

	Board-designated Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Beginning endowment net assets	$ 390,125	$ 10,360	$ 607,553	$ 1,008,038
Investment income	631	19,279		19,910
Contributions	6,434		6,711	13,145
Expenditures	(14,210)	(21,063)		(35,273)
Ending endowment net assets	**$ 382,980**	**$ 8,576**	**$ 614,264**	**$ 1,005,820**

G. Temporarily Restricted Net Assets

Temporarily restricted net assets consist of the following at June 30,:

	2015	2014
Scientific, professional and section affairs	$ 302,406	$ 315,094
Award programs	270,710	270,498
Fund raising	44,369	29,692
Convention	21,715	9,454
Government relations and affiliate affairs	-	66,089
	$ 639,200	**$ 690,827**

Temporarily restricted net assets were released from donor restrictions for the years ended June 30, 2015 and 2014 by incurring expenses satisfying the purposes specified by donors as follows:

	2015	2014
Scientific, professional and section affairs	$ 114,872	$ 169,149
Government relations and affiliate affairs	66,086	94,958
Award programs	19,835	21,063
Convention	17,740	546
Fund raising	15,416	9,400
	$ 233,949	**$ 295,116**

H. PERMANENTLY RESTRICTED NET ASSETS

Permanently restricted net assets consist of the following at June 30,:

	2015	2014
Award programs	$ 618,584	$ 610,189
Scientific, professional and section affairs	4,075	4,075
	$ 622,659	**$ 614,264**

I. RENTAL INCOME

The Association leases approximately 6,600 square feet of its headquarters building in Washington, DC under a noncancelable operating lease that expires in May 2016. Rental income under this lease is subject to an annual escalation of 2.5% annually, in addition to the tenant's share of the building's operating expenses and real estate taxes. The lease, with a new tenant, went into effect in June 2013. Total rental income received under the prior and new leases were $333,633 and $312,767 for the years ended June 30, 2015 and 2014, respectively.

The approximate future minimum rental payments to be received from the tenant total $320,000 for the year ending June 30, 2016:

J. RETIREMENT PLAN

The Association has a contributory tax deferred annuity 403(b) plan covering substantially all employees meeting certain age and service requirements. Employees are able to voluntarily enter into a salary reduction agreement wherein a portion of their salary is forwarded to a qualified custodian. The Association's contributions are discretionary and based upon: (1) a percentage of the employee's compensation, and (2) the amount of the employee's contribution. The Association's retirement plan expense for the years ended June 30, 2015 and 2014 was $372,224 and $386,497, respectively.

K. Commitments and Contingencies

Employment contract: The Association has an employment agreement with a key employee. According to the agreement, if the employee is terminated by the Association without cause, the Association must continue to pay the employee at the then-current salary rate for a period of six months following the date of notice.

Hotel and convention center contracts: The Association has entered into several agreements with hotels providing for room accommodations for its meetings and conventions through 2019. In the event the Association cancels its agreement with the hotels, it can be held liable for amounts up to the total net room commitment depending upon the date of cancellation, less any insurance proceeds.

Federal grants and contracts: The Association participates in a federally assisted grant program and federal contract, both of which are subject to financial and compliance audits by the U.S. Department of Health and Human Services or its representatives. As such, there exists the possibility for potential questioned costs that may result from such an audit. Management does not anticipate any significant adjustments if such an audit were to occur.

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Independent Auditor's Report on the Other Financial Information

To the Executive Board
American Public Health Association

We have audited the financial statements of American Public Health Association as of and for the year ended June 30, 2015, and our report thereon dated September 18, 2015, which expressed an unmodified opinion on those financial statements, appears on page one. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of functional expense is presented for purposes of additional analysis and is not a required part of the 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 financial statements. The information 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 as a whole.

Tate & Tryon

Washington, DC
September 18, 2015

American Public Health Association

Schedule of Functional Expense

Year Ended June 30, 2015 with Comparative 2014 Totals

	Scientific and Professional Affairs	Convention	Periodicals	Government Relations and Affiliate Affairs	Membership Services	Books	Kellogg Grant	Award Programs	Management and General	Communi-cations	Fund Raising	2015 Total	2014 Total
Salaries and wages	$ 1,133,926	$ 563,802	$ 533,889	$ 514,572	$ 420,827	$ 330,176	$ 254,764	$ -	$ 1,621,816	$ 295,589	$ 120,343	**$ 5,789,704**	$ 5,556,575
Consulting and temporary services	500,961	55,250	420,961	146,398	57,221	115,238	176,953		115,646	7,125	40,673	**1,636,426**	1,924,374
On-site convention costs	56	1,481,767	4,089	3,576	16,054	2,453		200	26,669	5,670	600	**1,541,134**	1,522,927
Employee benefits and payroll taxes	267,426	144,415	139,358	126,398	89,964	77,044	76,247		413,511	68,031	35,193	**1,437,587**	1,451,753
Printing and production	36,641	94,517	811,446	8,357	20,049	16,842	548	121	(1,442)	2,878	5,866	**995,823**	1,025,606
Other costs	51,570	217,088	88,338	89,011	64,342	51,824	36,298	13,477	297,397	24,077	20,367	**953,789**	981,551
Travel and related costs	288,364	40,625	49,111	137,759	172,382	10,080	13,003	11,254	180,307	12,778	25,760	**941,423**	1,064,656
Depreciation and amortization	62,683	35,993	39,862	28,132	30,417	13,320	885		412,670	7,754	3,613	**635,329**	425,830
Subcontract costs	428,468											**428,468**	527,028
Postage, shipping and mailing	1,096	34,862	181,953	542	32,629	108,818	296	484	7,514	1,039	1,871	**371,104**	409,342
Taxes (non-payroll)			250						368,346			**368,596**	338,623
Professional services	13,205	3,664	194,705	2,231	26,982	2,564			105,201	2,618	3,164	**354,334**	355,434
Property management, rent and utilities	-	-	-	-	-	-			308,346	-	-	**308,346**	264,770
Equipment rental and maintenance	12,798	5,014	6,995	5,957	4,842	2,640			153,300	1,655	771	**193,972**	127,973
Building interest and finance costs									150,823			**150,823**	147,695
Cost of goods sold						121,452						**121,452**	119,157
Insurance	18,162	28,142	11,958	4,423	4,500	26,770			17,329		1,455	**112,739**	106,810
Contribution to other organizations		20,178							90,932			**111,110**	104,641
Supplies and equipment	11,229	9,909	3,329	8,599	16,400	1,306	13,416		40,885	178	3,336	**108,587**	116,993
Telephone	32,895	3,668	3,247	12,105	5,288	731	926		28,975	2,376	1,173	**91,384**	81,012
Occupancy allocation	137,544	86,649	103,705	156,333	73,333	44,510	-		(658,168)	32,471	23,623	**-**	-
Indirect and Board allocation	480,301	63,282	58,079	113,704	23,163	20,734	22,055		(788,336)		7,018	**-**	-
	$ 3,477,325	**$ 2,888,825**	**$ 2,651,275**	**$ 1,358,097**	**$ 1,058,393**	**$ 946,502**	**$ 595,391**	**$ 25,536**	**$ 2,891,721**	**$ 464,239**	**$ 294,826**	**$ 16,652,130**	**$ 16,652,750**