

**Nevada City School of the Arts
Charter Governance Council
Meeting Agenda**

Thursday, November 20, 2025

13032 Bitney Springs Rd, Building 8, Staff Room, Nevada City, California

Call Order: 5:00 p.m.

Roll Call:

Public Forum: *Members of the public who wish to comment during the Board meeting will be limited to three (3) minutes. If an interpreter is needed for comments, they will be translated to English and the time limit shall be six (6) minutes. The Board of Directors may limit the total time for public comment to a reasonable time.*

Plaudits:

Action Items

1. Approve Agenda

Consent Agenda

2. Approve November 13, Meeting Minutes - *See attached*

Action Items

3. Approve 1st Interim Budget (NCSA & Raven Springs) - *See attached*

Adjournment 6:00 p.m.

Access to Board Materials: A copy of the written materials which will be submitted to the School Board may be reviewed by any interested persons on NCSA's website along with this agenda following the posting of the agenda at least 72 hours in advance of this meeting.

Disability Access: Requests for disability-related modifications or accommodations to participate in this public meeting should be made 24 hours prior to the meeting by calling (530) 273-7736. All efforts will be made for reasonable accommodations. The agenda and public documents can be modified upon request as required by Section 202 of the Americans with Disabilities Act.

**Nevada City School of the Arts
Charter Governance Council
Meeting Agenda**

Thursday, November 13, 2025

13032 Bitney Springs Rd, Building 8, **Staff Room**, Nevada City, California

Call Order: 5:00 p.m.

Roll Call: LeeAnne Haglund, Jon Lefebre, Brian Munn, Meshawn Simmons, Bear Joie King, Andrew Todd (5:07)

Guests: Holly Pettitt, Cindy Jurado, Matthew Stibbe

Public Forum: *Members of the public who wish to comment during the Board meeting will be limited to three (3) minutes. If an interpreter is needed for comments, they will be translated to English and the time limit shall be six (6) minutes. The Board of Directors may limit the total time for public comment to a reasonable time.*

Matthew Stibbe asked why the board/school has no policy about parent organizations. He wanted the board to consider adding something about them. He also wanted the by-laws to be available on the website (they are). He expressed concern about the math adoption timeline. He asked what the long term vision of the school is for 3-5-10 years, and he asked why there are no term limits on board members. **Board members cannot respond to public forum comments.**

Plaudits: Offered plaudits for the parent group who organized the beautification of the garden in front of lower campus. It looks beautiful.

Action Items

1. Approve Agenda
Motion: Joie King 2nd: Brian Munn
Unanimous Assent

Consent Agenda

2. Approve October 9, 2025 Meeting Minutes - *See attached*
Motion: Meshawn Simmons 2nd: Jon Lefebre
Unanimous Assent

Reports

3. Director's FYI Report – Holly Pettitt – *See attached*
4. Board and Committee Reports
 - a. Nomination & Recruitment- council roster will be updated, open board seat in January

Discussion Items

5. Discuss 1st Interim Multi-Year Projection - *Handout*
-reflects changes in occupancy of Raven Springs units, reduction in positions in year 2, assignment for board to analyze budget.
6. Discuss 2025-26 NCSA Budget to Actuals - *See attached*
7. Discuss 2025-26 Raven Springs Budget to Actuals - *See attached*
8. Discuss Increasing the 403b Contribution Amount - *Handout*
-propose increases for 26/27
9. Discuss Increasing the Health Benefits Cap - *See Attached*
-\$600 cap increase suggested for implementation in January to EE and EC only
10. Discuss Allowing Members of the Public to Participate in Discussions on Agenda Items.
-consult legal
11. Discuss C-2 Council Responsibilities and C-3 Council Agenda - *See Attached*

Action Items

12. Vote on new member of the Board

- a. Marina Gage: 2 year term, November 13, 2025 - June 30, 2027

Motion: Bear Thomas 2nd: Jon Lefebvre

Unanimous Assent

13. Approve B-3 Asset Protection Monitoring Report - *See attached*

Motion: Brian Munn 2nd: Jon Lefebvre

Unanimous Assent

14. Approve Policy #344 Ravenwolf Aftercare Behavior Policy - *See Attached*

Motion: Brian Munn 2nd: Jon Lefebvre

Unanimous Assent

15. Approve Policy #618 NCSA's Investment Policy - *See Attached*

Motion: Meshawn Simmons 2nd: Brian Munn

Unanimous Assent

16. Approve Nexel Bid to Install Generators with 5% contingency added to the budget- *See Attached*

Motion: Brian Munn 2nd: Bear Thomas

Unanimous Assent

17. Approve Yuba River Pond Bid to Repair Upper Pond - *See Attached*

-will revisit. Board requested drawings.

Discussion

18. Discuss Hispanic Heritage Month- suggestion to recognize Cesar Chavez Day as a school holiday in 26-27

Closed Session

19. **PERSONNEL MATTERS** § 54957(b) - Public Employee Performance Evaluation and Salary Negotiation.

Compensation package:

Motion: Meshawn Simmons 2nd: Jon Lefebvre

Unanimous Assent

Adjournment 6:55 p.m.

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NEVADA CITY SCHOOL OF THE ARTS
2025-26 1st Interim Budget
Statements of Revenues, Expenditures and Changes in Fund Balance

	2022-23 Audited Actuals	2023-24 Audited Actuals	2024-25 Unaudited Actuals	2025-26 Adopted Budget	2025-26 1st Interim Budget	Change From Prior Budget
Enrollment	442.0	472.0	477.1	490.0	487.0	10.20
Attendance %	90.18%	94.0%	95.0%	96.0%	96.0%	1.0%
Average Daily Attendance (ADA)	449.26	443.68	453.25	470.40	467.52	14.56
Unduplicated Pupil Percentage (UPP)	48.82%	47.89%		44.27%	43.57%	-2.51%
REVENUES						
Total State Aid Revenue 8000-8099	\$4,070,086	\$ 3,848,938	\$5,299,390	\$5,697,950	\$ 5,750,171	\$ 52,221
Total Federal Revenue 8100-8299	\$1,045,497	\$ 1,432,773	\$744,636	\$605,842	\$ 606,853	\$ 1,011
Total Other State Revenue 8300-8599	\$2,538,683	\$ 2,543,595	\$2,186,285	\$1,880,545	\$ 1,888,220	\$ 7,674
All Other Local Revenue 8600-8899	\$643,787	\$ 1,450,363	\$1,330,863	\$804,771	\$ 824,943	\$ 20,172
Other Revenues/Income 8900-8999	<u>(\$1,818)</u>	<u>\$495,571</u>	<u>\$0</u>	<u>\$450,000</u>	<u>\$300,000</u>	\$ (150,000)
TOTAL REVENUES	<u>\$8,296,235</u>	<u>\$ 9,771,240</u>	<u>\$9,561,175</u>	<u>\$9,439,109</u>	<u>\$ 9,370,186</u>	<u>\$ (68,922)</u>
EXPENDITURES						
Certificated salaries	\$2,125,714	\$2,260,604	\$2,257,459	\$2,614,957	\$2,682,003	\$67,045
Classified salaries and wages	\$1,816,089	\$2,096,080	\$2,323,870	\$2,237,550	\$2,300,386	\$62,836
Health benefits and statutory employer costs	\$1,277,704	\$1,323,134	\$1,386,947	\$1,276,750	\$1,243,193	(\$33,557)
Books and supplies	\$605,859	\$751,740	\$713,310	\$593,805	\$598,915	\$5,111
Services	\$2,342,835	\$2,531,919	\$2,853,780	\$2,494,253	\$2,597,610	\$103,357
County oversight fees	<u>\$42,112</u>	<u>\$50,538</u>	<u>\$52,994</u>	<u>\$56,980</u>	<u>\$57,502</u>	<u>\$522</u>
TOTAL OPERATING EXPENDITURES	<u>\$8,210,314</u>	<u>\$9,014,015</u>	<u>\$9,588,360</u>	<u>\$9,274,294</u>	<u>\$9,479,608</u>	<u>\$205,314</u>
<i>Average total expenditures per ADA</i>						
2018-19 Capital Outlay & Project Expenses	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING REVENUES LESS EXPENDITURES	<u>\$85,921</u>	<u>\$ 757,225</u>	<u>(\$27,185)</u>	<u>\$164,814</u>	<u>(\$109,421)</u>	<u>(\$274,236)</u>
DEPRECIATION EXPENSE	\$14,926	\$14,926	\$14,926	\$14,926	\$14,926	\$0
Audit Adjustments	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	\$0
NET CHANGE IN FUND BALANCE	<u>\$70,995</u>	<u>\$742,299</u>	<u>(\$42,111)</u>	<u>\$149,888</u>	<u>(\$124,347)</u>	<u>(\$274,236)</u>
COMPONENTS OF ENDING FUND BALANCE						
Required reserve - 5% of expenditures	\$410,516	\$450,701	\$479,418	\$463,715	\$473,980	\$10,266
Designated - Special Ed - 2% of expenditures	\$164,206	\$180,280	\$191,767	\$185,486	\$189,592	\$4,106
Designated - JPA contingency reserve	\$13,786	\$13,786	\$13,786	\$13,786	\$13,786	\$0
Designated - Supplemental PY Fund Balance Carryover	\$0	\$0	\$0	\$0	\$0	\$0
Designated - ELOP Program Fund Balance	\$188,159	\$178,650	<u>(\$17,097)</u>	\$56,796	<u>(\$17,097)</u>	<u>(\$73,892)</u>
Designated - ESSER III Fund Balance	\$35,952	\$0	\$0	\$0	\$0	\$0
Designated - Title II Professional Development	\$11,691	\$11,744	\$0	\$0	\$0	\$0
Designated - Restricted Lottery Fund Balance	\$48,167	\$10,512	\$74,441	\$61,686	\$74,441	\$12,755
Designated - Educator Effectiveness Fund Balance	\$63,411	\$68,991	\$0	\$0	\$0	\$0
Designated - Art & Music Grant Funding	\$0	\$0	\$0	\$0	\$0	\$0
Designated - Learning Recovery Grant	\$294,728	\$0	\$22,160	\$22,160	\$22,160	\$0
Designated - Child Nutrition Program	\$0	\$32,743	\$173,678	\$138,857	\$173,678	\$34,821
Designated - Supply Chain Assistance Grant	\$0	\$0	\$16,414	\$16,414	\$16,414	\$0
Designated - KIT Training Grant	\$4,011	\$0	<u>(\$0)</u>	\$2,332	<u>(\$0)</u>	<u>(\$2,332)</u>
Designated - KIT Infrastructure Grant	\$152,405	\$0	\$52,127	\$75,685	\$52,127	<u>(\$23,559)</u>
Designated - Classified Professional Development Grant	\$0	\$0	\$0	\$0	\$0	\$0
Designated - Jog-a-Thon reserved funding	\$26,204	\$0	\$0	\$0	\$0	\$0
Investment in Raven Springs LLC	\$3,442,286	\$3,442,286	\$3,442,286	\$3,442,286	\$3,442,286	\$0
Undesignated/General Fund Balance	<u>\$121,668</u>	<u>\$879,096</u>	<u>\$1,294,579</u>	<u>\$647,876</u>	<u>\$1,177,845</u>	<u>\$529,969</u>
Ending Fund Balance	<u>\$4,977,190</u>	<u>\$5,719,489</u>	<u>\$5,743,560</u>	<u>\$5,127,079</u>	<u>\$5,619,213</u>	<u>\$492,134</u>
FUND BALANCE, BEGINNING OF YEAR						
Investment in Raven Springs LLC	\$0	\$0	\$0	\$0	\$0	\$0
Audit Adjustment	\$0	\$0	\$66,181	\$0	\$0	\$0
Net change (from above)	<u>\$70,995</u>	<u>\$742,299</u>	<u>(\$42,111)</u>	<u>\$149,888</u>	<u>(\$124,347)</u>	<u>(\$274,236)</u>
FUND BALANCE, END OF YEAR	<u>\$4,977,190</u>	<u>\$5,719,489</u>	<u>\$5,743,560</u>	<u>\$5,127,079</u>	<u>\$5,619,213</u>	<u>\$492,134</u>

SUMMARY OF SIGNIFICANT CHANGES FROM PRIOR BUDGET:

REVENUES

LCFF - ADA % & TK Enrollment increase	\$	52,221	
Increased funding from Title I	\$	1,011	
Increase to Special Education funding	\$	-	
Decrease to Medical reimbursement	\$	-	
Increase to Child Nutrition state funding	\$	20,000	
Changes to other state and federal funding	\$	(1,600)	
One-Time funds (Learning Recovery, Student Support)	\$	(10,726)	
Decrease grant funding for kitchen	\$	-	
Decrease SB740 Facilities Grant	\$	-	
Decrease to AGC Fundraising revenue	\$	-	
Raven Springs reimbursement for services	\$	608	
Increase to field study donations	\$	19,563	
Increase surplus transfer from Raven Springs	\$	(150,000)	\$ (68,922)

EXPENSES

Certificated Wages:			
Certificated wages step/column increases & recognized years of service	\$	48,590	
Increased hours for art/music program	\$	17,699	
Increase to wages for training & stipends	\$	757	\$ 67,045
Classified Wages:			
Instructional Assistant/Paraprofessionals/Student support changes & adjustments	\$	(25,482)	
Adjustments to AMM & Electives Programs	\$	7,109	
Changes to classified stipends	\$	-	
Changes to Afterschool program wages	\$	68,249	
School lunch program staff (hours/days/wages)	\$	(3,513)	
Administrative support staff (hours/days/wages)	\$	18,908	
Increase to facilities support wages	\$	-	
Decrease to custodial support	\$	(2,435)	\$ 62,836
Benefits & Statutory Costs - Above Wage Changes	\$	(46,363)	\$ (46,363)
Employer Paid STRS rate (19.10%) Increase from wages added above	\$	12,806	\$ 12,806
Books & Supplies			
Increase for classroom supplies/curriculum	\$	11,188	
Increase for administrative supplies	\$	2,522	
Tech supplies for administration/office	\$	-	
Decrease for tech supplies for classrooms & teachers	\$	(8,597)	
Decrease for facilities supplies	\$	(3)	\$ 5,111
Services			
Professional development, dues & subscriptions (mostly grant funded)	\$	12,497	
Classroom & student program services	\$	26,084	
Administrative services	\$	26,156	
Technology services	\$	-	
Special education program services	\$	-	
No change to lease expense	\$	-	
Facilities services	\$	38,619	\$ 103,357
Changes in fees for County Oversight			\$ 522
Total Increase or Decrease to ALL Expenses			\$ 205,313
Total Increase/(Decrease) in Revenue	\$	(68,922)	
Total Increase/(Decrease) in Operational Expenses	\$	205,313	
Total Change in Revenue minus Expenses	\$	(274,236)	

NEVADA CITY SCHOOL OF THE ARTS
Multi Year Budget Projections- Four Years Ended June 30, 2029

2025-26 1st Interim Budget

	Adopted	Prior Budget 2025-26	1st Interim	Current Year 1 2025-26		Year 2 2026-27		Year 3 2027-28		Year 4 2028-29
Enrollment		490.0		487.0		498.0		498.0		498.0
ADA	96.00%	470.40	96.00%	467.52	96%	478.08	96%	478.08	96%	478.08
Revenue	COLA	2.30%	COLA	2.30%	COLA	3.02%	COLA	3.42%	COLA	3.31%
Local Control Funding Formula	\$ 12,113	\$2,546,702	\$ 12,299	\$2,488,113	\$ 12,648	\$2,629,633	\$ 13,081	\$2,719,655	\$ 13,504	\$2,807,459
	4-6	\$ 12,113	\$ 12,299	\$1,665,967	\$ 12,648	\$1,768,525	\$ 13,081	\$1,829,244	\$ 13,504	\$1,888,169
	7-8	\$ 12,113	\$ 12,299	\$1,389,019	\$ 12,648	\$1,429,110	\$ 13,081	\$1,478,191	\$ 13,504	\$1,525,822
TK Add On - LCFF		\$117,861		\$207,072		\$219,341		\$226,829		\$234,355
Total State Aid Revenue 8000-8099		\$5,697,950		\$5,750,171		\$6,046,609		\$6,253,919		\$6,455,805
Total Federal Revenue 8100-8299		605,842		606,853		606,853		606,853		606,853
Total Other State Revenue 8300-8599		1,880,545		1,888,220		1,736,784		1,743,963		1,748,298
All Other Local Revenue 8600-8899		804,771		824,943		676,993		667,980		668,977
Surplus from LLC		450,000		300,000	\$ -	75,000	\$ -	75,000	\$ -	50,000
Total Revenue		9,439,109		9,370,186		9,142,239		9,347,715		9,529,933
Personnel Costs										
Certificated Salaries		2,614,957		2,682,003		2,682,003		2,563,069		2,602,893
Increases						66,142		39,824		65,936
Decreases					0.0%	(185,076)	0.0%		0.0%	
Total Certificated Salaries		2,614,957		2,682,003		2,563,069		2,602,893		2,668,829
Classified Salaries		2,237,550		2,300,386		2,300,386		2,290,395		2,359,095
Increases					3.0%	67,822	3.0%	68,700	3.0%	70,800
Decreases					0.0%	(77,813)	0.0%		0.0%	
Total Classified Salaries		2,237,550		2,300,386		2,290,395		2,359,095		2,429,895
Benefits	26.31%	1,276,750	24.95%	1,243,193	23.99%	1,164,146	24.95%	1,237,814	25.22%	1,285,948
Total Personnel Costs		6,129,257		6,225,581		6,017,610		6,199,802		6,384,672
Program Costs										
Books and supplies	66%	593,805	66%	598,915	66%	561,717	67%	567,217	67%	561,717
Special education JPA services		1,035,466		1,035,466	1.0%	1,045,821	1.0%	1,056,279	1.0%	1,066,842
Other services (facilities/admin/programs)		740,287		843,644	2.0%	722,963	2.0%	685,491	2.0%	683,819
Raven Springs LLC Lease		718,500		718,500		718,500		718,500		718,500
NCSoS oversight	1.0%	56,980	1.0%	57,502	1.0%	60,466	1.0%	62,539	1.0%	64,558
Total Program Costs		3,145,037		3,254,027		3,109,467		3,090,027		3,095,436
Total Expenses		9,274,294		9,479,608		\$ 9,127,076		9,289,829		\$ 9,480,108
Annual Operating Surplus (Deficit)		164,814		(109,421)		15,162		57,886		49,826
Beginning Fund Balance		\$ 4,977,190		\$ 5,743,560		\$ 5,619,213		\$ 5,619,449		\$ 5,662,409
Depreciation		(14,926)		(14,926)		(14,926)		(14,926)		(14,926)
Annual operating surplus (deficit) from above		164,814		(109,421)		15,162		57,886		49,826
Audit Adjustments		0		0						
Ending Fund Balance		\$ 5,127,079		5,619,213		\$ 5,619,449		\$ 5,662,409		\$ 5,697,309

RAVEN SPRINGS, LLC
2025-26 1st Interim Budget
Statements of Revenue, Expenditures, and Changes in Fund Balance

	2022-23 Audited Actuals	2023-24 Audited Actuals	2024-25 Unaudited Actuals	2025-26 Adopted Budget	2025-26 1st Interim Budget	Change From Prior Budget
REVENUES						
All Other Local Revenue 8600-8899	875,412	870,756	965,742	1,658,434	1,614,563	(43,870)
Other Revenues/Income 8900-8999	<u>158</u>	<u>0</u>	<u>5,179</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	\$ 875,570	\$ 870,756	\$ 970,921	\$ 1,658,434	\$ 1,614,563	\$ (43,870)
EXPENDITURES						
Classified salaries and wages	0	0	0	0	0	0
Health benefits and statutory employer costs	0	0	0	0	0	0
Supplies	27,277	9,538	13,604	15,900	15,900	0
Services	471,938	639,311	598,806	1,165,589	1,008,769	(156,820)
Property Taxes/Debt Service	<u>148,594</u>	<u>109,729</u>	<u>159,543</u>	<u>153,709</u>	<u>153,709</u>	<u>0</u>
TOTAL OPERATING EXPENDITURES	\$ 647,809	\$ 758,577	\$ 771,953	\$ 1,335,198	\$ 1,178,378	\$ (156,820)
Xfter Surplus to NCSA	0	0	100,000	450,000	300,000	(150,000)
OPERATING REVENUES LESS EXPENDITURES	\$ 227,761	\$ 112,179	\$ 98,968	\$ (126,764)	\$ 136,185	\$ 262,950
DEPRECIATION EXPENSE	\$370,222	\$392,806	\$392,806	\$385,148	\$385,148	0
OTHER SOURCES - In Kind Contribution Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>
NET CHANGE IN FUND BALANCE	\$ (142,461)	\$ (280,627)	\$ (293,838)	\$ (511,912)	\$ (248,963)	\$ 262,950
COMPONENTS OF ENDING FUND BALANCE						
Required reserve - 5% of expenditures	31,864	37,929	38,598	66,760	58,919	(7,841)
Designated - Construction Projects 7% of Expenditures	0	53,100	0	93,464	82,486	(10,977)
Undesignated Fund Balance	<u>2,558,343</u>	<u>2,475,597</u>	<u>2,234,191</u>	<u>1,894,490</u>	<u>1,882,420</u>	<u>(12,070)</u>
Ending Fund Balance	<u>\$2,590,207</u>	<u>\$2,410,170</u>	<u>\$2,272,789</u>	<u>\$2,054,714</u>	<u>\$2,023,826</u>	<u>(\$30,888)</u>
FUND BALANCE, BEGINNING OF YEAR	\$2,909,858	\$2,767,397	\$2,566,626	\$2,566,626	\$2,272,789	(\$293,838)
In-Kind Contribution from NCSA (Assets)	\$0	\$0	\$0	\$0	\$0	\$0
Audit Adjustments	\$0	\$79,856	\$0	\$0	\$0	\$0
Net change (from above)	<u>\$ (142,461)</u>	<u>\$ (280,627)</u>	<u>\$ (293,838)</u>	<u>\$ (511,912)</u>	<u>\$ (248,963)</u>	<u>\$ 262,950</u>
FUND BALANCE, END OF YEAR	<u>\$2,767,397</u>	<u>\$2,566,626</u>	<u>\$2,272,789</u>	<u>\$2,054,714</u>	<u>\$2,023,826</u>	<u>(\$30,888)</u>

RAVEN SPRINGS, LLC
2025-26 1st Interim Budget
Multi-Year Projection

RAVEN SPRINGS, LLC
Multi Year Budget Projections- Three Years Ended June 30, 2028

	Prior Budget		Current Year 1		Year 2		Year 3		Year 4
Adopted	2025-26	1st Interim	2025-26		2026-27		2027-28		2028-29
Revenue									
Leases & Rental Revenue	1,799,760		1,614,563		915,591		915,591		915,591
Interest & Other Local Revenue (prop tax & misc)	-		-	\$ -	-	\$ -	-	\$ -	-
Local - Other (Construction Loan)	-		-	\$ -	-	\$ -	-	\$ -	-
Total Revenue	1,799,760		1,614,563		915,591		915,591		915,591
Program Costs									
Supplies	15,900		15,900	2.0%	16,218	2.0%	16,542	2.0%	16,873
Services	1,165,589		1,008,769	2.0%	664,805	2.0%	678,101	2.0%	691,663
Property Taxes	25,429		25,429	0.0%	25,429	0.0%	25,429	0.0%	25,429
Debt Service (Interest)	128,280		128,280		121,280		114,280		107,280
Total Program Costs	1,335,198		1,178,378		827,731		834,352		841,245
Total Expenses	1,335,198		1,178,378		\$ 827,731		834,352		\$ 841,245
Xfer Surplus to NCSA	\$450,000		\$300,000		\$75,000		\$ 75,000		\$ 50,000
Annual Operating Surplus (Deficit)	14,562		136,185		12,860		6,239		24,347
Depreciation for Land & Building Values	\$ 392,010		\$392,010		\$ 376,184		\$ 366,393		\$ 339,523
Other Sources									
FINAL Net Income/(Loss)	\$ (377,448)		(\$255,825)		(\$363,324)		(\$360,154)		(\$315,176)
Beginning Fund Balance	\$ 2,213,698		\$ 1,836,250		\$ 1,580,426		\$ 1,217,102		\$ 856,948
In-kind Contribution from NCSA	\$ -		\$ -		\$ -		\$ -		\$ -
Adjustments (PY Fund Balance Corrections)									
Annual operating surplus (deficit) from above	(377,448)		(255,825)		(363,324)		(360,154)		(315,176)
Debt Service Ratio	0.70		1.29		0.62		0.56		0.61
Ending Fund Balance	\$ 1,836,250		1,580,426		\$ 1,217,102		\$ 856,948		\$ 541,771