

Section 1

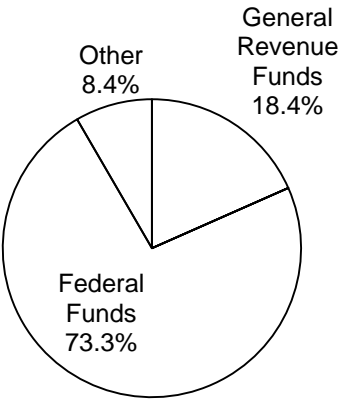
Adjutant General's Department  
Summary of Recommendations - Senate

John Nichols, Major General  
Article V-1

Kevin Niemeyer, LBB Analyst

Method of Financing	2012-13 Base	2014-15 Recommended	Biennial Change	% Change
General Revenue Funds	\$26,515,051	\$23,859,250	(\$2,655,801)	(10.0%)
GR Dedicated Funds	\$0	\$0	\$0	0.0%
Total GR-Related Funds	\$26,515,051	\$23,859,250	(\$2,655,801)	(10.0%)
Federal Funds	\$92,839,131	\$95,089,505	\$2,250,374	2.4%
Other	\$16,548,741	\$10,866,000	(\$5,682,741)	(34.3%)
All Funds	\$135,902,923	\$129,814,755	(\$6,088,168)	(4.5%)

RECOMMENDED FUNDING  
BY METHOD OF FINANCING



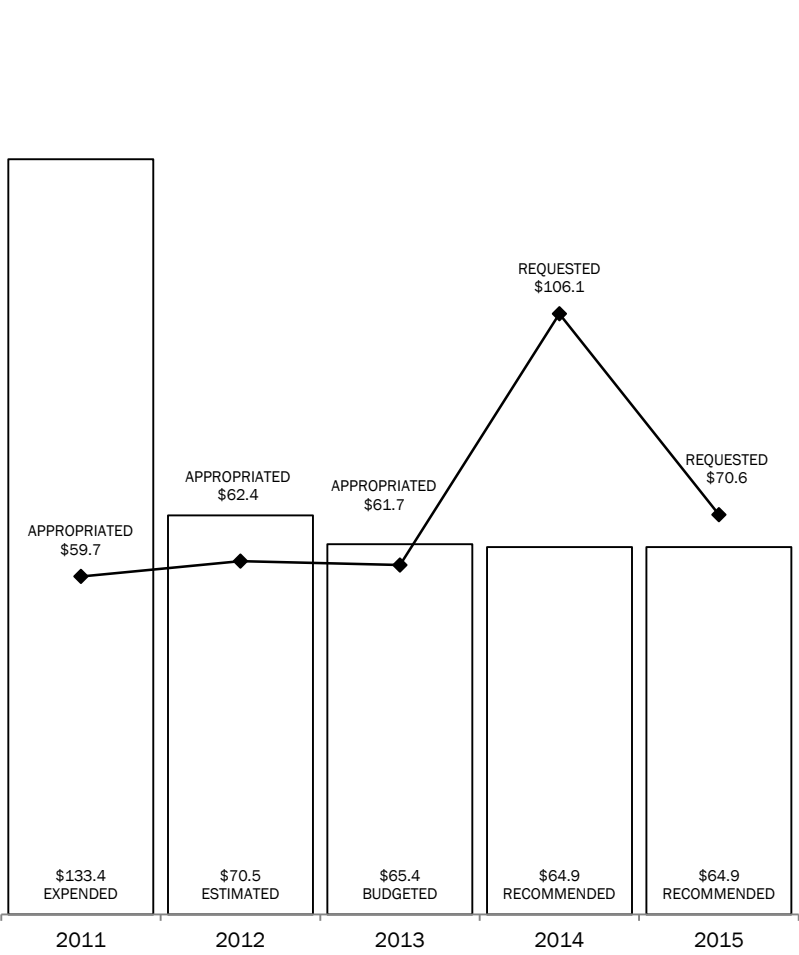
	FY 2013 Budgeted	FY 2015 Recommended	Biennial Change	% Change
FTEs	612.1	603.4	(8.7)	(1.4%)

The bill pattern for this agency (2014-15 Recommended) represents an estimated 100% of the agency's estimated total available funds for the 2014-15 biennium.

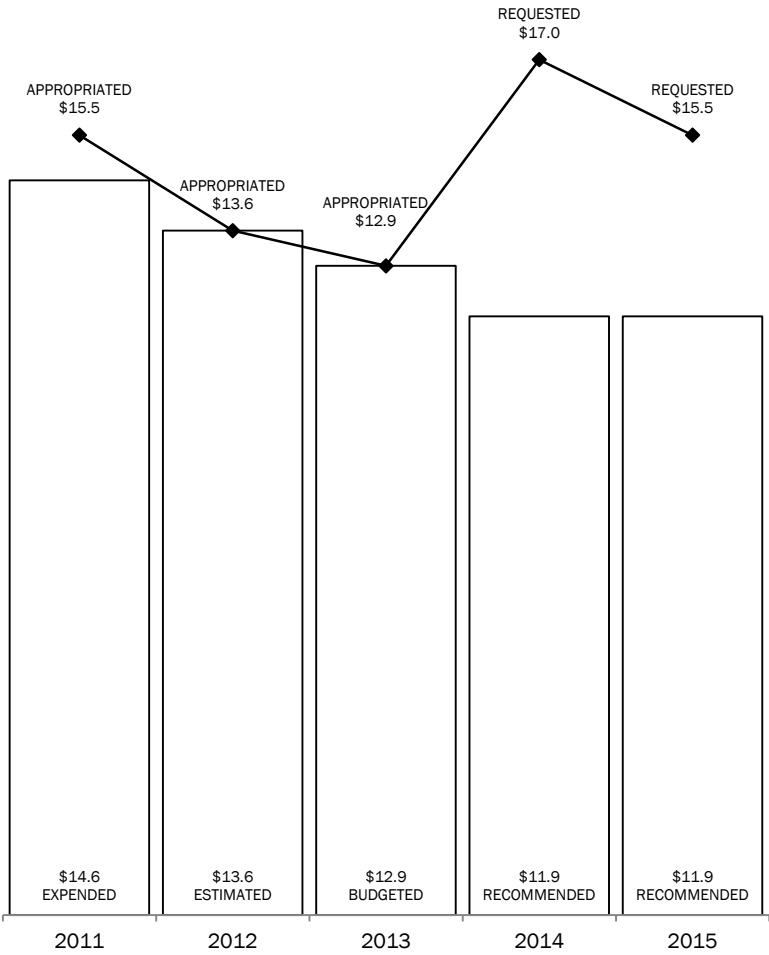
Section 1  
Adjutant General's Department  
2014-2015 BIENNIUM  
IN MILLIONS

TOTAL= \$129.8 MILLION

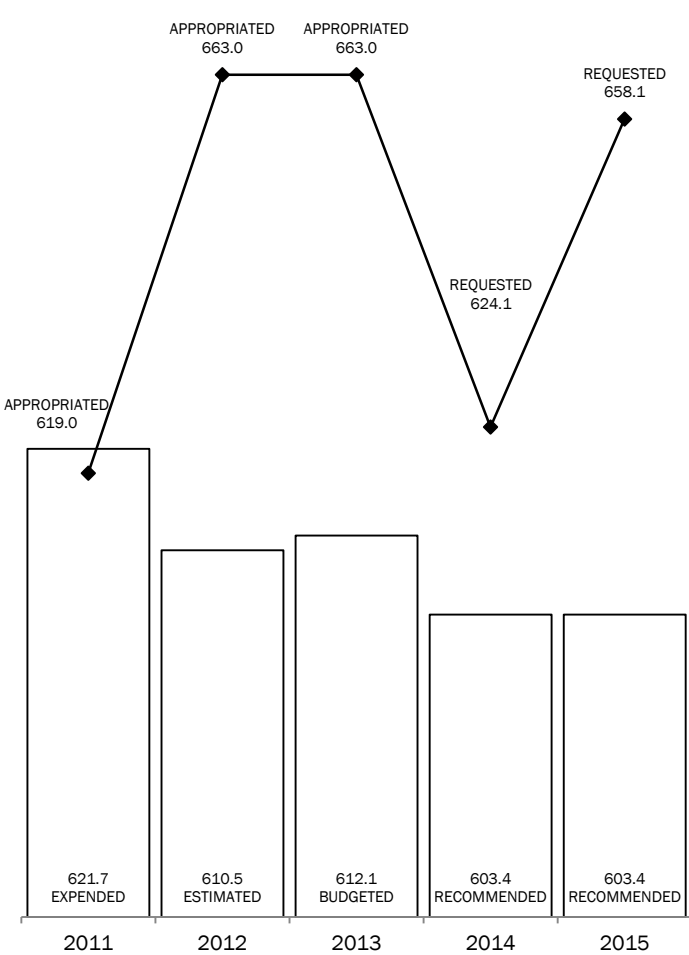
ALL FUNDS



GENERAL REVENUE FUNDS



FULL-TIME-EQUIVALENT POSITIONS



Section 2

Adjutant General's Department  
Summary of Recommendations - Senate, By Method of Finance -- ALL FUNDS

Strategy/Goal	2012-13 Base	2014-15 Recommended	Biennial Change	% Change	Comments
					Recommendations transfer General Revenue Funds between strategies for operational purposes at the agency's request.
STATE ACTIVE DUTY - DISASTER A.1.1	\$1,809,257	\$500,000	(\$1,309,257)	(72.4%)	Recommendations include a decrease of \$500,000 in General Revenue Funds for an agency-reported one-time expenditure on civilian band aircraft radios. Recommendations also include an agency anticipated decrease of \$509,257 in one-time Governor's Emergency and Deficiency Grants used for wildfire suppression.
STATE MISSIONS AND TRAINING A.1.2	\$4,151,858	\$433,708	(\$3,718,150)	(89.6%)	Recommendations include a decrease of \$845,410 in General Revenue Funds and 2.7 full-time equivalents to eliminate the agency's role in Operation Lone Star. Recommendations include an agency anticipated decrease of \$1,980,000 in Interagency Contracts with the Department of Public Safety and an agency anticipated decrease of \$500,000 in Interagency Contracts - Criminal Justice Grants. Recommendations also include an agency anticipated increase of \$43,893 in Federal Funds related to federally funded full-time equivalent salaries.
TEXAS STATE GUARD A.1.3	\$827,792	\$0	(\$827,792)	(100.0%)	Recommendations include a \$827,792 decrease in General Revenue Funds and 6.0 full-time equivalents to eliminate the agency's administrative expenditures for the Texas State Guard. Funding in this strategy is not expended on State Guard operations.
<b>Total, Goal A, OPERATIONS RESPONSE</b>	<b>\$6,788,907</b>	<b>\$933,708</b>	<b>(\$5,855,199)</b>	<b>(86.2%)</b>	
FACILITIES MAINTENANCE B.1.1	\$75,496,027	\$73,250,875	(\$2,245,152)	(3.0%)	Recommendations include an agency anticipated decrease of \$623,888 in Federal Funds for facilities maintenance, an agency estimated decrease of \$26,900 in Appropriated Receipts associated with an anticipated reduction in billet operations, and a decrease of \$6,791,584 in General Obligation bond proceeds (previous year bond proceeds were the result of a UB from 2010–11). Recommendations include an agency estimated increase of \$4,125,000 in the Current Fund Balance.

Section 2

Adjutant General's Department  
Summary of Recommendations - Senate, By Method of Finance -- ALL FUNDS

Strategy/Goal	2012-13 Base	2014-15 Recommended	Biennial Change	% Change	Comments
NEW FACILITY CONSTRUCTION B.1.2	\$0	\$0	\$0	0.0%	
DEBT SERVICE B.1.3	\$4,589,790	\$3,647,854	(\$941,936)	(20.5%)	Recommendations include a decrease of \$320,391 in General Revenue Funds for debt service as estimated by the Texas Public Finance Authority.
TRUCK REBUILD PROGRAM B.2.1	\$26,734,330	\$28,277,756	\$1,543,426	5.8%	Recommendations include an agency anticipated increase of \$1,543,426 in Federal Funds.
FIREFIGHTERS - ELLINGTON AFB B.2.2	\$3,237,660	\$3,232,366	(\$5,294)	(0.2%)	Recommendations include an agency estimated decrease of \$5,294 in one-time Federal Funds for the Ellington Air Force Base Firefighter program.
<b>Total, Goal B, OPERATIONS SUPPORT</b>	<b>\$110,057,807</b>	<b>\$108,408,851</b>	<b>(\$1,648,956)</b>	<b>(1.5%)</b>	
YOUTH EDUCATION PROGRAMS C.1.1	\$7,526,906	\$8,492,508	\$965,602	12.8%	Recommendations include an agency anticipated increase of \$866,441 in Federal Funds for the StarBase Program.
ENVIRONMENTAL CLEAN-UP C.1.2	\$4,266,490	\$4,692,286	\$425,796	10.0%	Recommendations include an agency anticipated increase of \$425,796 in Federal Funds.
STATE MILITARY TUITION ASSISTANCE C.1.3	\$2,000,000	\$2,000,000	\$0	0.0%	
<b>Total, Goal C, COMMUNITY SUPPORT</b>	<b>\$13,793,396</b>	<b>\$15,184,794</b>	<b>\$1,391,398</b>	<b>10.1%</b>	
INDIRECT ADMINISTRATION D.1.1	\$5,262,813	\$5,287,402	\$24,589	0.5%	
<b>Total, Goal D, INDIRECT ADMINISTRATION</b>	<b>\$5,262,813</b>	<b>\$5,287,402</b>	<b>\$24,589</b>	<b>0.5%</b>	
<b>Grand Total, All Strategies</b>	<b>\$135,902,923</b>	<b>\$129,814,755</b>	<b>(\$6,088,168)</b>	<b>(4.5%)</b>	

Section 2

Adjutant General's Department  
Summary of Recommendations - Senate, By Method of Finance -- GENERAL REVENUE FUNDS

Strategy/Goal	2012-13 Base	2014-15 Recommended	Biennial Change	% Change	Comments
					Recommendations transfer General Revenue Funds between strategies for operational purposes at the agency's request.
STATE ACTIVE DUTY - DISASTER A.1.1	\$1,300,000	\$500,000	(\$800,000)	(61.5%)	Recommendations include a decrease of \$500,000 in General Revenue Funds for an agency-reported one-time expenditure on civilian band aircraft radios.
STATE MISSIONS AND TRAINING A.1.2	\$1,282,043	\$0	(\$1,282,043)	(100.0%)	Recommendations include a decrease of \$845,410 in General Revenue Funds and 2.7 full-time equivalents to eliminate the agency's role in Operation Lone Star.
TEXAS STATE GUARD A.1.3	\$827,792	\$0	(\$827,792)	(100.0%)	Recommendations include a \$827,792 decrease in General Revenue Funds and 6.0 full-time equivalents to eliminate the agency's administrative expenditures for the Texas State Guard. No funds in this strategy are expended on State Guard operations.
<b>Total, Goal A, OPERATIONS RESPONSE</b>	<b>\$3,409,835</b>	<b>\$500,000</b>	<b>(\$2,909,835)</b>	<b>(85.3%)</b>	
FACILITIES MAINTENANCE B.1.1	\$9,623,338	\$10,695,558	\$1,072,220	11.1%	
NEW FACILITY CONSTRUCTION B.1.2	\$0	\$0	\$0	0.0%	
DEBT SERVICE B.1.3	\$4,589,790	\$3,647,854	(\$941,936)	(20.5%)	Recommendations include a decrease of \$320,391 in General Revenue Funds for debt service as estimated by the Texas Public Finance Authority.
TRUCK REBUILD PROGRAM B.2.1	\$0	\$0	\$0	0.0%	
FIREFIGHTERS - ELLINGTON AFB B.2.2	\$0	\$0	\$0	0.0%	
<b>Total, Goal B, OPERATIONS SUPPORT</b>	<b>\$14,213,128</b>	<b>\$14,343,412</b>	<b>\$130,284</b>	<b>0.9%</b>	
YOUTH EDUCATION PROGRAMS C.1.1	\$1,580,839	\$1,680,000	\$99,161	6.3%	
ENVIRONMENTAL CLEAN-UP C.1.2	\$48,436	\$48,436	\$0	0.0%	
STATE MILITARY TUITION ASSISTANCE C.1.3	\$2,000,000	\$2,000,000	\$0	0.0%	
<b>Total, Goal C, COMMUNITY SUPPORT</b>	<b>\$3,629,275</b>	<b>\$3,728,436</b>	<b>\$99,161</b>	<b>2.7%</b>	
INDIRECT ADMINISTRATION D.1.1	\$5,262,813	\$5,287,402	\$24,589	0.5%	
<b>Total, Goal D, INDIRECT ADMINISTRATION</b>	<b>\$5,262,813</b>	<b>\$5,287,402</b>	<b>\$24,589</b>	<b>0.5%</b>	
<b>Grand Total, All Strategies</b>	<b>\$26,515,051</b>	<b>\$23,859,250</b>	<b>(\$2,655,801)</b>	<b>(10.0%)</b>	

Section 2

Adjutant General's Department  
Summary of Recommendations - Senate, By Method of Finance -- FEDERAL FUNDS

Strategy/Goal	2012-13 Base	2014-15 Recommended	Biennial Change	% Change	Comments
STATE ACTIVE DUTY - DISASTER A.1.1	\$0	\$0	\$0	0.0%	
STATE MISSIONS AND TRAINING A.1.2	\$389,815	\$433,708	\$43,893	11.3%	Recommendations include an agency anticipated increase of \$43,893 in Federal Funds related to federally funded full-time equivalent salaries.
TEXAS STATE GUARD A.1.3	\$0	\$0	\$0	0.0%	
<b>Total, Goal A, OPERATIONS RESPONSE</b>	<b>\$389,815</b>	<b>\$433,708</b>	<b>\$43,893</b>	<b>11.3%</b>	
FACILITIES MAINTENANCE B.1.1	\$52,663,205	\$52,039,317	(\$623,888)	(1.2%)	Recommendations include an agency anticipated decrease of \$623,888 in Federal Funds for facilities maintenance.
NEW FACILITY CONSTRUCTION B.1.2	\$0	\$0	\$0	0.0%	
DEBT SERVICE B.1.3	\$0	\$0	\$0	0.0%	
TRUCK REBUILD PROGRAM B.2.1	\$26,734,330	\$28,277,756	\$1,543,426	5.8%	Recommendations include an agency anticipated increase of \$1,543,426 in Federal Funds based on the Department of Defense's estimates.
FIREFIGHTERS - ELLINGTON AFB B.2.2	\$3,237,660	\$3,232,366	(\$5,294)	(0.2%)	Recommendations include an agency estimated decrease of \$5,294 in Federal Funds for the Ellington Air Force Base Firefighter program.
<b>Total, Goal B, OPERATIONS SUPPORT</b>	<b>\$82,635,195</b>	<b>\$83,549,439</b>	<b>\$914,244</b>	<b>1.1%</b>	
YOUTH EDUCATION PROGRAMS C.1.1	\$5,596,067	\$6,462,508	\$866,441	15.5%	Recommendations include an agency anticipated increase of \$866,441 in Federal Funds for the StarBase Program.
ENVIRONMENTAL CLEAN-UP C.1.2	\$4,218,054	\$4,643,850	\$425,796	10.1%	Recommendations include an agency anticipated increase of \$425,796 in Federal Funds based upon needs assessments conducted in cooperation with the National Guard Bureau.
STATE MILITARY TUITION ASSISTANCE C.1.3	\$0	\$0	\$0	0.0%	
<b>Total, Goal C, COMMUNITY SUPPORT</b>	<b>\$9,814,121</b>	<b>\$11,106,358</b>	<b>\$1,292,237</b>	<b>13.2%</b>	
INDIRECT ADMINISTRATION D.1.1	\$0	\$0	\$0	0.0%	
<b>Total, Goal D, INDIRECT ADMINISTRATION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Grand Total, All Strategies</b>	<b>\$92,839,131</b>	<b>\$95,089,505</b>	<b>\$2,250,374</b>	<b>2.4%</b>	

Section 2

Adjutant General's Department  
Summary of Recommendations - Senate, By Method of Finance -- OTHER FUNDS

Strategy/Goal	2012-13 Base	2014-15 Recommended	Biennial Change	% Change	Comments
STATE ACTIVE DUTY - DISASTER A.1.1	\$509,257	\$0	(\$509,257)	(100.0%)	Recommendations include an agency anticipated decrease of \$509,257 in one-time Governor's Emergency and Deficiency Grants used for wildfire suppression.
STATE MISSIONS AND TRAINING A.1.2	\$2,480,000	\$0	(\$2,480,000)	(100.0%)	Recommendations include an agency anticipated decrease of \$1,980,000 in Interagency Contracts with the Department of Public Safety and an agency anticipated decrease of \$500,000 in Interagency Contracts - Criminal Justice Grants.
TEXAS STATE GUARD A.1.3	\$0	\$0	\$0	0.0%	
<b>Total, Goal A, OPERATIONS RESPONSE</b>	<b>\$2,989,257</b>	<b>\$0</b>	<b>(\$2,989,257)</b>	<b>(100.0%)</b>	
FACILITIES MAINTENANCE B.1.1	\$13,209,484	\$10,516,000	(\$2,693,484)	(20.4%)	Recommendations include an agency estimated decrease of \$26,900 in Appropriated Receipts associated with an anticipated reduction in billet operations and a decrease of \$6,791,584 in General Obligation bond proceeds (previous year bond proceeds were the result of a UB from 2010-11). Recommendations include an agency estimated increase of \$4,125,000 in the Current Fund Balance.
NEW FACILITY CONSTRUCTION B.1.2	\$0	\$0	\$0	0.0%	
DEBT SERVICE B.1.3	\$0	\$0	\$0	0.0%	
TRUCK REBUILD PROGRAM B.2.1	\$0	\$0	\$0	0.0%	
FIREFIGHTERS - ELLINGTON AFB B.2.2	\$0	\$0	\$0	0.0%	
<b>Total, Goal B, OPERATIONS SUPPORT</b>	<b>\$13,209,484</b>	<b>\$10,516,000</b>	<b>(\$2,693,484)</b>	<b>(20.4%)</b>	
YOUTH EDUCATION PROGRAMS C.1.1	\$350,000	\$350,000	\$0	0.0%	
ENVIRONMENTAL CLEAN-UP C.1.2	\$0	\$0	\$0	0.0%	
STATE MILITARY TUITION ASSISTANCE C.1.3	\$0	\$0	\$0	0.0%	
<b>Total, Goal C, COMMUNITY SUPPORT</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$0</b>	<b>0.0%</b>	
INDIRECT ADMINISTRATION D.1.1	\$0	\$0	\$0	0.0%	
<b>Total, Goal D, INDIRECT ADMINISTRATION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Grand Total, All Strategies</b>	<b>\$16,548,741</b>	<b>\$10,866,000</b>	<b>(\$5,682,741)</b>	<b>(34.3%)</b>	

Section 3a

Adjutant General’s Department  
Selected Fiscal and Policy Issues

1. **Recommended Shifts in Funding.** Recommendations include a decrease of \$2.7 million in General Revenue Funds for the elimination of Operation Lone Star (\$845,410), the elimination of administrative costs for the Texas State Guard (\$827,792), funding for an agency-reported one-time expenditure for civilian band aircraft radios (\$500,000), and a reduction in debt service payments for General Obligation bond proceeds (\$320,391).

Recommendations include agency anticipated increases in Federal Funds for the Truck Rebuild Program (\$1,543,426), StarBase Program (\$866,441), Environmental Clean-up (\$425,796), and salary increases for federally funded full-time equivalent positions (\$43,893) coupled with agency anticipated decreases for Facilities Maintenance (\$623,888) and the Ellington Air Force Base Firefighter Program (\$5,294), for a net Federal Funds increase of \$2.2 million.

Recommendations include agency anticipated decreases in Governor’s Emergency grants for wildfire suppression (\$509,257), Interagency Contracts with the Department of Public Safety (\$1,980,000), and Interagency Contracts – Criminal Justice Grants (\$500,000). Also, the agency anticipates a decrease in General Obligation bond proceeds (\$6,791,584) and an increase in the Current Fund Balance (\$4,125,000).

Recommendations also include transfer of General Revenue Funds between strategies for operational purposes at the agency’s request.

2. **Strategy A.1.2, State Missions and Training.** Recommendations include a decrease of \$845,410 in General Revenue Funds and 2.7 full-time equivalent positions through elimination of the Adjutant General’s Department’s role in Operation Lone Star. Operation Lone Star is a State Active Duty Mission conducted by members of the Texas National Guard and the Texas State Guard to provide medical services to residents of the border area of Texas and Mexico. The Adjutant General’s Department trains State Guard members during these missions. Recommendations eliminate funding for this purpose as:
- Similar services are provided by other local and state entities.
  - Providing food and medical care is not germane to the Adjutant General’s Department’s mission, which is to “provide the Governor and the President with ready forces in support of state and federal authorities at home and abroad”.
  - The agency identified Operation Lone Star funding in the amount of \$845,510 in General Revenue Funds in its 10 percent reduction schedule in the Legislative Appropriations Request.
3. **Strategy A.1.3, Texas State Guard.** Recommendations eliminate funding for the Texas State Guard. The Texas State Guard is an all-volunteer militia for state missions. Recommendations include the absorption by the Texas National Guard of administrative functions previously performed by the Texas State Guard and an appropriations decrease of \$827,792 in General Revenue Funds and 6.0 agency full-time equivalent positions. No funding in this strategy is used for Texas State Guard operations.
4. **Strategy A.1.1, State Active Duty - Disaster.** Recommendations include a decrease in General Revenue of \$500,000 for an agency-reported one-time expenditure for civilian band aircraft radios. This one-time expenditure was reported as General Revenue in the agency’s Legislative Appropriations Request, but it was later determined that the radios were purchased with an Interagency Contract - Criminal Justice Grant. The



**Section 3a**

result of the agency’s error is an unnecessary \$500,000 reduction in General Revenue Funds. The agency has requested the restoration of the funding as its first priority exceptional item.

Section 3b

Adjutant General's Department  
FTE Highlights

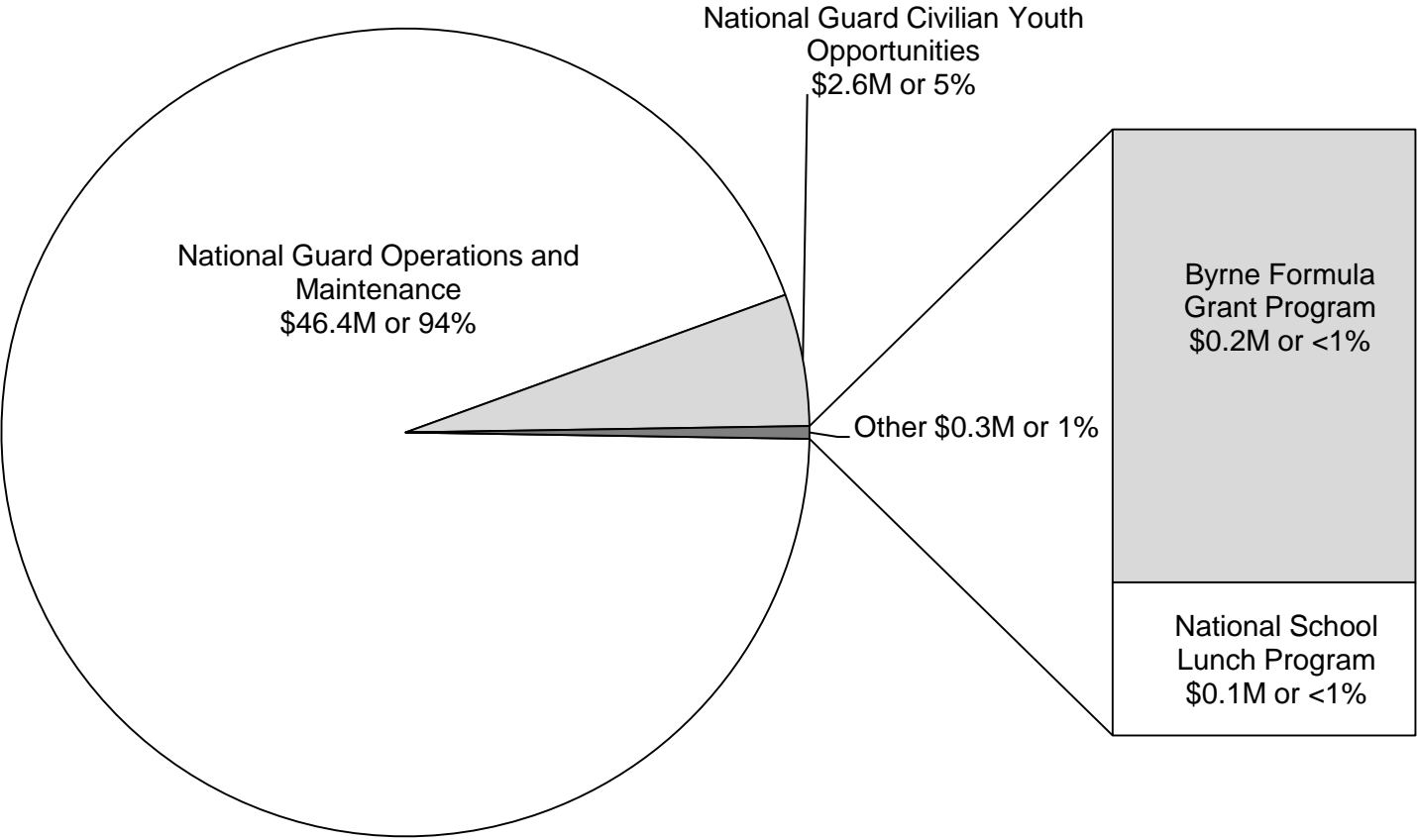
Full-Time-Equivalent Positions	Expended 2011	Actual 2012	Budgeted 2013	Recommended 2014	Recommended 2015
Cap	619.0	663.0	663.0	603.4	603.4
Actual/Budgeted	621.7	610.5	612.1	NA	NA
Schedule of Exempt Positions (Cap)					
Adjutant General, Group 5	\$139,140	\$139,140	\$139,140	\$139,140	\$139,140

Section 3c

Adjutant General's Department  
Performance Measure Highlights

		Expended 2011	Actual 2012	Budgeted 2013	Recommended 2014	Recommended 2015
•	Utilities Cost Per Square Foot for All Buildings	\$ 1.28	\$ 0.84	\$ 1.57	\$ 0.90	\$ 0.90
Measure Explanation: Provides the cost per square foot for utilities for all the department's buildings.						
•	Average Maintenance Cost per Square Foot of All Buildings	\$ 5.28	\$ 2.91	\$ 3.58	\$ 2.95	\$ 2.95
Measure Explanation: Provides the average cost to support the facilities.						
•	Number of Texas National Guard Members	22,311	22,446	19,500	22,000	22,000
Measure Explanation: The number of Texas National Guard Members.						
•	Number of Texas State Guard Members	2,090	2,300	2,300	2,400	2,500
Measure Explanation: The number of Texas State Guard Members will not be affected by reductions to administration.						
•	Percent of Students Completing Specialized Education Programs	82.50%	92.67%	82.50%	92.00%	92.00%
Measure Explanation: STARBASE is an academic outreach program for fourth to seventh grade youths focused on science, math, and technology. ChalleNGe is a program designed to improve the life skills and employment potential of 200 youths per year age 16 to 18.						

**Adjutant General's Department**  
*Summary of Federal Funds (Estimated 2012)*  
**TOTAL = \$49.3M**



Section 4

Adjutant General's Department  
Performance Review and Policy Report Highlights

Reports & Recommendations	Report Page	Savings/ (Cost)	Gain/ (Loss)	Fund Type	Included in Introduced Bill	Action Required During Session
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NO RELATED RECOMMENDATIONS

## Section 5

### Adjutant General's Department Rider Highlights

5. (former) **Payment of Travel – Limitation.** Recommendations include deletion of Rider 5, Payment of Travel – Limitation. The rider limits the use of appropriations for travel to the Adjutant General, the Assistant Adjutant General - Army, the Assistant Adjutant General - Air, and the State Judge Advocate or the Adjutant General's designee. Since the rider provides authority for the Adjutant General to designate someone to travel for him, the rider serves little purpose.
11. (new) **Cash Flow Contingency.** Recommendations include revision to Rider 11, Cash Flow Contingency. The Adjutant General's Department is reimbursed with Federal Funds for General Revenue Funds used for several functions. Often reimbursements are delayed, creating cash flow problems for the agency. The rider revision will provide information to the Legislative Budget Board and the Office of the Governor in order to better track these expenditures and reimbursements.
24. (former) **Leave Requirement.** Recommendations include deletion of Rider 24, Leave Requirement. The rider requires the Adjutant General's Department to request prior approval from the Office of the Governor for emergency leave in excess of 3 days or 24 working hours. The rider also requires the Adjutant General's Department to report overtime payments and approved emergency leave to the Office of the Governor and the State Auditor's Office every 30 days. The use of emergency leave is prescribed in Government Code, Section 661.902 (b) making the rider unnecessary.

Section 6

Adjutant General's Department  
Items not Included in Recommendations - Senate

In Agency Priority Order	2014-15 Biennial Total	
	GR	All Funds
1. State Emergency Response		
a. State Active Duty - Agency inaccurately reported one-time expenditure for civilian band radios as General Revenue. Agency requests restoration of funds.	\$ 500,000	\$ 500,000
b. Operation Lone Star - annual training that provides training for Texas Military Forces personnel and free healthcare for residents of South Texas.	\$ 845,000	\$ 845,000
c. State active duty wildfire suppression training to include equipment acquisition and maintenance.	\$ 1,600,000	\$ 1,600,000
d. Texas State Guard - administrative functions; includes 6 full-time equivalents.	\$ 990,000	\$ 990,000
e. Texas State Guard - additional Texas State Guard support due to increasing numbers of State Guard volunteers; includes 2 full-time equivalents.	\$ 740,000	\$ 740,000
2. Armory Repair and Maintenance - General Obligation bond proceeds for the major maintenance and repair of the facilities used by the Texas Military Forces. The agency anticipates Federal Matching funds of at least \$12.5 million. Includes capital authority.	\$ -	\$ 12,500,000
3. Mental Health Initiative - behavioral health personnel to assist soldiers and airmen through the Family Support Services Group. Includes 4 full-time equivalents.	\$ 850,000	\$ 850,000
4. State tuition assistance - additional state tuition assistance over the \$1 million per fiscal year in the Appropriations Bill, As Introduced.	\$ 1,000,000	\$ 1,000,000
5. Regional Training Institute - initial planning and design of a regional training institute for the Texas Military Forces. This funding would increase the chances of Texas receiving a \$27 million federal grant for the construction of the regional training institute. Includes capital authority.	\$ 900,000	\$ 900,000

Section 6

Adjutant General's Department  
Items not Included in Recommendations - Senate

In Agency Priority Order		2014-15 Biennial Total	
		GR	All Funds
6. Texas ChalleNGe Academy - implement a second ChalleNGe Academy site to house a program for the education, training, and mentoring of at-risk youth. The agency estimates \$4.4 million in federal matching funds for the project. Includes 44.1 full-time equivalents. Includes capital authority.		\$ 2,000,000	\$ 2,000,000
7. Texas Interagency Training Area - General Obligation bond proceeds for a facility to be used for weapons training and qualification, as well as urban combat and maneuver training. Includes capital authority.		\$ -	\$ 10,000,000
Total, Items Not Included in the Recommendations		\$ 9,425,000	\$ 31,925,000