

Animal Friends, Inc.
562 Camp Horne Road
Pittsburgh, PA 15237

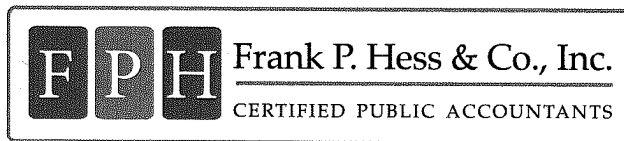
FINANCIAL REPORT

December 31, 2021 AND 2020

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Independent Auditor's Report

To the Board of Directors
of Animal Friends, Inc.:

Opinion

We have audited the accompanying financial statements of Animal Friends, Inc. (a nonprofit organization), which comprise the statement of financial position as of December 31, 2021, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Animal Friends, Inc. as of December 31, 2021, 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.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Animal Friends, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Animal Friends, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always

detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Animal Friends, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in aggregate, that raise substantial doubt about Animal Friends, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Summarized Comparative Information

We have previously audited the Animal Friends, Inc.'s 2020 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated September 3, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2020, is consistent in all material respects, with the audited financial statements from which it has been derived.

Frank P. Hess & Co., Inc.

Pittsburgh, PA
July 8, 2022

ANIMAL FRIENDS, INC.

BALANCE SHEET DECEMBER 31, 2021

WITH SUMMARIZED FINANCIAL INFORMATION AT DECEMBER 31, 2020

	2021			2020
	Without Donor Restrictions	With Donor Restrictions	Total	Total
<u>ASSETS</u>				
Cash and Cash Equivalents (Note 2)	\$ 2,609,839	\$ 286,836	\$ 2,896,675	\$ 1,992,471
Receivables (Note 4)	15,460	292,444	307,904	532,911
Board Designated Investments (Note 6)	1,000,000	0	1,000,000	0
Inventory	37,171	0	37,171	51,307
Prepaid Expenses	48,789	0	48,789	47,594
Investments (Note 3)	1,926,151	4,228,769	6,154,920	6,013,264
Property, Plant and Equipment - Net (Note 5)	11,743,006	0	11,743,006	12,040,931
Assets Held In Trust (Note 7)	0	3,778,716	3,778,716	3,678,506
<u>TOTAL ASSETS</u>	<u>\$ 17,380,416</u>	<u>\$ 8,586,765</u>	<u>\$ 25,967,181</u>	<u>\$ 24,356,984</u>
<u>LIABILITIES AND NET ASSETS</u>				
<u>Liabilities</u>				
Accounts Payable	\$ 179,095	\$ 0	\$ 179,095	\$ 126,623
Accrued Expenses	358,387	0	358,387	399,424
Debt (Note 8)	5,009,209	0	5,009,209	5,267,905
<u>Total Liabilities</u>	5,546,691	0	5,546,691	5,793,952
<u>Net Assets (Note 9)</u>				
Without Donor Restrictions	10,833,725	0	10,833,725	10,216,303
Without Donor Restrictions - Board Designated Investments	1,000,000	0	1,000,000	0
With Donor Restrictions	0	8,586,765	8,586,765	8,346,729
<u>Total Net Assets</u>	11,833,725	8,586,765	20,420,490	18,563,032
<u>TOTAL LIABILITIES AND NET ASSETS</u>	<u>\$ 17,380,416</u>	<u>\$ 8,586,765</u>	<u>\$ 25,967,181</u>	<u>\$ 24,356,984</u>

See Notes to Financial Statements

ANIMAL FRIENDS, INC.

STATEMENT OF ACTIVITIES

YEAR ENDED DECEMBER 31, 2021

WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2020

	<u>2021</u>		<u>2020</u>	
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>	<u>Total</u>
<u>SUPPORT AND REVENUE</u>				
Donations and Grants (Note 10)	\$ 3,283,715	\$ 245,029	\$ 3,528,744	\$ 3,247,241
Legacies	1,921,770	0	1,921,770	1,230,485
Pet Retention Veterinary Services	853,632	0	853,632	450,297
Fund Raisers (Net of \$423,659 Direct Costs)	662,239	0	662,239	392,192
Investment Income (Note 11)	190,139	451,042	641,181	496,360
Trust Income (Loss) (Note 12)	0	342,641	342,641	321,408
Net Assets Released From Restrictions: Satisfaction of Donor Restrictions	<u>798,676</u>	<u>(798,676)</u>	<u>0</u>	<u>0</u>
	<u>7,710,171</u>	<u>240,036</u>	<u>7,950,207</u>	<u>6,137,983</u>
<u>EXPENSES (Note 13)</u>				
Program	5,283,021	0	5,283,021	4,843,236
Administration	333,883	0	333,883	341,704
Fund Raising	<u>475,845</u>	<u>0</u>	<u>475,845</u>	<u>425,604</u>
	<u>6,092,749</u>	<u>0</u>	<u>6,092,749</u>	<u>5,610,544</u>
<u>NET ACTIVITY</u>	1,617,422	240,036	1,857,458	527,439
<u>NET ASSETS - BEGINNING OF YEAR</u>	<u>10,216,303</u>	<u>8,346,729</u>	<u>18,563,032</u>	<u>18,035,593</u>
<u>NET ASSETS - END OF YEAR</u>	<u>\$ 11,833,725</u>	<u>\$ 8,586,765</u>	<u>\$ 20,420,490</u>	<u>\$ 18,563,032</u>

See Notes to Financial Statements

ANIMAL FRIENDS, INC.

STATEMENTS OF CASH FLOWS YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Change in Net Assets	\$ 1,857,458	\$ 527,439
Add (Deduct) Items Not Affecting Cash:		
Depreciation	467,687	474,738
Capital (Gains) Losses	(557,788)	(374,912)
Noncash Trust (Income) Loss	(342,641)	(321,408)
Change in Inventory	14,136	(1,730)
Change in Prepaid Expenses	(1,195)	6,295
Change in Assets Held in Trust	242,430	114,383
Change in Accounts Payable	52,472	(16,134)
Change in Accrued Expenses	(41,037)	203,563
<u>NET CASH FLOWS FROM OPERATIONS</u>	<u>1,691,522</u>	<u>612,234</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>		
Purchase of Marketable Investments	(3,367,960)	(1,349,658)
Sale of Marketable Investments	3,784,092	1,209,560
Purchase of Property, Plant and Equipment	(169,761)	(22,210)
Transfer to Board Designated Investments	(1,000,000)	0
<u>NET CASH FLOWS FROM INVESTING ACTIVITIES</u>	<u>(753,629)</u>	<u>(162,308)</u>
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>		
Change in Receivables	225,007	17,239
Repayment on Loan	(258,696)	(248,034)
<u>NET CASH FLOWS FROM FINANCING ACTIVITIES</u>	<u>(33,689)</u>	<u>(230,795)</u>
<u>NET CASH FLOWS</u>	<u>904,204</u>	<u>219,131</u>
<u>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</u>	<u>1,992,471</u>	<u>1,773,340</u>
<u>CASH AND CASH EQUIVALENTS - END OF YEAR</u>	<u>\$ 2,896,675</u>	<u>\$ 1,992,471</u>
<u>SUPPLEMENTAL DISCLOSURES</u>		
Cash paid for interest	<u>\$ 150,636</u>	<u>\$ 156,392</u>

Noncash donations valued at \$458,371 and \$389,218 were received in 2021 and 2020, respectively.

See Notes to Financial Statements

ANIMAL FRIENDS, INC.
NOTES TO FINANCIAL STATEMENTS

1. NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES

Date of Management's Review

Management has evaluated subsequent events through July 8, 2022, which is the date the financial statements were available for issue.

Organization

Animal Friends, Inc., ("Animal Friends") received its charter as a nonprofit corporation from the Commonwealth of Pennsylvania on June 1, 1943. Since then, it has operated as a public charity exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. The purpose of Animal Friends is to ensure a humane and compassionate future for every animal friend. It is the mission of the organization to rescue, rehabilitate and rehome animals in crisis, to ensure healthy pets through education, advocacy, and affordable services, and to inspire a community where the animal-human bond is celebrated and nurtured.

Tax Status

Since incorporation, Animal Friends has operated as a public charity exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. Tax form 990, Return of Organization Exempt from Income Tax, for the years ending December 31, 2019, 2020, and 2021 are subject to examination by the Internal Revenue Service, generally for three years after they were filed.

Accounting For Restrictions

Net assets, revenues, expenses, gains and losses are classified based upon the existence or absence of donor-imposed restrictions. Accordingly, net assets of Animal Friends are classified and reported as follows:

Net Assets Without Donor Restrictions- Net assets which are not subject to donor-imposed restrictions.

Net Assets With Donor Restrictions- Net assets which are subject to donor-imposed restrictions which will be satisfied by actions of Animal Friends or by the passage of time.

Animal Friends has adopted the following policies for gifts received with a donor-imposed restriction:

In the absence of donor stipulations specifying how long-lived donated assets must be used, restrictions on long-lived assets and other personal property items, or cash to acquire long-lived assets or personal property items, expire when the assets are placed in service or purchased as the case may be. The sale proceeds (or, in the case of a destroyed item, insurance proceeds) from either a donated asset or an asset purchased with a gift of cash are unrestricted unless specifically delineated otherwise by the original donor. In the absence of donor stipulations, interest income earned on funds with donor restrictions is without restriction and may be used for general operations, programs and services.

Contributions

Support that is restricted by the donor is reported as an increase in net assets with donor restrictions. When a donor restriction expires, (that is, when a stipulated time restriction ends or purpose restriction is accomplished) donor restricted net assets are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Volunteer Services

Unpaid volunteers have made significant contributions of their services to develop Animal Friends' programs and assist in its support. The value of these contributions is not reflected in the accompanying financial statements due to the nature of the services rendered. In 2021 1,229 active volunteers donated 246,530 hours of service, which equate to approximately 118.5 full-time equivalent employees.

Basis of Accounting

All transactions of Animal Friends have been accounted for using the accrual basis of accounting. All restricted gifts are separately identified both in the financial statements and in the underlying accounting workpapers.

Estimates

These financial statements use estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and Cash Equivalents consist of cash, certificates of deposit, and other highly liquid investments with maturities of three months or less.

Fair Value Accounting

Investments and Assets Held in Trust are reported at fair value. Fair values are classified according to a hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. This hierarchy consists of three broad levels:

Level 1 - Securities traded in an active market with available quoted prices for identical assets as of the reporting date.

Level 2 - Securities not traded in an active market but for which market inputs are readily available.

Level 3 - Securities not traded in an active market and for which no significant observable market inputs are available as of the reporting date.

All Investments and Assets Held in Trust are Level 1 securities.

Receivables

Receivables are recorded at net realizable value. No allowance for doubtful accounts was deemed necessary. A present value discount rate of 5% is used valuing pledges receivable to the capital campaign.

Inventory

Inventory is comprised of food, clothing and gift items held for sale in the gift shop. Proceeds from the sale of donated food are recorded as Donations. Net proceeds from the sale of purchased items are recorded as a Fund Raiser. Inventory also includes animal supplies (primarily food) for use in the facility. Inventory is accounted for at the lower of cost or market, using the specific identification cost method.

Property, Plant and Equipment

All Property, Plant and Equipment are being depreciated using the straight-line method over each asset's useful life. Useful lives assigned are five years for transportation equipment; three to ten years for furniture and equipment; and twenty to forty years for buildings. Repairs and maintenance, which do not extend the lives of the applicable assets, are charged to expense as incurred. Gain or loss from the retirement or other disposition of these assets is included in the statement of activities.

Revenue Recognition

Donations and Grants are recognized as revenue when a donor makes an unconditional promise to give.

Legacies are recognized as cash is received.

Pet Retention Veterinary Services are recognized on a cash basis due to the inability to reasonably estimate bad debts.

Fundraisers are recognized on the day the event is held. Sponsorships and donations for the event are included as part of the fundraiser.

Allocations

Animal Friends allocates expenses to Program, Administration, and Fund Raising as follows:

Payroll and Related Costs – time sheets, position responsibilities and management estimates

Depreciation, Utilities, Repairs and Maintenance, Interest, Insurance – square footage consumed by each activity

Publicity and Bank Fees – 50% program and 50% fund raising

Other Costs – management’s best estimates using professional judgment

Prior Year Amounts

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 presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the organization’s financial statements for the year ended December 31, 2020, from which the summarized information was derived.

2. LIQUIDITY

Financial Assets (Cash and Receivables)	\$ 3,204,579
Less Donor Restricted Assets	<u>(579,280)</u>
Financial Assets available to meet cash needs for general expenditures within one year	<u>\$ 2,625,299</u>

Animal Friends is supported by donor restricted contributions. Because a donor's restriction requires resources to be used in a particular manner or in a future period, Animal Friends must maintain sufficient resources to meet those responsibilities to its donors. Thus certain financial assets may not be available for general expenditure within one year. As part of its liquidity management, Animal Friends has a policy to structure its financial assets on hand to meet sixty days of normal operating expense, which are, on average, approximately \$1,000,000 plus \$400,000 annual debt service costs. In the event of an unanticipated liquidity need, Animal Friends would draw on its available line of credit (Note 8), or draw down on Board Designated Investments (Note 6).

3. INVESTMENTS

Investments were composed of the following:

<u>Investment Type</u>	<u>2021</u>	<u>2020</u>
Money Market Funds	\$ 71,243	\$ 579,896
Equity Mutual Funds	4,051,629	3,682,122
Debt Mutual Funds	<u>2,032,048</u>	<u>1,751,246</u>
Total	<u>\$ 6,154,920</u>	<u>\$ 6,013,264</u>

4. RECEIVABLES

In 2013 Animal Friends initiated an \$8,500,000 Capital Campaign. \$7,500,000 of the Campaign is allocated to construction of a new 18,400 square foot public spay/neuter clinic and Animal Wellness Center. \$1,000,000 of the campaign is allocated to the organization's current and on-going operational funding. A \$20,000 allowance to adjust for present value has been recorded.

Anticipated cash flow from these pledges is as follows:

<u>Year</u>	<u>Cash Collected</u>
2022	\$ 163,500
2023	88,905
2024	<u>40,039</u>
Total	<u>\$ 292,444</u>

5. PROPERTY, PLANT AND EQUIPMENT

At December 31, 2021, Property, Plant and Equipment were composed of the following:

<u>Description</u>	<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value</u>	<u>2020</u>
Land	\$ 1,032,949	\$ -	\$ 1,032,949	\$ 1,032,949
Building	13,974,069	3,531,919	10,442,150	10,806,805
Furniture and Equipment	1,299,862	1,064,244	235,618	188,015
Transportation Equipment	453,811	421,522	32,289	13,162
	<u>\$ 16,760,691</u>	<u>\$ 5,017,685</u>	<u>\$ 11,743,006</u>	<u>\$ 12,040,931</u>

6. BOARD DESIGNATED INVESTMENTS

In 2021, the Animal Friends board adopted a policy of segregating excess operating cash into a separate accounting pool to be saved for future outlays. The board wants to ensure the organization is sufficiently capitalized to be able to absorb sudden declines in operating funds due to reduced legacies over an extended period of time. Examples of possible disbursements from this fund include: annual required debt service payments (\$400,000), capital maintenance on a scheduled basis to keep operating assets in good condition (see footnote 15), and transfers to operating cash, if needed. Management will assess the needed balance in this fund on an annual basis.

7. ASSETS HELD IN TRUST

Donor Restricted Assets Held In Trust represents assets held in eleven separate trusts by others. In these trusts, Animal Friends is entitled to receive a percentage of the future income earned as stipulated by the grantor in perpetuity.

8. DEBT

In February, 2020 Animal Friends refinanced its debt to PNC Bank to a 2.925% fixed interest rate, 17 year serial bond with monthly principal and interest payments of \$34,111 maturing February 1, 2037. The loan is secured by the Resource Center and Animal Wellness Center land and buildings.

Future minimum principal payments are as follows:

<u>Year</u>	<u>Amount</u>
2022	\$ 266,365
2023	274,261
2024	282,392
2025	290,763
2026	299,384
Thereafter	<u>3,596,044</u>
Total	<u>\$ 5,009,209</u>

Animal Friends has a \$300,000 line of credit with interest at the prime rate expiring October 20, 2022. At December 31, 2021, nothing was drawn on the line.

9. NET ASSETS

Animal Friends currently maintains two separate net asset classifications in order to control in detail all gifts received. These classifications include: 1) Without Donor Restrictions, which is used to account for revenues earned and gifts received without a restricted directive and 2) With Donor Restrictions, which is used to account for gifts received by Animal Friends with donor-restricted directives. A summary of the activity in the open Net Asset With Donor Restrictions class from January 1, 2021 to December 31, 2021 is as follows:

<u>Net Assets With Donor Restrictions</u>	<u>January 1</u>	<u>Support and Revenue</u>	<u>Release of Net Assets</u>	<u>December 31</u>
Endowment	\$ 3,980,011	\$ 451,042	\$ 202,284	\$ 4,228,769
Assets Held in Trust	3,678,506	292,641	192,431	3,778,716
Capital Campaign	532,911	0	240,467	292,444
Therapeutic Programming	137,757	120,934	59,621	199,070
Major Ben Follansbee Memorial	0	31,726	5,103	26,623
Yana's	0	21,956	2,152	19,804
Reward	17,544	0	0	17,544
Shelter Medical	0	96,095	96,095	0
Other	0	24,318	523	23,795
	<u>\$ 8,346,729</u>	<u>\$ 1,038,712</u>	<u>\$ 798,676</u>	<u>\$ 8,586,765</u>

9. NET ASSETS (continued)

A reconciliation of endowment activity is as follows:

	<u>Original Gift</u>	<u>Subsequent Activity</u>	<u>2021 Total</u>	<u>2020 Total</u>
Balance January 1	\$ 3,122,329	\$ 857,682	\$ 3,980,011	\$ 3,823,207
Contributions	0	0	0	0
Investment Income	0	90,670	90,670	66,868
Capital Gains/(Losses)	0	383,194	383,194	293,320
Fees	0	(22,822)	(22,822)	(20,040)
Distributions	0	(202,284)	(202,284)	(183,344)
Balance December 31	<u>\$ 3,122,329</u>	<u>\$ 1,106,440</u>	<u>\$ 4,228,769</u>	<u>\$ 3,980,011</u>

Animal Friends' endowment fund is governed by Pennsylvania's Principal and Income Act (Act 141) enacted on December 21, 1998.

The Board of Directors has adopted an investment policy for endowment assets that attempts to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the real value of the endowment portfolio. Under this policy, the endowment assets are invested in a manner that is intended to emphasize total return (aggregate return from capital appreciation and dividend and interest income) sufficient to preserve the real (inflation-adjusted) value of the portfolio, achieve long-term growth of principal, while avoiding excessive risk and to the extent necessary, and provide for the operating needs of Animal Friends. The Board of Directors has adopted a long-term asset allocation policy that identifies the strategic target weights to each of the major asset classes (domestic and international equity, investment grade and high-yield fixed income and cash equivalents). The investment objective for each asset class portfolio is to exceed the rate of return of a relevant benchmark after taking into account all manager fees.

Each year, Animal Friends appropriates a percentage of its endowment fund's average fair value over the prior three years preceding the fiscal year in which the distribution is planned. The Board of Directors votes on this appropriation each year. For the fiscal years 2021 and 2020, this percentage was 5%.

10. DONATIONS

Donations are received from a broad base of donors. There is not a significant concentration of risk in large donations except for the Paycheck Protection Program grant received in 2021 for \$654,185.

11. INVESTMENT INCOME

Investment Income is composed of the following:

<u>Item</u>	<u>2021</u>	<u>2020</u>
Capital Gains (Losses)	\$ 557,788	\$ 374,912
Dividends	85,912	101,117
Interest	30,630	49,247
Expenses	(33,149)	(28,916)
	<u>\$ 641,181</u>	<u>\$ 496,360</u>

12. TRUST INCOME

Trust Income is composed of the following:

<u>Item</u>	<u>2021</u>	<u>2020</u>
Capital Gains (Losses)	\$ 263,448	\$ 262,747
Dividends	91,337	56,510
Interest	27,313	35,765
Expenses	(39,457)	(33,614)
	<u>\$ 342,641</u>	<u>\$ 321,408</u>

13. EXPENSES

Detail of functional expenses is as follows:

<u>Expense</u>	<u>2021</u>			<u>2020</u>	
	<u>Program</u>	<u>Administration</u>	<u>Fund Raising</u>	<u>Total</u>	<u>Total</u>
Payroll & Related Costs*	\$ 3,031,954	\$ 236,163	\$ 331,284	\$ 3,599,401	\$ 3,358,258
Animal Care & Services	955,814	0	0	955,814	824,066
Depreciation	431,058	16,553	20,076	467,687	474,738
Utilities	210,705	8,091	9,813	228,609	188,198
Interest	138,838	5,332	6,466	150,636	156,392
Repairs & Maintenance	129,941	4,990	6,052	140,983	83,712
Printing & Postage	51,564	25,782	51,564	128,910	115,203
Software Support	112,725	6,912	7,420	127,057	125,323
Office Costs	78,144	4,791	5,144	88,079	72,787
Insurance	55,298	3,391	3,640	62,329	60,002
Professional Fees	29,774	21,598	1,969	53,341	71,640
Bank Fees	21,479	0	21,479	42,958	36,212
Publicity	10,637	0	10,638	21,275	18,669
Local Transportation	20,525	0	0	20,525	18,285
Other	4,565	280	300	5,145	7,059
Total	<u>\$ 5,283,021</u>	<u>\$ 333,883</u>	<u>\$ 475,845</u>	<u>\$ 6,092,749</u>	<u>\$ 5,610,544</u>

* Animal Friends has adopted a defined contribution pension plan covering employees who are twenty-one or over, worked over 1,000 hours, and have completed one year of service. Animal Friends can contribute 0%-15% of employee wages to the plan. Animal Friends' cost for this plan was \$21,090 in 2021 and \$18,578 in 2020.

14. CONCENTRATION OF CREDIT RISK

Although Animal Friends maintains cash balances in excess of federally insured limits, they have not historically experienced any credit loss.

15. FUTURE CAPITAL MAINTENANCE

Animal Friends' capital maintenance policy is to keep all operating assets in good condition on a proactive basis. \$300,000 will be spent in the next 18 months to keep the road access bridge in good order. Management is actively working to secure funding for this project.