TULARE LOCAL HEALTH CARE DISTRICT

BALANCE SHEET
PERIOD ENDED 9/30/2025
UNAUDITED

	August 2025 This Year	September 2025 This year	Increase (Decrease)	September 2024 Last year	Increase (Decrease) YOY	Increase (Decrease) %	
CURRENT ASSETS							
Cash and Cash Equivalents	$ 15,970,873	$ 16,163,838	$ 192,965	$ 10,881,139	$ 5,282,699	48.5%	
Cash Resereve	$ 1,000,000	$ 1,000,000		$ 1,000,000		0.0%	
Bankruptcy Reserve	$ 4,331,579	$ 3,355,871	$ (975,708)	$ 4,970,469	$ (1,614,598)	(32.5%)	{1}
Net Cash	$ 21,302,453	$ 20,519,709	$ (782,744)	$ 16,851,608	$ 3,668,101	21.8%	
Rent Receivables	$ 2,532,869	$ 2,535,371	$ 2,502	$ 2,530,798	$ 4,573	0.2%	
Net AR	$ 2,532,869	$ 2,535,371	$ 2,502	$ 2,530,798	$ 4,573	0.2%	
Property Tax Revenue	$ 664,443	$ 913,134	$ 248,691	$ 685,674	$ 227,460	33.2%	{2}
Miscellaneous Receivables	$ 137,227	$ 142,153	$ 4,926	$ 38,615	$ 103,538	268.1%	
Prepaids	$ 391,498	$ 359,159	$ (32,338)	$ 300,798	$ 58,361	19.4%	
Net Other Receivables	$ 1,193,168	$ 1,414,447	$ 221,279	$ 1,025,087	$ 389,360	38.0%	
TOTAL CURRENT ASSETS	$ 25,028,489	$ 24,469,527	$ (558,962)	$ 20,407,492	$ 4,062,034	19.9%	
LIMITED USE ASSETS							
Restricted Trust Funds	$ 12,266,379	$ 11,476,096	$ (790,283)	$ 11,305,226	$ 170,870	1.5%	{2 & 3}
CAPITAL ASSETS							
Land & Land Improvements	$ 6,159,243	$ 6,159,243		$ 5,953,915	$ 205,329	3.4%	
Buildings & Building Improvements	$ 47,431,119	$ 47,431,119		$ 48,210,706	$ (779,587)	(1.6%)	
Major Movable Equipment	$ 1,963,729	$ 1,963,729		$ 1,934,616	$ 29,113	1.5%	
Construction in Progress	$ 113,364,301	$ 113,529,600	$ 165,299	$ 111,553,217	$ 1,976,384	1.8%	{4}
Accumulated Depreciation	$ (44,302,995)	$ (44,416,270)	$ (113,275)	$ (43,900,007)	$ (516,264)	1.2%	
TOTAL CAPITAL ASSETS	$ 124,615,398	$ 124,667,421	$ 52,024	$ 123,752,447	$ 914,974	0.7%	
LONG TERM ASSETS							
Lease Receivable	$ 9,461,014	$ 9,461,014		$ 10,722,483	$ (1,261,469)	(11.8%)	
TOTAL ASSETS	**$ 171,371,279**	**$ 170,074,058**	**$ (1,297,221)**	**$ 166,187,648**	**$ 3,886,410**	**2.3%**	
CURRENT LIABILITIES							
Accounts Payable	$ 241,164	$ 310,565	$ 69,401	$ 145,390	$ 165,176	113.6%	
Payroll	$ 114,042	$ 125,314	$ 11,272	$ 63,581	$ 61,733	97.1%	
Other Accrued Liabilities	$ 132,669	$ 132,569	$ (100)	$ 357,755	$ (225,186)	(62.9%)	
Current Maturities of Debt Borrowings	$ 3,437,263	$ 3,306,554	$ (130,709)	$ 2,984,494	$ 322,060	10.8%	{2 & 3}
TOTAL CURRENT LIABILITIES	$ 3,925,138	$ 3,875,002	$ (50,136)	$ 3,551,219	$ 323,783	9.1%	
LONG TERM LIABILITIES							
OTHER							
Bankruptcy Payable	$ 4,331,579	$ 3,355,871	$ (975,708)	$ 4,970,469	$ (1,614,598)	(32.5%)	{1}
Deferred Inflows	$ 12,575,961	$ 12,575,961		$ 13,678,257	$ (1,102,296)	(8.1%)	
LTD							
Debt Borrowings, Net of Current Maturities	$ 89,651,378	$ 88,830,149	$ (821,228)	$ 92,368,891	$ (3,538,741)	(3.8%)	{2 & 3}
Bond Issuance Costs & Other Assets	$ 26,382	$ 26,179	$ (203)	$ 8,302	$ 17,878	215.3%	{2}
TOTAL LONG TERM LIABILITIES	$ 106,585,301	$ 104,788,161	$ (1,797,140)	$ 111,025,918	$ (6,237,757)	(5.6%)	
TOTAL LIABILITIES	**$ 110,510,439**	**$ 108,663,163**	**$ (1,847,276)**	**$ 114,577,138**	**$ (5,913,974)**	**(5.2%)**	
NET POSITION							
Net Position at Beginning of Fiscal Year	$ 50,291,085	$ 50,291,085		$ 50,291,085		0.0%	
Increase (Decrease) in Net Position	$ 10,569,755	$ 11,119,809	$ 550,054	$ 1,319,425	$ 9,800,384	742.8%	
TOTAL NET POSITION	$ 60,860,840	$ 61,410,894	$ 550,054	$ 51,610,510	$ 9,800,384	19.0%	
TOTAL LIABILITIES & NET POSITION	**$ 171,371,279**	**$ 170,074,058**	**$ (1,297,221)**	**$ 166,187,648**	**$ 3,886,410**	**2.3%**	

{1} Decrease due to bankruptcy payments.
{2} Regular monthly accruals.
{3} Revenue bond principal and interest payments.
{4} CIP - Tower & AH Kitchen.

DISTRICT

STATEMENT OF REVENUE & EXPENDITURES WITH BUDGET
FOR THE 15 MONTHS ENDING 9/30/2025
UNAUDITED

	Current Month				18 Month Period-to-Date			
	Actual	Budget	Difference		Actual	Budget	Difference	
7	$ 246,572	$ 246,623	$ (51)	Rental Revenue	$ 3,516,285	$ 3,682,021	$ (165,736)	
8	$ 248,691	$ 248,691	-	Property Tax Revenue	$ 3,837,397	$ 3,488,774	$ 348,623	
9	$ 100	$ 100	-	Other Operating Revenue	$ 2,175,799	$ 77,920	$ 2,097,879	
10	**$ 495,363**	**$ 495,414**	**$ (51)**	**TOTAL OPERATING REVENUE**	**$ 9,529,481**	**$ 7,248,715**	**$ 2,280,766**	
11								
12	$ 40,114	$ 47,148	$ (7,034)	Salaries & Wages	$ 612,830	$ 725,279	$ (112,450)	{1}
13	$ 7,263	$ 10,050	$ (2,787)	Employee Benefits	$ 145,644	$ 144,444	$ 1,200	{1}
14	$ 283	$ 11,900	$ (11,618)	Professional Fees	$ 145,216	$ 198,600	$ (53,384)	{2}
15	$ 11,698	$ 12,500	$ (802)	Legal Fees	$ 186,131	$ 166,500	$ 19,631	
16	$ 21,896	$ 26,013	$ (4,117)	Purchased Services	$ 374,699	$ 540,624	$ (165,925)	{3}
17	$ 66	$ 775	$ (709)	Supplies	$ 10,422	$ 9,759	$ 663	
18	-	$ 320	$ (320)	Repairs & Maintenance	$ 3,488	$ 3,960	$ (472)	
19	$ 3,535	$ 3,527	$ 8	Utilities & Phone	$ 59,407	$ 54,491	$ 4,916	
20	$ 7,981	$ 7,980	$ 1	Building & Equipment Rental	$ 117,906	$ 118,583	$ (676)	
21	$ 21,686	$ 21,685	$ 0	Insurance	$ 325,215	$ 344,720	$ (19,505)	
22	$ 807	$ 20,100	$ (19,293)	Other Operating Expenses	$ 45,996	$ 58,155	$ (12,159)	{4}
23	**$ 115,327**	**$ 161,998**	**$ (46,671)**	**OPERATING EXPENSES BEFORE D&A**	**$ 2,026,954**	**$ 2,365,115**	**$ (338,162)**	
24	**$ 380,037**	**$ 333,416**	**$ 46,620**	**EBITDA**	**$ 7,502,527**	**$ 4,883,600**	**$ 2,618,927**	
25								
26	$ (58,663)	$ (63,933)	$ 5,270	Depreciation & Amortization	$ (924,246)	$ (959,986)	$ 35,740	
27	$ 374,906	$ 374,906	$ (0)	GO Bond Revenue	$ 5,580,768	$ 5,470,314	$ 110,454	
28	$ 55,228	$ 55,228	-	GO Bond Accretion	$ 828,427	$ 828,427	-	
29	$ (264,361)	$ (264,361)	-	Bond Interest Expense	$ (4,065,207)	$ (4,063,878)	$ (1,329)	
30	$ 87,488	$ 74,195	$ 13,293	Gains/Losses on Investments	$ 1,186,797	$ 1,033,449	$ 153,348	
31	-	-	-	Gain on Sale of Property	$ 1,577,102	-	$ 1,577,102	
32	**$ 194,598**	**$ 176,036**	**$ 18,562**	**TOTAL OTHER REVENUE (EXPENSES)**	**$ 4,183,640**	**$ 2,308,326**	**$ 1,875,314**	
33								
34	**$ 574,634**	**$ 509,452**	**$ 65,182**	**INCREASE (DECREASE) IN NET POSITION**	**$ 11,686,167**	**$ 7,191,926**	**$ 4,494,242**	

{1} Admin Director on leave.
{2} Construction support budgeted, not yet hired.
{3} Document clean up budgeted, not yet completed.
{4} Under budget due to less rental property taxes than anticipated.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	**DISTRICT**																
2	STATEMENT OF REVENUE & EXPENDITURES																
3	TWELVE MONTHS ENDED 9/30/2025																
4	UNAUDITED																
5																	
6		**SEPTEMBER**	**OCTOBER**	**NOVEMBER**	**DECEMBER**	**JANUARY**	**FEBRUARY**	**MARCH**	**APRIL**	**MAY**	**JUNE**	**JULY**	**AUGUST**	**SEPTEMBER**	**12 MONTH**	**INCREASE/ (DECREASE) YOY**	
7		**2024**	**2024**	**2024**	**2024**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**TOTAL**	**$**	**%**
8	Rental Revenue	$ 240,673	$ 246,359	$ 247,305	$ 87,827	$ 244,636	$ 246,528	$ 246,601	$ 246,069	$ 245,477	$ 245,477	$ 245,680	$ 246,340	$ 246,572	$ 2,794,870	$ 5,900	2.45%
9	Property Tax Revenue	$ 228,558	$ 228,558	$ 228,558	$ 577,186	$ 228,558	$ 228,558	$ 228,558	$ 228,558	$ 228,558	$ 228,558	$ 248,691	$ 248,691	$ 248,691	$ 3,151,723	$ 20,133	8.81%
10	Other Operating Revenue	$ (500)	$ 121,821	$ 2,000,100	$ (2,322)	$ 30,100	$ 100	$ 100	$ 100	$ 25,100	$ 100	$ 100	$ 100	$ 100	$ 2,175,499	$ 600	(120.00%)
11	**TOTAL OPERATING REVENUE**	**$ 468,731**	**$ 596,738**	**$ 2,475,963**	**$ 662,691**	**$ 503,294**	**$ 475,186**	**$ 475,259**	**$ 474,727**	**$ 499,135**	**$ 474,135**	**$ 494,471**	**$ 495,131**	**$ 495,363**	**$ 8,122,092**	**$ 26,633**	**5.68%**
12																	
13	Salaries & Wages	$ 33,486	$ 43,575	$ 41,429	$ 35,810	$ 46,245	$ 42,837	$ 43,399	$ 35,414	$ 46,424	$ 43,983	$ 49,969	$ 33,765	$ 40,114	$ 502,964	$ 6,628	19.79%
14	Employee Benefits	$ 4,233	$ 9,468	$ 7,122	$ 6,520	$ 10,387	$ 9,384	$ 13,844	$ 10,295	$ 10,356	$ 9,957	$ 9,796	$ 21,278	$ 7,263	$ 125,670	$ 3,030	71.60%
15	Professional Fees	$ 11,015	$ 22,067	$ 16,240	$ 16,316	$ (729)	$ 218	$ 353	$ 1,035	$ 2,718	$ 338	$ 9,575	$ 12,965	$ 283	$ 81,377	$ (10,733)	(97.44%)
16	Legal Fees	$ 10,295	$ 12,082	$ 15,037	$ 7,372	$ 13,498	$ 10,644	$ 22,796	$ 8,297	$ 15,694	$ 11,694	$ 14,105	$ 11,894	$ 11,698	$ 154,810	$ 1,403	13.63%
17	Purchased Services	$ 23,538	$ 28,593	$ 24,233	$ 24,633	$ 31,071	$ 22,287	$ 21,488	$ 25,031	$ 21,078	$ 21,820	$ 32,918	$ 22,381	$ 21,896	$ 297,427	$ (1,642)	(6.98%)
18	Supplies	$ 206	$ 392	$ 1,868	$ 406	$ 241	$ 1,011	$ 1,069	$ 1,065	$ 1,358	$ 1,171	$ 1,074	-	$ 66	$ 9,721	$ (140)	(67.89%)
19	Repairs & Maintenance	-	-	-	$ 550	-	$ 600	$ 1,888	$ 450	-	-	-	-	-	$ 3,488	-	0.00%
20	Utilities & Phone	$ 3,371	$ 2,880	$ 5,055	$ 11,529	$ 3,307	$ 3,434	$ 3,478	$ 3,836	$ 3,634	$ 3,992	$ 2,874	$ 2,925	$ 3,535	$ 50,478	$ 163	4.84%
21	Building & Equipment Rental	$ 7,547	$ 7,603	$ 7,522	$ 7,522	$ 9,211	$ 7,822	$ 7,798	$ 7,808	$ 7,947	$ 7,947	$ 7,947	$ 7,956	$ 7,981	$ 95,063	$ 434	5.76%
22	Insurance	$ 21,625	$ 21,698	$ 21,698	$ 21,698	$ 21,698	$ 21,698	$ 21,698	$ 21,698	$ 21,698	$ 21,698	$ 21,686	$ 21,686	$ 21,686	$ 260,341	$ 61	0.28%
23	Other Operating Expenses	$ 7,831	$ 1,246	$ (2,829)	$ 2,403	$ 158	$ 4,742	$ 528	$ 149	$ 665	$ 114	$ 2,313	$ 7,866	$ 807	$ 18,162	$ (7,024)	(89.70%)
24	**OPERATING EXPENSES BEFORE D&A**	**$ 123,147**	**$ 149,604**	**$ 137,375**	**$ 134,759**	**$ 135,087**	**$ 124,677**	**$ 138,339**	**$ 115,078**	**$ 131,572**	**$ 122,714**	**$ 152,257**	**$ 142,716**	**$ 115,329**	**$ 1,599,501**	**$ (7,819)**	**(6.35%)**
25	**EBITDA**	**$ 345,584**	**$ 447,134**	**$ 2,338,588**	**$ 527,932**	**$ 368,207**	**$ 350,509**	**$ 336,920**	**$ 359,649**	**$ 367,563**	**$ 351,421**	**$ 342,214**	**$ 352,415**	**$ 380,034**	**$ 6,522,591**	**$ 34,451**	**9.97%**
26																	
27	Depreciation & Amortization	$ (64,918)	$ (64,918)	$ (60,058)	$ (62,219)	$ (63,444)	$ (61,423)	$ (61,483)	$ (61,483)	$ (61,483)	$ (61,433)	$ (56,056)	$ (56,828)	$ (58,663)	$ (729,492)	$ 6,255	(9.64%)
28	GO Bond Revenue	$ 362,133	$ 362,133	$ 362,133	$ 472,584	$ 362,133	$ 362,133	$ 362,133	$ 362,133	$ 362,133	$ 362,133	$ 374,906	$ 374,906	$ 374,906	$ 4,494,368	$ 12,772	3.53%
29	GO Bond Accretion	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 55,228	$ 662,741	-	0.00%
30	Bond Interest Expense	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (272,566)	$ (264,361)	$ (264,361)	$ (264,361)	$ (3,246,179)	$ 8,205	(3.01%)
31	Gains/Losses on Investments	$ 79,777	$ 60,705	$ 67,116	$ 80,761	$ 77,005	$ 121,137	$ 37,860	$ 76,845	$ 72,890	$ 81,397	$ 83,462	$ 97,265	$ 87,488	$ 943,930	$ 7,711	9.67%
32	Gain on Sale of Property	-	-	-	-	-	-	-	-	-	$ 1,847,221	$ (270,119)	-	-	$ 1,577,102	-	0.00%
33	**TOTAL OTHER REVENUE (EXPENSES)**	**$ 159,654**	**$ 140,582**	**$ 151,853**	**$ 273,788**	**$ 158,356**	**$ 204,509**	**$ 121,172**	**$ 160,157**	**$ 156,202**	**$ 2,011,980**	**$ (76,940)**	**$ 206,210**	**$ 194,598**	**$ 3,702,470**	**$ 34,943**	**21.89%**
34																	
35	**INCREASE (DECREASE) IN NET POSITION**	**$ 505,238**	**$ 587,716**	**$ 2,490,441**	**$ 801,720**	**$ 526,563**	**$ 555,018**	**$ 458,092**	**$ 519,806**	**$ 523,765**	**$ 2,363,401**	**$ 265,274**	**$ 558,625**	**$ 574,632**	**$ 10,225,061**	**$ 69,395**	**13.74%**

EVO

STATEMENT OF REVENUE & EXPENDITURES WITH BUDGET
FOR THE 15 MONTHS ENDING 9/30/2025
UNAUDITED

	Current Month				18 Month Period-to-Date			
	Actual	Budget	Difference		Actual	Budget	Difference	
	$ 203,318	$ 186,380	$ 16,938	Memberships	$ 2,802,177	$ 2,659,232	$ 142,945	
	$ 3,300	$ 3,622	$ (322)	Enrollments	$ 54,280	$ 71,970	$ (17,690)	
	$ 6,315	$ 7,160	$ (845)	Childcare	$ 106,941	$ 108,780	$ (1,840)	
	$ 2,500	$ 2,500	-	Personal Trainer Rent	$ 37,050	$ 37,500	$ (450)	
	$ 4,197	$ 4,020	$ 177	Guest Fees	$ 63,893	$ 50,460	$ 13,433	
	$ 491	$ 357	$ 134	Drinks	$ 5,344	$ 6,471	$ (1,127)	
	$ 524	$ 100	$ 424	Other Operating Revenue	$ 15,738	$ 18,300	$ (2,562)	
	$ 220,644	**$ 204,139**	**$ 16,505**	**TOTAL OPERATING REVENUE**	**$ 3,085,422**	**$ 2,952,713**	**$ 132,709**	{1}
	$ 93,032	$ 96,215	$ (3,183)	Salaries & Wages	$ 1,390,033	$ 1,455,308	$ (65,275)	
	$ 16,033	$ 18,000	$ (1,967)	Employee Benefits	$ 315,970	$ 264,982	$ 50,988	
	$ 17,327	$ 18,011	$ (684)	Purchased Services	$ 298,943	$ 298,893	$ 50	
	$ 8,851	$ 9,825	$ (974)	Supplies	$ 145,991	$ 142,275	$ 3,716	
	$ 16,349	$ 14,960	$ 1,389	Repairs & Maintenance	$ 97,770	$ 95,300	$ 2,470	
	$ 22,552	$ 23,971	$ (1,418)	Utilities & Phone	$ 342,867	$ 255,889	$ 86,979	
	$ 329	$ 236	$ 93	Building & Equipment Rental	$ 3,815	$ 3,533	$ 282	
	$ 7,432	$ 7,432	$ (0)	Insurance	$ 109,654	$ 94,644	$ 15,009	
	$ 818	$ 700	$ 118	Other Operating Expenses	$ 13,430	$ 25,186	$ (11,756)	
	$ 182,723	**$ 189,349**	**$ (6,626)**	**OPERATING EXPENSES BEFORE D&A**	**$ 2,718,473**	**$ 2,636,010**	**$ 82,464**	{2}
	$ 37,921	**$ 14,790**	**$ 23,131**	**EBITDA**	**$ 366,949**	**$ 316,703**	**$ 50,246**	
	$ (54,409)	$ (57,517)	$ 3,108	Depreciation & Amortization	$ (819,767)	$ (872,432)	$ 52,665	
	$ (8,091)	$ (8,091)	$ 0	Solar Rev Bond Interest	$ (121,366)	$ (121,369)	$ 3	
	-	-	-	Gains/Losses on Investments	$ 2,595	-	$ 2,595	
	-	-	-	Gain on Sale of Property	$ 5,221	-	$ 5,221	
	-	-	-	Extraordinary Revenue/Expenses	$ 11	-	$ 11	
	$ (62,501)	**$ (65,609)**	**$ 3,108**	**TOTAL OTHER REVENUE (EXPENSES)**	**$ (933,307)**	**$ (993,801)**	**$ 60,494**	
	$ (24,580)	**$ (50,819)**	**$ 26,239**	**INCREASE (DECREASE) IN NET POSITION**	**$ (566,358)**	**$ (677,098)**	**$ 110,740**	

{1} Budgeted conservatively, nothing out of the ordinary received.
{2} Operating expenses are under budget, reflecting management's focus on intentional cost management.

EVO

STATEMENT OF REVENUE & EXPENDITURES
TWELVE MONTHS ENDED 9/30/2025
UNAUDITED

	SEPTEMBER 2024	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	JANUARY 2025	FEBRUARY 2025	MARCH 2025	APRIL 2025	MAY 2025	JUNE 2025	JULY 2025	AUGUST 2025	SEPTEMBER 2025	12 MONTH TOTAL	INCREASE/ (DECREASE) YOY $	INCREASE/ (DECREASE) YOY %
Memberships	$ 178,169	$ 177,541	$ 176,061	$ 178,412	$ 189,036	$ 183,371	$ 187,633	$ 187,003	$ 189,330	$ 193,828	$ 205,983	$ 197,905	$ 203,318	$2,269,423	$ 25,148	14.11%
Enrollments	$ 3,460	$ 3,035	$ 1,875	$ 2,800	$ 4,591	$ 2,862	$ 5,225	$ 4,700	$ 2,105	$ 3,705	$ 3,946	$ 4,026	$ 3,300	$ 42,170	$ (160)	(4.62%)
Childcare	$ 7,660	$ 7,576	$ 7,486	$ 7,427	$ 8,490	$ 7,035	$ 5,396	$ 5,915	$ 5,991	$ 8,051	$ 7,959	$ 6,075	$ 6,315	$ 83,714	$ (1,345)	(17.56%)
Personal Trainer Rent	$ 2,500	$ 2,500	$ 2,550	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ 2,250	$ 2,250	$ 2,500	$ 2,500	$ 29,550	-	0.00%
Guest Fees	$ 3,510	$ 4,141	$ 3,440	$ 4,000	$ 2,925	$ 4,020	$ 5,269	$ 3,335	$ 3,612	$ 6,410	$ 5,440	$ 3,630	$ 4,197	$ 50,418	$ 687	19.57%
Drinks	$ 404	$ 312	$ 410	$ 354	$ 213	$ 300	$ 338	$ 259	$ 629	$ 182	$ 373	$ 385	$ 491	$ 4,243	$ 87	21.59%
Other Operating Revenue	$ 1,210	$ 735	$ 723	$ 1,068	$ 1,280	$ 969	$ 149	$ 2,280	$ 1,584	$ 1,214	$ 886	$ 692	$ 524	$ 12,104	$ (686)	(56.72%)
TOTAL OPERATING REVENUE	**$ 196,913**	**$ 195,840**	**$ 192,545**	**$ 196,561**	**$ 209,035**	**$ 201,057**	**$ 206,510**	**$ 205,992**	**$ 205,751**	**$ 215,640**	**$ 226,837**	**$ 215,213**	**$ 220,645**	**$2,491,623**	**$ 23,731**	**12.05%**
Salaries & Wages	$ 89,278	$ 86,453	$ 92,595	$ 99,831	$ 88,903	$ 85,617	$ 95,087	$ 89,272	$ 95,271	$ 92,387	$ 99,018	$ 97,357	$ 93,032	$1,114,822	$ 3,754	4.20%
Employee Benefits	$ 14,635	$ 15,901	$ 16,908	$ 15,407	$ 19,702	$ 16,898	$ 22,314	$ 17,545	$ 16,831	$ 17,220	$ 16,940	$ 74,027	$ 16,033	$ 265,727	$ 1,398	9.56%
Purchased Services	$ 26,192	$ 20,253	$ 15,893	$ 19,445	$ 16,770	$ 19,804	$ 18,500	$ 19,599	$ 20,351	$ 19,686	$ 18,577	$ 17,464	$ 17,327	$ 223,670	$ (8,864)	(33.84%)
Supplies	$ 9,997	$ 9,387	$ 7,935	$ 13,567	$ 8,836	$ 8,861	$ 10,764	$ 8,495	$ 8,348	$ 8,940	$ 11,111	$ 12,753	$ 8,851	$ 117,848	$ (1,146)	(11.46%)
Repairs & Maintenance	$ 7,556	$ 4,467	$ 2,201	$ 5,202	$ 3,190	$ 6,347	$ 845	$ 6,424	$ 10,148	$ 6,529	$ 3,785	$ 5,337	$ 16,349	$ 70,824	$ 8,794	116.38%
Utilities & Phone	$ 22,290	$ 22,086	$ 31,042	$ 25,840	$ 25,676	$ 26,135	$ 22,309	$ 19,864	$ 16,551	$ 18,288	$ 20,537	$ 22,371	$ 22,552	$ 273,253	$ 262	1.18%
Building & Equipment Rental	$ 153	$ 153	$ 234	$ 234	$ 234	$ 195	$ 195	$ 195	$ (637)	$ 361	$ 247	$ 247	$ 329	$ 1,988	$ 175	114.52%
Insurance	$ 8,426	$ 6,561	$ 6,561	$ 6,561	$ 6,561	$ 6,561	$ 6,561	$ 6,561	$ 6,561	$ 6,561	$ 7,932	$ 13,689	$ 7,432	$ 88,105	$ (994)	(11.80%)
Other Operating Expenses	$ 594	$ 20	$ 175	$ 69	$ 2,519	$ 1,121	$ 1,101	$ 2,770	$ 737	$ 2,213	$ (100)	$ 261	$ 818	$ 11,704	$ 223	37.56%
OPERATING EXPENSES BEFORE D&A	**$ 179,121**	**$ 165,281**	**$ 173,544**	**$ 186,156**	**$ 172,391**	**$ 171,539**	**$ 177,676**	**$ 170,725**	**$ 174,161**	**$ 172,185**	**$ 178,047**	**$ 243,506**	**$ 182,723**	**$2,167,941**	**$ 3,602**	**2.01%**
EBITDA	**$ 17,792**	**$ 30,559**	**$ 19,001**	**$ 10,405**	**$ 36,644**	**$ 29,518**	**$ 28,834**	**$ 35,267**	**$ 31,590**	**$ 43,455**	**$ 48,790**	**$ (28,293)**	**$ 37,922**	**$ 323,681**	**$ 20,129**	**113.14%**
Depreciation & Amortization	$ (54,995)	$ (54,995)	$ (54,995)	$ (54,995)	$ (54,995)	$ (54,995)	$ (56,705)	$ (53,058)	$ (53,218)	$ (53,283)	$ (55,860)	$ (54,970)	$ (54,409)	$ (656,477)	$ 585	(1.06%)
Solar Rev Bond Interest	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (8,091)	$ (97,093)	-	0.00%
Gains/Losses on Investments	$ 1,099	-	-	-	-	-	-	-	-	-	-	-	-	-	$ (1,099)	(100.00%)
Gain on Sale of Property	-	-	-	-	-	-	$ 5,200	-	-	-	-	-	-	$ 5,200	-	0.00%
Extraordinary Revenue/Expenses	-	-	-	-	-	-	$ 11	-	-	-	-	-	-	$ 11	-	0.00%
TOTAL OTHER REVENUE (EXPENSES)	**$ (61,987)**	**$ (63,086)**	**$ (63,086)**	**$ (63,086)**	**$ (63,086)**	**$ (63,086)**	**$ (59,585)**	**$ (61,149)**	**$ (61,309)**	**$ (61,374)**	**$ (63,951)**	**$ (63,061)**	**$ (62,500)**	**$ (748,358)**	**$ (514)**	**0.83%**
INCREASE (DECREASE) IN NET POSITION	**$ (44,195)**	**$ (32,527)**	**$ (44,085)**	**$ (52,681)**	**$ (26,442)**	**$ (33,568)**	**$ (30,751)**	**$ (25,882)**	**$ (29,719)**	**$ (17,919)**	**$ (15,161)**	**$ (91,354)**	**$ (24,578)**	**$ (424,677)**	**$ 19,615**	**(44.38%)**