

TOGETHER FOR GIRLS, INC.

**FINANCIAL STATEMENTS
AND INDEPENDENT AUDITORS' REPORT**

DECEMBER 31, 2021 and 2020

TOGETHER FOR GIRLS, INC.
DECEMBER 31, 2021 and 2020

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Together For Girls, Inc.

Opinion

We have audited the accompanying financial statements of Together For Girls, Inc., a nonprofit corporation, which comprise the statements of financial position as of December 31, 2021 and 2020, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years 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 Together For Girls, Inc. as of December 31, 2021 and 2020, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). 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 Together For Girls, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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.

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 Together For Girls, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are issued.

Auditors' Responsibility 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 auditors' 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 GAAS 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 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 GAAS, 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 Together For Girls, 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 the aggregate, that raise substantial doubt about Together For Girls, 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.

Atchley & Associates, LLP

Austin, Texas

July 29, 2022

TOGETHER FOR GIRLS, INC.
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2021 AND 2020

	2021	2020
ASSETS		
Current assets:		
Cash	\$ 3,467,402	\$ 765,676
Grants receivable	180,082	525,150
Prepaid expense	7,159	9,037
Total current assets	3,654,643	1,299,863
Furniture and equipment, net of accumulated depreciation	4,723	4,268
Total assets	\$ 3,659,366	\$ 1,304,131
LIABILITIES AND NET ASSETS		
Current liabilities:		
Deferred revenue	\$ 1,861,015	\$ -
Accounts payable	74,846	30,637
Total current liabilities	1,935,861	30,637
Net assets:		
Without donor restrictions	1,052,698	849,973
With donor restrictions	670,807	423,521
Total net assets	1,723,505	1,273,494
Total liabilities and net assets	\$ 3,659,366	\$ 1,304,131

The accompanying notes are an integral part of the financial statements.

TOGETHER FOR GIRLS, INC.
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2021

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
CHANGES IN NET ASSETS			
Public support and revenue:			
Grants	\$ 1,716,280	\$ 798,567	\$ 2,514,847
Contributions	150	-	150
Donated securities	101,617	-	101,617
Other revenue	153,439	-	153,439
In-kind contributions	258,400	-	258,400
Investment return, net	(1,235)	-	(1,235)
Net assets released from restrictions	551,281	(551,281)	-
Total public support and revenue	2,779,932	247,286	3,027,218
Expenses:			
Program	2,204,218	-	2,204,218
Development	169,270	-	169,270
General & administrative	203,719	-	203,719
Total expenses	2,577,207	-	2,577,207
Change in net assets	202,725	247,286	450,011
Net assets, beginning of year	849,973	423,521	1,273,494
Net assets, end of year	<u>\$ 1,052,698</u>	<u>\$ 670,807</u>	<u>\$ 1,723,505</u>

The accompanying notes are an integral part of the financial statements.

TOGETHER FOR GIRLS, INC.
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2020

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
CHANGES IN NET ASSETS			
Public support and revenue:			
Grants	\$ 1,024,006	\$ 1,247,776	\$ 2,271,782
Contributions	4,261	-	4,261
Donated securities	78,584	-	78,584
Other revenue	-	-	-
In-kind contributions	524,650	-	524,650
Investment return, net	887	-	887
Net assets released from restrictions	1,307,149	(1,307,149)	-
Total public support and revenue	2,939,537	(59,373)	2,880,164
Expenses:			
Program	2,349,045	-	2,349,045
Development	145,522	-	145,522
General & administrative	184,074	-	184,074
Total expenses	2,678,641	-	2,678,641
Change in net assets	260,896	(59,373)	201,523
Net assets, beginning of year	589,077	482,894	1,071,971
Net assets, end of year	<u>\$ 849,973</u>	<u>\$ 423,521</u>	<u>\$ 1,273,494</u>

The accompanying notes are an integral part of the financial statements.

TOGETHER FOR GIRLS, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2021

	Together for Girls Secretariat	Brave Movement	Total Program	Development	General and Administrative	Total
Payroll	\$ 611,565	\$ 90,331	\$ 701,896	\$ 110,153	\$ 149,530	\$ 961,579
Payroll taxes	43,886	6,628	50,514	8,421	11,616	70,551
Professional fees	413,061	105,706	518,767	17,421	-	536,188
Subgrant	402,278	-	402,278	-	-	402,278
Other direct expenses	139,126	78,439	217,565	17,528	25,274	260,367
In-kind services	249,295	-	249,295	5,690	3,415	258,400
Employee benefits	51,565	7,787	59,352	9,894	13,648	82,894
Travel	3,546	-	3,546	-	-	3,546
Depreciation	1,005	-	1,005	163	236	1,404
Donated facilities expense	-	-	-	-	-	-
Total expenses	\$ 1,915,327	\$ 288,891	\$ 2,204,218	\$ 169,270	\$ 203,719	\$ 2,577,207

The accompanying notes are an integral part of the financial statements.

TOGETHER FOR GIRLS, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2020

	Together for Girls Secretariat	Brave Movement	Total Program	Development	General and Administrative	Total
Payroll	\$ 649,028	\$ -	\$ 649,028	\$ 115,363	\$ 92,969	\$ 857,360
Payroll taxes	46,814	-	46,814	8,321	6,706	61,841
Professional fees	411,470	-	411,470	6,163	52,788	470,421
Subgrant	618,576	-	618,576	-	-	618,576
Other direct expenses	45,580	-	45,580	835	20,182	66,597
In-kind services	484,650	-	484,650	-	-	484,650
Employee benefits	51,704	-	51,704	9,150	7,320	68,174
Travel	10,328	-	10,328	-	-	10,328
Depreciation	-	-	-	-	694	694
Donated facilities expense	30,895	-	30,895	5,690	3,415	40,000
Total expenses	\$ 2,349,045	\$ -	\$ 2,349,045	\$ 145,522	\$ 184,074	\$ 2,678,641

The accompanying notes are an integral part of the financial statements.

TOGETHER FOR GIRLS, INC.
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
Cash flows from operating activities:		
Change in net assets	\$ 450,011	\$ 201,523
Adjustments to reconcile change in net assets to cash flows from operating activities:		
Depreciation expense	1,404	694
Debt forgiveness	(146,040)	-
(Increase) decrease in grants receivable	345,068	(122,427)
(Increase) decrease in prepaid expense	1,878	(1,550)
Increase (decrease) in deferred revenue	1,861,015	(754,433)
Increase (decrease) in accounts payable	44,209	11,457
	<u>2,557,545</u>	<u>(664,736)</u>
Net cash provided by (used in) operating activities		
Cash flows from investing activities:		
Purchase of furniture and equipment	<u>(1,859)</u>	<u>(4,055)</u>
Net cash provided by (used in) investing activities	<u>(1,859)</u>	<u>(4,055)</u>
Cash flows from financing activities:		
Issuance of note payable	<u>146,040</u>	<u>-</u>
Net cash provided by (used in) financing activities	<u>146,040</u>	<u>-</u>
Net increase (decrease) in cash	2,701,726	(668,791)
Cash, beginning of year	<u>765,676</u>	<u>1,434,467</u>
Cash, end of year	<u>\$ 3,467,402</u>	<u>\$ 765,676</u>

The accompanying notes are an integral part of the financial statements.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE A - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

Organization

Together for Girls, Inc. (the Organization) enables private and public sector funding and support for the Together for Girls Partnership. The Organization was incorporated in the State of Delaware in April 2011 and awarded 501(c)(3) status by the U.S. IRS. The Organization is governed by a board of directors, which has fiduciary responsibility for the Organization and supports its fundraising, advocacy and communications efforts. The Organization manages operating costs, including staffing, for two programs: the Together for Girls Secretariat and the Brave Movement.

The Together for Girls Partnership is a global partnership working to end violence against children and adolescents, particularly sexual violence against girls and other vulnerable populations. The partnership pays special attention to the gendered dimensions of violence and its impact on health, education and human rights. The Together for Girls Partnership connects and aligns diverse groups around a shared vision to drive meaningful change.

Founded in 2009, the Together for Girls Partnership includes more than 20 national governments across sub-Saharan Africa, Central and South America, Southeast Asia, and Europe, as well as civil society organizations, UN entities, development partners and the private sector. Our collective work uses a three-pronged model:

- **Data:** Generating quality data and evidence about violence against children in order to inform solutions to prevent violence. This work is grounded by the Violence Against Children and Youth Surveys (VACS), led by national governments with technical assistance and support from the U.S. Centers for Disease Control and Prevention and other partners.
- **Advocacy:** Raising awareness to drive lasting change through communications and campaigns to build political will, shape policy agendas, and elevate the voices of survivors.
- **Action:** Galvanizing a coordinated, multisectoral response to bring evidence-based solutions to scale and create lasting change in the lives of children and adolescents.

The Together for Girls Secretariat provides leadership as well as administrative and operational support to the Together for Girls Partnership as a whole and supports coordination of all partners that are part of the Partnership.

In 2021, under the work of our Advocacy prong, Together for Girls and partners began catalyzing the survivor-centered Brave Movement to End Childhood Sexual Violence. This newly forming global movement, working with the direction of survivors and allied partners, demands an end to the scourge of sexual violence through advocacy for bold public policy solutions and campaigns to shift societal norms, eradicate survivor stigma and break the conspiracy of silence that enables sexual violence to continue. The Brave Movement mobilizes survivors and allies for globally connected, nationally coordinated, and locally grounded action across three priorities focused on prevention, healing and justice. The Brave Movement program is included on the statement of functional expenses for the year ended December 31, 2021.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE A - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

The partnership is governed by the Leadership Council, made up of high-level representatives of its partner organizations. The council serves as an advisory group to provide strategic direction and vision for the partnership. The Secretariat staff uses input from the Leadership Council to provide efficient coordination and backbone support, including technical assistance and advocacy work, needed to advance the goals of the partnership.

The small, fully-remote Secretariat also plays an important role in fundraising, using a flexible model that maximizes broad resource mobilization to the overall agenda of violence against children, while also supporting the critical functions and work of its partners. The overall partnership estimates it is leveraging over \$20 million each year to support its goals and in-country programmatic work.

Basis of Accounting

The accompanying financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America (US GAAP).

Basis of Presentation

The financial statements of the Organization have been prepared in accordance with US GAAP, which require the Organization to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and the board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity. The Organization received \$798,567 and \$1,247,776 in restricted support in the years ending December 31, 2021 and 2020, respectively.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statements of activities and changes in net assets.

Accounting Estimates

The preparation of financial statements in conformity with US 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 as well as the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE A - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

Grants Receivable

The Organization records grant receivables on the accrual basis and consist of receivables on government contracts and grants awarded but not yet received. The Organization has not recorded an allowance for uncollectible accounts on grants receivable based on historical experience and the credit worthiness of the government and donor entities. All grants receivable at December 31, 2021 and 2020, are collectible in one year or less.

Furniture and Equipment

Expenditures for furniture and equipment over \$500 are recorded at cost. Donated assets are recorded at their estimated fair market values at the date of donation. Maintenance and repairs, which neither materially add to the value of the assets nor appreciably prolong the lives of the assets, are charged to expense as incurred. Depreciation expense is calculated using the straight-line method and estimated useful lives of 5 years.

Recognition of Donor Contributions

Unconditional promises to give are recognized as revenues or gains in the period received and as assets, decreases of liabilities or expenses, depending on the form of the benefits received. Conditional promises to give are recognized when the conditions on which they depend are substantially met. Contributions without donor restrictions are recorded as an increase in net assets without donor restrictions available in the period in which the notice of the unconditional promise to give is received.

Recognition of Donor Restrictions

Contributions or grants, which contain a donor imposed restriction or a stipulation that the contribution cannot be used until a future period, are recorded as restricted contributions. Contributions, which are restricted with respect to the expenditure of the funds, are recorded as increases in net assets with donor restrictions available in the period in which the notice of grant award is received. Net assets with donor restrictions are reclassified to net assets without donor restrictions in the period in which the use restriction has been met or the time restriction lapses. The Organization had net assets with donor restrictions of \$670,807 and \$423,521 as of December 31, 2021 and 2020, respectively, which are restricted for program expenses.

Revenue Recognition

In accordance with FASB ASC 958-605, *Not-for-Profit Entities - Revenue Recognition*, contributions and grants received that are conditioned upon the Organization incurring certain qualifying costs are considered to be conditional promises to give and, therefore, are recognized as revenue as those costs are incurred. In 2017, the Organization received a grant for \$433,200 for the period of performance of October 1, 2017, to March 31, 2018, that was conditioned upon incurring certain qualifying costs. The contract was extended to September 29, 2020 for a total grant of \$849,200.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE A - ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

Deferred Revenue

The Organization recognizes restricted contributions received in advance for future program activities as deferred revenue. Once each activity is performed or completed, the Organization recognizes the revenue as income accordingly.

In-Kind Contributions

Donated property and services are recorded at estimated value on the date of the donation as in-kind contributions if all qualifications for reporting have been met. As of December 31, 2021 and 2020, the Organization had \$258,400 and \$524,650, respectively, of in-kind contributions to the headquarters office in Washington, D.C. As of December 31, 2021 and 2020, \$40,000 was related to donated facilities. As of December 31, 2021 and 2020, the remaining \$218,400 and \$484,650, respectively, was related to in-kind services, including marketing, branding, and design services.

Income Taxes

The Organization has adopted FASB ASC 740-10, *Accounting for Uncertainty in Income Taxes*. That standard prescribes a comprehensive model for how an organization should measure, recognize, present, and disclose in its financial statements uncertain tax positions that an organization has taken or expects to take on a tax return.

The Organization operates as a non-profit entity as defined within the Internal Revenue Service (IRS) Code Section 501(c)(3). The tax returns for the years ended December 31, 2018, and after are open to examination by federal, state, and local authorities.

Functional Expenses

The costs of providing program and other activities have been summarized on a functional basis in the statements of activities and changes in net assets. Certain expenses are allocated between program and supporting services based on estimates made by management. The expenses that are allocated are allocated based on the time and effort expended.

Subsequent Events

Management of the Organization has evaluated subsequent events for disclosure through the date of the independent auditors' report, the date the financial statements were available to be issued.

NOTE B - CONCENTRATIONS

Concentration of Credit Risk

The Organization maintains cash deposits in financial institutions. These balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Investments in brokerage firms are insured by the Securities Investor Protection Corporation (SIPC) up to \$500,000, of which up to \$250,000 is available for cash balances. At December 31, 2021, the Organization had cash balances and investments of \$960,114 and \$0, respectively, that exceeded FDIC and SIPC coverage.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE B - CONCENTRATIONS (Continued)

Concentration of Donor Risk

The Organization is primarily supported by contributions from donors. The Organization had certain donors whose contributions individually represented 10% or more of total contribution revenue. For the years ended December 31, 2021 and 2020, three donors accounted for 65.0% and three donors accounted for 70.8% of total public support and revenue, respectively.

Concentrations of Grants Receivables

As of December 31, 2021 and 2020, three donors accounted for 92.4% and three donors accounted for 96.9% of total grants receivable, respectively.

NOTE C - EMPLOYEE BENEFIT PLAN

The Organization has adopted a SIMPLE IRA plan (the Plan) held at American Funds covering all employees upon the date of hire who are reasonably expected to earn at least \$5,000 in the current calendar year. The Organization matches 3% of employee contributions. For the years ended December 31, 2021 and 2020, the Organization matched \$28,681 and \$25,529, respectively, towards the Plan.

The Organization offers Life Insurance and Accidental Death and Dismemberment through Reliance Standard SmartChoice to employees thirty days after full-time employment at 100% premium paid by the Organization. The Organization also offers to employees Short-Term Disability Insurance and Long-Term Disability Insurance through Reliance Standard SmartChoice and Dental Insurance and Vision Insurance through CareFirst to employees thirty days after full-time employment. Employees are offered a Gold Level health insurance plan through DC Healthlink. The premium for employees is paid at 100% by the Organization. Employees may pay the additional costs to add partners and dependents to their health plan. As of December 31, 2021 and 2020, the Organization contributed \$49,769 and \$38,178, respectively, towards employee insurance.

NOTE D - PPP LOAN

During the year ended December, 31, 2021, the Organization received a PPP loan in the amount of \$146,040. The loan was fully forgiven in 2021 and is being recorded as Other Revenue on the statements of activities and changes in net assets.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE E - AVAILABILITY AND LIQUIDITY

The following represents the Organization's financial assets at December 31, 2021 and 2020:

Financial assets at year	2021	2020
Cash	\$ 3,467,402	\$ 765,676
Grants receivable	180,082	525,150
Total financial assets	3,647,484	1,290,826
Less amounts not available to be used within one year	-	-
Financial assets available to meet cash needs for general expenditures within one year	\$ 3,647,484	\$ 1,290,826

The Organization receives significant contributions restricted by donors, and considers contributions restricted for programs which are ongoing, major, and central to its annual operations to be available to meet cash needs for general expenditures. The Organization manages its liquidity and reserves following three guiding principles: Operating within a prudent range of financial soundness and stability, maintaining adequate liquid assets to fund near-term operating needs, and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be discharged. The Organization has an investment policy to maintain a nine-month cash reserve and to invest the bulk of funds in money market, bonds, and/or certificates of deposit – diversifying institutions and maturity dates to ensure meeting cash flow needs and maximizing FDIC coverage. For the purpose of managing liquidity and investments, the funds are titled into two segregated accounts: General Operating Fund and a Reserve Fund. The purpose of the General Operating Fund is to provide sufficient cash to meet the immediate short-term financial obligations of the Organization. Excess operating cash may be invested in federally insured certificates of deposit not to exceed \$250,000 per institution. The maturities on certificates of deposit for the General Operating Fund shall be limited to 3-6 months. Excess cash may also be housed in a money market fund at the Organization's primary bank. The Organization targets a year-end balance of reserves of unrestricted, undesignated net assets of at least nine months of expected expenditures. To achieve these targets, the entity forecasts its future cash flows and monitors its liquidity quarterly and its reserves annually.

TOGETHER FOR GIRLS, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE F - RELATED PARTY TRANSACTIONS

During the years ended December 31, 2021 and 2020, the President of the Organization donated \$100,033 and \$78,584, respectively, in securities to assist the Organization. The contribution is recorded as support without donor restriction on the statements of activities and changes in net assets.

The previous Executive Director of the Organization, who retired in August 2016, continued to serve as a paid member and consultant on an as-needed basis, providing technical expertise and consultation as well as coaching to the current Executive Director and CEO. She also became a board member in 2017. During the year ended December 31, 2021 and 2020, the previous Executive Director was paid \$40,178 and \$24,000, respectively, for her consultant work at an hourly rate commensurate with other consultants with similar levels of experience and skills. She increased her time consulting with the Organization in 2020 to provide surge capacity as the Organization needed additional expert support for an increased workload as a direct result of the COVID-19 pandemic. Since her involvement in the day-to-day operations was much greater than in previous years, \$2,757 in 2019 and \$5,211 in 2018, the previous Executive Director temporarily resigned from the board during her surge in hours and rejoined after reducing her hours significantly. All board members are aware of this relationship and the board president signed her initial consultant contract in 2016.