

SOCIAL AND VOLUNTARY SERVICES COMMISSION FUNDING REQUEST

Legal Name of Agency: Bridges (formerly Independent Living Services for Youth)

Mailing Address: 1670 N Stubbeman Ave, Norman, OK 73069

Application completed by: Debra Krittenbrink

Telephone Number: (405)-579-9280

Email Address: dkritten@gmail.com

Amount of Funding Request: \$7,200.00

In what year was your Agency incorporated: 1995

Are you associated with a national organization: No

Number of volunteers: 355

How many hours do volunteers donate: 2600

How much money do volunteers save the agency: \$18,850.00

Has your Agency applied for SVSC funds before: Yes

Year 2002 Amount \$2,000.00 Purpose Emergency groceries

Year 2003 Amount \$3,000.00 Purpose Emergency food cards and household supplies

Year 2004 Amount \$2,000.00 Purpose household items & small appliances for 8 apartments

Year 2005 Amount \$3,000.00 Purpose household items & small appliances for 12 apartments

Year 2006 Amount \$2,500.00 Purpose household items & small appliances for 8 apartments

Year 2007 Amount \$2,500.00 Purpose household items & small appliances

Year 2008 Amount \$3,000.00 Purpose household items & small appliances

Year 2009 Amount \$2,000.00 Purpose household items & small appliances

Year 2010 Amount \$15,000.00 Purpose Operations

Year 2011 Amount \$5,000.00 Purpose Supplies & lifeskills

Year 2012 Amount \$5,700.00 Purpose Utility assistance for students

Year 2013 Amount \$7,200.00 Purpose Utility assistance for students

Financial Information from the last fiscal year:

Percent of the budget which is spent on fund-raising:	<u>1%</u>
Percent of your budget spent on programs:	<u>81%</u>
Percent of your budget spent on administrative expenses:	<u>18%</u>

Percentage of Organizational funding:

Religious Organizations	<u>8%</u>
Civic Clubs	<u>1%</u>
Corporate Donors	<u>1%</u>
Endowment/Interest Income	<u>1%</u>
Fees for services/products	<u>0%</u>
Government Grants	<u>23%</u>
Government Contracts	<u>0%</u>
Individual Donors	<u>20%</u>
Private Foundations	<u>11%</u>
Special Events (based on net earnings)	<u>0%</u>
United Way	<u>24%</u>
Other	<u>11%</u>

Overall Mission of Agency

Please provide a one page narrative in 10 or 12 point type describing the mission of your agency. List the client population (income, age, geographic location – percentage of City of Norman residents) and describe all programs and services offered currently by your agency. Include any duplication of services in our area and the percentage increase or decrease projected in staff numbers over previous year.

Bridges (formerly Independent Living Services for Youth)

Mission: Empowering high school students in family crisis to achieve education without obstacles.

Bridges began 18 years ago with one social worker providing for Norman's homeless youth out of the back of her car. Today it has evolved into a robust agency dedicated to ensuring education, housing, and case-management to high-school students in Norman who through no fault of their own are forced to live alone. Bridges' staff—one full-time executive director, one full-time director of social services, a part-time administrative assistant, a part-time career coaching coordinator, and two resident advisors who receive free-rent housing in exchange for nightly apartment checks and on-call services—works to offer our students housing with sliding-scale rent based on income, access to services including food, medical care, and clothing, an incentive-based savings account, and community mentors who guide students to realize their post-graduation goals whether it be a career or higher education.

Students who come to Bridges have already left their homes because of family crisis such as death or chronic illness of a parent, parental incarceration, or an otherwise dangerous home situation. A popular saying of Bridges staff is “helping students who help themselves,” which is why to remain at Bridges students must maintain passing grades and school attendance, adhere to the Bridges handbook, and participate in mandatory life skills classes on topics ranging from cooking on a budget to self-defense.

Bridges is the only agency in the region that focuses on a triad of education, housing and case-management. It is a United Way of Norman agency with additional funds from its apartment rentals to teens, private donations from the community, private grants such as the SVSC grant and government grants.

Client population: any student who attends any of the three Norman high schools. Approximately 75 students a year pass through Bridges. Ethnic population as of July 2013 was 21% African American, 50% Caucasian, and 14% Multi-racial and 7% American Indian.

Geographical area: Norman public school district.

Duplication of services: Bridges is a unique program in the state for three reasons: it is a community nonprofit supported largely by individuals and local grants; it is the only program in the region to offer sliding-scale housing for high school and college students; and its major focus is graduation from high school or college. Staff numbers have decreased by one in the last three years, and with funding continuing to be tight, we see no immediate possibilities for an increase. We have a fulltime executive director and social services coordinator and part-time administrative assistant and mentoring program coordinator. Our two on-site resident advisors receive no salary but get free rent.

Specific project for which funding is being requested

Please provide a one page narrative in 10 or 12 point type describing the project for which funds are requested including staff positions, salaries, equipment, office supplies and other expenses. Please address what similar services are available through other local agencies, why this program is unique, how many will benefit and why it would be appropriate for City of Norman funds to be used to support this program.

We at Bridges are asking SVSC for \$7,200 to help our students alleviate the financial burden of high utility bills on our student residents. At Bridges, our highest priority is education and ensuring that our students graduate high school. Yet to be a part of our program students must work a part-time job to be able to pay sliding-scale rent based on their income and utilities, as well as all other living expenses. During the school year this gets tough.

The highest electricity bills are at the beginning of each school semester due to extreme summer heat and winter cold. This forces students who already are struggling to pick up extra hours at work to pay their bills. We have always encouraged our students to work less during the academic year but have found the opposite to occur. Having to focus on paying off high utility bills instead of dedicating their limited time to their studies is an obstacle we at Bridges intend to help eliminate for our students.

High utilities may also make students decide to drop out of our program. While “couch surfing” or staying at various friends’ houses may be a cheaper way of living, students who choose this discounted form of housing are MUCH LESS likely to graduate high school than students who live in a stable environment like Bridges. An SVSC grant of \$7,200 would help to relieve our students’ financial burdens at a time when they desperately need to be focusing on school, and mitigate the desire to drop out of the Bridges program to pursue a cheaper style of living.

Based on our 2012 OG&E bills, students spend \$57.34 a month on average during the spring and fall. Summer and winter utility bills run an average of \$64.11 an apartment. This is a financial catastrophe for students on a limited income. The \$7,200 we are requesting from SVSC would let us pay \$50 a month for eight months for each of our 18 on-site apartments towards student utility bills. This money would be paid directly to OG&E for each apartment. In 2010 SVSC was sympathetic enough to our cause to give us \$50 per apartment for six months and generous enough to increase that amount to \$50 per apartment for eight months in 2011. SVSC

continued that same level of generosity in 2012 as well. These grants have proven extremely beneficial to the students, allowing them to worry more about the upcoming semester and grades rather than frantically scrounging for extra money.

Clients of Food and Shelter and East Main Place may receive utility assistance funds from government grants. However, our students cannot access these monies because a client must have a utility cutoff notice before they can be helped. At Bridges, students risk losing their housing if their utility bills get far enough behind to be cut off. SVSC funds would help prevent homelessness by saving our students from eviction if they get too far behind in utility bills.

The funds we are requesting of SVSC would not merely serve to benefit the students at Bridges but would profit the entire Norman community. The SVSC grant of \$7,200 saved our students an average of \$400 last year that would have otherwise been spent on utilities. By saving \$400/year on utilities students are able to spend this money on other things. This amount of money alone might not seem like an incredible boost to Norman's economy but when considering that high school graduates make on average \$16,000 *more* per year than those without a high school diploma or its equivalent, according to the National Center for Education Statistics, and when also considering that students at Bridges are much more likely to graduate, this SVSC grant will indirectly increase the revenue our students are able to put back into the Norman community.

Although our students are teenagers, they are not children. They take on all of the responsibilities of a fully independent adult head of household. Providing financial help towards our students' electric bills abolishes one more obstacle in their paths to high school graduation. With the economic benefits for the city that come with more high school graduates, as well as the individual impact this grant could make on our students' lives, just fifty dollars a month could make a huge difference community-wide.

Financial Procedures

The internal financial evaluation procedure, control processes and review procedure is a three-step process. Financial reports are first verified and reviewed by Bridges's CPA, Helen Swope. Next, the finance committee, chaired by Philip Wong, double-checks the reports before they are emailed to board members before our monthly board meetings. Finally, we do yearly audits, changing the auditors every few years. The most recent audits have been performed by Beller and Company.

Controls: although we have a very small staff, we try to keep monies tightly controlled, with each check being handled by at least two people. Incoming donations are opened and recorded by Administrative Assistant Jennifer Gibson. Debra Krittenbrink makes deposits, records in Quickbooks, and copies checks for the files. Any outgoing checks over \$500 require two signatures.

The executive director does yearly staff performance reviews, with any raises going to the Personnel committee for approval. The executive director is reviewed by the board chair with input from all board members.

Bridges
Budget Comparison 2012-2013

	Dec 12	Budget	\$ Over (Under) Budget	Jan - Dec 12	Jan - Dec 13
Ordinary Income/Expense					
Income					
Donations	6562.80	9,818.38	(3,255.58)	102,989.81	100,800.00
Fundraiser	26091.29	4,166.67	21,924.62	51,786.46	88,605.00
Grants	1744.46	4,100.00	(2,355.54)	49,058.12	39,900.00
Interest Income	62.18	125.00	(62.82)	697.83	1,450.00
Restricted Donations	400.00	208.33	191.67	29,470.26	23,000.00
Sooner Points Income	5966.00	4,133.33	1,832.67	62,911.00	65,000.00
Total Income	40826.73	22,551.71	18,275.02	296,913.48	318,755.00
Expense					
Administrative	456.85	177.78	279.07	5,076.69	4,440.00
Advertising	119.83	250.00	(130.17)	861.64	2,400.00
Bank Service Charges	30.15		30.15		
Contract labor	450.00			6,001.88	4,000.00
Depreciation Expense	2385.48	1,625.00	760.48	31,011.24	28,800.00
Dues and Subscriptions	0.00			344.20	400.00
Employee Benefits	685.32	1,362.18	(676.86)	14,637.05	15,900.00
Equipment Maintenance	19.16			143.33	
Fund Raising Expenses	1817.17			3,785.67	2,000.00
Insurance	1150.00	1,184.09	(34.09)	13,800.00	15,000.00
Interest Expense	392.87	400.00	(7.13)	4,951.45	4,560.00
Janitorial and Cleaning	239.00	291.67	(52.67)	4,542.57	5,000.00
Maintenance Fees	0.00			40.01	
Miscellaneous	0.00			0.20	720.00
Payroll Expenses	9422.29	10,153.94	(731.65)	109,349.63	120,340.00
Postage and Delivery	91.75	22.00	69.75	555.00	1,080.00
Printing and Reproduction	0.00	83.33	(83.33)		750.00
Professional Fees	275.00	275.00		10,800.00	14,300.00
Repairs	1973.94	775.00	1,198.94	12,904.70	11,800.00
Security	0.00	80.00	(80.00)	1,811.64	3,000.00
Staff Training	0.00			125.82	325.00
Student Expenses	20934.45	5,866.67	15,067.78	123,828.45	100,500.00
Supplies	0.00	200.00	(200.00)	2,318.73	2,400.00
Telephone	396.14	441.37	(45.23)	5,519.66	4,000.00
Uncategorized Expenses (Expenses not categorized elsewhere)	0.00				
Utilities	1754.19	916.67	837.52	16,994.77	13,040.00
Total Expense	42593.59	24,104.70	18,488.89	369,434.48	354,755.00
Net Ordinary Income	(1766.86)	(1,552.99)	(213.87)	(72,521.00)	\$ (36,000.00)
Other Income/Expense					
Other Income					
In-Kind Income	13132.00	4,000.00	9,132.00	62,745.00	36,000.00
Total Other Income	13132.00	4,000.00	9,132.00	62,745.00	36,000.00
Other Expense					
Absher Clearing	0.00				
Capital Expenditures	3056.73			4,653.42	
Total Other Expense	3056.73			4,653.42	
Net Other Income	10075.27	4,000.00	6,075.27	58,091.58	36,000.00
Net Income	8308.41	2,447.01	5,861.40	(14,429.42)	0.00

SVSC Budget

Bridges Student Utility Bills-2012

12-month average utility bill, apartments 1620-1666, recorded 8/8/12 to 7/9/13: \$57.34

Based on this average, each student pays \$688.08/year in utilities

Average utility bill, June, July, August 2012 (December, January, February costs comparable): \$64.11

Summary:

Based on above calculations, amount per month that 18 Bridges students pay for utilities: \$1032.12

Yearly utility amount for all Bridges apartments: $\$1032.12 \times 12 = \$12,385.44$

Less amount requested from SVSC for 8-month reimbursement:

$\$12,385.44 - \$7,200.00$

Amount Bridges students are required to pay: \$5185.44

If students are allotted \$50/month for utilities for 8 months, they would have \$400/year to use for things other than bills.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAR 30 2001**

INDEPENDENT LIVING SERVICES FOR
YOUTH INC
PO BOX 5448
NORMAN, OK 73070

Employer Identification Number:
73-1466304

DLN:
17053062724031

Contact Person:
ERIK FILIAULT ID# 31303

Contact Telephone Number:
(877) 829-5500

Our Letter Dated:
April 1997

Addendum Applies:
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

You are required to make your annual information return, Form 990 or Form 990-EZ, available for public inspection for three years after the later of the due date of the return or the date the return is filed. You are also required to make available for public inspection your exemption application, any supporting documents, and your exemption letter. Copies of these documents are also required to be provided to any individual upon written or in person request without charge other than reasonable fees for copying and postage. You may fulfill this requirement by placing these documents on the Internet. Penalties may be imposed for failure to comply with these requirements. Additional information is available in Publication 557, Tax-Exempt Status for Your Organization, or you may call our toll free number shown above.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Letter 1050 (DO/CC)



OGDEN UT 84201-0046

In reply refer to: 0423371862
Oct. 20, 2008 LTR 252C E0
73-1466304 000000 00 000
00003302
BODC: TE

BRIDGES OF NORMAN INC
% DEBBIE BIRD
1670 STUBBEMAN AVE
NORMAN OK 73069-8671706

016731

Taxpayer Identification Number: 73-1466304

Dear Taxpayer:

Thank you for the inquiry dated July 15, 2008.

We have changed the name on your account as requested. The number shown above is valid for use on all tax documents.

If you have any questions, please call us toll free at 1-877-829-5500.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

Whenever you write, please include this letter and, in the spaces below, give us your telephone number with the hours we can reach you. Also, you may want to keep a copy of this letter for your records.

Telephone Number () _____ Hours _____

Sincerely yours,

Karen E. Peat

Karen E. Peat
Dept. Manager, Code & Edit/Entity 3

Enclosure(s):
Copy of this letter

Bridges Board of Directors 2013

President

Diana Hartley
Program Officer, Sarkeys
530 E. Main
Norman, OK 73069
405-364-3703
405-613-0420 (cell)
dhartley@sarkeys.org

Vice President

Jake Smith
Optometrist
3720 W. Robinson #118
Norman, OK 73072
405-447-5001
Jsnake25@yahoo.com

Secretary

Scott Meier
Director of High School Student Ministries
McFarlin Memorial United Methodist Church
PO Box 6390
Norman, OK 73070
405-819-4363
smeier@mcfarlinumc.org

Treasurer

Philip Wong
Assistant Vice President-Relationship Manager
Republic Bank
P.O. Box 5379
Norman, OK 73070
405-366-2703
pwong@rbt.com

Past President

Jeanette Capshaw
Deputy Superintendent, MNTC
4701 12th Avenue NW
Norman, OK 73069
405-217-8251
405-209-8176 (cell)
jcapshaw@mntechnology.com

Brandon Brooks
Development Officer
OU College of Engineering
202 West Boyd
CEC Room 104
Norman, OK 73019
405-325-6971
405-210-8270 (cell)
bbrooks@ou.edu

Becky Clinton

E. Director, Children's Art Network

811 S. Ponca Ave

Norman, OK 73071

405-329-0170

405-650-3862 (cell)

bclinton@cox.net

Derick Colwell

Maintenance Coordinator, NCED

914 W. Comanche

Norman, OK 73069

405-366-4465

Derrick.h.colwell@usps.gov

Ryan Greenlee

Corporate Controller

Downing Wellhead Equipment, Inc.

2316 N. Nail Parkway

Moore, Oklahoma 73160

405-223-1116

rkgreenlee@gmail.com

Doug Haws

VP&Portfolio Manager, Tom Johnson

TJIM, LLC

201 Robert S. Kerr STE 510

Oklahoma City, OK 73102

405-326-2111 x109

dhaws@tjim.com

Liz Hedrick

Retired School Administrator

2400 McGee

Norman, OK 73069

405-642-5177

lhedrick@okcu.edu

Wendy Newton

Information Services coordinator

2724 Winding Creek Circle

Norman, OK 73072

405-250-4308

Wendynewton5@yahoo.com

Larry Potts

State Farm Agent

1901 W. Main

Norman, OK 73069

405-321-7070

405-990-2622 (cell)

larry@larrypotts.com

Linda Price

Revitalization Manager, City

1903 Rolling Stone Drive

Norman, OK 73071

405-321-8586

405-306-0372 (cell)

Linda.price@normanok.gov

Nancy Roley
Community Volunteer
3316 Walnut
Norman, OK 73072
405-364-2581
405-250-3158

Kathryn Walker
Attorney
201 West Gray
Norman, OK 73069
405-366-5376
405-623-3451 (cell)
Kathryn.walker@normanok.gov

Paul Warrick
Manager, National Center for Employee
Development
621 Monomoy Court
Norman, OK 73071
405-464-8322 (cell)
405-366-4302 (work)
Paul.f.warrick@usps.gov

Bridges of Norman, Inc. Staff 2013

Executive Director

Debra Krittenbrink

Social Serves Coordinator

Jen Anderson

Career Coach Coordinator

Kathryn Primas

Administrative Assistant

Jennifer Gibson

Bridges of Norman, Inc.

Financial Statements

December 31, 2012

(With Independent Auditors' Report Thereon)

Bridges of Norman, Inc.

Financial Statements

December 31, 2012

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J.D. Beller and Company, PLLC
2601 Northwest Expressway, Suite 1105 West
Oklahoma City, Oklahoma 73112
405.607.2943

Independent Auditors' Report

To the Board of Directors of Bridges of Norman, Inc.
Norman, Oklahoma

We have audited the accompanying financial statements of Bridges of Norman, Inc. which comprise the statement of financial position as of December 31, 2012, and the related statements of activities and changes in net assets, cash flows and functional expenses for the year then ended, and the related notes to 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.

Our responsibility is to express an opinion on these financial statements based on our audit. 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 financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Bridges of Norman, Inc. as of December 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Oklahoma City, Oklahoma
March 6, 2013

J.D. Beller and Company, PLLC

Bridges of Norman, Inc.
Statement of Financial Position
December 31, 2012

Assets

Current Assets

Cash and Cash Equivalents	\$ 124,061
Accounts Receivable	23,823
Prepaid Expenses	7,834
Student Loans Receivable	<u>1,217</u>

Total Current Assets	<u>156,935</u>
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Fixed Assets

Building and Land	814,337
Machinery & Equipment	52,506
Software	3,829
Furniture & Fixtures	1,392
Less: Accumulated Depreciation	<u>(172,910)</u>

Total Fixed Assets	<u>699,154</u>
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Total Assets	\$ <u>856,089</u>
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Liabilities and Net Assets

Current Liabilities

Accounts Payable	\$ 2,966
Current Portion: Long-Term Debt	5,748
Payroll	2,126
Security Deposits	3,653
Accrued Interest	<u>210</u>

Total Current Liabilities	<u>14,703</u>
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Long-Term Liabilities

Mortgage Loan	<u>84,327</u>
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Total Long-Term Liabilities	<u>84,327</u>
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Total Liabilities	<u>99,030</u>
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Net Assets

Unrestricted	666,963
Temporarily Restricted	90,096

Total Net Assets	<u>757,059</u>
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Total Liabilities and Net Assets	\$ <u>856,089</u>
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See Independent Auditors' Report
See Accompanying Notes to Financial Statements

Bridges of Norman, Inc.
Statement of Functional Expenses
For the Year Ended December 31, 2012

	<u>Program</u>	<u>Administrative</u>	<u>Fundraising</u>	<u>Total</u>
Administrative	\$	5,077	\$	5,077
Advertising		862		862
Contract Labor	4,862	540		5,402
Depreciation		31,375		31,375
Dues and Subscriptions	310	34		344
Employee Benefits	13,173	1,464		14,637
Fundraising			3,064	3,064
Insurance	6,900	6,900		13,800
Interest	4,772			4,772
Janitorial	4,089	454		4,543
Miscellaneous	210			210
Payroll	98,415	10,935		109,350
Postage	555			555
Printing				-
Professional Fees	8,640	2,160		10,800
Repairs	12,905			12,905
Security	1,812			1,812
Staff Training		126		126
Student Expenses	113,817			113,817
Supplies	1,391	928		2,319
Telephone	4,968	552		5,520
Utilities	<u>15,295</u>	<u>1,700</u>	<u>-</u>	<u>16,995</u>
	\$ <u>292,114</u>	<u>63,107</u>	<u>3,064</u> \$	<u>358,285</u>

See Independent Auditors' Report
See Accompanying Notes to Financial Statements

Bridges of Norman, Inc.
Notes to Financial Statements
December 31, 2012

Note 1 - Organization

Bridges of Norman, Inc. (Bridges) was incorporated on May 1, 1996. The purpose of Bridges is to provide assistance to youth who are living independently of their parents. Participants are required to be currently enrolled and regularly attending school, and independently supporting themselves. Funding for Bridges comes from many sources including the United Way, private foundations, religious organizations, and local individual donations.

Note 2 - Summary of Significant Accounting Policies

Basis of Accounting

These financial statements have been prepared on the accrual basis of accounting.

Basis of Presentation

In accordance with generally accepted accounting principles for not-for profit entities, Bridges records net assets and revenues based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Unrestricted net assets- Net assets that are not subject to donor-imposed stipulations.

Temporarily restricted net assets- Net assets subject to donor-imposed stipulations that may or will be met either by actions of Bridges and/or the passage of time.

Permanently restricted net assets- Net assets subject to donor-imposed stipulations that are maintained permanently by the organization. No permanently restricted net assets were held by Bridges during the year ended December 31, 2012 and accordingly are not reflected in these financial statements.

Donor restricted contributions whose restrictions are met in the same fiscal year as received are reported as unrestricted support.

Contributions

Contributions, including unconditional promises to give are recorded as made. All contributions are available for unrestricted use unless specifically restricted by the donor. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

Bridges of Norman, Inc.
Notes to Financial Statements
December 31, 2012

Functional Expenses

Expenses are charged to each program based on direct expenditures incurred. Indirect expenses are allocated to programs using percentages of total expenses.

Income Tax Status

Bridges has been granted tax-exempt status under Section 501(c)(3) and therefore has no provision for federal income taxes. In addition, the organization has been determined to by the Internal Revenue Service not to be a private foundation with the meaning of Section 509(a) of the code.

Accounts Receivable

Bridges has made no allowance for doubtful accounts as all amounts are considered collectible at December 31, 2012. The organization writes off doubtful accounts in the period collectability becomes questionable.

Property and Equipment

Property and equipment are recorded at cost. Assets with a cost in excess of \$500 with estimated useful lives of three years or greater are generally capitalized. Contributed assets are recorded at fair market value at the date of acquisition. Depreciation of property and equipment is computed using the straight-line method over the estimated lives of the assets.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

Note 3 - Cash and Cash Equivalents

Cash and cash equivalents include cash in the bank and a certificate of deposit.

Note 4 - Note Payable

Long-term debt consists of the following at December 31, 2012:

Republic Bank, payments of \$843 per month, including interest at 5%, maturing in 2024, secured by first mortgage on real estate.

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Note 4 – (continued)

Annual maturities are as follows:

Year ending December 31,

2013 :	\$5,748
2014 :	\$6,042
2015 :	\$6,351
2016 :	\$6,676

Note 5 – Student Loans Receivable

Students that are current with all program requirements are eligible to borrow money using their savings incentive account as collateral. Students are required to sign a loan agreement and agree to payment terms.

Note 6 - Temporarily Restricted Net Assets

Temporarily restricted net assets are available for the following purposes as of December 31, 2012:

United Way:	\$25,000
Absher:	46,460
Career Coaching:	5,875
Bootstrap:	<u>12,761</u>
	<u>\$90,096</u>

Note 7- Employee Benefit Program

The organization offers a Simplified Employee Pension plan to all full-time employees with contributions not to exceed 9% of gross salary. Total benefits at December 31, 2012 were \$14,637.

Note 8- Concentrations

Bridges is a United Way of Norman agency. The annual allocation received from United Way is a substantial part of Bridges operating budget. Loss of this support would require Bridges to increase revenue from other sources or reduce the scope of its operations.

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Note 9 - Subsequent Events

Subsequent events have been evaluated through March 12, 2013, which is the date the financial statements were available to be issued.