

THE CHILD CENTER OF NEW YORK, INC.
FINANCIAL STATEMENTS
AS OF JUNE 30, 2012 AND 2011
TOGETHER WITH AUDITOR'S REPORT

THE CHILD CENTER OF NEW YORK, INC.
FINANCIAL STATEMENTS AND AUDITOR'S REPORT
AS OF JUNE 30, 2012 AND 2011

INDEX

	<u>Page</u>
Independent Auditor's Report	1
Statements Of Financial Position As Of June 30, 2012 and 2011	3
Statement Of Activities And Changes In Net Assets For The Year Ended June 30, 2012 (With Summarized Totals For 2011)	4
Statements Of Cash Flows (Indirect Method) For The Years Ended June 30, 2012 and 2011	5
Statement Of Functional Expenses For The Year Ended June 30, 2012 (With Summarized Totals For 2011)	6
Notes To Financial Statements	7
Supplemental Schedule of Program Services Expenses For The Year Ended June 30, 2012	15



Nawrocki Smith LLP
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
The Child Center of New York, Inc.:

We have audited the accompanying statement of financial position of The Child Center of New York, Inc. (the "Organization") as of June 30, 2012, and the related statements of activities and changes in net assets, cash flows and functional expenses for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior-year summarized comparative information has been derived from the Organization's June 30, 2011 financial statements and, in our report dated December 20, 2011, we expressed an unqualified opinion on those financial statements.

We conducted our audit 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 audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Child Center of New York, Inc. as of June 30, 2012 and the changes in its net assets and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated December 19, 2012, on our consideration of The Child Center of New York, Inc.'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 the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Nawrocki Smith LLP

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The accompanying supplemental schedule 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 taken as a whole.

Melville, New York
December 19, 2012

Nawrocki Smith LLP

THE CHILD CENTER OF NEW YORK, INC.
STATEMENTS OF FINANCIAL POSITION
AS OF JUNE 30, 2012 AND 2011

	2012	2011
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 862,551	\$ 1,170,299
Patient accounts receivable, net	2,858,442	2,244,394
Contracts and grants receivable, net	3,488,776	2,770,329
Other accounts receivable	427,550	567,354
Prepaid expenses	88,963	58,791
Restricted cash	589,557	589,557
Total current assets	8,315,839	7,400,724
PROPERTY AND EQUIPMENT, net of accumulated depreciation and amortization of \$2,514,859 and \$2,303,055, respectively	894,889	1,103,780
SECURITY DEPOSITS	154,171	167,471
Total assets	\$ 9,364,899	\$ 8,671,975
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Promissory note payable to bank	\$ 251,000	\$ 250,000
Accounts payable and accrued expenses	1,925,189	1,491,831
Accrued compensation and benefits	1,078,146	1,281,486
Due to governmental agencies	2,475,010	2,081,851
Total current liabilities	5,729,345	5,105,168
DUE TO GOVERNMENTAL AGENCIES - NONCURRENT	3,318,495	3,454,874
Total liabilities	9,047,840	8,560,042
NET ASSETS:		
Unrestricted	(351,393)	(556,519)
Temporarily restricted	668,452	668,452
Total net assets	317,059	111,933
Total liabilities and net assets	\$ 9,364,899	\$ 8,671,975

The accompanying notes to financial statements
are an integral part of these statements.

THE CHILD CENTER OF NEW YORK, INC.
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED JUNE 30, 2012
(With Summarized Totals For 2011)

	Unrestricted	Temporarily Restricted	Totals	
			2012	2011
REVENUES:				
Contract and grant services	\$ 19,650,747	\$ -	\$ 19,650,747	\$ 19,178,773
Patient services, net	11,589,753	-	11,589,753	12,270,410
Contributions	585,857	-	585,857	1,422,903
Inkind contributions	610,641	-	610,641	893,793
Fundraising, net of direct expenses of \$263,370 and \$135,092, respectively	732,600	-	732,600	658,226
Other	2,873	-	2,873	24,019
Total revenues	33,172,471	-	33,172,471	34,448,124
EXPENSES:				
Program services	29,746,168	-	29,746,168	30,778,470
Supporting services	3,221,177	-	3,221,177	3,650,637
Total expenses	32,967,345	-	32,967,345	34,429,107
Excess of revenues over expenses	205,126	-	205,126	19,017
NET ASSETS RELEASED FROM RESTRICTIONS	-	-	-	-
Change in net assets	205,126	-	205,126	19,017
NET ASSETS, BEGINNING OF YEAR	(556,519)	668,452	111,933	92,916
NET ASSETS, END OF YEAR	\$ (351,393)	\$ 668,452	\$ 317,059	\$ 111,933

The accompanying notes to financial statements
are an integral part of these statements.

THE CHILD CENTER OF NEW YORK, INC.
STATEMENTS OF CASH FLOWS (INDIRECT METHOD)
FOR THE YEARS ENDED JUNE 30, 2012 AND 2011

	2012	2011
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ 205,126	\$ 19,017
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	219,969	211,315
(Increase) decrease in patient accounts receivable, net	(614,048)	431,412
(Increase) decrease in contracts and grants receivable	(718,447)	734,384
(Increase) decrease in other accounts receivable	139,804	(262,639)
(Increase) decrease in prepaid expenses	(30,172)	9,903
(Increase) decrease in security deposits	13,300	(15,983)
Increase (decrease) in accounts payable and accrued expenses	433,358	(460,046)
Decrease in accrued compensation and benefits	(203,340)	(484,054)
Increase in due to governmental agencies	256,780	331,752
	<u>(297,670)</u>	<u>515,061</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Increase in property and equipment	(11,078)	(26,326)
	<u>(11,078)</u>	<u>(26,326)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase in promissory note payable to bank, net	1,000	100,000
	<u>1,000</u>	<u>100,000</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(307,748)	588,735
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>1,170,299</u>	<u>581,564</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 862,551</u>	<u>\$ 1,170,299</u>
SUPPLEMENTAL CASH FLOW INFORMATION:		
Cash paid during the year for interest	<u>\$ 17,299</u>	<u>\$ 28,584</u>

The accompanying notes to financial statements
are an integral part of these statements.

THE CHILD CENTER OF NEW YORK, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2012
(With Summarized Totals For 2011)

	<u>Supporting Services</u>			<u>Totals</u>	
	<u>Program Services</u>	<u>Administration & General</u>	<u>Fundraising & Development</u>	<u>2012</u>	<u>2011</u>
Salaries and wages	\$ 18,159,977	\$ 1,709,908	\$ 145,299	\$ 20,015,184	\$ 20,916,071
Payroll taxes and fringe benefits	5,943,865	529,913	46,503	6,520,281	6,633,821
Rent and utilities	1,909,691	88,192	-	1,997,883	2,009,683
Repairs and maintenance	463,359	122,467	-	585,826	466,114
Other	454,964	1,972	6,692	463,628	468,220
Consumable supplies	363,305	35,745	1,162	400,212	550,577
Consultants	298,733	10,424	54,000	363,157	577,498
Travel and conferences	342,523	13,058	1,225	356,806	305,859
Telephone	249,047	45,535	-	294,582	280,001
Other contracted services	236,673	54,995	1,295	292,963	402,517
Professional fees	149,016	102,652	-	251,668	169,709
Staff training	125,046	9,495	2,231	136,772	103,236
Cleaning	97,884	10,094	-	107,978	111,686
Insurance	81,980	23,015	-	104,995	102,510
Community relations	67,897	14,170	14,006	96,073	76,500
Charges and fees	3,782	28,696	9,434	41,912	27,254
Dues and subscriptions	2,484	26,349	470	29,303	26,688
Printing	21,436	52	332	21,820	15,972
Postage	10,383	7,201	2,308	19,892	23,131
Interest	7,027	10,272	-	17,299	28,584
Recruitment	9,275	6,871	-	16,146	10,367
Bad debts	2,355	-	-	2,355	18,001
Subtotal	29,000,702	2,851,076	284,957	32,136,735	33,323,999
Inkind expenses	610,641	-	-	610,641	893,793
Subtotal	29,611,343	2,851,076	284,957	32,747,376	34,217,792
Depreciation and amortization	134,825	85,144	-	219,969	211,315
Total expenses	<u>\$ 29,746,168</u>	<u>\$ 2,936,220</u>	<u>\$ 284,957</u>	<u>\$ 32,967,345</u>	<u>\$ 34,429,107</u>

The accompanying notes to financial statements
are an integral part of these statements.

THE CHILD CENTER OF NEW YORK, INC.
NOTES TO FINANCIAL STATEMENTS

1. Nature of activities

The Child Center of New York, Inc. (the "Organization") is a nonprofit children's agency whose mission is to help at risk children and youth succeed in life by providing family intervention, youth development, early childhood services, counseling and home visiting services that help keep families healthy and intact. The Organization offers preventative therapy and crisis intervention to families coping with child abuse, broken home life, underachievement in school, parental drug addiction and other emotional and educational problems that destabilize families. All of the Organization's efforts are community-based and geared toward helping urban children and families empower themselves.

The Organization receives substantial support from the New York State Office of Mental Health ("NYS OMH"), the New York City Administration for Children's Services ("NYC ACS"), the New York City Department of Youth and Community Development ("NYC DYCD") and the New York City Department of Health and Mental Hygiene ("NYC DMH"). Funding agencies also include the Department of Health and Human Services - Administration for Children and Families ("DHHS ACF"), the New York City Department of Education ("NYC DOE"), the New York State Department of Health ("NYS DOH") and the New York State Office of Children and Family Services ("NYS OCFS"). The Organization is obligated under the terms of the contracts to comply with specified conditions and program requirements set forth by the respective grantor.

2. Summary of significant accounting policies:

The accompanying financial statements include the assets, liabilities, revenues and expenses of the Organization which are reflected under the accrual basis of accounting. The following is a summary of significant accounting policies followed by the Organization:

Financial statement presentation -

The Organization's financial statements distinguish between unrestricted, temporarily restricted and permanently restricted net assets and changes in net assets, depending on the existence and/or nature of any donor restrictions. The Organization's net assets consist of the following:

Unrestricted - net assets of the Organization which have not been restricted by an outside donor or by law and are therefore available for use in carrying out the operations of the Organization.

Temporarily restricted - net assets of the Organization which have been limited by donor-imposed stipulations or by law that either expire with the passage of time or can be fulfilled and removed by the actions of the Organization pursuant to those stipulations.

All donor-restricted support is reported as an increase in temporarily restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

The Organization does not possess any permanently restricted net assets.

Revenue and expense recognition -

Revenue from government contracts and grants designated for use in specific activities is recognized in the period when expenditures have been incurred in compliance with the grantor's restrictions. Contracts and grant awards for the acquisition of long-lived assets are reported as unrestricted nonoperating revenue, in the absence of donor stipulations to the contrary, during the fiscal year in which the assets are acquired.

Patient services revenue is reported at the estimated net realizable amounts from patients, third-party payors and others for services rendered. Self-pay revenue is recorded at published charges with charitable allowances deducted to arrive at net self-pay revenue. All other patient services revenue is recorded at published charges, with contractual allowances deducted to arrive at patient services revenue, net.

Contributions are recognized as income when received and are considered to be available for unrestricted use unless specifically restricted by the donor. Revenues under contracts for service are generally recognized as earned and expenses are recognized when incurred. Contract advances arise from payments received under agreements for service prior to revenue recognition.

Statement of functional expenses -

The Organization allocates its expenses on a functional basis among its various programs and supporting services. Expenses are identified with specific programs or supporting services, or allocated directly according to their natural expense allocation.

The Statement of Functional Expenses includes certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended June 30, 2011, from which the summarized information was derived.

Donated goods and services -

A number of volunteers have donated significant amounts of their time in the Organization's program services, administration and fundraising campaigns. Similarly, tangible materials, such as books and toys are also donated to the Organization. However, since these goods and services do not meet the criteria for recognition under accounting principles generally accepted in the United States of America, they are not reflected in the accompanying financial statements.

Cash and cash equivalents -

All highly liquid investments purchased with a maturity of three months or less are considered to be cash equivalents for financial statement purposes.

Property and equipment -

Property and equipment are recorded at cost. Depreciation and amortization of furniture and equipment are recorded on a straight-line basis over the estimated useful lives of the assets, which range from 5 to 10 years. Leasehold improvements are amortized on a straight-line basis over the estimated useful life of the improvement or the term of the lease, whichever is less.

Income taxes -

The Organization was incorporated as a not-for-profit corporation under the laws of the State of New York and is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Therefore, there is no provision for income taxes.

Uncertainty in income taxes -

The Organization has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements. Periods ending June 30, 2009 and subsequent remain subject to examination by the applicable taxing authorities.

The use of estimates in the preparation of financial statements -

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 the amounts of assets and liabilities at the date of the financial statements and the amounts of revenues and expenses during the reported period. Actual results may differ from those estimates.

Reclassifications -

Certain reclassifications of prior year functional expenses have been made to conform to the current year presentation.

3. Patient accounts receivable, net

Patient accounts receivable, net as of June 30, 2012 and 2011 are comprised of the following:

	<u>2012</u>	<u>2011</u>
Medicaid, net of provisions	\$ 2,569,538	\$ 1,836,515
Other third-party payors and self-pay	<u>389,587</u>	<u>508,562</u>
	2,959,125	2,345,077
Less: allowance for doubtful accounts	<u>100,683</u>	<u>100,683</u>
	<u>\$ 2,858,442</u>	<u>\$ 2,244,394</u>

4. Contracts and grants receivable

Contracts and grants receivable as of June 30, 2012 and 2011 are comprised of the following:

	<u>2012</u>	<u>2011</u>
New York City Administration for Children's Services	\$ 1,454,975	\$ 345,471
New York City Department of Youth and Community Development	917,087	1,214,098
New York State Office of Children and Family Services	232,556	27,842
New York City Department of Health and Mental Hygiene	222,613	258,211
New York State Department of Health	161,713	84,697
New York City Department of Education	120,217	179,288
U.S. Department of Health and Human Services	-	12,778
Other grants	196,881	266,176
Unbilled receivables	<u>287,734</u>	<u>486,768</u>
	3,593,776	2,875,329
Less: allowance for doubtful accounts	<u>105,000</u>	<u>105,000</u>
	<u>\$ 3,488,776</u>	<u>\$ 2,770,329</u>

5. **Property and equipment**

Property and equipment as of June 30, 2012 and 2011 are comprised of the following:

	<u>2012</u>	<u>2011</u>
Furniture and equipment	\$ 1,262,707	\$ 1,269,003
Leasehold improvements	<u>2,147,041</u>	<u>2,137,832</u>
	3,409,748	3,406,835
Less: accumulated depreciation and amortization	<u>2,514,859</u>	<u>2,303,055</u>
	<u>\$ 894,889</u>	<u>\$ 1,103,780</u>

6. **Promissory note**

The Organization is obligated to a bank under a line of credit. Borrowings accrue interest at 1% above the prime rate (3.25% as of June 30, 2012). As of June 30, 2012 and 2011, the unpaid principal balance was \$251,000 and \$250,000, respectively.

7. **Temporarily restricted net assets**

Temporarily restricted net assets are available for or relate to the following purposes:

	<u>2012</u>	<u>2011</u>
Auffarth Fund	\$ 589,557	\$ 589,557
Capital Campaign - Corona clinic	<u>78,895</u>	<u>78,895</u>
	<u>\$ 668,452</u>	<u>\$ 668,452</u>

Donations related to the Auffarth Fund are maintained in a separate bank account and are reflected as restricted cash in the accompanying financial statements.

8. Patient services revenue, net and due to governmental agencies

Patient services revenue, net as of June 30, 2012 and 2011 is comprised of the following:

	<u>2012</u>	<u>2011</u>
Medicaid	\$ 10,199,623	\$ 10,707,017
Other third-party payors and self-pay	<u>1,390,130</u>	<u>1,563,393</u>
	<u>\$ 11,589,753</u>	<u>\$ 12,270,410</u>

Patient services revenue, net is accounted for at established billing rates multiplied by the number of visits rendered. Such reimbursement rates are subject to change and retroactive adjustment on the basis of review by the governmental agencies responsible for such funding. Provisions for settlements are accrued on an estimated basis in the period in which the related services are rendered, and are included in due to governmental agencies. The current liability is determined by the governmental agencies on an annual basis. Final determination of reimbursement rates is subject to audit and review by governmental payors and any overpayments are reflected as amounts due to governmental agencies.

9. Contract and grant services revenue

Contract and grant services revenue as of June 30, 2012 and 2011 is comprised of the following:

	<u>2012</u>	<u>2011</u>
New York City Administration for Children's Services	\$ 8,591,237	\$ 7,310,183
New York City Department of Youth and Community Development	4,919,296	4,942,454
New York City Department of Health and Mental Hygiene	1,925,249	1,881,798
New York City Department of Education	1,591,350	1,601,408
U.S. Department of Health and Human Services	1,055,337	1,199,608
New York State Department of Health	626,117	562,472
New York State Office of Mental Health	315,655	521,000
New York State Office of Children and Family Services	283,283	453,986
Other grants	<u>343,223</u>	<u>705,864</u>
	<u>\$ 19,650,747</u>	<u>\$ 19,178,773</u>

10. Pension plan

The Organization has a defined contribution money purchase pension plan covering substantially all nonunion employees meeting certain eligibility requirements. Contributions to the plan are based on a fixed percentage of salaries. Pension expense amounted to \$651,300 and \$651,543 for the years ended June 30, 2012 and 2011, respectively.

For union employees, pension contributions are paid directly to the union and any amount unpaid at June 30 is accrued. Pension expense amounted to \$678,458 and \$640,688 for the years ended June 30, 2012 and 2011, respectively.

11. Concentrations of credit risk

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

12. Commitments and contingencies:

Future minimum lease commitments -

The Organization leases 13 facilities with leases expiring through 2018. Several of the leases contain escalations for real estate taxes. Rent expense for the years ended June 30, 2012 and 2011 amounted to \$1,869,284 and \$1,854,464, respectively. All facilities are operated under noncancelable operating leases requiring future minimum payments as follows:

Year Ending	
<u>June 30:</u>	
2013	\$ 1,686,038
2014	1,633,661
2015	1,557,654
2016	1,045,174
2017	446,892
2018 - 2022	639,840
2023 and thereafter	<u>410,688</u>
	<u>\$ 7,419,947</u>

Audits of reimbursement arrangements -

The Organization has contracted with various funding agencies to perform certain counseling services and receives Medicaid revenue from the state and federal governments. Reimbursements received under these contracts and payments from Medicaid are subject to audit by federal and state governments and other agencies. Upon audit, if discrepancies are discovered, the Organization could be held responsible for refunding the amounts in question.

Litigation -

In the normal course of business, the Organization is a party to various claims and/or litigation. Management believes that the settlement of all such claims and/or litigation, considered in the aggregate, will not have a material adverse effect on the Organization's financial position and results of operations.

13. Subsequent events

The Organization has evaluated subsequent events through December 19, 2012, which is the date these financial statements were available to be issued noting the following:

As of September 21, 2012, the Organization repaid the promissory note payable to bank in full.

THE CHILD CENTER OF NEW YORK, INC.
SUPPLEMENTAL SCHEDULE OF PROGRAM SERVICES EXPENSES
FOR THE YEAR ENDED JUNE 30, 2012

	NYC ACS	NYC DOE	NYC DMH	NYC DYCD	NYC OCFS	NYC OMH	NYC DOH	FEDERAL GRANTS	Other	Administrative	Total 2012
Salaries and wages	\$ 5,041,384	\$ 1,149,011	\$ 1,761,070	\$ 3,139,597	\$ 217,844	\$ 5,533,122	\$ 323,503	\$ 608,123	\$ 386,323	\$ -	\$ 18,159,977
Payroll taxes and fringe benefits	1,849,040	313,607	718,988	723,237	66,439	2,030,937	58,914	195,578	188,215	-	5,943,865
Rent and utilities	626,772	-	299,648	-	-	767,474	-	102,666	113,231	-	1,909,691
Repairs and maintenance	143,971	11,055	56,037	107,201	-	107,209	10,767	21,043	6,076	-	463,359
Other	6,158	11,549	87,395	100,135	-	69,308	126,973	5,845	47,601	-	454,964
Consumable supplies	87,415	14,156	31,584	141,982	-	32,068	18,588	28,479	9,033	-	363,305
Travel and conferences	62,913	7,002	22,213	75,070	-	96,808	9,073	64,348	5,096	-	342,523
Consultants	55,185	9,765	69,494	41,162	-	107,518	11,263	2,231	2,115	-	298,733
Telephone	65,205	1,894	51,791	45,203	-	72,668	4,088	6,618	1,590	-	249,047
Other contracted services	19,759	7,200	20,471	16,140	-	171,903	-	1,200	-	-	236,673
Professional fees	32,731	-	9,625	252	-	102,833	-	3,275	300	-	149,016
Staff training	57,576	-	13,424	30,714	-	1,723	299	20,599	110	-	125,046
Cleaning	24,054	601	27,712	-	-	46,107	-	11	-	-	97,884
Insurance	12,153	2,020	10,704	15,187	-	34,707	2,565	2,235	2,409	-	81,980
Community relations	12,146	624	1,267	43,835	-	3,187	315	3,460	3,063	-	67,897
Printing	17	223	185	13,107	-	675	3,760	2,675	794	-	21,436
Postage	3,450	568	1,482	1,304	-	2,872	249	91	367	-	10,383
Recruitment	432	228	1,223	-	-	7,308	-	42	-	-	9,275
Interest	-	-	-	-	-	7,027	-	-	-	-	7,027
Charges and fees	-	-	139	-	-	3,643	-	-	-	-	3,782
Dues and subscriptions	1,530	-	-	545	-	300	-	100	9	-	2,484
Bad debts	-	-	-	2,355	-	-	-	-	-	-	2,355
Subtotal	7,901,891	1,529,503	3,184,262	4,497,026	283,283	9,199,387	570,357	1,068,619	766,374	-	29,000,702
Administrative overhead	737,719	152,881	326,804	503,322	-	1,034,045	57,970	31,766	91,713	(2,936,220)	-
Inkind OTPS	376,638	-	-	-	-	-	-	234,003	-	-	610,641
Subtotal	9,016,248	1,682,384	3,511,066	5,000,348	283,283	10,233,432	628,327	1,334,388	858,087	(2,936,220)	29,611,343
Depreciation and amortization	395	-	-	-	-	125,513	-	8,917	-	-	134,825
Total expenses	\$ 9,016,643	\$ 1,682,384	\$ 3,511,066	\$ 5,000,348	\$ 283,283	\$ 10,358,945	\$ 628,327	\$ 1,343,305	\$ 858,087	\$ (2,936,220)	\$ 29,746,168

The accompanying notes to financial statements should be read in conjunction with this schedule.