Stevens Point, Wisconsin

Audited Financial Statements Years Ended June 30, 2012 and 2011

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Independent Auditors' Report

Board of Directors United States Curling Association, Inc. Stevens Point, Wisconsin

We have audited the accompanying statement of financial position of the United States Curling Association, Inc. (a nonprofit organization) as of June 30, 2012, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information included in the statements of activities has been derived from the Organization's 2011 financial statements and, in our report dated February 7, 2012, we expressed an unqualified opinion on those statements.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the United States Curling Association, Inc. as of June 30, 2012 and the changes in net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedules of revenues and other support on pages 12-13 and the schedule of program, management and general expenses on page 14 are presented for purposes of additional analysis and are not required parts of the financial statements. Such information is the responsibility of management and has been derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Reitly, Pennux Benton LLP

January 26, 2013 Milwaukee, Wisconsin

Stevens Point, Wisconsin

Statements of Financial Position

June 30, 2012 and 2011

		2012		<u> 2011</u>
Assets:				
Current Assets:	•	604.470.7	Th.	200 470
Cash and equivalents	\$	334,176	\$	362,176
Accounts receivable - net of allowance for uncollectible		00.050		16 724
amounts of \$1,000 and \$744 in 2012 and 2011		26,353		16,734
Grants receivable		18,636		600
Inventories		100,780		69,823
Prepaid expenses		27,246		27,321
Escrow funds		3,308		3,335
Notes receivable - curling stones program - current portion		72,858		74,208
Note receivable - pass through	_	<u>-</u>		25,000 579,197
Total current assets		583,357		379,197
Property and Equipment - net		182,352		133,756
Other Assets:				
Notes receivable - curling stones program		86,808		121,531
Curling stones program inventory		27,840	_	76,560
Total assets	\$	880,357	^{\$} =	911,044
Current Liabilities: Accounts payable Accrued vacation Other liabilities Funds held for others Deferred income Note payable - curling stones program - current portion Note payable - pass through - current portion Total current liabilities Long-term Liabilities: Note payable - curling stones program Total long-term liabilities	\$	36,320 36,388 34,088 130,398 97,120 387,190 139,200 139,200	\$	48,441 30,749 1,479 34,734 144,851 150,952 25,000 436,206 168,928 168,928
Total liabilities		526,390		605,134
Net Assets: Unrestricted		346,290		295,451
Temporarily restricted		7,677	_	10,459
Total net assets		353,967		305,910
Total liabilities and net assets	\$ _	880,357	\$	911,044
Total habitation and hot appete	=			

The accompanying notes to financial statements are an integral part of these statements.

Stevens Point, Wisconsin

Statement of Activities

Year Ended June 30, 2012
With Summarized Information for the Year Ended June 30, 2011

	Temporarily							
		Unrestricted		Restricted		<u>2012</u>		<u>2011</u>
Revenues and Other Support: Dues Championships Member programs Revenue development USOC support & grants Sponsorships Net assets released from restriction Total revenues and other support	\$	425,860 116,965 55,472 123,066 727,202 227,131 8,891 1,684,587	\$	6,109 - (8,891) (2,782)	\$	425,860 \$ 116,965 55,472 129,175 727,202 227,131		436,000 98,249 30,943 155,529 393,030 170,915 - 1,284,666
Expenses: Programs Management and general Total expenses		1,388,035 245,713 1,633,748		-		1,388,035 245,713 1,633,748	_	997,404 242,640 1,240,044
Change in net assets		50,839		(2,782)		48,057		44,622
Net Assets, Beginning of Year		295,451		10,459		305,910		261,288
Net Assets, End of Year	\$	346,290	\$	7,677	\$	353,967	=	305,910

Stevens Point, Wisconsin

Statements of Cash Flows

Years Ended June 30, 2012 and 2011

		2012	<u>2011</u>
Cash Flows from Operating Activities:			
Changes in net assets Adjustments to reconcile change in net assets to net cash provided by operating activities	\$	48,057 \$	44,622
Depreciation and amortization Gain on disposal of equipment		36,961 - (42,378)	23,951 (1,699)
Assets acquired by donation Changes in Operating Assets and Liabilities: Receivables		(27,655)	41,453
Inventory Prepaid expenses		(30,957) 75	10,726 (2,925)
Escrow funds Accounts payable		27 4,435	(366) (41,194)
Accrued vacation Other liabilities Funds held for others		5,571 34,909 (646)	(825) (1,486) (259)
Deferred income Net adjustments	_	(14,453) (34,111)	38,246 65,622
Net cash provided by operating activities		13,946	110,244
Cash Flows from Investing Activities: Purchases of equipment Proceeds on sale of asset Net cash used by investing activities	_	(43,179) 	(35,855) 3,180 (32,675)
Cash Flows from Financing Activities:			
Notes receivable - curling stones program receipts Note receivable - pass-through receipts Note payable - curling stones program payments Note payable - pass through payments Net cash provided by financing activities	- -	84,793 25,000 (83,560) (25,000) 1,233	80,163 25,000 (55,504) (25,000) 24,659
Increase (Decrease) in cash and equivalents		(28,000)	102,228
Cash and Equivalents at Begining of Year		362,176	259,948
Cash and Equivalents at End of Year	\$ _	334,176 \$	362,176
Supplementary Disclosures:			
Cash paid for income taxes during year	\$ =	<u>4,982</u> \$	247

The accompanying notes to financial statements are an integral part of these statements.

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011

1. Significant Accounting Policies

A. Nature of Operations

The United States Curling Association, Inc. represents curling nationally and facilitates the growth of the sport through a network of member state and regional associations.

B. Basis of Presentation

Net assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Association and changes therein are classified and reported as follows:

Unrestricted net assets - Net assets that are not subject to donor-imposed stipulations

Temporarily restricted net assets - Net assets subject to donor-imposed stipulations that may or will be met either by actions of the Association and/or the passage of time

Permanently restricted net assets - Net assets subject to donor-imposed stipulations that may be maintained permanently by the Association. Generally, the donors of these assets permit the Association to use all or part of the income earned on related investments for general or specific purposes

C. Inventory

Inventory is recorded at the lower of cost or market on the first-in, first-out basis.

D. Property and Equipment

All acquisitions of property and equipment in excess of \$1,500 are recorded at cost when purchased or at the fair market value when donated. Depreciation on property and equipment is provided over the estimated useful lives of the respective assets on a straight-line basis. Expenditures for repairs and maintenance are expensed.

E. Cash and Equivalents

The Association considers demand deposits, certificates of deposit with an original maturity of three months or less and not held in trust, and money market savings accounts to be cash equivalents for the purpose of the statements of cash flows.

F. Trade Receivables

Trade receivables are recorded on the accrual basis of accounting. The allowance for doubtful trade receivables is estimated based on historical losses and management's knowledge of individual financial circumstances. Trade receivables that are deemed uncollectible by management are written off in the year they are determined to be uncollectible.

G. Revenue Recognition

Revenue recognition of contributed support follows the recommendations of the Financial Accounting Standards Board whereby pledges are recorded when made and contributed support is classified as unrestricted or restricted, depending on the existence of donor stipulations that limit the use of the support.

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011 (Continued)

1. Significant Accounting Policies (Continued)

H. Funds Held for Others

The American Curling Foundation and Museum transferred all of its assets and liabilities to the Association. The funds, while in the possession of the Association, can only be spent by and for the American Curling Foundation and Museum. The Association also holds certain funds on behalf of the United States Curling Association to be used for the purpose of buying stones and selling them to member clubs.

I. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

J. Income Tax Status

The Association is generally exempt from income taxes under Internal Revenue Code Section 501(c)(3). Income from certain publishing and advertising activities is considered unrelated business income and is subject to taxation. Taxes on these activities for the year ended June 30, 2012 and 2011 were \$0 and \$2,609, respectively.

The Association is no longer subject to U.S. federal income tax examinations for years ending before June 30, 2009 and is no longer subject to Wisconsin income tax examinations for years ending before June 30, 2008.

K. Functional Expenses

The Association classifies expenses into two functions: Program Services and Supporting Services. The Program Services function includes all expenses directly related to Association's activities and programs for curlers. The Supporting Services function includes management and general expenses not directly associated with activities and program expenses.

L. Deferred Income

Deferred income consists of income on contracts that are for multiple years and money not spent on grants. Income is recognized over the contract period or when the money is actually spent.

M. Donated Services

A number of unpaid volunteers have made significant contributions of their time in furtherance of the Association's mission. The value of this contributed time is not included in the accompanying statement of activities.

N. Advertising Costs

The Association uses advertising to promote its programs among the audiences it serves. Advertising costs are expensed as incurred.

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011 (Continued)

2. Lease Commitment

The Association entered into a lease for new office space commencing on January 1, 2009 for the next six years with two five-year extensions. The monthly rent payment was \$2,666 for the first year and the base rent goes up by 3% every year. Rental expenses for years ended June 30, 2012 and 2011 were \$39,808 and \$38,763 respectively.

Future minimum lease payments are as follows:

For the year ending June 30,		
2013	\$	35,491
2014		36,556
2015		18,548
Total	\$ _	90,595

3. Line of Credit

The Association has a line of credit with a limit of \$50,000. There were no outstanding balances on the line of credit as of June 30, 2012 and 2011. Bank advances on the line of credit are payable on demand and carry an interest rate of 5.5%. The credit line is secured by substantially all assets of the Organization.

4. Property and Equipment

Depreciation and amortization expense for the years ended June 30, 2012 and 2011 was \$35,222 and \$23,951, respectively. Property and equipment and related accumulated depreciation and amortization consisted of the following:

Property and Equipment	Ju	Cost ne 30, 2011	<u>A</u> c	<u>iditions</u>		<u>Disposals</u>	Cost June 30, <u>2012</u>
Time clocks Computer hardware and software Telephone system Office equipment Ice maker's equipment Leasehold improvements Website improvements Scoreboards Stones Championship rocks Member services video Sensor handles Other championship equipment Officiating jackets Software	\$	5,876 13,948 14,154 14,317 16,452 24,099 22,000 7,975 5,440 47,272 7,500 8,601	\$	11,250 3,939 5,893 - 22,848 4,292 2,957 34,378	\$	- \$	5,876 25,198 14,154 14,317 20,391 24,099 22,000 13,868 5,440 47,272 7,500 31,449 4,292 2,957 34,378
Total	\$_	187,634	\$	85,557	\$_		273,191

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011 (Continued)

4. Property and Equipment (continued)

Accumulated Depreciation and Amortization	Jui	lance ne 30, <u>2011</u>	<u>Additions</u>	<u>Disposals</u>	Balance June 30, <u>2012</u>
Time clocks Computer hardware and software Telephone system Office equipment Ice maker's equipment Leasehold improvements Website improvements Scoreboards Stones Championship rocks Member services video Sensor handles Other championship equipment Officiating jackets Software	\$	2,939 4,768 1,738 11,240 3,525 10,711 9,472 3,987 1,496 1,553 208 2,241	\$ 1,088 4,708 2,797 1,491 2,632 4,017 3,667 2,184 272 1,036 2,500 4,005 538 296 5,730	- \$	4,027 9,476 4,535 12,731 6,157 14,728 13,139 6,171 1,768 2,589 2,708 6,246 538 296 5,730
Total		53,878	\$ 35,222	\$ 	90,839
Net property and equipment	\$_	133,756		\$	182,352

5. In-kind Contributions

The following is a summary of in-kind contributions received for the years ended June 30,

	<u>2012</u>		<u>2011</u>
Website development Transportation/travel Equipment Uniforms and training apparel Software	\$ 60,654 32,609 8,000 40,926 34,378 16,050	\$	73,654 27,600 7,489 39,426 - 6,936
Other Total	\$ 192,617	\$ -	155,105

6. USOC Direct Funding to Athletes

The Association has acknowledged \$44,750 and \$54,500 of USOC direct payments to athletes for the years ended June 30, 2012 and 2011, respectively. These amounts have not been reflected in these statements.

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011 (Continued)

7. Concentration of Risk

The Association maintains cash balances at one financial institution and, at times, balances may exceed federally insured limits. We have never experienced any losses related to these balances. All of our non-interest bearing cash balances were fully insured at June 30, 2012 due to a temporary federal program in effect from December 31, 2010 through December 31, 2012. Under the program, there is no limit to the amount of insurance for eligible accounts. Beginning 2013, insurance coverage will revert to \$250,000 per depositor, and our non-interest bearing cash balances may again exceed federally insured limits.

The Association receives approximately 45% and 34% of its revenue from one Organization for the years ended June 30, 2012 and 2011, respectively.

8. Pass-Through Loan

During the year ended June 30, 2002, the Association acted on behalf of the Potomac Curling Club of the National Capital Area, Inc. in obtaining a loan from the World Curling Federation (WCF). The amount of the loan was \$200,000, interest free, \$25,000 due annually and was to be paid in full on November 26, 2011. The loan was retired during the year ending June 30, 2012. Similarly, the Potomac Curling Club retired its loan with the Association during the year ended June 30, 2012.

9. Temporarily Restricted Net Assets

As of June 30, 2012 and 2011, temporarily restricted net assets consisted of the following donor restrictions:

Restriction	<u>2012</u>	2011
"Bricks and mortar" purposes or for curling stones	\$ 5,000 \$	5,000
Legacie Fund	2,031	4,418
Junior camps	400	400
Sitrin grant	-	641
Wheelchair athletes	246	-
Total	\$ 7,677 \$	10,459

10. Unrestricted Net Assets

As of June 30, 2012 and 2011, unrestricted net assets consisted of the following:

	<u>2012</u>		2011
Undesignated	\$ 326,485	\$	275,267
Designated:			
Ann Brown Legacy Fund	6,695		6,795
Katie Beck Memorial Fund	1,350		850
Chris Moore Legacy Fund	10,960		11,739
Stone Pool Fund	800		800
Total	\$ 346,290	S	295,451

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011 (Continued)

11. Prior-Year Summarized Information

The financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Association's financial statements for the year ended June 30, 2011, from which the summarized information was derived.

12. Reclassification

Certain accounts in the prior year financial statements have been reclassified for comparative purposes to conform to the presentation in the current year financial statements.

13. WCF Stone Loan Program

During the fiscal year ended June 30, 2007, the Association acquired 512 refurbished stones and 128 new stones from the World Curling Federation. The stones were free of charge for a two-year term. If the Association retained the stones after October 31, 2008, the cost of these stones amounts to \$260,000 with a five-year payback period interest free with annual payments amounting to \$52,000. All 640 stones have been shipped to various curling clubs that have committed to purchase these stones over a five-year period beginning October 31, 2008.

During the fiscal year ended June 30, 2010, the Association acquired 448 stones and handles from the World Curling Federation. The cost of these stones amounts to \$194,880 with a seven-year interest-free payback period with annual payments amounting to \$27,840. Under the terms of the contract, ownership of the stones stays with the seller until all payments are made in full. As of June 30, 2012, 384 stones have been shipped to various curling clubs that have committed to purchase these stones over a seven-year period. The remaining stones are classified as non-current inventory on the statement of financial position.

As of June 30, 2012 and 2011, the amount due from various curling clubs is \$159,666 and \$195,739, respectively and the amount due to the World Curling Federation is \$236,320 and \$319,880, respectively.

Payments due from various clubs are as follows:

Year ending June 30,	
2013	\$ 72,858
2014	45,908
2015	29,267
2016	8,512
2017	3,121_
Total	\$ 159,666

Stevens Point, Wisconsin

Notes to Financial Statements

June 30, 2012 and 2011 (Continued)

13. WCF Stone Loan Program (continued)

Payments due to the World Curling Federation are as follows:

Year ending June 30),	
2013	\$	97,120
2014		27,840
2015		27,840
2016		27,840
2017		27,840
2018		27,840
Total	\$	236,320

14. Prior Period Adjustments

During the current year, the Association clarified the nature of certain junior camps funds. In previously issued financial statements, these funds had been classified as designated unrestricted net assets. It was determined that these funds are donor-restricted. As a result of this clarification, these funds will be reclassified as temporarily restricted net assets. Temporarily restricted net assets as of June 30, 2011, previously stated at \$10,059, are now stated at \$10,459. Unrestricted net assets were decreased by the same amount.

15. Related Party Transactions

The Association paid \$28,231 and \$40,261 in reimbursements to members of its Board of Directors for expenses incurred on behalf of the Association during the years ended June 30, 2012 and 2011, respectively. The Association retains documentation of all reimbursed expenses.

16. Subsequent Events

Management has evaluated subsequent events for possible recognition or disclosure through the date the financial statements were available to be distributed (January 26, 2013). There were no subsequent events that required recognition or disclosure.

UNITED STATES CURLING ASSOCIATION, INC. Stevens Point, Wisconsin

Schedule of Revenues and Other Support Year Ended June 30, 2012

	Total	81.520	26,430	37,916	21,765	14,977	9,015	2,600	139	9,821	85,000	624,541	2,138	45,598	12,000	196,372	20,063	25,000	6,418	19,341	5,000	2,579	754	3,509	3,449	1,681,805
Sponsorships and In-Kind	Contributions					ı	•	1	J	1	•	,	•	ı	•	196,372	ı	1	6,418	19,341	5,000	•	İ	i	1	227,131 \$
Program Support/ S USOC	Grants C	,	1	ı	ŧ	r	1	•	ı	t	,	624,541	•	45,598	12,000	1	20,063	25,000	ı	1		•	ı	1	,	727,202 \$
Revenue	Development \$,	21,765	ı		2,600	139	9,821	85,000	j	2,138	1	ı	ı	i	ı	1	•	1	1	754	3,509	3,449	129,175 \$
Member	Programs 5	1	,	37,916	1	14,977	t	1	3	ı		1	ı	ı	ı	ı	•	i	i	1	1	2,579	ı	1	•	55,472 \$
	Championships \$	81,520	26,430	•	1	ı	9,015	,	,	1	1	•	,	1	1	•		1	1	,	1	,	1	•	•	116,965 \$
	Dues C \$ 425,860 \$		ı	•	1	ı	ı	1	1	i	ı	ı	ı	į		1	1	1	ı	ì	,	i	ı	1	•	\$ 425,860 \$
	, d	Entry fees	Field of play fees	Club insurance program	Annual appeal/pin program	Education program development	Championship event income	Advertising	Merchandise sales, net of cost	Curling News advertising and subscriptions	U.S.O.C. marketing agreement	U.S.O.C. performance grant	U.S.O.C. licensing royalties	U.S.O.C. olympic support	WCF grant	In-kind contributions	Donations received	Chicago Community Trust grant	Sponsorship - Hilton	Sponsorship - RAM	Sponsorship - Brooms Up	WCF stone loan program	Interest earned	Sweepstakes/contests/promotions	Miscellaneous	Total revenues and other support

See Independent Auditors' Report.

UNITED STATES CURLING ASSOCIATION, INC. Stevens Point, Wisconsin

Schedule of Revenues and Other Support Year Ended June 30, 2011

	Total	70,000	10,020	24 620	46.044	6 950	3.286	324	13.202	85,000	325,352	500	5 494	12,000	148.008	25,184	25,000	3,748	15,659	3,500	2.354	700	1,699	968	30.448	2.558	1,284,666
Sponsorships and In-Kind	Contributions	•	1		ı	1 1	ſ	,	1	1	1	1	,	í	148,008	1	1	3,748	15,659	3,500		1	1	1	ı	•	170,915 \$
Program Support/ S USOC	Grants C			1	1	1	,	•		•	325,352	ı	5,494	12,000		25,184	25,000	,	•	ı	1		1	1	ı	1	393,030 \$
Revenue	Development \$;	ı	16 844		3,286	324	13,202	85,000	i	200	ı	1	1	1	1		1	t	1	200	1,699	896	30,448	2,558	155,529 \$
Member	Programs D		1	21.639)) (6,950	ı	ı	1	•	ı	ı		•	1	ı	1	1	ì	1	2,354	i	ī	ı	ı	,	30,943 \$
	Championships \$	79.229	19,020		,		ı	1	1	•	1	•	1	•		1	ı	t		1		ı		•	1	ī	98,249 \$
	Dues Ch 436,000 \$,	ı	1		1	ŧ	1	ı	ı	1	ı	ı	1	1	1	1	ı	Ī	1	r	i	ι	ı	1	436,000 \$
	\$ Snoo	Entry fees	Field of play fees	Club insurance program	Annual appeal/pin program	Education program development	Advertising	Merchandise sales, net of cost	Curling News advertising and subscriptions	U.S.O.C. marketing agreement	U.S.O.C. performance grant	U.S.O.C. licensing royalties	U.S.O.C. olympic support	WCF grant	In-kind contributions	Donations received	Chicago Community Trust grant	Sponsorship - Hilton	Sponsorship - RAM	Sponsorship - Brooms Up	WCF stone loan program	Interest earned	Gain on sale of asset	Sweepstakes/contests/promotions	Insurance claims	Miscellaneous	Total revenues and other support

See Independent Auditors' Report.

Stevens Point, Wisconsin

Schedule of Program, Management and General Expenses Years Ended June 30, 2012 and 2011

			% of Total			% of Total
		<u>2012</u>	Expenses		<u>2011</u>	<u>Expenses</u>
Program Services:	Φ.	400.000		•	100.001	
Elite program	\$	438,229	``	\$	169,091	
Salaries		334,884			280,571	
Coaching and coach development		96,426 89,800			57,714	
World team prep and world travel		70,622			80,094	
Media and marketing					65,195	
Website development		41,654			38,500	
Transportation Site selection committee		60,020 12,695			58,998	
					10,717	
Club/membership development		6,476			19,384	
U.S. Curling News		49,726 29,369			40,995	
Field of play		•			31,478	
Championship		18,352			19,008	
Payroll taxes		30,281			23,069	
Travel		16,544			14,961	
Fringe benefits		8,229			12,966	
Depreciation		10,962 8,194			8,277	
VP Championship		8,541			5,958	
Officiating committee					7,000	
Youth curling committee		1,753 5,834			3,110	
President expense		4,894			2,227	
Athlete advisory council					3,577	
Education program development		2,263			3,511	
WCF stone loan program		1,315			3,479	
Dues and subscriptions		1,000			1,000	
College curling committee		1,000			1,000 656	
Amortization		2,948 42			42	
ACF&M Committee		1,767			4,937	
Employee recruitment		33,763			4,937 29,889	
Insurance - general liability Miscellaneous		452			20,000	
	\$	388,035	84.96% \$		997,404	80.43%
, ,						
Management and General:						
Salaries	\$	48,262	\$		40,229	
Rent		39,808			38,763	
World Curling Federation		21,788			22,072	
President expense		21,428			24,763	
Website development		22,812			20,753	
Miscellaneous office		16,205			11,509	
Outside services		3,280			12,177	
Audit fee		12,342			8,700	
Telephone		7,342			8,726	
Depreciation		10,086			7,783	
Supplies/equipment		7,310			5,663	
Printing and copying		5,290			6,572	
Amortization		12,965			7,235	
Postage		1,444			1 ,4 4 9	
Legal fees		2,573			12,731	
Employee development		-			1,236	
Utilities		4,169			4,395	
Payroll taxes		3,692			3,078	
Bad debts		1,004			=	
Miscellaneous		2,223			2,900	
Fringe benefits		633			731	
Property taxes		226			297	
Travel		831	48.000		878	10.550
Total management and general expense	\$	245,713	15.04% \$		242,640	19.57%

See Independent Auditors' Report.