Chattahoochee Riverkeeper, Inc.

Audit of Financial Statements

December 31, 2023 & 2022



Independent Auditor's Report

To the Board of Directors of Chattahoochee Riverkeeper, Inc.

Opinion

I have audited the accompanying financial statements of Chattahoochee Riverkeeper, Inc. (Riverkeeper) (a nonprofit organization), which comprise the statement of financial position as of December 31, 2023 and 2022 and the related statements of activities, and cash flows for the year ended December 31, 2023, and the related notes to the financial statements. The prior year summarizewd comparative information has been derived from the Riverkeeper's financial statements for the year ended December 31, 2022 and in my report dated November 6, 2023 I expressed an unqualified opinion theron.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Chattahoochee Riverkeeper, Inc. as of December 31, 2023 and 2022 and the results of their changes in its net assets 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

I conducted my audit in accordance with auditing standards generally accepted in the United States of America (GAAS). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am required to be independent of Chattahoochee Riverkeeper, Inc. and to meet my other ethical responsibilities, in accordance with the relevant ethical requirements relating to my audit. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my 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 Chattahoochee Riverkeeper, Inc.'s ability to continue as a going concern for one year from the issuance of these financial statements.

Auditor's Responsibilites for the Audit of the Financial Statements

My 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 my 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, I:

Exercise professional judgment and maintain professional skepticism throughout the audit

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Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform the 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 Chattahoochee Riverkeeper, 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 my judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Chattahoochee Riverkeeper, Inc.'s ability to continue as a going concern for a reasonable period of time.

I am 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 I identified during the audit.

I Lunsford CPA

November 11. 2024

Kennesaw, GA 30156

770.262.0745

Statement of Financial Position December 31, 2023 & 2022

The Accompanying Notes are an Integral Part of These Financial Statements

		2023	2022
Assets Cash and Cash Equivalents Investments Leasehold Improvements, Furniture & Equipment - net of accumulated depreciation Right of Use Asset		\$ 246,202 3,986,495 1,111,931 190,992	\$ 576,256 3,927,963 247,906 120,134
	Total Assets	\$ 5,535,620	\$ 4,872,259
Liabilities Accounts Payable and Accrued Exper Lease Liability	ases	\$ 35,927 190,992	\$ 10,835 120,134
	Total Liabilities	\$ 226,919	\$ 130,969
Net Assets Without Donor Restrictions With Donor Restrictions		5,308,701 	4,741,290
	Total Net Assets	5,308,701	4,741,290

Statement of Activity For the Year Ended December 31, 2023 with Comparative Information for December 31, 2022

The Accompanying Notes are an Integral Part of These Financial Statements

	Without Donor estrictions	With Donor Restrictions	Total 2023	2022
Revenues, Gains and Other Support				
Support Membership/Contributions Foundation Grants Corporate and Government Support	\$ 606,247 361,987 495,324	\$ - 558,000 154,750	\$ 606,247 919,987 650,074	\$ 679,643 666,779 668,700
Total Support	1,463,558	712,750	2,176,308	2,015,122
Non Cash Donated Services Interest and Dividends Realized / Unrealized Gain (Loss) on Investments	41,211 173,750 480,405	- - -	41,211 173,750 480,405	113,183 145,003 (886,970)
Other Revenues and Gains	695,366	•	695,366	(628,784)
Support Provided by Expiring Time and Purpose Restrictions	712,750	(712,750)	-	-
Total Revenues, Gains and Other Support	2,871,674	-	2,871,674	1,386,338
Expenses				
Program Services Non Cash Donated Services	1,865,595 41,211	-	1,865,595 41,211	1,827,962 113,183
Total Program Services	1,906,806	-	1,906,806	1,941,145
Management and General Fundraising	188,528 208,929	-	188,528 208,929	207,412 195,138
Total Expenses	2,304,263	-	2,304,263	2,343,695
Change in Net Assets	567,411	_	567,411	(957,357)

Statement of Cash Flows For the Years Ended December 31, 2023 and 2022

The Accompanying Notes are an Integral Part of These Financial Statements

	2023	2022
Operating Activities:		
Cash Inflows for Operations:		
Membership/Contributions	\$ 606,247	\$ 679,643
Foundation Grants	919,987	666,779
Corporate and Government Support	650,074	668,700
Interest and Dividends	173,750	145,003
Cash Outflows for Operations:	(4.04-004)	// 00/ = /=\
Payments for Salaries, Benefits, and Payroll Taxes	(1,345,934)	(1,284,715)
Payments to Vendors	(891,857)	(1,020,170)
Net Cash Provided (Used) by Operating Activities	112,267	(144,760)
Investing Activities:		
Proceeds from Sale of Investments	1,023,211	642,326
Purchase of Investments	(549,654)	(498,002)
Purchase of Fixed Assets	(915,878)	-
Net Cash Provided (Used) by Investing Activities	(442,321)	144,324
Change in Cash and Cash Equivalents	(330,054)	(436)
Cash and Cash Equivalents at Beginning of Year	576,256	576,692
Cash and Cash Equivalents at End of Year	\$ 246,202	\$ 576,256

Notes to Financial Statements December 31, 2023 and 2022

Note 1: Description of Organization

Mission

Chattahoochee Riverkeeper, Inc. (the "Riverkeeper") is a nonprofit organization whose mission is to educate, advocate and secure protection and stewardship of the Chattahoochee River, including its lakes, tributaries and watershed, in order to restore and conserve their ecological health for the people and wildlife that depend on the river system and in recognition of the important ecosystem functions provided throughout the region and planet.

Note 2: Summary of Significant Accounting Policies

The Riverkeeper prepares its financial statements in accordance with generally accepted accounting principles promulgated in the United States of America (U.S. GAAP) for not-for-profit entities. The significant accounting and reporting policies used by The Riverkeeper are described subsequently to enhance the usefulness and understandability of the financial statements.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues and expenses during the reporting period and the reported amounts of assets and liabilities at the date of the financial statements. On an ongoing basis, The Riverkeeper's management evaluates the estimates and assumptions based upon historical experience and various other factors and circumstances. The Riverkeeper's management believes that the estimates and assumptions are reasonable in the circumstances; however, the actual results could differ from those estimates.

Net Assets

The financial statements report net assets and changes in net assets in two classes that are based upon the existence or absence of restrictions on use, that are placed by its donors, as follows:

Net Assets Without Donor Restrictions

Net assets without donor restrictions are resources available to support operations. The only limits on the use of these assets are the broad limits resulting from the nature of The Riverkeeper, the environment in which it operates, the purposes specified in its corporate documents and its application for tax-exempt status, and any limits resulting from contractual agreements with creditors and others that are entered into in the course of its operations.

Net Assets With Donor Restrictions

Net assets with donor restrictions are resources that are restricted by a donor for use for a particular purpose or in a particular future period. Some donor-imposed restrictions are temporary in nature, and the restriction will expire when the resources are used in accordance with the donor's instructions or when the stipulated time has passed. Other donor-imposed restrictions are perpetual in nature; The Riverkeeper must continue to use the resources in accordance with the donor's instructions.

The Riverkeeper's unspent contributions are included in this class if the donor limited their use.

When a donor's restriction is satisfied, either by using the resources in the manner specified by the donor or by the passage of time, the expiration of the restriction is reported in the financial statements by reclassifying the net assets from net assets with donor restrictions to net assets without donor restrictions.

Notes to Financial Statements December 31, 2023 and 2022

Note 2: Summary of Significant Accounting Policies - continued

Classification of Transactions

All revenues and net gains are reported as increases in net assets without donor restrictions in the statement of activities unless the donor specified the use of related resources for a particular purpose or in a future period. All expenses and net losses are reported as decreases in net assets without donor restrictions.

Cash and Cash Equivalents

Cash and cash equivalents include cash and highly liquid investments that are readily convertible into cash and have a maturity of ninety days or less when purchased. At times, cash and cash equivalents may exceed federally insured amounts. The Riverkeeper believes that it mitigates risks by depositing cash and investing in cash equivalents with major financial institutions.

Property and Equipment

Property and equipment are recorded at cost and depreciated over the estimated useful lives of three to thirty-nine years using the straight-line method. Depreciation expense for the year ended December 31, 2023 and 2022 totaled \$50,353 and \$40,710, respectively.

Property and equipment consists of the following at December 31:

	2023	2022			
Boating Equipment	\$ 372,718	\$ 372,718			
Equipment & Furniture	135,190	18,295			
Fully Depreciated Assets	812,330	812,330			
Leasehold Improvements	809,024	 13,041			
	2,129,262	1,216,384			
Less: Accumulated Depreciation	 (1,017,331)	 (968,478)			
Net Property & Equipment	\$ 1,111,931	\$ 247,906			

Financial Statement Presentation

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with the accounting principles generally accepted in the United States of America. The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Riverkeeper's financial statements for the year ended December 31, 2022, from which the summarized information was derived.

Revenue Recognition and Expenses

Contributions are recorded in the year they are received or pledged. Program services include expenses incurred in line with the purpose of The Riverkeeper.

Contributions of donated noncash assets are recorded at their estimated fair values in the period received. Contributions of donated services that create or enhance nonfinancial assets or that require specialized skills are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation. These services are recorded at their estimated fair values in the period received. Recorded donated Services for December 31, 2023 and 2022 were \$42,211 and \$113,183 respectively.

Notes to Financial Statements December 31, 2023 and 2022

Note 2: Summary of Significant Accounting Policies - continued

The Riverkeeper recognizes revenues in accordance with Accounting Standards Update (ASU) 2018-8, Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made, which provides a framework for evaluating whether the transfer of assets constitutes a contribution or an exchange transaction. The ASU also provides additional clarification as to whether or not a contribution is conditional.

Contributions received are recorded as increases in net assets with or without donor restrictions depending on the existence and/or nature of any donor restrictions. See Net Assets disclosure above.

Income Taxes

The Riverkeeper is a not-for-profit organization that is exempt from income taxes under section 501(c)(3) of the Internal Revenue Code (the Code). The Riverkeeper had no significant unrelated business taxable income during 2023 or 2022. Accordingly, no provision or benefit for income taxes has been recorded in the accompanying financial statements.

The Riverkeeper applies the provisions of accounting standards for income taxes. These standards require that a tax position be recognized or derecognized based on a 'more-likely-than-not' threshold. This applies to positions taken or expected to be taken in a tax return. The Riverkeeper does not believe its financial statements include any material uncertain tax positions. The Riverkeeper is no longer subject to Federal or State income tax examination by tax authorities for years prior to 2020.

Note 3: Investments

Investments are composed of equity securities, mutual funds and bond funds with readily determinable market values and are carried at their fair market value in the statement of financial position. Unrealized gains and losses are included in the statement of activities.

Investments are summarized as follows:

		23		
		Cost		air Value
Mutual/Closed Funds & Unit Investment Trust	\$	3,344,655	\$	3,986,495
		Decemb	er 31. 20	22
		Cost		air Value
Mutual/Closed Funds & Unit Investment Trust Blended Funds & Individual Stocks	\$	3,323,786 431,539	\$	3,538,816 389,147
	\$	3,755,325	\$	3,927,963
Realized/I Inrealized gain on investments consists	of the foll	lowing.		

Realized/Unrealized gain on investments consists of the following:

	December 31.							
	2023			2022				
Realized Gain (Loss) Unrealized Gain (Loss)	\$	12,903 467,502	\$	144,324 (1,031,294)				
	<u>\$</u>	480,405	\$	(886,970)				

Notes to Financial Statements December 31, 2023 and 2022

Note 4: Operating Lease Obligation

The Riverkeeper leases certain office space in Smyrna under a noncancellable operating lease. The Riverkeeper entered into the original lease during the year ended 2022 with commencement date May 2023 once the tenant buildout was complete. The lease is for a term of 60 months with three options to extend the lease for three additional periods of 60 months each.

The Riverkeeper evaluated the lease to determine applicability of ASC 842. The right-of-use (ROU) assets represent the Riverkeeper's right to use underlying assets for the lease term, and the lease liabilities represent the Riverkeeper's obligation to make lease payments arising from that lease. The ROU asset and lease liability, which arise from an operating lease, was calculated based on the present value of future lease payments over the lease term. The Riverkeeper has used a borrowing rate of 6% to discount future lease payments.

Future maturities of lease liabilities are as follows for the years ending:

December 31, 2024			29,219
December 31, 2025			29,950
December 31, 2026			30,698
December 31, 2027			31,466
December 31, 2028			2,649
	Total Lease Payments		123,982
	Less Present Value Discount	-	(3,848)
		\$	120,134

The Riverkeeper also leases certain office space in Gainesville, Ga under a noncancellable operating lease. The minimum lease payments are \$1,200 per month. The lease term is October 1, 2023 through September 31, 2025.

The Riverkeeper evaluated the lease to determine applicability of ASC 842. The right-of-use (ROU) assets represent the Riverkeeper's right to use underlying assets for the lease term, and the lease liabilities represent the Riverkeeper's obligation to make lease payments arising from that lease. The ROU asset and lease liability, which arise from an operating lease, was calculated based on the present value of future lease payments over the lease term. The Riverkeeper has used a borrowing rate of 6% to discount future lease payments.

Future maturities of lease liabilities are as follows for the years ending:

		\$ 23,900
	Total Lease Payments Less Present Value Discount	 25,200 (1,300)
December 31, 2025		10,800
December 31, 2024		14,400

The Riverkeeper leases certain office space in LaGrange under a noncancellable operating lease. The Riverkeeper entered into the original lease during the year ended 2023 with commencement date April 2024 once the tenant buildout was complete. The lease is for a term of 60 months with three options to extend the lease for three additional periods of 60 months each.

Notes to Financial Statements December 31, 2023 and 2022

Note 4: Operating Lease Obligation - Continued

The Riverkeeper evaluated the lease to determine applicability of ASC 842. The right-of-use (ROU) assets represent the Riverkeeper's right to use underlying assets for the lease term, and the lease liabilities represent the Riverkeeper's obligation to make lease payments arising from that lease. The ROU asset and lease liability, which arise from an operating lease, was calculated based on the present value of future lease payments over the lease term. The Riverkeeper has used a borrowing rate of 6% to discount future lease payments.

Future maturities of lease liabilities are as follows for the years ending:

December 31, 2024		8,100
December 31, 2025		10,800
December 31, 2026		10,800
December 31, 2027		10,800
December 31, 2028		10,800
December 31, 2029		 2,700
	Total Lease Payments	54,000
	Less Present Value Discount	 (7,042)
		\$ 46,958

Note 5: Commitments and Contingencies

Certain grants and contracts often require the fulfillment of certain conditions as set forth in the instrument or agreement. Failure to fulfill the conditions could result in the return of funds to the grantors. Although the return of funds is a possibility, management of The Riverkeeper deems the contingency to be unlikely. The grants and contracts are subject to audit by the grantor. They have the authority to determine liabilities or limits or suspend participation in the various sponsored programs.

Note 6: Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of December 31, 2023 and 2022 are:

	2023	2022		
Financial assets:				
Cash and cash equivalents	\$ 246,202	\$	576,256	
Grants and Contracts Receivable	-		-	
Investments	3,986,495		3,927,963	
Total financial assets	4,232,697		4,504,219	
Less financial assets held to meet donor-imposed restrictions	-		-	
Amount available for general expenditures within one year	\$ 4,232,697	\$	4,504,219	

Note 7: Subsequent Events

The Riverkeeper has evaluated subsequent events through November 11, 2024, which is the date the financial statements were prepared.

No other material subsequent events were identified that required adjustment to or disclosure in the financial statements.

Notes to Financial Statements December 31, 2023 and 2022

Note 8: Fair Value Measurements

The Riverkeeper reports its fair value measures using a three-level hierarchy that prioritizes the inputs used to measure fair value. This hierarchy, established by GAAP, requires that entities maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The three levels of inputs used are

Level 1 - Quoted prices for identical assets or liabilities in active markets to which The Riverkeeper has access at the measurement date.

Level 2 - Inputs other than quoted market prices included in level 1 that are observable for the asset or liability, either directly, or indirectly.

Level 2 inputs include:

- quoted prices for similar assets or liabilities in active markets
- quoted prices for identical or similar assets in markets that are not active
- observable inputs other than quoted prices for the asset or liability (for example, interest rates and yield curves); and
- inputs derived principally from, or corroborated by, observable market data by correlation or by other means

Level 3 - Unobservable inputs for the asset or liability. These should be used to measure the fair value to the extent that observable inputs are unavailable.

When available, The Riverkeeper measures fair value using Level 1 inputs because they generally provide the most reliable evidence of fair value. However, level 1 inputs are not available for all of the assets and liabilities that The Riverkeeper may be required to measure fair value (for example, in-kind contributions). The primary use of fair value measures in these financial statements are in the determination of Fair Market Value of Investments.

Note 9: Related Parties

Three members of the Board of Directors of the Riverkeeper are also officers in Foundations which are classified as significant contributors to the Riverkeeper.

Note 10: Reserve Fund Policy

On September 14, 2007 the Board of Directors approved a minimum Reserve Fund equal to \$600,000, representing approximately one half of the Riverkeeper's annual operating expenses at the time. The use of these funds would be subject to Board approval This amount can be maintained in cash or invested pursuant to the 2001 Investment Policy. As of December 31, 2023 the Riverkeeper has net assets without donor restrictions totaling \$5,308,701, which includes the \$600,000 Reserve Fund.

Notes to Financial Statements December 31, 2023 and 2022

Note 11: Functional Allocation of Expenses

2023

	Outreach	Water Quantity	Water Quality	Communication	Total Program	Administrative	Fund Raising	Total Other
Salary & Benefits	\$ 396,949	\$ 158,852	\$ 441,632	\$ 61,770	\$ 1,059,203	\$ 117,469	\$ 169,262	\$ 286,731
Consulting	254,797	31,068	24,666	1,970	312,501	10,178	13,882	24,060
Rent/Utilities	52,489	13,408	27,741	4,542	98,180	13,052	7,484	20,536
Depreciation	23,666	10,071	9,567	7,049	50,353	-	-	-
Insurance	49,265	11,574	20,443	6,130	87,412	1,297	6,126	7,423
Supplies	37,482	1,406	90,343	17,952	147,183	2,514	663	3,177
Membership/Development	230	-	159	3,020	3,409	272	497	769
Merchandise	1,483	-	-	-	1,483	-	-	-
Maintenance	27,381	3,005	10,975	1,058	42,419	3,131	1,583	4,714
Printing/Copies	15,682	113	7	2,616	18,418	12	5,579	5,591
Hospitality	11,265	2,254	2,168	185	15,872	3,774	1,076	4,850
Legal	349	-	314	-	663	414	-	414
Conference/Workshop	181	561	2,434	-	3,176	181	20	201
Postage/Shipping	1,533	-	845	4,442	6,820	1,051	1,764	2,815
Travel	3,423	1,773	1,104	3	6,303	107	135	242
Subscriptions/Dues/Sponsor	3,920	592	1,206	4	5,722	2,161	5	2,166
Gifts	1,312	-	203	-	1,515	1,957	836	2,793
Hiring Cost	2,722	-	-	-	2,722	224	-	224
Other Expense	49	32	63	11	155	4,914	17	4,931
Bank Charges and Merchant Fees	-	-	-	-	-	24,622	-	24,622
Office Expense	2,086		<u> </u>		2,086	1,198		1,198
	\$ 886,264	\$ 234,709	\$ 633,870	\$ 110,752	\$ 1,865,595	\$ 188,528	\$ 208,929	\$ 397,457

The costs of providing the various programs and events are shown on the statement of activities under expenditures. Accordingly, certain costs, as shown above, have been allocated among the programs and events benefited. Management charges costs related directly to programs conducted by the Riverkeeper directly to those programs. Management reviews other indirect costs such as rent, utilities, postage and other expenses required to run the programs or events and allocates the appropriate share of these costs accordingly.

Notes to Financial Statements December 31, 2023 and 2022

Note 11: Functional Allocation of Expenses - continued

2022

	Outreach	Water uantity	Water Quality	Comi	munication	Total Program	Adm	inistrative	Fund Raising		Total Other
Salary & Benefits	\$ 373,228	\$ 162,543	\$ 423,083	\$	63,277	\$ 1,022,131	\$	95,699	\$ 166,885	\$	262,584
Consulting	197,883	28,596	27,735		1,243	255,457		26,733	3,978		30,711
Rent/Utilities	62,825	25,971	51,546		8,889	149,231		17,943	13,332		31,275
Depreciation	19,134	8,142	7,735		5,699	40,710		-	-		-
Insurance	36,350	9,045	17,450		4,779	67,624		434	4,778		5,212
Supplies	36,343	582	105,740		15,731	158,396		29,702	1,248		30,950
Membership/Development	4,071	-	30		1,676	5,777		49	264		313
Merchandise	15,160	-	-		-	15,160		-	-		-
Maintenance	36,940	2,047	5,343		706	45,036		1,375	1,060		2,435
Printing/Copies	24,431	-	53		5,608	30,092		783	159		942
Hospitality	6,983	143	1,200		21	8,347		1,290	305		1,595
Legal	103	-	96		-	199		-	-		-
Conference/Workshop	2,960	332	1,842		-	5,134		250	50		300
Postage/Shipping	3,740	120	917		1,825	6,602		712	1,441		2,153
Travel	2,859	2,417	1,836		4	7,116		126	246		372
Subscriptions/Dues/Sponsor	4,427	1,833	1,945		60	8,265		1,376	1,387		2,763
Gifts	1,115	-	-		-	1,115		3,230	5		3,235
Other Expense	716	30	100		424	1,270		1,011	-		1,011
Bank Charges and Merchant Fees	-	-	-		-	-		26,699	-		26,699
Photo/Video	300	 	-			300				_	
	\$ 829,568	\$ 241,801	\$ 646,651	\$	109,942	\$ 1,827,962	\$	207,412	\$ 195,138	\$	402,550

The costs of providing the various programs and events are shown on the statement of activities under expenditures. Accordingly, certain costs, as shown above, have been allocated among the programs and events benefited. Management charges costs related directly to programs conducted by the Riverkeeper directly to those programs. Management reviews other indirect costs such as rent, utilities, postage and other expenses required to run the programs or events and allocates the appropriate share of these costs accordingly.