REPORT OF INDEPENDENT AUDITORS
AND FINANCIAL STATEMENTS

LIFECENTER NORTHWEST

December 31, 2018 and 2017

MOSSADAMS

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Report of Independent Auditors

To the Board of Directors
LifeCenter Northwest

Report on the Financial Statements

We have audited the accompanying financial statements of LifeCenter Northwest (the Organization), which comprise the statements of financial position as of December 31, 2018, and the related statements of activities and changes in net assets and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation 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 audits. 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 audits 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. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant 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 referred to above present fairly, in all material respects, the financial position of the Organization as of December 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 2 to the financial statements, as of December 31, 2018, LifeCenter Northwest adopted Financial Accounting Standards Board (FASB) Accounting Standards Board (ASU) 2016-14, *Presenting Financial Statement for Not-for Profit Entities*. FASB ASU 2016-14 has been applied retrospectively to all periods presented, with exception of the omission of certain information as permitted by FASB ASU 2016-14. Our opinion is not modified with respect to this matter.

Prior Period Financial Statements

The 2017 financial statements were audited by other auditors whose reported dated March 28, 2018, expressed an unmodified opinion on those statements.

Moss Adams LLP

Everett, Washington
March 27, 2019

ASSETS

	December 31, 2018	December 31, 2017
CURRENT ASSETS		
Cash and cash equivalents	$ 14,207,459	$ 8,451,380
Accounts receivable	6,454,962	3,578,926
Medicare receivable	260,966	1,706,517
Other receivables	32,971	88,500
Short-term investments	210,056	200,802
Prepaid expenses and other current assets	420,664	547,911
Total current assets	21,587,078	14,574,036
PROPERTY AND EQUIPMENT		
Furniture and equipment	1,570,171	1,555,771
Leasehold improvements	1,401,680	1,370,181
	2,971,851	2,925,952
Accumulated depreciation and amortization	(1,630,787)	(1,451,556)
Total property and equipment, net	1,341,064	1,474,396
Long-term investments	2,714,139	2,705,188
Long-term Medicare receivable	468,826	990,979
Other long-term assets	209,965	186,869
Total assets	$ 26,321,072	$ 19,931,468

LIABILITIES AND NET ASSETS

	December 31, 2018	December 31, 2017
CURRENT LIABILITIES		
Accounts payable	$ 2,072,830	$ 1,636,293
Accrued salaries and related benefits	1,981,950	1,667,767
Accrued medical liabilities	1,222,294	995,631
Capital lease obligations, current portion	31,941	24,382
Deferred rent, current portion	12,263	-
Deferred tenant improvement allowance, current portion	86,404	86,404
Medicare payable, current portion	1,073,629	-
Total current liabilities	6,481,311	4,410,477
Deferred rent, net of current portion	359,468	368,183
Deferred tenant improvement allowance, net of current portion	489,625	576,029
Capital lease obligations, net of current portion	96,063	-
Medicare payable	-	468,826
Other liabilities	142,769	119,573
Total liabilities	7,569,236	5,943,088
NET ASSETS		
Without donor restrictions	18,751,836	13,988,380
Total liabilities and net assets	$ 26,321,072	$ 19,931,468

LifeCenter Northwest
Statements of Activities and Changes in Net Assets

	Years Ended December 31,	
	2018	2017
REVENUE AND SUPPORT		
Procurement revenue	$ 40,040,182	$ 31,725,768
Due from (to) Medicare	(396,316)	2,275,356
Import revenue	705,500	982,000
Contributions	360,075	356,068
Research and other revenue	83,419	86,101
Investment income	71,759	88,764
Total revenue and support	40,864,619	35,514,057
EXPENSES		
Procurement services and program support	30,002,947	28,025,646
Public education	894,741	895,964
Total program services	30,897,688	28,921,610
Management and general	5,169,381	4,923,430
Total expenses	36,067,069	33,845,040
CHANGE IN NET ASSETS BEFORE OTHER CHANGES	4,797,550	1,669,017
OTHER CHANGES IN NET ASSETS		
Unrealized gain (loss) on investments	(34,094)	4,153
TOTAL CHANGE IN NET ASSETS	4,763,456	1,673,170
NET ASSETS, beginning of year	13,988,380	12,315,210
NET ASSETS, end of year	$ 18,751,836	$ 13,988,380

	Years Ended December 31, 2018	Years Ended December 31, 2017
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 4,763,456	$ 1,673,170
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	299,882	381,575
Unrealized loss (gain) on investments	34,094	(4,153)
Loss (gain) on disposal of property and equipment	13,892	(13,500)
Changes in operating assets and liabilities		
Accounts receivable and other receivables	(2,820,507)	644,913
Medicare receivable and payable	2,572,507	(769,924)
Prepaid expenses and other assets	104,151	(122,367)
Accounts payable, accrued liabilities, and other liabilities	1,000,579	16,312
Deferred rent and tenant improvement allowance	(82,856)	(66,838)
Net cash provided by operating activities	5,885,198	1,739,188
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(29,456)	(105,660)
Proceeds from sales of property and equipment	-	13,500
Purchase of investments	(252,299)	(68,237)
Proceeds from sales of investments	200,000	200,000
Net cash provided by (used in) investing activities	(81,755)	39,603
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments on capital lease	(47,364)	(28,337)
NET CHANGE IN CASH AND CASH EQUIVALENTS	5,756,079	1,750,454
CASH AND CASH EQUIVALENTS, beginning of year	8,451,380	6,700,926
CASH AND CASH EQUIVALENTS, end of year	$ 14,207,459	$ 8,451,380
SUPPLEMENTAL SCHEDULE OF NONCASH INVESTING AND FINANCING ACTIVITIES		
Equipment obtained through capital lease financing	$ 150,986	$ -

See accompanying notes.

Note 1 – Organization and Significant Accounting Policies

Organization – LifeCenter Northwest (the Organization), a nonprofit corporation, is the certified organ procurement organization (OPO) for Montana, Alaska, Northern Idaho, and most of Washington that began operations January 1, 1997. It is the mission of the Organization to provide the bridge between the loss of life and the gift of life through organ and tissue donation and transplantation. The Organization is dedicated to promoting organ and tissue donations to benefit the greatest number of people through transplantation.

Basis of presentation – Net assets, revenues, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Organization and changes therein are classified and reported as follows:

Net assets without donor restrictions – Net assets not subject to donor restrictions, as well as voluntary reserves such as separate components of board-designated net assets.

Net assets with donor restrictions – Net assets subject to donor-imposed stipulations. As of December 31, 2018 and 2017, the Organization had no net assets subject to donor restrictions.

Contributions with donor–imposed restrictions that are met in the same year as received are reported as revenues within net assets without donor restrictions.

Cash and cash equivalents – The Organization defines cash and cash equivalents to include demand deposits, savings accounts, and investments with an original maturity of three months or less, excluding assets whose use is limited or included in its investment portfolio. The Organization maintains its cash and cash equivalent accounts at financial institutions in amounts, which at times, may exceed federally insured limits.

Accounts receivable, other receivables, and revenue – Accounts receivable and revenue are reported at the estimated net realizable amounts from third-party payers for services rendered; there is no interest on past due accounts. Other receivable amounts include contributions made to the Organization and collected by the Department of Licensing and other receivables. There was no allowance for uncollectible amounts at December 31, 2018 and 2017. The Organization has established credit policies and, historically, the losses related to customer nonpayment have been very low as a percentage of revenues. Management regularly monitors its accounts receivable and establishes an allowance for those deemed uncollectible as needed.

Approximately 54% of the accounts receivable balance at December 31, 2018, is due from two customers. Approximately 56% of the accounts receivable balance at December 31, 2017, was due from three customers. Additionally, approximately 52% of procurement revenue was from two customers for the year ended December 31, 2018 and 63% of procurement revenues was from three customers for the year ended December 31, 2017.

Note 1 – Organization and Significant Accounting Policies (continued)

Medicare receivable and payable – Medicare receivables and payables are reported at the estimated net realizable value based on cost reports and past experience with the Medicare Administration, and are classified as current or noncurrent based on management's best estimate of when funds will be received or paid. Medicare revenue is expected to be audited approximately one to three years after year end by a Medicare fiscal intermediary, which may result in adjustments to amounts previously recorded. The adjustments are recorded at the time that such amounts can first be reasonably determined, normally upon notification by Medicare.

Laws and regulations governing the Medicare program are extremely complex and subject to interpretation. As a result, there is at least a reasonable possibility that recorded estimates could materially change.

Investments – Investments consist of certificates of deposits (CDs) and mutual funds. The CD terms range from one to five years and are reported at fair value. CDs that will mature within one year are classified as short-term investments and all other certificates of deposit are classified as long-term investments. The Organization's investments in mutual funds are carried at fair value and classified as long-term. Unrealized and realized gains and losses are reflected in the statement of activities and changes in net assets. Securities are generally held in custodial investment accounts administered by certain financial institutions.

Property and equipment – Furniture and equipment, and leasehold improvements are stated at cost. The Organization capitalizes all fixed assets with a total cost greater than $5,000. Furniture and equipment are depreciated using the straight-line method over estimated useful lives of three to twenty years. Leasehold improvements are amortized using the straight-line method over the shorter of the useful life or the term of the lease.

Depreciation and amortization expense during 2018 and 2017, totaled $299,882 and $381,575, respectively.

Deferred rent – Deferred rent consists of the liability for office rent due to the cumulative difference between the total lease payments through December 31, 2018, based on the terms of the lease agreement, and what the expense would be based on a straight-line basis over the life of the lease. See Note 7 for a schedule of future required lease payments.

Deferred tenant improvement allowance – Deferred tenant improvement allowance represents amounts paid by the landlord for tenant improvements in association with an operating lease for office space. The total deferred tenant improvement allowance was $921,647. The deferred tenant improvement allowance is amortized over the ten years and eight months' life of the lease, effective January 1, 2015 (see Note 7).

Procurement and import revenue – Procurement and import revenue consists of fees charged to medical facilities and other OPOs for costs incurred in the procurement of organs and tissues. The revenue is recognized after the procurement services have been completed and the organ or tissue has been accepted by the receiving facility.

Note 1 – Organization and Significant Accounting Policies (continued)

Contributions – The Organization records contributions according to accounting principles generally accepted in the United States of America (U.S. GAAP) for contributions received and contributions made. Accordingly, contributions, including unconditional promises to give, are recorded in the period made. All contributions are available for unrestricted use unless specifically restricted by the donor. Conditional promises to give are recognized when the conditions on which they depend are substantially met. Unconditional promises to give due in the next year are recorded at their net realizable value. Unconditional promises to give due in subsequent years are reported at the present value of their net realizable value, using risk-adjusted interest rates applicable to the years in which the promises are to be received.

Federal income taxes – The IRS has determined the Organization is exempt from federal income taxes under provision of Section 501(a) of the Internal Revenue Code as an entity described in Section 501(c)(3) and not as a private foundation. Accordingly, no provision for income taxes has been made in these financial statements.

Use of estimates – The preparation of financial statements in accordance with U.S. GAAP 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.

Accrued medical liabilities totaling $1,222,294 and $995,631 as of December 31, 2018 and 2017, respectively, have been recorded based on management's estimates of actual costs incurred for which invoices had not been received. While costs based on actual vendor invoices may differ from the estimates, management believes that any differences would not have a material impact on the Organization’s financial position. Due to uncertainties in the estimation process, however, it is at least reasonably possible that management's estimate of accrued medical liabilities will change during the following year. That amount, if any, cannot be estimated.

The Medicare receivable and payable discussed earlier in Note 1 is also a significant estimate.

New accounting pronouncements – In August 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-14, *Presentation of Financial Statements for Not-for-Profit Entities*, to reduce diversity in reporting practice, reduce complexity, and enhance understandability of not-for-profit financial statements. This ASU contains the following key aspects: (A) reduces the number of net asset classes presented from three to two: with donor restrictions and without donor restrictions; (B) requires all not-for profits (NFPs) to present expenses by their functional and their natural classifications in one location in the financial statements; (C) requires NFPs to provide quantitative and qualitative information about management of liquid resources and availability of financial assets to meet cash needs within one year of the balance sheet date; and (D) retains the option to present operating cash flows in the statement of cash flows using either the direct or indirect method. The Organization has implemented this FASB ASU for the year beginning January 1, 2018, with retrospective application.

Note 1 – Organization and Significant Accounting Policies (continued)

Subsequent events – Subsequent events are events or transactions that occur after the date of the statement of financial position but before the financial statements are issued. The Organization recognizes in the financial statements the effects of all subsequent events that provide additional evidence about conditions that existed at the date of the statement of financial position, including the estimates inherent in the process of preparing the financial statements. The Organization's financial statements do not recognize subsequent events that provide evidence about conditions that did not exist at the date of the statement of financial position but arose after the date of the statement of financial position and before the financial statements are available to be issued.

The Organization has evaluated subsequent events through March 27, 2019, which is the date the financial statements are available to be issued.

Note 2 – Investments

Investments are comprised of the following at December 31:

	2018	2017
Certificates of deposit - short-term	$ 210,056	$ 200,802
Certificates of deposit - long-term	589,814	608,322
Mutual funds	2,124,325	2,096,866
	$ 2,924,195	$ 2,905,990

Investment return is comprised of the following for the years ended December 31:

	2018	2017
Interest and dividends	$ 71,759	$ 88,764
Unrealized (loss) gain	(34,094)	4,153
	$ 37,665	$ 92,917

Note 3 – Fair Value Measurements

U.S. GAAP establishes a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3).

The three levels of the fair value hierarchy are described as follows:

Level 1 – Unadjusted quoted prices available in active markets for identical assets or liabilities;

Level 2 – Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices in active markets for similar assets or liabilities, quoted prices for identical or similar assets or liabilities in markets that are not active, or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities; or

Level 3 – Unobservable inputs that are significant to the fair value measurement.

A financial instrument's level within the fair value hierarchy is based upon the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets and liabilities measured at fair value. There have been no changes in the methodologies used at December 31, 2018 and 2017.

Certificates of deposit – Valued at fair value based on quoted market prices for similar investments.

Mutual funds – Valued at fair value based on quoted market prices for similar investments.

Fair values measured on a recurring basis – Fair values of assets and liabilities measured on a recurring basis at December 31 were as follows:

	Fair Value Measurements as of December 31, 2018			
	Level 1	Level 2	Level 3	Total
Certificates of deposit	$ -	$ 799,870	$ -	$ 799,870
Mutual funds	2,124,325	-	-	2,124,325
Investments at fair value	$ 2,124,325	$ 799,870	$ -	$ 2,924,195

	Fair Value Measurements as of December 31, 2017			
	Level 1	Level 2	Level 3	Total
Certificates of deposit	$ -	$ 809,124	$ -	$ 809,124
Mutual funds	2,096,866	-	-	2,096,866
Investments at fair value	$ 2,096,866	$ 809,124	$ -	$ 2,905,990

Note 4 – Medicare Receivable and Payable

	2018	2017
Current receivable		
Due from Medicare - 2017 cost report	$ -	$ 1,706,517
Due from Medicare - 2015 cost report	260,966	-
Noncurrent receivable		
Due from Medicare - 2017 cost report (net)	49,350	568,839
Due from Medicare - 2016 cost report (net)	419,476	282,893
Due from Medicare - 2015 cost report	-	139,247
Current liability		
Due to Medicare - payable for 2018 cost report	1,021,103	-
Due to Medicare - payable for 2013 cost report	52,526	-
Noncurrent liability		
Due to Medicare - allowance for 2014 and 2013 cost report	-	468,826

The current payable of $1,021,103 as of December 31, 2018, represents the estimated amount due to Medicare based on a draft of the 2018 cost report, anticipated to be filed in May 2019.

The current and noncurrent receivable of $1,706,517 and $568,839 as of December 31, 2017, respectively, represented the estimated amount due from Medicare based on the 2017 cost report, which was filed in May 2018. During the year ending December 31, 2018, $2,176,191 was received from Medicare. The remaining receivable balance of $49,350 is net of a general reserve payable reported as noncurrent as of December 31, 2018.

The noncurrent receivable of $468,826 as of December 31, 2018, represents the estimated amount due from Medicare based on the 2017 and 2016 cost report that had not been audited by Medicare as of December 31, 2018.

The noncurrent receivable of $282,893 and $139,247 as of December 31, 2017, represented the estimated amount due based on the 2016 and 2015 cost reports, respectively, that had not been fully paid in prior years.

Recorded as a current liability as of December 31, 2018, is a combined amount due Medicare of $52,526 related to a notification of the remaining amount due after the audit of the 2013 report.

Recorded as a noncurrent liability as of December 31, 2017, is $168,826 and $300,000 related to management’s best estimate of the potential remaining amount due upon the audit of the 2014 and 2013 audit reports, respectively.

As of December 31, 2018, Medicare audits have not been performed for years 2016 through 2018.

Note 5 – Liquidity and Availability

The Organization has approximately $23,880,000 of financial assets available within one year of the statement of financial position date to meet cash needs for general expenditures consisting of cash and cash equivalents of $14,207,000, receivables of $6,749,000, and short and long-term investments of $2,924,000. None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the statement of financial position date. The receivables are expected to be collected within one year.

The Organization has a goal to maintain financial assets, which consist of cash and short term investments, on hand to meet at least 150 days of normal operating expenses, which are, on average, approximately $100,000 per day.

The Organization has a policy to invest cash consistent with the preservation of capital and minimization of investment risk. As part of its liquidity management, the Organization invests cash in excess of daily requirements in certificate of deposits.

Note 6 – Qualified Employee Benefit Plan

The Organization sponsors a 403(b) qualified retirement benefit plan (the Plan). All employees may make elective deferrals under the Plan. After completing one year of service, employees are eligible for employer matching contributions in amounts determined by the Plan document that is approved by the Board of Directors. The Organization recognized expenses of $636,736 and $599,458 related to matching contributions to the Plan during the years ended December 31, 2018 and 2017, respectively.

The Organization also maintains a nonqualified deferred compensation plan covered under Section 457(b) of the Internal Revenue Code. Only employees specifically designated by the Governing Board are eligible. The maximum salary deferral under the 457(b) plan for the years ended December 31, 2018 and 2017, was $18,500 and $18,000, respectively. There are no matching provisions. The nonqualified deferred compensation plan is administered by the Organization. As of December 31, 2018 and 2017, there was one participant in the 457(b) plan. Total assets in the plan were $142,769 and $119,573 as of December 31, 2018 and 2017, respectively, which has been included in other long-term assets with an offsetting amount in other liabilities. Assets in the plan are held by the Organization on a non-trust basis and are subject to the claims of its creditors.

Note 7 – Commitments and Contingencies

At December 31, 2018, the Organization had a number of noncancelable operating leases for office spaces and a surgical recovery suite, which expire through 2025. Rental expenses for these leases totaled $773,947 and $795,094 for the years ended December 31, 2018 and 2017, respectively.

During the year ended December 31, 2014, the Organization signed an operating lease for a new office space that was effective January 1, 2015. The lease is a ten year and eight-month lease that expires on August 31, 2025. The lease agreement included a total leasehold improvement allowance of $921,647. The leasehold improvements are amortized beginning January 1, 2015, over the term of the lease period and will offset rent expense. Future lease payments are escalated over the life of the lease and are included in the minimum lease payments schedule.

Note 7 – Commitments and Contingencies (continued)

Future minimum lease payments under these leases are as follows:

2019	$ 556,327
2020	526,143
2021	489,912
2022	505,222
2023	520,532
Thereafter	903,275
	$ 3,501,411

During the year ending December 31, 2018, the Organization recorded a capital lease for equipment that goes through September 30, 2022. The capital lease requires monthly payments of interest and principal totaling $3,111.

Future minimum lease payments under this lease are as follows:

2019	$ 37,332
2020	37,332
2021	37,332
2022	37,332
Net minimum lease payments	149,328
Amount representing interest	(11,991)
Present value of net minimum lease payments	$ 137,337

As of December 31, 2018, the capital lease included in property and equipment totaled $150,986 and has accumulated amortization of $22,648.

The Organization has elected to be self-insured for unemployment compensation. The costs of claims under this program are expensed as claims arise. Management has not accrued a provision for incurred-but-not-reported claims as it has been deemed to not be material.

In the normal course of business, the Organization is sometimes involved in litigation, including matters that may have existed at December 31, 2018. At December 31, 2018, management is not aware of any such matters. The Organization maintains professional liability insurance coverage through a “claims made” policy. Should the “claims made” policy not be renewed or replaced with equivalent insurance, claims related to occurrences during their terms, but reported subsequent to their termination, may be uninsured.

Note 8 – Functional Expenses

The Organization provides procurement services and public education within its designated service area. Expenses related to providing these services by functional class for the year ended December 31, 2018, are as follows:

	Total Procurement Services	Program Support	Public Education	Management and General	Total
2018					
Salaries and benefits	$ 10,402,106	$ 2,086,561	$ 603,792	$ 4,139,535	$ 17,231,994
Donor services and supplies	15,226,521	9,287	5,781	5,120	15,246,709
Staff development	74,372	29,298	46,500	158,409	308,579
Professional fees	14,693	-	29,096	341,591	385,380
Administrative	679,313	172,900	138,641	251,944	1,242,798
Occupancy	507,740	126,937	27,257	143,198	805,132
Travel and mileage	299,929	149,687	31,476	65,503	546,595
Depreciation and amortization	179,830	43,773	12,198	64,081	299,882
	$ 27,384,504	$ 2,618,443	$ 894,741	$ 5,169,381	$ 36,067,069

Procurement services represents the coordination of the entire organ and tissue recovery process, including working with potential donor families and donor hospitals, evaluating donors, transportation of Organization staff and organs, assisting with the placement of organs, arranging for transportation of recovered tissue to nationally recognized tissue banks, and coordinating hospital facilities during organ recovery and placement.

Program support represents costs incurred to provide ongoing education to the Organization's partner hospitals to ensure that they recognize and refer potential donors.

Public education represents costs incurred to expand public awareness of organ and tissue donation.

Management and general encompass the expenditures associated with the leadership and articulation of the Organization's program strategy, as well as the functions necessary to support operations including accounting, finance, human resources, quality, and information technology.

Most expenses are recorded directly within each functional category. Some miscellaneous expenses are allocated across functional areas based on FTE counts.

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