



Introductory Section

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October 10, 2014

Erin E. Cranor, President
 Members of the Clark County School District Board of School Trustees
 Residents of Clark County, Nevada:

The Comprehensive Annual Financial Report (CAFR) of the Clark County School District (District), Clark County, Nevada, for the fiscal year ended June 30, 2014, is submitted herewith in accordance with state statute. Nevada Revised Statute (NRS) 354.624 requires school districts to present to their respective boards within four months of the close of each fiscal year a complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants.

This report consists of management's representations concerning the finances of the Clark County School District. Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation, including all disclosures, rests with the management of the District. As the cost of internal control should not exceed anticipated benefits, the objective of the District is to provide a reasonable, rather than absolute, basis for making these representations. Management of the District has established a comprehensive internal control framework that is designed to compile sufficient reliable information for the preparation of the District's financial statements in conformity with GAAP.

The accounting firm of Kafoury, Armstrong & Co., a firm of licensed certified public accountants, was selected to perform the fiscal year 2014 audit. In addition to meeting the requirements set forth in state statutes, the audit also was designed to meet the requirements of the federal Single Audit Act of 1996 and related OMB Circular A-133. Kafoury, Armstrong & Co. concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion that the District's financial statements for the fiscal year ended June 30, 2014, are fairly presented in conformity with GAAP. The auditor's report on the basic financial statements is included as the first component of the financial section of this report. The auditor's report on the internal accounting controls of the District are included in the *Compliance and Controls Section* and will be filed as a public record pursuant to NRS 354.624.

GAAP also requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement MD&A and should be read in conjunction with it. The District's MD&A can be found on page 4, immediately following the *Independent Auditor's Report*.

PROFILE OF THE CLARK COUNTY SCHOOL DISTRICT

History, Geography, and Population

In 1956, Nevada's multiple school districts were consolidated under terms of state legislation creating countywide school districts. As such, all public educational services provided by the District are restricted to the boundaries of Clark County. Clark County covers 7,891 square miles, includes a countywide population in 2013 of just over 2.1 million, and is located in the southernmost part of the state. The largest cities within the county, and thus served by the District, include Las Vegas, Henderson, and North Las Vegas. Other cities and rural areas served are located as far north as Indian Springs and Mesquite and as far south as Laughlin and Searchlight. Although the District serves the geographic area of Clark County, it is formally a political subdivision of the State of Nevada, which determines the majority of its funding. In addition to state authorized revenues, the District receives funding from federal and local sources and must comply with the concomitant requirements of these funding entities.

Structure of the District

The District is governed by an elected, seven-member Board of School Trustees (Board). The Board members represent specific geographic areas, are elected by the public for four-year overlapping terms, and have the authority to adopt and administer budgets, as well as establish District policy. The Board employs a superintendent to serve as an administrator for the day-to-day operations of the District.



The majority of the District's 357 schools are organized into 15 Performance Zones aligned geographically and two special zones related to turnaround schools and career, technical and magnet schools. Each zone represents approximately 20-30 feeder-aligned schools which are overseen by an academic manager under the guidance of the chief student achievement officer. The performance zones model helps flatten instruction reporting structures and create a tight focus on instruction-related issues.

In addition, reporting directly to the superintendent are the deputy superintendent of educational and operational excellence, the chief educational opportunity officer, the chief innovation and productivity officer, the chief financial officer, and the chief human resources officer. The deputy superintendent is responsible for operational services, student services such as special education and gifted and talented programs. The chief educational opportunity officer oversees educational services, equity and diversity, and student athletics/activities. The chief innovation and productivity officer is responsible for the transformation of the District's online and blended learning initiatives for students and employees while guiding the development of a data management process. The chief financial officer is responsible for oversight of the Business and Finance Division, while the chief human resources officer is responsible for overseeing the hiring and employment of approximately 39,475 individuals and the administration of the Human Resources Division.

As of June 30, 2014, the District operated 217 elementary schools, 59 middle/junior high schools, 49 high schools, and 32 alternative schools and special schools with a total audited student body of 314,598. The District is also the largest non-federal, single-entity public employer in Nevada, employing approximately 39,475 Clark County people.

District Services

By state mandate, the District is responsible for providing public education in Clark County, Nevada from kindergarten through twelfth grade. The District offers a variety of educational resources, from regular and special education programs to adult and vocational programs, in order to meet the needs of the children and adults of Clark County.

Kindergarten

Nevada state law requires that children must attend a state-approved kindergarten program or take a developmental assessment test in order to enter the first grade. Currently, the District offers a half-day kindergarten program for all students and a full-day program at selected schools for students with special needs, as well as a tuition-based program at selected schools. State funding was provided to implement full-day programs in all Title I schools. In addition, the tuition-based, full-day program was offered at 51 schools, reaching approximately 2,036 students in 2014. Due to additional funding, the District will be able to provide full-day programs at five more elementary schools in the 2014-2015 school year.

Zoom Schools

In 2013, after extensive research, the education of English Learners was identified as one of the top priorities by state officials. As a result, the Zoom School pilot program designated fourteen CCSD Zoom Schools for the 2013-2014 school year in an effort to increase academic achievement at campuses with a high percentage of English Language Learners. All Zoom Schools will receive additional resources including free pre-kindergarten, expanded full-day kindergarten programs with smaller class sizes, a free 17 full day Summer Academy, and Zoom Reading Centers designed to provide students with unprecedented support in gaining key reading and academic language skills to unlock a world of understanding. The successful implementation and positive impact on students in the 2013-2014 school year led to the addition of two CCSD Zoom Schools for 2014-2015.

Magnet / Career and Technical Schools

The District offers 22 magnet schools and programs and 6 vocational schools with programs for students at any grade level who are seeking a more focused area of study than the general curriculum offers. Students may apply for entrance into one of these programs based on their own interests and abilities in areas such as science or the performing arts. The District completed construction of six career and technical academies over the last 10 years offering additional opportunities for high-tech training, industry certifications, job shadowing, and internships in various fields. The successful implementation of the magnet program has created a need for an increase in magnet schools in the 2015-2016 school year.

Special Education

Special services are provided for students with disabilities. Trained District employees work with families to offer educational services, along with preparing students for life after school. Both direct and support services are offered for students from ages 3 to 22.

Alternative Education Programs

The District provides alternative education programs designed to give students who are credit deficient and/or require a non-traditional approach to education an opportunity to complete their course requirements. Programs also are designed to provide an alternative setting for students experiencing chronic behavioral problems. Juvenile Court School programs are offered for students who are no longer

eligible for enrollment in comprehensive schools, as well as the adjudicated youth of Clark County.

Federal Programs

The District works closely with the state and federal government to take advantage of grants offered to help meet the supplemental needs of its students. With the help of these grants, the District is able to offer programs such as Indian Education, Safe and Drug-Free Schools, Adult Education, and Math and Science Enhancement. The District also offers a food service program subsidized by the federal government to help guarantee a nutritious meal at a nominal price for its students.

Charter Schools

Charter Schools within Clark County operate as independent public schools to provide other educational opportunities under the sponsorship of the District. These schools have fewer state regulations imposed upon them than public schools, which allows them to offer an alternative educational environment. To operate in Clark County, charter schools must meet mandated sponsorship requirements and are monitored by the Nevada Department of Education and the District. The District currently sponsors seven charter schools: Agassi College Preparatory Academy, Explore Knowledge Academy, Odyssey Charter School, Innovations International, Delta Academy, Rainbow Dreams Academy, and the 100 Academy of Excellence.

Distance Education

Through its distance education program, the District provides students with online and blended learning course pathways through the Nevada Learning Academy at CCSD for both full-time and part-time students in middle and high school. District middle and high schools have access to both District-developed and vendor-provided content for site-based online and blended learning programs for original credit and credit retrieval. These online options provide educational opportunities for students in all areas, including regular education, special needs, and English language learners.

Vegas PBS

This local Public Broadcasting Service member, operated as a division of the District, programs three over-the-air digital television channels and produces many hours of local video and web content. A network of 19 translators extends Channel 10 programming services to rural Nevada and to some viewers in California, Utah, and Arizona.

KLVX-DT is part of the Vegas PBS division of the District. The division also operates four cable channels, six educational broadband service channels received in schools, a described and captioned media center serving the entire state, the CCSD Educational Media Center, an online video-on-demand library and federated search engine serving public and private schools called One Place, an online workforce training and economic development service called Vegas Virtual, and an emergency communications data repository and network hub called X-tracast. Each service is supported by distinct revenue streams related to their purpose or intended audience.

Component Unit – Vegas PBS

The CAFR includes all of the funds of the primary government unit, the District, as well as its component unit, Vegas PBS. Vegas PBS is a local public telecommunications entity and is licensed to the individuals elected as Trustees of the Board of the District. Vegas PBS is a legally separate entity for which the District's Board members may serve as the governing body and for which the District is financially accountable. Accordingly, the District's financial statements include Vegas PBS as a blended component unit. Blended component units, although legally separate entities, are in substance part of the primary government unit's operations and are included as part of the primary government unit. In matters relating to the activities of the public television station, the Trustees act as individuals, not as school trustees.

Budgetary Process and Control

The Board requires that the District legally adopts a budget for all funds. The budget must be filed with the Clark County auditor and the State Departments of Taxation and Education no later than May 15 preceding the beginning of the fiscal year on July 1. The budget serves as the foundation for the District's financial planning and control systems.

The appropriated budget of the District is prepared by fund, program (e.g., regular, special, etc.), function (e.g., instruction, transportation, etc.), and object (e.g., salaries, benefits, etc.). State statute allows transfers among programs or functions within a fund as long as there is no resulting increase in total appropriations and they are made with appropriate administrative approval, along with Board advisement.

Expenditures within governmental funds that exceed budgeted appropriations at the function level are in violation of state statute. Within proprietary funds, expenditures should not exceed budgeted operating and non-operating appropriations. Budget-to-actual comparisons are provided in this report for each individual fund.



FACTORS AFFECTING ECONOMIC CONDITION

Local Economic Outlook

Las Vegas and surrounding areas continue to endure a favorable business climate for many companies looking to relocate since Nevada does not impose corporate or personal income tax, nor inventory, special intangible, inheritance, estate, or gift taxes. Gaming, tourism, and hospitality continue to represent the major industries in the region which slowly improved from 2012. In 2013, Clark County also saw a turnaround in the housing market with 7,145 new homes and 48,772 existing homes being sold at an average sale price of \$236,565.

These minor improvements to Southern Nevada's economy were evident as some of the local revenues collected by the District reflected year-over-year increases. Sales tax, for example, is the District's largest revenue source which increased 4.75% from fiscal year 2013. This was due, in part, to increases in tourism and economic expansion as well as a previous legislative increase. Other revenues such as real property transfer tax, room tax, and governmental services tax all surpassed previous years.

Gaming and Tourism

Las Vegas, Clark County's largest city, is home to 15 of the 20 largest hotels in the world. Over the past two decades, Las Vegas has become known for more than just legalized gaming as Las Vegas visitors are also offered top quality entertainment, fine dining and shopping, as well as recreational or cultural opportunities. Beyond the Strip and casinos, tourists can enjoy Red Rock Canyon, Lake Mead National Recreation Area, Hoover Dam, Mount Charleston, the Smith Center for the Performing Arts, and many other outdoor attractions.

Tourism, gaming, and hospitality remain the strong drivers for the Las Vegas and surrounding area's economy. Las Vegas welcomed 39.7 million visitors in 2013. Gross gaming revenues increased by 2.9% in 2013, a \$273 million increase. The hotel/motel occupancy levels in 2013 saw a slight decrease of 0.01%. Clark County will continue to strengthen and is projected to see a rise in visitor volume and gross gaming revenue in 2014 and 2015.

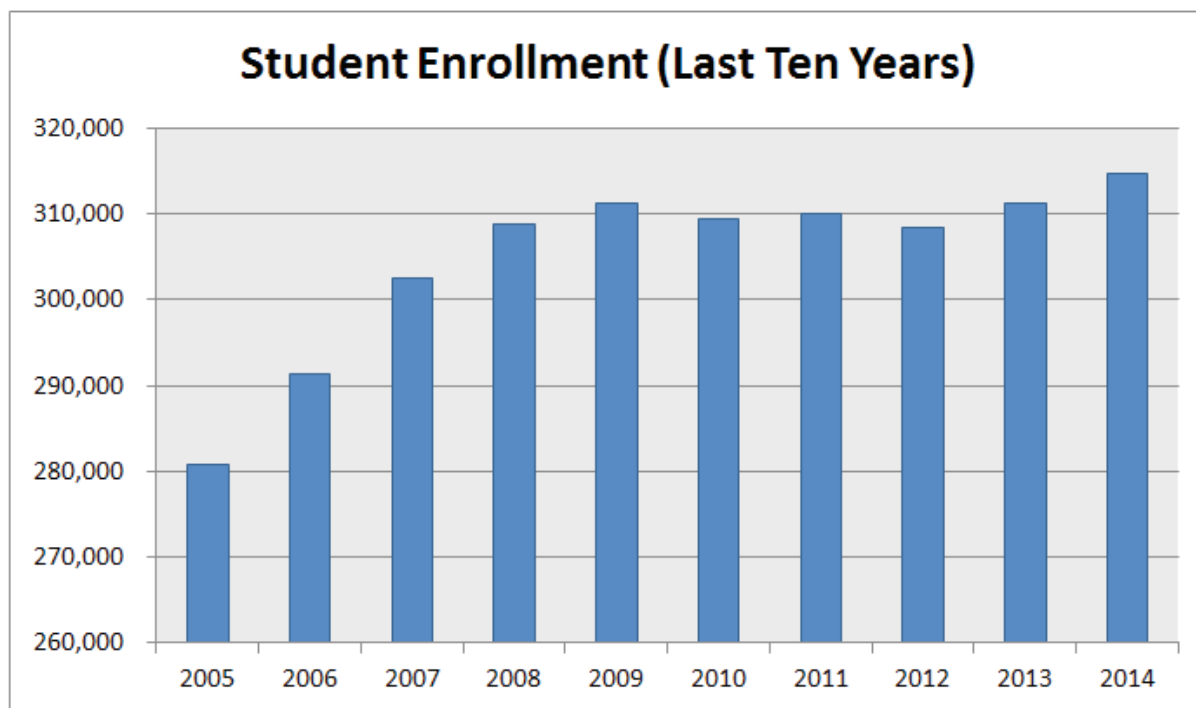
Las Vegas has become one of the top destinations for business travel. The attendance for conventions, trade shows, and meetings increased in 2013 by 3.3%, totaling over 5.1 million attendees for the year. There were over twenty-two thousand conventions held in 2013, a 1.9% increase from the previous year. To accommodate convention and trade shows, there are multiple state-of-the-art facilities that provide some of the most modern and versatile meeting centers in the world. The total Las Vegas convention capacity is approximately 10.8 million square feet, citywide.

Population Growth

With a high quality of life, low cost of living, and relatively mild weather, Clark County still remains a top choice for relocation with Clark County's overall population increasing slightly in 2013, now totaling just over 2 million inhabitants. The County increased in size by approximately 53,599 people from 2013 to 2014, a 2.7% increase. While in past years Clark County had maintained an unemployment rate lower than the national average, as of July 2014 Las Vegas was reporting an unemployment rate of 8.2% which is higher than the national rate of 6.1%. However, unemployment in Las Vegas saw an improvement of 1.5% from 2013 and an increase of 25,700 jobs.



For fiscal year 2014, the overall enrollment projection was 312,782 students; however, the District currently stands at 314,598 students. The student enrollment in 2014 had a slight increase of 1.1% from fiscal year 2013. The following chart provides a ten year history of enrollment growth.



The District continues to struggle with over capacity schools in specific geographic regions. Four years ago, the Board approved a plan to eliminate year-round schedules at many elementary schools as a part of a budget reduction process. This has placed stress on schools in certain areas and with funding from a previous bond program no longer available and no current program on the horizon, the District had to place three elementary schools back to year-round schedules for the school year 2013-2014. The total number of schools currently in operation is 357. Because of the continuous construction of new buildings over the life of the previous bond program, 73 of the District's 357 schools have been built in the last 10 years. This makes the average age of a school building 25 years old (see **statistical table 21** for more information).

New Construction in 2013-2014

In 2014, Bill's Gamblin' Hall & Saloon was renovated at cost of \$185 million and converted to The Cromwell Las Vegas a luxury boutique hotel and casino, with 188 rooms, a 40,000 square foot casino, and a 65,000 square foot indoor/outdoor beach club/night club. The Cromwell hopes to impress guests not with an imposing tower, but with unexpected details such as in-room hair straighteners, backgammon boards, and free, self-serve coffee stations in the elevator lobby on each floor.

The Linq, which is a closed, pedestrian-friendly urban space located on the Las Vegas Strip by Caesars Entertainment was completed in the spring of 2014. The highlight of this project includes the tallest observation wheel in the world with 28 glass-enclosed cabins and a vertical apex of 550 feet. It includes 200,000 gross leasable spaces with more than 30 retail, dining and entertainment experiences. With the success the Linq has had in the first couple months of operation, Caesars Entertainment plans to spend \$223 million on revamping the Quad to rebrand it as The Linq Hotel & Casino. This will include upgrading the property's 2,256 rooms/suites and its public areas. There is also promise of new retail and spa amenities, a new pool deck, and a signature lobby bar.

A new attraction within Clark County that opened for the summer of 2014 was Cowabunga Bay Water Park which is located in Henderson. Cowabunga Bay is a 23-acre water park that includes a lazy river, wave pool, eight water slides, three pools, a kids cover area, and cabana rentals with a private pool area. The \$25 million family attraction created over 300 new jobs.

Long-Term Financial Planning

Growth in District Facilities

While the Clark County School District had been one of the fastest growing school districts in the nation, it saw enrollment increases begin to stagger since the 2009-10 school year. However, as Clark County's population increased, student enrollment also increased

which resulted in growth for the last two consecutive school years. Official enrollment for the 2013-14 school year was 314,598, maintaining Clark County School District as the fifth largest in the nation. This represented an increase of 3,380 students from the previous year. The District faced several financial challenges in its significant growth spurt over the past several years. According to population and demographic projections, it will continue to face challenges associated with over-capacity schools and zoning as the population redistributes itself across the county and as enrollment marginally increases.

The District no longer has authority or capacity to bond against current capital-related property tax revenues, but faces billions in construction rehabilitation and modernization needs. In 2012, the District turned to the voters to “bridge” the funding gap until a new comprehensive capital program was approved and sought a “pay-as-you-go” revenue source through a ballot initiative, but that initiative was rejected.

In 2007-08, the District issued the final amount of bonds that were allowed under a voter-approved, ten-year construction program backed by property taxes, and in the current school year, this funding for school construction continues to dwindle.

Additional funding for school construction is also secured by pledged revenues from the room tax and real property transfer tax in the city and county. The District consistently monitors the three main revenue sources for the bond construction program and is required by statute to maintain a debt reserve account to insure its ability to service the debt.

Balanced Budget

The Amended Final Budget for fiscal year 2014 was approved by the Board of School Trustees on December 12, 2013. The General Operating Fund budget reflected a total operating budget of \$2.3 billion, which is an increase of \$184 million from the previous fiscal year. This includes an enrollment increase of 1.1% from 311,218 to 314,598 students. Additional resources have been provided to assist elementary schools that have significant issues with overcrowding, while reductions of over 50% to school site supply and textbook allocations have also been enacted. During fiscal year 2014, a one-time appropriation in the amount of \$24 million for replacement buses and \$10.2 million for school site technology upgrades were provided from the sale of medium-term financing bonds.

The District has also launched the “Open Book” website to present the District’s operating budget. This website is designed to keep the public informed of how the money is being spent. The website includes an interactive tool for departmental analysis, budget comparison, and food service analysis. These tools provide transparency and accountability for the District’s budgeted appropriations and staff positions by department and major functional areas. The District encourages community feedback through an online “suggestion book” where visitors can submit ideas for additional budget savings.

Relevant Financial Policies

It is the District’s policy that revenue recognition is handled in accordance with the modified accrual accounting method, which requires that the timing of revenue-related inflows of financial resources be considered. Generally accepted accounting principles (GAAP) direct that governmental funds recognize revenues “in the accounting period in which they become susceptible to accrual—that is, when they become both measurable and available to finance expenditures of the fiscal period.” Financial resources should be considered available only to the extent they are “collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.” The District uses an availability period of 60 days from its fiscal year-end for the purpose of revenue recognition. An example of the District’s revenue recognition policy would be the following:





The District receives monies from the Clark County Comptroller's Office and the State of Nevada for personal property and sales taxes, respectively. However, the monies for the current period were not received until after the end of the fiscal year, but within the 60-day period of availability. In these instances, the District books a receivable for the amount of taxes and recognizes the revenue.

Major Initiatives

Student Achievement

The District's highest priority is student achievement, but it is faced with many challenges, including student poverty and language barriers. More than 60% (approximately 190,961 students) of the District's population qualifies for free or reduced-cost meals. The District continues to fund important programs such as ELL and apply for funding under the free and reduced lunch program offered by the federal government.

The District is working to implement the Board of Trustees vision for increasing student achievement by placing a focus on six key areas. The first focus area is achievement; every student should graduate ready for college or a career. The second is people; every adult must contribute to student success. The third is opportunity; every student and adult has an equitable opportunity to succeed. The fourth is innovation; every level of the organization should nurture a culture of innovation. The fifth is community engagement; every member of our community has the opportunity to contribute to student success. The sixth is results; every investment of time, money, and people contributes to student success.

District Reorganization

Since 2012, the District dissolved its previous internal governance structure under three geographic regions to provide flatter autonomy. A reassignment of divisions was also done in hopes for a greater instructional environment for students and staff. The performance zone concept was increased from initially 1 performance zone to 15 performance zones, with new zones created to improving weaker schools and providing greater autonomy for higher achieving schools. Schools with high achievement will be granted greater autonomy over budget and staffing. There are no limits on the number of schools designated as autonomous because all schools have the ability to be an autonomous school. Each zone has a single academic manager to whom each principal in the zone reports. All zones work directly with the chief student achievement officer, which allows for greater accountability. As the model has been successful in improving the instructional environment, in the 2014-2015 school year, there will be 16 performance zones. With the performance zone realignment in the upcoming school year, the title of academic managers will be converted to assistant chief student achievement officers.

Nevada Academic Content Standards/Nevada Educator Performance Framework

The Nevada Academic Content Standards (NVACS) curriculum helps ensure that students understand grade-appropriate concepts in literacy and mathematics. The goal of the standards is to ensure that students graduating from high school are prepared to go to college or enter the workforce and that parents, teachers, and students have a clear understanding of what is expected from them. The standards will make student achievement consistent and comparable from state to state. The District worked directly with teachers in creating lesson plans and instructional materials to align to the Nevada Academic Content Standards. The Nevada Educator Performance Framework (NEPF) was piloted in 54 schools as a validation study. The schools worked directly with the Department of Education and District representatives to create mastery of the Nevada Educator Performance Framework for future implementation district-wide. This model will be used in the future for teacher and administrator evaluations as the model is based on performance standards and indicators.

Nevada Growth Model

The Nevada Growth Model tracks the achievement of students enrolled in grades 3 through 8. This model will help track the educational growth of students and schools or the change in their individual or site achievement on a year over year basis. Student growth scores may be used for comparisons against their peers and site growth statistics may be categorized and compared in a similar fashion. As opposed to achievement status, growth data provide richer information including how a school is moving its students towards or past achievement goals.



The District uses the School Performance Framework (SPF) to rate schools on a one-to-five star scale. SPF awards “Five Stars” to the best performing schools, “Four Stars” to schools that are close to achieving the top performance, “Three Stars” to schools that are nearing the expected targets, “Two Stars” to schools scoring lower on the framework categories, and “One Star” to the schools that are most deserving of resources and help. The SPF helps the District to be held accountable for the success of every student. While initially holding schools harmless, the District will celebrate schools achieving uncommon results. The aim is to identify what works so they can learn and improve faster. The SPF is an improvement because it takes into account student growth while recognizing highest performing schools. It helps focus support on schools that need it most. While status still matters, academic growth to a standard is the most important measure of academic achievement. It takes into account where students start whether they are approaching, meeting, or exceeding standards, and schools receive credit from students’ progress even if they have not yet reached proficiency. The SPF relies on data from the Nevada Growth Model so results for all students are taken into account.

AWARDS AND ACKNOWLEDGMENTS

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Clark County School District for its Comprehensive Annual Financial Report for the fiscal year ended June 30, 2013. This was the twenty-eighth consecutive year that the District has achieved this prestigious award.

The Clark County School District also received the Association of School Business Officials (ASBO) International Certificate of Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2013. This was the third consecutive year that the District has achieved this prestigious award.

In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. The District believes the current comprehensive annual financial report continues to meet the Certificate of Achievement Program’s requirements and will be submitting it to the GFOA and ASBO to determine its eligibility for another certificate.

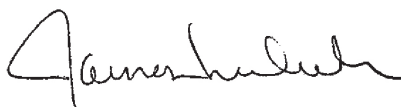
Timely preparation of this report could not have been accomplished without the efficient and dedicated services of the entire staff of the Accounting Department and the staff of its independent auditors, Kafoury, Armstrong & Co., CPA’s. We would like to express our appreciation to all members of the departments who assisted in and contributed to its preparation.

We would also like to thank the members of the Board of School Trustees for their interest and support in planning and conducting the financial operations of the Clark County School District in a responsible and progressive manner.

Respectfully submitted,

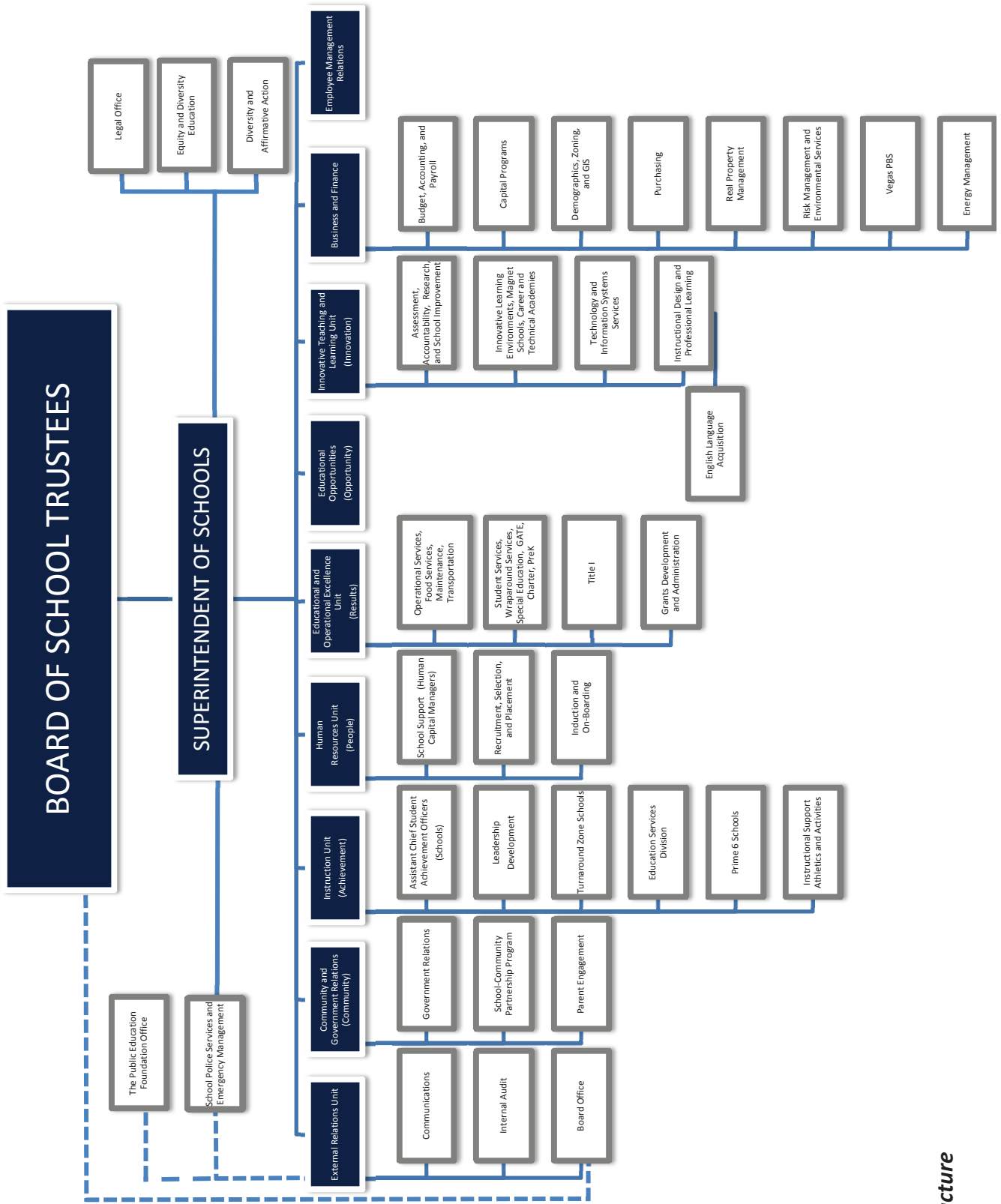


Pat Skorkowsky
Superintendent



James McIntosh
Chief Financial Officer







Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**Clark County School District
Nevada**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2013

Executive Director/CEO

Association of School Business Officials International



*The Certificate of Excellence in Financial Reporting Award
is presented to*

Clark County School District

*For Its Comprehensive Annual Financial Report (CAFR)
For the Fiscal Year Ended June 30, 2013*

The CAFR has been reviewed and met or exceeded
ASBO International's Certificate of Excellence standards



A handwritten signature in black ink, reading "Terrie S. Simmons", written over a horizontal line.

Terrie S. Simmons, RSBA, CSBO
President

A handwritten signature in black ink, reading "John D. Musso", written over a horizontal line.

John D. Musso, CAE, RSBA
Executive Director