



## MINUTES for Regular Board of Directors Meeting September 18, 2019

### Meeting Logistics:

09/18/2019 8:00a Mountain Time

### Location:

Phone Conference  
218-936-3817;510426#

### **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 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.

### **ATTENDEES**

#### **Presiding Officer:**

- Ben Kopp - **Chair**

#### **Board Member Attendees:**

- |  |   |   |
|--|---|---|
| <input checked="" type="checkbox"/> Bahman Azarm - <b>Vice Chair</b> | <input checked="" type="checkbox"/> Cameron Annas - <b>Member</b><br><i>Joined at 8:04 AM</i> | <input checked="" type="checkbox"/> Rohan Shahani - <b>Member</b>             |
| <input checked="" type="checkbox"/> Mandy Stewart - <b>Secretary</b> | <input checked="" type="checkbox"/> Paul Cummings - <b>Member</b>                             | <input checked="" type="checkbox"/> Shawn Tierney - <b>Executive Director</b> |
| <input checked="" type="checkbox"/> Carson Rivers - <b>Treasurer</b> | <input checked="" type="checkbox"/> Victor Gallo - <b>Member</b>                              |   |

#### **Additional Attendees:**

Ryan Olson - *Joined at 8:11am. Left at undetermined time, but prior to closed session.*

#### **Quorum?**

- Yes
- No



## PROCEEDINGS – STANDING ITEMS

Meeting called to order at 8:01 AM Mountain Time by Ben Kopp.

### Approval of Agenda

<b>Motion:</b>	Review and approve the meeting agenda
<b>Made by:</b>	Rohan
<b>Seconded by:</b>	Bahman
<b>Discussion:</b>	None
<b>Vote:</b>	In Favor – n/a Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

### Approval of Minutes

Meeting and Date of Minutes:

- Regular Board of Directors Meeting (phone), 21 August 2019.

<b>Motion:</b>	Approve previous minutes for meeting held 21 August 2019.
<b>Made by:</b>	Carson
<b>Seconded by:</b>	Rohan
<b>Discussion:</b>	None
<b>Vote:</b>	In Favor – n/a Opposed – 0 Abstaining – 1 (Bahman)
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

### Executive Director Update (Shawn)

- Shawn has placed his ED report into the BoD meeting folder on Drive for review [2019-09-13 REPORT ED to BOD].
  - Association Health Care to be added to BoD September F2F agenda.
  - Crisis Communication Training with Skip King went well and had value for the association's staff. Materials to be distributed to BoD.

### Monthly Financials (Shawn)

- Shawn has placed the draft July financials into the **Finance Committee folder** on Drive for review [2019-09-13 REPORT August Financials - DRAFT].



## OLD BUSINESS

### Operation Reviewer Task Force Update (Paul)

- September Face to Face meeting was productive and successful.
- Terms of Reference are almost complete; remaining item is presentation at Symposium.

### Operation Accreditation Completion (Bahman)

- Small project management group to be created by Shawn.
- OACTF to continue their work until completed.
- 18 December 2019 is the goal to be ready for a BoD vote on these two programs:
  - Operation Reviewer package
  - Operation Accreditation package

### Inspector Certification Panel Update (Mandy)

- September Face to Face meeting was productive and successful.
- Panel needs a Chair. Leadership and Nominations has the information and requests and is searching for candidates to propose to the ACC/ICP.

### Spokane BoD Face to Face (Shawn)

- Agenda
  - Agenda items for BoD Face to Face to be submitted by 23 September 2019
  - Supporting documents to be in the Drive by 25 September 2019
- Logistics
  - All BoD Members to complete JotForm re: F2F travel.

## NEW BUSINESS

### Inspector Certification Requirements (Victor)

- Until and unless there is a policy change, membership is not required for ACCT certifications.

### Membership Issues (Shawn)

<b>Motion:</b>	Motion to enter into closed session to discuss membership issues.
<b>Made by:</b>	Carson
<b>Seconded by:</b>	Rohan
<b>Discussion:</b>	Two membership issues are to be discussed during this closed session.
<b>Vote:</b>	In Favor – n/a Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

BoD enters closed session at 9:04 AM.



**Motion:** Exit closed session.  
**Made by:** Rohan  
**Seconded by:** Carson  
**Discussion:** None.  
**Vote:** In Favor – n/a  
Opposed – 0  
Abstaining – 0  
**Motion Carries:**  Yes  
 No

BoD exits closed session at 9:37AM.

Outcomes of closed session topics:

- BoD needs more information in writing from Ethics Committee on the current situation in question, as well as a suggestion on remedy.
- Shawn will be sending a final communication, reviewed by counsel, to Warren Hamm, explaining why ACCT is ceasing direct communication with him and instructing him to contact our attorney with any future communication.

**Fall PVM Symposium** (Mandy)

- ACC Presentation needs

[ABOVE ITEM TABLED UNTIL SEPTEMBER F2F MEETING]

**CLOSING**

**Motion:** Motion to adjourn the meeting.  
**Made by:** Carson  
**Seconded by:** Rohan  
**Discussion:** None.  
**Vote:** In Favor – n/a  
Opposed – 0  
Abstaining – 0  
**Motion Carries:**  Yes  
 No

Meeting adjourned at 9:38 AM Mountain Time.



**To: ACCT Board**  
**From: Shawn Tierney, Executive Director**  
**Date: 9/13/19**

**RE: September Board Report**

### **Summary of Activities**

#### **August Financials**

The draft August financial statement is in the Finance Drive along with our bank, CD, and money market account statements. (FY20 Financial Planning – Monthly Statements – August)

#### **990 Tax Return**

The 990 tax return has been completed, and it is also in the Finance Drive for review. The finance committee met on 9/11 to review this and other finance items. Currently awaiting their feedback, if any about the 990.

#### **Exhibitor / Sponsor / Conference Registration**

Registration for exhibitors/sponsors / advertisers launched on 9/5. Final edits are currently being made to the digital registration brochure, and we anticipate launching conference registration the week of September 23<sup>rd</sup>.

#### **ICP F2F Meeting**

The inspector certification panel met in Longmont on 8/27-28. This was a very productive meeting where revisions were made to the exams (in-house and professional), various forms such as the application, eye exam, and supervisor endorsement. The ICP also addressed the prep course which will be revised / updated prior to the Raleigh conference. Meeting minutes will be posted to the ACCT website once approved later in September.

#### **ORTF F2F Meeting**

The operation reviewer program task force met in Longmont on 9/10-11. This was also a very productive meeting. Paul may be able to give us an update with further information about this meeting.

#### **TCTF F2F Meeting**

The trainer credentialing task force will be meeting in GA later this fall – dates and location TBD. The TF currently has a survey out for comment and input from the industry on creating a curriculum that is intended for use in trainer credentialing.

## **Re-Vamp TF Presentation**

The vendor accreditation re-vamp TF has created a presentation for the Fall Symposium. The presentation outlines the major elements of how the program has been revised. The presentation is currently being reviewed by ACCT leadership (ED, BOD Chair, ACC Chair).

## **03-2019 Standard Release**

An announcement went out on 9/13 about the 03-2019 standards product release. Members also received an email to access their digital copy, and the website has been updated / formatted for the sale of both the digital and print copies of the revised standard.

## **Fall PVM Symposium**

The symposium is scheduled for Wednesday, October 2<sup>nd</sup> in Spokane. The agenda has been finalized, and registration launched the week of August 19<sup>th</sup>. There are currently 22 PVM's who are registered to attend. The agenda will primarily be updates to attendees about the roll-out of Operation Accreditation, the new ANSI/ACCT 03-2019 standard, and the Re-vamp of vendor accreditation. Sessions will be recorded and made available at a later time for those who are not be able to attend the symposium.

## **FY20 Organizational Priorities**

### **1. Member Value**

- 1.1 ACCT sponsored health insurance plan for members: **currently being investigated by IRMC as to feasibility. A recommendation on the plans and next steps from Gary Nesbitt will forthcoming for the F2F Spokane meeting.**
- 1.2 Access to legal defense/expertise: **has not moved forward at this time.**
- 1.3 Transparency / Communication: **F2F meeting policy for increasing transparency of what volunteer groups are working on was approved by the BOD in August.**
- 1.4 ACCT Academy: **will launch in September. Currently finishing the landing page, populating resources, and researching other content to add along with webinar creation.**
- 1.5 Industry Data: **has not moved forward at this time.**

### **2. Government Relations**

- 2.1 Publications Group: **has not moved forward at this time.**
- 2.2 Crisis communication: **Skip King conducted a media training at the Longmont office with the ED, PD and office staff members in late July.**
- 2.3 List of stakeholders and regulators: **final preparations are being made to the regulatory map with an expected launch date on the ACCT website sometime in September. Tech issues and discovering we did not have all of the necessary components of the map when we acquired it from Hubbard Merrell have delayed the launch by several months.**

### **3. Credentialing / Program Management**

- 3.1 OA – support launch: **awaiting final work product from the ORPTF F2F meeting that was held September 10-11 in Longmont.**
- 3.2 ICE – **the ICP held a F2F meeting August 27-28 in Longmont. See note above.**
- 3.3 Vendor accreditation- **awaiting final work from the Re-vamp TF.**
- 3.4 Trainer credentialing – **has sent out a survey to gather feedback about industry training methods/curriculum.**
- 3.5 Evaluation – **has not moved forward (methods to evaluate the program?)**

3.6 Harmonization – has not moved forward (harmonizing across all credentialing programs?) ACC task?

3.7 Alignment of volunteers - has not moved forward (ACC task?)

#### **4. Organizational Health**

4.1 Strategic planning: has not moved forward at this time. BOD task

4.2 Org communication / PR (external): Further clarification is requested on this priority.

4.3 Tech work group (Slack, drives, Asana, etc.): Meeting bi-monthly with OM, Carson and Mandy.

4.4 File storage protocol / clean up: in process of developing a policy for IT use covering organization of drives, etc.

4.5 Bylaws: has not moved forward at this time. BOD task

4.6 Elections (structure, logistics, transparency): has not moved forward at this time. Nominations & Leadership Committee task?

#### **5. Volunteer Support and Management**

5.1 BOD development (on-boarding, knowledge base, teambuilding): Nomination & Leadership Committee task?

5.2 Committee, TF, WG chair training: has not moved forward at this time

5.3 Affinity Groups – purpose, value: has not moved forward at this time

#### **6. International Efforts**

6.1 Standards translations: currently exploring Korean and Chinese as the next ACCT vetted translations.

6.2 International events – hosting and attending: see Costa Rica and Asia notes in previous ED reports. ED will be attending the Arival conference in October in Orlando, and will be meeting with attendees at a booth hosted by Tom Kratch from the PR/Marketing committee.

6.3 Credentialing opportunities: see Costa Rica note in previous report.

6.4 Insurance: further clarification is requested on this priority.

6.5 Government relations: PD is drafting an agreement with INTECO for adoption of ACCT standard in Costa Rica. Agreement will be forwarded to BOD for approval once a final draft is ready in October/November.

# Management Report

Association for Challenge Course Technology  
For the period ended August 31, 2019



DRAFT

Prepared by  
Verity Solutions, LLC

Prepared on  
September 13, 2019



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**Association for Challenge Course Technology**  
**Balance Sheet**  
**As of August 31, 2019**

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Operating Accounts</b>	
Chase Operating	73,271.63
PNC Savings	50,137.32
<b>Total Operating Accounts</b>	<b>\$ 123,408.95</b>
<b>Reserve Accounts</b>	
<b>Citizen's Access CD</b>	
X-0511	84,828.02
X-0523	84,857.40
Axos - Money Market	261,748.99
Chase Savings	227.10
<b>Total Reserve Accounts</b>	<b>\$ 431,661.51</b>
<b>Total Bank Accounts</b>	<b>\$ 555,070.46</b>
<b>Total Other Current Assets</b>	<b>\$ 0.00</b>
<b>Total Current Assets</b>	<b>\$ 555,070.46</b>
<b>TOTAL ASSETS</b>	<b>\$ 555,070.46</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Credit Cards</b>	
Chase Card - Beg Bal	4,110.91
Chase Card - Heather 6484	395.80
Chase Card - John 5384	735.67
Chase Card - Melissa 1961	2,233.43
Chase Card - Scott 7017	2,010.49
Chase Card - Shawn 4676	-7,148.79
<b>Total Chase Card</b>	<b>\$ 2,337.51</b>
<b>Total Credit Cards</b>	<b>\$ 2,337.51</b>
<b>Total Other Current Liabilities</b>	<b>\$ 0.00</b>
<b>Total Current Liabilities</b>	<b>\$ 2,337.51</b>
<b>Total Liabilities</b>	<b>\$ 2,337.51</b>
<b>Equity</b>	
Retained Earnings	616,032.52
Net Income	-63,299.57
<b>Total Equity</b>	<b>\$ 552,732.95</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 555,070.46</b>

Monday, Sep 09, 2019 03:44:44 PM GMT-7 - Cash Basis

**Association for Challenge Course Technology**  
**Profit and Loss by Class**  
**August 2019**

	1. Event	2. Membership	3. Standards	4. Program	5. Inspector	6. Vendor	7. Overhead	TOTAL
<b>Income</b>								
Income								0.00
Other / Interest Income							998.04	998.04
Standard Income		9,842.00	1,513.40		420.34	950.00		12,725.74
<b>Total Income</b>	<b>\$ 0.00</b>	<b>\$ 9,842.00</b>	<b>\$ 1,513.40</b>	<b>\$ 0.00</b>	<b>\$ 420.34</b>	<b>\$ 950.00</b>	<b>\$ 998.04</b>	<b>\$ 13,723.78</b>
<b>Total Income</b>	<b>\$ 0.00</b>	<b>\$ 9,842.00</b>	<b>\$ 1,513.40</b>	<b>\$ 0.00</b>	<b>\$ 420.34</b>	<b>\$ 950.00</b>	<b>\$ 998.04</b>	<b>\$ 13,723.78</b>
<b>Gross Profit</b>	<b>\$ 0.00</b>	<b>\$ 9,842.00</b>	<b>\$ 1,513.40</b>	<b>\$ 0.00</b>	<b>\$ 420.34</b>	<b>\$ 950.00</b>	<b>\$ 998.04</b>	<b>\$ 13,723.78</b>
<b>Expenses</b>								
Bank Fees								0.00
Merchant Service Fees		530.41					19.95	550.36
<b>Total Bank Fees</b>	<b>\$ 0.00</b>	<b>\$ 530.41</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 19.95</b>	<b>\$ 550.36</b>
Employee Benefits	710.15	270.01	181.78	106.08	146.50	146.50	113.92	1,674.94
Insurance								0.00
Workers Comp	21.04	25.06	6.00	6.05	10.03	10.03	7.01	85.22
<b>Total Insurance</b>	<b>\$ 21.04</b>	<b>\$ 25.06</b>	<b>\$ 6.00</b>	<b>\$ 6.05</b>	<b>\$ 10.03</b>	<b>\$ 10.03</b>	<b>\$ 7.01</b>	<b>\$ 85.22</b>
Meals & Entertainment							632.87	632.87
Payroll								0.00
Payroll Processing Fees	71.36	84.92	20.35	20.51	34.00	34.00	23.82	288.96
Payroll Taxes	443.96	528.61	126.57	127.54	211.57	211.57	148.28	1,798.10
Salaries & Wages	5,944.68	7,078.15	1,694.89	1,707.77	2,833.01	2,833.01	1,985.43	24,076.94
<b>Total Payroll</b>	<b>\$ 6,460.00</b>	<b>\$ 7,691.68</b>	<b>\$ 1,841.81</b>	<b>\$ 1,855.82</b>	<b>\$ 3,078.58</b>	<b>\$ 3,078.58</b>	<b>\$ 2,157.53</b>	<b>\$ 26,164.00</b>
Postage & Shipping		88.00						88.00
Printing and Publication			110.00					110.00
Rent & Storage	596.31	720.65	172.55	175.09	289.28	367.94	410.68	2,732.50
Technology	33.99	178.80					794.60	1,007.39
Travel	876.49	1,875.69	482.99		595.80		860.52	4,691.49
<b>Total Expenses</b>	<b>\$ 8,697.98</b>	<b>\$ 11,380.30</b>	<b>\$ 2,795.13</b>	<b>\$ 2,143.04</b>	<b>\$ 4,120.19</b>	<b>\$ 3,603.05</b>	<b>\$ 4,997.08</b>	<b>\$ 37,736.77</b>
<b>Net Operating Income</b>	<b>-\$ 8,697.98</b>	<b>-\$ 1,538.30</b>	<b>-\$ 1,281.73</b>	<b>-\$ 2,143.04</b>	<b>-\$ 3,699.85</b>	<b>-\$ 2,653.05</b>	<b>-\$ 3,999.04</b>	<b>-\$ 24,012.99</b>
<b>Net Income</b>	<b>-\$ 8,697.98</b>	<b>-\$ 1,538.30</b>	<b>-\$ 1,281.73</b>	<b>-\$ 2,143.04</b>	<b>-\$ 3,699.85</b>	<b>-\$ 2,653.05</b>	<b>-\$ 3,999.04</b>	<b>-\$ 24,012.99</b>

**Association for Challenge Course Technology**  
**Profit and Loss by Class**  
**Year to Date - FY2020**

	1. Event	2. Membership	3. Standards	4. Program	5. Inspector	6. Vendor	7. Overhead	TOTAL
<b>Income</b>								
Income								0.00
Other / Interest Income							1,995.07	1,995.07
Standard Income		21,298.57	4,523.80		420.34	950.00		27,192.71
<b>Total Income</b>	<b>\$ 0.00</b>	<b>\$ 21,298.57</b>	<b>\$ 4,523.80</b>	<b>\$ 0.00</b>	<b>\$ 420.34</b>	<b>\$ 950.00</b>	<b>\$ 1,995.07</b>	<b>\$ 29,187.78</b>
<b>Total Income</b>	<b>\$ 0.00</b>	<b>\$ 21,298.57</b>	<b>\$ 4,523.80</b>	<b>\$ 0.00</b>	<b>\$ 420.34</b>	<b>\$ 950.00</b>	<b>\$ 1,995.07</b>	<b>\$ 29,187.78</b>
<b>Gross Profit</b>	<b>\$ 0.00</b>	<b>\$ 21,298.57</b>	<b>\$ 4,523.80</b>	<b>\$ 0.00</b>	<b>\$ 420.34</b>	<b>\$ 950.00</b>	<b>\$ 1,995.07</b>	<b>\$ 29,187.78</b>
<b>Expenses</b>								
Bank Fees								0.00
Merchant Service Fees		1,027.58					39.90	1,067.48
Other Bank Fees							0.00	0.00
<b>Total Bank Fees</b>	<b>\$ 0.00</b>	<b>\$ 1,027.58</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 39.90</b>	<b>\$ 1,067.48</b>
Employee Benefits	2,305.07	1,214.84	580.93	327.14	448.41	448.42	418.75	5,743.56
Insurance								0.00
Directors & Officers							4,033.00	4,033.00
Office Property							579.00	579.00
Workers Comp	41.88	49.74	11.99	12.21	20.27	20.27	14.08	170.44
<b>Total Insurance</b>	<b>\$ 41.88</b>	<b>\$ 49.74</b>	<b>\$ 11.99</b>	<b>\$ 12.21</b>	<b>\$ 20.27</b>	<b>\$ 20.27</b>	<b>\$ 4,626.08</b>	<b>\$ 4,782.44</b>
Licenses, Taxes & Fees		290.52						290.52
Meals & Entertainment		81.42					740.75	822.17
Payroll								0.00
Payroll Processing Fees	159.54	189.65	45.70	46.56	77.32	77.32	53.83	649.92
Payroll Taxes	914.41	1,096.24	262.86	265.54	439.59	439.60	318.53	3,736.77
Salaries & Wages	11,783.14	14,135.83	3,387.19	3,419.31	5,659.93	5,659.93	4,108.51	48,153.84
<b>Total Payroll</b>	<b>\$ 12,857.09</b>	<b>\$ 15,421.72</b>	<b>\$ 3,695.75</b>	<b>\$ 3,731.41</b>	<b>\$ 6,176.84</b>	<b>\$ 6,176.85</b>	<b>\$ 4,480.87</b>	<b>\$ 52,540.53</b>
Postage & Shipping		175.65						175.65
Printing and Publication			329.03					329.03
Professional Services								0.00
Accountant							29.99	29.99
Conference Service Provider	11,362.50							11,362.50
<b>Total Professional Services</b>	<b>\$ 11,362.50</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 29.99</b>	<b>\$ 11,392.49</b>
Rent & Storage	902.02	1,026.36	478.26	480.80	594.99	673.65	911.42	5,067.50
Technology	67.98	178.80					2,580.05	2,826.83
Telecommunications	144.06							144.06
Travel	2,808.95	2,556.83	482.99		595.80		860.52	7,305.09
<b>Total Expenses</b>	<b>\$ 30,489.55</b>	<b>\$ 22,023.46</b>	<b>\$ 5,578.95</b>	<b>\$ 4,551.56</b>	<b>\$ 7,836.31</b>	<b>\$ 7,319.19</b>	<b>\$ 14,688.33</b>	<b>\$ 92,487.35</b>
<b>Net Operating Income</b>	<b>-\$ 30,489.55</b>	<b>-\$ 724.89</b>	<b>-\$ 1,055.15</b>	<b>-\$ 4,551.56</b>	<b>-\$ 7,415.97</b>	<b>-\$ 6,369.19</b>	<b>-\$ 12,693.26</b>	<b>-\$ 63,299.57</b>
<b>Net Income</b>	<b>-\$ 30,489.55</b>	<b>-\$ 724.89</b>	<b>-\$ 1,055.15</b>	<b>-\$ 4,551.56</b>	<b>-\$ 7,415.97</b>	<b>-\$ 6,369.19</b>	<b>-\$ 12,693.26</b>	<b>-\$ 63,299.57</b>

**Association for Challenge Course Technology**  
**Budget vs. Actuals: FY 2019-20 - FY20 P&L**  
**July - August, 2019**

	Aug 2019				YTD			
	Actual	Budget	Over Budget	% of Budget	Actual	Budget	Over Budget	% of Budget
<b>Income</b>								
<b>Income</b>								
Other / Interest Income	998.04	450.00	548.04	221.79%	1,995.07	900.00	1,095.07	221.67%
Standard Income	12,725.74	77,200.00	-64,474.26	16.48%	27,192.71	95,900.00	-68,707.29	28.36%
<b>Total Income</b>	<b>\$ 13,723.78</b>	<b>\$ 77,650.00</b>	<b>-\$ 63,926.22</b>	<b>17.67%</b>	<b>\$ 29,187.78</b>	<b>\$ 96,800.00</b>	<b>-\$ 67,612.22</b>	<b>30.15%</b>
<b>Total Income</b>	<b>\$ 13,723.78</b>	<b>\$ 77,650.00</b>	<b>-\$ 63,926.22</b>	<b>17.67%</b>	<b>\$ 29,187.78</b>	<b>\$ 96,800.00</b>	<b>-\$ 67,612.22</b>	<b>30.15%</b>
<b>Gross Profit</b>	<b>\$ 13,723.78</b>	<b>\$ 77,650.00</b>	<b>-\$ 63,926.22</b>	<b>17.67%</b>	<b>\$ 29,187.78</b>	<b>\$ 96,800.00</b>	<b>-\$ 67,612.22</b>	<b>30.15%</b>
<b>Expenses</b>								
Advertising and Promotions	0.00	100.00	-100.00	0.00%	0.00	100.00	-100.00	0.00%
<b>Bank Fees</b>								
Merchant Service Fees	550.36	1,575.00	-1,024.64	34.94%	1,067.48	1,960.00	-892.52	54.46%
<b>Total Bank Fees</b>	<b>\$ 550.36</b>	<b>\$ 1,575.00</b>	<b>-\$ 1,024.64</b>	<b>34.94%</b>	<b>\$ 1,067.48</b>	<b>\$ 1,960.00</b>	<b>-\$ 892.52</b>	<b>54.46%</b>
Employee Benefits	1,674.94	2,900.00	-1,225.06	57.76%	5,743.56	5,800.00	-56.44	99.03%
<b>Insurance</b>								
Directors & Officers	0.00	0.00	0.00		4,033.00	4,170.00	-137.00	96.71%
General Liability	0.00	0.00	0.00		0.00	0.00	0.00	
Office Property	0.00	0.00	0.00		579.00	558.00	21.00	103.76%
Professional Liability	0.00	0.00	0.00		0.00	0.00	0.00	
Volunteer Accident	0.00	0.00	0.00		0.00	0.00	0.00	
Workers Comp	85.22	78.00	7.22	109.26%	170.44	156.00	14.44	109.26%
<b>Total Insurance</b>	<b>\$ 85.22</b>	<b>\$ 78.00</b>	<b>\$ 7.22</b>	<b>109.26%</b>	<b>\$ 4,782.44</b>	<b>\$ 4,884.00</b>	<b>-\$ 101.56</b>	<b>97.92%</b>
Licenses, Taxes & Fees		0.00	0.00		290.52	0.00	290.52	
Meals & Entertainment	632.87	60.00	572.87	1054.78%	822.17	120.00	702.17	685.14%
Office Supplies	0.00	250.00	-250.00	0.00%	0.00	500.00	-500.00	0.00%
<b>Payroll</b>								
Payroll Processing Fees	288.96	215.00	73.96	134.40%	649.92	430.00	219.92	151.14%
Payroll Taxes	1,798.10	1,900.73	-102.63	94.60%	3,736.77	4,410.05	-673.28	84.73%
Salaries & Wages	24,076.94	24,846.15	-769.21	96.90%	48,153.84	49,692.30	-1,538.46	96.90%
<b>Total Payroll</b>	<b>\$ 26,164.00</b>	<b>\$ 26,961.88</b>	<b>-\$ 797.88</b>	<b>97.04%</b>	<b>\$ 52,540.53</b>	<b>\$ 54,532.35</b>	<b>-\$ 1,991.82</b>	<b>96.35%</b>
Postage & Shipping	88.00	175.00	-87.00	50.29%	175.65	350.00	-174.35	50.19%
Printing and Publication	110.00	2,010.00	-1,900.00	5.47%	329.03	6,010.00	-5,680.97	5.47%
<b>Professional Services</b>								
Accountant	0.00	1,000.00	-1,000.00	0.00%	29.99	2,000.00	-1,970.01	1.50%
ANSI Consultant	0.00	100.00	-100.00	0.00%	0.00	200.00	-200.00	0.00%
Attorney	0.00	500.00	-500.00	0.00%	0.00	1,000.00	-1,000.00	0.00%
Conference Service Provider	0.00	0.00	0.00		11,362.50	13,325.00	-1,962.50	85.27%
Other Professional Services	0.00	0.00	0.00		0.00	1,500.00	-1,500.00	0.00%
PR/Marketing	0.00	2,000.00	-2,000.00	0.00%	0.00	4,833.00	-4,833.00	0.00%
<b>Total Professional Services</b>	<b>\$ 0.00</b>	<b>\$ 3,600.00</b>	<b>-\$ 3,600.00</b>	<b>0.00%</b>	<b>\$ 11,392.49</b>	<b>\$ 22,858.00</b>	<b>-\$ 11,465.51</b>	<b>49.84%</b>
Rent & Storage	2,732.50	2,335.00	397.50	117.02%	5,067.50	4,670.00	397.50	108.51%
Technology	1,007.39	3,224.00	-2,216.61	31.25%	2,826.83	9,113.00	-6,286.17	31.02%
Telecommunications	0.00	329.00	-329.00	0.00%	144.06	508.00	-363.94	28.36%
Travel	4,691.49	6,000.00	-1,308.51	78.19%	7,305.09	7,500.00	-194.91	97.40%
Venue Fees	0.00	0.00	0.00		0.00	5,000.00	-5,000.00	0.00%
<b>Total Expenses</b>	<b>\$ 37,736.77</b>	<b>\$ 49,597.88</b>	<b>-\$ 11,861.11</b>	<b>76.09%</b>	<b>\$ 92,487.35</b>	<b>\$ 123,905.35</b>	<b>-\$ 31,418.00</b>	<b>74.64%</b>
<b>Net Operating Income</b>	<b>-\$ 24,012.99</b>	<b>\$ 28,052.12</b>	<b>-\$ 52,065.11</b>	<b>-85.60%</b>	<b>-\$ 63,299.57</b>	<b>-\$ 27,105.35</b>	<b>\$ 36,194.22</b>	<b>233.53%</b>
<b>Net Income</b>	<b>-\$ 24,012.99</b>	<b>\$ 28,052.12</b>	<b>-\$ 52,065.11</b>	<b>-85.60%</b>	<b>-\$ 63,299.57</b>	<b>-\$ 27,105.35</b>	<b>\$ 36,194.22</b>	<b>233.53%</b>