

Nevada Preparatory Charter School

Financial Projections

February 28, 2025

CONFIDENTIAL - DRAFT

Management Discussion & Analysis on Projections

REVENUE

FY2024 - 2025

- Assumes enrollment remains at 401 students through the end of FY2025.
- Anticipated transportation revenue for the year is \$179k.
- The school received \$50k in private donations in the first half of the year and anticipates receiving an additional \$100k in the second half of the year.

FY2025 - 2026

- Enrollment is projected to increase to 500 students in FY26, a 25% increase over the previous year based on current waitlists and community interest.
- Projections assume no private donations for the fiscal year.
- State per pupil funding assumes a 3% increase.
- Federal funding assumes a 3% increase.

FY2026 - 2027

- Enrollment is projected to increase to 550 students in FY27, a 10% increase over the previous year.
- Overall, revenue is projected to increase by roughly 10%.

EXPENSES

FY2024 - 2025

- · The school anticipates no material changes to wages & benefits through the end of the year.
- Most of the school's major purchases to support academics were made in the first half of the year. Administration is managing variable expenses in the second half of the year to align with the school's cash position.

FY2025 - 2026

- Wages & Benefits are assumed to increase by roughly 7% collectively. The school is projecting a 3% increase in wages to cover potential raises or staff turnover. The school is not forecasting any increases in staff positions due to excess capacity in classrooms which can absorb enrollment increases. Benefits are increasing by 17% primarily due to anticipated increase in PERS.
- Supplies and Other Services are projected to increase by roughly 19% to support enrollment increases.
- Other expenses are projected to increase by roughly 2% to 3%.

FY2026 - 2027

- To support continued enrollment growth, the school anticipates adding 1-2 staff members in FY2027.
- Supplies are projected to increase by roughly 8% to support enrollment increases.
- Other operating expenses are projected to increase by roughly 3%.

Management Discussion & Analysis on Projections

OPERATING INCOME / EBITDA / CASH FLOW

FY2024 - 2025

- Operating Income is projected to show a loss of \$(633)K.
- EBITDA is projected at \$656K.

Cash Flow is projected to increase by roughly \$150K. Increases in cash are primarily due to (1) increases in working capital primarily tied to grants the school earned earlier in the year but will not receive until the second half of the year and (2) agreed upon rent deferrals with the school's landlord. In addition, as part of working capital, the school continues to paydown old debts (i.e. PERS and other vendors) as cash is available.

FY2025 - 2026

- Operating Income is projected at \$(87)K. Year-over-year improvement is primarily due to projected enrollment increases.
- EBITDA is projected at \$1.2M.

Cash Flow is projected to increase by roughly \$96K primarily due to cash from operations and agreed upon rent • deferrals with the school's landlord up and until Oct-2025. These increases are offset by negative changes in

deferrals with the school's landlord up and until Oct-2025. These increases are offset by negative changes in
working capital as the school continues to paydown old PERS debt which will be paid off Sep-2025.

FY2026 - 2027

- Operating Income is projected at roughly \$250K. Year-over-year improvement is primarily due to increased enrollment.
- EBITDA is projected at \$1.5M.
- Cash Flow is projected to increase by roughly \$400K.

FINANCIAL PERFORMANCE MEASURES, METRICS, RATINGS

Current Ratio is projected to meet standards in FY2027. In the near term the Current Ratio falls below standards due to excess current liabilities tied to old debts. Improvement in the Current Ratio is tied primarily to operational improvements with increased enrollment and the removal of a \$400K liability booked in previous years for the school's earned employee retention credit ("ERC"). The school received these funds in 2023 and used the funds to pay down old debts. Based on discussions with the school's accountants, the liability should be reversed and offset the net position as a prior period adjustment. In other words, no gain or revenue was recognized in the projections for this reversal. In addition, the school is still waiting on roughly \$129K of ERC

- funds which are not in the projections.
 Unrestricted cash is projected to meet standards by FY2027.
- Enrollment is anticipated to meet standards in FY2025.
- Total Margin is projected to improve significantly with increased enrollment in FY2026. Total Margin does not meet standards in FY2027 but is positive for the year.

Debt to Asset Ratio falls below standards due to excess current liabilities (see Current Ratio). The school is in

- discussions with bond underwriters to assess the possibility of recapitalize the balance sheet, payoff old debts, reduce debt service, and maintain adequate liquidity.
- Cash Flow is expected to meet standards.
- Coverage Ratio is expected to meet standards in FY2026.

SUMMARY OF ACTIVITIES	6+	⊦6 Outlook Jun-25		Forecast Jun-26		Forecast Jun-27
ENROLLMENT		401		500		550
% Growth		401		24.7%		10.0%
REVENUE						10.070
Revenue from Local Sources	\$	166,003	\$	16,483	\$	16,978
Intermediate Revenue Sources	Ψ	100,003	Ψ	10,405	Ψ	10,970
State Revenue		4,639,436		5,700,665		6,287,179
Federal Revenue		516,040		532,997		567,781
Other Items		-		-		-
TOTAL REVENUE		5,321,479		6,250,145		6,871,939
% Growth		3,321,419		17.5%		9.9%
				17.570		2.270
EXPENSES Personnel Services-Salaries		2 457 569		9 522 052		2 600 045
		2,457,562		2,533,053		2,689,045
Personnel Services-Employee Benefits Professional and Tech Services		1,028,031		1,203,954		1,265,920
		312,997		316,707		326,208
Property Services Other Services		175,875		181,151		186,586
		285,520		339,476		349,660
Supplies Demonstration Frances		392,032		467,308		503,639
Depreciation Expense Debt Service and Miscellaneous		338,806		338,806		338,806
		964,048		956,785		960,520
Other Items - Expense		-		-		-
TOTAL EXPENSES		5,954,870		6,337,241		6,620,384
% Growth				6.4%		4.5%
OPERATING INCOME	\$	(633,391)	\$	(87,095)	\$	251,555
EBITDA						
Operating Income	\$	(633,391)	\$	(87,095)	\$	251,555
Interest		950,859		954,512		958,179
Depreciation & Amortization		338,806		338,806		338,806
TOTAL EBITDA	\$	656,274	\$	1,206,223	\$	1,548,540
CASH FLOW SUMMARY						
Beginning Cash Balance	\$	-	\$	151,562	\$	247,863
Operating Income	"	(633,391)	"	(87,095)	"	251,555
Depreciation		338,806		338,806		338,806
Changes in Working Capital		243,152		(161,051)		(102,247)
Lease Liability		202,794		5,641		(90,645)
Bridge Loan		200		-		-
ENDING CASH	\$	151,562	\$	247,863	\$	645,332

	6	+6 Outlook	Forecast	Forecast
SUMMARY OF FINANCIAL POSITION		Jun-25	Jun-26	Jun-27
ASSETS				
Cash	\$	151,562	\$ 247,863	\$ 645,332
Receivables		30,017	87,170	95,078
Deposits		53,480	53,480	53,480
Capital Assets, net		12,073,483	11,734,677	11,395,871
TOTAL ASSETS	\$	12,308,542	\$ 12,123,190	\$ 12,189,761
LIABILITIES & NET POSITION				
LIABILITIES				
Payroll Payable	\$	235,812	\$ 154,577	\$ 163,625
Accounts Payable		542,484	519,822	416,435
Lease Liability		14,247,912	14,253,554	14,162,908
Bridge Loans		200	200	200
TOTAL LIABILITIES		15,026,409	14,928,152	14,743,168
NET POSITION				
Pension Related, net		1,137,487	1,137,487	1,137,487
Net Position		(3,855,354)	(3,942,449)	(3,690,894)
TOTAL NET POSITION		(2,717,867)	(2,804,962)	(2,553,407)
TOTAL LIABILITIES & NET POSITION	\$	12,308,542	\$ 12,123,190	\$ 12,189,761

	evada Preparatory Charter Schoo 224 School Year	I		
		6+6 Outlook	Forecast	Forecast
Co	ovenants	Jun-25	Jun-26	Jun-27
SI	PCSA FPRs			
1	Current Ratio	0.2 x	0.4 x	1.1 x
	Rating	FFBS	FFBS	MS
2	Unrestricted Cash on Hand			
	A (without accounts receivables)	12 Days	18 Days	44 Days
	Rating	FFBS	DNMS	MS
	B (with accounts receivables)	14 Days	24 Days	51 Days
	Rating	FFBS	DNMS	MS
3	Enrollment	96.6%	100.0%	100.0%
	Rating	MS	MS	MS
5	Total Margin	\$(633,391)	\$ (87,095)	\$ 251,555
	Rating	FFBS	FFBS	DNMS
6	Debt to Asset Ratio			
	\boldsymbol{A} (includes all debts and assets)	122.6%	123.7%	121.5%
	Rating	FFBS>100%	FFBS>100%	FFBS>100%
	B (excludes capital leases)	389%	194%	78%
	Rating	FFBS>100%	FFBS>100%	FFBS>100%
7	Cash Flow			
	A (includes all cash)	Pos Chg	Neg Chg	Pos Chg
	Rating	MS	MS	MS
	B (excludes restricted cash)	Pos Chg	Neg Chg	Pos Chg
	Rating	MS	MS	MS
8	Coverage Ratio	0.7	1.3	1.6
	Rating	DNMS<1.1	MS>=1.1	MS>=1.1



Nevada Preparatory Charter School

Financial Projections - Monthly Detail

February 28, 2025

CONFIDENTIAL - DRAFT

	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
SUMMARY OF MONTHLY ACTIVITIES	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
REVENUE												
Revenue from Local Sources	\$ 2,003	\$ 53,200	\$ 2,695	\$ 900	\$ 615	\$ 590	\$ 1,333	\$ 101,333	\$ 1,333	\$ 1,333	\$ 667	\$ -
Intermediate Revenue Sources	-	-	-	-	-	-	-	-	-	-	-	-
State Revenue	325,224	367,001	362,491	456,970	436,811	402,913	364,026	401,957	364,029	364,029	401,957	392,029
Federal Revenue	6,200	20,250	60,568	55,041	25,955	95,211	46,706	10,094	70,330	8,194	3,120	114,370
Other Items	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	333,427	440,451	425,754	512,910	463,381	498,714	412,066	513,384	435,692	373,556	405,744	506,399
EXPENSES												
Personnel Services-Salaries	78,443	219,393	227,604	225,698	207,273	209,762	208,844	208,844	208,844	208,844	208,844	245,169
Personnel Services-Employee Benefits	17,349	87,234	89,070	87,748	90,286	88,999	91,743	101,538	93,299	93,299	93,299	94,168
Professional and Tech Services	10,241	47,390	10,891	19,059	86,461	18,714	21,748	20,098	19,598	19,598	19,598	19,598
Property Services	10,427	26,160	2,995	7,571	10,769	20,766	16,224	16,193	16,193	16,193	16,193	16,193
Other Services	8,076	23,372	28,336	19,930	23,563	19,338	29,330	29,315	29,315	29,315	26,315	19,315
Supplies	24,415	42,784	72,339	32,947	26,315	24,103	31,613	31,903	31,903	31,903	31,903	9,903
Depreciation Expense	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
Debt Service and Miscellaneous	79,238	92,458	76,896	79,733	79,639	79,843	79,296	79,389	79,389	79,389	79,389	79,389
Other Items - Expense	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	256,423	567,025	536,366	500,920	552,540	489,758	507,031	515,514	506,775	506,775	503,775	511,969
OPERATING INCOME	\$ 77,004	\$ (126,574)	\$ (110,611)	\$ 11,990	\$ (89,159)	\$ 8,956	\$ (94,966)	\$ (2,129)	\$ (71,082)	\$ (133,218)	\$ (98,031)	\$ (5,570)
EBITDA												
Operating Income	\$ 77,004	\$ (126,574)	\$ (110,611)	\$ 11,990	\$ (89,159)	\$ 8,956	\$ (94,966)	\$ (2,129)	\$ (71,082)	\$ (133,218)	\$ (98,031)	\$ (5,570)
Interest	79,238	79,238	79,238	79,238	79,238	79,238	79,238	79,238	79,238	79,238	79,238	79,238
Depreciation & Amortization	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
TOTAL EBITDA	184,476	(19,102)	(3,139)	119,462	18,313	116,428	12,506	105,343	36,390	(25,746)	9,441	101,902
CASH FLOW SUMMARY						* 20= 20.6				* 0* 6 000		* ***
	\$ -	\$ 41,344	" / -	\$ 45,194	" /	\$ 287,296	", -	\$ 315,809	\$ 319,355	\$ 216,088	\$ 112,821	" /
Operating Income	77,004	(126,574)	(110,611)	11,990	(89,159)	8,956	(94,966)	(2,129)	(71,082)	(133,218)	,	(5,570)
Depreciation	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
Changes in Working Capital	(55,730)	, in the second	(97,099)	(68,710)	*	22,928	25,453	(14,395)	(77,243)	(15,107)	69,229	(17,004)
Lease Liability Bridge Loan	(8,164)	(8,164)	79,238 $60,200$	(8,164) $40,000$	79,238 (100,000)	17,838	(8,164)	(8,164)	16,825	16,825	16,825	16,825
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Nevada	Prepara	ıtory Ch	arter	School
actuals	updated	through	Dec	2024

SUMMARY OF MONTHLY ACTIVITIES	Forecast Jul-25	Forecast Aug-25	Forecast Sep-25	Forecast Oct-25	Forecast Nov-25	Forecast Dec-25	Forecast Jan-26	Forecast Feb-26	Forecast Mar-26	Forecast Apr-26	Forecast May-26	Forecast Jun-26
REVENUE												
Revenue from Local Sources	\$ 2,063	\$ 3,296	\$ 2,776	\$ 927	\$ 633	\$ 608	\$ 1,373	\$ 1,373	\$ 1,373	\$ 1,373	\$ 687	\$ -
Intermediate Revenue Sources	-	-	-	-	-	-	-	-	-	-	-	-
State Revenue	369,478	501,365	495,717	452,418	535,751	462,806	462,830	501,899	462,834	462,834	501,899	490,834
Federal Revenue	6,386	13,476	100,113	62,259	57,916	87,685	45,661	33,453	32,634	33,239	27,986	32,188
Other Items	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	377,928	518,137	598,606	515,604	594,301	551,100	509,864	536,726	496,841	497,446	530,572	523,022
EXPENSES												
Personnel Services-Salaries	183,418	212,839	221,310	215,817	208,396	214,441	213,495	213,495	213,495	213,495	213,495	209,356
Personnel Services-Employee Benefits	91,755	101,075	102,441	102,222	99,825	101,159	101,136	101,136	101,136	101,136	101,136	99,798
Professional and Tech Services	9,838	48,101	10,508	18,921	88,345	18,565	21,691	19,991	20,186	20,186	20,186	20,186
Property Services	10,740	26,945	3,084	7,798	11,092	21,389	16,710	16,679	16,679	16,679	16,679	16,679
Other Services	13,927	28,077	37,666	29,870	29,633	29,322	29,760	29,744	29,744	29,744	29,744	22,244
Supplies	25,148	53,510	97,030	32,676	31,990	27,267	37,802	37,670	38,171	38,171	37,670	10,200
Depreciation Expense	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
Debt Service and Miscellaneous	79,543	79,543	79,543	80,052	79,955	80,059	79,602	79,698	79,698	79,698	79,698	79,698
Other Items - Expense	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	442,601	578,324	579,817	515,590	577,470	520,436	528,431	526,648	527,344	527,344	526,843	486,395
OPERATING INCOME	\$ (64,673)	\$ (60,187)	\$ 18,789	\$ 14	\$ 16,831	\$ 30,664	\$ (18,567)	\$ 10,078	\$ (30,502)	\$ (29,898)	\$ 3,729	\$ 36,627
EBITDA												
Operating Income	\$ (64,673)	\$ (60,187)	\$ 18,789	\$ 14	\$ 16,831	\$ 30,664	\$ (18,567)	\$ 10,078	\$ (30,502)	\$ (29,898)	\$ 3,729	\$ 36,627
Interest	79,543	79,543	79,543	79,543	79,543	79,543	79,543	79,543	79,543	79,543	79,543	79,543
Depreciation & Amortization	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
TOTAL EBITDA	43,103	47,590	126,565	107,791	124,607	138,441	89,210	117,855	77,274	77,878	111,506	144,403
CASH FLOW SUMMARY		0 0 0 0 0 0	. 2:27			. 10- 10-						
Beginning Cash Balance	\$ 151,562		" /			\$ 127,620	\$ 175,745				\$ 177,842	" /
Operating Income	(64,673)	(60,187)	18,789	14	16,831	30,664	(18,567)	10,078	(30,502)	(29,898)		36,627
Depreciation	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
Changes in Working Capital	(107,224)	14,748	(60,664)	(54,889)	· · · · · · · · · · · · · · · · · · ·	(2,914)	(26,095)	47,575	(51,196)	19,203	(27,068)	
Lease Liability	17,129	17,129	17,129	17,129	(7,859)	(7,859)	(7,859)	(7,859)	(7,859)	(7,859)	(7,859)	(7,85)
Bridge Loan	-	-	-	-	-	-	-	-	-	-	-	-
ENDING CASH	\$ 25,027	\$ 24,951	\$ 28,439	\$ 18,927	\$ 127,620	\$ 175,745	\$ 151,458	\$ 229,486	\$ 168,162	\$ 177,842	\$ 174,877	\$ 247,863

Nevada Preparatory Cha	arter School
actuals updated through	Dec-2024

SUMMARY OF MONTHLY ACTIVITIES	Forecast Jul-26	Forecast Aug-26	Forecast Sep-26	Forecast Oct-26	Forecast Nov-26	Forecast Dec-26	Forecast Jan-27	Forecast Feb-27	Forecast Mar-27	Forecast Apr-27	Forecast May-27	Forecast Jun-27
REVENUE			-							-	•	
Revenue from Local Sources	\$ 2,125	\$ 3,395	\$ 2,859	\$ 955	\$ 652	\$ 626	\$ 1,415	\$ 1,415	\$ 1,415	\$ 1,415	\$ 707	\$ -
Intermediate Revenue Sources	,	-	-	-	-	-	-	-	,	,	-	-
State Revenue	458,723	547,745	540,925	496,296	581,701	507,584	507,618	547,860	507,622	507,622	547,860	535,622
Federal Revenue	6,578	13,880	105,515	66,564	61,743	91,647	48,608	36,299	35,305	36,103	30,693	34,845
Other Items	-	· -	· -	· -	-	-	· -	· -	-	-	· -	-
TOTAL REVENUE	467,425	565,020	649,299	563,815	644,096	599,857	557,641	585,574	544,342	545,140	579,260	570,467
EXPENSES												
Personnel Services-Salaries	195,587	225,891	234,616	228,958	221,314	227,541	226,567	226,567	226,567	226,567	226,567	222,303
Personnel Services-Employee Benefits	96,661	106,261	107,668	107,443	104,973	106,347	106,324	106,324	106,324	106,324	106,324	104,946
Professional and Tech Services	10,133	49,544	10,823	19,489	90,995	19,122	22,342	20,591	20,792	20,792	20,792	20,792
Property Services	11,062	27,754	3,177	8,032	11,425	22,030	17,212	17,179	17,179	17,179	17,179	17,179
Other Services	14,344	28,919	38,796	30,766	30,522	30,202	30,653	30,637	30,637	30,637	30,637	22,912
Supplies	25,902	57,515	105,525	35,745	34,651	29,663	40,779	40,492	41,184	41,184	40,492	10,506
Depreciation Expense	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
Debt Service and Miscellaneous	79,848	79,848	79,848	80,373	80,273	80,380	79,910	80,008	80,008	80,008	80,008	80,008
Other Items - Expense	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	461,772	603,966	608,688	539,040	602,388	543,519	552,020	550,031	550,925	550,925	550,232	506,880
OPERATING INCOME	\$ 5,654	\$ (38,945)	\$ 40,611	\$ 24,776	\$ 41,708	\$ 56,338	\$ 5,622	\$ 35,543	\$ (6,583)	\$ (5,784)	\$ 29,028	\$ 63,588
EBITDA												
Operating Income	\$ 5,654	\$ (38,945)	\$ 40,611	\$ 24,776	\$ 41,708	\$ 56,338	\$ 5,622	\$ 35,543	\$ (6,583)	\$ (5,784)	\$ 29,028	\$ 63,588
Interest	79,848	79,848	79,848	79,848	79,848	79,848	79,848	79,848	79,848	79,848	79,848	79,848
Depreciation & Amortization	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
TOTAL EBITDA	113,736	69,137	148,693	132,858	149,790	164,420	113,704	143,625	101,499	102,298	137,110	171,670
CASH FLOW SUMMARY												
Beginning Cash Balance	\$ 247,863	" /	" /	\$ 320,659	. ,	\$ 396,411		\$ 459,812		\$ 527,467	\$ 559,429	. ,
Operating Income	5,654	(38,945)		24,776	41,708	56,338	5,622	35,543	(6,583)	(5,784)		63,588
Depreciation	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234	28,234
Changes in Working Capital	(75,263)		(7,087)	(94,169)	*	(86,438)	46,520	41,268	(43,934)	17,067	(25,491)	, ,
Lease Liability Bridge Loan	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)	(7,554)
ENDING CASH	\$ 198,933	\$ 266,455	\$ 320,659	\$ 271,946	\$ 396,411	\$ 386,991	\$ 459,812	\$ 557,303	\$ 527,467	\$ 559,429	\$ 583,647	\$ 645,332

	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
STATEMENT OF FINANCIAL POSITION	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
ASSETS												
Cash	\$ 41,344	\$ 85,231	\$ 45,194	\$ 48,544	\$ 287,296	\$ 365,252	\$ 315,809	\$ 319,355	\$ 216,088	\$ 112,821	\$ 129,078	\$ 151,562
Receivables	380,170	374,928	442,464	582,988	159,971	118,239	118,239	139,626	201,862	201,962	139,726	30,017
Deposits	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480
Capital Assets, net	12,384,055	12,355,821	12,327,588	12,299,354	12,271,120	12,242,886	12,214,652	12,186,418	12,158,185	12,129,951	12,101,717	12,073,483
TOTAL ASSETS	\$ 12,859,049	\$12,869,461	\$ 12,868,726	\$12,984,366	\$12,771,866	\$ 12,779,857	\$12,702,180	\$12,698,880	\$ 12,629,615	\$ 12,498,214	\$12,424,001	\$ 12,308,542
LIABILITIES & NET POSITION												
LIABILITIES												
Payroll Payable	\$ 360,992	\$ 468,267	\$ 393,897	\$ 432,437	\$ 310,733	\$ 286,354	\$ 265,097	\$ 243,840	\$ 222,583	\$ 201,326	\$ 180,069	\$ 235,812
Accounts Payable	867,575	905,450	950,258	983,531	1,002,657	1,008,232	1,054,941	1,083,191	1,089,441	1,095,691	1,123,941	542,484
Lease Liability	14,036,954	14,028,790	14,108,029	14,099,865	14,179,103	14,196,941	14,188,778	14,180,614	14,197,439	14,214,263	14,231,088	14,247,912
Bridge Loans	-	-	60,200	100,200	200	200	200	200	200	200	200	200
TOTAL LIABILITIES	15,265,521	15,402,507	15,512,383	15,616,033	15,492,693	15,491,727	15,509,016	15,507,845	15,509,663	15,511,480	15,535,298	15,026,409
NET POSITION												
Pension Related, net	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487
Net Position	(3,543,959)	(3,670,533)	(3,781,145)	(3,769,154)	(3,858,313)	(3,849,357)	(3,944,323)	(3,946,452)	(4,017,535)	(4,150,753)	(4,248,784)	(3,855,354
TOTAL NET POSITION	(2,406,472)	(2,533,046)	(2,643,658)	(2,631,667)	(2,720,826)	(2,711,870)	(2,806,836)	(2,808,965)	(2,880,048)	(3,013,266)	(3,111,297)	(2,717,867
TOTAL LIABILITIES & NET POSITION	\$ 12,859,049	\$ 12,869,461	\$ 12,868,726	\$ 12.984.366	\$12,771,866	\$ 12,779,857	\$ 12,702,180	\$ 12,698,880	\$ 12.629.615	\$12,498,214	\$ 12,424,001	\$ 12,308,542

	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
STATEMENT OF FINANCIAL POSITION	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
ASSETS												
Cash	\$ 25,027	\$ 24,951	\$ 28,439	\$ 18,927	\$ 127,620	\$ 175,745	\$ 151,458	\$ 229,486	\$ 168,162	\$ 177,842	\$ 174,877	\$ 247,863
Receivables	121,912	133,713	219,489	316,016	79,240	88,887	82,236	95,844	80,136	82,908	85,576	87,170
Deposits	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480
Capital Assets, net	12,045,249	12,017,015	11,988,782	11,960,548	11,932,314	11,904,080	11,875,846	11,847,612	11,819,379	11,791,145	11,762,911	11,734,677
TOTAL ASSETS	\$12,245,669	\$12,229,159	\$ 12,290,189	\$12,348,970	\$12,192,654	\$ 12,222,192	\$ 12,163,020	\$ 12,226,422	\$ 12,121,157	\$12,105,374	\$12,076,844	\$ 12,123,190
LIABILITIES & NET POSITION												
LIABILITIES												
Payroll Payable	\$ 214,555	\$ 193,298	\$ 172,041	\$ 150,784	\$ 154,110	\$ 152,710	\$ 152,241	\$ 168,553	\$ 152,241	\$ 157,316	\$ 152,241	\$ 154,577
Accounts Payable	548,412	596,218	642,587	705,482	536,868	545,002	512,725	557,596	507,004	523,904	504,579	519,822
Lease Liability	14,265,041	14,282,170	14,299,299	14,316,428	14,308,569	14,300,710	14,292,850	14,284,991	14,277,132	14,269,272	14,261,413	14,253,554
Bridge Loans	200	200	200	200	200	200	200	200	200	200	200	200
TOTAL LIABILITIES	15,028,209	15,071,886	15,114,128	15,172,894	14,999,747	14,998,621	14,958,016	15,011,340	14,936,577	14,950,692	14,918,433	14,928,152
NET POSITION												
Pension Related, net	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487
Net Position	(3,920,027)	(3,980,214)	(3,961,425)	(3,961,411)	(3,944,580)	(3,913,916)	(3,932,483)	(3,922,405)	(3,952,907)	(3,982,805)	(3,979,076)	(3,942,449
TOTAL NET POSITION	(2,782,540)	(2,842,727)	(2,823,938)	(2,823,924)	(2,807,093)	(2,776,429)	(2,794,996)	(2,784,918)	(2,815,420)	(2,845,318)	(2,841,589)	(2,804,962
TOTAL LIABILITIES & NET POSITION	\$ 12,245,669	\$ 12,229,159	\$ 12,290,189	\$ 12,348,970	\$12,192,654	\$ 12,222,192	\$ 12.163.020	\$12,226,422	\$ 12.121.157	\$ 12,105,374	\$ 12.076.844	\$ 12,123,190

STATEMENT OF FINANCIAL POSITION	Forecast Jul-26	Forecast Aug-26	Forecast Sep-26	Forecast Oct-26	Forecast Nov-26	Forecast Dec-26	Forecast Jan-27	Forecast Feb-27	Forecast Mar-27	Forecast Apr-27	Forecast May-27	Forecast Jun-27
	Jui-20	1145-20	БСР-20	001-20	1107-20	Dec-20	Jan-21	1 05-21	1111-21	21p1-21	may-2.	Jun-21
ASSETS												
Cash	\$ 198,933	\$ 266,455	" ,	\$ 271,946	"	- /	\$ 459,812	\$ 557,303	\$ 527,467		\$ 583,647	
Receivables	75,391	91,132	108,217	90,938	107,349	96,751	89,942	104,567	87,797	90,857	93,429	95,078
Deposits	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480	53,480
Capital Assets, net	11,706,443	11,678,209	11,649,976	11,621,742	11,593,508	11,565,274	11,537,040	11,508,806	11,480,573	11,452,339	11,424,105	11,395,871
TOTAL ASSETS	\$12,034,248	\$12,089,277	\$ 12,132,331	\$12,038,106	\$12,150,748	\$ 12,102,496	\$12,140,275	\$ 12,224,156	\$ 12,149,316	\$12,156,104	\$12,154,661	\$ 12,189,761
LIABILITIES & NET POSITION												
LIABILITIES												
Payroll Payable	\$ 141,410	\$ 160,719	\$ 171,142	\$ 162,775	\$ 163,144	\$ 161,559	\$ 161,076	\$ 178,334	\$ 161,076	\$ 166,445	\$ 161,076	\$ 163,625
Accounts Payable	445,946	528,166	527,740	424,660	502,779	407,327	447,520	486,155	442,709	457,466	439,917	416,435
Lease Liability	14,246,000	14,238,446	14,230,892	14,223,339	14,215,785	14,208,231	14,200,677	14,193,123	14,185,570	14,178,016	14,170,462	14,162,908
Bridge Loans	200	200	200	200	200	200	200	200	200	200	200	200
TOTAL LIABILITIES	14,833,556	14,927,531	14,929,974	14,810,973	14,881,907	14,777,317	14,809,474	14,857,812	14,789,555	14,802,128	14,771,656	14,743,168
NET POSITION												
Pension Related, net	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487	1,137,487
Net Position	(3,936,796)	(3,975,741)	(3,935,130)	(3,910,354)	(3,868,646)	(3,812,308)	(3,806,686)	(3,771,143)	(3,777,726)	(3,783,510)	(3,754,482)	(3,690,894
TOTAL NET POSITION	(2,799,309)	(2,838,254)	(2,797,643)	(2,772,867)	(2,731,159)	(2,674,821)	(2,669,199)	(2,633,656)	(2,640,239)	(2,646,023)	(2,616,995)	(2,553,407
TOTAL LIABILITIES & NET POSITION	\$ 12.034.248	\$12,089,277	\$ 12,132,331	\$12,038,106	\$ 12,150,748	\$ 12,102,496	\$12,140,275	\$12,224,156	\$ 12,149,316	\$ 12,156,104	\$ 12.154.661	\$ 12,189,761