

**Henry Ford Learning Institute and Affiliate  
Dearborn, Michigan**

**CONSOLIDATED FINANCIAL STATEMENTS**

**December 31, 2014**

Henry Ford Learning Institute and Affiliate

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors  
Henry Ford Learning Institute  
Dearborn, Michigan

**Report on the Financial Statements**

We have audited the accompanying consolidated financial statements of the Henry Ford Learning Institute and Affiliate (a nonprofit organization), which comprise the consolidated statement of financial position as of December 31, 2014, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated financial statements based on our audit. We did not audit the financial statements of the Henry Ford Academy: Alameda School for Art + Design (Affiliate), which reflects total assets of \$533,292, as of August 31, 2014, and total revenues of \$2,046,707, for the year then ended. Those statements were audited by other auditors, whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for Henry Ford Academy: Alameda School for Art + Design is based solely on the report of the other auditors. We conducted our audit 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 consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated 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 consolidated 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 consolidated 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, based on our audit and the report of other auditors, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Henry Ford Learning Institute and Affiliate as of December 31, 2014, and the consolidated changes in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Report on Summarized Comparative Information**

We have previously audited the Henry Ford Learning Institute and Affiliate's 2013 consolidated financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated August 13, 2014. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2013, is consistent, in all material respects, with the audited financial statements from which it has been derived.

## **Other Matter**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements of the Henry Ford Learning Institute and Affiliate taken as a whole. The Consolidated Schedule of Functional Expenses and Consolidated Schedule of Expenses by Location, as identified in the table of contents, is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other 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 consolidated financial statements taken as a whole.

*Abraham & Gaffney, P.C.*

ABRAHAM & GAFFNEY, P.C.  
Certified Public Accountants

August 13, 2015

## Henry Ford Learning Institute and Affiliate

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

December 31, 2014  
(with Comparative Totals at December 31, 2013)

	<u>2014</u>	<u>2013</u>
<b>ASSETS</b>		
Current assets		
Cash and cash equivalents	\$ 1,511,754	\$ 1,408,495
Investments	1,249,337	985,478
Accounts receivable	30,000	70,827
Due from governmental units	54,599	35,784
Due from affiliate	75,474	202,708
Deferred expenses	15,626	5,790
Prepaid expenses	-	716
	<u>2,936,790</u>	<u>2,709,798</u>
Noncurrent assets		
Investments	1,703,000	2,663,000
Fixed assets, net of accumulated depreciation	207,540	99,954
	<u>1,910,540</u>	<u>2,762,954</u>
	<u>\$ 4,847,330</u>	<u>\$ 5,472,752</u>
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable	\$ 149,392	\$ 140,493
Accrued liabilities	200,053	101,338
Due to governmental units	5,854	-
Deferred revenue	10,000	-
	<u>365,299</u>	<u>241,831</u>
	<u>365,299</u>	<u>241,831</u>
<b>NET ASSETS</b>		
Temporarily restricted	581,250	863,282
Unrestricted	3,900,781	4,367,639
	<u>4,482,031</u>	<u>5,230,921</u>
	<u>4,482,031</u>	<u>5,230,921</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 4,847,330</u>	<u>\$ 5,472,752</u>

See accompanying notes to the consolidated financial statements.

## Henry Ford Learning Institute and Affiliate

## CONSOLIDATED STATEMENTS OF ACTIVITIES

Year Ended December 31, 2014  
(With Comparative Totals for the Year Ended December 31, 2013)

	2014			2013 Total
	Unrestricted	Temporarily Restricted	Total	
<b>SUPPORT AND REVENUE</b>				
Ford Motor Company Fund				
Network schools	\$ 250,000	\$ -	\$ 250,000	\$ 250,000
Ford NGL	-	1,139,396	1,139,396	934,000
United Auto Workers	-	118,750	118,750	-
Kellogg Foundation	-	-	-0-	611,348
Local program revenue	13,204	-	13,204	13,084
State program revenue	-	1,350,013	1,350,013	1,411,240
Federal program revenue	-	65,153	65,153	74,656
In-kind contributions	333,315	-	333,315	240,000
Contributions	5	-	5	14,618
Charges for services				
Network service fee	560,104	-	560,104	647,685
Administration fee	81,698	-	81,698	86,000
Consulting revenue	161,795	-	161,795	97,153
Investment income	24,681	-	24,681	5,021
Miscellaneous income	8,021	-	8,021	-
Net assets released from restriction	2,955,344	(2,955,344)	-0-	-
<b>TOTAL SUPPORT AND REVENUE</b>	<b>4,388,167</b>	<b>(282,032)</b>	<b>4,106,135</b>	<b>4,384,805</b>
<b>EXPENSES</b>				
Program services				
Network schools	2,927,127	-	2,927,127	2,401,767
Ford NGL	1,125,726	-	1,125,726	890,191
Supporting services				
Management and general	707,799	-	707,799	767,709
Fundraising	94,373	-	94,373	80,812
<b>TOTAL EXPENSES</b>	<b>4,855,025</b>	<b>-0-</b>	<b>4,855,025</b>	<b>4,140,479</b>
<b>CHANGE IN NET ASSETS</b>	<b>(466,858)</b>	<b>(282,032)</b>	<b>(748,890)</b>	<b>244,326</b>
Net assets, beginning of year	4,367,639	863,282	5,230,921	4,986,595
Net assets, end of year	\$ 3,900,781	\$ 581,250	\$ 4,482,031	\$ 5,230,921

See accompanying notes to the consolidated financial statements.

## Henry Ford Learning Institute and Affiliate

## CONSOLIDATED STATEMENTS OF CASH FLOWS

Year Ended December 31, 2014  
 (With Comparative Totals for the Year Ended December 31, 2013)

	<u>2014</u>	<u>2013</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (748,890)	\$ 244,326
Adjustments to reconcile change in net assets to net cash (used) by operating activities		
Depreciation	50,586	49,315
(Increase) decrease in:		
Receivables	149,246	25,319
Deferred expenses	(9,836)	(5,790)
Prepaid expenses	716	10,251
Increase (decrease) in:		
Accounts payable	8,899	17,107
Accrued liabilities	98,715	(43,128)
Due to governmental units	5,854	-
Deferred revenue	<u>10,000</u>	<u>(719,080)</u>
NET CASH (USED) BY OPERATING ACTIVITIES	(434,710)	(421,680)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of investments	(1,249,337)	(1,694,543)
Purchase of fixed assets	(158,172)	(11,529)
Sale of investments	<u>1,945,478</u>	<u>1,229,065</u>
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	<u>537,969</u>	<u>(477,007)</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	103,259	(898,687)
Cash and cash equivalents, beginning of year	<u>1,408,495</u>	<u>2,307,182</u>
Cash and cash equivalents, end of year	<u>\$ 1,511,754</u>	<u>\$ 1,408,495</u>

See accompanying notes to the consolidated financial statements.

Henry Ford Learning Institute and Affiliate

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2014

**NOTE A: DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The Henry Ford Learning Institute (HFLI, the Institute) was incorporated on March 30, 1999, as a nonprofit corporation to create innovative small schools and hands on learning programs that leverage a wide range of local resources to create thriving communities where education is everyone's responsibility.

The Institute operates under a Board of Directors that consists of both appointed and elected members and an Executive Director who is appointed by the Board of Directors. The Institute's support and revenue is generated by philanthropic contributions, grants, and service fees from schools it supports.

The accounting policies of the Institute conform to U.S. generally accepted accounting principles (GAAP) as applicable to nonprofit entities. The Financial Accounting Standards Board (FASB) is the accepted standard-setting body for establishing nonprofit accounting and financial reporting principles.

The accompanying consolidated financial statements reflect the activities of the Institute and its affiliate, the Henry Ford Academy: Alameda School for Art + Design (HFA: ASAD). HFA: ASAD is a network charter school located in San Antonio, Texas that is consolidated with HFLI because under Texas law the school may not have a separate Employer Identification Number (EIN). As a result, all employees are paid under HFLI's EIN. This condition is expected to be temporary until HFA: ASAD is allowed under Texas law to establish its own EIN. All intercompany transactions and balances have been eliminated in the consolidation, except as noted below. HFA: ASAD is reported as of the most recent fiscal year ends, which are August 31, 2014 and 2013.

The following is a summary of the significant accounting policies of the Henry Ford Learning Institute.

Basis of Presentation - In accordance with GAAP, the Institute is required to report information regarding its financial position and activities according to three (3) classes of net assets (unrestricted, temporarily restricted, and permanently restricted) based upon the existence or absence of donor-imposed restrictions.

GAAP also require contributions received to be recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. The Institute has not received any contributions with donor-imposed restrictions that would result in permanently restricted net assets as of December 31, 2014.

Basis of Accounting - Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the consolidated financial statements. Basis of accounting relates to the timing of the measurements made regardless of the measurement focus applied.

The consolidated financial statements are accounted for using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America for nonprofit organizations.

Cash and Cash Equivalents - Cash and cash equivalents consist of checking and money market accounts.

Investments - Investments consist of certificates of deposit, corporate bonds, and municipal bonds. Investments are recorded at market value in accordance with GAAP.

Prepaid expenses - Prepaids consist of payments made to vendors that will benefit future periods.

Due to/from Affiliate - Due to/from affiliate consists of intercompany transactions during the period September 1, 2014 through December 31, 2014 and September 1, 2013 through December 31, 2013, and represents the net effect of the difference in fiscal year ends between the two entities being consolidated.

Fixed Assets - Equipment is stated at cost with items or groups of related items capitalized at a cost of \$1,000 or greater. Depreciation is provided using the straight-line method over the useful lives of the respective assets, which range from 5 to 10 years. All fixed assets were purchased with grant funds.



Henry Ford Learning Institute and Affiliate

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2014

**NOTE A: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED**

Income Taxes - Henry Ford Learning Institute is a nonprofit corporation and has been granted exemption from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Institute is not classified as a private foundation.

Contributions - All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as temporarily restricted support that increases those net asset classes. When a temporary restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the consolidated statement of activities as net assets released from restrictions.

Allocated Costs - Certain costs of the Institute have been allocated to program or supporting service activities. Salaries and related expenses have been allocated to the activities based upon an estimated allocation of 83% program, 15% management and general, and 2% fundraising. Management and general expenses include those not directly identifiable with any specific function, but provide for the overall support and direction of the Institute.

Estimates - The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

Subsequent Events - In preparing these consolidated financial statements, the Institute has evaluated events and transactions for potential recognition or disclosure through August 13, 2015, the date the consolidated financial statements were available to be issued.

**NOTE B: CONCENTRATION OF CREDIT RISK**

Cash and cash equivalents were held in checking and money market accounts with financial institutions as of December 31, 2014, in the amount of \$1,381,347, of which \$390,800 was federally insured. As of December 31, 2013, the Institute had deposits of \$1,452,894 which were federally insured in the amount of \$902,682.

**NOTE C: INVESTMENTS**

As of December 31, 2014, investments consisted of:

<u>INVESTMENT TYPE</u>	<u>Carrying Amount</u>	<u>Market Value</u>	<u>Moody's or S&amp;P Ratings</u>	<u>Maturity</u>
Municipal bonds				
Auburn Hills, Michigan EDC	\$ 135,000	\$ 135,000	N/A	24.1644 years
Brownstown Charter Twp.	545,000	545,000	VMIG1	7.2329 years
Jackson County EDC	310,000	310,000	N/A	5.8356 years
ABAG FIN Authority for Nonprofit Corps	45,000	45,000	VMIG1	15.7808 years
Michigan St. Strategic Fund	600,000	600,000	N/A	18.7164 years
Total municipal bonds	1,635,000	1,635,000		

Henry Ford Learning Institute and Affiliate

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2014

**NOTE C: INVESTMENTS - CONTINUED**

<u>INVESTMENT TYPE - CONTINUED</u>	<u>Carrying Amount</u>	<u>Market Value</u>	<u>Moody's or S&amp;P Ratings</u>	<u>Maturity</u>
Corporate bonds				
Comerica Inc. Sub Nt	\$ 253,350	\$ 253,350	BBB+	0.3288 years
Bear Stearns Cos Inc. Global Nt	233,246	233,246	A	0.8192 years
Reynolds Amern Inc. Gtd Sr Nt	225,245	225,245	BBB-	0.8192 years
Morgan Stanley Sr Nt Fixed Rt Ser F	229,390	229,390	A-	0.8247 years
Bank Amer Corp Sub Nt	207,188	207,188	BBB+	0.9041 years
Western Un Co Nt	100,918	100,918	BBB	0.9288 years
Monroe Pub Co Ser	68,000	68,000	N/A	14.7123 years
Total corporate bonds	<u>1,317,337</u>	<u>1,317,337</u>		
	<u>\$ 2,952,337</u>	<u>\$ 2,952,337</u>		

**NOTE D: DISCLOSURES ABOUT FAIR VALUE OF FINANCIAL INSTRUMENTS**

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value hierarchy is also established which requires an entity to maximize the use of observable and minimize the use of unobservable inputs. There are three levels of inputs that may be used to measure fair value:

- Level 1** Quoted prices in active markets for identical assets or liabilities.
- Level 2** Observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities; quoted prices 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.
- Level 3** Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

Following is a description of the valuation methodologies used for instruments measured at fair value on a recurring basis and recognized in the accompanying consolidated financial statements, as well as the general classification of such instruments pursuant to the valuation hierarchy.

Investments

Where quoted market prices are available in an active market, securities are classified within Level 1 of the valuation hierarchy. Level 1 securities include investment cash and various types of mutual funds. If quoted market prices are not available, then fair values are estimated by using pricing models, quoted prices of securities with similar characteristics or discounted cash flows. In certain cases where Level 1 or Level 2 inputs are not available, securities are classified within Level 3 of the hierarchy.

The following tables present the fair value measurements of assets recognized in the accompanying consolidated statements of financial position measured at fair value on a recurring basis and the level within the fair value hierarchy in which the fair value measurements fall.

Henry Ford Learning Institute and Affiliate

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2014

**NOTE D: DISCLOSURES ABOUT FAIR VALUE OF FINANCIAL INSTRUMENTS - CONTINUED**

As of December 31, 2014, fair value measurement and the level within the fair value hierarchy in which the fair value measurements fall were as follows:

	Fair Value	Fair Value Measurements Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Municipal bonds	\$ 1,635,000	\$ 1,635,000	\$ -	\$ -
Corporate bonds	1,317,337	1,317,337	-	-
	<u>\$ 2,952,337</u>	<u>\$ 2,952,337</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

**NOTE E: FIXED ASSETS**

The following is a summary of the changes in fixed assets for the year ended December 31, 2014:

	Balance Jan. 1, 2014	Additions	Deletions	Balance Dec. 31, 2014
Capital assets being depreciated				
Furniture and equipment	\$ 316,055	\$ 57,768	\$ (24,091)	\$ 349,732
Leasehold improvements	-	100,404	-	100,404
Subtotal	316,055	158,172	(24,091)	450,136
Accumulated depreciation				
Furniture and equipment	(216,101)	(50,028)	24,091	(242,038)
Leasehold improvements	-	(558)	-	(558)
Subtotal	(216,101)	(50,586)	24,091	(242,596)
Total net capital assets	<u>\$ 99,954</u>	<u>\$ 107,586</u>	<u>\$ -0-</u>	<u>\$ 207,540</u>

**NOTE F: SIGNIFICANT TRANSACTIONS**

The Institute is reporting through its books the costs of curriculum dissemination activities for Ford Motor Company Fund's (Fund) educational program called the Ford Next Generation Learning (NGL). A licensing agreement between the Institute and the Fund exists that grants the ability to identify and disseminate the NGL curriculum to suitable K-12 public education entities for the purposes of supporting educational innovations in public schools across the country. The Institute contracts with the Ford Motor Company Fund to disseminate Ford NGL.

Henry Ford Learning Institute and Affiliate

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2014

**NOTE G: RELATED PARTY TRANSACTIONS**

The Institute provides startup, administrative, and ongoing support services to schools and education related entities that it helps launch in various communities. The Institute provides significant philanthropic and in-kind support to these entities during startup and once operational they pay fees for services based on an agreed upon level. In 2014, total grants made to schools were \$71,369 and fees for services provided to schools were \$560,104.

**NOTE H: UNCERTAINTY IN INCOME TAXES**

Federal tax law provides tax benefits to nonprofit organizations recognized as exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code (Code). The Code requires that tax-exempt organizations must comply with federal tax law to maintain tax-exempt status and avoid penalties.

As an exempt organization as described in Section 501(c)(3) of the Code that has been classified as other than a private foundation, Henry Ford Learning Institute is only subject to tax on unrelated business income as defined by Section 509(a)(1) of the Code. Henry Ford Learning Institute has no unrelated business income for the years ended December 31, 2014. Accordingly, a provision for income taxes has not been made on the financial statements.

The amount of income tax benefit that may be disallowed by the Internal Revenue Service (IRS), if any, cannot be determined at this time although the Henry Ford Learning Institute expects such amounts, if any, to be immaterial.

Interest and/or penalties on an amount of income taxes deemed underpaid, if any, will be classified as income taxes in the financial statements. The Henry Ford Learning Institute has not recognized any interest or penalties payable in the Consolidated Statement of Financial Position as of December 31, 2014, or interest or penalties expense in the Consolidated Statement of Activities for the years then ended.

The Henry Ford Learning Institute is subject to IRS and state examinations for a period of three (3) years after the Form 990 has been filed.

**NOTE I: TEMPORARILY RESTRICTED NET ASSETS**

Temporarily restricted net assets are those net assets whose use has been limited by donors for specific purposes or for use in specific future periods. Annual distributions are made in accordance with donor restrictions and in accordance with Board policy.

The following provides the detail of the temporarily restricted net assets at December 31, 2014, which may be released from restrictions by incurring expenses satisfying the restricted purposes of the grant:

Ford Motor Company	
Ford NGL	<u>\$ 581,250</u>

## **SUPPLEMENTARY INFORMATION**

Henry Ford Learning Institute and Affiliate

SCHEDULE OF FUNCTIONAL EXPENSES

Year Ended December 31, 2014  
 (With Comparative Totals for the Year Ended December 31, 2013)

	Program Services	
	Network Schools	Ford NGL
Salaries and wages	\$ 1,590,365	\$ 286,779
Fringe benefits and related expenses	265,607	136,462
Total salaries, wages, and related expenses	1,855,972	423,241
Professional fees/contracted services	222,873	432,826
Office expenses	63,739	37,110
Rent	288,598	-
Travel, meals, and lodging	37,810	215,492
Training and professional development	200,917	9,440
Insurance	1,135	-
Grants to network schools	71,369	-
Scholarships	65,000	-
Other	77,728	7,617
Total expenses before depreciation	2,885,141	1,125,726
Depreciation	41,986	-
<b>TOTAL EXPENSES</b>	<b>\$ 2,927,127</b>	<b>\$ 1,125,726</b>

<u>Supporting Service</u>			
<u>Management and General</u>	<u>Fundraising</u>	<u>Total</u>	<u>2013 Total</u>
\$ 339,243	\$ 45,232	\$ 2,261,619	\$ 2,121,556
72,663	9,688	484,420	350,228
411,906	54,920	2,746,039	2,471,784
118,500	15,800	789,999	742,549
18,226	2,430	121,505	81,218
52,156	6,954	347,708	252,290
45,778	6,104	305,184	171,084
38,016	5,069	253,442	163,324
205	27	1,367	6,579
-	-	71,369	49,906
-	-	65,000	50,000
15,424	2,057	102,826	102,430
700,211	93,361	4,804,439	4,091,164
7,588	1,012	50,586	49,315
<u>\$ 707,799</u>	<u>\$ 94,373</u>	<u>\$ 4,855,025</u>	<u>\$ 4,140,479</u>

Henry Ford Learning Institute and Affiliate

SCHEDULE OF EXPENSES BY LOCATION

Year Ended December 31, 2014  
 (With Comparative Totals for the Year Ended December 31, 2013)

	<u>HFLI Central</u>	<u>Ford NGL</u>	<u>Model Development</u>
Salaries and wages	\$ 838,059	\$ 286,779	\$ 215,536
Fringe benefits and related expenses	<u>238,992</u>	<u>136,462</u>	<u>17,854</u>
Total salaries, wages, and related expenses	1,077,051	423,241	233,390
Professional fees/contracted services	139,017	432,826	41,052
Office expenses	-	37,110	19,337
Rent	14,393	-	-
Travel, meals, and lodging	51,970	215,492	5,310
Training and professional development	4,166	9,440	-
Insurance	1,367	-	-
Grants to network schools	12,904	-	24,000
Scholarships	65,000	-	-
Other	<u>19,368</u>	<u>7,617</u>	<u>-</u>
Total expenses before depreciation	1,385,236	1,125,726	323,089
Depreciation	<u>29,442</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENSES</b>	<u><u>\$ 1,414,678</u></u>	<u><u>\$ 1,125,726</u></u>	<u><u>\$ 323,089</u></u>



Community Matters	Detroit	Chicago	San Antonio	Total	2013 Total
\$ -	\$ -	\$ -	\$ 921,245	\$ 2,261,619	\$ 2,121,556
-	-	-	91,112	484,420	350,228
-0-	-0-	-0-	1,012,357	2,746,039	2,471,784
-	-	-	177,104	789,999	742,549
-	400	345	64,313	121,505	81,218
-	-	-	333,315	347,708	252,290
7,096	216	8,957	16,143	305,184	171,084
-	-	-	239,836	253,442	163,324
-	-	-	-	1,367	6,579
-	-	4,000	30,465	71,369	49,906
-	-	-	-	65,000	50,000
-	131	-	75,710	102,826	102,430
7,096	747	13,302	1,949,243	4,804,439	4,091,164
-	-	-	21,144	50,586	49,315
<u>\$ 7,096</u>	<u>\$ 747</u>	<u>\$ 13,302</u>	<u>\$ 1,970,387</u>	<u>\$ 4,855,025</u>	<u>\$ 4,140,479</u>