



Presentation of 2017 Auditor's Discussion and Analysis

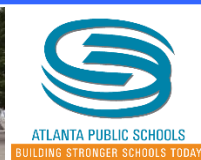
**Atlanta Independent School System
Audit Committee Meeting**

**MAULDIN
& JENKINS**



Auditor's Discussion and Analysis

- Engagement Team
- Results of the 2017 Audit
- Comments, Recommendations, and Other Issues
- Questions



*Presentation of Annual
Auditor's Discussion and Analysis*

**MAULDIN
& JENKINS**

Engagement Team



MAULDIN & JENKINS – GOVERNMENTAL PRACTICE

■ General Information:

- Founded in 1918, large regional firm serving the Southeastern United States.
- Offices located in Atlanta, Macon, and Albany, Georgia; Birmingham, Alabama; Chattanooga, Tennessee; Bradenton, Florida; and Columbia, South Carolina with firm governmental leadership positioned in the Atlanta (and Macon) offices.

■ Governmental Sector:

- Largest specific industry niche served by Firm representing 25% of Firm practice.
- Serve more governmental entities in Georgia than any other certified public accounting firm requiring over 80,000 hours of service on an annual basis.
- Serve 100 governments receiving the GFOA and or ASBO Certificate of Achievement for Excellence in Financial Reporting.
- Experience auditing a substantial part of the State of Georgia including: approximately 25% of the State's General Fund and 13 of the State of Georgia's component units.

Engagement Team



MAULDIN & JENKINS – GOVERNMENTAL PRACTICE (Continued)

■ Governmental Sector:

- Approximately 90 professional staff persons with current governmental experience.
- Current auditor for over 400 total governments in the Southeast, including approximately:
 - ✓ 100 Cities ✓ 45 Counties ✓ 50 School Systems ✓ 35 Charter Schools
 - ✓ 150 Special Purpose Entities (stand-alone business type entities, libraries, and etc.)

■ Engagement Team Leaders for the Atlanta Public Schools Audit Include:

- Douglas A. Moses, Engagement Partner – 19 years experience, 100% governmental
- James Bence, Quality Assurance Review Partner – 14 years experience, 100% governmental
- Tim Lyons – Engagement Director – 9 years experience, 100% governmental



Results of June 30, 2017 Audit

- Our Responsibility Under Auditing Standards Generally Accepted in the United States of America (GAAS)
 - Our audit was performed in accordance with GAAS.
 - We considered the internal control structure for the purpose of expressing our opinion on the School System’s basic financial statements and not providing assurance on the internal control structure.
 - Our objective is to provide reasonable—not absolute—assurance that the basic financial statements are free from material misstatement.
 - The basic financial statements are the responsibility of the School System’s management.
- Report on 2017 Basic Financial Statements
 - Unmodified (“clean”) opinion on basic financial statements. Audit report date of **February 13, 2018**.
 - Presented fairly in accordance with accounting principles generally accepted in the United States of America (GAAP).
 - Our responsibility does not extend beyond financial information contained in our report.



Results of June 30, 2017 Audit

- Report in accordance with *Government Auditing Standards* for 2017
 - Audit report date of **February 13, 2018**.
 - No material weaknesses, significant deficiencies, or instances of noncompliance reported.
- Reporting in accordance with the Uniform Guidance (“Single Audit Report”) for 2017
 - Audit report date of **February 13, 2018**.
 - One (1) material weakness in internal controls over compliance and instance of noncompliance:
 - Procurement Requirements for Federally Funded Purchases – Currently, APS is taking advantage of a waiver from the Federal government to continue making purchases with federal awards under the old cost principles (A-87). As such, APS is required to make sure that all vendors paid with federal funds are non suspended or debarred when they enter into a covered transaction (defined as purchases that meet or exceed \$25,000). During our testing, it was noted that APS was performing the necessary procedures as it related to vendors that went through a formal contracting/procurement process (i.e., bids, quotes or sole source) but that APS was not performing checks for vendors when multiple payments/purchases were made throughout the year such that the \$25,000 threshold was crossed.



Required Communications

■ Significant Accounting Policies

- The significant accounting policies used by the School System are described in Note 1 to the basic financial statements.
- In considering the policies used by the School System are in accordance with generally accepted accounting principles and similar government organizations, with no significant new policies or qualitative aspects of its policies, the School System is not involved in any controversial or emerging issues for which guidance is not available.

■ Management Judgment/Accounting Estimates

- The School System uses various estimates as part of its financial reporting process – including valuation of accounts receivable (recording of allowance for uncollectible accounts).
- Management's estimates used in preparation of financial statements were deemed reasonable in relation to the financial statements taken as a whole. We considered this information and the qualitative aspects of management's calculations in evaluating the School System's significant accounting estimates.

■ Financial Statement Disclosures

- The footnote disclosures to the financial statements are also an integral part of the financial statements and the process used by management to accumulate the information included in the disclosures was the same process used in accumulating the statements. The overall neutrality, consistency, and clarity of the disclosures was considered as part our audit.



Required Communications

- Relationship with Management
 - We received full cooperation from the School System’s management, staff, and others.
 - There were no disagreements with management on accounting issues or financial reporting matters.
- Audit Adjustments
 - Adjustments were proposed to the records of the School System and have been recorded in the School System’s financial statements. A copy of these adjustments has been included in this packet for your review.
- Passed Audit Adjustments
 - There were no passed adjustments.
- Representation from Management
 - We requested written representations from management relating to the accuracy of information included in the financial statements and the completeness and accuracy of various information requested by us, during the audit. Management provided those written representations without a problem.

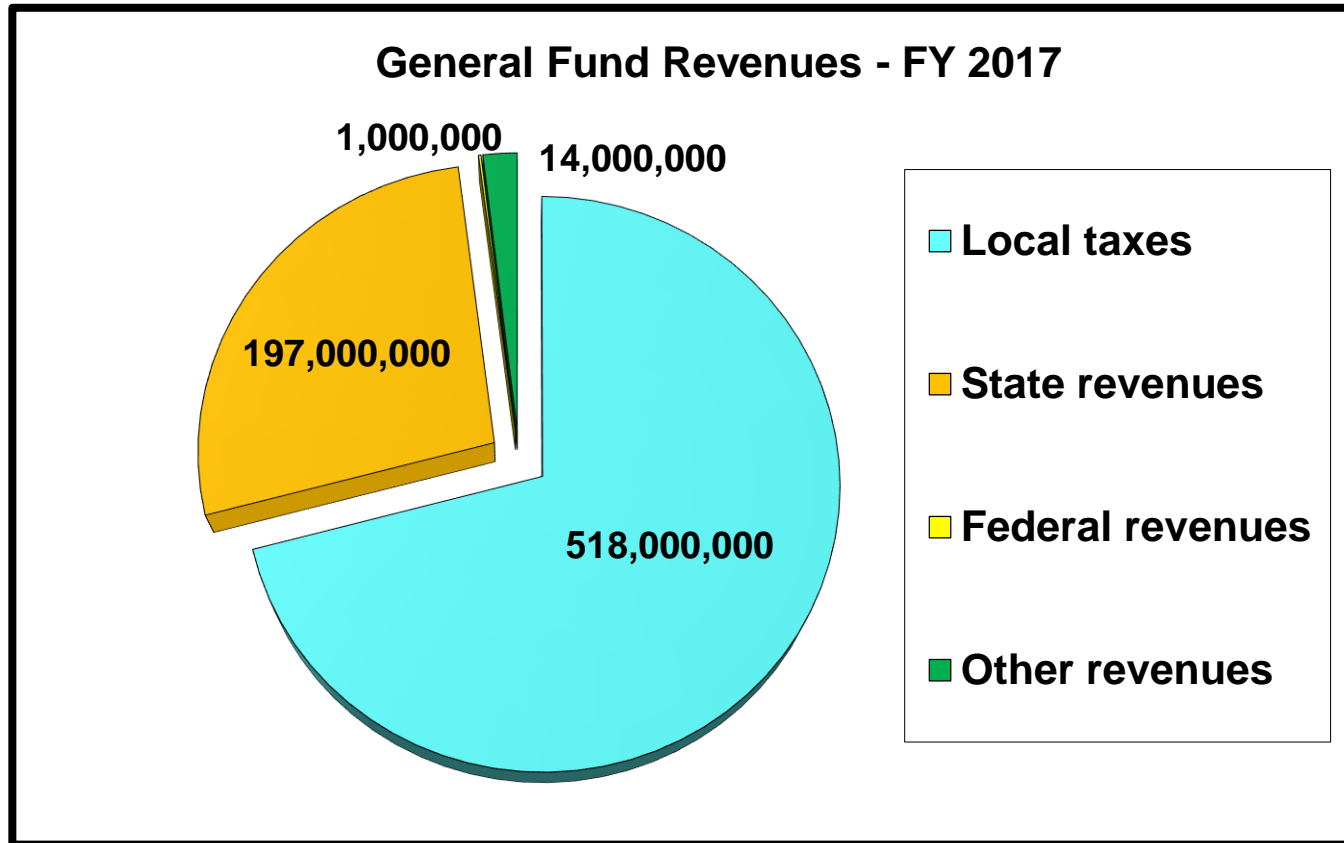


Required Communications

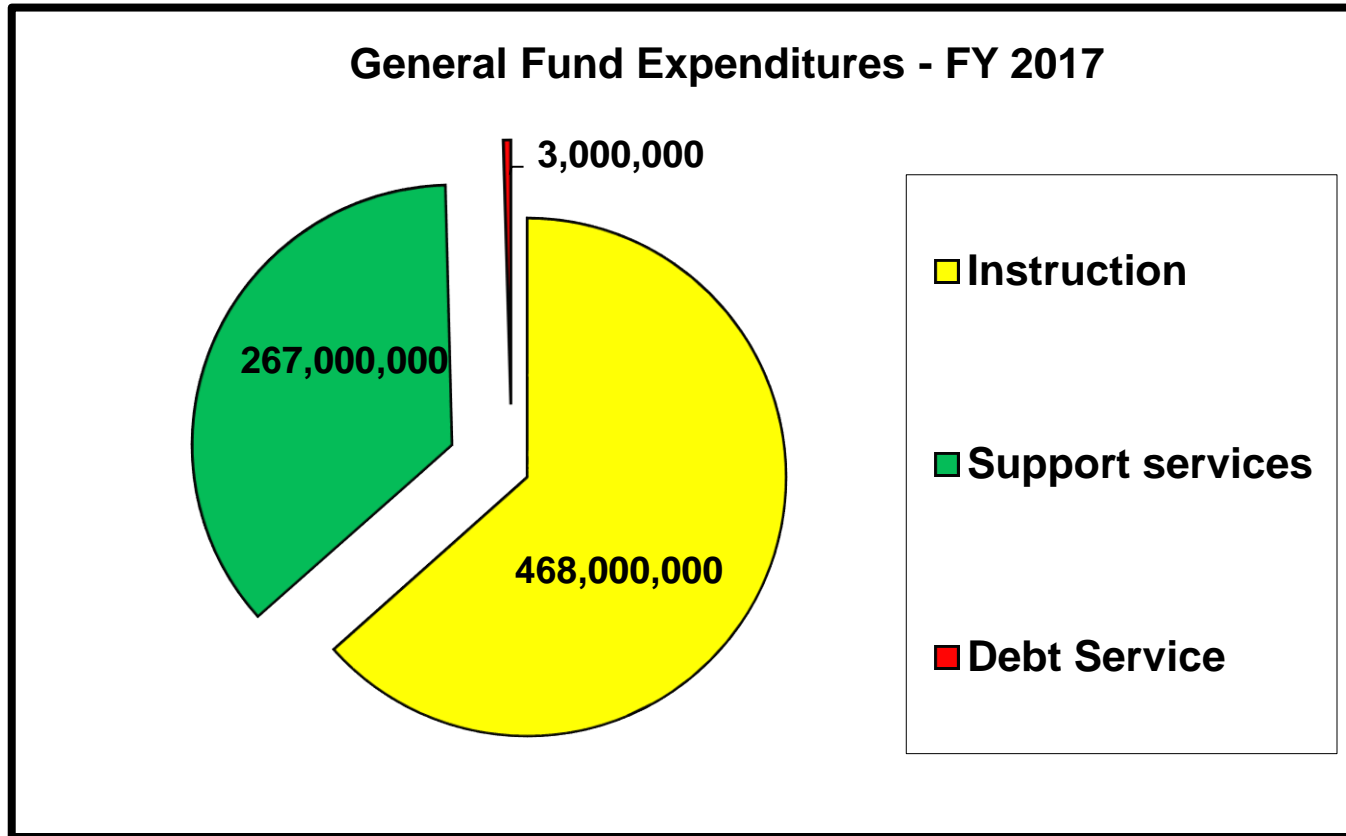
- Consultation with Other Accountants
 - To the best of our knowledge, management has not consulted with, or obtained opinions from, other independent accountants during the year, nor did we face any issues requiring outside consultation.
- Significant Issues Discussed with Management
 - There were no significant issues discussed with management related to business conditions, plans, or strategies that may have affected the risk of material misstatement of the financial statements.
- Information in Documents Containing Audited Financial Statements
 - Our responsibility for other information in documents containing the School System's basic financial statements and our report thereon does not extend beyond the information identified in our report. If the School System intends to publish or otherwise reproduce the financial statements and make reference to our firm, we must be provided with printers' proof for our review and approval before printing. The School System must also provide us with a copy of the final reproduced material for our approval before it is distributed.
- Auditor Independence
 - In accordance with AICPA professional standards, M&J is independent with regard to the School System and its financial reporting process.
 - There were no fees paid to M&J for management advisory services during fiscal year 2017 that might effect our independence as auditors.



Financial Trends – General Fund Revenues

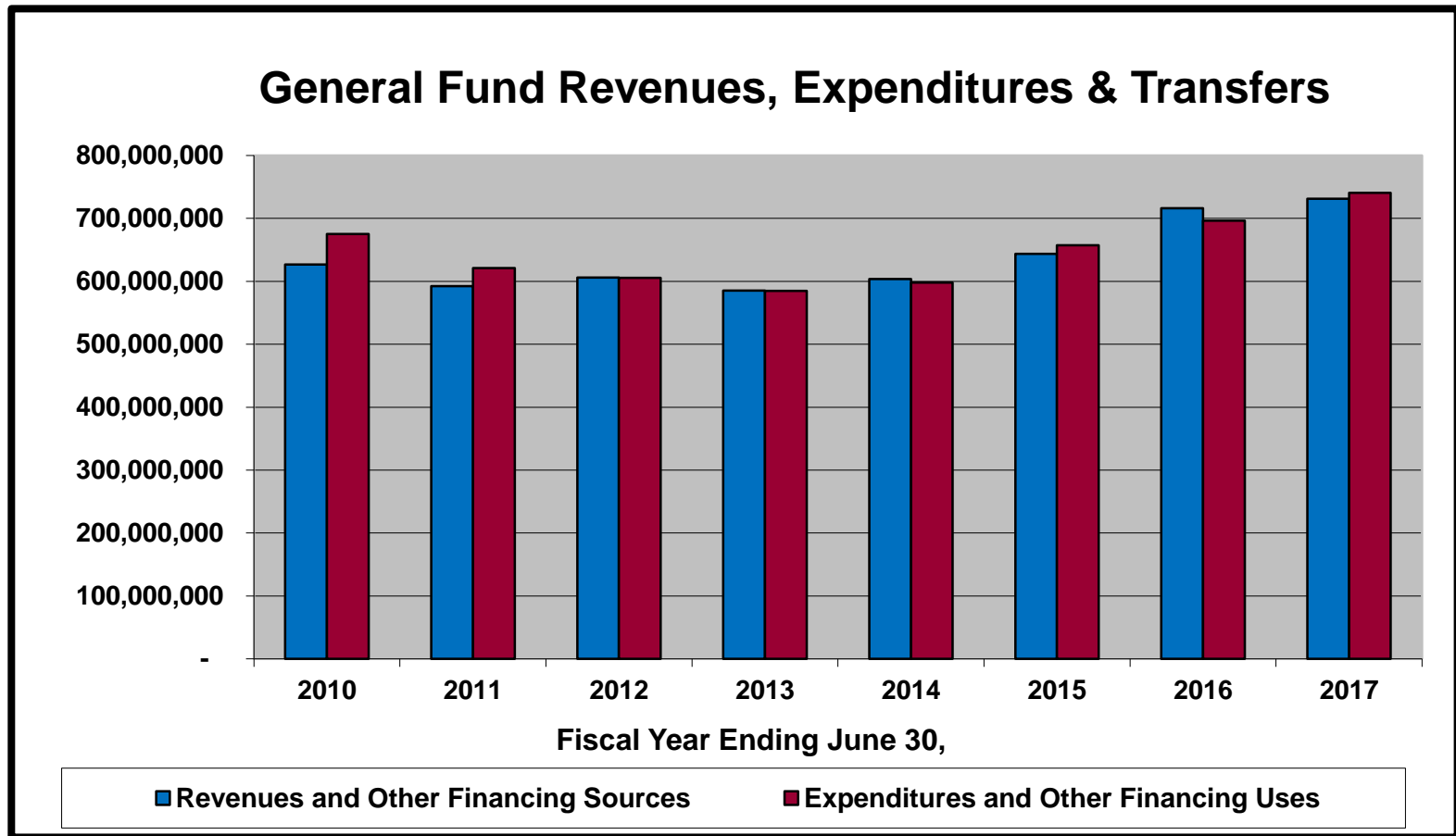


Financial Trends – General Fund Expenditures



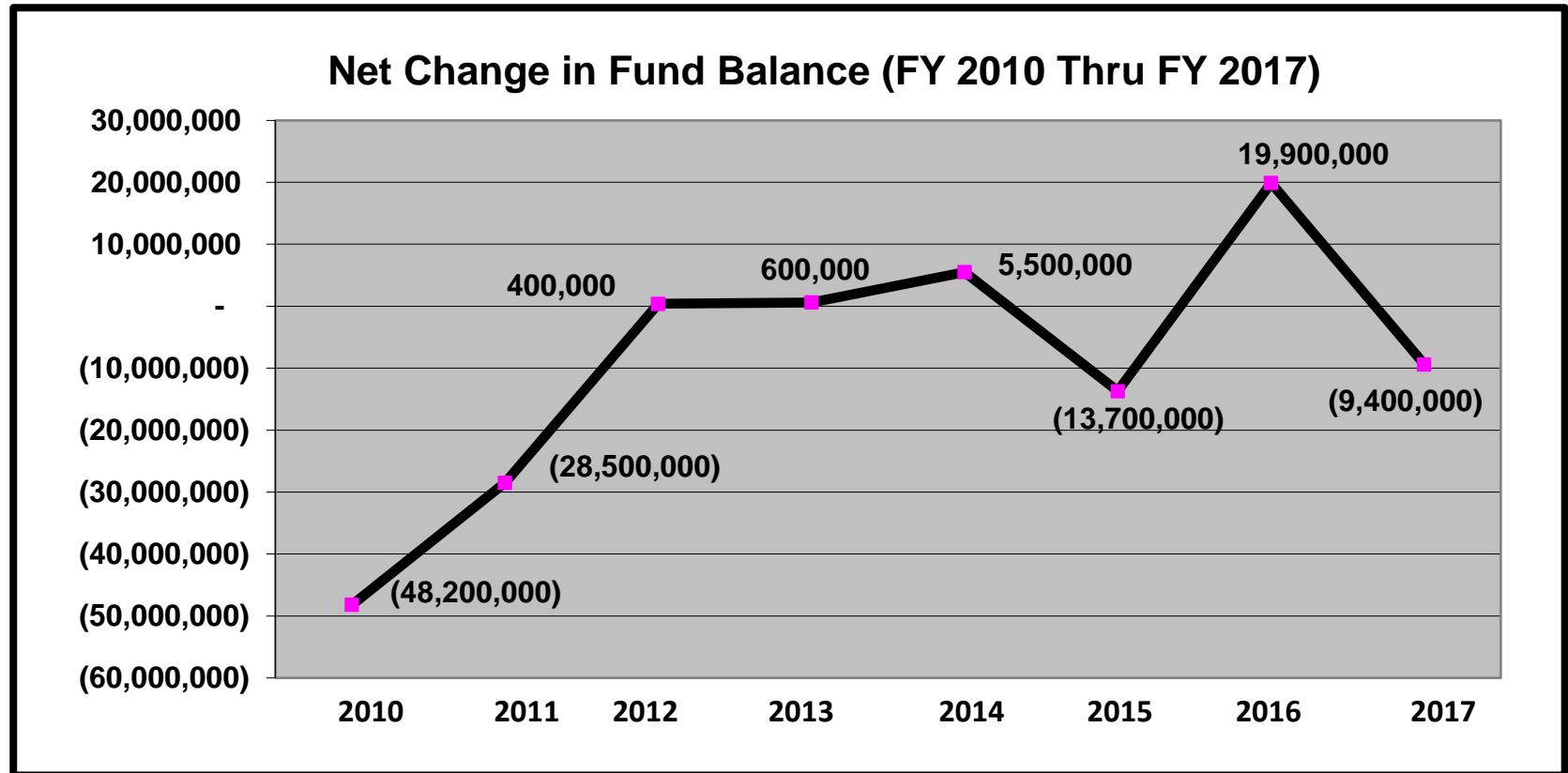


General Fund Revenues vs. Expenditures



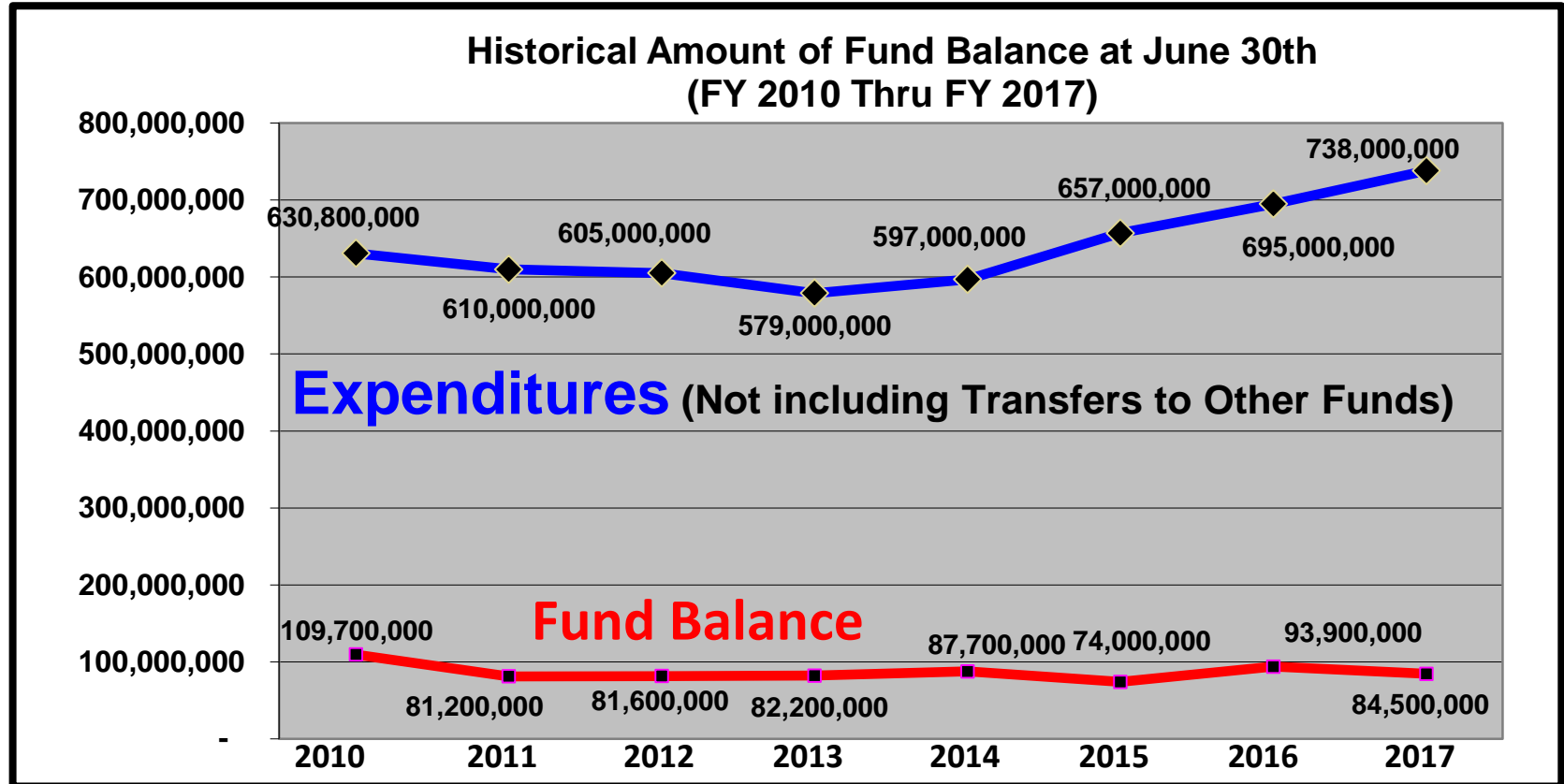


General Fund Change in Fund Balance





General Fund Expenditures vs. Fund Balance



Comments, Recommendations, & Other Matters



■ Management Recommendations for Improvement

1. Internal Controls – Cash Disbursements - As part of our procedures to obtain an understanding of the School System's internal controls, we performed walkthrough procedures for certain transaction cycles. During our walkthrough of cash disbursements related to School-Based Activities, we noted a disbursement request (for check #4119), which was over the \$2,000 threshold for elementary schools, did not contain the proper signatures. Although the request was not signed by the Executive Director of Accounting as it should have been, we did note that the Executive Director of Accounting had been copied on an email about the issuance of said check. We recommend the School System revise these policies and procedures to include a dedicated person or position with authority to review and approve these transactions when the key employee is out of the office or otherwise unavailable, in accordance with a sound internal control environment.

2. Budgetary Policy - During our review of the School System's CAFR, we noted that total budgeted expenditures exceeded total budgeted revenues and available fund balance by approximately \$62 million for the District-wide Capital Projects Fund. In accordance with the School System's internal budget policies, we recommend these final adopted budgets be reviewed to ensure that the sum of expenditures and other financing sources do not exceed revenues and available fund balance.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements

Statement No. 74, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans was issued in June of 2015, and is effective for financial statements for periods beginning after June 15, 2015 resulting in the School System's fiscal year ending June 30, 2017. This statement could easily be described as the GASB No. 67 for postemployment benefit plans due to the fact that it will closely follow the provisions of GASB No. 67 for pension plans.

The objective of this statement is to improve the usefulness of information about postemployment benefits other than pensions (other postemployment benefits or OPEB) included in the general purpose external financial reports of state and local governmental OPEB plans for making decisions and assessing accountability. This statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for all postemployment benefits (pensions and OPEB) with regard to providing decision-useful information, supporting assessments of accountability and inter-period equity, and creating additional transparency.

This statement replaces Statements No. 43, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*, as amended, and No. 57, *OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans*. It also includes requirements for defined contribution OPEB plans that replace the requirements for those OPEB plans in Statement No. 25, *Financial Reporting for Defined Benefit Pension Plans and Note Disclosures for Defined Contribution Plans*, as amended, Statement No. 43, and Statement No. 50, *Pension Disclosures*.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 75, Accounting and Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans was issued in June of 2015 and is effective for financial statements for periods beginning after June 15, 2017 resulting in the School System's fiscal year ending June 30, 2018. This standard establishes new accounting and financial reporting requirements for governments whose employees are provided with OPEB, as well as for certain non-employer governments that have a legal obligation to provide financial support for OPEB provided to the employees of other entities.

The scope of this statement includes OPEB plans (defined benefit and defined contribution) administered through trusts that meet the following criteria: 1). Contributions from employers and non-employer contributing entities to the OPEB plan and earnings on those contributions are irrevocable; 2). OPEB plan assets are dedicated to providing OPEB to plan members in accordance with the benefit terms; and 3). OPEB plan assets are legally protected from the creditors of employers, non-employer contributing entities, and the OPEB plan administrator. If the plan is a defined benefit OPEB plan, plan assets also are legally protected from creditors of the plan members.

The requirements of this statement will improve financial reporting primarily through enhanced note disclosures and schedules of required supplementary information that will be presented by OPEB plans that are administered through trusts that meet the specified criteria. The new information will enhance the decision-usefulness of the financial reports of those OPEB plans, their value for assessing accountability, and their transparency by providing information about measures of net OPEB liabilities and explanations of how and why those liabilities changed from year to year.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 75, Accounting and Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans (Continued) The net OPEB liability information, including ratios, will offer an up-to-date indication of the extent to which the total OPEB liability is covered by the fiduciary net position of the OPEB plan. The comparability of the reported information for similar types of OPEB plans will be improved by the changes related to the attribution method used to determine the total OPEB liability.

The contribution schedule will provide measures to evaluate decisions related to the assessment of contribution rates in comparison with actuarially determined rates, if such rates are determined. In addition, new information about rates of return on OPEB plan investments will inform financial report users about the effects of market conditions on the OPEB plan's assets over time and provide information for users to assess the relative success of the OPEB plan's investment strategy and the relative contribution that investment earnings provide to the OPEB plan's ability to pay benefits to plan members when they come due.

Relative to the Atlanta Independent School System, the impact from this standard will be felt as APS (like all other local school districts and charter schools in Georgia in which employees participate in the State Health Benefit Fund) will be required to record its share of the net OPEB liability related to the State OPEB Fund. At this point in time, preliminary estimates of the liability are not available but it is expected to be comparable to the share of the liability APS was required to record when GASB 68 was implemented related to TRS.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 76, The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments (Continued) The objective of this statement is to identify (in the context of the current governmental financial reporting environment) the hierarchy of generally accepted accounting principles (GAAP). The “GAAP hierarchy” consists of the sources of accounting principles used to prepare financial statements of state and local governmental entities in conformity with GAAP and the framework for selecting those principles. This statement reduces the GAAP hierarchy to two (2) categories of authoritative GAAP and addresses the use of authoritative and non-authoritative literature in the event that the accounting treatment for a transaction or other event is not specified within a source of authoritative GAAP.

The requirements in this statement improve financial reporting by: (1) raising the category of GASB Implementation Guides in the GAAP hierarchy, thus providing the opportunity for broader public input on implementation guidance; (2) emphasizing the importance of analogies to authoritative literature when the accounting treatment for an event is not specified in authoritative GAAP; and (3) requiring the consideration of consistency with the GASB Concepts Statements when evaluating accounting treatments specified in non-authoritative literature. As a result, governments will apply financial reporting guidance with less variation, which will improve the usefulness of financial statement information for making decisions and assessing accountability and enhance the comparability of financial statement information among governments.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 77, Tax Abatement Disclosures was issued in August of 2015 and is effective for financial statements for periods beginning after December 15, 2015 resulting in the School System's fiscal year ended June 30, 2017. This statement requires governments that enter into tax abatement agreements to disclose the following information about the agreements:

- (1) Brief descriptive information, such as the tax being abated, the authority under which tax abatements are provided, eligibility criteria, the mechanism by which taxes are abated, provisions for recapturing abated taxes, and the types of commitments made by tax abatement recipients.
- (2) The gross dollar amount of taxes abated during the period.
- (3) Commitments made by a government, other than to abate taxes, as part of the tax abatement agreement.

Governments should organize those disclosures by major tax abatement program and may disclose information for individual tax abatement agreements within those programs.

The disclosures required by Statement No. 77 are new and unusual for the School System's financial reporting and we recommend School System officials continue to be on the look out for new agreements that may impact the School System's revenues by requesting information from the City, the Development Authority of Fulton County and the Tax Assessors Office on a periodic basis.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 85, Omnibus 2017 was issued in March 2017 and is effective for the first reporting period beginning after June 15, 2017 (June 30, 2018 for APS). This Statement addresses a variety of topics including issues related to:

- (1) Component Units - blending a component unit in circumstances in which the primary government is a business-type activity that reports in a single column for financial statement presentation;
- (2) Goodwill - reporting amounts previously reported as goodwill and “negative” goodwill;
- (3) Fair Value Measurement and Application - measuring certain money market investments and participating interest earning investment contracts at amortized cost;
- (4) Postemployment benefits (pensions and other postemployment benefits [OPEB]):
 - Timing of the measurement of pension or OPEB liabilities and expenditures recognized in financial statements prepared using the current financial resources measurement focus;
 - Recognizing on-behalf payments for pensions or OPEB in employer financial statements;
 - Presenting payroll-related measures in required supplementary information for purposes of reporting by OPEB plans and employers that provide OPEB;
 - Classifying employer-paid member contributions for OPEB; and
 - Simplifying certain aspects of the alternative measurement method for OPEB.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 87, Leases was issued in June 2017 and is effective for the first reporting period beginning after December 15, 2019. This Statement increases the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the principle that a lease is the financing of the right to use an underlying asset.

Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities.

Definition of a Lease: A lease is defined as a contract that conveys control of the right to use another entity's nonfinancial asset (the underlying asset) as specified in the contract for a period of time in an exchange or exchange-like transaction. Examples of nonfinancial assets include buildings, land, vehicles, and equipment. Any contract that meets this definition should be accounted for under the leases guidance, unless specifically excluded in this Statement.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 87, Leases (Continued)

Lease Term: The lease term is defined as the period during which a lessee has a non-cancelable right to use an underlying asset, plus the following periods, if applicable:

Periods covered by a lessee's option to extend the lease if it is reasonably certain, based on all relevant factors, that the lessee will exercise that option;

Periods covered by a lessee's option to terminate the lease if it is reasonably certain, based on all relevant factors, that the lessee will not exercise that option;

Periods covered by a lessor's option to extend the lease if it is reasonably certain, based on all relevant factors, that the lessor will exercise that option;

Periods covered by a lessor's option to terminate the lease if it is reasonably certain, based on all relevant factors, that the lessor will not exercise that option.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 87, Leases (Continued)

A fiscal funding or cancellation clause should affect the lease term only when it is reasonably certain that the clause will be exercised. Lessees and lessors should reassess the lease term only if one or more of the following occur:

The lessee or lessor elects to exercise an option even though it was previously determined that it was reasonably certain that the lessee or lessor would not exercise that option;

The lessee or lessor elects not to exercise an option even though it was previously determined that it was reasonably certain that the lessee or lessor would exercise that option;

An event specified in the lease contract that requires an extension or termination of the lease takes place.

Short-Term Leases: A short-term lease is defined as a lease that, at the commencement of the lease term, has a maximum possible term under the lease contract of 12 months (or less), including any options to extend, regardless of their probability of being exercised. Lessees and lessors should recognize short-term lease payments as outflows of resources or inflows of resources, respectively, based on the payment provisions of the lease contract.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 87, Leases (Continued)

Lessee Accounting: A lessee should recognize a lease liability and a lease asset at the commencement of the lease term, unless the lease is a short-term lease or it transfers ownership of the underlying asset. The lease liability should be measured at the present value of payments expected to be made during the lease term (less any lease incentives). The lease asset should be measured at the amount of the initial measurement of the lease liability, plus any payments made to the lessor at or before the commencement of the lease term and certain direct costs.

A lessee should reduce the lease liability as payments are made and recognize an outflow of resources (for example, expense) for interest on the liability. The lessee should amortize the lease asset in a systematic and rational manner over the shorter of the lease term or the useful life of the underlying asset. The notes to financial statements should include a description of leasing arrangements, the amount of lease assets recognized, and a schedule of future lease payments to be made.

Lessor Accounting: A lessor should recognize a lease receivable and a deferred inflow of resources at the commencement of the lease term, with certain exceptions for leases of assets held as investments, certain regulated leases, short-term leases, and leases that transfer ownership of the underlying asset. A lessor should not derecognize the asset underlying the lease. The lease receivable should be measured at the present value of lease payments expected to be received during the lease term. The deferred inflow of resources should be measured at the value of the lease receivable plus any payments received at or before the commencement of the lease term that relate to future periods.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 87, Leases (Continued)

A lessor should recognize interest revenue on the lease receivable and an inflow of resources (for example, revenue) from the deferred inflows of resources in a systematic and rational manner over the term of the lease. The notes to financial statements should include a description of leasing arrangements and the total amount of inflows of resources recognized from leases.

Contracts with Multiple Components and Contract Combinations: Generally, a government should account for the lease and non-lease components of a lease as separate contracts. If a lease involves multiple underlying assets, lessees and lessors in certain cases should account for each underlying asset as a separate lease contract. To allocate the contract price to different components, lessees and lessors should use contract prices for individual components as long as they do not appear to be unreasonable based on professional judgment, or use professional judgment to determine their best estimate if there are no stated prices or if stated prices appear to be unreasonable. If determining a best estimate is not practicable, multiple components in a lease contract should be accounted for as a single lease unit. Contracts that are entered into at or near the same time with the same counterparty and that meet certain criteria should be considered part of the same lease contract and should be evaluated in accordance with the guidance for contracts with multiple components.

Lease Modifications and Terminations: An amendment to a lease contract should be considered a lease modification, unless the lessee's right to use the underlying asset decreases, in which case it would be a partial or full lease termination. A lease termination should be accounted for by reducing the carrying values of the lease liability and lease asset by a lessee, or the lease receivable and deferred inflows of resources by the lessor, with any difference being recognized as a gain or loss. A lease modification that does not qualify as a separate lease should be accounted for by re-measuring the lease liability and adjusting the related lease asset by a lessee and re-measuring the lease receivable and adjusting the related deferred inflows of resources by a lessor.

Comments, Recommendations, & Other Matters



■ New GASB Pronouncements (Continued)

Statement No. 87, Leases (Continued)

Subleases and Leaseback Transactions: Subleases should be treated as transactions separate from the original lease. The original lessee that becomes the lessor in a sublease should account for the original lease and the sublease as separate transactions, as a lessee and lessor, respectively.

A transaction qualifies for sale-leaseback accounting only if it includes a sale. Otherwise, it is a borrowing. The sale and lease portions of a transaction should be accounted for as separate sale and lease transactions, except that any difference between the carrying value of the capital asset that was sold and the net proceeds from the sale should be reported as a deferred inflow of resources or a deferred outflow of resources and recognized over the term of the lease.

A lease-leaseback transaction should be accounted for as a net transaction. The gross amounts of each portion of the transaction should be disclosed.

Comments, Recommendations, & Other Matters



■ Other Pending or Current GASB Projects

As noted by the numerous pronouncements issued by GASB over the past decade, the GASB continues to research various projects of interest to governmental units. Subjects of note include:

Conceptual Framework is a constant matter being looked at by GASB. Current measurement focus statements (for governmental funds) to change to near-term financial resources measurement. May dictate a period (such as 60 days) for revenue and expenditure recognition. May expense things such as supplies and prepaid assets at acquisition. Will look into which balances (at all statement levels) are measured at acquisition and which need to be re-measured at year-end. Project placed on hold for now.

Economic Condition Reporting is another long-term matter being looked into by GASB. Includes presentation of information on fiscal sustainability (including projections). Tabled for now pending resolution to issues raised on GASBs scope.

Re-Examination of the Financial Reporting Model is a project GASB has added to its technical agenda to make improvements to the existing financial reporting model (established via GASB 34). Improvements are meant to enhance the effectiveness of the model in providing information for decision-making and assessing a government's accountability. GASB anticipates issuing an initial due process document on this project by the end of 2017 another long-term matter being looked into by GASB. Includes presentation of information on fiscal sustainability (including projections). Tabled for now pending resolution to issues raised on GASBs scope.

Comments, Recommendations, & Other Matters



FREE QUARTERLY CONTINUING EDUCATION AND NEWSLETTERS

FOR GOVERNMENTAL CLIENTS

Free Continuing Education. We provide free quarterly continuing education for all of our governmental clients. Each quarter we pick a couple of significant topics tailored to be of interest to governmental entities. In an effort to accommodate our entire governmental client base, we offer the sessions several times per quarter at a variety of client provided locations resulting in greater networking among our governmental clients. We normally see approximately 100 people per quarter. We obtain the input and services of experienced outside speakers along with providing the instruction utilizing our in-house professionals. We hope City staff and officials have been able to participate in this opportunity, and that it has been beneficial to you. Examples of subjects addressed in the past few quarters include:

- CAFR Preparation - GASB Updates - Grant Accounting Processes and Controls - GASB 68 & 71 (Pensions)
- Internal controls over revenue and cash receipting and accounts payable, payroll, and cash disbursements
- American Recovery & Reinvestment Act (ARRA) information, issues and updates - Single audits for auditees
- Collateralization of Deposits and Investments - Internal Controls over Accounts Payable, Payroll and Controls
- Policies and Procedures Manuals - Segregation of Duties - GASB No. 51 - Intangible Assets - Segregation of Duties
- GASB No. 54 - Governmental Fund Balance - Best Budgeting Practices, Policies and Procedures
- Data Security and General Information Technology Controls and Best Practices

Comments, Recommendations, & Other Matters



FREE QUARTERLY CONTINUING EDUCATION AND NEWSLETTERS

FOR GOVERNMENTAL CLIENTS (Continued)

Governmental Newsletters. We produce newsletters tailored to meet the needs of governments. The newsletters have addressed a variety of subjects and are intended to be timely in their subject matter. The newsletters are authored by Mauldin & Jenkins partners and managers, and are not purchased from an outside agency. The newsletters are produced and delivered periodically, and are intended to keep you informed of current developments in the government finance environment.

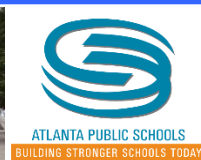
Communication. In an effort to better communicate our free continuing education plans and newsletters, please email Paige Vercoe at pvercoe@mjcpa.com (send corresponding copy to DMoses@mjcpa.com), and provide to her individual names, mailing addresses, email addresses and phone numbers of anyone you wish to participate and be included in our database.

Conclusion



Comments and Questions?

We appreciate the opportunity to serve the Atlanta Independent School System and look forward to opportunity to continue working with APS in coming years!



*Presentation of Annual
Auditor's Discussion and Analysis*

**MAULDIN
& JENKINS**