Midwest Reliability Organization

Financial Statements

December 31, 2021 and 2020

Independent Auditors' Report

To the Board of Directors of
Midwest Reliability Organization

Opinion

We have audited the financial statements of Midwest Reliability Organization (the Organization), which comprise the statements of financial position as of December 31, 2021 and 2020, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of December 31, 2021 and 2020, and the changes in 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

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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 the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

Baker Tilly US, LLP

Minneapolis, Minnesota
April 7, 2022

Midwest Reliability Organization

Statements of Financial Position
December 31, 2021 and 2020

	2021	2020
Assets		
Current Assets		
Cash and cash equivalents	$ 6,535,807	$ 8,654,730
Restricted cash	458,250	360,504
Prepaid expenses	610,428	376,264
Total current assets	7,604,485	9,391,498
Property, Improvements and Equipment, Net	2,696,007	1,612,369
Other Assets		
Restricted cash, noncurrent	4,166,731	2,246,980
Security deposit, noncurrent	39,858	39,858
Investments	207,789	166,208
Capitalized software costs, net of accumulated amortization of $501,264 and $493,681 respectively	7,000	15,196
Total assets	$ 14,721,870	$ 13,472,109
Liabilities and Net Assets		
Current Liabilities		
Accounts payable, trade	$ 215,757	$ 196,219
Accounts payable, construction	-	506,345
Accrued liabilities	2,285,101	1,908,952
Retirement plan contribution	863,658	733,675
Total current liabilities	3,364,516	3,345,191
Other Liabilities		
Postretirement medical benefit obligation	311,796	609,597
Deferred rent and lease incentives, noncurrent	1,240,477	446,917
Other retirement plan liability	207,789	166,208
Total liabilities	5,124,578	4,567,913
Net Assets (Without Donor Restrictions)	9,597,292	8,904,196
Total liabilities and net assets	$ 14,721,870	$ 13,472,109

See notes to financial statements

Midwest Reliability Organization

Statements of Activities
December 31, 2021 and 2020

	2021	2020
Revenue		
Assessments	$ 16,983,251	$ 16,983,251
Penalty sanctions	517,497	7,483
Other	4,382	4,147
Total revenue	17,505,130	16,994,881
Expenses		
Personnel expenses:		
Salaries	10,457,578	9,786,020
Payroll taxes	682,432	637,315
Employee benefits	998,942	1,010,281
Retirement benefits	1,768,892	1,543,882
Total personnel expenses	13,907,844	12,977,498
Meeting expenses:		
Meetings and conference calls	3,088	10,124
Travel	2,816	75,846
Total meeting expenses	5,904	85,970
Operating expenses:		
Building rent and facilities	991,646	723,149
Consulting	817,104	630,168
Office costs	1,239,215	977,474
Professional services	429,248	448,244
Total operating expenses	3,477,213	2,779,035
Total expenses	17,390,961	15,842,503
Change in net assets without donor restrictions before postretirement benefit related changes	114,169	1,152,378
Postretirement Benefit Related Changes		
Postretirement medical benefit obligation changes other than net periodic cost	(528,667)	(304,370)
Other components of net periodic pension cost	(50,260)	(54,980)
	(578,927)	(359,350)
Change in net assets without donor restrictions	693,096	1,511,728
Net Assets Without Donor Restrictions, Beginning	8,904,196	7,392,468
Net Assets Without Donor Restrictions, Ending	$ 9,597,292	$ 8,904,196

See notes to financial statements

Statements of Cash Flows
December 31, 2021 and 2020

	2021	2020
Cash Flows From Operating Activities		
Change in net assets	$ 693,096	$ 1,511,728
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	497,440	400,385
Software amortization	7,583	18,809
Change in assets and liabilities:		
Prepaid expenses	(234,164)	(70,021)
Accounts payable, trade	12,785	(110,979)
Accrued liabilities	376,149	794,689
Retirement plan contribution	129,983	74,925
Deferred rent and lease incentives	793,560	(54,844)
Accrued retirement plan obligations	(256,220)	(106,509)
Net cash flows from operating activities	2,020,212	2,458,183
Cash Flows From Investing Activities		
Purchases of investments	(41,581)	(61,667)
Purchases of property, improvements and equipment and software	(2,080,057)	(277,755)
Net cash flows from investing activities	(2,121,638)	(339,422)
Net change in cash and cash equivalents	(101,426)	2,118,761
Cash, Cash Equivalents and Restricted Cash, Beginning	11,262,214	9,143,453
Cash, Cash Equivalents and Restricted Cash, Ending	$ 11,160,788	$ 11,262,214
Supplemental Cash Flow Disclosure		
Property, improvements and equipment additions included in accounts payable	$ 6,753	$ 506,345

See notes to financial statements

1. Significant Accounting Policies

Services

Midwest Reliability Organization (or the Organization) is a nonprofit organization dedicated to ensuring the reliability of the bulk power system in the north-central part of North America. The Organization is a Regional Entity under the Energy Policy Act of 2005 (United States) and operates under delegated authority from the Federal Energy Regulatory Commission (FERC) via a delegation agreement with the North American Electric Reliability Corporation (NERC). Additionally, the Organization operates in the provinces of Saskatchewan and Manitoba through other agreements. The primary focus of the Organization is ensuring compliance with reliability standards utilizing open, fair processes in the public interest and providing assessments on bulk power system reliability. In addition to the Board of Directors, the board has established three technical organizational groups comprised of stakeholders: Security Advisory Council, Compliance Monitoring and Enforcement Program Advisory Council, and the Reliability Advisory Council. The Board of Directors has three committees: Finance and Audit Committee, Governance and Personnel Committee, and Organizational Group Oversight Committee.

In February 2018, the Organization amended its delegation agreement with NERC updating its geographical borders to include the reassignment of 93 of the 122 registered entities formerly registered in the Southwest Power Pool, Inc. Regional Entity to the Organization.

Financial Statement Presentation

As a 501(c)(3) non-profit organization, net assets, support and revenue are classified based upon the existence or absence of donor imposed restrictions. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Without Donor Restrictions - Net assets that are not subject to donor-imposed stipulations.

With Donor Restrictions - Net assets subject to donor-imposed stipulations that will be met by action of the Organization and/or passage of time. The Organization has no net assets with donor restrictions as of December 31, 2021 and 2020.

Cash, Cash Equivalents and Restricted Cash

The Organization considers all highly liquid investments with original maturities of three months or less to be cash equivalents. Cash and cash equivalents are held by one financial institution, Wells Fargo, in three accounts. Restricted cash consists of amounts received from penalties assessed and collected from registered entities regarding enforcement of NERC's reliability standards, which are segregated in a separate account as such amounts are required by FERC to be used to reduce future assessments. Restricted cash, noncurrent consists of long-term board-designated assessment stabilization reserves in the amount of $4,166,731 and $2,246,980 as of December 31, 2021 and 2020, which have been set aside to be used to mitigate year-to-year variations in assessments. Cash on deposit in excess of federally insured limits are subject to the usual banking risks of funds in excess of those limits. The following table provides a reconciliation of cash, cash equivalents, and restricted cash reported within the statements of financial position to the statement of cash flows as follows:

	2021	2020
Cash and cash equivalents	$ 6,535,807	$ 8,654,730
Restricted cash	458,250	360,504
Restricted cash, noncurrent	4,166,731	2,246,980
Total cash, cash equivalents and restricted cash	$ 11,160,788	$ 11,262,214

Property, Improvements and Equipment

Property, improvements and equipment are stated at cost less accumulated depreciation and amortization. Significant additions or improvements exceeding $3,000 are capitalized, while expenditures for maintenance and repairs are charged to operations as incurred. Depreciation is recorded using the straight-line method over the estimated useful lives of the assets, ranging from three to seven years. Leasehold improvements are amortized using the straight-line method over the shorter of the estimated useful life or the remaining lease term. The cost and related accumulated depreciation of assets sold or disposed of are removed from the accounts, and the resulting gain or loss is included in operations.

Deferred Rent and Lease Incentives

Rent expense is recognized on a straight-line basis over the term of the lease. Lease incentives are recognized as a reduction of rent expense on a straight-line basis over the term of the lease.

Capitalized Software Costs

The Organization capitalizes software development costs incurred and purchased software in upgrading computer software used internally to serve its members. The Organization begins capitalization of these costs after technological feasibility has been determined. The capitalized software, once placed in service, is amortized on the straight-line method over its estimated useful life of three years. Amortization expense totaled $7,583 and $18,809 for the years ended December 31, 2021 and 2020, respectively.

Tax Status

The Internal Revenue Service (IRS) has determined that the Organization is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The Organization is also exempt from state income taxes under applicable state provisions. However, any unrelated business income may be subject to taxation.

The Organization follows the accounting standards for contingencies in evaluating uncertain tax positions. This guidance prescribes recognition threshold principles for the financial statement recognition of tax positions taken or expected to be taken on a tax return that are not certain to be realized. No liability has been recognized by the Organization for uncertain tax positions as of December 31, 2021 and 2020. The Organization's tax returns are subject to review and examination by federal and state authorities.

Revenue and Assessments

The Organization performs various services under its delegation agreement with NERC and similar agreements with other regulatory authorities to ensure compliance with mandatory reliability standards promulgated in the Energy Policy Act of 2005 (the Act) by entities who own, operate, or use the interconnected, international bulk power system. Services provided by the Organization consist of outreach and engagement, oversight and risk management, and measuring the reliability and performance of the bulk power system.

The Organization's assessment revenues are derived from NERC charges of all load-serving entities within the Organization's delegated geographical area. The assessments are based on the Organization's budgeted costs of operations, which are subject to review and approval by the Organization's board of directors, the NERC Board of Trustees, and the FERC. Once approved, the assessment is allocated to all load-serving entities within the Organization's delegated geographical area based on a net energy-to-load allocation formula prescribed under the Act in the United States, and similar arrangements in Saskatchewan and Manitoba. Since the services performed by the Organization constitute a continuous series of activities which are substantially the same, the Organization accounts for the services it performs under its delegation authority as a single performance obligation. Assessment revenues are therefore recognized over time on a straight-line basis. Assessments are billed and collected from load-serving entities by NERC. In turn, NERC remits assessments to the Organization on a quarterly basis.

Penalty sanctions are considered a form of variable consideration and are derived from the Organization's compliance and enforcement activities. Revenue resulting from penalty sanctions is recognized at the point in time when the regulatory body, FERC, has issued an order of settlement. Penalties are typically collected within 30 days of receipt of the order of settlement.

There are no sales or other taxes collected by the Organization concurrent with revenue-producing activities, and the Organization has no significant financing components contained in its delegation agreements with NERC or other regulatory authorities.

Use of Estimates

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

Future Accounting Pronouncements

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, *Leases*. ASU No. 2016-02 was issued to increase transparency and comparability among entities. Lessees will need to recognize nearly all lease transactions (other than leases that meet the definition of a short-term lease) on the statement of financial position as a lease liability and a right-of-use asset (as defined). Lessor accounting under the new guidance will be similar to the current model. ASU No. 2016-02 is effective for fiscal years beginning after December 15, 2021. Early application is permitted. Upon adoption, lessees and lessors will be required to recognize and measure leases at the beginning of the earliest period presented using a modified retrospective approach, which includes a number of optional practical expedients that entities may elect to apply. The Organization is assessing the impact this standard will have on its financial statements.

Subsequent Events

The Organization has evaluated subsequent events through April 7, 2022 which is the date that the financial statements were approved and available to be issued.

2. Liquidity and Availability of Financial Assets

The Organization's financial assets available within one year of the statement of financial position date for general expenditure such as operating expenses as of December 31, are as follows:

	2021	2020
Cash and cash equivalents	$ 6,535,807	$ 8,654,730
Restricted cash, current	458,250	360,504
Total	$ 6,994,057	$ 9,015,234

The Organization's practice is to structure its financial assets to be available as its general expenses, liabilities and obligations come due and targets a minimum of 30 days of operating expense coverage at any point in time.

Cash in excess of daily requirements is typically invested in short-term, liquid securities. The Organization also has an unsecured $2 million line of credit. No funds have been drawn from this line since its inception.

3. NERC Transactions

The Organization has entered into a delegation agreement with NERC to enforce the Reliability Standards as set by NERC within a designated region. In connection with the current delegation agreement, the Organization has the ability to propose Reliability Standards and Regional Variances. The Organization has the authority to enforce the Reliability Standards as set by NERC and approved by regulatory authorities within the geographic boundaries. The Organization is subject to oversight from NERC and applicable regulations in the United States, Manitoba, and Saskatchewan.

To ensure the delegated functions have reasonable funding, NERC is to fund the Organization with the monies necessary to carry out its activities as per the agreement. A formula is devised that allocates charges among the end users within the boundaries served by the Organization, based on net energy for load or through such other formula as provided. The Organization provides NERC with a board approved annual operating budget on or before June 30 of each year. Budgeted assessment revenues (exclusive of penalty sanctions revenue described previously) were $16,983,251 for each of the years ended December 31, 2021 and 2020, which were equal to the amounts received from NERC.

4. Lease Commitments

The Organization has an operating lease for office space in St. Paul, Minnesota. On June 30, 2020, the Organization amended the lease to expand the square footage and to extend the term through October 31, 2032. As part of the amendment to the lease, the lessor agreed to provide a construction allowance for tenant improvements in the amount of $834,800, which was received in full during the year ended December 31, 2021. The amount of the allowance is included in deferred rent and lease incentives in the accompanying statement of financial position and is being amortized as a reduction of rent expense over the term of the lease. Rent expense was $488,075 and $359,756 for years ended December 31, 2021 and 2020 respectively.

Future expected minimum lease payments under the lease as of December 31, 2021 are as follows:

Years ending December 31:	
2022	$ 562,187
2023	574,891
2024	587,939
2025	601,046
2026	614,439
Thereafter	3,869,778
Total	$ 6,810,280

5. Property, Improvements and Equipment

The following is a schedule of property, improvements and equipment as of December 31:

	2021	2020
Equipment	$ 2,985,246	$ 2,488,449
Furniture	817,208	681,498
Leasehold improvements	2,557,288	981,030
Construction in progress	-	760,534
	6,359,742	4,911,511
Less accumulated depreciation	(3,663,735)	(3,299,142)
Net property, improvements and equipment	$ 2,696,007	$ 1,612,369

6. Line of Credit

The Organization has a revolving line of credit from National Cooperative Service Corporation (NCSC) with an established credit limit of $2,000,000. The interest rate is equal to the NCSC Line of Credit Rate in effect from time to time, not to exceed the Prevailing Bank Prime Rate as published in the "Money Rates" column of the eastern edition of the Wall Street Journal on the publication day immediately preceding the day on which an adjustment in the interest rate becomes effective. The Organization is required to maintain a Debt Service Coverage Ratio of not less than 1.00. The line of credit is secured by substantially all assets of the Organization, and expires on February 26, 2023. There were no outstanding balances at December 31, 2021 or 2020.

7. Retirement Plans

Postretirement Health Plan

The Organization has a defined benefit postretirement health plan available to eligible current and future retirees and eligible spouses and dependents. The Midwest Reliability Organization Retiree Medical Trust is the sole source of funding for the plan benefits. Under the terms of the postretirement health plan, Midwest Reliability Organization has no obligation to make any contributions to the trust. Information regarding the plan as of December 31 was as follows:

	2021	2020
Change in projected benefit obligation:		
Benefit obligation at beginning of year	$ 2,614,660	$ 2,455,717
Service cost	374,829	334,207
Interest cost	64,785	77,410
Actuarial loss (gain)	(512,772) *	(191,624) **
Benefits paid	(34,596)	(61,050)
Benefit obligation at end of year	2,506,906	2,614,660
Change in plan assets:		
Fair value of plan assets at beginning of year	2,005,063	1,677,944
Actual return on plan assets	130,940	245,136
Employer contribution	93,703	143,033
Benefits paid	(34,596)	(61,050)
Fair value of plan assets at end of year	2,195,110	2,005,063
Unfunded status recognized as a noncurrent liability	$ (311,796)	$ (609,597)
Weighted average assumptions used to calculate the benefit obligation-discount rate	2.81 %	2.50 %

* Primary sources of the actuarial gain in 2021 are: 1) An increase in discount rate from 2.50 percent as of December 31, 2020 to 2.81 percent as of December 31, 2021 and 2) Pre-65 monthly premium increases.

** Primary sources of the actuarial gain in 2020 are: 1) Pre-65 monthly premium increases, partially offset by 2) An increase in the number of active participants (from 51 as of December 31, 2019 to 56 as of December 31, 2020) and 3) A decrease in discount rate from 3.21 percent as of December 31, 2019 to 2.50 percent as of December 31, 2020.

Net periodic postretirement benefit expense for the years ending December 31 is comprised of the following:

	2021	2020
Components of net periodic benefit cost:		
Service cost	$ 374,829	$ 334,207
Interest cost	64,785	77,410
Expected return on plan assets	(111,576)	(93,789)
Amortization of prior service credit	(3,469)	(38,601)
Net periodic benefit cost	$ 324,569	$ 279,227
Weighted-average assumptions used to calculate the net periodic benefit cost:		
Discount rate	2.5 %	3.21 %
Expected return on plan assets	5.50	5.50
Rate of compensation increases	N/A	N/A

The mortality assumptions for the plan were based on Pri-2012 headcount weighted mortality tables under scale MP-2021 during the year ended December 31, 2021. The mortality assumptions for the plan were based on Pri-2012 headcount weighted mortality tables under MP-2019 during the year ended December 31, 2020.

The expected rates of return on plan assets are based on the weighting of the Organization's asset allocations, the 30-year rolling historical average returns, and recent historical average return.

Assumed health care cost trend rates used to determine the benefit obligation at December 31 consist of the following:

	2021	2020
Health care cost trend rate assumed for next year	6.0 %	5.8 %
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)	5.0 %	5.0 %
Year that the rate reaches the ultimate trend rate	2032	2025

Plan related changes other than net periodic cost included in retirement benefit expense consist of the following:

	2021	2020
Actuarial loss (gain) arising during the year	$ (532,136)	$ (342,971)
Amortization of prior year service cost	3,469	38,601
Total	$ (528,667)	$ (304,370)

The Organization employs a total return investment approach for plan assets with a mix of equity and debt investments used to maximize the long-term appreciation of plan assets for a prudent level of risk. The Organization's plan assets are invested in various funds, which consist of both stocks and bonds. The equity component includes investment in companies of various sizes, with an emphasis on large cap stocks, and represents several investment styles. The equity portion also includes an allocation to international stocks. Investments in bonds are diversified into three portfolios that invest mainly in U.S. treasuries, high quality corporate issues and mortgage securities.

Percentage of fair value by investment category at December 31, are as follows:

	2021	2020
Equity securities	57 %	54 %
Debt securities	42	44
Other	1	2

The fair values of the Organization's postretirement health plan assets at December 31, by asset category, are as follows:

	2021	2020
	Quoted Prices in Active Markets for Identical Assets (Level 1)	Quoted Prices in Active Markets for Identical Assets (Level 1)
Asset category:		
Cash equivalents	$ 24,279	$ 36,858
Mutual funds, bonds	918,339	875,223
Mutual funds, equities	1,252,492	1,092,982
Total	$ 2,195,110	$ 2,005,063

Cash Equivalents - Investments in cash equivalents consist of money market funds and are classified as Level 1 as they are traded in an active market for which closing prices are readily available.

Mutual Funds - Investments in mutual funds are classified as Level 1 as they are traded in an active market for which closing prices are readily available.

There have been no changes in the fair market valuation techniques and inputs as of December 31, 2021 and 2020.

While the plan believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different estimate of fair value at the reporting date. Estimated future benefit payments (which reflect expected future service, as appropriate) as of December 31, 2021 are as follows:

Years ending December 31:	
2022	$ 36,417
2023	50,344
2024	52,318
2025	62,858
2026	67,022
2027-2031	469,313
Total	$ 738,272

It is reasonably possible that changes in these estimates could occur in the near term and that actual results could differ from these estimates and could have a material effect on the financial statements.

The Organization expects to contribute $90,238 to the plan in 2022.

Defined Contribution Retirement Plan

The Organization has a thrift savings plan to replace the terminated multiple-employer plan for the benefit of its employees. The Organization's previous 401(k) plan was converted into the new plan as well as the establishment of a new, non-elective employer contribution plan. In order to participate in the plan, employees must have attained age 20 and have completed one month of service. Employees may contribute up to the IRS limitations for their elective deferral, with a 50 percent matching contribution from the Organization. For employees to receive the nonelective or employer contribution, they must have worked 1,000 hours during the plan year. The Organization matched $528,670 and $475,998 of employee deferrals as of December 31, 2021 and 2020, respectively. In addition, the Organization elected to make employer contributions in the amounts of $782,734 and $668,611 for the years ended December 31, 2021 and 2020, respectively.

As noted above, the Organization maintains a thrift savings plan and discretionary age-weighted contributions may be made by MRO. MRO also has a 457B plan. The 457B plan is approved by the President and CEO, as well as the Organization's Board of Directors. To the extent the discretionary age-weighted contribution is in excess of the IRS limitations as specified by the 457B plan, and the employee is an eligible participant in the 457B plan, the excess discretionary age-weighted contribution is credited in the 457B plan. For eligible participants, MRO contributed a total nonelective amount to the 457B plan of $29,567 and $28,529 for the years ended December 31, 2021 and 2020, respectively. The fair values of the Organization's 457B plan assets at December 31, 2021 and 2020 are $207,789 and $166,208, respectively. The plan assets consist of money market funds and mutual funds, which are Level 1 investments for which quoted prices are readily available.

The Organization also had a 457F plan, which was terminated in 2020. Upon termination of the plan in 2020, all balances in the plan were distributed to its participants.

8. Functional Expenses

The financial statements report certain categories of expenses that are attributable to the Organization's program and supporting functions and thus require allocation. Expenses relating to building rent and facilities and depreciation have been allocated based on square footage estimates relating to office space used for program purposes versus office space used for supporting functions. Salaries, payroll taxes and employee benefits expense allocations are based on estimates of time and effort of the related employees. Additionally, information technology, meeting expenses and office costs have been allocated based on employee productivity estimates used from data in the Organization's time reporting system. Total functional expenses for the years ended December 31, are as follows:

	2021		
	Program Service Expenses	Management and General Expenses	Total Expenses
Description:			
Salaries	$ 8,349,679	$ 2,107,899	$ 10,457,578
Payroll taxes and employee benefits	2,754,886	695,380	3,450,266
Meetings and travel	4,254	1,650	5,904
Building rent and facilities	796,400	195,246	991,646
Consulting	590,609	226,495	817,104
Office costs	529,010	205,182	734,192
Professional services	267,497	161,751	429,248
Depreciation and amortization	405,589	99,434	505,023
Total	$ 13,697,924	$ 3,693,037	$ 17,390,961

	2020		
	Program Service Expenses	Management and General Expenses	Total Expenses
Description:			
Salaries	$ 8,542,074	$ 1,243,946	$ 9,786,020
Payroll taxes and employee benefits	2,785,636	405,842	3,191,478
Meetings and travel	62,565	23,405	85,970
Building rent and facilities	588,021	135,128	723,149
Consulting	402,395	227,773	630,168
Office costs	406,295	151,985	558,280
Professional services	281,820	166,424	448,244
Depreciation and amortization	340,863	78,331	419,194
Total	$ 13,409,669	$ 2,432,834	$ 15,842,503