



**NELCDC Performance Measures
Standardized Quarterly Report Form
April 2017 – June 2017**

Performance Measure: Resource Development		Annual Matrix Output Units: 2 Grants	
P&L Code(s): 4011	Budget: ED Staff Time	YTD: \$20,000	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): One (1) New \$10,000 Community Development Grant			
Description of Quarterly Performance or Outcome: <p>In June 2017, the NELCDC received an award letter from BBVA Compass Bank for a new \$10,000 community development grant, which can be used for operating expenses as well as other small-scale community development initiatives.</p>			
Performance Measure: Resource Development		Annual Matrix Output Units: 1 – Non-Profit Partnership	
P&L Code(s):	Budget: ED Staff Time	YTD: \$0	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: <p>This partnership is still ongoing.</p>			
Performance Measure: Board Development		Annual Matrix Output Units: Fill Board Vacancies	
P&L Code(s): N/A	Budget: N/A	YTD: N/A	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): N/A			
Description of Quarterly Performance or Outcome: <p>A new board member, Preston Cherry, was appointed to the NELCDC Board of Directors in June 2017. There are still additional board vacancies to fill. Management provided the board with the roster at the June 2017 board meeting to remind board members of roll-offs, vacancies, and term limits.</p>			

Performance Measure: Board Development		Annual Matrix Output Units: Activate the NELI, Inc. Board of Directors	
P&L Code(s): N/A	Budget: ED Staff Time		YTD: N/A
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: No performance reported this quarter. Nonetheless, various planning discussions were held to begin envisioning ways to better utilize NELI, Inc. for the betterment of north & east Lubbock.			
Performance Measure: Professional Development		Annual Matrix Output Units: 1 or More Training; ED; Program Mgr. & Staff	
P&L Code(s): 5031	Budget: \$4,500		YTD: \$4,651.31
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): One (1) staff member – foreclosure basics			
Description of Quarterly Performance or Outcome: Upon the program manger completing the examination for the NCHEC Certification in Homeownership Counseling, the second course required is foreclosure basics. A test must be completed and passed with a score of 80 or better before the certification requirements are satisfied. Changes at the federal level with the US Department of HUD caused a cut in funding to NeighborWorks training, thus requiring NELCDC to pay a \$195, which slightly pushed the NELCDC over budget. However, please note this line item expense is underwritten by BBVA Compass Bank grant funds; therefore, the NELCDC has additional funds to cover the excess in this cost account.			
Performance Measure: Professional Development		Annual Matrix Output Units: TACDC Conference – Executive Director	
P&L Code(s): 5033	Budget: \$1,500		YTD: \$1,002.67
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): One (1) Statewide Conference in Austin, TX			
Description of Quarterly Performance or Outcome: The Executive Director attended the TACDC Conference in Austin, TX April 2-4. The hotel expense (\$250.70) was billed in April 2017, the month of the conference. All other charges were billed in the previous quarter.			
Performance Measure: Professional Development		Annual Matrix Output Units: Other Training (unplanned)	
P&L Code(s): 5034	Budget: \$1,000		YTD: \$1,255.10
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: No new performance to report in this quarter.			
Performance Measure: Fundraising		Annual Matrix Output Units: One (1) Event	
P&L Code(s): 4002	Budget: \$25,000		YTD: \$0
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: No performance to report this quarter.			

Performance Measure: Network Services, Programming, & Integration		Annual Matrix Output Units: One (1) – Online Training Module (ED Puzzle)	
P&L Code(s): 5085	Budget: Staff Time		YTD: \$0
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: ED Puzzle online simulation was launched in April 2017. The program is a free software the NELCDC is using to administer online training for 3-hour pre-purchase/fast-track clients. The online module includes test questions and a score of 80 or better is required before the client can receive a certificate of completion for the NELCDC, which is a HUD-approved housing counseling agency. The training module is timed, and includes material from the NELCDC’s primary course curriculum, the Building Wealth Booklet provided by the NELCDC’s partner, the Federal Reserve Bank of Dallas. Instead of NELCDC staff spending three (3) hours delivering services via phone or Skype, this online training allows clients to take the course at their own speed and at their convenience. This implementation has greatly improved service efficiencies. Now, staff only spends approximately 1-hour with the clients discussing their monthly submitted budget, which is a prerequisite to receiving a certificate of completion. Many clients are existing homeowners seeking home equity loans, for example but the program is available to fit the needs of many clients as well as our referral partners needs for fast-track counseling.			
Performance Measure: Regis Park Development Project		Annual Matrix Output Units: Ongoing/Consulting & Facilitating of Development	
P&L Code(s): 6071	Budget: \$1,500		YTD: \$0
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: No performance data to report in this quarter.			
Performance Measure: King’s Dominion		Annual Matrix Output Units: 2 New Construction Projects; 2 Lots Sold	
P&L Code(s): 4005	Budget: \$6,250		YTD: \$6,250
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): One (1) new housing project awarded			
Description of Quarterly Performance or Outcome: NELCDC kicked-off its new housing construction program in April 2017. In May 2017, the NELCDC facilitated its first public bidding process. A bid for the construction of one (1) new single-family home was awarded on June 1, 2017 by a committee comprised of board members. A proceed order for Lot 48 in Phase II of the King’s Dominion subdivision was provided in June 2017 for work to commence in July 2017.			
Performance Measure: Down-Payment & Closing Cost Assistance		Annual Matrix Output Units: Four (4) Clients to Receive \$3,000 Grants	
P&L Code(s): 5203	Budget: \$12,000		YTD: \$0
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: No performance to report this quarter.			

Performance Measure: Housing/Credit Counseling Program (Part 1)		Annual Matrix Output Units: 40 One-on-One Clients Served	
P&L Code(s): 5012, 5013, 5080-5087	Budget: \$28,010	YTD: \$17,252.83	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 21 New Clients (One-on-One/Face-to-Face)			
Description of Quarterly Performance or Outcome: NELCDC introduced 21 new clients into the housing counseling program : <ul style="list-style-type: none">• 5 in April 2017• 5 in May 2017• 11 in June 2017 To-date, 36 out of a targeted 40 clients have received homeownership counseling. The increase in clients impacted is largely due to the implementation of the pre-intake survey, which is now completed upon each call as well as provided in each monthly homebuyer workshop; the creation and use of the daily housing counseling report form; the development and implementation of an appointment and follow-up process; the development of the housing counseling standard operating procedures and the implementation of a client sign-in log. The many program operational improvements are directly correlated to the NELCDC’s output. <u>As our process becomes more effective our output (facilitation of new first-time homebuyers) will increase.</u>			
Performance Measure: Housing/Credit Counseling Program (Part 2)		Annual Matrix Output Units: 25 Remote Clients Served	
P&L Code(s): 5012, 5013, 5080-5087	Budget: <i>same as above; not duplicated for this quarter</i>	YTD: <i>same as above; not duplicated for this quarter</i>	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 19 New Clients (Remote via phone, Skype, ED Puzzle)			
Description of Quarterly Performance or Outcome: NELCDC completed the fast-track (3-hour) Pre-Purchase housing counseling services for 19 clients in the second quarter as follows: <ul style="list-style-type: none">• 3 in April 2017• 7 in May 2017• 9 in June 2017 To-date, 35 clients have been impacted. That is 10 more clients that the targeted 25. This is a result of the implementation of ED Puzzle, the online module. Upon HUD’s approval, the NELCDC plans to implement a “fee for service” schedule. The fee schedule will be based upon the cost per client per unit of service and will incorporate hardship criteria which may exempt some clients from paying a fee.			
Performance Measure: Housing/Credit Counseling Program (Part 3)		Annual Matrix Output Units: 75 Households Served (Workshop Attendees)	
P&L Code(s): 5012, 5013, 5080-5087	Budget: <i>same as above; not duplicated for this quarter</i>	YTD: <i>same as above; not duplicated for this quarter</i>	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 24 Households Completed Homebuyer Education			
Description of Quarterly Performance or Outcome: NELCDC facilitated the financial literacy and homebuyer education workshop to 19 households as follows: <ul style="list-style-type: none">• 4 in April 2017• 11 in May 2017• 9 in June 2017 To-date, 68 out of a targeted 75 households have been impacted.			

Performance Measure: Adopt-a-Spot Program		Annual Matrix Output Units: 1 Finalized Plan; 2 New Projects	
P&L Code(s): 6000-6031	Budget: \$0		YTD: \$40,991.08
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 2 New Projects Kicked-Off (not completed)			
Description of Quarterly Performance or Outcome: A very robust neighborhood planning and community engagement initiative began in April 2017. Several meetings, two action plans and two neighborhood-wide cleanups got underway, while NELCDC staff worked to analyze the housing assessment data and develop the criteria, which will be proposed for consideration during the housing selection process or the physical revitalization component of the Adopt-a-Spot program. The housing rehab projects are slated to begin in the fourth quarter of this fiscal year. Please remember, the funds spent year-to-date (YTD) are mostly inclusive of staff time as well as materials needed for cleanups and the large-scale neighborhood planning efforts. The reserve funds (some of the remainder funds shown in the city grant fund on the balance sheet) will be allocated for the rehab projects.			
Performance Measure: Volunteer Administration Program		Annual Matrix Output Units: 20 New Ambassadors	
P&L Code(s): 6040-6044	Budget: \$3,185		YTD: \$120
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
Description of Quarterly Performance or Outcome: No new ambassadors were added to the volunteer program in this quarter. To-date that is a total of 48 new ambassadors.			
Performance Measure: Referral Partner’s Program		Annual Matrix Output Units: 8 New Confirmed Referral Partners	
P&L Code(s): 6051	Budget: \$2,000		YTD: \$788.88
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 1 New Referral Partner			
Description of Quarterly Performance or Outcome: One (1) new partner was added to the Referral Partner’s Program. Monthly lunch and learn sessions are held for NELCDC, our non-profit partners and our referral partners, listed here: http://www.nelcdc.org/referral-partners.html . See the first quarter report for more program details. To-date, 5 of the 8 targeted new partners have been added. See the NELCDC’s website the latest and greatest list of referral partners.			

Performance Measure: Referral Partner's Program		Annual Matrix Output Units: One (1) Online Clearinghouse; One (1) Revised Agreement; One (1) CRA Proposal Packet	
P&L Code(s): 6051	Budget: \$2,000	YTD: <i>same as above</i>	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): 0			
<p>Description of Quarterly Performance or Outcome:</p> <p>No performance to report on the development of an online clearinghouse; a revised referral partner agreement or the development of a Community Reinvestment Act (CRA) proposal packet.</p>			
Performance Measure: Community Reinvestment Initiatives (<i>Not Funded by City Grant Funds</i>)		Annual Matrix Output Units: <i>A Discretionary Expense Category for Community Reinvestment Project Endeavors for NELCDC</i>	
P&L Code(s): 6080-6081	Budget: \$27,851	YTD: \$792.61	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): General Expenses for the Tree Dedication Event			
<p>Description of Quarterly Performance or Outcome:</p> <p>NELCDC planned and implemented the celebration of 23 trees being planted in Mae Simmons Park along Canyon Lake 5. \$432.61 of the NELCDC's discretionary funds were spent for the tree dedication event including but not limited to tent rental, refreshments, and other supplies needed to host a successful tree dedication event.</p>			
Performance Measure: East Lubbock Community Alliance		Annual Matrix Output Units: Ongoing Support/Activities	
P&L Code(s): 5050-M	Budget: 350	YTD: \$0	
Reporting Period: April 2017 – June 2017			
Quarterly Units or Outcomes (if applicable): One (1) New East Lubbock Leadership Institute			
<p>Description of Quarterly Performance or Outcome:</p> <p>NELCDC management worked alongside Star Care representatives, Councilwoman Patterson-Harris, and other community stakeholders to develop an East Lubbock Leadership Institute. Ms. Coleman was asked to lead the initiative. Many monthly meetings were held to begin to outline the framework for the program. The fourth quarterly report, will report many significant culminating aspects to the development of this program, including but not limited to the establishment of partnerships with Texas Tech and LCU to help enhance the overall effectiveness of this new program. The overarching goal for the East Lubbock Leadership Institute: create leadership for the community from within the community.</p>			

Additional Information:

Third Quarter (April 2017 – June 2017) Profit & Loss (P&L) and Balance Sheet provided below.

North & East Lubbock CDC
Profit & Loss
April through June 2017

	<u>Apr - Jun 17</u>
Income	
4011 · Housing Counseling Grant (BBVA)	10,000.00
4101 · Other Income	25.00
Total Income	<u>10,025.00</u>
Gross Profit	10,025.00
Expense	
5000 · Administration (Gov & Mgt)	
5001 · Board Meeting Expense	177.12
5002 · Training & Strategic Planning	77.50
5006 · Management Bus. Expenses	75.00
Total 5000 · Administration (Gov & Mgt)	<u>329.62</u>
5010 · Personnel (Salaries, Tax, Auto)	
5011 · Executive Director	15,595.20
5012 · Program Manager	3,356.82
5013 · Administrative Assistant	1,539.36
5014 · Payroll Taxes	3,075.92
5015 · Car Allowance	257.90
5017 · Administrative Intern	4,331.54
Total 5010 · Personnel (Salaries, Tax, Auto)	28,156.74
5020 · Health Benefits	
5021 · Executive Director	1,337.91
5022 · Program Manager	972.00
5023 · Administrative Assistant	1,164.81
5024 · Dental & Vision Admin Fee	45.00
Total 5020 · Health Benefits	<u>3,519.72</u>
5030 · Professional Dev. & Training	
5031 · NeighborWorks Training	195.00
5033 · TX Assoc. of CDC	250.70
5035 · Fred-Pryor Training Institute	199.00
Total 5030 · Professional Dev. & Training	<u>644.70</u>
5040 · Memberships	
5044 · Sam's Club	45.00
Total 5040 · Memberships	<u>45.00</u>
5050 · Support (Professional) Services	
5051 · Legal Services	7,052.00
5052 · Accounting Services	2,927.50
5054 · Bank Fees	201.88
Total 5050 · Support (Professional) Services	<u>10,181.38</u>
5060 · Contractual Services	
5061 · Marlin Services	721.95
5062 · Benckmark	601.09
Total 5060 · Contractual Services	<u>1,323.04</u>
5070 · Office Operational Expenses	
5071 · Supplies	607.18
5072 · Postage	101.01

North & East Lubbock CDC
Profit & Loss
April through June 2017

	<u>Apr - Jun 17</u>
5074 · Phone (AT&T)	1,088.67
5076 · Computer Supplies & Servicing	759.85
Total 5070 · Office Operational Expenses	2,556.71
5080 · Housing/Credit Counseling	
5081 · Staff-time (Housing Counselor)	3,356.82
5082 · Supplies & Postage	30.55
5083 · Counselor Max/Core Logic	1,059.40
5084 · Financial Literacy Training	25.00
Total 5080 · Housing/Credit Counseling	4,471.77
5140 · Loan Payments	
5141 · Western National Bank	-13,537.69
Total 5140 · Loan Payments	-13,537.69
5160 · Donations	
5161 · Star Care	500.00
5165 · Mid-year Budget (unanticipated)	800.00
Total 5160 · Donations	1,300.00
5200 · King's Dominion	
5201 · CHDO/HOME Construction	5,056.62
Total 5200 · King's Dominion	5,056.62
6000 · Personnel (Salaries & Taxes)	
6001 · Executive Director	5,198.40
6002 · Administrative Assistant	4,617.88
Total 6000 · Personnel (Salaries & Taxes)	9,816.28
6010 · Adopt-a-Spot Reserves	
6012 · Housing Rehab Materials	114.81
6013 · Rehab - Dunbar-Manhattan Hghts	197.01
6015 · Rehab-Jackson-MahonNeighborhood	220.28
6016 · Rehab-Parkway-Cherry Point Neig	204.80
Total 6010 · Adopt-a-Spot Reserves	736.90
6020 · Community Meeting Materials	
6021 · Meeting Facilities	65.00
6022 · Food, Supplies, Etc.	731.47
Total 6020 · Community Meeting Materials	796.47
6030 · Housing/Credit Counseling-2	
6031 · Staff-time (Housing Counselor)	3,358.74
Total 6030 · Housing/Credit Counseling-2	3,358.74
6040 · Volunteer Adminstration Program	
6041 · Training Volunteer Center LBK	85.00
Total 6040 · Volunteer Adminstration Program	85.00
6050 · Referral Partner's Program	
6051 · Meeting materials,supplies,post	251.51
Total 6050 · Referral Partner's Program	251.51
6060 · Mahon Villas Redevelopment Init	
6062 · Legal Services -RE Transactions	-4.97
Total 6060 · Mahon Villas Redevelopment Init	-4.97

North & East Lubbock CDC
Profit & Loss
April through June 2017

	<u>Apr - Jun 17</u>
6080 - Comm. Reinvestment Initiatives	
6081 - Comm. Reinvestment Reserves	432.61
Total 6080 - Comm. Reinvestment Initiatives	<u>432.61</u>
Total Expense	59,520.15
Net Income	<u><u>-49,495.15</u></u>

North & East Lubbock CDC Balance Sheet

	As of June 30, 2017								
	Oct 31, 16	Nov 30, 16	Dec 31, 16	Jan 31, 17	Feb 28, 17	Mar 31, 17	Apr 30, 17	May 31, 17	Jun 30, 17
ASSETS									
Current Assets									
Checking/Savings									
1000 - Prosperity Operating xxx9431	27,926.73	24,051.01	19,675.29	15,799.57	15,299.57	14,959.57	14,959.57	14,287.61	11,397.61
1001 - Prosperity Payroll xxx9351	8,405.07	93,827.39	79,817.28	65,051.76	50,656.34	36,855.02	22,323.87	7,774.85	23,312.92
1002 - Prosperity Micro xxxx2985	71.12	568.12	568.36	568.36	568.36	568.72	568.72	568.72	568.72
1003 - Prosperity Savings xxx5912	99.38	96.38	93.44	90.44	87.44	84.50	84.50	84.50	84.50
1005 - Prosperity-City Fund xxxxx1068	326,157.10	216,239.24	197,373.11	181,670.46	175,617.28	171,678.48	164,543.02	153,341.81	117,285.87
1006 - BBVA Compass xxxxxx2572	12,881.38	12,661.82	12,051.58	10,519.81	9,266.15	9,841.68	9,055.86	8,843.72	18,674.40
Total Checking/Savings	375,540.78	347,443.96	309,579.06	273,700.40	251,495.14	233,987.97	211,535.54	184,901.21	171,324.02
Other Current Assets									
1110 - Due from NELI, Inc.	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19
Total Other Current Assets	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19	7,441.19
Total Current Assets	382,981.97	354,885.15	317,020.25	281,141.59	258,936.33	241,429.16	218,976.73	192,342.40	178,765.21
Fixed Assets									
1700 - Equipment	26,571.98	26,571.98	26,571.98	26,571.98	26,571.98	26,571.98	26,571.98	26,571.98	26,571.98
1710 - Accumulated Depreciation	-23,469.99	-23,469.99	-23,469.99	-23,469.99	-23,469.99	-23,469.99	-23,469.99	-23,469.99	-23,469.99
Total Fixed Assets	3,101.99	3,101.99	3,101.99	3,101.99	3,101.99	3,101.99	3,101.99	3,101.99	3,101.99
Other Assets									
1500 - Investment in NELI	770,033.09	770,033.09	770,033.09	770,033.09	770,033.09	770,033.09	770,033.09	770,033.09	770,033.09
1600 - King's Dominion Land	176,586.13	176,586.13	176,586.13	176,586.13	176,586.13	176,586.13	176,586.13	176,586.13	176,586.13
1610 - King's Dominion Land - Res Lot	63,025.05	63,025.05	63,025.05	63,025.05	63,025.05	63,025.05	63,025.05	63,025.05	63,025.05
Total Other Assets	1,009,644.27	1,009,644.27	1,009,644.27	1,009,644.27	1,009,644.27	1,009,644.27	1,009,644.27	1,009,644.27	1,009,644.27
TOTAL ASSETS	<u>1,395,728.23</u>	<u>1,367,631.41</u>	<u>1,329,766.51</u>	<u>1,293,887.85</u>	<u>1,271,682.59</u>	<u>1,254,175.42</u>	<u>1,231,722.99</u>	<u>1,205,088.66</u>	<u>1,191,511.47</u>
LIABILITIES & EQUITY									
Liabilities									
Current Liabilities									
Accounts Payable									
20000 - Accounts Payable	102.00	102.00	102.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Accounts Payable	102.00	102.00	102.00	0.00	0.00	0.00	0.00	0.00	0.00
Credit Cards									
2005 - Prosperity Visa	0.00	0.00	0.00	125.72	505.19	562.23	1,108.03	628.39	931.12
Total Credit Cards	0.00	0.00	0.00	125.72	505.19	562.23	1,108.03	628.39	931.12
Other Current Liabilities									
1100 - Due to/ from Parkway Place	10,947.89	10,947.89	10,947.89	10,947.89	14,833.61	14,833.61	14,833.61	14,833.61	14,833.61
2010 - Accrued Interest	1,007.41	1,007.41	1,007.41	1,007.41	1,007.41	1,007.41	0.00	0.00	0.00
2050 - Western Bank Loan - Current	35,622.66	35,622.66	35,622.66	35,622.66	35,622.66	35,622.66	0.00	0.00	0.00
Total Other Current Liabilities	47,577.96	47,577.96	47,577.96	47,577.96	51,463.68	51,463.68	14,833.61	14,833.61	14,833.61
Total Current Liabilities	47,679.96	47,679.96	47,679.96	47,703.68	51,968.87	52,025.91	15,941.64	15,462.00	15,764.73
Long Term Liabilities									
2100 - Western Bank Loan	171,749.73	171,749.73	171,749.73	171,749.73	171,749.73	171,749.73	0.00	0.00	0.00
Total Long Term Liabilities	171,749.73	171,749.73	171,749.73	171,749.73	171,749.73	171,749.73	0.00	0.00	0.00
Total Liabilities	219,429.69	219,429.69	219,429.69	219,453.41	223,718.60	223,775.64	15,941.64	15,462.00	15,764.73

North & East Lubbock CDC
Balance Sheet

	As of June 30, 2017								
	Oct 31, 16	Nov 30, 16	Dec 31, 16	Jan 31, 17	Feb 28, 17	Mar 31, 17	Apr 30, 17	May 31, 17	Jun 30, 17
Equity									
3000 - Fund Balance	1,033,420.41	1,033,420.41	1,033,420.41	1,033,420.41	1,033,420.41	1,033,420.41	1,228,262.52	1,228,262.52	1,228,262.52
32000 - Retained Earnings	152,309.98	152,309.98	152,309.98	152,309.98	152,309.98	152,309.98	152,309.98	152,309.98	152,309.98
Net Income	-9,431.85	-37,528.67	-75,393.57	-111,295.95	-137,766.40	-155,330.61	-164,791.15	-190,945.84	-204,825.76
Total Equity	1,176,298.54	1,148,201.72	1,110,336.82	1,074,434.44	1,047,963.99	1,030,399.78	1,215,781.35	1,189,626.66	1,175,746.74
TOTAL LIABILITIES & EQUITY	1,395,728.23	1,367,631.41	1,329,766.51	1,293,887.85	1,271,682.59	1,254,175.42	1,231,722.99	1,205,088.66	1,191,511.47