



MINUTES for Board Meeting – January 17, 2018

Meeting Logistics:

1/17/18 11:00a to 12:30p MST

Preparation / To Dos:

- Review documents in Dropbox meeting folder

Location:

218-936-3817

510426#

Board Members:

X Ben Kopp - **Chair**

X Bahman Azarm – **Vice Chair**

X Carson Rivers - **Treasurer**

X Scott Andrews - **Secretary**

Micah Henderson

Michelle Hepler

X Ryan Olson

X Dylan Burt

X Sara Bell

X Shawn Tierney – **Executive
Director**

Anti-Trust Statement:

It is the policy of the Association for Challenge Course Technology, and it is the responsibility of every Association member company, to comply in all respects with federal and State antitrust laws. No activity or discussion at any the Association meeting or other function may be engaged in for the purpose of bringing about any understanding or agreement among members to:

- (a) raise, lower, or stabilize prices;
- (b) regulate production;
- (c) allocate markets;
- (d) encourage boycotts;
- (e) foster unfair trade practices;
- (f) assist monopolization, or
- (g) in any way violate federal or State antitrust laws.

Any questions regarding the meaning or applicability of this policy, as well as any concerns regarding activities or discussions at Association meetings, should be promptly brought to the attention of the Association Executive Director or the Chair of the Board of Directors.

Absent: Micah Henderson, Michelle Hepler

Quorum present? yes

Others Present: Natalie Hill from Managing Matters

Proceedings:

Meeting called to order at: 11:04a MST

Agenda

- I. Review and Approve Agenda
 - Motion to Approve by: Ryan Olson
 - Seconded by: Carson Rivers
 - Discussion: Terms of reference for Insurance moved to Face to Face Meeting
 - Motion: Unanimously Approved
- II. Review and Approve Meeting Minutes from December 20, 2017 Add monthly financials and assure it has DRAFT APPROVED
- III. Executive Director Update (*copy attached*)
- IV. Managing Matters Update: (*copy attached*)
- V. Monthly Financial – Q2 financials (*copy attached*)
- VI. Cash Flow Projections (Shawn)



Unfinished Business

- I. Association Direction Planning (Scott and Ben) Over the next three weeks review work over last months about where the Association needs to go. Will try at face to face to articulate how we tell members, staff and others where the Association is going.

New Business

- II. Motion to Amend BYLAWS by Scott Andrews (Scott)
Seconded by: Carson Rivers
Discussion: the roll of the Board Secretary increases. Other changes nominal. Change in the way the Nomination Committee is connected to the board.
Vote: YES (6) NO (0) ABSTAINING (0)
- III. Risk Management update (Ben) Update on Chair of new committee. Update on conversation with past Insurance committee char. Current Chair is somewhat controversial some members. Board Members will need to review the information surrounding the decision to have current chair in that position.
- IV. Board Meeting at the Conference Planning (Ben) Meeting starting at 8am January 29th. Please review all of the material in the meeting folder.
- V. AGM Planning (committee reports) (Scott) Important that committee reports do not become informative presentations about the work the committees are doing. These should not be just recruiting announcements. Secretary and ED to talk to committee chairs to assure presentations are effective.

Adjourn

Motion to Adjourn

Motion to Adjourn by: Scott Andrews
Second by: Carson Rivers
Motion: Unanimous
Time: 12: 09p MST



To: ACCT Board
From: Shawn Tierney, Executive Director
Date: 1/16/18

RE: January Board Report

Summary of Activities

December Financial Statements: the December DRAFT financial statements, along with the DRAFT Q2 statements are in Dropbox for review prior to the BOD meeting. Carson and I meet weekly, and we continue to make adjustments to our forecast and accountability tool. We will review our forecast tool in more depth at the F2F meeting in TX.

PVM Symposium: the symposium will be held from 8:00am – 5:00pm on Wednesday, January 31st, and the agenda and registration information was posted to the PVM listserve at the end of November. The agenda will include a review of the survey work that the PVM task force started last year, a review of the “quicktopics” survey information that the task force distributed last fall, a report out from the VAP, an update from the ACC on program accreditation, and an update from Ben and myself regarding ACCT strategic planning / direction. PVM BOD members need to be in attendance, but all BOD members are welcome to attend.

Conference: Order of Events, AGM Planning

I will have the conference order of events, and the bulk of the AMG planning (the agenda, meeting minutes from last year’s AGM, financials, PowerPoint presentation, committee reports, PVM elections, etc.) completed by January 24th and will place all of those documents in the BOD meeting folder for the TX F2F meeting, and it will all be reviewed during the meeting.

Standard Revisions / CG Meeting: the consensus group will be meeting face-to-face at the conference on Sunday, February 4th from 8:00am – 5:00pm. Eight members of the CG have indicated they will be in attendance. The agenda is still in development, but at the very least will include a discussion about CG leadership & membership, along with examining the recent ANSI audit feedback.

ANSI Audit: all of the documents requested by the ANSI auditor were sent at the end of October. The auditor had follow up questions and requested additional documentation in November, and December all of which we provided to her satisfaction. The process of reviewing those documents has concluded and we received a draft of the report in summary form on January 15th. Jim Converse, Bill Weaver, Scott Andrews, Rich K. and me held a conference call and decided that we would file the BSR8/108 form which provides notice

that we will be sending the proposed revised standards out for public comment. The BSR8 was filed on January 15th, and it will appear in the ANSI Standard Action publication in about 2 weeks. Rich K and the SDC are now preparing the document for public comment, and we will be setting up a Jotform to receive and manage the public comment process. Bill, Jim C., and I also have a 2 hour call scheduled next week to review the audit summary.

Board Elections: a member announcement about the elections and current candidates went out in early December for the three seats that are open for election. We received four nominations for the one seat elected by the general membership, and one nomination for the two seats elected by the PVM's. Online voting for the one seat was open until January 13th. Nominations for the PVM elected positions will be accepted until 48 hours before the paper ballot voting at the AGM on Friday, February 2nd. The candidates for the seat elected by the general membership were notified of the election results on January 15th, and the winner has been invited to the BOD meeting in TX.

Insurance & Risk Management Committee: the chair of the newly formed committee has made changes to the terms of reference, which also includes a number of strategic priorities for the first half of 2018. The draft is in Dropbox for review. The chair has been invited to the F2F meeting and will be in attendance on Tuesday afternoon to talk about the TOR and the next steps, and I am trying to arrange a meeting of the committee at the conference.

FY18 Organizational Priorities: January Updates

1. Savings Plan

- a. \$200k in reserve account: *DONE. \$200k was placed in a Chase savings account on June 29th.*
- b. \$100k budgeted for each year to reach \$500k by FY20: *budget cuts have already been implemented and further cuts may be required in order to meet our FY18 goal of \$100k. The FY18 fixed budget has a net income surplus goal of \$107,842.*
- c. 10% net income goal: *On-Track, with cuts necessary. The FY18 budget has a slightly higher net income goal.*
- d. \$100k liquid minimum: *On-Track. As of 1/16/18 our business account has a balance of \$530,000.*

2. Government Relations

- a. Updated position statement: *DONE. We sent notice of the final statement in the December Clipboard, and it is currently on the website.*
- b. Hire a consulting firm: *DONE. I entered into a Scope of Work agreement with Jason Keith, principal of Public Land Solutions in June.*
- c. Organized volunteer system with regional contact identification list: *we are behind schedule with our target of having a multi-year plan completed by the end of December. We have an outline of the plan but it needs more work and planning. We anticipate having the GRC multi-year plan completed by the end of March.*
- d. Jurisdictional approach strategy: *this will be part of the GRC multi-year plan to be completed by the end of March.*
- e. Current standing in each State/Jurisdiction: *this will be part of the GRC multi-year plan to be completed by the end of March.*

3. Program Accreditation

- a. Phase 1 pilot completed by December 1, 2017: *DONE*. A pilot program was conducted the weekend of December 2nd – 3rd. The ACC is reviewing feedback from the program.
- b. Limited opening by July 2018: *On-track? We may have a soft launch of the program in spring/summer 2018 -- after gathering further input, especially from the PVM community, and other feedback from the conference, and then making additional changes to the program model.*

4. Increase professionalism of conference workshops: *In-process. The conference workshop committee and Melissa extended the review period for 2018 workshop submissions in light of this priority, and will give greater attention to this priority for the 2019 conference.*

5. Standards development

- a. ANSI/ACCT standard revisions: *In process. The SDC submitted proposed revisions in the areas of DPI and Operations to the Consensus group who reviewed and commented on them at their meeting in August. A PINS was filed at the end of September. The document is being prepared for public comment and the CG will be meeting at the conference to further review the proposed changes. However, we need to see the final ANSI audit report before sending anything out for public comment.*
- b. ANSI/ACCT standards translated into Spanish: *DONE*.
- c. Consensus Group face-to-face meeting: *DONE*. The CG had a F2F meeting in Denver in August, 2017, and will be meeting face-to-face in Fort Worth on Sunday, February 4th.
- d. Regular meeting and reporting schedule: *DONE*. The SDC already holds monthly meetings, and the CG will lay out a schedule for their next calls at their meeting in FW.

6. Document and file management system

- a. Pick a new tool: *Has not been done.*
- b. File naming policy: *Scott Andrews proposed a file naming system/policy for BOD documents that was reviewed at the Denver BOD meeting. See file-naming policy in Dropbox.*
- c. File organization strategy and chart: *In process. Dylan has a draft of a flow chart for organizing files.*
- d. Understand needs of ACCT groups: *has not been done.*
- e. Move files to new system: *has not been done.*
- f. Digitize Operation Dept. files for storage: *DONE*. The Ops dept. ANSI files have been digitized.
- g. Train users: *has not been done.*

To: ACCT Board of Directors

From: Natalie Hill (Account Coordinator), Jenny Faucher (President) and Nicole Cork (Account Manager)

Date: January 17th, 2018

STRENGTHENING THE ACCT BRAND

This report is intended to provide an update on our action items, activities, improvements and initiatives we have completed since the last Board meeting, held on December 20th, 2017. This report will be provided to the board on a monthly basis.

Our team, led by Natalie Hill, has been putting a significant focus on customer service excellence to the ACCT membership. This has been done by promptly communicating with members via e-mail, phone and contact forms, and providing answers efficiently and in a timely manner.

We are always looking for ways to save ACCT money and bring fresh ideas to the table.

BOARD & COMMITTEE SUPPORT

- MM has assisted with 30+ PVM training dates by adding them to the website calendar.
- MM has shipped 2+ copies of the ACCT/ANSI 03-2016 Standards and 1 copies of the 8th Edition Standards
- MM has updated membership metrics with the December membership numbers for Board review.
- MM has been assisting PVM payments for membership dues in YM as applicable.
- MM has generated and sent Shawn the December membership revenue report and store revenue report from YM.
- MM has shut down the board elections voting as of Monday January 14th.

GENERAL MANAGEMENT

- MM has fielded 160+ membership calls since the last board meeting. Receiving an average of 7 calls a day. Some call highlights include:
 - Membership renewal assistance
 - Job postings
 - Conference inquires
 - Training & certification questions
- MM has assisted with adding 9+ job postings to the Career Center. Among them:
 - 2 postings in January
 - 7 postings in December
- MM has responded to 100+ emails and 60+ contact forms via email and through the website.
- MM has forwarded 20+ contact forms to Bill and 10+ phone calls to Melissa in regards to certification and testing and conference related questions.
- MM has sent out 4 of the following e-blasts to the ACCT database:
 - Renewal email
 - Benefits Package
 - January Clipboard
 - Colorado Shut Down Notification
 - Colorado Shut Down Update
 - ACCT is Hiring
- MM has made continuous updates to the ACCT website in order to make navigation of the site easier. MM has created multiple changes for better appeal, including:
 - Homepage updates – “Whats happening at ACCT”
 - Menu items, Replacing Career Center with Government Relations.

NEXT STEPS

- MM will continue to assist ACCT members with membership renewals and general inquires.
- MM will continue to grow the ACCT membership and will involve the Membership Work Group in the process.
- MM will continue producing ongoing clipboards.
- MM will continue to reach out to lapsed members monthly via email and phone.
- MM will continue to update the website. We will:
 - Archive old pages
 - Add an ACCT staff page
- MM will continue to work with Bill and Joyce in regards to invoicing and reaching out to members for the PVM application process.
- MM will send out copies of the ACCT/ANSI Standards on a bi-weekly, or as needed, basis.
- MM will continue to update membership metrics and compare our yearly membership revenue/renewals/new sign ups.
- MM will continue work on a membership plan for this fiscal year, including:
 - Membership expiry emails
 - New membership packages
 - Thank you letters to long standing members
 - Membership benefits

Quarterly Management Report

Association for Challenge Course Technology

For the period ended December 31, 2017



DRAFT

Prepared by

Kristi L. Hattig, CPA LLC

Prepared on

January 8, 2018

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Balance Sheet

As of December 31, 2017

	Total
ASSETS	
Current Assets	
Bank Accounts	
Chase Operating	404,732.13
Chase Savings	200,081.97
Total Bank Accounts	604,814.10
Other Current Assets	
Merchant Card - Undeposited Funds	25,929.35
Prepaid Expenses	2,500.00
Prepaid Insurance	6,619.93
Total Other Current Assets	35,049.28
Total Current Assets	639,863.38
TOTAL ASSETS	\$639,863.38
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Chase Card	1,122.77
Chase Card - 0614	456.17
Chase Card - 1061 Shawn	564.74
Chase Card - 1344	450.59
Total Chase Card	2,594.27
Total Credit Cards	2,594.27
Total Current Liabilities	2,594.27
Total Liabilities	2,594.27
Equity	
Retained Earnings	361,132.37
Net Income	276,136.74
Total Equity	637,269.11
TOTAL LIABILITIES AND EQUITY	\$639,863.38

Profit and Loss Comparison

October - December, 2017

	Oct - Dec, 2017	Oct - Dec, 2016 (PY)	Total
INCOME			
Events			
Advertising Income			2,800.00
Conference fees			
Conference - Other	-300.07		67,025.69
Conference Registration	273,620.50		189,083.25
Conference Sessions			51,849.00
Processing Fee			1,098.75
Total Conference fees	273,320.43		309,056.69
Event Sponsorships	16,000.00		6,500.00
Exhibit Hall Fees	69,350.00		34,850.00
Symposia	2,945.00		5,915.00
Total Events	361,615.43		359,121.69
Membership			
Awards Revenue	475.00		
Individual Memberships	10,105.00		14,174.95
Organizational Memberships	59,904.85		59,572.04
Total Membership	70,484.85		73,746.99
Operations			
Inspector Certification			26,370.00
Application/Renewal Fees	4,597.00		
Total Inspector Certification	4,597.00		26,370.00
Program Accreditation			305.00
Vendor Accreditation	58,554.00		21,067.37
Total Operations	63,151.00		47,742.37
Other Income			
Interest	39.92		3.35
Miscellaneous	3,680.00		
Total Other Income	3,719.92		3.35
Publication & Retail Sales			
Job Listings	690.00		75.00
Standards Sales	7,168.80		6,104.24
Standards Shipping Fees			18.00
Total Standards Sales	7,168.80		6,122.24
Store			252.00
Total Publication & Retail Sales	7,858.80		6,449.24
Sponsorships & Fundraising			
Corporate Sponsorships			18,826.00
Total Sponsorships & Fundraising			18,826.00
Total Income	506,830.00		505,889.64
GROSS PROFIT	506,830.00		505,889.64

	Oct - Dec, 2017	Total Oct - Dec, 2016 (PY)
EXPENSES		
Bank Fees		
Credit Card Finance Charges	289.78	
Merchant Service Fees	15,021.43	7,434.89
Paypal Fees	242.96	0.00
Service Charges	212.94	535.25
Total Bank Fees	15,767.11	7,970.14
Board of Directors & Governance		
BOD & Committee Meeting Expenses		2,367.34
BOD & Committee Travel		3,431.49
Total Board of Directors & Governance		5,798.83
Events-		
Conference Expenses	17,327.50	7,250.00
Conference Reg & Program Design	762.50	
Cvent/Crowd Compass	2,786.37	4,322.76
Miscellaneous Conference Expenses	1,000.00	30.00
Total Conference Expenses	21,876.37	11,602.76
Exhibit Hall Expenses		
Conference Service Provider	8,562.50	
Total Exhibit Hall Expenses	8,562.50	
New Event Expenses	4,412.00	
Total Events-	34,850.87	11,602.76
General Operating 1		
Meals & Entertainment	32.88	
Software Subscriptions	592.96	609.48
Staff Travel	788.52	
Travel (deleted)		1,256.39
Total Staff Travel	788.52	1,256.39
Total General Operating 1	1,414.36	1,865.87
General Operating 2		
Office Rent & Storage	982.50	2,348.14
Office Supplies	426.46	230.17
Postage and Shipping	101.12	115.26
Total General Operating 2	1,510.08	2,693.57
Insurance		
Cyber Policy	214.50	
Directors & Officers	356.42	1,028.01
General Liability	226.16	
Professional Liability	1,123.84	
Volunteer Accident	106.66	
Workers Comp	93.02	180.98
Total Insurance	2,120.60	1,208.99
Licenses/Taxes/Dues		

		Total
	Oct - Dec, 2017	Oct - Dec, 2016 (PY)
Colorado Fees	150.00	
Delaware fees		375.00
Total Licenses/Taxes/Dues	150.00	375.00
Marketing		
Other	602.50	
Website Fees	539.13	30.00
Total Marketing	1,141.63	30.00
Membership Workgroup		
Awards	-1,500.00	
Workgroup Expenses		1,287.37
Total Membership Workgroup	-1,500.00	1,287.37
Operations-		
Inspector Certification Expenses	1,907.68	845.67
Test Materials	1,391.90	
Total Inspector Certification Expenses	3,299.58	845.67
Panel & Work Group Expenses	-441.57	2,871.22
Standards Development	200.00	820.72
Vendor Accreditation Expenses	7,325.38	3,305.34
Total Operations-	10,383.39	7,842.95
Professional Services		
Accountant	7,450.00	4,200.00
Attorney	600.00	2,500.00
Government Relations	725.00	
Management Company	16,815.71	15,345.85
PR/Marketing	12,000.00	
Total Professional Services	37,590.71	22,045.85
Publications & Retail Sales	700.00	
Postage & Shipping	32.55	
Standards Publication	30.00	
Spanish Translation of Standards	35.00	
Total Standards Publication	65.00	
Total Publications & Retail Sales	797.55	
Salaries, Wages, & Related		
Payroll Processing Fees	448.10	339.90
Payroll Taxes	24,090.42	12,853.38
Salaries & Wages	60,739.57	55,212.42
Total Salaries, Wages, & Related	85,278.09	68,405.70
Telecommunications	209.64	
Internet		35.48
Telephone	261.62	380.43
Total Telecommunications	471.26	415.91
Total Expenses	189,975.65	131,542.94
NET OPERATING INCOME	316,854.35	374,346.70

		Total
	Oct - Dec, 2017	Oct - Dec, 2016 (PY)
OTHER EXPENSES		
Other Miscellaneous Expense	108.84	
Total Other Expenses	108.84	0.00
NET OTHER INCOME	-108.84	0.00
NET INCOME	\$316,745.51	\$374,346.70

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Monthly Budget vs. Actuals FY 2018

July - September, 2017

	Actual	Budget	over Budget	Total % of Budget
INCOME				
Events				
Conference fees				
Conference - Other	300.07		300.07	
Conference Registration	0.00	46,000.00	-46,000.00	0.00%
Total Conference fees	300.07	46,000.00	-45,699.93	0.65233%
Exhibit Hall Fees	95,000.00	33,750.00	61,250.00	281.48148%
Total Events	95,300.07	79,750.00	15,550.07	119.49852%
Membership				
Individual Memberships	6,640.00	6,400.00	240.00	103.75%
Organizational Memberships	28,804.70	22,000.00	6,804.70	130.93045%
Total Membership	35,444.70	28,400.00	7,044.70	124.80528%
Operations		0.00	0.00	
Inspector Certification				
Application/Renewal Fees	2,400.00	0.00	2,400.00	
Certification Test	125.00	0.00	125.00	
Total Inspector Certification	2,525.00	0.00	2,525.00	
Vendor Accreditation	5,237.69	0.00	5,237.69	
Total Operations	7,762.69	0.00	7,762.69	
Other Income				
Interest	39.86	399.00	-359.14	9.98997%
Total Other Income	39.86	399.00	-359.14	9.98997%
Publication & Retail Sales				
Job Listings	310.00	375.00	-65.00	82.66667%
Publication Advertising		750.00	-750.00	
Standards Sales	7,498.24	5,550.00	1,948.24	135.10342%
Total Publication & Retail Sales	7,808.24	6,675.00	1,133.24	116.97738%
Total Income	146,355.56	115,224.00	31,131.56	127.01829%
GROSS PROFIT	146,355.56	115,224.00	31,131.56	127.01829%
EXPENSES				
Bank Fees				
Credit Card Finance Charges	68.22	186.00	-117.78	36.67742%
Merchant Service Fees	5,574.70	2,700.00	2,874.70	206.47037%
Service Charges	140.00	250.00	-110.00	56.00%
Total Bank Fees	5,782.92	3,136.00	2,646.92	184.40434%
Board of Directors & Governance	4,124.77		4,124.77	
BOD & Committee Meeting Expenses	2,886.31	1,500.00	1,386.31	192.42067%
BOD & Committee Telephone		5,000.00	-5,000.00	
BOD & Committee Travel	4,680.98		4,680.98	
Total Board of Directors & Governance	11,692.06	6,500.00	5,192.06	179.87785%
Events-				

	Actual	Budget	over Budget	Total % of Budget
Conference Expenses				
Conference Reg & Program Design		1,000.00	-1,000.00	
Cvent/Crowd Compass	1,536.38	2,161.38	-625.00	71.08329%
Hotel Room Fees	8.50	0.00	8.50	
Miscellaneous Conference Expenses	862.50	0.00	862.50	
Site Selection	4,121.68		4,121.68	
Total Conference Expenses	6,529.06	3,161.38	3,367.68	206.52563%
Exhibit Hall Expenses				
Conference Service Provider	25,687.50	25,612.00	75.50	100.29478%
Total Exhibit Hall Expenses	25,687.50	25,612.00	75.50	100.29478%
Total Events-	32,216.56	28,773.38	3,443.18	111.96655%
General Operating 1				
Meals & Entertainment	59.39	200.00	-140.61	29.695%
Professional Development		1,125.00	-1,125.00	
Software Subscriptions	629.75		629.75	
Staff Travel	6,706.86	1,500.00	5,206.86	447.124%
Total General Operating 1	7,396.00	2,825.00	4,571.00	261.80531%
General Operating 2				
Office Rent & Storage	2,414.67	2,385.00	29.67	101.24403%
Office Supplies	174.01	750.00	-575.99	23.20133%
Outside Labor		300.00	-300.00	
Postage and Shipping	176.70	750.00	-573.30	23.56%
Total General Operating 2	2,765.38	4,185.00	-1,419.62	66.07838%
Insurance				
Conference Cancellation		332.76	-332.76	
Cyber Policy	321.75	324.99	-3.24	99.00305%
Directors & Officers	534.63	1,019.25	-484.62	52.45327%
General Liability	339.24	339.24	0.00	100.00%
Office & GL Insurance		137.01	-137.01	
Professional Liability	1,685.76	1,685.73	0.03	100.00178%
Volunteer Accident	159.99	159.99	0.00	100.00%
Workers Comp	305.46		305.46	
Total Insurance	3,346.83	3,998.97	-652.14	83.6923%
Licenses/Taxes/Dues				
Colorado Fees		300.00	-300.00	
Delaware fees	358.00	300.00	58.00	119.33333%
Total Licenses/Taxes/Dues	358.00	600.00	-242.00	59.66667%
Marketing				
Website Fees	6,351.00	3,787.00	2,564.00	167.70531%
Total Marketing	6,351.00	3,787.00	2,564.00	167.70531%
Operations-				
ANSI Membership		1,845.00	-1,845.00	
Inspector Certification Expenses				

				Total
	Actual	Budget	over Budget	% of Budget
ACC Meeting		4,500.00	-4,500.00	
VAP Meeting		7,000.00	-7,000.00	
Total Inspector Certification Expenses		11,500.00	-11,500.00	
Panel & Work Group Expenses	13,645.22	7,000.00	6,645.22	194.93171%
Standards Development	1,100.00	2,250.00	-1,150.00	48.88889%
Vendor Accreditation Expenses	1,608.30		1,608.30	
Total Operations-	16,353.52	22,595.00	-6,241.48	72.37672%
Professional Services				
Accountant	1,200.00	3,600.00	-2,400.00	33.33333%
Attorney	2,711.00	2,000.00	711.00	135.55%
Government Relations	750.00	5,001.00	-4,251.00	14.997%
Management Company	10,517.05	15,375.00	-4,857.95	68.40358%
PR/Marketing	12,000.00	5,001.00	6,999.00	239.95201%
Total Professional Services	27,178.05	30,977.00	-3,798.95	87.73622%
Publications & Retail Sales				
Postage & Shipping	19.60		19.60	
Standards Publication	30.00	30.00	0.00	100.00%
Spanish Translation of Standards	2,178.00	2,143.00	35.00	101.63322%
Total Standards Publication	2,208.00	2,173.00	35.00	101.61068%
Total Publications & Retail Sales	2,227.60	2,173.00	54.60	102.51266%
Salaries, Wages, & Related				
Payroll Processing Fees	603.07	780.00	-176.93	77.31667%
Payroll Taxes	19,300.44	15,519.00	3,781.44	124.36652%
Salaries & Wages	43,057.75	47,004.00	-3,946.25	91.60444%
Total Salaries, Wages, & Related	62,961.26	63,303.00	-341.74	99.46015%
Special Projects	1,449.14		1,449.14	
Telecommunications	1,002.35		1,002.35	
Internet		660.00	-660.00	
Telephone	401.63		401.63	
Total Telecommunications	1,403.98	660.00	743.98	212.72424%
Total Expenses	181,482.30	173,513.35	7,968.95	104.5927%
NET OPERATING INCOME	-35,126.74	-58,289.35	23,162.61	60.26271%
NET INCOME	\$ -35,126.74	\$ -58,289.35	\$23,162.61	60.26271%