



**Central Carolina  
Regional Educational Service Alliance**  
Serving School Districts in the Heart of North Carolina

To: CCRESA Board of Directors

From: Keith Sutton  
CCRESA Secretary/Treasurer

Date: 12/12/2023

Re: Financial Report Memo

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Please note that the figures presented are provisional as the bank accounts have not yet been reconciled. Information should be considered preliminary and, while unlikely to be significant, is subject to change.

### **STATEMENT OF FINANCIAL POSITION**

As of November 30, CCRESA's bank accounts totaled \$1,735,949.57. The balances in each of our bank accounts at the end of November were as follows:

CCRESA Funds (8274)	\$368,939.85
CCP3 Grant Funds (1546)	\$982,099.60
CapitalOne 360 Business Account (CCRESA)	\$255,267.85
First Internet Bank CD (CCRESA)	\$129,748.51

The total fund balance for CCRESA operations was \$753,956.21. Total current assets amounted to \$1,473,057.17 with \$371,587.14 in liabilities. The liabilities include potentially refundable grant income.

### **STATEMENT OF ACTIVITY**

Total expenditures for the months of July through November, across all programs equal \$334,884.26. Leaving a net operating revenue of \$752,011.20. Additionally, the expected CCP3 grant funds for FY23-24 total \$919,764. The CCRESA has received \$735,811 as of September 29<sup>th</sup> and will invoice for the remaining funds in the Spring. These funds will cover the original RFP and the addition of an odd-year cohort.

## **BUDGET V. ACTUAL**

### **CCRESA**

Total expenditures for CCRESA programming and operations through November 30th is \$124,612.53. The RESA has spent just under 36% of its overall budget for the fiscal year.

### **CCP3**

Total expenditures for CCP3 programming and operations through November 31<sup>st</sup> is \$225,171.21. The 2023-24 budgeted award amount is for the primary cohorts are \$768,583 and the odd-year cohort is \$445,608. Tuition and fees for Cohorts 2 and 3 Summer and Fall tuition with NCCU totaled \$294,427. The CCRESA will receive \$919,764 in grant funding for the CCP3 program this fiscal year.

# Management Report

Central Carolina RESA

For the period ended November 30, 2023



Prepared on

**December 11, 2023**

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# Statement of Financial Position

As of November 30, 2023

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
100 CCRESA Funds	368,939.85
102 CCP3 Grant Funds	982,099.60
120 Capital One 360	255,267.85
130 FIB CD	129,748.51
<b>Total Bank Accounts</b>	<b>1,736,055.81</b>
<b>Accounts Receivable</b>	
Accounts Receivable (A/R)	-274,318.15
<b>Total Accounts Receivable</b>	<b>-274,318.15</b>
<b>Other Current Assets</b>	
Sales Tax Receivable	2,984.06
<b>Total Other Current Assets</b>	<b>2,984.06</b>
<b>Total Current Assets</b>	<b>1,464,721.72</b>
<b>Fixed Assets</b>	
Accumulated Depreciation	-28,430.60
Computer Equipment	8,264.44
Leasehold improvements	2,191.68
Meeting Furniture	870.00
Office Furniture	12,439.93
Website	13,000.00
<b>Total Fixed Assets</b>	<b>8,335.45</b>
<b>TOTAL ASSETS</b>	<b>\$1,473,057.17</b>

## LIABILITIES AND EQUITY

### Liabilities

#### Current Liabilities

##### Credit Cards

200 Credit Card - DS	-3,817.21
212 Credit Card - PM	882.24

**Total Credit Cards** **-2,934.97**

##### Other Current Liabilities

250 Payroll Liabilities	0.00
Dental Insurance - SimplyInsured	2,324.30
Federal Taxes (941/944)	3,326.23
Medical Insurance - SimplyInsured	-2,383.93
NC Income Tax	1,024.00
NC Unemployment Tax	-221.05
T. Rowe Price	-1,136.44

	<b>Total</b>
<b>Total 250 Payroll Liabilities</b>	<b>2,933.11</b>
Benefits Payable	9,000.00
Deferred Revenue	8,200.00
Refundable Advance	354,389.00
<b>Total Other Current Liabilities</b>	<b>374,522.11</b>
<b>Total Current Liabilities</b>	<b>371,587.14</b>
<b>Total Liabilities</b>	<b>371,587.14</b>
<b>Equity</b>	
Retained Earnings	349,458.83
Net Revenue	752,011.20
<b>Total Equity</b>	<b>1,101,470.03</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$1,473,057.17</b>

# Statement of Activity

July - November, 2023

	<b>Total</b>
<b>REVENUE</b>	
400 Dues Income	327,962.00
410 Donations	11,250.00
Z. Smith Reynolds	11,000.00
<b>Total 410 Donations</b>	<b>22,250.00</b>
420 Grant Income	
CCP3 Grant Funding	735,811.00
<b>Total 420 Grant Income</b>	<b>735,811.00</b>
430 Interest Income	572.46
470 Meeting/CCRESA Reimbursement	300.00
<b>Total Revenue</b>	<b>1,086,895.46</b>
<b>GROSS PROFIT</b>	
	<b>1,086,895.46</b>
<b>EXPENDITURES</b>	
500 Salary & Benefits	
Assistant Director Compensation	31,834.60
Assistant Director Retirement Contribution	3,183.50
Employer Taxes	9,301.39
Executive Director Compensation	31,833.30
Executive Director Retirement Contribution	3,183.40
Health Insurance	3,227.50
<b>Total 500 Salary &amp; Benefits</b>	<b>82,563.69</b>
525 Professional Services	
Financial Management	411.25
Insurance	886.32
Payroll & Accounting	355.96
<b>Total 525 Professional Services</b>	<b>1,653.53</b>
550 Office Occupancy	
Custodial Services	700.00
Rent	8,879.75
<b>Total 550 Office Occupancy</b>	<b>9,579.75</b>
575 Communications	
Gmail/Website	1,060.00
Telephone/Internet	1,048.61
<b>Total 575 Communications</b>	<b>2,108.61</b>
600 Office Supplies & Expenses	
Copier Lease	1,228.67
Office Supplies & Materials	1,190.09
Printing	105.22
<b>Total 600 Office Supplies &amp; Expenses</b>	<b>2,523.98</b>
625 Professional Development	

	<b>Total</b>
Contracted Consultants	13,375.00
Food & Beverage	8,443.18
Mileage Reimbursement	102.18
Registration Fees	1,109.00
Staff Travel	1,250.92
<b>Total 625 Professional Development</b>	<b>24,280.28</b>
920 CCRESA CCP3 Expenses	
CCP3 - CCRESA Staff	76,333.10
CCP3 - Contracted Consultants	68,877.59
CCP3 - Food & Beverage	8,429.38
CCP3 - Hold Harmless Participant Salary	2,184.43
CCP3 - Marketing/Branding	10,693.22
CCP3 - Office/Student Supplies	638.45
CCP3 - PD Participant Honorarium	7,500.00
CCP3 - Room/Equipment Rental	5,400.00
CCP3 - Textbooks/Student Materials	7,597.43
CCP3 - Travel	3,390.01
CCP3 - Website Development	507.50
<b>Total 920 CCRESA CCP3 Expenses</b>	<b>191,551.11</b>
921 NCCU CCP3 Expenses	
CCP3 - NCCU PD & Mentors	10,061.66
CCP3 - NCCU Staff	10,416.65
<b>Total 921 NCCU CCP3 Expenses</b>	<b>20,478.31</b>
Bank Service Charges	30.00
QuickBooks Payments Fees	115.00
<b>Total Expenditures</b>	<b>334,884.26</b>
<b>NET OPERATING REVENUE</b>	<b>752,011.20</b>
<b>NET REVENUE</b>	<b>\$752,011.20</b>



# CCRESA Budget v. Actuals

July - November, 2023

	RESA				TOTAL			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
<b>REVENUE</b>								
400 Dues Income	327,962.00	27,881.67	300,080.33	1,176.26 %	327,962.00	27,881.67	300,080.33	1,176.26 %
410 Donations	11,250.00	1,416.67	9,833.33	794.12 %	11,250.00	1,416.67	9,833.33	794.12 %
Z. Smith Reynolds	11,000.00		11,000.00		11,000.00	0.00	11,000.00	0.00%
<b>Total 410 Donations</b>	<b>22,250.00</b>	<b>1,416.67</b>	<b>20,833.33</b>	<b>1,570.58 %</b>	<b>22,250.00</b>	<b>1,416.67</b>	<b>20,833.33</b>	<b>1,570.58 %</b>
420 Grant Income					0.00	0.00	0.00	0.00%
CCP3 Grant Funding		3,310.33	-3,310.33		0.00	3,310.33	-3,310.33	0.00%
<b>Total 420 Grant Income</b>		<b>3,310.33</b>	<b>-3,310.33</b>		<b>0.00</b>	<b>3,310.33</b>	<b>-3,310.33</b>	<b>0.00%</b>
430 Interest Income	541.19		541.19		541.19	0.00	541.19	0.00%
<b>Total Revenue</b>	<b>350,753.19</b>	<b>32,608.67</b>	<b>318,144.52</b>	<b>1,075.64 %</b>	<b>350,753.19</b>	<b>32,608.67</b>	<b>318,144.52</b>	<b>1,075.64 %</b>
<b>GROSS PROFIT</b>	<b>350,753.19</b>	<b>32,608.67</b>	<b>318,144.52</b>	<b>1,075.64 %</b>	<b>350,753.19</b>	<b>32,608.67</b>	<b>318,144.52</b>	<b>1,075.64 %</b>
<b>EXPENDITURES</b>								
500 Salary & Benefits					0.00	0.00	0.00	0.00%
Assistant Director Compensation	31,834.60	6,366.92	25,467.68	500.00 %	31,834.60	6,366.92	25,467.68	500.00 %
Assistant Director Retirement Contribution	3,183.50	636.92	2,546.58	499.83 %	3,183.50	636.92	2,546.58	499.83 %
Employer Taxes	7,114.78	974.17	6,140.61	730.34 %	7,114.78	974.17	6,140.61	730.34 %
Executive Director Compensation	31,833.30	6,366.67	25,466.63	500.00 %	31,833.30	6,366.67	25,466.63	500.00 %
Executive Director Retirement Contribution	3,183.40	636.67	2,546.73	500.01 %	3,183.40	636.67	2,546.73	500.01 %
Health Insurance	3,227.50	645.83	2,581.67	499.74 %	3,227.50	645.83	2,581.67	499.74 %
<b>Total 500 Salary &amp; Benefits</b>	<b>80,377.08</b>	<b>15,627.18</b>	<b>64,749.90</b>	<b>514.34 %</b>	<b>80,377.08</b>	<b>15,627.18</b>	<b>64,749.90</b>	<b>514.34 %</b>
525 Professional Services					0.00	0.00	0.00	0.00%
CPA Firm/Yearly Audit		1,250.00	-1,250.00		0.00	1,250.00	-1,250.00	0.00%
Financial Management	411.25	250.00	161.25	164.50 %	411.25	250.00	161.25	164.50 %
Insurance	886.32	250.00	636.32	354.53 %	886.32	250.00	636.32	354.53 %
Payroll & Accounting	355.96	208.33	147.63	170.86 %	355.96	208.33	147.63	170.86 %
<b>Total 525 Professional Services</b>	<b>1,653.53</b>	<b>1,958.33</b>	<b>-304.80</b>	<b>84.44 %</b>	<b>1,653.53</b>	<b>1,958.33</b>	<b>-304.80</b>	<b>84.44 %</b>
550 Office Occupancy					0.00	0.00	0.00	0.00%
Custodial Services	700.00	140.00	560.00	500.00 %	700.00	140.00	560.00	500.00 %
Recycling		41.67	-41.67		0.00	41.67	-41.67	0.00%
Rent	8,879.75	1,775.00	7,104.75	500.27 %	8,879.75	1,775.00	7,104.75	500.27 %
<b>Total 550 Office Occupancy</b>	<b>9,579.75</b>	<b>1,956.67</b>	<b>7,623.08</b>	<b>489.59 %</b>	<b>9,579.75</b>	<b>1,956.67</b>	<b>7,623.08</b>	<b>489.59 %</b>
575 Communications					0.00	0.00	0.00	0.00%
Gmail/Website	1,060.00	83.33	976.67	1,272.05 %	1,060.00	83.33	976.67	1,272.05 %
Telephone/Internet	1,048.61	300.00	748.61	349.54 %	1,048.61	300.00	748.61	349.54 %
<b>Total 575 Communications</b>	<b>2,108.61</b>	<b>383.33</b>	<b>1,725.28</b>	<b>550.08 %</b>	<b>2,108.61</b>	<b>383.33</b>	<b>1,725.28</b>	<b>550.08 %</b>
600 Office Supplies & Expenses					0.00	0.00	0.00	0.00%
Copier Lease	1,228.67	416.67	812.00	294.88 %	1,228.67	416.67	812.00	294.88 %
Office Supplies & Materials	1,190.09	166.67	1,023.42	714.04 %	1,190.09	166.67	1,023.42	714.04 %
Printing	105.22	83.33	21.89	126.27 %	105.22	83.33	21.89	126.27 %
<b>Total 600 Office Supplies &amp; Expenses</b>	<b>2,523.98</b>	<b>666.67</b>	<b>1,857.31</b>	<b>378.60 %</b>	<b>2,523.98</b>	<b>666.67</b>	<b>1,857.31</b>	<b>378.60 %</b>
625 Professional Development					0.00	0.00	0.00	0.00%

	RESA				TOTAL			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Contracted Consultants	13,375.00	6,250.00	7,125.00	214.00 %	13,375.00	6,250.00	7,125.00	214.00 %
Food & Beverage	8,443.18	1,000.00	7,443.18	844.32 %	8,443.18	1,000.00	7,443.18	844.32 %
Mileage Reimbursement	102.18	83.33	18.85	122.62 %	102.18	83.33	18.85	122.62 %
Registration Fees	1,109.00	125.00	984.00	887.20 %	1,109.00	125.00	984.00	887.20 %
Room/Equipment Rental		416.67	-416.67		0.00	416.67	-416.67	0.00%
Staff Travel	1,250.92	458.33	792.59	272.93 %	1,250.92	458.33	792.59	272.93 %
Supplies/Books/Materials		166.67	-166.67		0.00	166.67	-166.67	0.00%
<b>Total 625 Professional Development</b>	<b>24,280.28</b>	<b>8,500.00</b>	<b>15,780.28</b>	<b>285.65 %</b>	<b>24,280.28</b>	<b>8,500.00</b>	<b>15,780.28</b>	<b>285.65 %</b>
650 Capital Outlay					0.00	0.00	0.00	0.00%
Technology		83.33	-83.33		0.00	83.33	-83.33	0.00%
<b>Total 650 Capital Outlay</b>		<b>83.33</b>	<b>-83.33</b>		<b>0.00</b>	<b>83.33</b>	<b>-83.33</b>	<b>0.00%</b>
QuickBooks Payments Fees	115.00		115.00		115.00	0.00	115.00	0.00%
<b>Total Expenditures</b>	<b>120,638.23</b>	<b>29,175.51</b>	<b>91,462.72</b>	<b>413.49 %</b>	<b>120,638.23</b>	<b>29,175.51</b>	<b>91,462.72</b>	<b>413.49 %</b>
<b>NET OPERATING REVENUE</b>	<b>230,114.96</b>	<b>3,433.16</b>	<b>226,681.80</b>	<b>6,702.72 %</b>	<b>230,114.96</b>	<b>3,433.16</b>	<b>226,681.80</b>	<b>6,702.72 %</b>
<b>NET REVENUE</b>	<b>\$230,114.96</b>	<b>\$3,433.16</b>	<b>\$226,681.80</b>	<b>6,702.72 %</b>	<b>\$230,114.96</b>	<b>\$3,433.16</b>	<b>\$226,681.80</b>	<b>6,702.72 %</b>

# CCP3 Budget v. Actuals

July - November, 2023

	CCP3				CCP3 Odd-Year				Total CCP3				TOTAL			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
<b>REVENUE</b>																
420 Grant Income													0.00	0.00	0.00	0.00%
CCP3 Grant Funding	735,811.00	64,048.58	671,762.42	1,148.83 %		37,134.00	-37,134.00		735,811.00	101,182.58	634,628.42	727.21 %	735,811.00	101,182.58	634,628.42	727.21 %
<b>Total 420 Grant Income</b>	<b>735,811.00</b>	<b>64,048.58</b>	<b>671,762.42</b>	<b>1,148.83 %</b>	<b>0.00</b>	<b>37,134.00</b>	<b>-37,134.00</b>	<b>0.00%</b>	<b>735,811.00</b>	<b>101,182.58</b>	<b>634,628.42</b>	<b>727.21 %</b>	<b>735,811.00</b>	<b>101,182.58</b>	<b>634,628.42</b>	<b>727.21 %</b>
430 Interest Income	31.27		31.27						31.27		31.27		31.27	0.00	31.27	0.00%
470 Meeting/CCRESA Reimbursement	300.00		300.00						300.00		300.00		300.00	0.00	300.00	0.00%
<b>Total Revenue</b>	<b>736,142.27</b>	<b>64,048.58</b>	<b>672,093.69</b>	<b>1,149.35 %</b>	<b>0.00</b>	<b>37,134.00</b>	<b>-37,134.00</b>	<b>0.00%</b>	<b>736,142.27</b>	<b>101,182.58</b>	<b>634,959.69</b>	<b>727.54 %</b>	<b>736,142.27</b>	<b>101,182.58</b>	<b>634,959.69</b>	<b>727.54 %</b>
<b>GROSS PROFIT</b>	<b>736,142.27</b>	<b>64,048.58</b>	<b>672,093.69</b>	<b>1,149.35 %</b>	<b>0.00</b>	<b>37,134.00</b>	<b>-37,134.00</b>	<b>0.00 %</b>	<b>736,142.27</b>	<b>101,182.58</b>	<b>634,959.69</b>	<b>727.54 %</b>	<b>736,142.27</b>	<b>101,182.58</b>	<b>634,959.69</b>	<b>727.54 %</b>
<b>EXPENDITURES</b>																
500 Salary & Benefits													0.00	0.00	0.00	0.00%
Employer Taxes	2,186.61		2,186.61						2,186.61		2,186.61		2,186.61	0.00	2,186.61	0.00%
<b>Total 500 Salary &amp; Benefits</b>	<b>2,186.61</b>		<b>2,186.61</b>						<b>2,186.61</b>		<b>2,186.61</b>		<b>2,186.61</b>	<b>0.00</b>	<b>2,186.61</b>	<b>0.00%</b>
920 CCRESA CCP3 Expenses													0.00	0.00	0.00	0.00%
CCP3 - CCRESA Staff	63,729.08	12,493.42	51,235.66	510.10 %	12,604.02	4,387.50	8,216.52	287.27 %	76,333.10	16,880.92	59,452.18	452.19 %	76,333.10	16,880.92	59,452.18	452.19 %
CCP3 - Contracted Consultants	68,877.59	7,583.33	61,294.26	908.28 %		666.67	-666.67		68,877.59	8,250.00	60,627.59	834.88 %	68,877.59	8,250.00	60,627.59	834.88 %
CCP3 - Food & Beverage	8,429.38	800.00	7,629.38	1,053.67 %		1,125.00	-1,125.00		8,429.38	1,925.00	6,504.38	437.89 %	8,429.38	1,925.00	6,504.38	437.89 %
CCP3 - Hold Harmless Participant Salary	2,184.43	11,066.67	-8,882.24	19.74 %					2,184.43	11,066.67	-8,882.24	19.74 %	2,184.43	11,066.67	-8,882.24	19.74 %
CCP3 - Indirect Costs	0.00	2,206.17	-2,206.17	0.00 %		1,104.17	-1,104.17		0.00	3,310.34	-3,310.34	0.00 %	0.00	3,310.34	-3,310.34	0.00 %
CCP3 - Marketing/Branding	10,693.22	1,250.00	9,443.22	855.46 %		416.67	-416.67		10,693.22	1,666.67	9,026.55	641.59 %	10,693.22	1,666.67	9,026.55	641.59 %
CCP3 - Odd Year Planning/Recruitment						5,208.33	-5,208.33				5,208.33		0.00	5,208.33	-5,208.33	0.00%
CCP3 - Office/Student Supplies	638.45	350.00	288.45	182.41 %					638.45	350.00	288.45	182.41 %	638.45	350.00	288.45	182.41 %
CCP3 - PD Participant Honorarium	7,500.00	1,600.00	5,900.00	468.75 %					7,500.00	1,600.00	5,900.00	468.75 %	7,500.00	1,600.00	5,900.00	468.75 %
CCP3 - Room/Equipment Rental	5,400.00	83.33	5,316.67	6,480.26 %					5,400.00	83.33	5,316.67	6,480.26 %	5,400.00	83.33	5,316.67	6,480.26 %
CCP3 - Technology		291.67	-291.67							291.67	-291.67		0.00	291.67	-291.67	0.00%
CCP3 - Textbooks/Student Materials	6,169.00	791.67	5,377.33	779.24 %	1,428.43	583.33	845.10	244.88 %	7,597.43	1,375.00	6,222.43	552.54 %	7,597.43	1,375.00	6,222.43	552.54 %
CCP3 - Travel	3,390.01	166.67	3,223.34	2,033.97 %		187.50	-187.50		3,390.01	354.17	3,035.84	957.17 %	3,390.01	354.17	3,035.84	957.17 %
CCP3 - Website Development	507.50	291.67	215.83	174.00 %					507.50	291.67	215.83	174.00 %	507.50	291.67	215.83	174.00 %
<b>Total 920 CCRESA CCP3 Expenses</b>	<b>177,518.66</b>	<b>38,974.60</b>	<b>138,544.06</b>	<b>455.47 %</b>	<b>14,032.45</b>	<b>13,679.17</b>	<b>353.28</b>	<b>102.58 %</b>	<b>191,551.11</b>	<b>52,653.77</b>	<b>138,897.34</b>	<b>363.79 %</b>	<b>191,551.11</b>	<b>52,653.77</b>	<b>138,897.34</b>	<b>363.79 %</b>
921 NCCU CCP3 Expenses													0.00	0.00	0.00	0.00%
CCP3 - NCCU Course Supplies/Student Materials		15,879.08	-15,879.08							15,879.08	-15,879.08		0.00	15,879.08	-15,879.08	0.00%
CCP3 - NCCU Forgivable Loans						15,879.17	-15,879.17			15,879.17	-15,879.17		0.00	15,879.17	-15,879.17	0.00%
CCP3 - NCCU Indirect Costs		2,019.92	-2,019.92			997.75	-997.75			3,017.67	-3,017.67		0.00	3,017.67	-3,017.67	0.00%
CCP3 - NCCU PD & Mentors	6,941.66	1,341.67	5,599.99	517.39 %	3,120.00	480.00	2,640.00	650.00 %	10,061.66	1,821.67	8,239.99	552.33 %	10,061.66	1,821.67	8,239.99	552.33 %
CCP3 - NCCU Staff	2,083.33	16,444.83	-14,361.50	12.67 %	8,333.32	6,097.92	2,235.40	136.66 %	10,416.65	22,542.75	-12,126.10	46.21 %	10,416.65	22,542.75	-12,126.10	46.21 %
<b>Total 921 NCCU CCP3 Expenses</b>	<b>9,024.99</b>	<b>35,685.50</b>	<b>-26,660.51</b>	<b>25.29 %</b>	<b>11,453.32</b>	<b>23,454.84</b>	<b>-12,001.52</b>	<b>48.83 %</b>	<b>20,478.31</b>	<b>59,140.34</b>	<b>-38,662.03</b>	<b>34.63 %</b>	<b>20,478.31</b>	<b>59,140.34</b>	<b>-38,662.03</b>	<b>34.63 %</b>
Bank Service Charges	30.00		30.00						30.00		30.00		30.00	0.00	30.00	0.00%
<b>Total Expenditures</b>	<b>188,760.26</b>	<b>74,660.10</b>	<b>114,100.16</b>	<b>252.83 %</b>	<b>25,485.77</b>	<b>37,134.01</b>	<b>-11,648.24</b>	<b>68.63 %</b>	<b>214,246.03</b>	<b>111,794.11</b>	<b>102,451.92</b>	<b>191.64 %</b>	<b>214,246.03</b>	<b>111,794.11</b>	<b>102,451.92</b>	<b>191.64 %</b>
<b>NET OPERATING REVENUE</b>	<b>547,382.01</b>	<b>-10,611.52</b>	<b>557,993.53</b>	<b>-5,158.38 %</b>	<b>-25,485.77</b>	<b>-0.01</b>	<b>-25,485.76</b>	<b>254,857,700.00 %</b>	<b>521,896.24</b>	<b>-10,611.53</b>	<b>532,507.77</b>	<b>-4,918.20 %</b>	<b>521,896.24</b>	<b>-10,611.53</b>	<b>532,507.77</b>	<b>-4,918.20 %</b>
<b>NET REVENUE</b>	<b>\$547,382.01</b>	<b>\$ -10,611.52</b>	<b>\$557,993.53</b>	<b>-5,158.38 %</b>	<b>\$ -25,485.77</b>	<b>\$ -0.01</b>	<b>\$ -25,485.76</b>	<b>254,857,700.00 %</b>	<b>\$521,896.24</b>	<b>\$ -10,611.53</b>	<b>\$532,507.77</b>	<b>-4,918.20 %</b>	<b>\$521,896.24</b>	<b>\$ -10,611.53</b>	<b>\$532,507.77</b>	<b>-4,918.20 %</b>