

**NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF  
CRUELTY TO ANIMALS, INC.**

**Financial Statements as of  
December 31, 2013 and 2012  
Together with  
Independent Auditor's Report**

**Bonadio & Co., LLP**  
Certified Public Accountants

## INDEPENDENT AUDITOR'S REPORT

July 24, 2014

The Board of Directors of  
Niagara County Society for the Prevention of Cruelty to Animals, Inc.:

We have audited the accompanying financial statements of the Niagara County Society for the Prevention of Cruelty to Animals, Inc. ("SPCA", a nonprofit organization), which comprise the statement of financial position as of December 31, 2013, and the related statements of activities and change in net assets and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the 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 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 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 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 controls 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.

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## **INDEPENDENT AUDITOR'S REPORT**

(Continued)

### **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Niagara County Society for the Prevention of Cruelty to Animals, Inc. as of December 31, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Report on Supplemental Information**

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The 2013 information in Schedule I 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 procedures 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.

The 2012 information in Schedule I was subjected to the auditing procedures applied in the 2012 audit of the basic financial statements by Gaines, Kriner, Elliott, LLP whose report on such information stated that it was fairly stated in all material respects in relation to the 2012 financial statements, as a whole.

### **Prior Period Financial Statements**

The financial statements as of December 31, 2012, were audited by Gaines Kriner Elliott LLP, who merged with Bonadio & Co., LLP as of November 1, 2013, and whose report dated March 6, 2013, expressed an unmodified opinion on those statements.

*Bonadio & Co., LLP*

**NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, INC.**

**STATEMENTS OF FINANCIAL POSITION  
DECEMBER 31, 2013 AND 2012**

	<u>2013</u>	<u>2012</u>
<b>ASSETS</b>		
CURRENT ASSETS:		
Cash	\$ 164,783	\$ 36,090
Accounts receivable	17,068	9,958
Prepaid expenses	<u>78</u>	<u>6,409</u>
Total current assets	181,929	52,457
INVESTMENTS	700,425	669,585
PROPERTY AND EQUIPMENT, net	<u>598,889</u>	<u>562,200</u>
	<u>\$ 1,481,243</u>	<u>\$ 1,284,242</u>
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT LIABILITIES:		
Long-term debt - current portion	\$ 6,210	\$ -
Accounts payable	14,855	9,060
Accrued expenses	12,671	11,017
Deferred revenue	<u>2,970</u>	<u>2,970</u>
Total current liabilities	36,706	23,047
LONG-TERM DEBT - noncurrent portion	<u>19,145</u>	<u>-</u>
Total liabilities	55,851	23,047
NET ASSETS:		
Unrestricted net assets -		
Designated by the Board of Directors for future betterment	687,384	657,269
Undesignated	<u>708,777</u>	<u>576,610</u>
Total unrestricted net assets	1,396,161	1,233,879
Temporarily restricted net assets	<u>29,231</u>	<u>27,316</u>
Total net assets	<u>1,425,392</u>	<u>1,261,195</u>
	<u>\$ 1,481,243</u>	<u>\$ 1,284,242</u>

The accompanying notes are an integral part of these statements.

**NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, INC.**

**STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>Unrestricted</u>	Temporarily <u>Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE:</b>			
Animal related services	\$ 132,287	\$ -	\$ 132,287
Municipal contract income	285,566	-	285,566
Contributions	235,536	16,190	251,726
In-kind donations	72,910	-	72,910
Bequests	259,734	-	259,734
Membership dues	24,365	-	24,365
Other	3,791	-	3,791
Net assets released from restrictions	<u>15,000</u>	<u>(15,000)</u>	<u>-</u>
Total support and revenues	1,029,189	1,190	1,030,379
<b>EXPENSES:</b>			
Animal related services	732,690	-	732,690
Management and general	139,520	-	139,520
Fundraising	<u>54,112</u>	<u>-</u>	<u>54,112</u>
	<u>926,322</u>	<u>-</u>	<u>926,322</u>
Changes in net assets from operating activities	102,867	1,190	104,057
<b>OTHER INCOME/(EXPENSE):</b>			
Interest and dividends	15,901	318	16,219
Net investment appreciation	46,938	574	47,512
Investment advisory fees	(7,724)	(167)	(7,891)
Gain on sale of vehicles	<u>4,300</u>	<u>-</u>	<u>4,300</u>
Total other income/(expense), net	<u>59,415</u>	<u>725</u>	<u>60,140</u>
<b>CHANGE IN NET ASSETS</b>	162,282	1,915	164,197
<b>NET ASSETS, beginning of year</b>	<u>1,233,879</u>	<u>27,316</u>	<u>1,261,195</u>
<b>NET ASSETS, end of year</b>	<u>\$ 1,396,161</u>	<u>\$ 29,231</u>	<u>\$ 1,425,392</u>

The accompanying notes are an integral part of these statements.

**NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, INC**

**STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2012**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE:</b>			
Animal related services and contributions	\$ 350,083	\$ 15,000	\$ 365,083
Municipal contract income	239,178	-	239,178
In-kind donations	67,885	-	67,885
Bequests	63,245	-	63,245
Membership dues	5,830	-	5,830
Other	<u>5,652</u>	<u>-</u>	<u>5,652</u>
Total support and revenues	731,873	15,000	746,873
<b>EXPENSES:</b>			
Animal related services	675,119	-	675,119
Management and general	174,953	-	174,953
Fundraising	<u>52,292</u>	<u>-</u>	<u>52,292</u>
	<u>902,364</u>	<u>-</u>	<u>902,364</u>
Changes in net assets from operating activities	(170,491)	15,000	(155,491)
<b>OTHER INCOME/(EXPENSE):</b>			
Interest and dividends	18,187	1	18,188
Net investment appreciation	63,350	-	63,350
Investment advisory fees	(4,687)	(245)	(4,932)
Gain on sale of vehicles	<u>17,822</u>	<u>-</u>	<u>17,822</u>
Total other income/(expenses), net	<u>94,672</u>	<u>(244)</u>	<u>94,428</u>
CHANGE IN NET ASSETS	(75,819)	14,756	(61,063)
NET ASSETS, beginning of year	<u>1,309,698</u>	<u>12,560</u>	<u>1,322,258</u>
NET ASSETS, end of year	<u>\$ 1,233,879</u>	<u>\$ 27,316</u>	<u>\$ 1,261,195</u>

The accompanying notes are an integral part of these statements.

**NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, INC.**

**STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED DECEMBER 31, 2013 AND 2012**

	<u>2013</u>	<u>2012</u>
<b>CASH FLOW FROM OPERATING ACTIVITIES:</b>		
Changes in net assets	\$ 164,197	\$ (61,063)
Adjustments to reconcile changes in net assets to net cash flows from operating activities:		
Depreciation	42,958	37,452
Reinvested interest and dividend income	(16,219)	(18,163)
Investment expenses charged to portfolio	7,891	4,932
Gain on sale of vehicles	(4,300)	(17,822)
Net realized and unrealized gains on investments	(47,512)	(63,350)
Decrease in bad debt allowance	-	(20,515)
Changes in:		
Accounts receivable	(7,110)	15,147
Prepaid expenses	6,331	(4,827)
Accounts payable and accrued expenses	<u>7,449</u>	<u>(2,785)</u>
Net cash flows from operating activities	153,685	(130,994)
<b>CASH FLOW FROM INVESTING ACTIVITIES:</b>		
Purchases of property and equipment	(81,147)	(3,741)
Proceeds from the sale of vehicles	5,800	20,350
Investments withdrawn	<u>25,000</u>	<u>90,000</u>
Net cash flows from investing activities	(50,347)	106,609
<b>CASH FLOW FROM FINANCING ACTIVITIES:</b>		
Borrowing on equipment loan	31,047	-
Repayment of equipment loan	<u>(5,692)</u>	<u>-</u>
Net cash flows from financing activities	<u>25,355</u>	<u>-</u>
CHANGE IN CASH	128,693	(24,385)
CASH - beginning of year	<u>36,090</u>	<u>60,475</u>
CASH - end of year	<u>\$ 164,783</u>	<u>\$ 36,090</u>

The accompanying notes are an integral part of these statements.

# NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, INC.

## NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2013 AND 2012

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### 1. BUSINESS ACTIVITY

#### Organization

The Niagara County Society for the Prevention of Cruelty to Animals, Inc., (the "SPCA"), a not-for-profit organization, has been serving the Niagara County community since 1894, overseeing the welfare of companion and working animals and assisting the public with animal-related services such as relinquishment, adoption, dog control and pick-up of sick and injured animals. Additionally, the SPCA has been a place not only to surrender an animal in need of a new beginning or to adopt a new companion, but a place that parents visit with their children on evenings or weekends to view the animals available for adoption. It has been a place to engage the youth of this community and to teach them compassion and respect for all life, human and animal alike.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of Accounting

The financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP). Classification of net assets and revenues, expenses, gains and losses is based on the existence or absence of donor-imposed restrictions.

The SPCA accounts for contributions in accordance with GAAP, which require an organization to recognize contributions, including unconditional promises to give, as revenue when received. GAAP also requires not-for-profit organizations to distinguish between contributions received that increase permanently restricted net assets, temporarily restricted net assets and unrestricted net assets, and require recognition of the expiration of donor-imposed restrictions in the period in which the restrictions expire. Revenues that are restricted by donors are reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized.

The SPCA includes all revenues and expenses necessary for program operations and the administration of the SPCA in operating activities. Non-operating activities primarily include investment income and realized and unrealized appreciation or depreciation of investments, which are not used for program or administrative purposes.

#### Cash

The SPCA maintains its cash in bank deposit accounts, which, at times, may exceed federally insured limits. The SPCA has not experienced any losses in such accounts and management believes it is not exposed to any significant credit risk with regard to its cash.



## **2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

### **Accounts Receivable**

Management considers all accounts receivable outstanding for greater than the specified term to be past due, and uses factors such as customer history and existing economic conditions to determine the likelihood of collection and whether to establish an allowance for doubtful accounts. Upon management's determination of uncollectibility, such accounts are written off or reserved through the allowance for doubtful accounts. Management has determined that an allowance for doubtful accounts was not necessary at December 31, 2013 and 2012.

### **Investments**

Investments are presented in the financial statements at fair market value. Realized and unrealized gains and losses are recorded in the statements of activities and changes in net assets.

GAAP establishes a hierarchy for the determination of fair value, as well as disclosure requirements relative to those assets and liabilities. The hierarchy identifies three levels of input. Level 1 inputs are generally quoted market prices for identical assets or liabilities, which are actively traded on an exchange. Level 2 inputs generally consist of market prices for identical assets which are not actively traded or market prices of similar assets or liabilities which are actively traded, on an exchange. Level 3 inputs are referred to as unobservable inputs and consist primarily of information derived by the management where Level 1 and Level 2 inputs are not available.

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

### **Property and Equipment**

Property and equipment are stated at cost or fair market value at the date of donation or purchase. The cost of property and equipment purchased in excess of \$1,500 is capitalized. Depreciation is provided over the estimated useful lives of the assets using the straight-line method (3 - 40 years).

### **Municipal Contract Income**

The SPCA enters into contractual agreements for services rendered to municipalities for animal control services. The contracts generally cover periods of one to five years and provide for billing and payments on a monthly basis. Approximately 64% and 55% of the SPCA's municipal contract revenues were derived from two municipalities for the years ended December 31, 2013 and 2012, respectively.

### **Functional Allocation of Expenses**

The costs of providing various program and supporting services have been summarized on a functional basis in the statement of activities and change in net assets. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

### **Tax Status**

The SPCA is a 501(c)(3) organization exempt from Federal and New York State income taxes under Section 501(a) of the Internal Revenue Code. The SPCA has also been classified by the Internal Revenue Service as an entity that is not a private foundation.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### Tax Status (Continued)

GAAP establishes a methodology pertaining to accounting for uncertainty in income taxes. Management has analyzed the SPCA's income tax positions and has concluded that, as of December 31, 2013 and 2012, there are no uncertain tax positions taken or expected to be taken that would require disclosure in the financial statements. Further, no interest or penalties have been accrued or charged to expense as of December 31, 2013 and 2012 or for the years then ended. Tax returns for the years succeeding 2009 are still subject to future examination by taxing authorities.

### In-Kind Donations

In-kind donations primarily consist of donated veterinary services and professional fees and are recorded in the financial statements when they meet the criteria for recognition under GAAP. Total in-kind donations amounted to approximately \$72,900 and \$67,900 for the years ended December 31, 2013 and 2012, respectively.

Additionally, a number of unpaid volunteers have made significant contributions of their time to support the SPCA. No accounting recognition is made for the fair market value of services provided by volunteer personnel as the time does not meet the criteria for recognition under GAAP.

### Advertising

Advertising costs are expensed in the period in which the advertising takes place. Advertising expense for the years ended December 31, 2013 and 2012 was approximately \$2,400 and \$6,000, respectively.

### Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

## 3. INVESTMENTS

The SPCA's investments are recorded at fair value based on quoted market prices (Level 1), with unrealized gains and losses reported as a separate component of each class of net assets. Net realized and unrealized gains (losses) on investments arising during 2013 and 2012 are reflected in other changes in unrestricted or temporarily restricted net assets in the accompanying statements of activities and changes in net assets. Realized gains and losses from the sale of securities are recognized on the trade date using the specific identification method.

The fair value of the investments owned by the SPCA consisted of the following at December 31:

	Level 1	
	2013	2012
Cash equivalents	\$ 5,074	\$ 73,653
Common stocks	121,960	314,296
Mutual funds	573,391	136,118
Corporate bonds	-	145,518
	<u>\$ 700,425</u>	<u>\$ 669,585</u>

### 3. INVESTMENTS (Continued)

The following schedule summarizes the investment income/(losses) and their classification in the statements of activities for the years ended December 31:

	2013		
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Net realized and unrealized gains	\$ 46,938	\$ 574	\$ 47,512
Interest and dividend income	15,901	318	16,219
Investment advisory fees	<u>(7,724)</u>	<u>(167)</u>	<u>(7,891)</u>
Total investment income	<u>\$ 55,115</u>	<u>\$ 725</u>	<u>\$ 55,840</u>

  

	2012		
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Net realized and unrealized gains	\$ 63,350	\$ -	\$ 63,350
Interest and dividend income	18,187	1	18,188
Investment advisory fees	<u>(4,687)</u>	<u>(245)</u>	<u>(4,932)</u>
Total investment income	<u>\$ 76,850</u>	<u>\$ (244)</u>	<u>\$ 76,606</u>

Accounting principles generally accepted in the United States of America require that impaired investments, that is, investments for which the fair value is less than its cost, be evaluated as to whether such impairment is other than temporary. Since the SPCA has the ability and the intent to hold the securities until a recovery in fair value occurs (or until maturity if necessary), no investments have been deemed impaired as of December 31, 2013.

### 4. PROPERTY AND EQUIPMENT

Property and equipment consisted of the following at December 31:

	<u>2013</u>	<u>2012</u>
Land	\$ 90,613	\$ 90,613
Building and improvements	1,012,442	1,002,160
Pet cemetery	194,433	194,433
Equipment and vehicles	<u>287,228</u>	<u>238,629</u>
	1,584,716	1,525,835
Less: Accumulated depreciation	<u>985,827</u>	<u>963,635</u>
	<u>\$ 598,889</u>	<u>\$ 562,200</u>

Depreciation expense for the years ended December 31, 2013 and 2012 was \$42,958 and \$37,452, respectively.

## 5. LONG-TERM DEBT

Long-term debt consisted of the following at December 31, 2013:

	<u>2013</u>
Five-year non-interest bearing equipment loan payable in monthly installments of \$517 and a maturity date of January 2018. The loan is secured by the equipment.	\$ 25,355
Less: Current portion	<u>6,210</u>
	<u>\$ 19,145</u>

The aggregate future maturities of long-term debt are as follows:

2014	\$ 6,210
2015	6,210
2016	6,210
2017	6,210
2018	515
	<u>\$ 25,355</u>

## 6. RETIREMENT CONTRIBUTION PLAN

The SPCA provides an employee compensation deferral plan covering all eligible employees who have reached 21 years of age and completed six months of employment (1,000 hours). Under the plan, each participant may contribute a percentage of defined compensation subject to plan limitations. The SPCA's matching contribution is equal to 50% of the participant's contribution up to a maximum of 3% of defined compensation. The SPCA may also make a discretionary additional contribution of 1% of the employee's annual compensation at the end of the year. The SPCA's contributions to the plan were \$1,426 and \$1,485 for the years ended December 31, 2013 and 2012, respectively.

## 7. BOARD DESIGNATED NET ASSETS

The Board of Directors has designated that the unrestricted portion of the SPCA's investment portfolio be used for the future betterment of the SPCA. The Board has agreed to limit annual operating distributions to \$30,000 per year. However, additional distributions may be made at the discretion of the Board of Directors.

Changes in Board designated net assets for the years ended December 31 are as follows:

	<u>2013</u>	<u>2012</u>
Net assets, beginning of year	\$ 657,269	\$ 670,443
Interest and dividend income	15,901	18,163
Investment advisory fees	(7,724)	(4,687)
Net realized and unrealized appreciation/(depreciation)	46,938	63,350
Appropriation of assets for expenditure	<u>(25,000)</u>	<u>(90,000)</u>
Net assets, end of year	<u>\$ 687,384</u>	<u>\$ 657,269</u>

## **8. TEMPORARILY RESTRICTED NET ASSETS**

At December 31, 2013 and 2012, temporarily restricted net assets represent donor restricted contributions and the related accumulated investment income/(loss), which are to be used by the SPCA for its spay/neuter and emergency programs and for the perpetual care of the SPCA's pet cemetery.

## **9. CHARITABLE TRUSTS**

The SPCA has been named as the beneficiary of several charitable remainder trusts and periodically receives distributions of trust assets. The value of the SPCA's share of the trust assets is not recorded in the accompanying financial statements as sufficient information is not available to estimate the SPCA's proportionate share. Income received under these trusts for the years ended December 31, 2013 and 2012 was \$3,318 and \$3,041, respectively.

## **10. CONTINGENCIES**

The SPCA has been named a defendant in a claim. The claim asserts that the adoption of certain animals without the plaintiff's consent or authority was wrongful. The case is in litigation and being vigorously defended. The financial statements do not include any accrual of loss or attorney fees for the claim, as such estimates cannot be made at this time.

The SPCA has been named a defendant in a claim brought by a former employee. The former employee is seeking payment or reimbursement of health insurance premiums for life, as well as life insurance coverage of \$25,000, based on an alleged contract with the SPCA. The SPCA has answered the Complaint, denying the allegations and denying liability. The action is in the discovery stage. The financial statements do not include any accrual of loss or attorney fees for the claim, as such estimates cannot be made at this time.

## **11. SUBSEQUENT EVENTS**

The SPCA evaluated all events subsequent to December 31, 2013 through July 24, 2014, the date the financial statements were available to be issued.

**NIAGARA COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, INC.**

Schedule I

**SCHEDULES OF FUNCTIONAL EXPENSES  
FOR THE YEARS ENDED DECEMBER 31, 2013 AND 2012**

	2013				2012				
	Supporting Services				Supporting Services				
	Animal Related Services	Management and General	Fundraising	Total Supporting Services	Animal Related Services	Management and General	Fundraising	Total Supporting Services	Total Functional Expenses
Salaries	\$ 325,333	\$ 53,180	\$ 17,727	\$ 70,907	\$ 254,811	\$ 97,428	\$ 22,483	\$ 119,911	\$ 374,722
Employee benefits and payroll taxes	85,359	12,570	4,190	16,760	77,629	29,682	6,850	36,532	114,161
<b>Total salaries and related expenses</b>	<b>410,692</b>	<b>65,750</b>	<b>21,917</b>	<b>87,667</b>	<b>332,440</b>	<b>127,110</b>	<b>29,333</b>	<b>156,443</b>	<b>488,883</b>
Animal related expenses	224,774	-	-	-	217,705	-	-	-	217,705
Depreciation	28,782	11,169	3,007	14,176	25,093	9,738	2,621	12,359	37,452
Supplies	6,366	8,583	18,681	27,264	12,073	4,024	11,833	15,857	27,930
Occupancy	16,455	5,485	-	5,485	18,814	6,271	-	6,271	25,085
Vehicle related expenses	22,212	-	-	-	20,128	2,368	1,184	3,552	23,680
Professional fees	-	36,169	-	36,169	-	19,355	-	19,355	19,355
Insurance	15,752	1,131	3,293	4,424	14,148	2,653	884	3,537	17,685
Maintenance	4,658	-	-	-	9,837	-	-	-	9,837
Other	231	-	22	22	6,192	729	364	1,093	7,285
Bad debts	-	-	-	-	7,140	-	-	-	7,140
Telephone	1,494	4,204	-	4,204	5,687	669	335	1,004	6,691
Advertising and promotion	-	576	1,792	2,368	5,093	599	300	899	5,992
Direct mail expenses	-	-	4,937	4,937	-	-	5,438	5,438	5,438
Bank fees	-	3,390	-	3,390	-	1,034	-	1,034	1,034
Uniforms	1,274	-	-	-	769	-	-	-	769
Licenses	-	985	463	1,448	-	384	-	384	384
Conferences and other meetings	-	2,078	-	2,078	-	19	-	19	19
<b>Total</b>	<b>\$ 732,690</b>	<b>\$ 139,520</b>	<b>\$ 54,112</b>	<b>\$ 193,632</b>	<b>\$ 675,119</b>	<b>\$ 174,953</b>	<b>\$ 52,292</b>	<b>\$ 227,245</b>	<b>\$ 902,364</b>

The accompanying notes are an integral part of this schedule.