

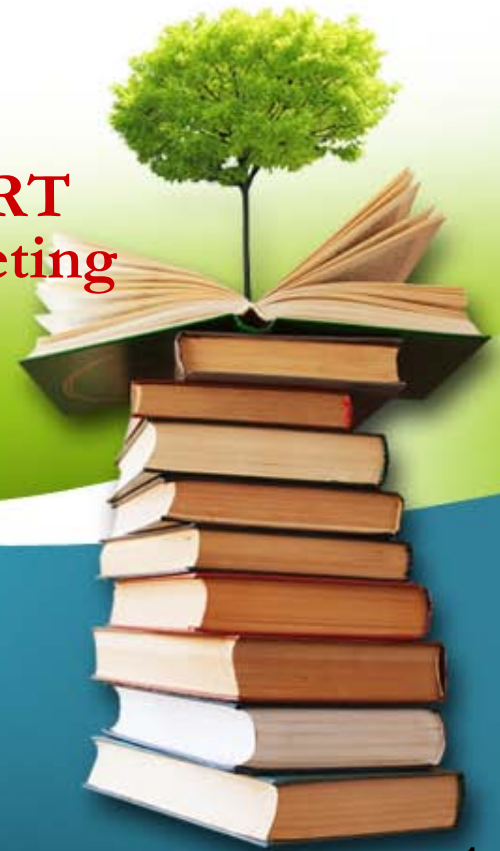


HIGHLIGHTS
of
INTERIM FINANCIAL REPORT
at **October 31, 2013**
and

BUDGET AMENDMENT REPORT
for the **November 19, 2013 Board Meeting**

(unaudited)
Prepared by
Business Support Services Division

Always Taking Care of Business!



Posted on our website at

<http://www.hcde-texas.org/default.aspx?name=BusinessServicesHome>

Linked from State Comptroller's website

<http://www.texas Transparency.org/local/schools.php>



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INTERIM FINANCIAL REPORT (unaudited)

GENERAL FUND Balance Sheet at Oct. 31, 2013



	<u>ACTUAL</u>
<u>ASSETS</u>	
Cash and Temporary Investments	\$ 22,131,303
Property Taxes-Delinquent at September 1, 2013	1,050,756
Less: Allowances for Uncollectible Taxes	(31,523)
Due from Federal Agencies	363,409
Other Receivables	2,716,130
Inventories	89,014
Deferred Expenditures	-
Other Prepaid Items	24,665
TOTAL ASSETS:	<u><u>\$ 26,343,754</u></u>
<u>LIABILITIES</u>	
Accounts Payable	22,341
Bond Interest Payable	-
Due to Other Funds	251,957
Accrued Wages	-
Payroll Deductions	499,905
Due to Other Governments	-
Deferred Revenue	1,045,633
TOTAL LIABILITIES:	<u><u>\$ 1,819,837</u></u>
<u>FUND EQUITY</u>	
Unassigned Fund Balance	15,701,995
Non-Spendable Fund Balance	111,719
Restricted Fund Balance	-
Committed Fund Balance	1,408,000
Assigned Fund Balance	6,381,041
Excess(Deficiency) of Revenues & Other Resources Over(Under) Expenditures & Other Uses	(242,524)
TOTAL FUND EQUITY:	<u><u>\$ 23,360,231</u></u>
Fund Balance Appropriated Year-To-Date	1,163,686
TOTAL LIABILITIES, FUND EQUITY, AND FUND BALANCE APPROPRIATED TO DATE:	<u><u>\$ 26,343,754</u></u>

INTERIM FINANCIAL REPORT (unaudited)

ASST. SUPERINTENDENT FOR BUSINESS SERVICES' MESSAGE

As of Oct. 31, 2013



The audited projected General Fund balance at 9/1/12 is \$21,823,471

- Assigned \$ 7,528,241
- Unassigned \$ 12,775,511

As of 7-31-2013, the estimated activity is: As the end of the year close is completed, a budget amendment will be submitted to the board for items assigned, restricted and

Description	9/1/2012	Appropriated YTD	Estimated Balance
Non-Spendable	\$ 111,719	\$ -	\$ 111,719
Restricted	-	-	-
Committed	1,408,000	-	1,408,000
Assigned	7,528,241	(1,147,200)	6,381,041
Unassigned	12,775,511	(16,486)	12,759,025
Total Fund Balance	\$ 21,823,471	\$ (1,163,686)	\$20,659,785

INTERIM FINANCIAL REPORT (unaudited)

As of Oct. 31, 2013

Financial Ratios

Financial Ratios

- *Level One - Indicator of financial strength*
- *Level Two - Indicator of efficient leverage*
- *Level Three - Indicators of efficiency*
- *Level Four - Indicator of revenue growth*



INTERIM FINANCIAL REPORT (unaudited)

As of Oct. 31, 2013

Indicator of Financial Strength

- Percent of Fund Balance to G/F Expenditures Ratio**

What is the percent of rainy fund balance?

Unassigned Fund Balance	15,701,995

Total G/F Expenditures	5,833,370

Goal : > 30% of G/F Exp.
Benchmark: 10% to 29%
Danger: Under 10%

- Working Capital Ratio**

What is the cash flow availability for the organization?

Total Current Assets	
Less Total Liabilities	

24,343,753 - 1,819,836 =	24,523,917

Goal : >\$15,000,000
Benchmark : \$10M to \$15M
Danger : Under < \$10M

269%

Details on Schedule 3

Budgeted
26%

\$25 M

Details on Schedule 1

Budgeted
\$18 M



INTERIM FINANCIAL REPORT (unaudited)

As of Oct. 31, 2013

Indicator of Efficient Leverage Reserves

- Unassigned Fund Balance Ratio**

How much is available in reserves?

Unassigned Fund Balance	15,701,995

Total Fund Balances	24,523,917

Goal :	>75%
Benchmark:	50% to 75%
Danger:	<50%

- Debt to Income Ratio**

What is the ability of HCDE to cover its debt payments?

Annual Principal and Interest Payments on Term Debt and Capital Leases	\$0

G/F Revenue Less Facility Charges	5,590,846 - 647,312

Goal :	<25% of annual revenue
Benchmark :	25% to <49%
Danger :	Under < 50%

64%

Details on Schedule 1

Budgeted
52%

0%

Details on Schedule 5

Budgeted
7%



INTERIM FINANCIAL REPORT (unaudited)

As of Oct. 31, 2013

Indicators of efficiency



- Tax Revenue to Total Revenue Ratio**

How efficient is HCDE at leveraging local taxes?

- Indirect Cost to Tax Ratio**

How much dependency on indirect cost from grants?

Total Tax Revenue \$258

Total Revenue 7,625,014

Goal : < 20% of revenue
 Benchmark: 20% to 30%
 Danger: More than 30%

Indirect Cost General Fund \$73,161

Total General Fund Revenues 5,590,846

Goal : >5%
 Benchmark : 2% to 5%
 Danger : Under < 2%

0%

Details on Schedule 2

Budgeted
22%

1.3%

Details on Schedule 3

Budgeted
5%



INTERIM FINANCIAL REPORT (unaudited)

As of Oct. 31, 2013

Indicator of revenue growth



- Fee for Service Revenue Ratio**

How are revenues spread across All Funds?

Total Fee for Service Revenues (G/F) \$5,249,947

Total Revenues \$7,625,014

Goal : > 30% of annual revenue
Benchmark: 10% to 29%
Danger: Under 10%

- Fee for Service Revenue Growth Ratio**

What is the market growth for fee for services?

Fee for Services Current Year Less Fee for Services Last Year

\$5,249,947 - \$4,846,783

Fees for Service Last Year \$4,846,783

Goal : >3% + growth
Benchmark : 0% to 3%
Danger : Under < 0%

69%

Details on Schedule 13-

Budgeted
25%

8%

Details on Schedule 13-

Budgeted
6%



FY 2013-14 FUND BALANCE – BUDGETED ACTIVITY



FUND BALANCE CATEGORY	Sept 1, 2013 Beginning Unaudited	September- October 2013			Est. F/Bal 8-31-14
Inventory	107,799				107,799
Asset Replace Schedule	1,200,000				1,200,000
Bldg & Vehicle Replacement Schedule	1,300,000	(369,200)			930,800
Carryover encumbrances	98,413				98,413
Deferred Revenue –HP Schools	103,300				103,300
Deferred revenues	3,920				3,920
Emp. Retire Leave Fund	1,250,000				1,250,000
PFC Construction	630,000				630,000
Early Childhood Intervention Funding	778,000	(778,000)			0
Insurance Deductibles	400,000				400,000
NEW Payroll System	250,000				250,000

FY 2013-14 FUND BALANCE – BUDGETED ACTIVITY



FUND BALANCE CATEGORY	Sept 1, 2013 Beginning Unaudited	September- October 2013				Est. F/Bal 8-31-14
PFC Lease payment	807,915					807,915
Program start up	565,000					565,000
Local Construction Fund 170	572,780					572,780
QZAB Renovation Projects	0					0
QZAB bond payment	697,833					697,833
Safe & Secure Schools Project	125,000					125,000
Unemployment Liability	158,000					158,000
Total Reserves:	6,381,041	(1,147,200)				5,233,841
Unassigned:	12,775,511	(16,486)				12,759,025
Total Est. Fund Balance:	21,823,471	(1,163,686)				20,659,785

INTERIM FINANCIAL REPORT (unaudited)

GENERAL, SPECIAL REVENUE, DEBT SERVICE FUNDS AND INTERNAL SERVICE FUNDS



Revenues

Budget to Actual at Oct. 31, 2013

Fund	Budget	Received/Billed	%
General Fund	\$ 47,591,367	5,590,846	12%
October is the end of the 2nd month or approximately 16% of the fiscal year.			
(1) This amount includes accounts receivable billed.			
Special Revenue Funds	37,875,237	1,372,966	4%
Most grant periods differ from fiscal year.			
(2) Grants are on monthly reimbursement basis; subsequently billed			
Debt Service Fund	2,653,751		0%
(3) This fund has activity in February (interest and principal payments) and in August (interest only payment).			
PFC Fund	-	-	0%
Trust and Agency Fund	-	720	0%
Worker's Comp. Fund	464,082	16,991	4%
Internal Service Fund	5,656,446	642,969	11%
Total as of the end of the month	\$94,240,883	\$7,624,493	8%

INTERIM FINANCIAL REPORT (unaudited) GENERAL, SPECIAL REVENUE, DEBT SERVICE FUNDS and INTERNAL SERVICE FUNDS



Expenditures

Budget to Actual at Oct. 31, 2013

Fund	Budget	Encumbered/Spent	%
General Fund	\$48,755,055	\$5,833,370	18%
(1) Encumbrances as of the end of the month total. 2,732,802 Encumbrances October is the end of the 2nd month or approximately 16% of the fiscal year.			
Special Revenue Fund	37,875,237	3,835,611	18%
(2) Encumbrances as of the end of the month total. 3,146,438 Encumbrances Most grant periods differ from fiscal year.			
Debt Service Fund	2,653,751		0%
(3) This fund has activity in February (interest and principal payments) and in August (interest only payment).			
PFC Fund	-	-	0%
Trust and Agency Fund	-	3,105	0%
Worker's Comp. Fund	464,082	48,791	18%
Internal Service Fund	5,656,446	2,353,732	42%
Total as of the end of the month	\$ 95,404,571	\$17,990,544	19%

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 Donations Report * All Funds as of Oct. 31, 2013



MONTH	CASH	IN-KIND	TOTAL
September	\$230	\$602.50	\$832.50
October	0	\$19,100.62	\$19,600.62
November			
December			
January			
February			
March			
April			
May			
June			
July			
August			
Total:	\$230	\$19,703.12	\$20,433.12

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 Donations Report *



CENTER FOR GRANTS DEVELOPMENT ON BEHALF OF HCDE DIVISIONS								
October 1st through October 31st, 2013								
<i>Donor Last Name</i>	<i>Donor First Name</i>	<i>Organization/Division</i>	<i>Site</i>	<i>Sponsored Division</i>	<i>Description of Donation</i>	<i>Cash Totals</i>	<i>In-kind Totals</i>	<i>Totals</i>
		STEMfinity, LLC/William Albert	HCDE	CASE	Merchandise		\$300.82	\$300.82
Valdezq	Erica		HCDE	Head Start	Paint, brushes, supplies		\$150.00	\$150.00
Gonzalez	Veronica		HCDE	Head Start	Treasure box		\$300.00	\$300.00
Miller	Kelsey		HCDE	Head Start	Back pack, crayon/pencil set		\$349.80	\$349.80
		Read For Houston	HCDE	Head Start	Books for Family Day Event		\$18,000.00	\$18,000.00
TOTALS						\$0.00	\$19,100.62	\$19,100.62

Legend: CASE=Cooperative for After-School Enrichment;
HCDE=Harris County Department of Education

INTERIM FINANCIAL REPORT (unaudited)

TAX COLLECTIONS COMPARATIVE ANALYSIS Fiscal Year-To-Date at October 31, 2013



See Tax Calculator at → <http://www.hcde-texas.org/default.aspx?name=TaxCalculator>

	August	September	October
	ADOPTED TAX RATE	ADOPTED TAX RATE	ADOPTED TAX RATE
Proposed Collections Tax Year 2012	0.006358	0.006358	0.006358
Certified Taxable Value per HCAD *	\$ 255,510,232,852	\$ 291,734,641,998	\$ 305,728,975,367
Values under protest or not certified	47,628,019,827	22,834,202,254	10,580,483,023
	303,138,252,679	314,568,844,252	316,309,458,390
/ Rate per Taxable \$100	3,031,382,527	3,145,688,443	3,163,094,584
X Tax Rate	19,273,530	20,000,287	20,110,955
X Estimated 99% collection rate →	19,080,405	19,800,284	19,909,846
+Delinquent Tax Collections	270,000	260,000	260,000
+Special Assessments	10,000	10,000	10,000
+ Penalty & Interest	130,500	130,500	130,500
Estimated Current Tax Available	\$ 19,490,905	\$ 20,200,784	\$ 20,310,346

INTERIM FINANCIAL REPORT (unaudited)

TAX COLLECTIONS Fiscal Year-To-Date at

October 31, 2013



TAX YEAR 2013 COLLECTION SUMMARY					
DESCRIPTION	BUDGET	CURRENT MONTH	Y-T-D	BALANCE (OVER) / UNDER	Y-T-D % OF BUDGET
REVENUES:					
Current Tax	\$19,080,405	\$0	\$0	\$19,080,405	0%
Delinquent Tax *	270,000	9,897	16,819	\$253,181	6%
Penalty & Interest	130,500	8,472	13,915	\$116,585	11%
Special Assessments and Miscellaneous*	10,000	258	258	\$9,742	3%
Subtotal Revenues:	\$19,490,905	\$18,627	\$30,992	\$19,459,913	0.2%
DESCRIPTION	BUDGET	CURRENT MONTH	Y-T-D	BALANCE (OVER) / UNDER	Y-T-D % OF BUDGET
EXPENDITURES:					
LESS: HCAD Fees	\$155,000	\$0	\$35,863	\$119,137	23%
LESS: HCTO Fees	383,500	0	0	\$383,500	1%
Subtotal Expenditures:	\$538,500	\$0	\$35,863	\$502,637	-736%
Net Tax Collections:	\$18,952,405	\$18,627	-\$4,871	\$18,957,276	0.0%

2013 Tax Rate = \$0.006358/\$100 Property Assessment/Appraisal

Annual Tax on a \$200,000 Residential Property = \$12.72 (Without considering any eligible exemptions.)

\$538,500/\$19,490,905 = 2.8% Collection and assessment costs

INTERIM FINANCIAL REPORT (unaudited)

INTERIM CURRENT TAX REVENUE ESTIMATES REPORT

Dated October 31, 2013



	SCENARIO (1) APPRAISED VALUE HCAD	SCENARIO (2) OWNER'S VALUE OWNER REQUESTED	SCENARIO (3) EST FINAL VALUE COMMITTEE RECOMMENDED
Property Use Category Recap-Certified To Date -Report:			
Taxable value	\$305,728,975,367	\$305,728,975,367	\$305,728,975,367
PLUS: Uncertified Roll Summary Report:			
Scenario (1) Appraised value	16,591,331,681	-	-
Scenario (2) Owner's value	-	14,198,587,406	-
Scenario (3) Estimated final value	-	-	10,580,483,023
Total taxable value, Certified and Uncertified:	<u>\$322,320,307,048 (A)</u>	<u>\$319,927,562,773 (A)</u>	<u>\$316,309,458,390 (A)</u>
Calculate Interim Current Tax Revenue Estimate:			
1) (A) divided by 100	\$3,223,203,070 (B)	\$3,199,275,628 (B)	\$3,163,094,584 (B)
2) Current Tax Rate	<u>X 0.006358 (C)</u>	<u>X 0.006358 (C)</u>	<u>X 0.006358 (C)</u>
3) 2014 Interim Current Tax Revenue Estimate, at 100% Collection Rate, (B) X (C)	<u>\$20,493,125 (D)</u>	<u>\$20,340,994 (D)</u>	<u>\$20,110,955 (D)</u>
4) Interim Tax Rev Estimate @ 99% Collection Rate:	<u>\$20,288,194 (E)</u>	<u>\$20,137,584 (E)</u>	<u>\$19,909,846 (E)</u>
Comparison of Interim Tax Rev Estimate @ 99% Collection Rate with Interim Current Tax Revenue Est:			
Interim Current Tax Revenue Estimate Over/(Under)			
Current Tax Revenue, Currently Budgeted:			
Interim Current Tax Revenue Estimate (E)	\$20,288,194 (E)	\$20,137,584 (E)	\$19,909,846 (E)
LESS: Tax Revenue, Currently Budgeted	<u>\$19,490,905 (F)</u>	<u>\$19,490,905 (F)</u>	<u>\$19,490,905 (F)</u>
Total Interim Current Tax Revenue Estimate Over/(Under)			
Current Tax Revenue, Currently Budgeted, (E) - (F):	<u>\$797,289</u>	<u>\$646,679</u>	<u>\$418,941</u>
Total Current Tax Revenue Received, October 2013, 1993-571100**:	<u>\$30,992</u>	<u>\$30,992</u>	<u>\$30,992</u>

NOTE: Using most current report 10/11/13

INTERIM FINANCIAL REPORT (unaudited)

DISBURSEMENTS – ALL FUNDS

October 2013



DESCRIPTION	DISBURSEMENTS	AMOUNT
All Funds	656 Checks	1,571,488.29
P Card – October. 2013	403 Transactions	67,759.29
Bank ACH - payroll liabilities	3 Transfers	1,036,693.39
	Total:	2,675,940.97

Notes:

- (A) All Purchase Orders and Payment Authorizations are reviewed before disbursement.
- (B) All Procurement Card charges are reviewed by cardholder, supervisor, and business office staff each month.
- (C) A report on CH Local expenditures is included in the monthly report.

INTERIM FINANCIAL REPORT (unaudited)

Segment Division Data

As of October 31, 2013

<u>Choice Partners Cooperative</u>	<u>Revenues</u>	<u>Tax Subsidy</u>	<u>Expenditure and Encumbran</u>	<u>Includes Tax subsidy Variance</u>	<u>w/o Tax Profit Ratio</u>	<u>Profitability Variance</u>
Job Order Contracts-Choice Facility Partners	\$ 454,211	\$ -	\$ 496,281	\$(42,070)	-9%	\$(42,070)
Gulf Coast Food Cooperative	5,052	-	29,283	(24,232)	-480%	(24,232)
Purchasing Cooperative	56,040	-	53,992	2,048	4%	2,048



**HIGHLIGHTS
Of
BUDGET AMENDMENT REPORT
November 19, 2013
Board Meeting**

(unaudited)

Amendments

General Fund = \$ 288,868

Special Revenue Funds = \$ 4,574,810



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INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

General Fund



GENERAL FUND (199)

No General Fund Amendments

Adult Education-Local

Increase revenues and expenditures-Roll Over Budget Grant from Walmart	1,500
Increase revenues and expenditures-Roll Over Budget Grant from Reliant	580
Increase revenues and expenditures-Roll Over Budget Grant from Exxon Mobil	334
	<hr/>
Total Adult Education-Local	2,414

Center for Safe and Secure Schools

Increase revenues and expenditures-Revised Revenue Projections-Additional Contracts	91,257
	<hr/>
	91,257

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

General Fund



Center for School Governance and Executive Leadership

Increase revenues and expenditures-Revised Revenue Projections	9,080
	<hr/>
Total Center for School Governance and Executive Leadership	9,080

Department Wide (DW)

Increase revenues and expenditures-Indirect Cost Adult Ed Fed Regular NOGA Addl Funding (Fund 230-4)	9,454
Increase revenues and expenditures-Indirect Cost ACP Natl Ed Talent FY 14 Funding (Fund 204-4)	2,439
Decrease revenues and expenditures-Indirect Cost Head Start Adjust to Revised NOGA (Fund 205-3)	(52,221)
	<hr/>
Total Department Wide	(40,328)

Early Childhood Intervention-Local (ECI)

Increase expenditures-Rollover Budget from FY 13 Cover Laptops and MiFi Cards-Unassigned Fund Balance	109,044
	<hr/>
Total ECI-Local	109,044

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

General Fund



Head Start Local

Increase revenues and expenditures- Grant From NHSA Mini-Grant for FY 2014

900

Total Head Start-Local

900

QZAB

Increase expenditures-Rollover Budget from Restricted Fund Balance
For HP North Drainage Project

116,501

Total QZAB

116,501

Total GENERAL FUND:

\$ 288,868

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

Special Revenue Fund



SPECIAL REVENUE FUND

Adult Education

Increase revenues & expenditures-Fed Adult Ed Regular Additional Funding FY 14
(Fund 230-4)

249,774

Decrease revenues & expenditures-Fed Adult Ed EL/Civics Adjust to NOGA (Fund 234-
4)

(305)

Total Adult Education

249,469

Alternate Certification Program

Increase revenues & expenditures-Fed Natl Ed Talent Grant New Year Funding (Fund
204-4)

156,371

Total Alternate Certification Program

156,371

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

Special Revenue Fund



Cooperative for After School Enrichment (CASE) Local

Decrease revenues & expenditures-Fed Partnership Adjust Rollover (Fund 288-2)	(9,465)
Increase revenues & expenditures-Fed Partnership Adjust Rollover (Fund 288-3)	97,368
Decrease revenues & expenditures-Fed Partnership Adjust Budget Revised Projections-HGAC (Fund 288-4)	(141,270)
Decrease revenues & expenditures-Fed 21st Century Cycle 6 Adjust Rollover (Fund 267-4)	(216)
Increase revenues & expenditures-Fed 21st Century Cycle 7 Adjust Rollover (Fund 265-4)	1,284
Decrease revenues & expenditures-Fed Americorps One Star Adjust Rollover (Fund 255-4)	(17,390)
Increase revenues & expenditures-Local Houston Endowment Adjust Rollover (Fund 463-1)	1,416
Increase revenues & expenditures-Local Houston Endowment Adjust Rollover (Fund 463-2)	22,356
Decrease revenues & expenditures-Local Houston Endowment Adjust Rollover (Fund 463-3)	(93,389)
Increase revenues & expenditures-Local AmeriCorps Revenue Set Up Budget FY 14 (Fund 497-4)	40,000
Increase revenues & expenditures-Local Houston Endowment ENRICH Set Up Budget FY 14 (Fund 466-4)	148,500
Increase revenues & expenditures-Local EFHC Frost Bank Rollover Budget (Fund 498-2)	5,365
Increase revenues & expenditures-Local EFHC Energy City Rollover Budget (Fund 498-2)	99
Total CASE	54,658

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

Special Revenue Fund



Texas Virtual School Network (TxVSN)

Increase revenues & expenditures-State TxVSN Adjust Budget to Contract FY 2014 (Fund 383-4)	4,685
Total TxVSN	<u>4,685</u>

Digital Learning & Science

Increase revenues & expenditures-Local EFHC Frost Bank Rollover Budget (Fund 498-2)	24,178
Total Digital Learning & Science	<u>24,178</u>

Head Start

Increase revenues & expenditures-Fed Head Start Regular Rollover Budget (Fund 205-3)	4,546,794
Decrease revenues & expenditures-Fed Head Start Regular Adjust Budget for 10% Cut (Fund 205-3)	(562,547)
Increase revenues & expenditures-Fed Head Start Training Rollover Budget (Fund 206-3)	66,014
Increase revenues & expenditures-Local Head Start Hogg Foundation Rollover Budget (Fund 496-3)	30,736
Total Head Start	<u>4,080,997</u>

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

October 31, 2013

Special Revenue Fund



Instructional Support Services (ISS)-Science

Decrease revenues & expenditures-Fed USRA Lunar Institute Adjust Rollover Budget (Fund 203-3)	<u>(703)</u>
	(703)

Technology

Increase revenues & expenditures-Local EFHC Technology Rollover Budget (Fund 498-1)	<u>5,155</u>
Total Technology	5,155

Total SPECIAL REVENUE FUNDS:

\$ 4,574,810

INTERIM FINANCIAL REPORT (unaudited)

I certify that the foregoing information is true and accurate to the best of my knowledge.

/s/ Jesus J. Amezcua, CPA, Asst. Supt. for Business Support Services

/s/ Rosa Maria Torres, Chief Accounting Officer

/s/ John Weber, MBA, RTSBA, Accounting and Reporting
Compliance Officer

/s/ Antonia Yvette Hamm, RTSBA, Accounting Manager



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Q & A

