

**MEMORANDUM**

**April 17, 2013**

**To: Arizona Educational Administrators and Legislators**  
**From: Arizona Football Coaches Association (AzFCA)**  
**RE: Arizona Interscholastic Association (AIA) Service Evaluation**

The attached report includes results obtained from the Arizona Football Coaches Association's (AzFCA) exploratory committee. The AzFCA committee was formed to gather information on all governing state interscholastic associations in order to provide a baseline of comparison for the services provided by the Arizona Interscholastic Association (AIA).

The information obtained for the AIA was assembled from the IRS Form 990's for fiscal years 2007-2010 (July 1, 2007 – June 30, 2011). The information obtained for comparison was collected by reviewing the most recent IRS Form 990's for all state governing bodies.

In starting the research, it was expected that the number of schools served by an association would have a linear relationship to expenses and revenue. For example, a state association ranking 25<sup>th</sup> in the number of schools served should rank at or near 25<sup>th</sup> in membership dues, revenue, expenses, staffing, etc. However, this relationship was not found for the AIA.

- The AIA ranks 34<sup>th</sup> in number of schools served (269)
- The AIA ranks 1<sup>st</sup> or 16<sup>th</sup> in the number of employees (1781 or 23)
- The AIA ranks 7<sup>th</sup> in employee compensation (\$2,113,569)
- The AIA ranks 6<sup>th</sup> in annual expenses (\$9,235,993)
- The AIA ranks 6<sup>th</sup> in amount of money paid by schools to an interscholastic governing body (\$7,840,872)
- The AIA ranks 1<sup>st</sup> in the amount of undocumented Other Expenses (\$3.2-\$5 million)
- The AIA ranks 1<sup>st</sup> in travel and meeting expenses (\$701,033. Over \$3.5 million between July 2007-June 2011)
- The AIA ranks 29<sup>th</sup> in net profits (\$22,797)

For the number of schools served by the AIA, it would be expected that the operational expenses were closer to \$5,000,000 per year with net revenue near \$300,000. It is unclear as to the where 54% of the AIA's operational expenses are being spent. The attached report includes a full *Summary of Comparisons* that rank the AIA among all state governing bodies and a *Summary of Concerns* formulated from the results found.

We ask that you ensure membership dues are being spent diligently and on services that fall under the 501c3 non-profit status granted to the AIA. We ask that you thoroughly review the attached report and request the AIA supply the information identified in order to provide a clear understand of their operations to the tax payers of Arizona.

Thank you for your time and please do not hesitate to contact the AzFCA with any questions or concerns.

Sincerely,



Lee Brush on behalf of the AzFCA

# Arizona Interscholastic Governing Body Comparison Study

January 2012 – March 2013

## Purpose of Study

To gather information on all governing state interscholastic associations in order to provide a baseline of comparison for the services provided by the Arizona Interscholastic Association (AIA).

## Resources of Study

The information obtained for the AIA was assembled from the IRS Form 990's for fiscal years 2007-2010 (July 1, 2007 – June 30, 2011). The information reviewed was the most recent available on Guide Star.

The information obtained for state interscholastic governing bodies was assembled from the most recent IRS Form 990's. IRS Form 990's could not be located for Connecticut, Louisiana, Maryland and Texas. The survey excludes these states from comparison results.

## Study Performed by

The Arizona Football Coaches Association Exploratory Committee

## Overview of Findings

In starting the research, it was expected that the number of schools served by an association would have a linear relationship to their expenses and revenue. For example, a state association ranking 25<sup>th</sup> in the number of schools served should rank at or near 25<sup>th</sup> in membership dues, revenue, expenses, staffing, etc. However, this relationship was not found for the AIA.

The AIA ranks 34<sup>th</sup> in the number of schools served (269) yet have the 6<sup>th</sup> highest operational expenses (\$9,235,993). Although the AIA ranks 7<sup>th</sup> highest in revenue received (\$9,258,790), their net profit (\$22,797) ranks 29<sup>th</sup>. State associations serving the similar number of schools (218-322) have average annual expenses of \$4,493,902 and a net profit of \$283,069. These same schools receive average school revenue from membership dues/fees/reimbursements/ticket sales of \$3,156,062 while the AIA receives \$7,840,572.

Arizona high schools rank 6<sup>th</sup> in the amount of money paid to their interscholastic governing body (2010-2011 total: \$7,840,572). The AIA charges membership dues per school (2010-2011 total: \$543,480), participation fees per student athlete (2010-2011 total: \$754,641), and membership reimbursements (2010-2011 total: \$3,604,293) while taking all playoff ticket revenue (\$2,938,1589). Of the five states that pay more money to their governing association, no state pays more membership reimbursements/fees/dues than Arizona high schools. These states (Ohio, Michigan, Pennsylvania, Indiana and Illinois) receive 100%-93% of their member revenue from ticket sales. Meaning, they have minimal or no membership fees charged by their governing body. Arizona was the only state found that had a three-tiered fee structure plus taking all playoff ticket revenue.

Between July 2010 and June 2011, the AIA had a total of \$5,009,371 in expenses that were not clearly identified in IRS Form 990. This included \$1,414,217 for Other Compensation, \$166,566 for Employee Benefits, \$3,219,633 for Other Fees for Services and \$208,955 for All Other Expenses. In addition, the AIA had \$701,033 in travel and meeting expenses which ranked the highest in the nation.

From 2008 to present day, the AIA has been developing AIA365. AIA365 is an internet based broadcasting production that provides statistical information and online streaming of athletic events sanctioned by the AIA. The development of AIA365 has included website development and hosting costs, overhead costs, consulting costs for broadcasters and film crews, the hiring of five journalists and the leasing of additional space to house AIA365

operations. However, no clear documentation of the new services or associated expenses and revenue can be located on the IRS Form 990.

In Fiscal Year 2010 (July 2010 – June 2011), the AIA noted the addition of official development services that netted a loss of \$568,706. It is unclear why this service was added and what benefit member schools received for a \$586,706 loss.

Fiscal year 2010 is the only year reviewed in this report that the AIA claimed a positive net profit. The AIA lost \$917,126 between July 2007 to June 2011.

For the number of schools served by the AIA, it would be expected that the operational expenses were closer to \$5,000,000 per year with net revenue near \$300,000. It is unclear as to the where membership money is being spent and if the AIA is functioning within its 501c3 non-profit bylaws.

### **Organization of Study**

The results of the study have been organized into two sections:

#### *Summary of Comparisons*

This section includes the major expense and revenue entries of each state governing association itemized in their IRS Forms 990 (See Attachment No. 1). Each category of expense and revenue was ranked highest to lowest. Each ranking was then compared to the number of schools served to provide a baseline of comparison in order to formulate the Summary of Concerns.

#### *Summary of Concerns*

This section includes a detailed study of the AIA's IRS Form 990's from July 1, 2007 – June 30, 2011 (See Attachment No. 2). This information combined with the rankings obtained in the state comparison study was used to formulate the list of concerns.

## Summary of Comparisons

A summary of how Arizona ranked among the other state governing bodies is provided in Table 1.0 for Fiscal Year 2009-2010. Refer to Attachment No. 1 for a full list of state results.

**Table 1.0**

Item	Arizona National Rank	Arizona Actual Numbers	US Average	Ave. of Assc. that serve similar # of schools
Schools Served	34 <sup>th</sup>	269	441	218-322
Total Revenue	7 <sup>th</sup>	\$ 9,258,790	\$ 4,872,015	\$ 4,776,972
Total Expenses	6 <sup>th</sup>	\$ 9,235,993	\$ 4,761,206	\$ 4,493,902
Net	29 <sup>th</sup>	\$ 22,797	\$ 110,808	\$ 283,069
Membership Fees*	2 <sup>nd</sup>	\$ 4,902,414	\$ 697,975	\$ 1,215,250
Ticket Revenue	16 <sup>th</sup>	\$ 2,938,158	\$ 3,723,374	\$ 1,940,811
Total Revenue from Schools	6 <sup>st</sup>	\$ 7,840,872	\$ 4,421,350	\$ 3,156,062
# of Employees*	1 <sup>st</sup> or 16 <sup>th</sup>	1781 / 23	23	20
Director Salary*	6 <sup>th</sup>	\$ 193,302	\$ 147,128	\$ 139,736
Asst. Dir Salary*	1 <sup>st</sup>	\$ 161,800	\$ 90,433	\$ 88,880
Total Employee Salaries	7 <sup>th</sup>	\$ 2,113,569	\$ 1,278,721	\$ 1,260,789
Travel Expenses	1 <sup>st</sup>	\$ 635,823	\$ 72,025	\$ 54,128
Clinic Expenses	24 <sup>th</sup>	\$ 65,210	\$ 82,262	\$ 143,507
Total Travel plus Clinic Expenses	1 <sup>st</sup>	\$ 701,033	\$ 154,288	\$ 197,636
Other Expenses (Not detailed in Form 990)	1 <sup>st</sup>	\$3.2-\$5 Mil	\$197,166	\$ 5,539

\*Membership Fees: Due to the varying terms used to describe revenue in Part VIII of IRS Form 990, the collection of data included membership dues (Section 1.b) and terms in Section 2.a that eluded to fees paid from membership schools and athletes to the governing association (Student athlete participation fees, membership reimbursement fees, program service fees, etc).

\*# of Employees: Since 2007, the AIA claimed an average of 23 total number of individuals employed in a calendar year in Part I of the IRS form 990. However, the AIA claimed 1,781 employees in 2010-2011. No further detail could be located in the IRS Form to clarify the increase. Therefore, both the total number claimed in 2010-2011 and the average from previous years was compared.

\*Director Salary: The AIA director salary from 2009-2010 is noted in Table 1. The AIA director salary in 2010-2011 was \$178,015 (Rank 10<sup>th</sup>).

\*Asst. Dir Salary: The AIA assistant director salary from 2008-2009 is noted in Table 1. The AIA assistant director salary in 2010-2011 was \$133,708 (Rank 2<sup>nd</sup>).

## Summary of Concerns

Some concerns with the findings noted above in Table 1 and the AIA's IRS Forms 990 that require clarification are noted below. A summary of the review of the AIA's Form 990's from 2007-2011 is provided in Attachment 2.

1. The AIA ranks 34<sup>th</sup> (AIA 269, nation average 441) in the number of schools served yet their expenses rank the 6<sup>th</sup> highest (\$9,235,993.00) among state associations. The national expense average per year is \$4,872,015.11. State associations with similar number of schools served (218-322) have average expenses near \$4.5 million. **Request: Clarification as to why the number of schools served and expenses are not more in line with the national average or associations serving the similar number of schools.**
2. The AIA ranked 7<sup>th</sup> in highest revenue (\$9,258,790) and 6<sup>th</sup> in highest expenses (\$9,235,993) among state associations. However, their net gain was ranked 29<sup>th</sup> (\$22,797). State associations with similar revenue and expenses net on average of \$283,069. From July 2007-June 2011, the AIA has had a net loss of \$917,126. **Request: Clarification as to why the revenue and expenses are not more in line with the net gains.**
3. The AIA ranks 6<sup>th</sup> highest in the amount of money received from membership schools. In 2010-2011, the AIA received \$7,840,572 in revenue directly from membership schools in the form of membership dues (\$543,480), membership reimbursements (\$3,604,293), participation fees (\$754,641) and ticket sales (\$2,938,158). Arizona charges membership dues per school, participation fees per student athlete, and official reimbursements while taking all playoff ticket revenue without any split among participating schools. This is the only state found in the research that has a three-tiered fee structure plus taking ticket revenue. **Request: Provide research and documentation as to how the fee structure has been determined for membership.**
4. Since 2007, the AIA claimed an average of 23 total number of individuals employed in a calendar year in Part I of the IRS form 990. However, the AIA claimed 1,781 employees in 2010-2011. No further detail could be located in the IRS Form to clarify the increase. The second highest number of employees is 92 employed by the state of Washington. State associations with similar schools served (218-322) employ an average of 20 people. **Request: Clarification as to why the amount of employees has increased and why the AIA employees more than 19-times the second highest amount of people employed by a state association.**
5. The AIA ranked 7<sup>th</sup> in highest paid total salaries (\$2,113,569) among state associations. The national average total salaries for all employees are \$1,278,721. State associations with similar schools served (218-322) have average total salaries of \$1,260,789. **Request: Salaries of all paid employees and how they are determined.**
6. The AIA paid its executive director \$193,302 in 2009 and \$178,015 in 2010. Comparing both salaries to the most recent salaries for governing bodies; the AIA's executive director is the 5<sup>th</sup> and 10<sup>th</sup> highest paid director in the nation. The national average per year is \$147,128. State associations with similar schools served (218-322) have an average salary of \$139,736. **Request: Documentation as to how the salary has been determined.**
7. The AIA paid its assistant director \$161,800 in 2008 and \$133,708 in 2010. Comparing both salaries to the most recent salaries for governing bodies; the AIA's assistant director is the 1<sup>st</sup> and 2<sup>nd</sup> highest paid director in the nation. The national average per year is \$90,433. State associations with similar schools served (218-322) have an average salary of \$88,880. **Request: Documentation as to how the salary has been determined.**
8. The AIA ranked 1<sup>st</sup> in travel expenses (\$635,823) among state associations. The national average for travel expenses per year are \$72,025. State associations with similar schools served (218-322) spend on average of \$54,128 in travel expenses. The AIA's travel expense for the past four fiscal years is provided below in Table 2. **Request: Justification and documentation of all travel expenses noted in Table 2.**

**Table 2**

Fiscal Year (July-June)	Part IX column A line 17	Running total From 2007
2007-2008	\$658,759	\$658,759
2008-2009	\$734,886	\$1,393,645
2009-2010	\$653,164	\$2,047,409
2010-2011	\$635,823	<b>\$2,683,232</b>

9. The AIA ranked 24<sup>th</sup> in clinic expenses (\$65,210) among state associations. The national average for clinic expenses per year is \$82,262. State associations with similar schools served (218-322) spend on average of \$143,507 in clinic expenses. However, the AIA's expenses varied in the years researched with no clarification as to why. See Table 3 below. **Request: Justification and documentation of all clinic expenses noted in Table 3.**

**Table 3**

Fiscal Year (July-June)	Part IX column A line 19
2007-2008	\$583,793
2008-2009	\$69,783
2009-2010	\$109,968
2010-2011	\$65,210

10. The AIA ranks 1<sup>st</sup> when adding up all travel and clinic expenses (\$701,033) among state associations. The national average for travel and clinic expenses is \$154,288. State associations with similar schools served (218-322) spend on average of \$197,636 in travel and clinic expenses. The AIA's travel and clinic expenses for the past four fiscal years are provided below in Table 4. **Request: Noted above in Items 8 and 9.**

**Table 4**

Fiscal Year (July-June)	Travel Expenses	Clinic Expenses	Total
2007-2008	\$658,759	\$583,793	\$1,242,552
2008-2009	\$734,886	\$69,783	\$804,669
2009-2010	\$653,164	\$109,968	\$763,732
2010-2011	\$635,823	\$65,210	\$701,033

11. The AIA ranks 2<sup>nd</sup> in other expenses (\$3,219,633) not defined in the IRS Form 990 from Part IX column A line 11g. The national average for other undefined expenses is \$197,166. State associations with similar schools served (218-322) spend on average of \$5,539 in other expenses noted in line 11g of Part IX. In 2010-2011, the AIA spent \$3.2 - \$5.0 million in other expenses that are not clearly identified throughout the IRS Form 990. From 2007 to 2011, the AIA spent over \$11 million in other expenses not clearly identified throughout the IRS Form 990's. It is important to note that 25 states claimed \$0 in other expenses. The table below identifies the other expenses not identified in the IRS Form 990. **Request: Documentation on all other expenses not clearly defined in the AIA's Form 990's noted below in Table 5.**

Fiscal Year July-June	Part IX column A line 4 Other Compensation	Part IX column A line 9 Other Employee Benefits	Part IX column A line 11g Other Fees for Service	Part IX column A line 24f All Other Expenses	Total Other Expenses
2007-2008	\$714,623.00	\$199,859.00	\$0 (Undetermined)	\$86,537.00	\$1,001,019.00
2008-2009	\$862,969.00	\$122,420.00	\$1,399,116.00	\$260,856.00	\$2,645,361.00
2009-2010	\$1,002,517.00	\$142,889.00	\$1,420,077.00	\$69,810.00	\$2,645,361.00
2010-2011	\$1,414,217.00	\$166,566.00	\$3,219,633.00	\$208,955.00	\$5,009,371.00

12. Total expenses for the AIA increased nearly \$3 million from 2010 to 2011. The AIA noted an added service of providing official development, education, electronic payment and game assignments. Expenses and revenue for this service are recorded as \$3,984,448 and \$3,415,742 respectively. This equals a loss of \$568,706 for a service that was not previously provided. **Request: Clearly define this added service. Clearly identify the above noted expenses and revenue with the expenses and revenue documented throughout the IRS Form 990. Provide information on why a service that had not previously provided by the AIA was now being provided with a loss of \$568,706.**

# **ATTACHMENT NO. 1**

Comparison of:  
State Interscholastic Governing Bodies (IRS Form 990)





## **ATTACHMENT NO. 2**

Review of:  
Arizona Interscholastic Association IRS Forms 990

SUMMARY OF PART I OF AIA - IRS FORM 990

Items needing documentation to be verified by members and tax payers are noted in red.

IRS Form 990	7/1/10 - 6/30/11	7/1/09 - 6/30/10	7/1/08 - 6/30/09	7/1/07 - 6/30/08
<b>Employees</b>	<b>1781</b>	<b>23</b>	<b>25</b>	<b>23</b>
<b>Contributions and Grants</b>	<b>\$ 1,425,950.00</b>	<b>\$ 1,433,121.00</b>	<b>\$ 1,973,973.00</b>	<b>\$ 1,506,662.00</b>
Federal Campaigns	\$ -	\$ -	\$ -	\$ -
Membership Dues	\$ 543,480.00	\$ 604,069.00	\$ 582,362.00	\$ 598,970.00
Fundraising Events	\$ -	\$ -	\$ -	\$ -
Related Organizations	\$ -	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -	\$ 340,750.00
All other contributions, gifts, etc	\$ 882,470.00	\$ 829,052.00	\$ 1,391,611.00	\$ 566,942.00
Noncash contributions	\$ 336,920.00	\$ 337,000.00	\$ 990,250.00	\$ -
<b>Program Service Revenue (See Part III)</b>	<b>\$ 7,822,037.00</b>	<b>\$ 4,872,519.00</b>	<b>\$ 5,082,206.00</b>	<b>\$ 4,212,691.00</b>
Ticket Sales	\$ 2,938,158.00	\$ 2,503,853.00	\$ 2,445,983.00	\$ 1,930,779.00
Participation Fees	\$ 754,641.00	\$ 797,007.00	\$ 784,532.00	\$ -
Membership Reimbursements	\$ 3,604,293.00	\$ 1,095,248.00	\$ 1,344,910.00	\$ -
Official Registration	\$ 252,486.00	\$ 171,688.00	\$ 249,517.00	\$ -
Education Registration	\$ 25,615.00	\$ 26,815.00	\$ 37,719.00	\$ -
All other program service revenue	\$ 246,844.00	\$ 277,908.00	\$ 219,545.00	\$ 2,281,912.00
<b>Investment Income</b>	<b>\$ 2,403.00</b>	<b>\$ 3,771.00</b>	<b>\$ 27,174.00</b>	<b>\$ 94,133.00</b>
<b>Other Revenue</b>	<b>\$ 8,400.00</b>	<b>\$ 8,400.00</b>	<b>\$ 8,400.00</b>	<b>\$ 7,700.00</b>
<b>Total Revenue</b>	<b>\$ 9,258,790.00</b>	<b>\$ 6,317,811.00</b>	<b>\$ 7,091,753.00</b>	<b>\$ 5,821,186.00</b>
<b>Salaries and Other Compensation</b>	<b>\$ 2,113,569.00</b>	<b>\$ 1,643,846.00</b>	<b>\$ 1,604,808.00</b>	<b>\$ 1,698,378.00</b>
Compensation of current officers	\$ 322,869.00	\$ 318,623.00	\$ 442,472.00	\$ 614,964.00
Executive Director	\$ 178,015.00	\$ 193,302.00	\$ 174,535.00	\$ 149,500.00
COO	\$ 133,708.00	\$ 138,948.00	\$ 161,800.00	\$ 115,541.00
AIA Academy	\$ -	\$ -	\$ -	\$ 110,250.00
Ass. Ex. Dir.	\$ -	\$ -	\$ -	\$ 72,605.00
Dir. Of Finance	\$ -	\$ -	\$ -	\$ 7,875.00
Former Assistant Ex. Dir.	\$ -	\$ -	\$ -	\$ 80,926.00
Compensation not included above	\$ -	\$ -	\$ -	\$ -
Other Salaries and Wages	\$ 1,414,217.00	\$ 1,002,517.00	\$ 862,969.00	\$ 714,623.00
Pension Plan	\$ 73,334.00	\$ 70,834.00	\$ 76,611.00	\$ 76,032.00
Other Employee Benefits	\$ 166,566.00	\$ 142,889.00	\$ 122,420.00	\$ 199,859.00
Payroll Taxes	\$ 136,583.00	\$ 108,983.00	\$ 100,336.00	\$ 92,900.00
Professional Fundraising Fees	\$ -	\$ -	\$ -	\$ -
Fundraising Expenses (Need detail of ROI)	\$ 298,314.00	\$ 109,419.00	\$ 101,914.00	\$ 17,791.00
<b>Other Expenses</b>	<b>\$ 7,122,424.00</b>	<b>\$ 4,779,522.00</b>	<b>\$ 5,776,248.00</b>	<b>\$ 4,667,871.00</b>
Management	\$ -	\$ -	\$ -	\$ -
Legal	\$ 62,171.00	\$ 68,752.00	\$ 7,300.00	\$ 165,213.00
Accounting	\$ 47,113.00	\$ 25,285.00	\$ 97,299.00	\$ 21,765.00
Lobbying	\$ -	\$ -	\$ -	\$ -
Investments	\$ -	\$ -	\$ -	\$ -
<b>Other</b>	<b>\$ 3,219,633.00</b>	<b>\$ 1,420,077.00</b>	<b>\$ 1,399,116.00</b>	<b>\$ -</b>
Advertising	\$ 15,561.00	\$ 3,910.00	\$ 64,870.00	\$ 112,488.00
Office Expenses	\$ 106,519.00	\$ 131,602.00	\$ 190,872.00	\$ 332,689.00
<b>Information Technology</b>	<b>\$ 219,876.00</b>	<b>\$ 103,999.00</b>	<b>\$ 61,750.00</b>	<b>\$ 52,384.00</b>
Royalties	\$ -	\$ -	\$ -	\$ -
Occupancy	\$ 120,037.00	\$ 100,642.00	\$ 106,990.00	\$ 29,732.00
<b>Travel</b>	<b>\$ 635,823.00</b>	<b>\$ 653,764.00</b>	<b>\$ 734,886.00</b>	<b>\$ 658,759.00</b>
Travel per employee	\$ 25,432.92	\$ 28,424.52	\$ 29,395.44	\$ 28,641.70
Payments for public officials	\$ -	\$ -	\$ -	\$ -
<b>Conferences, conventions, meetings</b>	<b>\$ 65,210.00</b>	<b>\$ 109,968.00</b>	<b>\$ 69,783.00</b>	<b>\$ 583,793.00</b>
Interest	\$ -	\$ -	\$ -	\$ -
Payments to affiliates	\$ -	\$ -	\$ -	\$ -
Depreciation...	\$ 119,883.00	\$ 70,349.00	\$ 47,149.00	\$ 53,662.00
Insurance	\$ 600,502.00	\$ 527,043.00	\$ 506,064.00	\$ 447,271.00
<b>Other Expenses</b>	<b>\$ 1,910,096.00</b>	<b>\$ 1,564,131.00</b>	<b>\$ 2,490,169.00</b>	<b>\$ 2,210,115.00</b>
Facility and equip rental	\$ 653,589.00	\$ 548,918.00	\$ 497,874.00	\$ 26,147.00
Tournament hospitality	\$ 394,527.00	\$ 386,663.00	\$ 388,539.00	\$ 1,109,395.00
Sponsorship / awards	\$ 259,362.00	\$ 272,612.00	\$ -	\$ 266,261.00
Tournament awards	\$ 165,205.00	\$ 238,027.00	\$ 223,771.00	NA
Distribution to members	\$ 228,458.00	\$ -	\$ 469,129.00	\$ 372,753.00
Tournament/officials supplies	\$ -	\$ 48,101.00	\$ -	\$ 178,181.00
All other expenses	\$ 208,955.00	\$ 69,810.00	\$ 260,856.00	\$ 86,537.00
Tournament broadcasts	\$ -	\$ -	\$ 650,000.00	\$ -
Repairs and Maintenance	\$ -	\$ -	\$ -	\$ 66,111.00
Commissioner	\$ -	\$ -	\$ -	\$ 35,614.00
Dues and Fees	\$ -	\$ -	\$ -	\$ 42,165.00
Education	\$ -	\$ -	\$ -	\$ 26,951.00
<b>Total Expenses</b>	<b>\$ 9,235,993.00</b>	<b>\$ 6,423,368.00</b>	<b>\$ 7,381,056.00</b>	<b>\$ 6,366,249.00</b>
<b>Revenue less Expenses</b>	<b>\$ 22,797.00</b>	<b>\$ (105,557.00)</b>	<b>\$ (289,303.00)</b>	<b>\$ (545,063.00)</b>
Unaccounted for Expenses (Others)	\$ 5,009,371.00	\$ 2,635,293.00	\$ 2,645,361.00	\$ 1,001,019.00
<b>Total Assets</b>	<b>\$ 2,799,135.00</b>	<b>\$ 2,654,251.00</b>	<b>\$ 3,218,976.00</b>	<b>\$ 2,829,794.00</b>
Intangible assets	\$ 190,557.00	\$ 133,224.00	\$ -	\$ -
<b>Total Liabilities</b>	<b>\$ 341,404.00</b>	<b>\$ 219,317.00</b>	<b>\$ 678,485.00</b>	<b>NA</b>
<b>Net assets or Fund Balance</b>	<b>\$ 2,457,731.00</b>	<b>\$ 2,434,934.00</b>	<b>\$ 2,540,491.00</b>	<b>NA</b>