ACTRA NATIONAL FINANCIAL STATEMENTS YEAR ENDED FEBRUARY 28, 2014

Independent Auditor's Report	Page 1
Balance Sheet	2
Statement of Operations	3
Statement of Changes In Net Assets	4
Statement of Cash Flows	5
Notes to the Financial Statements	6 to 11
Schedule of Operating Expenses	12 to 17

Clarke Henning LIP **Chartered Accountants**

801 - 10 Bay Street Toronto, Ontario Canada M5J 2R8 Tel: 416-364-4421 Fax: 416-367-8032



INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ACTRA NATIONAL

Report on Financial Statements

We have audited the accompanying financial statements of ACTRA National, which comprise the balance sheet as at February 28, 2014 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 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.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal 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, the financial statements present fairly, in all material respects, the financial position of ACTRA National as at February 28, 2014, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Toronto, Ontario May 29, 2014

Clarke Derming LLP

CHARTERED ACCOUNTANTS Licensed Public Accountants



An Association of

BALANCE SHEET

AS AT FEBRUARY 28, 2014

	2014	2013
ASSETS		
Current assets		
Cash (note 5)	\$ 3,613,099	\$ 3,310,759
Marketable security (note 2)	1,660,836	1,505,718
Accounts receivable	116,401	170,788
Prepaid expenses and deposits	74,166	88,457
Due from ACTRA Performers' Rights Society (note 5)	 312,887	205,842
	5,777,389	5,281,564
Investment in Credit Union (note 5)	318,465	218,465
Equipment and furniture (note 3)	77,071	61,273
	395,536	279,738
	 6,172,925	5,561,302
Current liabilities Accounts payable and accrued liabilities (<i>note 4</i>) Accrued vacation pay Due to Branches (<i>note 5</i>) Due to ACTRA Toronto Performers Branch (<i>note 5</i>) Due to Alliance of Canadian Cinema, Television and Radio Artists (<i>note 5</i>) Due to U.B.C.P. (<i>note 5</i>)	1,254,829 67,989 2,475,375 84,059 2,000 136,207	1,130,520 66,065 2,057,415 81,777 4,022 112,604
	4,020,459	3,452,403
NET ASSETS		
Extraordinary contingency fund (note 1)	2,383	2,383
Net assets transferred to Branches	(553,101)	(521,680)
Unappropriated net assets	2,626,113	2,566,923
Invested in equipment and furniture	77,071	61,273
	2,152,466	2,108,899
	\$ 6,172,925	\$ 5,561,302

Approved on behalf of the Board: XOW, President Treasurer

STATEMENT OF OPERATIONS

	2014	2013
Income		
Per capita - full members	\$ 3,588,506	\$3,492,675
Per capita - apprentice members	330,150	343,125
Equalization income	1,169,849	1,096,735
Interest income	108,281	107,505
Unrealized gain on marketable security	43,567	70,443
	5,240,353	5,110,483
Expenses		
National council and executive (Schedule A)	172,463	161,022
National committees (Schedule B)	12,305	13,992
National executive director's office (Schedule C)	305,079	298,111
National Organizing Campaign (Schedule D)	109,862	64,725
Bargaining and research (Schedule E)	490,437	441,104
Collective agreements (Schedule F)	111,656	228,403
Policy and communications (Schedule G)	653,131	582,286
Industry relations (Schedule H)	21,858	18,285
External relations (Schedule I)	324,679	329,067
Finance, human resources and administration (Schedule J)	1,117,352	1,094,816
Information services (Schedule K)	703,838	629,059
Occupancy (Schedule L)	386,922	403,509
HST/GST expense	79,216	76,513
Apprentice member credit	115,835	143,905
Donations	20,782	20,425
	4,625,415	4,505,222
Excess of income over expenses before transfer payments	614,938	605,261
Transfer payments to branches (note 5)	(18,270)	(13,000)
Excess of income over expenses	\$ 596,668	\$ 592,261

STATEMENT OF CHANGES IN NET ASSETS

	Equ	ested in ipment urniture		appropriated Net Assets			Extraordinary Contingency Fund		Total 2014	Total 2013
Net assets - at beginning of year	\$	61,273	\$	2,566,923	\$	(521,680)	\$ 2,383	\$	2,108,899	\$ 2,038,318
Excess of income over expenses		-		596,668		-	-		596,668	592,261
Prior year transfer of net assets to branches		-		(521,680)		521,680	-		-	-
Transfer of net assets to branches (note 5)		-		-		(553,101)	-		(553,101)	(521,680)
Purchase of property and equipment		58,815		(58,815)		-	-		-	-
Depreciation		(43,017))	43,017		-	-		-	-
Net assets - at end of year	\$	77,071	\$	2,626,113	\$	(553,101)	\$ 2,383	\$	2,152,466	\$ 2,108,899

STATEMENT OF CASH FLOWS

	2014	2013
Cash flows from operating activities		
Cash receipts from members, non-members and producers	\$ 5,142,892	\$ 4,907,540
Cash paid to employees and suppliers	(4,460,144)	(4,333,048)
Interest received	108,281	107,505
	791,029	681,997
Cash flows from financing activity		
(Advances to) from related organizations	(218,323)	81,965
Cash flows from investing activities		
Purchase of equipment and furniture	(58,815)	(9,747)
Purchase of marketable security	(111,551)	(103,706)
Purchase of investment in Credit Union	(100,000)	(6,547)
	(270,366)	(120,000)
Change in cash during the year	302,340	643,962
Cash - at beginning of year	3,310,759	2,666,797
Cash - at end of year	\$ 3,613,099	\$ 3,310,759

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED FEBRUARY 28, 2014

ACTRA National (the "Organization") is a federation of branches and local unions, national in scope, representing performers in live transmission and recorded media.

ACTRA National is a not for profit organization and, as such, is generally exempt from income taxes.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared using Canadian accounting standards for not-forprofit organizations and include the following significant accounting policies:

Basis of Presentation

These financial statements include only the operations carried on by ACTRA National. They do not include the assets, liabilities, income and expenses of the autonomous branches, including those administered by ACTRA National in trust for those branches. Separate financial statements have been prepared for the branches.

Financial Assets and Liabilities

The Organization initially measures its financial assets and liabilities at fair value except for those resulting from certain non-arms length transactions. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost except for marketable securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the Statement of Operations.

Financial assets and liabilities measured at amortized cost include cash, accounts receivable, accounts payable and accrued liabilities and accrued vacation pay.

Amounts due to/from related organizations and investment in Credit Union are measured at exchange amount (see note 5).

Marketable Security

Marketable security is comprised of a mutual fund which is recorded at fair value. The quoted market price is used to estimate the fair value of the investment.

Equipment and Furniture

Equipment and furniture are recorded at cost and amortized over their estimated useful lives on a straight line basis as follows:

Computer equipment3 yearsComputer software5 yearsFurniture and fixtures5 yearsLeasehold improvements - over the term of the lease of ten years

The above rates are reviewed annually to ensure they are appropriate. Any changes are adjusted for on a prospective basis. If there is an indication that the assets may be impaired, an impairment test is performed that compares carrying amount to net recoverable amount. There were no impairment indicators in 2014.

ACTRA NATIONAL NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED FEBRUARY 28, 2014

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue Recognition

Members' fees are recorded as revenue in the year to which they relate. Fees for member and apprentice per capita charges are recorded as invoiced. Equalization income is recorded as earned.

Interest income is comprised of interest and distributions which are recorded as income when earned. Unrealized gains and losses on marketable securities which reflect the changes in fair value during the period are recognized at each reporting date.

Extraordinary Contingency Fund

In 1998 an extraordinary contingency fund was established to provide for organizing, bargaining and negotiations, extraordinary meetings of ACTRA National and legal counsel. The fund was financed through voluntary contributions of 5% of non-member work permit income from the branches/local unions. Since the 2002 fiscal year, no additional contributions have been made to the fund.

Use of Estimates

The preparation of the Organization's financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from these and other estimates, the impact of which would be recorded in future periods.

Key areas of estimation where management has made difficult, complex or subjective judgements often as a result of matters that are uncertain, including those relating to the useful lives of furniture and equipment for amortization and other assets and liabilities valuations.

2. MARKETABLE SECURITY

Details of marketable security is as follows:

	Units			/alue	
2014	2013			2014	2013
		Mutual Fund:			
122,300	113,811	CI Signature High Income Fund	\$	1,660,836	\$ 1,505,718

Investment Risk Management

Risk management relates to the understanding and active management of risks associated with all areas of the Organization's activities and operations. Marketable security is primarily exposed to interest rate and price risks. The Organization has formal policies and procedures for investment transactions and marketable security is bought/sold on the advice of portfolio managers.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED FEBRUARY 28, 2014

2. MARKETABLE SECURITY (continued)

Interest Rate Risk

Interest rate risk arises from the possibility that changes in interest rates will affect the value of marketable security held by the Organization. The Organization does not have any direct interest risk exposure. However, the Organization is indirectly exposed to interest rate risk through its investment in mutual fund, which invests in equities and fixed income securities. The value of the fixed income security held by the mutual fund will generally rise if interest rates fall and decrease if interest rates rise.

Price Risk

The Organization is exposed to price risk, which is the potential loss that the Organization may incur with respect to the changes in fair value of marketable security. The fair value of marketable security will fluctuate because of changes in market price whether those changes are caused by factors specific to the individual securities, or issuers or factors affecting all securities traded in the market.

3. EQUIPMENT AND FURNITURE

Details of equipment and furniture are as follows:

			 Net Book	k Va	lue
	Cost	 ccumulated epreciation	2014		2013
Computer equipment Computer software Furniture and fixtures Leasehold improvements	\$ 917,299 197,600 231,945 29,052	\$ 874,113 188,045 230,354 6,313	\$ 43,186 9,555 1,591 22,739	\$	31,588 15,215 1,717 12,753
	\$ 1,375,896	\$ 1,298,825	\$ 77,071	\$	61,273

Computer system development costs that relate to new functions are capitalized and amortized over five years. These costs are classified as computer software.

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities include government remittances totalling \$9,646 (\$13,214 in 2013).

5. RELATED PARTY TRANSACTIONS

ACTRA National is related to ACTRA Performers Rights Society ("APRS"), Contracted Services of ACTRA Branches ("Regional Branches"), ACTRA Toronto and Union of BC Performers/ACTRA ("UBCP") in that they have common voting membership and with the Alliance of Canadian Cinema, Television and Radio Artists (the "Alliance") in that they have common management. All these related organizations are not-for-profit organizations.

APRS acts as a collection agency for members and non-members of ACTRA and others with respect to Use Fees, residuals, royalties and other benefits either negotiated or otherwise payable to those persons.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED FEBRUARY 28, 2014

5. RELATED PARTY TRANSACTIONS (continued)

Upon agreement with the various local ACTRA branches, ACTRA National provides administration and financial services to those branches.

ACTRA is a federation of autonomous Branches/Local Unions ("Branches"), national in scope representing performers in live transmission, new and recorded media.

In the normal course of business, ACTRA National, APRS and the Branches share common costs.

ACTRA National also makes transfer payments and distributions to the Branches and the Alliance.

These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the parties.

Details of related party balances and transactions are as follows:

	1	Balance Outstanding in			
		2014	2	2013	
Assets (liabilities)					
Due from ACTRA Performers Rights Society	\$	312,887	\$	205,842	
Due to ACTRA Branches		(2,475,375)		057,415	
Due to ACTRA Toronto Performers Branch		(84,059)		(81,777	
Due to from U.B.C.P.		(136,207)	(112,604	
Due to Alliance of Canadian Cinema, Television and Radio Artists		(2,000)		(4,022	
		(2,384,754)	(2,	049,976	
		Transactio			
		2014	2	2013	
Statement of Changes in Net Assets					
Distribution of surplus					
ACTRA Branches		118,250		115,217	
ACTRA Toronto Performers Branch		313,885		290,098	
U.B.C.P.		120,966		116,365	
		553,101		521,680	
Statement of Operations					
-					
Transfer payments					
ACTRA Branches		18,270		13,000	
Alliance of Canadian Cinema, Television and Radio Artists		8,000		11,200	
	\$	26,270	\$	24,200	

The advances to and from related organizations are non-interest bearing and due on demand.

In addition, ACTRA National is related to the Creative Arts Savings & Credit Union Limited ("CASCU") in that certain of the Organization's staff members and National Council members are represented on the Board of Directors of CASCU and they are able to exercise significant influence over decision making.

ACTRA NATIONAL NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED FEBRUARY 28, 2014

5. RELATED PARTY TRANSACTIONS (continued)

CASCU is a financial institution incorporated in Ontario under the Credit Unions and Caisses Populaires Act, 1994 and operates in accordance with this statute and the accompanying regulations. CASCU is a member of Central 1 Credit Union and the prescribed level of deposits are insured by the Deposit Insurance Corporation of Ontario. CASCU provides financial products and services to members throughout Ontario.

On November 18, 2008, ACTRA National purchased 200,000 Class B Investment shares in the Creative Arts Savings & Credit Union for \$200,000, pursuant to an Offering Statement dated July 31, 2008. On June 27, 2013, the Organization purchased additional 100,000 Class B Investment shares for \$100,000, pursuant to an Offering Statement dated March 31, 2013.

The Class B shares are non-cumulative, non-voting, and non-participating special shares. These shares may not be sold, but may be redeemed at the owner's discretion, subject to approval of the Board of Directors of the Credit Union. Total redemption of shares permitted in any year is 10% of the outstanding shares at the beginning of the year. Shares may be transferred to other members of the Credit Union with the approval of the Board of Directors.

These shares are carried at exchange amount plus dividends re-invested and aggregated \$318,465 (\$218,465 in 2013). The fair value of the investment in Credit Union is not readily determinable.

The Organization also operates a business savings bank account and a business chequing bank account with CASCU. Total balance was \$1,864,648 (\$1,146,172 in 2013), which is included in cash balance as at February 28, 2014.

6. LEASE COMMITMENTS

The Organization has commitments under operating leases for premises and equipment. The premises lease expires on July 31, 2020. The minimum annual payments under the leases are as follows:

		Premises	Ed	quipment	Total
Fiscal year	2015	\$ 139,800	\$	20,700	\$ 160,500
	2016	152,900		10,800	163,700
	2017	163,400		10,800	174,200
	2018	164,300		10,800	175,100
	2019	164,300		10,800	175,100
	2020 and thereafter	232,800		8,000	232,800
		\$ 1,017,500	\$	71,900	\$ 1,081,400

In addition, the Organization is obligated to pay operating costs for its office space. The operating costs paid for the current year were approximately \$131,000 (\$145,000 - 2013).

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED FEBRUARY 28, 2014

7. FINANCIAL INSTRUMENTS AND RISK EXPOSURE

The Organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the Organization's risk exposure at the balance sheet date.

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's main credit risks relate to accounts receivable. The Organization mitigates credit risk by monitoring the accounts on a regular basis.

Liquidity Risk

Liquidity risk is the risk that the 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, dues to related parties and commitments. The Organization expects to meet these obligations as they come due by generating sufficient cash flows from operations.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Organization is not exposed to currency risk and interest rate and price risks are disclosed in note 2.

8. GUARANTEES AND INDEMNITIES

The Organization has indemnified its past, present and future directors, officers and employees against expenses (including legal expenses), judgments and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding, subject to certain restrictions. The Organization has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits and actions, but there is no guarantee that the coverage will be sufficient should any action arise.

In the normal course of business, the Organization has entered into agreements that include indemnities in favour of third parties, either express or implied, such as in service contracts, lease agreements and purchase contracts. In these agreements, the Organization agrees to indemnify the counterparties in certain circumstances against losses or liabilities arising from the acts or omissions of the Organization. The maximum amount of any potential liability cannot be reasonably estimated.

SCHEDULE OF OPERATING EXPENSES

	2014		2013
National Council and Executive	Sch	edule A	4
National council	Sen	unic 1	1
Meeting costs	\$ 26,650	\$	27,754
Councilor travel costs	26,333		28,648
Officer expenses	1,563		4,243
Senior staff expenses	4,449		4,722
	58,995		65,367
National executive			
Meeting costs	22,593		16,585
Officer expenses	8,124		4,800
Senior staff expenses	8,916		6,328
^	39,633		27,713
Officers and senior staff meetings			
Meeting costs	41		284
Officer expenses	18		101
	59		385
Honoraria	54,833		54,879
Officer expenses - other	18,943		12,678
	73,776		67,557
Total	172,463		161,022
	· · · · · · · · · · · · · · · · · · ·		,
National Committees	Sch	edule I	B
Finance committee meetings	64		199
Stunt committee	6,285		4,147
Women's committee	4,343		4,680
Archives committee	150		-
Other committees	66		136
Diversity committee	1,397		4,830
	\$ 12,305	\$	13,992

SCHEDULE OF OPERATING EXPENSES

		2014		2013
National Executive Director's Office		Schei	Julo	C
	¢		s s	
Salaries RRSP	\$	238,270 28,438	\$	227,929 27,331
General benefits		20,430 19,847		19,170
		286,555		274,430
National executive director expenses		9,739		9,702
Regional director expenses		8,785		13,979
		18,524		23,681
		305,079		298,111
National Organizing Campaign		Sched	lule I	D
Communications		330		-
Organizers		90,034		56,250
Travel		8,567		-
Meetings		4,931		4,225
Stunt Community Liaison/Consultant		6,000		4,250
		109,862		64,725
Bargaining and Research		Sched	dule	E
Salaries		361,544		324,262
RRSP		36,419		32,736
General benefits		62,729		64,117
		460,692		421,115
Director expenses		15,307		11,022
Research materials & projects		12,101		8,967
CRTC hearings		2,337		-
		29,745		19,989
	\$	490,437	\$	441,104

SCHEDULE OF OPERATING EXPENSES

	2014		2013
collective Agreements	Sci	hedule	F
C C	\$ 1,58		1,00
CBC - Negotiations - Senior staff expenses	φ 1,30	5 Ø	1,00
- Senior start expenses	-	_	
	1,58	5	1,01
Commercials - Negotiations	7,00	8	_
- Officer expenses	1,29		_
- Senior staff expenses	5,80		-
- Administration	3,05		7,02
- Legal	11		6,67
- Printing	9,91		14,21
<u>c</u>	27,19		27,91
IPA/BCMPA - Officer expenses	-		1,34
- Negotiation costs	-		144,44
- Senior staff expenses	-		15,23
- Administration	16,59	5	3
- Legal	3,03		18,12
- Printing	44,34		18,64
	63,97	4	198,21
Other - Negotiations	6,51	5	65
- Senior staff expenses	3,29		/
- Administration	32		5
- Legal	5,71	7	-
- Officers	3,04	5	-
	18,90	0	1,2
	\$ 111,65	6 \$	228,40

SCHEDULE OF OPERATING EXPENSES

	2014		2013
			~
Policy and Communications	Sched	lule (G
Salaries	\$ 266,586	\$	236,380
RRSP	23,985		20,552
General benefits	41,389		42,605
	331,960		299,537
Director expenses	16,935		19,862
Lobbying expenses	74,025		50,353
President's expenses	2,066		2,660
	93,026		72,875
ACTRA magazine	91,000		92,921
Advertising	8,159		6,270
Sponsorships	48,479		41,910
Promotional materials	6,900		5,955
Administrative services	11,071		17,053
Publications	2,961		3,469
ACTRA awards	48,803		32,858
Public relations officer's expenses	5,258		4,649
ACTRA website	5,514		4,789
	228,145		209,874
	653,131		582,286
Industry Deletions	Salaa	Calada I. II	
Industry Relations	Schedule H		
Banff world television festival	8,908		8,123
CMPA Prime Time Annual Conference	12,950		4,046
Broadcast Summit	-		6,116
	21,858		18,285
External Relations	Sche	dula	T
FIA affiliation fees	48,011	uuie .	36,275
CLC affiliation fees	48,011 170,999		171,000
CLC assessed per capita	41,293		-
CLC committee and travel	10,693		6,166
Officer expenses - FIA	5,387		9,495
- FIANA	983		3,023
- SAG/AFTRA	5,562		5,302
- WIPO-WTO	-		4,330
Senior staff expenses - FIA	3,400		2,608
- FIANA	612		4,287
- SAG/AFTRA	9,613		10,754
- WIPO/WTO	-		14,356
Special projects consultant	28,126		60,412
Other	-		1,059
	\$ 324,679	\$	329,067

SCHEDULE OF OPERATING EXPENSES

YEAR ENDED FEBRUARY 28, 2014

	2014	2013
Finance, Human Resources and Administration	Sche	dule J
Salaries	\$ 862,352	\$ 828,272
RRSP	¢ 69,524	65,453
General benefits	103,639	114,787
	1,035,515	1,008,512
National Director of Finance and Administration expenses	2,081	1,438
Printing	16,666	21,530
Professional fees	3,000	300
Auditing fees	12,599	12,805
Legal fees	1,543	1,656
Staff conference	19,287	18,075
Staff recruitment	297	2,577
Staff training	2,975	3,440
Staff appreciation	2,793	2,229
Bank charges	12,596	11,054
Alliance debt reduction	8,000	11,200
	81,837	86,304
	1,117,352	1,094,816
Information Services	Schee	lule K
Salaries	457,061	379,212
RRSP	39,450	35,627
General benefits	73,790	72,741
	570,301	487,580
Maintenance	8,834	2,533
Software	32,970	21,887
Hardware	4,728	3,950
Supplies	3,697	4,978
Network costs	35,016	35,465
Depreciation - computer equipment and systems	40,354	67,128
Consulting fees	240	-
IT Director expenses	7,172	4,111
IT steering committee	526	1,427
	133,537	141,479

629,059

\$

703,838 \$

SCHEDULE OF OPERATING EXPENSES

	2014		2013	
Occupancy	Schedule L			
Rent	\$ 261,375	\$	275,258	
Telephone	18,824		21,914	
Insurance	32,463		32,356	
Supplies and miscellaneous	12,976		11,747	
Postage	25,755		24,975	
Courier	10,073		9,215	
Furniture, fixtures and repairs	3,624		1,968	
Equipment rental and leases	19,170		23,543	
Depreciation - furniture and fixtures	2,662		2,533	
	\$ 386,922	\$	403,509	