

**FAMILY AND CHILDREN'S SERVICES  
OF ST. THOMAS AND ELGIN**

**Financial Statements**

**March 31, 2017**

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**FAMILY AND CHILDREN'S SERVICES  
OF ST. THOMAS AND ELGIN**

**Financial Statements**

**For the Year Ended March 31, 2017**

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**INDEPENDENT AUDITORS' REPORT**

To the Members of **Family and Children's Services of St. Thomas and Elgin**:

**Report on the Financial Statements**

We have audited the accompanying financial statements of the **Family and Children's Services of St. Thomas and Elgin**, which comprise the statement of financial position as at March 31, 2017, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for government not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, these financial statements present fairly, in all material respects, the financial position of the **Family and Children's Services of St. Thomas and Elgin** as at March 31, 2017, and the results of its operations, changes in net assets, and cash flows for the year then ended in accordance with Canadian accounting standards for government not-for-profit organizations.

St. Thomas, Ontario

June 7, 2017

*Graham Scott Enns LLP*

CHARTERED PROFESSIONAL ACCOUNTANTS

Licensed Public Accountants

**FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN**

**Statement of Financial Position  
As at March 31, 2017**

	<u>2017</u>	<u>2016</u>
	<u>\$</u>	<u>\$</u>
<b>CURRENT ASSETS</b>		
Cash	-	360,096
Accounts receivable (Note 2)	1,074,103	1,085,426
Government remittances recoverable	568,857	665,346
Prepaid expenses	<u>60,286</u>	<u>23,102</u>
	<u>1,703,246</u>	<u>2,133,970</u>
<b>RESP TRUST ASSET (NOTE 4)</b>	<u>423,088</u>	342,517
<b>TANGIBLE CAPITAL ASSETS (NOTE 3)</b>	<u>4,582,974</u>	<u>4,744,224</u>
<b>TOTAL ASSETS</b>	<u><u>6,709,308</u></u>	<u><u>7,220,711</u></u>
<b>CURRENT LIABILITIES</b>		
Bank indebtedness (Note 5)	169,540	-
Accounts payable and accrued liabilities	966,387	979,734
Deferred revenue (Note 6)	184,376	156,324
Building loan (Note 8)	<u>3,511,608</u>	<u>3,627,260</u>
	<u>4,831,911</u>	<u>4,763,318</u>
<b>RESP TRUST LIABILITY (NOTE 4)</b>	<u>423,088</u>	342,517
	<u>5,254,999</u>	<u>5,105,835</u>
<b>NET ASSETS</b>		
Invested in capital assets	1,071,366	1,116,964
Unrestricted net assets	<u>382,943</u>	<u>997,912</u>
	<u>1,454,309</u>	<u>2,114,876</u>
<b>TOTAL LIABILITES AND NET ASSETS</b>	<u><u>6,709,308</u></u>	<u><u>7,220,711</u></u>

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On behalf of the Board:

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Director

\_\_\_\_\_

Director

See accompanying notes to the financial statements.

**FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN**

**Statement of Changes in Net Assets  
For the Year Ended March 31, 2017**

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	<u>2017</u>	<u>2016</u>
	<u>\$</u>	<u>\$</u>
<b>BALANCE, BEGINNING OF YEAR</b>	<b>2,114,876</b>	1,681,471
Excess (deficiency) of revenues over expenditures for the year	<u>(660,567)</u>	<u>433,405</u>
<b>BALANCE, END OF YEAR</b>	<b><u>1,454,309</u></b>	<b><u>2,114,876</u></b>

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See accompanying notes to the financial statements.

# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Statement of Operations For the Year Ended March 31, 2017

	(Note 7) Budget 2017 <u>\$</u>	Actual 2017 <u>\$</u>	Actual 2016 <u>\$</u>
<b>REVENUES</b>			
Ministry subsidies	12,667,507	<b>12,673,717</b>	12,546,519
Maintenance - other societies	168,956	<b>172,972</b>	350,591
Children's special allowances	333,062	<b>330,960</b>	233,707
Other income and recoveries	106,477	<b>99,544</b>	252,984
Rental income	100,000	<b>100,000</b>	100,000
Maintenance agreements	<u>1,505</u>	<b><u>4,308</u></b>	<u>1,305</u>
	<u>13,377,507</u>	<b><u>13,381,501</u></b>	<u>13,485,106</u>
<b>EXPENDITURES</b>			
Salaries and wages	7,187,008	<b>7,147,940</b>	6,487,917
Boarding rate payments	2,718,596	<b>2,599,378</b>	2,405,612
Employee benefits	1,663,879	<b>1,709,421</b>	1,631,709
Clients' personal needs	647,945	<b>663,665</b>	559,621
Transportation	410,330	<b>396,806</b>	400,541
Building occupancy	334,714	<b>344,852</b>	367,859
Technology	300,000	<b>252,044</b>	276,107
Office administration	232,270	<b>210,394</b>	230,100
Health and related costs	181,875	<b>175,927</b>	170,477
Amortization of capital assets	161,250	<b>161,250</b>	161,250
Miscellaneous	108,789	<b>123,843</b>	104,367
Purchased service - client related	80,077	<b>105,777</b>	78,387
Purchased services - non-client related	83,279	<b>95,822</b>	80,181
Staff training and recruitment	57,042	<b>43,769</b>	73,642
Program costs	9,500	<b>7,111</b>	10,659
Promotion and publicity	<u>13,000</u>	<b><u>4,069</u></b>	<u>13,272</u>
	<u>14,189,554</u>	<b><u>14,042,068</u></b>	<u>13,051,701</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES FOR THE YEAR</b>	<b><u>(812,047)</u></b>	<b><u>(660,567)</u></b>	<u>433,405</u>

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See Note 9 for Ministry of Children and Youth Services Reconciliation Purposes

**FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN**

**Statement of Cash Flows  
For the Year Ended March 31, 2017**

	<u>2017</u>	<u>2016</u>
	<u>\$</u>	<u>\$</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenditures for the year	(660,567)	433,405
Adjustments for non-cash items:		
Amortization of tangible capital assets	<u>161,250</u>	<u>161,250</u>
	<u>(499,317)</u>	<u>594,655</u>
Changes in non-cash working capital:		
(Increase) decrease in accounts receivable	11,323	(632,429)
Decrease (increase) in prepaid expenses	(37,184)	(17,574)
(Decrease) increase in accounts payable and accrued liabilities	(13,347)	(67,715)
(Increase) in government remittances recoverable	96,489	(126,052)
Increase (decrease) in deferred revenue	<u>28,052</u>	<u>(32,827)</u>
	<u>85,333</u>	<u>(876,597)</u>
	<u>(413,984)</u>	<u>(281,942)</u>
<b>CASH FLOWS FROM CAPITAL ACTIVITIES</b>		
Purchase of tangible capital assets	-	<u>(21,125)</u>
	-	<u>(21,125)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds on disposal of short-term investment	-	101,257
Demand loan advances	-	580,685
Demand loan repayments	<u>(115,652)</u>	<u>(147,741)</u>
	<u>(115,652)</u>	<u>534,201</u>
<b>NET CHANGE IN CASH</b>	<b>(529,636)</b>	231,134
<b>CASH, BEGINNING OF YEAR</b>	<u>360,096</u>	<u>128,962</u>
<b>CASH (BANK INDEBTEDNESS), END OF YEAR</b>	<u>(169,540)</u>	<u>360,096</u>

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See accompanying notes to the financial statements.

# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

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### NATURE OF THE ORGANIZATION

Family and Children's Services of St. Thomas and Elgin (the "organization") is incorporated in the Province of Ontario, without share capital and without the purpose of gain for its members. Services provided by the agency include protecting children from abuse and neglect, counselling for families and children, providing foster and group home care for children and the placement and supervision of children with adoptive parents. The organization is classified as a registered charity under the Income Tax Act, and is exempt from tax.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for government not-for-profit organizations and include the following significant accounting policies:

#### Accounting Estimates

The preparation of these financial statements in accordance with Canadian accounting standards for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

In particular, the organization uses significant estimates when accounting for certain items, including:

- Vacation entitlement
- Legal contingencies
- Revenues and deferred revenue

#### Revenue Recognition

The organization follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations which have been specifically contributed for the purpose of offsetting current expenses incurred in the course of the care of individuals are recognized as current operating revenue. Investment income includes interest and is recognized when earned. Contributions for capital assets are deferred and recognized as revenue on the same basis as amortization is recorded.



# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

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### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Deferred Revenue

The organization administers other non-child welfare programs funded by the Province of Ontario and other sources. Note 6 provides a summary of these other programs. Any unexpended funding for these non-child welfare programs as at March 31st is reported as deferred revenue on the Statement of Financial Position.

#### Contributed Services and Materials

Volunteers contributed 3,662 hours (2016 - 3,669) during the year to assist the organization in carrying out its service delivery activities. Because of the difficulty in determining their fair value, contributed services and donations in kind are not recognized in the financial statements.

#### The Elgin Children's Foundation

The operations of The Elgin Children's Foundation are not consolidated in these financial statements. A financial summary of the Foundation is provided in Note 14 of these financial statements.

#### Capital Assets

Capital assets consist of land, buildings and equipment and are recorded at cost. When an asset is sold or otherwise disposed of, the original cost and related accumulated amortization are removed from the accounts, and any gain or loss is recognized in earnings. The cost, less residual value, of the capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Buildings	Straight-line over 40 years
Roof	Straight-line over 20 years
Furniture and equipment	Straight-line over 10 years

Amortization begins the first month of the year following the year the asset is placed in service and to the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

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### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Financial Instruments

##### *Measurement of financial instruments*

The organization initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

The organization subsequently measures all its financial assets and financial liabilities at cost, except for investments in equity instruments that are quoted in an active market (if any), which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at cost include cash, short-term-investments and accounts receivable.

Financial liabilities measured at cost include bank overdraft, bank loan, accounts payable and accrued liabilities.

Financial assets measured at fair value include RESP funds held in trust.

##### *Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in revenue and expenditures in the year of write down. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in revenue and expenditures in the year of reversal.

##### *Transaction costs*

The organization recognizes its transaction costs in revenue and expenditures in the year incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

### 2. ACCOUNTS RECEIVABLE

	2017	2016
	<u>\$</u>	<u>\$</u>
Balanced budget funding (Note 10)	1,039,008	952,835
Trade receivable - OSW	26,599	77,967
Other receivables	8,496	54,624
	<u><b>1,074,103</b></u>	<u><b>1,085,426</b></u>

### 3. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value	
			2017	2016
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Land - 410 Sunset Drive	68,000	-	68,000	68,000
Land - 99 Edward Street	78,000	-	78,000	78,000
Building - 410 Sunset Drive	1,474,762	1,011,062	463,700	504,600
Building - 99 Edward Street	3,865,753	193,288	3,672,465	3,769,109
Roof - 99 Edward Street	222,335	22,234	200,101	211,218
Furniture and equipment	215,411	114,703	100,708	113,297
	<u><b>5,924,261</b></u>	<u><b>1,341,287</b></u>	<u><b>4,582,974</b></u>	<u><b>4,744,224</b></u>

### 4. REGISTERED EDUCATION SAVINGS PLAN HELD IN TRUST

The organization has received funds as part of the federal government Universal Child Care Benefits (UCCB) program to be used to establish a Registered Education Savings Plan (RESP) for qualifying children under the age of six years old in the care of the organization.

These funds have been invested in accordance with the directions from the Ontario Ministry of Children and Youth Services. When a RESP is opened, additional federal funding in the form of The Canada Education Savings Grant and a one-time Canada Learning Bond are deposited directly to the individual RESP. The UCCB and additional federal funding plus any income earned in the RESP are not reported in the Statement of Operations. The RESP asset and liability are reported at fair value in the Statement of Financial Position.

# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

### 5. CREDIT FACILITY AGREEMENT

The organization maintains an operating line of credit with the Canadian Imperial Bank of Commerce to a maximum of \$250,000. The line of credit facility bears interest at prime rate plus 0.25%. As at March 31, 2017 the organization had drawn approximately \$5,500 on this operating line of credit.

### 6. DEFERRED REVENUE

	Revenues	Expenditures	Excess (Deficiency)	Balance at March 31,	
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<b>2017</b>	2016
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Province of Ontario:					
Adoption incentive	2,757	4,207	(1,450)	<b>40,510</b>	41,960
Broader public service	7,120	7,120	-	-	-
Child & family intervention	16,223	16,223	-	-	-
High risk infant protocol	367	726	(359)	<b>10,136</b>	10,495
Ontario Child Benefit equivalent	95,490	77,540	17,950	<b>138,693</b>	120,743
Transitional Aged Youth	<u>51,340</u>	<u>39,428</u>	<u>11,912</u>	<u><b>(4,963)</b></u>	<u>(16,875)</u>
	173,297	145,244	28,053	<b>184,376</b>	156,323
Early Years (CLE)	<u>7,056</u>	<u>7,056</u>	-	-	-
	<u><u>180,353</u></u>	<u><u>152,300</u></u>	<u><u>28,053</u></u>	<u><u><b>184,376</b></u></u>	<u><u>156,323</u></u>

### 7. BUDGET

Public Sector Accounting Standards require a comparison of the results of the period with those originally planned on the same bases as that was used for actual results. The budgets in the statement of operations has been adjusted to be presented on consistent bases as actual results. Below is the reconciliation of the figures from the approved budget to the financial statements.

Approved budget revenues	14,143,956
Balanced budget receivable as at March 31, 2016	<u>(766,449)</u>
Budgeted revenue - PSAB	<u><u>13,377,507</u></u>
Approved budget expenditures	14,143,956
Principal repayments (building occupancy)	(115,652)
Amortization	<u>161,250</u>
Budgeted expenses - PSAB	<u><u>14,189,554</u></u>

**FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN**

**Notes to the Financial Statements  
For the Year Ended March 31, 2017**

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**8. BUILDING LOAN**

<b>2017</b>	2016
<u><b>\$</b></u>	<u><b>\$</b></u>

Demand instalment loan, bearing interest at prime plus 0.25%, with monthly principal payments of \$12,278, maturing due January 1, 2018, secured by land and buildings.

<u><b>3,511,608</b></u>	<u><b>3,627,260</b></u>
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The entire loan is considered a demand instalment loan and as such is classified as a current liability. Management expects the building loan to be renewed at maturity and doesn't expect any conditions to exist that would cause the loan to be demanded. The aggregate amount of principal payments required in each of the next five years to meet retirement provisions, based on current terms, is as follows:

	<u><b>\$</b></u>
2018	147,336
2019	147,336
2020	147,336
2021	147,336
2022	147,336
Thereafter	<u><b>2,774,928</b></u>
	<u><b>3,511,608</b></u>

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Total interest charges for the year on the building loans which are reported on the Statement of Operations totalled \$86,230 (2016 - \$99,731).

**FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN**

**Notes to the Financial Statements  
For the Year Ended March 31, 2017**

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**9. RECONCILIATION FOR MINISTRY OF CHILDREN AND YOUTH SERVICES PURPOSES**

	<u>2017</u>	<u>2016</u>
	<u>\$</u>	<u>\$</u>
<b>Excess (deficiency) of Revenues over Expenditures (Statement of Operations)</b>	<b>(660,567)</b>	<b>433,405</b>
<b>Reconciling items:</b>		
Principal payment on long-term debt	<b>(115,652)</b>	<b>(147,741)</b>
Amortization of capital assets	<u><b>161,250</b></u>	<u><b>161,250</b></u>
<b>Excess (deficiency) of Revenues over Expenditures for Ministry of Child and Youth Services Reconciliation Purposes</b>	<u><b>(614,969)</b></u>	<u><b>446,914</b></u>

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# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

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### 10. BALANCED BUDGET FUND AND FUTURE ACCESS TO SURPLUSES

In 2013-14 the Ministry of Children and Youth Services announced the creation of the Balanced Budget Fund to support Children's Aid Societies (CASs) in meeting the new balanced budget requirement set out in Regulation 70.

Surpluses generated are returned to the Ministry and CASs may draw on their prior years' surpluses to balance future year's budgets. Contributions to the Balanced Budget Fund must be used within three years or they expire.

In order to be eligible to access these funds in a future year, the agency must meet two conditions: (1) the agency must have generated a prior year's surplus recovered in or after 2013-14; and (2) the agency requires additional funding to meet eligible expenditures.

During the year, the agency generated a deficit of \$614,969 (2016 - surplus of \$446,914) that will be added to the agency's Balanced Budget Fund. The total of this balanced budget fund is reported in the accounts receivable. Subsequent to the year end, the Ministry has agreed to fund this deficit from the Balance Budget Fund.

### 11. POST EMPLOYMENT BENEFITS

The organization has a pension agreement with the Ontario Municipal Employees Retirement System Funds (OMERS), which is a multi-employer plan, on behalf of its employees. The plan is a contributory defined benefit plan which specifies the amount of retirement benefit to be received by the employees based on length of service and rates of pay.

Total contributions to the plans during the fiscal year for current service amounted to \$688,929 (2016 - \$659,264) and are included in "Employee benefits" on the Statement of Operations.

### 12. ECONOMIC DEPENDENCE

The organization has a contract for funding with the Ministry of Children and Youth Services. This contract is reviewed annually and the organization is dependant on this funding to continue operations. The organization is required to file quarterly and annual reports with the Ministry to ensure compliance with the funding agreement. At year end, the organization was in compliance with the funding agreement. The organization's management does not foresee any issues that this funding will not be continuing.

# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

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### 13. FINANCIAL INSTRUMENTS RISKS

#### Risks and Concentrations

The organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the organization's risk exposure and concentrations at the balance sheet date. There were no changes in these risk assessments from prior year.

#### Liquidity Risk

Liquidity risk is the risk that a organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities.

#### Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk on its short- term investment balance and building term loans. The organization has loan facilities available for use with a variable interest rate which involves risks of default of interest and principal and price changes due to, without limitation, such factors as interest rates and general economic conditions.

It is management's opinion that the entity is not exposed to any significant foreign currency or price risk.

No financial liabilities of the organization were in default during the period.

The organization was in compliance with its building loan debt covenants during the year.



# FAMILY AND CHILDREN'S SERVICES OF ST. THOMAS AND ELGIN

## Notes to the Financial Statements For the Year Ended March 31, 2017

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### 14. THE ELGIN CHILDREN'S FOUNDATION

The Elgin Children's Foundation is incorporated under the Corporations Act (Ontario) without share capital and is a registered charity under the Income Tax Act. The objectives of the Foundation are to receive and maintain a fund to support children and youth needs of the organization that do not receive government funding, or when funding is insufficient. The organization has an economic interest in the Foundation as both organizations have common and complimentary objectives.

The operations and financial position of the Foundation have not been consolidated in these financial statements. Financial summaries of this unconsolidated entity as at December 31, 2016, the Foundation's fiscal year end, are as follows:

	2016	2015
	<u>\$</u>	<u>\$</u>
Statement of Financial Position		
Total assets	<u>388,197</u>	<u>370,122</u>
Total liabilities	4,540	6,245
Total net assets	<u>383,657</u>	<u>363,877</u>
	<u>388,197</u>	<u>370,122</u>
Statement of Operations		
Total revenues	72,941	41,282
Total expenditures	<u>53,161</u>	<u>50,989</u>
Excess of revenues over expenditures	<u>19,780</u>	<u>(9,707)</u>
Statement of Cash Flows		
Cash flows from operating activities	5,827	8,563
Cash flows (used in) investing activities	<u>(455)</u>	<u>(14,999)</u>
Net increase (decrease) in cash	<u>5,372</u>	<u>(6,436)</u>

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