

The International Council on Clean Transportation, Inc.

Audited Consolidated Financial Statements

*Years ended December 31, 2013 and 2012
with Report of Independent Auditors*

The International Council on Clean Transportation, Inc.

Audited Consolidated Financial Statements

Years ended December 31, 2013 and 2012

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Report of Independent Auditors

Audit Committee of the Board of Directors
The International Council on Clean Transportation, Inc.
Washington, D.C.

We have audited the accompanying consolidated financial statements of the International Council on Clean Transportation, Inc. (the Council), which comprise the consolidated statements of financial position as of December 31, 2013 and 2012, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated 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 the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated 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 consolidated 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 consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of the International Council on Clean Transportation, Inc. as of December 31, 2013 and 2012 and the changes in its consolidated net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The Consolidated Statements of Functional Expenses for the years ended December 31, 2013 and 2012 are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

A handwritten signature in black ink that reads "Johnson Lambert LLP". The signature is written in a cursive, flowing style.

Falls Church, Virginia
May 5, 2014

The International Council on Clean Transportation, Inc.

Consolidated Statements of Financial Position

	December 31,	
	<u>2013</u>	<u>2012</u>
Assets		
Cash and cash equivalents	\$ 2,479,928	\$ 3,032,777
Certificate of deposit - letter of credit	-	253,758
Grants receivable	2,495,000	30,000
Accounts receivable	123,282	4,776
Prepaid expenses	64,194	64,962
Deposit	23,383	22,354
Property and equipment, net	<u>564,647</u>	<u>684,521</u>
Total assets	<u>\$ 5,750,434</u>	<u>\$ 4,093,148</u>
Liabilities and net assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 675,857	\$ 608,273
Deferred rent	<u>61,784</u>	<u>57,759</u>
Total liabilities	737,641	666,032
Net assets:		
Unrestricted	2,643,659	2,128,097
Temporarily restricted	<u>2,369,134</u>	<u>1,299,019</u>
Total net assets	<u>5,012,793</u>	<u>3,427,116</u>
Total liabilities and net assets	<u>\$ 5,750,434</u>	<u>\$ 4,093,148</u>

See accompanying notes to the consolidated financial statements.

The International Council on Clean Transportation, Inc.

Consolidated Statements of Activities

For the years ended December 31, 2013 and 2012

	2013			2012		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue and support						
Grants and contributions	\$ 8,897,164	\$ 2,369,134	\$ 11,266,298	\$ 7,851,872	\$ 1,299,019	\$ 9,150,891
Contract income	344,058	-	344,058	150,154	-	150,154
Rental income	-	-	-	56,370	-	56,370
Interest income	6,592	-	6,592	8,231	-	8,231
Other income	5,796	-	5,796	-	-	-
	<u>9,253,610</u>	<u>2,369,134</u>	<u>11,622,744</u>	<u>8,066,627</u>	<u>1,299,019</u>	<u>9,365,646</u>
Net assets released from restriction	<u>1,299,019</u>	<u>(1,299,019)</u>	<u>-</u>	<u>1,527,125</u>	<u>(1,527,125)</u>	<u>-</u>
Total revenue and support	<u>10,552,629</u>	<u>1,070,115</u>	<u>11,622,744</u>	<u>9,593,752</u>	<u>(228,106)</u>	<u>9,365,646</u>
Expenses						
Program services	8,878,407	-	8,878,407	8,326,852	-	8,326,852
Supporting services:						
Management and general	781,975	-	781,975	438,999	-	438,999
Communications	114,841	-	114,841	240,956	-	240,956
Development	<u>261,844</u>	<u>-</u>	<u>261,844</u>	<u>325,327</u>	<u>-</u>	<u>325,327</u>
Total expenses	<u>10,037,067</u>	<u>-</u>	<u>10,037,067</u>	<u>9,332,134</u>	<u>-</u>	<u>9,332,134</u>
Change in net assets	515,562	1,070,115	1,585,677	261,618	(228,106)	33,512
Net assets, beginning of year	<u>2,128,097</u>	<u>1,299,019</u>	<u>3,427,116</u>	<u>1,866,479</u>	<u>1,527,125</u>	<u>3,393,604</u>
Net assets, end of year	<u>\$ 2,643,659</u>	<u>\$ 2,369,134</u>	<u>\$ 5,012,793</u>	<u>\$ 2,128,097</u>	<u>\$ 1,299,019</u>	<u>\$ 3,427,116</u>

See accompanying notes to the consolidated financial statements.

The International Council on Clean Transportation, Inc.

Consolidated Statements of Cash Flows

	Years ended December 31,	
	<u>2013</u>	<u>2012</u>
Cash flows from operating activities		
Change in net assets	\$ 1,585,677	\$ 33,512
Adjustments to reconcile change in net assets to net cash and cash equivalents (used in)/provided by operating activities:		
Depreciation and amortization	141,736	128,039
Loss on disposal of computer equipment	4,207	-
Change in fair value of certificate of deposit	-	(2,773)
Changes in operating assets and liabilities:		
Grants receivable	(2,465,000)	1,612,500
Accounts receivable	(118,506)	17,204
Prepaid expenses	768	(17,592)
Accounts payable and accrued expenses	67,584	(33,441)
Due to grantor	-	(286,120)
Prepaid sublease rent	-	(21,889)
Deferred rent	4,025	(63,051)
Deposit	<u>(1,029)</u>	<u>-</u>
Net cash (used in)/provided by operating activities	(780,538)	1,366,389
Cash flows from investing activities		
Maturity of certificate of deposit	253,758	-
Purchases of property and equipment	<u>(26,069)</u>	<u>(58,640)</u>
Net cash provided by/(used in) investing activities	<u>227,689</u>	<u>(58,640)</u>
Net change in cash and cash equivalents	(552,849)	1,307,749
Cash and cash equivalents, beginning of year	<u>3,032,777</u>	<u>1,725,028</u>
Cash and cash equivalents, end of year	<u>\$ 2,479,928</u>	<u>\$ 3,032,777</u>

See accompanying notes to the consolidated financial statements.

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements

Years ended December 31, 2013 and 2012

Note 1 - Organization

The International Council on Clean Transportation, Inc. (ICCT) was incorporated on May 18, 2005, under the laws of the State of Delaware. ICCT has offices in the District of Columbia, California, Berlin, Brussels and London. It was formed to improve the environmental performance and efficiency of cars, trucks, buses and transportation systems in order to protect and improve public health, the environment and quality of life. These activities are funded primarily from grants and contributions from foundations.

In 2012, ICCT formed the International Council On Clean Transportation Europe (ICCT Europe). ICCT is the sole shareholder of ICCT Europe and transferred approximately \$263,000 during 2013 to assist in its operations. During 2013, ICCT Europe incurred approximately \$254,000 of expenses that are consolidated within the consolidated statement of activities. In 2012, ICCT transferred approximately \$113,000 to ICCT Europe and ICCT Europe incurred approximately \$68,000 of expenses that are consolidated within the 2012 consolidated statement of activities.

ICCT and ICCT Europe will be collectively referred to herein as the Council.

The Council operates the following programs:

Regulatory Agency Programs

Government agencies typically draft regulations for a particular mode of transportation (e.g., passenger vehicles) or transportation fuels. The Council's mission is to provide technical support to those agencies in major vehicle and fuels markets around the world. The Council has established the following programs to match the typical scope of government regulations: Passenger Vehicles, Heavy-Duty Vehicles, Commercial Aviation, International Marine, and Fuels. Other programs build the Council's intellectual knowledge in the following key research areas: Climate and Health and Technology and Innovation.

Other Programs

The Council programs include the Council Summit and Policy Tracking. The Council Summit is held approximately every 18 months and physically brings together senior regulatory officials from the world's leading vehicle and fuels countries to identify best practices, emerging issues, technological advancements and opportunities to guide policy developments around the world.

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements (Continued)

Note 2 - Summary of Significant Accounting Policies

Basis of Accounting

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP) promulgated by the Financial Accounting Standards Board Account Standards Codification (the Guidance). Consequently, revenue is recognized when earned and expenses are recognized when an obligation is incurred.

Principles of Consolidation

The consolidated financial statements include the accounts of the Council and ICCT Europe. Significant inter-company accounts and transactions have been eliminated in consolidation.

Use of Estimates

GAAP requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosure of contingent assets, liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events

The Council has performed an evaluation of subsequent events through May 5, 2014, which is the date the consolidated financial statements were available to be issued, and has considered any relevant matters in the preparation of the consolidated financial statements and notes.

Cash and Cash Equivalents

The Council considers cash on hand, deposits in banks, and money market accounts to be cash and cash equivalents. The Federal Deposit Insurance Corporation (FDIC) insured amounts on deposits with each financial institution up to limits as prescribed by law. The Council may hold funds with financial institutions in excess of the FDIC insured amounts; however, management monitors these balances and believes they do not represent a significant credit risk to the Council.

Certificate of Deposit

The certificate of deposit is recorded at cost plus accrued interest, which approximates fair value. The Council records the change in fair value of the certificate of deposit in the consolidated statements of activities.

Accounts and Grants Receivable

Accounts and grants receivable are recorded at their net realizable value. Accounts past due are individually analyzed for collectibility. When all collection efforts have been exhausted, the account is written off against the allowance for doubtful accounts. There was no allowance recorded as of December 31, 2013 and 2012, respectively.

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements (Continued)

Note 2 - Summary of Significant Accounting Policies (Continued)

Property and Equipment

Property and equipment are recorded at cost. The Council capitalizes all property and equipment with a cost of \$2,500 or more. Costs of major additions, replacements and improvements are capitalized, and maintenance and repairs which do not improve or extend the life of the respective assets are charged to expense as incurred. Depreciation and amortization are computed on the straight-line method over the estimated useful lives of the related assets. The estimated useful lives for computing depreciation and amortization are as follows:

Furniture and equipment	3 - 7 years
Computer software	3 years
Leasehold improvement	Shorter of the lease term or useful life

Net Assets

Unrestricted net assets are the portion of net assets that are neither temporarily nor permanently restricted by donor stipulations on their use. Net assets arising from contributions are reported as unrestricted, temporarily or permanently restricted based on stipulations of the donor. Temporarily restricted net assets are the portion of net assets resulting from contributions or other inflows of assets whose use is limited by donor-imposed stipulations that can be removed by the passage of time or action of the Council pursuant to those stipulations. When temporarily restricted contributions are received and the related stipulation is fulfilled in the same year, contributions are reported as unrestricted activity. Permanently restricted net assets are the portion of net assets whose use is limited by donor-imposed stipulations that cannot be removed by the passage of time or action of the Council. There are no permanently restricted net assets as of December 31, 2013 and 2012.

Revenue Recognition

Grants and contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as temporarily restricted support. When a donor restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the accompanying consolidated statements of activities as net assets released from restrictions. Any grant and contribution funding that is not expended during the grant period is due back to the grantor and is reported in the accompanying consolidated statements of financial position as a liability due to grantor.

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements (Continued)

Note 2 - Summary of Significant Accounting Policies (Continued)

Income Taxes

The Internal Revenue Service has determined that the Council is exempt from federal income tax under Internal Revenue Code Section 501(c)(3). On February 26, 2011, the Council received notification from the IRS approving the termination of its private foundation status. Accordingly, the Council is treated as a public charity for an advance ruling period of 60 months, beginning January 1, 2011. Federal and state income taxes are imposed on income unrelated to the Council's exemption. The Council did not have any net unrelated business income for the years ended December 31, 2013 and 2012. Management has concluded that the Council has maintained its exempt federal status. In accordance with GAAP, the Council has concluded that there are no uncertain tax positions as of December 31, 2013. The prior three tax years are subject to examination by the federal and state authorities. On January 23, 2013, the state of California revoked the Council's tax exempt status for failing to file a prior year return timely. The Council submitted Form 3500 to reinstate their exempt status in California on March 22, 2013 and was relieved of their suspension and determined to be in good standing by the state as of September 20, 2013.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the accompanying consolidated statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services to which they relate on the basis of direct labor hours.

Note 3 - Grants Receivable

Grants receivable represent grants due primarily from foundations. All grants receivable are due within one year and are considered fully collectible. As of December 31, 2013, 95% of the grants receivable balance consisted of amounts due from two foundations. As of December 31, 2012, 100% of the grants receivable balance consisted of amounts due from one foundation.

Note 4 - Property and Equipment

The Council held the following property and equipment as of December 31:

	<u>2013</u>	<u>2012</u>
Leasehold improvements	\$ 681,521	\$ 681,521
Furniture and equipment	449,135	440,284
Computer equipment	26,302	59,320
Computer software	13,845	-
	<u>1,170,803</u>	<u>1,181,125</u>
Less: Accumulated depreciation and amortization	<u>(606,156)</u>	<u>(496,604)</u>
Property and equipment, net	<u>\$ 564,647</u>	<u>\$ 684,521</u>

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements (Continued)

Note 5 - Concentration of Support

During the years ended December 31, 2013 and 2012, the Council received grants totaling \$9,705,000 and \$8,920,000, respectively, from a limited number of foundations, which represents approximately 86% and 97% of the Council's total revenue and support for the years ended December 31, 2013 and 2012, respectively. If a significant reduction in funding from these foundations were to occur, it may adversely impact the Council's consolidated financial position and ability to carry out its program activities. For the years ended December 31, 2013 and 2012, the Council recognized the following grants and contributions revenue:

	<u>2013</u>	<u>2012</u>
ClimateWorks Foundation	\$ 8,205,000	\$ 8,920,000
The William and Flora Hewlett Foundation	1,500,000	-
Other	<u>1,561,298</u>	<u>230,891</u>
Total grants and contributions	<u>\$ 11,266,298</u>	<u>\$ 9,150,891</u>

Note 6 - Commitments

Operating Leases

In 2008, the Council entered into a ten-year, noncancelable operating lease for office space in Washington, D.C. which expires on February 28, 2019. Under the terms of the lease, the base rent is subject to annual increases of 2.50% and the Council is required to pay its proportionate share of any increases in the building's real estate taxes and operating expenses. This lease required a security deposit of \$241,200, which was delivered through an irrevocable standby letter of credit that specifies the landlord as the beneficiary. This letter of credit expired on September 23, 2013 and it was not renewed as the Council was released of their obligation upon the assignment of the lease to the existing subtenant.

On February 7, 2012, the Council entered into an agreement that assigned the remaining term of the lease for office space in Washington, D.C. to an existing subtenant. The Council simultaneously entered into a non-cancelable operating sublease agreement with the assignee for the portion of the office space currently occupied by the Council through the end of the assigned lease term. The sublease, through direct reference, incorporates the basic lease terms of the assigned lease in regard to the base rent, annual rent escalations, and the payment of increases in real estate taxes and operating expenses.

In 2009, the Council also leased office space in San Francisco, California, under a five-year, non-cancelable operating lease agreement, which expired on March 31, 2014, but was extended through October 31, 2018. The lease required a security deposit of \$22,354 and has an annual rent escalation of \$1 per square foot.

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements (Continued)

Note 6 - Commitments (Continued)

Operating Leases (continued)

On September 1, 2012, the Council entered into a four-year, cancelable operating lease for office space in Berlin, Germany, which expires on June 30, 2016. The Council has the option to terminate the lease with a written notice of three months.

On November 1, 2012, the Council entered into a nine-year, cancelable operating lease for office space in Brussels, which expires on September 30, 2021. The Council has the option to cancel the lease with a written notice of three months.

On June 1, 2013, the Council entered into a one-year, cancelable operating lease for office space in London, which expires on May 31, 2014. This lease required a security deposit of \$1,029. The Council has the option to cancel the lease with a written notice of one month.

Under GAAP, scheduled rent increases over a lease term are recognized by the lessee on a straight-line basis over the term of the lease. The difference between the GAAP rent expense and the required lease payments is reflected in the accompanying consolidated statements of financial position as deferred rent. The deferred rent liability on the Council's leases for the office space totaled \$61,784 and \$57,759 as of December 31, 2013 and 2012, respectively.

Total future minimum lease payments under these leases is as follows:

For the Year Ending December 31,	
2014	\$ 633,892
2015	647,113
2016	647,580
2017	648,493
2018	614,286
Thereafter	<u>102,580</u>
Total	<u>\$ 3,293,944</u>

Occupancy expense totaled \$629,353 and \$548,178 for the years ended December 31, 2013 and 2012, respectively.

Line of Credit

In December 2009, the Council entered into a line of credit agreement with a lending institution in the amount of \$500,000, with an interest rate equal to the lending institution's prime rate. The interest rate was 4.25% as of December 31, 2013 and 2012. The line of credit had no outstanding balance or drawdowns as of and for the years ending December 31, 2013 or 2012.

The International Council on Clean Transportation, Inc.

Notes to Consolidated Financial Statements (Continued)

Note 7 - Temporarily Restricted Net Assets

Temporarily restricted net assets were available for the following purposes as of December 31:

	<u>2013</u>	<u>2012</u>
Program restricted:		
Passenger vehicles	\$ 496,469	\$ 440,192
Commercial Aviation	131,317	385,373
Heavy-duty vehicles	327,965	194,414
Fuels	74,400	106,944
Roadmap	78,816	73,732
International Marine	74,287	50,808
Climate and health	53,746	47,556
Other	249,960	-
Total program restricted	<u>1,486,960</u>	<u>1,299,019</u>
Time restricted	882,174	-
Total temporarily restricted net assets	<u>\$ 2,369,134</u>	<u>\$ 1,299,019</u>

Note 8 - Defined Contribution Plan

The Council offers an Internal Revenue Code (IRC) Section 403(b) defined-contribution retirement savings plan (the Plan) to employees. Employees may elect to contribute up to 100% of their compensation to the Plan, limited to a maximum annual amount as set by the Internal Revenue Service (IRS). The Council makes contributions to the Plan equivalent to 5% of each employee's salary. The Council's contributions to the Plan totaled \$175,952 and \$159,177 for the years ended December 31, 2013 and 2012, respectively.

Note 9 - Related Party Transactions

In 2012, a board member of the Council was appointed as President and Chief Executive Officer of the ClimateWorks Foundation, which provided the Council with approximately \$8,205,000 and \$8,920,000 in funding in 2013 and 2012, respectively. The former President of the Council, who served in the position until November 30, 2013, is also a board member of a grantor that provides funding to the Council. This grantor provided \$130,000 and \$203,920 in funds to the Council in 2013 and 2012, respectively. The Council also hired a short term consultant who is the spouse of an employee and was paid \$21,670 in 2013.

The International Council on Clean Transportation, Inc.

Consolidated Statement of Functional Expenses

Year ended December 31, 2013

	Program Services								Supporting Services				Total
	Passenger Vehicles	Heavy-Duty Vehicles	Fuels	Roadmap	Commercial Aviation	International Marine	Vehicle Conventional Pollutants	Climate and Health	Total Program Services	Management and General	Communications	Development	
Consultants	\$ 1,181,637	\$ 449,732	\$ 261,468	\$ 73,867	\$ 569,360	\$ 98,623	\$ 193,259	\$ 63,960	\$ 2,891,906	\$ 134,615	\$ 19,913	\$ 45,402	\$ 3,091,836
Salaries and employee benefits	1,135,599	782,919	445,265	394,229	466,543	300,912	569,937	316,269	4,411,673	403,084	59,627	135,949	5,010,333
Travel and meetings	157,570	105,021	33,061	15,680	62,579	30,112	84,200	27,954	516,177	30,688	4,540	10,350	561,755
Occupancy	131,761	76,785	43,392	38,275	45,236	29,292	55,774	30,766	451,281	119,898	17,736	40,438	629,353
Data sets	43,786	56,413	210	13	31,291	3,363	539	119	135,734	42	6	14	135,796
Office supplies	28,334	14,201	8,004	7,236	12,218	5,289	10,291	5,532	91,105	21,479	3,177	7,244	123,005
Depreciation and amortization	25,149	17,990	10,167	8,968	10,599	6,863	13,068	7,209	100,013	28,092	4,156	9,475	141,736
Telecommunications	14,734	10,594	5,752	5,074	5,993	3,860	7,399	4,064	57,470	15,801	2,337	5,329	80,937
Report production	70,417	8,053	8,724	12,103	3,592	6,394	5,511	5,306	120,100	12	2	4	120,118
Dues and subscriptions	4,173	3,471	1,397	1,232	6,356	2,107	2,596	1,372	22,704	3,860	571	1,302	28,437
Miscellaneous	9,577	6,860	3,896	3,420	4,567	2,617	16,155	2,935	50,027	16,327	1,582	3,613	71,549
Insurance	4,618	2,295	1,297	1,144	1,352	875	1,667	919	14,167	3,583	530	1,208	19,488
Board compensation	3,326	2,379	1,344	1,186	1,402	908	1,728	953	13,226	3,715	549	1,253	18,743
Postage and shipping	697	499	282	249	322	213	362	200	2,824	779	115	263	3,981
Total expenses	\$ 2,811,378	\$ 1,537,212	\$ 824,259	\$ 562,676	\$ 1,221,410	\$ 491,428	\$ 962,486	\$ 467,558	\$ 8,878,407	\$ 781,975	\$ 114,841	\$ 261,844	\$10,037,067

The International Council on Clean Transportation, Inc.

Consolidated Statement of Functional Expenses

Year ended December 31, 2012

	Program Services										Supporting Services			Total	
	Passenger Vehicles	Heavy-Duty Vehicles	Fuels	Technology and Innovation	Roadmap	Commercial Aviation	International Marine	Vehicle Conventional Pollutants	Climate and Health	Council Summit	Total Program Services	Management and General	Communications		Development
Consultants	\$ 1,233,112	\$ 581,481	\$ 201,444	\$ 93,564	\$ 46,283	\$ 347,181	\$ 173,690	\$ 46,753	\$ 79,823	\$ 3,247	\$ 2,806,578	\$ 43,293	\$ 42,319	\$ 9,884	\$ 2,902,074
Salaries and employee benefits	672,148	415,482	539,820	273,194	453,975	389,150	203,626	396,044	303,771	83,734	3,730,944	207,546	156,822	250,381	4,345,693
Travel and meetings	174,679	91,294	59,138	30,011	39,482	64,998	59,277	109,592	28,193	162,822	819,486	41,077	7,495	25,997	894,055
Occupancy	74,784	45,545	67,421	21,941	54,547	45,520	23,095	49,067	35,407	8,397	425,724	86,083	14,751	21,620	548,178
Data sets	59,718	11,289	10,475	2,227	(133)	36,389	37,185	(120)	3,297	(21)	160,306	(210)	214	1,242	161,552
Office supplies	11,911	7,116	10,285	3,449	10,110	10,908	3,692	7,585	6,099	1,322	72,477	13,017	5,079	3,519	94,092
Depreciation and amortization	15,132	10,863	16,080	5,233	13,010	10,857	5,508	11,703	8,445	2,002	98,833	20,531	3,518	5,157	128,039
Telecommunications	11,307	7,889	11,627	4,391	9,556	7,889	3,983	8,515	6,106	1,447	72,710	14,845	4,891	3,745	96,191
Report production	27,857	6,118	4,898	9,103	6,496	(212)	1,430	4,953	(165)	(39)	60,439	(401)	1,744	(101)	61,681
Dues and subscriptions	5,152	936	222	426	179	256	523	161	196	28	8,079	283	1,440	579	10,381
Miscellaneous	8,179	4,231	5,092	1,372	3,645	3,081	1,444	3,067	3,013	1,457	34,581	5,381	1,375	1,352	42,689
Insurance	2,166	1,555	2,302	749	1,862	1,554	789	1,675	1,209	287	14,148	2,939	504	738	18,329
Board compensation	2,955	2,121	3,140	1,022	2,540	2,120	1,076	2,285	1,649	389	19,297	4,009	687	1,007	25,000
Postage and shipping	605	320	474	196	384	320	162	479	249	61	3,250	606	117	207	4,180
Total expenses	\$ 2,299,705	\$ 1,186,240	\$ 932,418	\$ 446,878	\$ 641,936	\$ 920,011	\$ 515,480	\$ 641,759	\$ 477,292	\$ 265,133	\$ 8,326,852	\$ 438,999	\$ 240,956	\$ 325,327	\$ 9,332,134