
AMERICAN ACADEMY OF
CHILD & ADOLESCENT
PSYCHIATRY

December 31, 2008 Treasurer's Report
(Unaudited)
and 2009 Proposed Budget

William Bernet, M.D., Treasurer
Sandy Nguyen, Controller
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Last update 12-9-2008

Treasurer's Report

(Unaudited)

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American Academy of Child & Adolescent Psychiatry

2009 Budget Assumptions

- 1) AACAP allocates staff and overhead costs to major cost centers.

Allocation does not occur if a cost center runs at a loss or would run at a loss after salary and overhead are applied. The rationale is that any loss would effectively be funded by the unrestricted resources of AACAP.

The following cost centers receive an allocation of salary and overhead (80% of salaries) cost in the

GOVERNMENT GRANTS & OTHER CONTRACTS
RESEARCH INITIATIVES
ANNUAL MEETING & ANNUAL MEETING INSTITUTES
ANNUAL REVIEW
LIFELONG LEARNING INSTITUTE
JANUARY INSTITUTE - NEW YORK
JOURNAL
eAACAP
JOBSOURCE

- 2) Travel is estimated at \$1,000 per person per meeting. This is a \$250 increase over previous years. Due to travel costs, component budgets have increased in 2009.
- 3) 2009 Initiatives
Junior Investigator Awards - pg 6
Development Committee - pg 14
- 4) NIDA recently approved full funding for our next year K-12 project, \$1,133,675.

American Academy of Child & Adolescent Psychiatry

Balance Sheet
(Unaudited)

	12/31/2008	Variance	12/31/2007	12/31/2006	12/31/2005
			(Audited)	(Audited)	(Audited)
ASSETS					
1. Cash and cash equivalents	\$1,187,451	1,431,855	\$2,619,306	\$4,857,070	\$4,387,614
2. Investments	5,260,956	2,378,391	7,639,347	4,374,842	3,960,604
3. Contributions receivable	108,948	(29,001)	79,947	113,300	198,220
4. Accounts receivable, net	163,009	164,159	327,168	373,917	194,029
5. Unbilled Revenue	175,321	451,167	626,488	450,727	329,152
6. Deposits & prepaid expenses	123,091	(66,136)	56,955	130,798	145,869
7. Property & Equipment (net of depreciation)	2,769,241	(771,764)	1,997,477	2,063,741	1,920,195
8. Total Assets	\$9,788,017	3,558,671	\$13,346,688	\$12,364,395	\$11,135,682
LIABILITIES AND NET ASSETS					
9. Accounts payable and accrued expenses	\$113,775	825,134	\$938,909	\$367,551	\$351,145
10. Compensation payable	163,273	(39,021)	124,252	121,485	134,359
11. Deferred revenue & advance deposits	190,410	35,030	225,440	338,398	455,746
12. Deferred membership dues	875,793	200,833	1,076,626	1,141,090	1,018,226
13. Regional Council dues payable	115,127	67,041	182,168	142,940	155,407
14. Capital Lease	0	29,712	29,712	88,529	
15. Commercial Loan	476,057	(476,057)	-	-	
16. Other liabilities	55,602	(5,126)	50,476	69,357	38,050
17. Total Liabilities	\$1,990,037	637,546	\$2,627,583	\$2,269,350	\$2,152,933
NET ASSETS					
18. Undesignated	\$3,458,080	2,613,807	\$ 6,071,887	\$ 5,871,966	\$ 4,837,425
19. Unrestricted and Board designated	200,210	90,545	290,755	237,212	291,352
20. Total unrestricted	3,658,290	2,704,352	6,362,642	6,109,178	5,128,777
21. Temporarily restricted	2,970,748	216,773	3,187,521	2,818,025	2,366,279
22. Permanently restricted	1,168,942	0	1,168,942	1,167,842	1,487,692
23. Total Net Assets	7,797,980	2,921,125	10,719,105	10,095,045	8,982,749
24. Total Liabilities & Net Assets	\$9,788,017	\$3,558,671	\$13,346,688	\$12,364,395	\$11,135,682

Notes:

AACAP borrowed \$500K at 4% interest for Building renovations; the costs are expected to be \$850,000.

Line 3 - 2008 includes \$75k final contribution for Menninger Plenary.

Line 11 - Deferred revenue is the \$70K unrecognized portion of the Lippincott Williams & Wilkins signing bonus received in 2005.

The bonus is being recognized over the 5 year life of the contract, with \$70K recognized in 2005 2006, 2007, 2008 and 2009.

American Academy of Child and Adolescent Psychiatry
STATEMENT OF ACTIVITIES
(Unaudited)

REVENUE	2009 Budget	2008 Budget	12/31/2008	Variance 2008 - 2007 Fav/(Unfavorable)	Audited 12/31/2007	Audited 12/31/2006
1 Membership Dues and Fees (page 4)	\$2,108,400	\$2,307,000	\$2,032,408	\$76,750	\$1,955,658	\$1,985,237
2 U.S. Government Grants (page 5)	-	1,143,676	750,136	(249,770)	999,906	953,138
3 <i>Research Initiative (page 6)</i>	185,670	185,700	120,755	(75,547)	196,302	193,343
4 Annual Meeting and Institutes (page 7-8)	1,731,875	1,496,300	1,885,584	203,847	1,681,737	1,621,127
5 Annual Review (page 9)	121,800	102,400	95,740	(12,810)	108,550	102,620
6 Maintenance of Certification Institute (page 10)	130,550	136,550	114,442	(1,833)	116,275	127,745
7 January Institute (page 11)	155,900	141,800	153,969	1,014	152,955	174,119
8 <i>eAACAP (page 22-23)</i>	820,000	125	0	(125)	125	0
9 Journal (page 12)	1,134,200	1,049,000	972,640	(262,421)	1,235,061	1,109,706
10 <i>Regional Assembly Dues Collection Fees - 4999</i>	12,000	18,000	83,441	56,612	26,829	11,765
11 <i>Member List Sales</i>	75,000	40,000	60,411	(13,411)	73,822	64,907
12 AACAP News (page 13)	50,000	35,000	16,163	(20,691)	36,854	45,450
13 Building Income (page 17)	32,513	78,600	35,854	(32,993)	68,847	69,643
14 Dividends and Interests	375,000	170,000	262,577	(77,853)	340,430	346,359
15 Investment Gain or (Loss)	-	-	(2,575,091)	(2,686,479)	111,388	287,157
16 Publications (page 15)	64,000	69,500	27,304	(65,330)	92,634	39,554
17 Royalties from AmPro Liability Program	175,000	170,000	139,617	(29,259)	168,876	164,781
18 <i>Systems of Care (McNeill+Registration) (1620)</i>	0	0	2,355	(3,550)	5,905	0
19 <i>Noshpitz</i>	2,500	5,000	2,500	1,500	1,000	0
20 JOBSOURCE	85,000	55,000	67,755	(27,345)	95,100	52,900
21 General Contributions	250,000		15,946	(35,116)	51,062	0
22 Other Royalties and Adjustments	10,000	7,500	19,424	4,650	14,774	24,243
23 Special Funds (page 18)	284,000	578,000	784,450	(27,879)	812,329	536,190
24 Total Revenue	7,803,408	7,789,151	5,068,380	(3,278,039)	8,346,419	7,909,984
EXPENSE						
25 U.S. Government Grants (page 5)	1,133,676	1,143,676	767,225	232,181	999,406	953,138
26 Research Initiative (page 6)	299,670	258,600	178,127	35,995	214,122	120,166
27 Annual Meeting and Institutes (page 7-8)	1,259,825	942,050	1,037,520	(183,660)	853,860	844,467
28 Maintenance of Certification Institute (page 10)	88,000	59,750	77,156	(96)	77,060	38,046
29 January Institute (page 11)	108,100	126,550	130,502	(38,294)	92,208	80,965
30 eAACAP (3900)	820,000	45,000	36,245	8,407	44,652	0
31 Journal (page 12)	758,910	691,600	615,469	60,935	676,404	645,166
32 Annual Review (page 9)	108,400	91,200	89,292	(9,629)	79,663	80,644
33 AACAP News (page 13)	149,000	150,000	146,570	27,424	173,994	153,855
34 Components (page 14)	540,875	563,350	835,388	(112,924)	722,464	623,248
35 <i>Bernstein Investment Fee</i>	32,000	50,000	11,939	46,929	58,868	46,426
36 PR Consultants	-		960	(960)	0	28,000
37 Audit Fee	50,000	50,000	57,400	2,100	59,500	51,895
38 Publications (page 15)	76,000	79,500	85,191	9,803	94,994	163,956
39 <i>Book Drop</i>	1,000	5,000	0	300	300	1,076
40 JOBSOURCE	7,000	5,000	15,831	(598)	15,233	7,885
41 Total Program Expenses	5,432,456	4,261,276	4,084,815	77,913	4,162,728	3,838,933
42 Supporting Services						
43 Central Office (page 16)	2,528,518	2,527,724	2,367,714	57,031	2,424,745	1,960,151
44 Building Operations (page 17)	419,464	330,300	368,248	(18,553)	349,695	333,284
45 Total Supporting Services	2,947,982	2,858,024	2,735,962	38,478	2,774,440	2,293,435
46 Total Program and Supporting Expenses	8,380,438	7,119,300	6,820,777	116,391	6,937,168	6,132,370
47 Net Income from Activities	(577,030)	669,851	(1,752,397)	(3,161,648)	1,409,251	1,777,614
48 Release from Net Assets (Restricted) (Page 18)	(50,755)	0	978,881	526,486	452,395	547,882
49 President Honorarium	80,000	70,000	80,000	(4,000)	76,000	68,125
50 T. Anders - 2003-2007			2	38,454	38,456	45,968
51 R. Hendren - 2005-2009			15,544	14,539	30,083	3,345
52 L. Greenhill - 2007 - 2011						
53 Total Expense	8,409,683	7,189,300	7,895,204	(361,102)	7,534,102	6,797,690
54 Revenue Less Expenses (Net Income and Loss)	(606,275)	599,851	(2,826,824)	(3,639,141)	812,317	1,112,294
55 Revenue Less Expenses (Unrestricted)	(\$941,030)	\$21,851	(\$2,632,393)	(\$3,084,776)	\$452,383	\$1,123,986

Notes:

Line 14 - As of December 31, 2007, investment principal was approximately \$7.6M. In 2006 \$3M was transferred to our Bernstein investment account. T
Line 21 - General Contributors include FY 2007: University of Miami School of Medicine, Klingenstein Foundation and K Rickler.

American Academy of Child and Adolescent Psychiatry
MEMBERSHIP DUES & FEES
(Unaudited)

REVENUE	2009 Budget	2008 Budget	12/31/2008	Variance 2008 - 2007 Fav/(Unfavorable)	Audited 12/31/2007
MEMBERSHIP DUES & FEES					
1 General/Fellows (4005/4010/4019)	\$1,903,000	\$2,200,000	\$1,873,179	\$69,955	\$1,803,224
2 Affiliates (4011)	59,000	60,000	47,075	(929)	48,004
3 Corresponding (4001/4012)	53,000	49,000	43,753	923	42,830
4 C&A Trainees (4016)	52,000	25,000	44,475	13,995	30,480
5 General Psy. Resident(4013/4014)	27,000	35,000	15,120	(7,875)	22,995
6 Pediatric Resident (4015)	400	1,000	330	90	240
7 Subtotal	2,094,400	2,370,000	2,023,932	76,159	1,947,773
8 Application Fees (4030)	14,000	8,000	8,476	591	7,885
9 Total Dues & Fees	\$2,108,400	\$2,378,000	\$2,032,408	\$76,750	\$1,955,658

Notes:

Revenue

Line 9 - 2008 revenue from dues is lower than 2008 budget because there are more medical student members who do not pay dues. The 2007 Total Dues were adjusted to reflect payments for 2008.

Membership Categories	Budget - Member Count		Actual - Member Count				
	2009	2008	12/31/2008	10/1/2007	12/31/2007	12/31/2006	12/31/2005
10 General/Fellows (\$350)	5,438	6,286	5,607	5,891	5,847	5,863	5,361
11 Life Fellows/Active	1,158	632	776	636	726	626	
12 Affiliate (\$295)	200	203	165	178	177	194	183
13 Life Affiliate	15	14	16	14	14	14	
14 Corresponding (\$215)	247	228	314	226	226	211	175
15 Life Corresponding	11	12	17	12	12	11	
16 C&A Trainee (\$60)	868	417	525	699	712	645	601
17 Gen. Psychiatry Resident (\$60)	445	583	289	373	380	273	221
18 Medical Student (\$0)	198	234	150	162	167	222	127
19 Pediatric Resident (\$60)	6	17	2	6	6	6	5
20 Non-Member Joining	0	0	67		15		
21 Honorary	7	7	5	7	13		
22 Honorary Ex-Officio	76	71	36	70	70	21	
TOTAL	8,669	8,704	7,969	8,274	8,365	8,086	6,673

Notes:

Member Count

Line 20 - Non-member joining is a category created for the Annual Meeting. This category is only used three months out of the year.

Line 22 - The Honorary Ex-officio category represents Presidents of child and adolescent psychiatry associations outside of the United States. Honorary members are elected

NOTE: Member count as of 10/1/08 was 7,720

American Academy of Child and Adolescent Psychiatry
 GOVERNMENT GRANTS & OTHER CONTRACTS
 (Unaudited)

				Variance 2008 - 2007		
GRANT REVENUE	2009 Budget	2008 Budget	12/31/2008	Fav/(Unfavorable)	12/31/2007	12/31/2006
1 K12 (Riggs Year 7) (1220)						\$ 641,596
2 K12 Years 8 and 9 (1230/1240)		\$ 1,133,676	\$ 671,646	\$ (328,260)	\$ 999,906	\$ 307,462
3 K12 Years 9 and 10 (1240/1250)	\$ 1,133,676		78,490			
4 Total Grant Revenue	1,133,676	1,133,676	750,136	(249,770)	999,906	949,058
EXPENSE						
6 K12 (Riggs Year 7) (1220)						612,430
7 K12 Years 8 and 9 (1221-1228/1230-1235/1238-1240)		972,700	584,113	(312,102)	896,215	228,450
8 K12 Years 9 and 10 (1231-1240/1248-1250)	972,262		70,433			
9 Subtotal Expense	972,262	972,700	654,546	(241,669)	896,215	840,880
10 Staff time and fringe benefit allocation	77,438	77,000	38,904	15,205	23,699	30,303
11 Overhead - approved rate of 8%	83,976	83,976	64,710	(15,282)	79,992	77,876
12 Total Expense	1,133,676	1,133,676	758,160	(241,746)	999,906	949,059
13 Net Income (Loss)	\$0	\$0	(\$8,024)	(\$8,024)	\$0	(\$1)

Notes:

Line 3: The K12 grant award period is September 1 through August 31. Therefore the 2009 budget includes eight months for K12 year 9 and four months for K12 year 10. The total award for a 12 month period is \$1,133,676.

American Academy of Child and Adolescent Psychiatry
RESEARCH INITIATIVES
(Unaudited)

REVENUE	2009 Budget	2008 Budget	12/31/2008	Variance	12/31/2007
Research Initiatives - 1501-1513	(Annual)	(Annual)	(Annual)	2008 - 2007	
				Fav/(Unfavorable)	
1 Research Initiatives	\$185,670	\$185,700	\$120,755	(\$75,547)	\$196,302
2 Total Revenue	185,670	185,700	120,755	(75,547)	196,302
EXPENSE					
3 EXPENSE					
4 Work Group on Research	33,000	55,550	10,613	3,543	14,156
5 Research Forum	39,000	35,300	51,266	(15,750)	35,516
6 E I G (formerly YIC)	0	-		(5,440)	(5,440)
7 P P I	6,000	6,325	1,413	12,645	14,058
8 CAPTN	33,000	41,500	32,639	(6,902)	25,737
9 Integrated Research Training	0	9,000		(307.00)	(307)
10 Integrated Research - NIMH	17,670				
11 Founders Meeting	20,000	14,900	2,648	1,812	4,460
12 Integrated Research BRAIN Foundation			657	44,315	44,972
13 Junior Investigator Awards	70,000				
14 Subtotal	218,670	162,575	99,236	33,916	133,152
15 Staff Time	42,000	45,000	46,747	(4,062)	42,685
16 Others	3,000		561		
17 Staff Overhead	36,000	36,000	31,583	6,702	38,285
18 Total Expense	299,670	243,575	178,127	36,556	214,122
19 Balance Research Initiative	(\$114,000)	(\$57,875)	(\$57,372)	(\$39,552)	(\$17,820)

Notes:

Line 13 - The Junior Investigator Award is a new initiative. The \$70k funds the first year of support for 2 young investigators, a three year program to increase child and adolescent psychiatric researchers.

Summary

Revenue

Revenue Prior to 2004	\$	736,300
2004 Total Revenue		191,715
2005 Revenue		211,763
2006 Revenue		193,343
2007 Revenue		196,302
2008 Revenue		120,755
Total Revenue		1,650,178

Expenses

Expenses Prior to 2004	\$	441,129
2004 Total Expenses		175,175
2005 Total Expenses		84,559
2006 Expenses		120,166
2007 Expenses		210,122
2008 Expenses		178,127
Total Expenses		1,209,278

Balance Research Initiative @ 12/31/08 440,900

Line 18 - Work Group's goal is to maintain a minimum balance of \$200,000.

American Academy of Child and Adolescent Psychiatry
ANNUAL MEETING & ANNUAL MEETING INSTITUTES
(Unaudited)

REVENUE	2009 Budget	2008 Budget	12/31/2008	Variance	12/31/2007	12/31/2006
	HAWAII	CHICAGO	CHICAGO	2008 - 2007 Fav/(Unfavorable)	BOSTON	SAN DIEGO
ANNUAL MEETING						
1 Registration fees: members	\$400,000	\$350,000	\$390,597	(20,431)	\$411,028	\$352,204
2 Registration fees: non-members	450,000	479,000	496,262	65,790	430,472	418,877
3 Exhibits/Literature Tables	170,000	200,000	227,850	54,306	173,544	180,062
4 Workshops	50,000	41,000	46,508	(9,980)	56,488	38,680
5 Royalties	25,000	15,000	25,324	1,166	24,158	2,103
6 General Sponsorship	170,000	165,000	371,570	171,861	199,709	111,250
7 CME Sponsorship (Except Institutes)	130,000	120,000	35,000	(5,000)	40,000	80,000
8 Registration Magazines	9,000	7,500	5,120	(3,600)	8,720	10,385
9 Study Groups	5,500	7,000	4,650	(673)	5,323	6,390
10 Clinical Practicum	3,000	3,000	2,640	(7,225)	9,865	4,000
11 Clinical Consultation Breakfasts	16,000	12,000	9,295	(10,165)	19,460	11,053
12 International Symposium/Reception	80,000	80,000		(80,000)	80,000	80,000
13 Training Reception and Dinner	4,000	4,000	3,105	(25)	3,130	4,705
14 Audio-visual fees	0			(25)	25	
15 Proceedings Book	0	0	560	154	406	105
16 ECP/Medical Students Breakfast	1,875		1,430	(685)	2,115	
17 NIMH Research Breakfast				0		
18 NIMH Sponsorship						40,425
19 Contribution for Noshpitz History Lecture	2,000	2,000		0	0	2,000
20 Art Show Committee	2,500	2,500	5,000	2,500	2,500	2,500
21 Grove School/Book Drop		3,000		0	0	3,000
22 Subtotal Annual Meeting	1,518,875	1,491,000	1,624,911	157,968	1,466,943	1,347,739
ANNUAL MEETING INSTITUTE						
23 Registration fees: Members	150,000	175,000	154,025	(10,704)	164,729	171,885
24 Registration fees: Non-members	50,000	80,000	76,645	14,945	61,700	70,320
25 CME Institute Sponsorship	25,000	25,000	25,000	25,000	0	25,000
26 Tape Royalties		3,000	188	188	0	657
27 Notebook Sales	8,000	8,000	4,815	(3,526)	8,341	5,526
Less: AM Voucher Discount	(20,000)				(19,976)	
28 Subtotal Annual Meeting Institute	213,000	291,000	260,673	25,903	214,794	273,388
TOTAL REVENUE FOR						
29 ANNUAL MEETING & INSTITUTES	1,731,875	1,782,000	1,885,584	183,871	1,681,737	1,621,127
EXPENSE						
ACTIVITIES AND EVENTS						
30 Opening Reception	100,000	85,000	99,378	(19,257)	80,121	87,329
31 President's Reception	42,000	40,000	32,581	10,174	42,755	31,501
32 International Symposium/Reception	60,000	45,000	28,446	4,076	32,522	40,517
33 Exhibits Expense	40,000	30,000	21,010	20,279	41,289	21,565
34 Workshops	14,000	12,000	22,537	(9,373)	13,164	11,766
35 Training Reception and Dinner	4,000	4,000	6,116	(763)	5,353	13,341
36 Media Theater	3,000	2,500	4,212	(1,368)	2,844	2,323
37 Plenary Speakers	5,000	5,000		302	302	3,000
38 New Research	2,500	1,000	996	1,354	2,350	194
39 NIMH Research Breakfast		0		0		763
40 NIDA Presentation	3,500		1,680		3,993	10,520
41 Early Career Breakfast	1,875	4,500		0	0	3,970
42 Clinical Practicum	2,500	2,800		4,847	4,847	3,096
43 Plenary Speakers-Travel		0		0	0	598
44 Study Groups	3,000	4,500	3,517	(818)	2,699	4,494
45 Speaker Travel Grants	15,000			0		
46 Program Committee Honoraria				0		
47 Noshpitz History Lecture	1,500	1,750		615	615	
48 Art Show Committee	2,500	2,500	120	366	486	2,591
49 Clinical Consultation Breakfasts	11,000	7,000	9,923	210	10,133	6,445
50 Subtotal Activities and Events	311,375	247,550	\$230,516	\$10,644	\$243,473	\$244,013

Notes:

The 2009 budget increases are due to the increased cost of shipping and production in Hawaii.

Line 45- Speaker travel grants are administered by the Program Committee.

American Academy of Child and Adolescent Psychiatry
ANNUAL MEETING & ANNUAL MEETING INSTITUTES (CONT)
(Unaudited)

ANNUAL MEETING (Cont.)	2009 Budget HAWAII	2008 Budget CHICAGO	12/31/2008 CHICAGO	Variance		12/31/2006 SAN DIEGO
				2008 - 2007 av(Unfavorable)	12/31/2007 BOSTON	
PLANNING EXPENSES						
1 Registration Magazine	\$45,000	\$50,000	\$45,958	(\$9,954)	\$36,004	\$22,358
2 Proceedings	24,000	21,000	18,425	8,027	26,452	19,338
3 Honors Book	7,500	6,500	5,985	(621)	5,364	3,306
4 Printing	14,000	10,000	28,374	(14,564)	13,810	11,859
5 Program	30,000	28,000	28,023	(2,847)	25,176	25,292
6 Tote Bags	18,000	18,000		13,228	13,228	15,258
7 Program Committee	30,000	43,000	27,773	(341)	27,432	27,115
8 Call for Papers	23,000	25,000		15,600	15,600	4,617
9 Posters and Flyers	5,000	5,000	4,698	(690)	4,008	4,810
10 Program Chairman Support	1,400	1,400		0	0	0
11 Press Release	500	500	1,044	(1,044)	0	0
12 Local Arrangements	7,000	7,000	6,905	(1,291)	5,614	5,371
13 Security	8,000	8,000		6,424	6,424	6,553
14 Internet Connection Fee	9,000	8,000	11,887	(5,032)	6,855	6,168
15 Site visit	7,000	2,000	4,978	(2,128)	2,850	399
16 Promotion to Non Members	12,000	8,000	6,234	2,399	8,633	3,333
17 Signs	1,000	6,000	7,230	(5,474)	1,756	3,617
18 Designs	3,000	3,000	2,944	385	3,329	1,525
19 Honoraria			16,000			
20 Subtotal Planning Expenses	245,400	250,400	216,458	(13,923)	202,535	160,919
21 Audio Visual Expenses	45,000	45,000	60,262	(26,188)	34,074	29,341
22 Postage	20,000	10,000	6,933	9,978	16,911	25,489
23 Hotel	20,800	12,000	3,201	4,240	7,441	10,355
24 Staff Travel and Hotel	35,000	20,000	19,828	(3,428)	16,400	21,191
25 Registration Services	35,000	18,000		26,007	26,007	17,486
26 Telephone	1,000	2,500	562	(248)	314	1,138
27 Shipping	6,000	5,000		2,500	2,500	202
28 Supplies	1,500	1,500	1,465	905	2,370	177
29 Staff and Press Office	5,000	4,000	10,190	(7,073)	3,117	3,504
30 Computer Consultants	3,000	2,500	21,000	(18,800)	2,200	2,373
31 Professional Fees	4,000	1,500	4,195	(1,114)	3,081	3,463
32 Equipment Rental	6,000	7,500		4,272	4,272	8,432
33 Meeting Manager	3,000	1,000	2,035	(1,640)	395	
34 Other Temps		20,000		0		26,000
35 Registration Temps	40,000	40,000	6,741	25,206	31,947	36,329
36 Other Administrative Expenses	1,000	1,500	375	(375)	0	144
37 Subtotal Annual Meeting Expense	226,300	192,000	136,787	14,242	151,029	185,624
38 Total Annual Meeting Expense	783,075	689,950	583,761	10,963	597,037	590,556
ANNUAL MEETING INSTITUTE						
39 Travel	12,000	12,000	13,889	(8,789)	5,100	10,751
40 Hotel	32,000	32,000	35,925	(3,928)	31,997	29,276
41 Honoraria	40,000	45,000	44,250	(10,625)	33,625	31,450
42 Printing	20,000	18,000	7,189	8,364	15,553	15,758
43 Audio Visual	12,000	13,000	10,874	(1,253)	9,621	9,502
44 Postage	750	500	196	502	698	243
45 Subtotal Annual Meeting Institute	116,750	120,500	112,323	(15,729)	96,594	96,980
TOTAL EXPENSE FOR						
46 ANNUAL MEETING & INSTITUTES	899,825	810,450	696,084	(2,453)	693,631	687,536
47 Subtotal: Net Income/(Loss)	832,050	971,550	1,189,500	186,324	988,106	933,591
48 Staff Time	200,000	200,000	192,046	(31,817)	160,229	156,931
49 Staff Overhead	160,000	160,000	149,390	(149,390)		
50 Total Expenses	1,259,825	1,170,450	1,037,520	(183,660)	853,860	844,467
51 Total Net Income / (Loss)	472,050	611,550	\$848,064	\$20,187	\$827,877	\$776,660

Notes:

Line 25, 34 and 35 - The budget amount for Registration services for 2009 is \$75k compared to \$78k for 2008.
Line 49 - Staff overhead was not capture in previous years.

American Academy of Child and Adolescent Psychiatry
ANNUAL REVIEW
(Unaudited)

REVENUE	2009 Budget April	2008 Budget April	12/31/2008 April	Variance 2008 - 2007 Fav/(Unfavorable)	12/31/2007 March
ANNUAL REVIEW (2900/2901)	BOSTON	SAN FRANCISCO	SAN FRANCISCO		PITTSBURGH
1 Registration Fees - Members	\$75,000	\$70,000	\$64,747	\$2,339	\$62,408
2 Registration Fees - Non-members	30,000	30,000	19,539	(12,561)	32,100
3 Tape Royalties	7,000	10,000	4,159	(2,206)	6,365
4 Exhibits	2,800	3,000	1,900	(200)	2,100
5 Notebook Sales & Misc	7,000	2,000	5,395	(183)	5,578
6 Total Revenue	121,800	115,000	95,740	(12,811)	108,551
EXPENSE					
7 Honoraria	30,000	32,000	26,350	(7,450)	18,900
8 Hotel	24,000	20,000	18,282	(4,656)	13,626
9 Staff - Travel Expenses	1,400	3,000	810	56	866
10 Faculty - Travel	500	1,500	419	(296)	123
11 Postage and Delivery	9,000	5,000	5,977	8,039	14,016
12 Printing & Design	14,000	15,000	14,806	(6,307)	8,499
13 Audio-visuals	10,000	12,000	4,854	9,384	14,238
14 Sat. Session Costs	1,000	8,000	600	(600)	0
15 Other (supplies, hosp., fees)	500	500		37	37
16 Subtotal	90,400	97,000	72,098	(1,793)	70,305
17 Staff time	10,000	14,000	9,581	(223)	9,358
18 Staff Overhead	8,000	11,200	7,613	(7,613)	0
19 Total Expense	108,400	122,200	89,292	(9,629)	79,663
20 Net Income/(Loss)	\$13,400	(\$7,200)	\$6,448	(\$22,440)	\$28,888

American Academy of Child and Adolescent Psychiatry
LIFELONG LEARNING INSTITUTE
(Unaudited)

REVENUE	2009 Budget March San Diego	2008 Budget March Washington, DC	12/31/2008 March Washington, DC	Variance 2007 - 2006 Fav/(Unfavorable)	12/31/2007 April FLORIDA
Lifelong Learning Institute (2520/3361-3364)					
1 Registration Fees- Members	\$24,000	\$24,000	\$14,310	(\$3,735)	\$18,045
2 Registration Fees- Non-members	6,000	6,000	2,040	(3,545)	5,585
3 Exhibits	1,400	1,400	1,200	(200)	1,400
4 Tape Royalties	150	150	140	(260)	400
5 Notebooks sales & misc			76	61	15
6 Maintenance of Certification Modules	99,000	99,000	96,676	5,846	90,830
7 Total Revenue	130,550	130,550	114,442	(1,833)	116,275
EXPENSE					
8 Honoraria	7,500	8,500	7,750	1,000	8,750
9 Hotel	10,000	10,000	7,581	(1,003)	6,578
10 Staff - Travel Expenses	2,000	250	215	1,829	2,044
11 Faculty - Travel Expenses	6,000	4,000	975	3,814	4,789
12 Postage and Delivery	4,500	2,500	2,574	716	3,290
13 Printing & Design (MOC Meeting)	10,000	9,000	16,017	(8,877)	7,140
13 MOC Modules - Printing/Production	20,000	20,000	27,131	9,167	36,298
14 Audio-visuals	2,300	3,000	1,786	(11)	1,775
15 Other (supplies, hosp., fees)	500	500	1,328	(468)	860
16 Subtotal	62,800	57,750	65,357	6,167	71,524
17 Staff time	14,000	30,000	6,555	(1,019)	5,536
18 Staff Overhead	11,200	0	5,244	(5,244)	0
19 Total Expense	88,000	87,750	77,156	(96)	77,060
20 Net Income/(Loss)	\$42,550	\$42,800	\$37,286	(\$1,929)	\$39,215

Notes:

The MOC Institute has been renamed to "Lifelong Learning Institute".
Line 12 - Amount includes 2 mailings in 2009.

American Academy of Child and Adolescent Psychiatry
 JANUARY INSTITUTE - NEW YORK
 (Unaudited)

REVENUE	2009 Budget	2008 Budget	12/31/2008	Variance 2008 - 2007	12/31/2007
JANUARY INSTITUTE - (2530/3364/3368)	NEW YORK	NEW YORK	NEW YORK	Fav/(Unfavorable)	NEW YORK
1 Registration Fees- Members	\$100,000	\$95,000	\$102,043	\$12,885	\$89,158
2 Registration Fees- Non-members	50,000	55,000	43,390	(15,169)	58,559
3 Exhibits	2,100	3,500	1,900	(900)	
4 Contributions					2,800
5 Tape Royalties	3,000	3,000	5,939	4,202	1,737
6 Notebook Sales & Misc	800	800	697	(4)	701
7 Total Revenue	155,900	157,300	153,969	1,014	152,955
EXPENSE					
8 Honoraria	8,000	12,000	6,000	2,000	8,000
9 Hotel	45,000	30,000	43,289	(13,556)	29,733
10 Staff - Travel Expenses	2,000	2,400	25,623	(24,527)	1,096
11 Faculty - Travel Expense	2,000	2,000	928	1,466	2,394
12 Telephone		50	0	15	15
13 Postage and Delivery	3,000	2,000	2,912	3,361	6,273
14 Temporary Help		1,000	0	0	
15 Printing & Design	9,000	8,000	11,794	(2,917)	8,877
16 Audio-visuals	17,000	12,000	15,646	(6,454)	9,192
17 CME-Online Vendor fee			0	14,240	14,240
18 Other (supplies, hosp., fees)	500	500	12,037	(11,669)	368
19 Subtotal	86,500	69,950	118,229	(38,041)	80,188
20 Staff time	12,000	12,000	6,911	5,109	12,020
21 Staff Overhead	9,600	0	5,362	(5,362)	0
22 Total Expense	108,100	81,950	130,502	(38,294)	92,208
23 Net Income/(Loss)	\$47,800	\$75,350	\$23,467	(\$37,280)	\$60,747

Notes:

American Academy of Child and Adolescent Psychiatry
JOURNAL
(Unaudited)

REVENUE JOURNAL - 5125	2009 Budget	2008 Budget	12/31/2008	Variance	12/31/2007
				2008 - 2007 Fav/(Unfavorable)	
1 Royalties	\$790,000	\$740,000	\$650,000	(\$129,766)	\$779,766
2 Editorial Allowance	252,000	247,000	247,000	(116,000)	363,000
3 Subscription	22,200	22,000	5,640	(16,655)	22,295
4 Signing Bonus - 2005	70,000	70,000	70,000	0	70,000
5 Total Revenue	1,134,200	1,079,000	972,640	(262,421)	1,235,061
EXPENSES - CHICAGO OFFICE					
6 Salaries				131,550	131,550
7 Office Expenses				17	17
8 Honoraria				45,000	45,000
9 Editorial Board				271	271
10 Subtotal	0	0	0	176,838	176,838
11 EXPENSES - D.C. OFFICE					
12 Salaries	166,950	124,750	147,625	(62,957)	84,668
13 Overhead	133,560	99,800	111,002	(43,268)	67,734
14 Office Expenses	6,000	10,250	5,094	(811)	4,283
15 Staff -Travel and Expenses	6,000		3,343	(951)	2,392
Temporary Help			918	(918)	
16 Rent Allocation	7,700	7,700	6,416	(6,416)	
17 Honoraria Editor	60,000	60,000	60,000	(60,000)	
18 Deputy Editors				595	595
19 Honoraria Associate Editor	10,000	10,000	10,000	(10,000)	
20 Professional Memberships	600	600	146	50	196
21 Travel-Professional Dev/Journal	3,000	5,100			319
22 Figure Permissions and Artwork	1,800				
23 Other Expenses					
24 Subtotal	395,610	318,200	344,544	(184,357)	160,187
25 Member Subscriptions	363,300	385,000	270,925	68,454	339,379
26 Total Expense	758,910	703,200	615,469	60,935	676,404
27 Net Income/(Loss)	\$375,290	\$375,800	\$357,171	(\$201,486)	\$558,657

Notes:

Line 5 - Final royalty is expected to receive in March 2009

Line 14 - Reduced as a result of the efficiencies of the primarily electronic workflow of Editorial Manager.

Line 16 - The Journal is charged a rent allocation of \$7,700 calculated as 350 sq ft at \$22. The rent charge is the result of lost tenant revenue. Rent expense has not been budgeted or incurred in previous years. Rent was donated by Northwestern University

Line 22 - Invited authors may request reimbursement of expenses for obtaining permissions to reprint figures/content from outside sources.

Line 25 - Per contract, AACAP pays \$55 per person per year for member subscriptions. Budgeting was based upon 6900 members.

Note: Representatives from the vendors of Lippincott, Williams and Wilkins, Oxford University Press, Elsevier and Sage Publishing presented to the Executive Committee on September 9, 2009 at the AACAP headquarters in response to an RFP for a future publisher for JAACAP. The intensive and complex process was coordinated by the EC-retained consulting firm of Kaufman-Willis Group. As a result of thoughtful deliberations, the EC proposed and Council approved a 5 year publishing contract with Elsevier beginning in January 2010. The Elsevier contract guarantees a greater than two million dollar revenue increase to AACAP over the 5 year lifetime of the contract as compared to the current contract with Lippincott, Williams & Wilkins.

American Academy of Child and Adolescent Psychiatry
AACAP NEWS
(Unaudited)

REVENUE	2009 Budget	2008 Budget	12/31/2008	Variance 2008 - 2007 Fav/(Unfavorable)	12/31/2007	12/31/2006
AACAP NEWS - 5200						
1 Advertising	\$50,000	\$50,000	\$16,163	(\$20,691)	\$36,854	\$45,450
2 Total Revenue	50,000	50,000	16,163	(20,691)	36,854	45,450
EXPENSE						
3 Design	35,000	15,000	28,330	(24,705)	3,625	15,923
4 Travel/Editors Meeting	6,000	6,500	1,864	(640)	1,224	179
5 Printing	60,000	90,000	64,445	54,623	119,068	87,014
6 Postage	25,000	35,000	32,184	1,212	33,396	26,044
7 Editing / Professional Fees	23,000	21,500	14,950	(3,677)	11,273	3,222
8 Subtotal	149,000	168,000	141,773	26,813	168,586	132,382
9 Staff time	-	-	4,797	611	5,408	21,473
11 Total Expense	149,000	168,000	146,570	27,424	173,994	153,855
12 Net Income/(Loss)	(\$99,000)	(\$118,000)	(\$130,407)	(\$6,733)	(\$137,140)	(\$108,405)

Notes:

- Line 1 - Advertising is down due to the economy and limited promotion. The AACAP will heavily promote advertising in 2009.
- Line 5 - 2009 budgeted printing expenses will decrease due to reduced size of publication.
- Line 7 - Production editor was previously an AACAP staff responsibility.

American Academy of Child and Adolescent Psychiatry
COMPONENTS
(Unaudited)

COMPONENTS	2009 Budget	2008 Budget	12/31/2008	Variance		12/31/2007	12/31/2006
				2008 - 2007	Fav/(Unfavorable)		
1 Directors and Officers Liability Insurance- AACAP	\$13,000	\$13,000	\$19,727	\$5,526		\$12,845	\$11,280
2 AAP -Leadership meetings	5,000	0	4,307	(1,227)		3,080	12,561
3 Advocacy Committee	0	0		47		47	4,547
4 AMA	18,675	34,275	28,116	(3,782)		24,334	16,038
5 APA	4,000	4,000	153	2,000		2,153	2,163
6 Assembly	40,100	59,150	89,977	(12,799)		77,178	43,869
7 Directors and Officers Liability Ins - ROCAP	12,000	15,000	11,400	(11,400)		25,253	13,646
8 CAP/Education Outreach Program (Travel Grants)	0	0		0			30,446
9 Continuing Medical Education Committee	15,050	2,500	4,605	(3,402)		1,203	0
10 COCMP (3372)	35,050	30,000	31,661	(11,988)		19,673	780
11 Committee on Juvenile Justice Reform	0	0	65	13		78	1,329
12 Contributions IACPAP	0	0	10,000	13,804		23,804	10,000
13 Council	40,000	40,000	61,100	(30,630)		30,470	35,264
14 Disaster Task Force	0	0	3,502	(3,502)		0	0
15 Elections	23,000	22,000	23,601	(201)		23,400	18,750
16 Executive Committee	24,000	21,000	31,667	(2,065)		29,602	16,890
17 Financial Planning Committee	10,400	9,400	7,526	4,897		12,423	5,431
18 JCAHO	1,300	1,300	889	(112)		777	821
19 Medical Students Residents & Early Career	13,550	6,350	7,858	(1,867)		5,991	2,130
20 Member Benefits Committee	10,000	12,000	7,018	(803)		6,215	9,895
21 Member Drive Committee	2,950	3,230	162	267		429	2,224
22 Nominating Committee	4,800	4,800	1,433	163		1,596	83
23 Other Committees (See Below)	18,050	11,270	9,844	(1,319)		8,525	4,897
24 Parent Collaboration Initiatives/Summit	0	0	27,789	(23,402)		4,387	16,976
25 Psychotherapy Committee	1,300	1,300	764	491		1,255	465
26 RUC, PEAC, CPT Meetings	5,000	5,000	2,537	2,236		4,773	2,044
27 Steering Committee on Work Force Issues	9,200	3,950	1,117	20,497		21,614	31,486
28 eAACAP Advisory Board	41,000	0	14,792	(12,815)		1,977	0
29 Task Force on Intellectual Property	0	25,000	46	106		152	14,713
30 Task Force on Substance Abuse	0	2,100	409	(252)		157	294
31 Task Force on Policy & Procedures	0	0	8	3,748		3,756	0
32 Work Group - Community Systems of Care	53,000	44,000	41,535	(1,495)		40,040	35,276
33 Work Group - Consumer Issues	26,500	34,000	40,530	(18,874)		21,656	21,637
34 Work Group - Quality Issues	39,600	38,600	32,811	(9,978)		22,833	30,927
35 Work Group -HC Access & Economics	19,000	21,000	24,609	70		24,679	21,793
36 Work Group on Maintenance Certification	46,250	33,750	19,337	10,988		30,325	18,380
37 Work Group Training and Education	22,100	28,400	29,816	5,211		35,027	20,254
38 Conflict of Interest conference 1 - Practitioner	0	25,000	25,072	(25,072)		0	0
39 Conflict of Interest conference 2 - Researcher	0	25,000	7,288	(7,288)		0	0
40 Subtotal	540,875	538,375	623,071	(114,209)		508,862	446,009
41 Staff time			212,317	(41,664)		170,653	170,653
42 Total Expense	\$540,875	\$538,375	\$835,388	(\$155,873)		\$679,515	\$616,662

Notes:

The below have been approved by the EC for funding through the Endowment Fund for 2009.

Endowment Fund Activities (See page 18)	2009 Budget	2008 Budget
43 Congressional Fellowship July 09 - December 2009	\$ 100,000	\$ 100,000
44 CAP/Education Outreach Program (Travel Grants)	40,000	40,000
45 Assembly -Advocacy & Collaboration	40,000	48,000
46 Parent Collaboration Initiatives/Summit	17,000	17,000
47	197,000	205,000

Philips Prevention Fund Activities

49 Contributions IACPAP	0	10,000	27,549
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Line 4 - 2009 Budget reflects AMA liaison activities such as Dr Corwin's work with the AMA Child Abuse Committee.

Line 7 - 2009 Budget includes \$24k in D&O insurance less the \$12,000 reimbursement from the Councils.

Line 10 - COCMP, Committee on Liaisons with Medical Professionals, includes budgets for AAP and Liaisons, as well as the initial Committee budget .

Line 13 - Costs over 2007 expenses (\$54,040-26,491= \$27,549) will be charged to Presidents Initiative.

Line 19 - Budget include consultation from Tom Dietz and committee travel.

Line 23 - Other Committees

	2009 Budget
Inpatient, Residential & Partial Hospitalization	\$ 1,450
Deaf & Hard of Hearing	0
Schools Committee	450
Grants & Oversight Committee (phone conf & postage)	500
Gifts & Endowment Oversight Committee (phone conf & postage)	500
Telepsychiatry Committee	2,600
Diversity and Culture	750
Ethics committee (phone conferences)	1,000
Bylaws committee (phone conferences)	0
Substance Abuse Committee	800
Other (Component requests approved throughout year)	10,000
	18,050

Line 41 - All staff time to support Components is budgeted in Central Office. (pg. 16)

Line 44 - The Congressional Fellowship will fund approximately \$200k for salary and administrative cost for two fellows from August

American Academy of Child and Adolescent Psychiatry
PUBLICATIONS
(Unaudited)

REVENUE PUBLICATIONS	2009 Budget	2008 Budget	12/31/2008	Variance	12/31/2007	12/31/2006
				2008 - 2007 Fav/(Unfavorable)		
1 CASII Manual & Training (6042)	\$60,000	\$25,000	26,605	(\$47,209)	73,814	33,522
2 Facts for Families	1,000	3,000	438	(374)	812	4,197
3 Parameters	500	500	221	69	152	1,090
4 Pocket Cards	2,000	5,000		(17,706)	17,706	184
5 Other Publications	500	500	40	(110)	150	1,504
6 Total Revenue	64,000	34,000	27,304	(65,330)	92,634	40,497
EXPENSE						
7 Annual Report	15,000	15,000	16,123	(14,603)	1,520	11,981
8 CASII Manual & Training	25,000	18,000	13,908	29,143	43,051	22,059
9 Facts for Families	24,000	23,000	12,375	7,315	19,690	6,650
10 Media Services	11,000	3,500	1,647	12,257	13,904	3,065
11 Membership Directory		80,000	13,620	(13,620)		74,312
12 Parameters	0	3,000		1,426	1,426	21
13 Pocket Cards	0		121	4,559	4,680	29
14 Other Publications	1,000	500	1,786	(1,063)	723	56
15 Subtotal	76,000	143,000	59,580	25,414	84,994	118,173
16 Staff time	0	0	25,611	(15,611)	10,000	26,141
20 Staff Overhead	0	0				
21 Total Expense	76,000	143,000	85,191	9,803	94,994	144,314
22 Total Net Income/(Loss)	(\$12,000)	(\$109,000)	(\$57,887)	(\$55,527)	(\$2,360)	(\$103,817)

Notes:

Line 1 - Work Group plans to conduct additional training on-line.

Line 10 - Database subscription for Press List, Wire Services

Line 11 - The Membership Directory is only printed in even years. We are late and can not publish in 2008. This will have to be 2009 expense.

American Academy of Child and Adolescent Psychiatry
CENTRAL OFFICE
(Unaudited)

EXPENSE	2009 Budget	2008 Budget	12/31/2008	Variance	12/31/2007	12/31/2006
				2008 - 2007 Fav/(Unfavorable)		
CENTRAL OFFICE - 90						
1 Salaries and Benefits:						
2 Salaries	\$2,472,620	\$2,400,560	\$2,230,367	(\$219,364)	\$2,011,003	\$1,767,827
3 Staff position vacancies (aprox 5%)		(120,000)				
4 Payroll Taxes	201,647	192,045	161,816	(14,694)	147,122	126,628
5 Health and Other Insurance	163,800	143,000	96,965	1,276	98,241	56,655
6 Worker's Compensation	10,000	19,500	9,145	(3,187)	5,958	12,798
7 Pension Contribution	136,000	130,000	60,306	68,966	129,272	102,012
8 Benefit Administration Fee	4,725	4,500		543	543	1,196
9 Total Salaries and Benefits	2,988,792	2,769,605	2,558,599	(166,460)	2,392,139	2,067,116
10 Staff Time/Overhead to Programs	(1,144,724)	(802,576)	(1,256,516)	448,266	(808,250)	(562,856)
11 Net Salaries and Benefits	1,844,068	1,967,029	1,302,083	281,806	1,583,889	1,504,260
12 Other Central Office Expenses:						
13 Postage and Delivery	35,000	75,000	25,549	(33,760)	(8,211)	42,628
14 Printing	40,000	45,000	42,864	11,093	53,957	32,099
15 Bank / Credit Cards Fees	148,000	110,000	141,597	2,247	143,844	93,154
16 Office Supplies	60,000	65,000	62,783	7,714	70,497	41,523
17 Telephone-office	33,000	26,000	33,779	(1,956)	31,823	10,860
18 Telephone-800 line	8,000	12,000	568	6,118	6,686	8,059
19 Wireless Communication	15,000	12,000	12,601	3,059	15,660	9,690
20 Internet Connection Fees	15,000	12,000	12,757	491	13,248	9,785
21 Equipment Repairs and Maintenance	15,000	30,300	43,005	(179)	42,826	848
22 Miscellaneous	5,000	5,000	10,990	(2,731)	8,259	29,567
23 Travel/Food/Hotel	50,000	50,000	45,218	7,141	52,359	15,232
24 Local Transportation	0	1,500	512	(512)	0	751
25 Dues and Subscriptions	10,000	10,000	20,113	(3,968)	16,145	9,219
26 Staff Education	20,000	15,000	32,476	(15,617)	16,859	5,576
27 Professional Fees	30,000	30,000	299,052	(233,006)	66,046	26,706
28 Offsite Storage	8,000	8,000	11,752	971	12,723	6,249
29 Payroll Service Bureau	8,000	7,000	9,685	(1,100)	8,585	6,431
30 Furniture and Equipment	3,000	3,000	6,710	(4,006)	2,704	1,708
31 Equipment Rental - Phone/Copier System	40,000	35,000	73,172	(22,158)	51,014	31,074
32 Want ads and Personnel Recruitment	10,000	17,000	16,073	20,424	36,497	18,621
33 Temporary Help	20,000	10,000	28,674	69,449	98,123	40,805
34 Taxes		0	150	710	860	0
35 Computer Consultants	30,000	47,300	46,383	(25,258)	21,125	18,155
36 Depreciation (Furniture & Equipment)	89,150	121,500	95,584	(16,357)	79,227	46,363
37 Allocated rent (Journal)	(7,700)	0	(6,416)	6,416	0	0
38 Total Other Expense	684,450	747,600	1,065,631	(224,775)	840,856	505,103
39 Total Central Office Expense	\$2,528,518	\$2,714,629	\$2,367,714	\$57,031	\$2,424,745	\$2,009,363

Notes:

Line 2 - The increase in budget from 2006 to 2008 includes 8 new positions, IT Director, Assistant Director of Development, Meeting Coordinator, CME Coordinator, Assistant Director of State Advocacy and 3 Journal positions.

Line 7 - AACAP contributes 10% of salary, but allowance made for those who leave with minimal vesting.

Line 23 - 2007 expenditures include family participation (hotel and travel cost) in Advocacy Day on the Hill.

Line 27- Actual 2008 expenses includes \$218K for Cordia Partners Financial Consultant Fees. Finance office was only staffed at

Line 33 Temps for Executive Office, Membership and Meetings due to workload and unfilled positions.

Meeting office hired temp to assist the annual meeting workload.

American Academy of Child and Adolescent Psychiatry
BUILDING OPERATIONS
(Unaudited)

	2009 Budget	2008 Budget	12/31/2008	Variance 2008 - 2007 Fav/(Unfavorable)	12/31/2007	12/31/2006
REVENUE						
BUILDING OPERATIONS - 93						
Rental Income:						
1 Specialties, Inc	\$0	\$0	\$3,317	(\$35,553)	\$38,870	\$39,513
2 Washington Psychiatric Society	0	0	0	(788)	788	6,275
3 Create Technologies, Inc.	31,513	27,900	32,537	4,173	28,364	23,220
4 Other Rental Income	1,000	1,000		(825)	825	635
5 Total Revenue	32,513	28,900	35,854	(32,993)	68,847	69,643
EXPENSE						
OPERATING EXPENSE						
6 Utilities	55,000	48,400	55,508	3,665	51,843	46,414
7 Real Estate Taxes	49,000	49,000	52,081	5,885	46,196	26,974
8 Cleaning Service	30,320	26,400	24,646	(2,914)	27,560	25,347
9 Repairs and Maintenance	40,000	39,500	44,164	(9,557)	53,721	23,252
10 Air Conditioning and Heating - Maintenance	16,000	16,000	13,436	(237)	13,673	20,633
11 Building Insurance	14,500	13,000	12,529	105	12,424	12,302
12 Landscaping and Snow Removal	8,000	6,500	4,575	(2,790)	7,365	4,796
13 Building Supplies	6,000	15,000	2,574	(523)	3,097	14,009
14 Trash Removal	7,400	7,000	7,102	664	6,438	6,477
15 Elevator Maintenance	3,500	4,500	3,017	388	2,629	3,724
16 Professional Fees	2,500	5,000	1,700	910	790	0
17 Pest Control	1,000	1,200	998	254	744	936
18 Security	7,500	3,500	2,520	(3,975)	6,495	2,935
19 Building Committee	300	300		0		143
20 Depreciation	178,444	109,150	143,398	26,678	116,720	114,319
22 Total Operating Expense	419,464	344,450	368,248	18,553	349,695	302,261
23 Net Operating Expense	(\$386,951)	(\$315,550)	(\$332,394)	(\$51,546)	(\$280,848)	(\$232,618)

Notes:

Lines 1 & 2 - both leases (Specialties, Inc and Washington Psychiatric Society) terminated.

Line 18 - 2009 budget includes increased cost for additional security cameras.

Line 20 - Depreciation is for the building only.

See Balance Sheet for Building improvement loan.

	Annual	Cumulative
Building Fund funded by depreciation		
2003	88,196	
2004	91,888	180,084
2005	134,158	314,242
2006	145,343	459,585
2007	116,720	576,305
2008	155,159	731,464
2009	178,444	909,908
	<u>909,908</u>	

Building Fund supported the costs:

New carpet and paint for new office renovations	119,680
Asbestos removal for first floor	29,450
	<u>\$ 149,130</u>

American Academy of Child and Adolescent Psychiatry
SCHEDULE OF CHANGE IN SPECIAL FUNDS
(Unaudited)

			Contributions		Release from		2009 Budget
		Balance	and Grant	Expense	Restrictions	Balance at	and Grant
		12/31/2007	Income			12/31/2008	Income
TEMPORARILY RESTRICTED NET ASSETS							
1	4305	Abramson Fund	43,621	10,000	10,084	(23,687)	19,850
		Assessing Motivation for Choice of a Career				3,996	3,996
		Identification of Preschool Children				1,720	1,720
		Telepsychiatry with Children and Adolescents				11,851	11,851
2	4306	Abramson Fund-Sys Based Practice Tool Kit	3,729		12,341	6,120	(2,492)
3	4113	Beatrice Hamburg Award	18,670		234		18,436
4	4330	Berman Learning Disability Fund	46,841		4,500		42,341
5	3320/3571/	Campaign for America Kids (See page 24)	778,364	115,877	47,232	(345,000)	502,009
6	4410	Summer Medical Student Fellowships	-		74,885	85,000	10,115
7	4411	Facebook	-		9,396	50,000	40,604
8	4412	ODD Resource Center	-		6,130	100,000	93,870
9	4413	Autism Resource Center	-		0	50,000	50,000
10	4414	Advocacy Day for Families	-		0	15,000	15,000
11	4415	Congressional Briefing	-		0	10,000	10,000
12	4418	Annual Meeting Life Member Event	-	3,125	25,137	35,000	12,988
13	4400	Cancro Award	27,018		1,730		25,288
14	3364	CME Online - Eli Lilly	161,977	147,419	35,974		273,422
15	3366,67,68	eAACAP Sponsorship (See page 22)	-	143,750	160,893		(17,143)
16	4128	E. Schlosser Lewis	528,115	48,350	26,965		549,500
17	3589	ECSII Development & Test	36,771		31,093		5,678
18	4300	Endowment Fund	360,048	375	222	(205,000)	155,201
20	4403	Congressional Fellow Program	6,532	6,665		100,000	113,197
21	4401	CAP/Education Outreach Program (Travel Grants)			33,482	40,000	6,518
22	3300	Assembly -Advocacy & Collaboration			49,340	48,000	(1,340)
23	6165	Parent Collaboration Initiatives/Summit			27,789	17,000	(10,789)
24	4134	Furman initiative	21,529		9,478		12,051
25	4201	General Resident Travel Awards (Eli Lilly)	43,047	50,000	50,119		42,928
26	4140	Jerry M. Wiener Resident	7,251	250			7,501
27	4141	John F McDermott Assistant Editor in Residence	55,241		1,202		54,039
28	4142	John Schowalter Resident	50,795		790		50,005
29	2211	Karl Menninger Plenary	215,376		4,458		210,918
30	4143	Klingenstein	20,515	8,000	24,832	(10,025)	(6,342)
31	4146	Marshall Schecter Adoption Lecture	10,817		634		10,183
32	3551	McNeil-System of Care Program			813		(813)
33	4177	Regional Council Advocacy-McNeil	39,157				39,157
34	4215	Pfizer (Collaboration)	68,087				68,087
35	4210	Pfizer Travel for CAP Residents	4,449		4,449		0
36	4320	Philips Fund for Prevention	28,497		230		28,267
37	4200	Pilot Research Awards (Eli Lilly)	220,302	98,000	119,848		198,454
38	4161	Presidential Scholars (Bristol Myers Squibb)	-		0		0
39	4225	Regional Council Award-Special Interest Groups	17,221		3,000		14,221
40	4170	Rieger Service Award		5,000	5,331		(331)
41	4164	Rieger Psychotherapy Award	40	5,000	5,406	(40)	(406)
42	4167	Rieger Scientific Achievement Award	1,106	5,000	4,872	(1,106)	128
43	4173	Robinson/Cunningham	13,641		307		13,334
44	4315	Simon Wile Consultation Award	10,659				10,659
45	4318	Stubblefield/Resident Mbr AMA Hse of Delegates	-	51,000			51,000
46	4179	Spurlock Fund-AACAP	20,915	6,050	2,676		24,289
47	4149	Spurlock Fund-CMHS	124,211		49,794		74,417
48	4152	Spurlock Fund-NIDA	49,630	36,204	16,514		69,320
49	4325	Tarjan Fund for Mental Retardation	7,470	5,000			12,470
50	4402/4502	Substance Abuse Curriculum - Shire	134,817		127,606		7,211
51	4302	Endowed Dues	11,062	30,000	201	-	40,861
52	4450	Amaya Fund (The Marc Amaya Award of NC)	-	9,385	65		9,320
52		Subtotal temporary restricted expenses					
53		TOTAL TEMPORARILY RESTRICTED	3,187,521	784,450	990,052	(11,171)	2,970,748
							284,000
PERMANENTLY RESTRICTED NET ASSETS							
54	4300	Endowment Fund	745,206				745,206
55	4305	Abramson Fund	177,605				177,605
56	4315	Simon Wile Consultation Award	16,786				16,786
57	4320	Philips Fund for Prevention	102,055				102,055
58	4325	Tarjan Fund for Mental Retardation	25,103				25,103
59	4330	Berman Fund for Learning Disabilities	102,187				102,187
60		TOTAL PERMANENTLY RESTRICTED	1,168,942	-	0	-	1,168,942
62		TOTAL RESTRICTED NET ASSETS	4,356,463	784,450	990,052	(11,171)	4,139,690
							284,000
UNRESTRICTED NET ASSETS							
63		DESIGNATED NET ASSETS (see p.19 and 20)					-
64	4117	Hendren Presidential Initiative Fund/Travel	120,755		95,545		25,210
65		Greenhill Presidential Initiative Fund/Travel	175,000		0		175,000
66		TOTAL DESIGNATED NET ASSETS	295,755	-	95,545	-	200,210
67		Total	\$ 4,652,218	\$ 784,450	1,085,597	\$ (11,171)	\$ 4,339,900
							\$ 284,000

Notes:

- Line 6 - Council approved spending \$370,000 from CFAK
- Line 20 through 23 - The fund releases are for Components reflected on page15 lines 44 through 47.
- Line 26 - This account should always maintain a \$50K balance, expenses incurred by Dr. Weiner is reimbursed from the Council account (3200) until the account reaches \$50K
- Line 28 - This account should always maintain a \$50K, expenses incurred by Dr. Schowalter is reimbursed from this account funds in excess of \$50K first then from the Council account (3)
- Line 36 - Prior Period Adjustment

American Academy of Child and Adolescent Psychiatry
 PRESIDENTIAL FUND - Dr. Hendren
 (Unaudited)

4117

		President's Initiative	Travel for Family & Self	Total Presidential Fund	
1	Approved Budget	\$ 150,000	\$ 25,000	\$ 175,000	
2	Revenue*		-	-	
3	Total Budget	150,000	25,000	175,000	
Expenses - 2006					
4	Staff Time	446		446	
5	Office Expense	35		35	
6	Professional Fees	-		0	
7	Travel		2,864	2,864	
8	Total Expense-2006	481	2,864	3,345	
9	Funds Available- 12/31/2006	149,519	22,136	171,655	
Expenses - 2007					
10	Staff Time	27,057		27,057	
13	Professional Fees	22,400		22,400	
14	Office Expense		257	257	
15	Travel		11,995	11,995	
16	Total Expense- 12/31/2007	49,457	12,252	61,709	
	Funds Available- 12/31/2007	100,062	9,884	109,946	
Expenses - 2008					
10	Staff Time	-	117	117	
12	eAACAP Medical Director Expenses			0	
13	Professional Fees	-	-	0	
14	Office Expense			0	
15	Travel	-	15,427	15,427	
16	Total Expense- 2008	-	15,544	15,544	
17	TOTAL EXPENSE - YTD @	12/31/2008	49,938	27,796	80,598
18	TOTAL FUNDS AVAILABLE	12/31/2008	\$ 100,062	\$ (2,796)	\$ 94,402

Line 13 - eAACAP Slides/Video Content Management

American Academy of Child and Adolescent Psychiatry
 PRESIDENTIAL FUND - Dr. Greenhill
 (Unaudited)

		President's Initiative	Travel for Family & S	Total Presidential Fund
1	Approved Budget	\$ 150,000	\$ 25,000	\$ 175,000
2	Revenue*			-
3	Total Budget	150,000	25,000	175,000
Expenses - 2008				
4	Office Expense			0
5	Travel			0
6	Tuition -			0
7	Professional Fees			0
8	Total Expense- 2008			-
9	Funds Available- 12/31/2008	150,000	25,000	175,000
Expenses - 2009				
10	Office Expense			0
11	Travel			0
12	Tuition -			0
13	Professional Fees			0
14	Total Expense- 2009			-
15	Funds Available- 12/31/2009	150,000	25,000	175,000
Expenses - 2010				
16	Office Expense			0
17	Travel			0
18	Tuition -			0
19	Professional Fees			0
20	Total Expense-2010			-
21	Funds Available- 12/31/2010	150,000	25,000	175,000
Expenses - 2011				
22	Office Expense			0
23	Travel			0
24	Tuition -			0
25	Professional Fees			0
26	Total Expense-2011			-
27				
28				
29				
30	TOTAL EXPENSE - YTD @ 12/31/2008	-	-	-
31	TOTAL FUNDS AVAILABLE - 12/31/2008	\$ 150,000	\$ 25,000	\$ 175,000

American Academy of Child and Adolescent Psychiatry
HISTORY OF YEAR END PERFORMANCE
(Unaudited)

Period	Year End Performance **
1/1/1984	\$1,034,684
1984	1,485,906
1985	1,600,313
1986	1,660,140
1987 *	1,786,837
1988	1,839,102
1989	2,005,425
1990 *	2,334,327
1991 *	2,550,132
1992	2,790,453
1993	2,811,272
1994	2,784,840
1995	2,999,785
1996 *	3,403,093
1997	3,715,754
1998	3,720,937
1999	3,330,655
2000	3,046,012
2001	2,821,628
2002 *	3,254,898
2003	4,092,444
2004	4,803,041
2005	5,478,778
2006	6,109,176
2007	6,362,642
2008 Budgeted	6,384,493
2009 Budgeted	5,443,463
<u>Less: allocations to Presidential Initiatives:</u>	
Dr. Hendren	94,402
Dr. Greenhill	175,000
Net	\$ 6,115,091

*Dues increases.

**Does not include temporarily restricted and permanently restricted net assets.

***The Reserve/Operating Surplus is available to accommodate normal cash flow timing differences, unexpected emergencies, unanticipated opportunities or to replace or improve capital assets.

American Academy of Child and Adolescent Psychiatry
eAACAP
(Unaudited)

Contributions (Code -3366/ 3368)

1 FY2006	\$	150,000	
2 FY2007		105,640	
3 FY2008		143,750	
4 Total Contributions @ 12/31/2008			<u>\$ 399,390</u>

Expenses

5 FY2006	\$	44,432	
6 FY2007		54,962	
7 FY2008		\$160,893	
8 Total Expense			<u>\$ 260,287</u>

9 Balance @ 12/31/2008 (See page 18, line 15)			<u>\$ 139,103</u>
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Expense details (for lines 5-7 above)	Budget	Actual Expenses	
	FY 2009	12/31/2008	FY 2007
10 Staff Time/OH	\$ 4,500	\$ 23,528	\$ 28,008
11 Travel/Hotel	36,500	5,319	438
12 Advertising/Design/Marketing	139,600	19,964	12,776
13 Jan07 Mtg Videotaping	8,500		14,240
14 Professional Fee (Content Mgmt)	116,000	22,832	
15 Honoraria	51,000	17,250	-500
16 Postage & Delivery	29,500		
17 Telephone / Communications	17,400		
18 Website	365,000	72,000	
19 Printing	17,000		
20 Accreditation Fees	33,000		
21 Audio Visual	2,000		
22 Total (line 8 and 9 above)	\$ 820,000	\$ 160,893	\$ 54,962

eAACAP Projects	2009 Budget	2008 Budget
Revenue		
<i>Resource Center</i>		
23 Sponsorship – Bipolar Disorder -Code 3366	\$60,000	\$300,000
24 Sponsorship – ADHD - Code 3367	60,000	300,000
<i>CME Programs</i>		
25 Educational Grant - ADHD Online CME	200,000	
26 Educational Grant - Autism Online CME	200,000	
27 Educational Grant - Ethics Online CME	100,000	
28 Sponsorship – 2008 January Psychopharmacology Update Institute - Code 3368	200,000	100,000
29 Total Revenue	\$ 820,000	\$ 700,000
Expenses		
30 CECity fees (hosting, licensing, distribution, marketing)		\$130,000
31 Bipolar Disorder Resource Center	60,000	200,000
32 ADHD Resource Center	60,000	200,000
33 Educational Grant - ADHD Online CME	200,000	
34 Educational Grant - Autism Online CME	200,000	
35 Educational Grant - Ethics Online CME	100,000	
36 January Psychopharmacology Online CME	200,000	70,000
37 Honoraria		50,000
38 Staff time / overhead		100,000
39 Total Expense	\$820,000	\$750,000

Notes:

Line 1 - \$150,000 sponsorship from Eli Lilly was for 2006 January Psychopharmacology Online CME program; \$500 donation from Bennett Leventhal, M.D.

Line 2 - \$100,000 sponsorship from Eli Lilly for 2007 January Psychopharmacology Online CME program; \$338 royalty from Content Management

Line 30 - Recurring fee based on number of users.

American Academy of Child and Adolescent Psychiatry
 eAACAP Continued
 (Unaudited)

eAACAP Advisory Board - Code 3901 (See page 14, line 28)	2009 Budget	2008 Budget
Expenses		
1 Advisory Board Meeting Travel	\$32,000	\$14,500
2 Printing and advertising	3,000	5,000
3 Postage/Delivery	1,000	500
4 Telephone/Communication	5,000	5,000
5 Total Expense	\$41,000	\$25,000

eAACAP Business Development Travel - Code 3902	2009 Budget	2008 Budget
Revenue		
6 Online registration		\$5,000
Expenses		
7 Business Development Travel		20,000
8 Staff Time and Overhead		50,000
9 Postage		
10 Conference calls		
11 Audio/Visual		
12 Total Expense	\$0	70,000

Central Office	2009 Budget	2008 Budget
Expenses		
13 Purchase of CECity Technology Platform**		\$150,000

Notes:

Line 7 - This expense is incorporated into the Development Committee budget for 2009.

Line 13 - In June 2007, Council authorized \$150,000 from reserves for the purchase of the technology platform. However before purchase CECities platform, it was agreed to use and evaluate CECity's technology on a program to program basis. The purchase of the entire platform is still being evaluated.

American Academy of Child and Adolescent Psychiatry
 Campaign for American Kids Access Initiative
 (Unaudited)

3320/3571

Contributions

1 FY2002	\$	329,602	
2 FY2003		298,701	
3 FY2004		304,154	
4 FY2005		96,455	
5 FY2006		53,713	
6 FY2007		205,450	
7 FY2008		115,877	
8 Total Contributions @ 12/31/2008			<u>\$ 1,403,952</u>

Expenses

9 FY2002			
10 FY2003	\$	116,959	
11 FY2004		109,767	
12 FY2005		35,257	
13 FY2006		168,132	
14 FY2007		79,596	
16 Total thru 2007			509,711

17 Staff Support		496	
18 Travel & Food		-	
19 Postage and Delivery		1,989	
20 Design		377	
21 Internet Connection Fees		500	
22 Professional Services		265	
23 Photocopying / Printing		7,371	
24 AV Equipment rental		1,234	
25 Awards-Access Initiative Grant		35,000	
26 Subtotal Expense @ 12/31/2008			47,232
27 Total Expense	\$		556,943

27 Balance @ 12/31/08 (see page 18, line 5 through line 12) \$ 847,009

28 Pledge Receivable @ 12/31/08 \$ 44,250

Note:

American Academy of Child & Adolescent Psychiatry

(Unaudited)

PHARMACEUTICAL FUNDING

PHARMACEUTICAL FUNDING (Non-Exhibits)

Total includes amounts received	Description	12/31/2008	2007	2006	2005	2004	2003
Abbott Laboratories	Annual Meeting Sponsor	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -
	Research Initiative		15,000	-	5,000	-	-
Astra Zeneca	Annual Meeting Sponsor		-	-	-	-	5,000
	A.M. Institute Sponsor		-	-	-	-	15,000
	CME Support	15,000	-	-	-	-	-
Aventis Pasteur	Campaign Embassy Reception Sponsor		-	-	-	2,500	-
BMS	Psychotropic Induced Weight Gain in Children	20,000					
Bristol-Myers Squibb	Annual Meeting Sponsor		37,500	30,000	-	30,000	26,500
	Gold Level Sponsor	50,000	12,500				
	Symposium Sponsor	40,000	\$20,000	\$20,000			
	Bipolar CME	93,750					
Cephalon	Annual Meeting Sponsor				15,000	-	-
	A.M. Sunrise Presentation Sponsor				15,000	-	-
	Research Initiative			10,000	5,000	-	-
Eli Lilly and Company	Symposium Sponsor			20,000	30,000	30,000	20,000
	Annual Meeting Sponsor	50,000	50,000	25,000			
	A.M. AV				-	50,000	-
	A.M. Cyber Cafe				-	30,000	-
	A.M. International Reception/Symposium	80,000	80,000	80,000	70,000	-	60,000
	A.M. Opening Reception				-	-	125,000
	Pilot Research Awards	98,000	98,000	98,000	98,000	75,625	100,000
	A.M. Program Book				-	25,000	-
	Research Initiative	25,000	25,000	25,000	25,000	25,000	-
	Gen. Resident Travel Grant	50,000	50,000	50,000	50,000	50,000	50,000
	On-Line CME	100,000	100,000	150,000	-	-	-
	Bi-polar	50,000					
Eli Lilly Canada	A.M. Symposium Sponsor		-	-	5,000	-	-
Eli Lilly and Company Foundation	Campaign for America's Kids				-	100,000	100,000
Glaxo SmithKline	Research Initiative	25,000		25,000	50,000	50,000	-
Ortho McNeil-Janssen Scientific Affairs, LLC	Annual Meeting Sponsor-pd John & John	25,000			7,500	30,000	5,000
	A.M. Symposium Sponsor			20,000	5,000	10,000	5,000
	Campaign for America's Kids				-	-	50,000
	Research Initiative	25,000		25,000	25,000	-	25,000
Janssen-Ortho Canada	Annual Meeting Sponsor				7,500	-	-
McNeil Pediatrics Division of McNeil-PPC, Inc.	Annual Meeting Sponsor		15,000	7,500	7,500	7,500	20,000
	Bronze Level Sponsor	20,000					
	A.M. Registration Bags			25,000			
	A.M. Symposium Sponsor			20,000	-	10,000	5,000
	ADHD Advocacy Awards				54,000	-	54,000
	Early Childhood Svc Intensity Instrument				-	55,000	-
	Research Initiative		25,000	25,000	25,000	25,000	25,000
	Systems of Care Conference				-	50,000	-
Ortho-McNeil	A.M. Symposium Sponsor				-	5,000	-
Otsuka	AM Support	5,000					
New River Pharmaceuticals	Annual Meeting Sponsor			5,000	-	-	-
Novartis	Annual Meeting Sponsor				-	7,500	20,000
	A.M. Symposium Sponsor				-	5,000	15,000
	Bronze Level Sponsor	20,000					
Pfizer	Annual Meeting Sponsor				30,000	15,500	-
	Resident Travel Grant				99,000	98,000	74,000
	Research Initiative	15,000		25,000	25,000	-	100,000
Shire Biochem (Canada)	Campaign Embassy Reception				-	10,000	-
Shire US Inc.	Annual Meeting Sponsor		50,000	30,000	30,000	30,000	20,000
	Gold Level Sponsor	50,000					
	Symposium Sponsor - Personalized Approach	20,000	20,000				
	A.M. Training Directors Dinner				10,000	-	-
	A.M. Symposium Sponsor				-	-	5,000
	Exhibitor Reception	20,000	10,000				
	ADHD Collaboration Awards				-	-	36,000
	Shire- Research Initiative	25,000	25,000	25,000	25,000	25,000	25,000
	Substance Abuse Curriculum		126,110				
	2009 Jan Psychopharm Institute	15,000					
UCB Inc.	A.M.			7,500	-	-	-
Sub-total Non-Exhibits Pharma Support		936,750	759,110	748,000	726,000	851,625	985,500

PHARMACEUTICAL EXHIBITOR FUNDING

Alliant Pharmaceuticals				1,500	1,500	1,200	-
Aventis Pasteur, Inc				-	-	1,500	1,500
Celltech Pharmaceuticals, Inc				-	-	5,400	7,000
Eli Lilly and Company				35,000	10,000	13,000	7,000
GlaxoSmithKline				-	-	1,500	1,200
Johnson & Johnson				-	10,000	-	-
McNeil Pediatrics Division of McNeil-PPC, Inc.				9,100	10,000	6,000	10,000
Novartis Pharmaceuticals Corp				7,000	5,100	2,700	4,200
Otsuka Maryland Research Institute				-	-	1,500	-
Pfizer, Inc				-	-	2,700	2,000
Shire US Inc.				10,000	10,500	13,000	13,000
Sigma Tau Pharmaceuticals, Inc.				-	-	1,200	-
Sub-total Exhibits				10,000	63,100	57,800	45,900
Total Pharmaceutical Funding		\$ 936,750	\$ 769,110	\$ 811,100	\$ 783,800	\$ 900,125	\$ 1,031,400
	% of Total Revenue	18.48%	9.21%	9.72%	10.12%	13.95%	14.20%

Journal income from advertising less cost of advertising	\$	109,327	\$	43,814	\$	42,904	\$	64,670	N/A
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