

Family Centers Inc.

Financial Reports

August 31, 2026

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BOARD FINANCIAL DASHBOARD | FY 2027

Through August 31, 2026 (2 of 12 months = 17% of year elapsed)

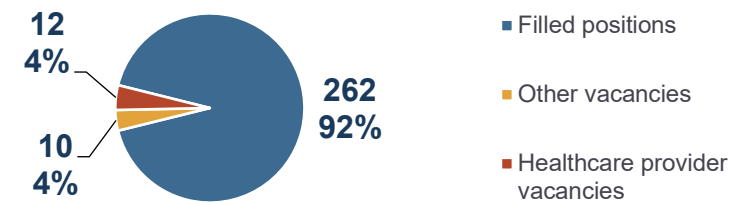
KEY INDICATORS

Months Cash on Hand	Days in A/R (FQHC)	YTD Surplus / (Deficit)	Avg Rate per Visit			ECE Enrollment
1.0	26	\$70,008	\$ 215	\$ 120	\$ 153	87%
<i>Target: 3 months</i>	<i>Target: ≤30 days</i>	<i>Budget: +4K</i>	Medical	Dental	Mental Health	<i>Target: =95%</i>

FULL-YEAR PROJECTION

Projected Revenue	\$27,581,854
Projected Expenses	\$27,578,185
Projected Surplus / (Deficit)	\$3,669
Projected Capital Spending	(\$910,000)

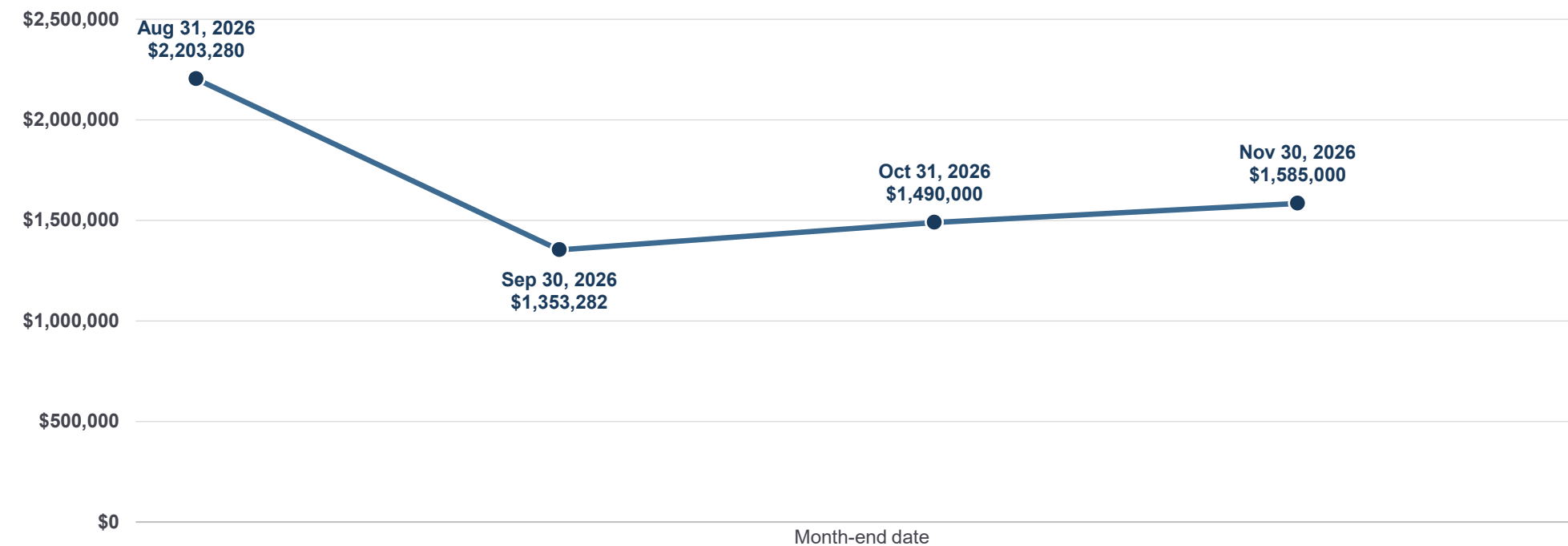
STAFFING & VACANCIES



REVENUE BY FUNDING SOURCE — YTD

Funding Source	G&A		Healthcare		ECE		Human Services	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
Government Grants / Contracts	-		\$508,752	26.6%	\$300,077	38.2%	\$305,626	21.8%
Service Fees / Sale of Service	-		\$1,237,157	64.7%	\$347,025	44.2%	\$172,884	12.3%
Foundations	-		\$126,933	6.6%	\$5,750	0.7%	\$130,567	9.3%
Contributions/ Special Events	\$109,400	89.1%	\$1,000	0.1%	-	-	\$14,681	1.0%
Unfunded	\$13,371	10.9%	\$38,304	2.0%	\$133,142	16.9%	\$778,957	55.5%
TOTAL	\$122,771	100.0%	\$1,912,146	100.0%	\$785,994	100.0%	\$1,402,715	100.0%

90-DAY CASH FORECAST



Family Centers Inc.
Statement of Revenues and Expenditures
August 31, 2026

	Actual	Budget	Variance Fav (Unf)	%	Prior Year	Variance Fav (Unf)	%	Total Annual Budget	Significant Variances from Budget/Prior Year
REVENUES									
1 SERVICE FEES	1,125,367	1,355,179	(229,812)	-17.0%	988,795	136,572	13.8%	8,251,686	Delayed billing for 3 HC locations
2 SERVICE FEES - PHARMACY	199,959	189,333	10,626	5.6%	185,541	14,418	7.8%	960,000	
3 GRANTS - GOVERNMENT	1,114,457	1,100,479	13,978	1.3%	1,215,841	(101,384)	-8.3%	8,292,028	
4 GRANTS-FOUNDATION	263,250	700,001	(436,751)	-62.4%	217,844	45,406	20.8%	4,300,000	Timing of foundation grants
5 COMM. BENEFIT GRANT	218,031	216,667	1,364	0.6%	230,101	(12,070)	-5.2%	1,300,000	
6 SALES OF SERVICES	213,708	209,824	3,884	1.9%	204,440	9,268	4.5%	1,183,140	
7 CONTRIBUTION - FRIENDS	6,100	-	6,100	100.0%	125,000	(118,900)	-95.1%	750,000	
8 CONTRIBUTIONS - GENERAL	10,687	33,333	(22,646)	-67.9%	16,178	(5,491)	-33.9%	210,000	
9 SPECIAL EVENTS - MAIN	108,332	108,333	(1)	0.0%	120,000	(11,668)	-9.7%	720,000	
10 SPECIAL EVENTS - OTHER	-	-	-	100.0%	-	-	100.0%	400,000	
11 DISTR. FROM ENDOWMENT	473,000	470,000	3,000	0.6%	-	473,000	100.0%	445,000	
12 DISTR. FROM OTHER FUNDS	500,000	500,000	-	0.0%	-	500,000	100.0%	500,000	
13 MISCELLANEOUS INCOME	6,577	30,000	(23,423)	-78.1%	22,213	(15,636)	-70.4%	270,000	
14 Total REVENUES	4,239,468	4,913,149	(673,681)	-13.7%	3,325,953	913,515	27.5%	27,581,854	
EXPENSES									
15 SALARIES	2,347,188	2,567,277	220,089	8.6%	2,356,387	9,199	0.4%	17,307,316	Vacancies (22)
16 EMPLOYEE BENEFITS	439,225	367,982	(71,243)	-19.4%	387,103	(52,122)	-13.5%	2,458,700	Benefits are trending higher
17 PAYROLL TAXES	175,299	192,546	17,247	9.0%	171,839	(3,460)	-2.0%	1,298,049	
18 PROF'L FEES - SPECIALISTS	105,593	67,000	(38,593)	-57.6%	190,755	85,162	44.6%	168,000	Fess will decrease in the fall
19 CONTRACTED CLIENT SERVICES	242,058	253,500	11,442	4.5%	268,294	26,236	9.8%	1,551,800	
20 SUPPLIES	144,231	151,410	7,179	4.7%	134,449	(9,782)	-7.3%	818,000	
21 PROF'L. DEVELOPMENT	44,357	39,750	(4,607)	-11.6%	26,102	(18,255)	-69.9%	190,400	
22 CLIENT ASSISTANCE	35,481	27,783	(7,698)	-27.7%	34,732	(749)	-2.2%	401,500	
23 PROF'L FEES - COMPUTER	58,460	67,920	9,460	13.9%	70,894	12,434	17.5%	422,000	
24 CLIENT ACTIVITY	3,615	9,542	5,927	62.1%	5,921	2,306	38.9%	59,950	
25 TRAVEL & AUTO EXPENSES	8,155	7,663	(492)	-6.4%	4,706	(3,449)	-73.3%	60,080	
26 TELECOMMUNICATIONS	49,625	52,187	2,562	4.9%	44,251	(5,374)	-12.1%	355,400	
27 POSTAGE/DELIVERY SERVICE	267	1,183	916	77.4%	30	(237)	-790.0%	14,100	
28 OCCUPANCY	216,205	228,642	12,437	5.4%	227,570	11,365	5.0%	1,038,180	
29 EQUIP. MAINT & RENTAL	23,164	16,950	(6,214)	-36.7%	20,515	(2,649)	-12.9%	60,100	
30 PUBLIC AWARENESS	13,478	18,317	4,839	26.4%	18,220	4,742	26.0%	168,300	
31 SOFTWARE LIC./FEES	109,817	111,164	1,347	1.2%	77,812	(32,005)	-41.1%	442,720	
32 DATA PROCESSING	17,489	17,600	111	0.6%	14,930	(2,559)	-17.1%	114,700	
33 NETWORK MAINTENANCE	23,327	23,327	-	0.0%	20,550	(2,777)	-13.5%	120,000	
34 MEMBERSHIP DUES	8,959	5,246	(3,713)	-70.8%	12,497	3,538	28.3%	35,976	
35 INSURANCE	45,832	55,172	9,340	16.9%	38,164	(7,668)	-20.1%	284,715	
36 MISCELLANEOUS EXPENSE	57,635	27,017	(30,618)	-113.3%	48,227	(9,408)	-19.5%	208,200	Recruitment
37 Total EXPENSES	4,169,460	4,309,178	139,718	3.2%	4,173,948	4,488	0.1%	27,578,185	
38 (Deficit) Surplus	70,008	603,971	(533,963)	-88.4%	(847,995)	918,003	-108.3%	3,669	

Balance Sheet	Current Balance	Beginning Year Balance	YTD Change	Prior Year Balance	Current Year Change	Significant Variances
SETS						
CURRENT ASSETS						
CASH	555,760	576,480	(20,720)	390,943	164,817	-3.6% Extra cash is invested in money market & CD (\$1.6million)
INVESTMENTS	16,448,296	17,820,365	(1,372,069)	15,700,701	747,595	-7.7% \$473k from endowment, \$500 Grauer, \$400k MS Operating
SHARED APPRECIATION AGREEMENT	631,000	631,000	-	631,000	-	0.0%
ACCOUNTS RECEIVABLE	1,750,050	1,677,142	72,908	1,533,558	216,492	4.3%
ACCOUNTS RECEIVABLE: MISC.	31,836	97,196	(65,360)	120,378	(88,542)	-67.2%
ALLOW. FOR DOUBTFUL ACCOUNTS	(65,733)	(65,731)	(2)	(320,121)	254,388	0.0%
Total CURRENT ASSETS	19,351,209	20,736,452	(1,385,243)	18,056,459	1,294,750	-6.7%
FIXED ASSETS: NET OF DEP'N						
LAND	2,181,469	2,181,469	-	2,181,469	-	0.0%
BUILDING	1,809,810	1,809,810	-	1,868,352	(58,542)	0.0%
BUILDING IMPROVMENTS	2,185,546	2,185,546	-	2,079,172	106,374	0.0%
FURNITURE, FIXTURES & EQUIP.	571,246	571,246	-	568,292	2,954	0.0%
IT HARDWARE & SOFTWARE	2,756,366	2,756,366	-	2,744,099	12,267	0.0%
AUTO	7,000	7,000	-	14,000	(7,000)	0.0%
LEASEHOLD IMPROVMENTS	1,253,152	1,253,152	-	8,444	1,244,708	0.0%
CONSTRUCTION IN PROGRESS	313,887	37,130	276,757	1,433,790	(1,119,903)	745.4%
Total FIXED ASSETS	11,078,476	10,801,719	276,757	10,897,618	180,858	2.6%
OTHER ASSETS						
PREPAID EXPENSES	515,776	380,990	134,786	365,461	150,315	35.4%
OTHER	3,840,775	2,900,539	940,236	2,766,808	1,073,967	32.4%
Total OTHER ASSETS	4,356,551	3,281,529	1,075,022	3,132,269	1,224,282	32.8%
Total ASSETS	34,786,236	34,819,700	(33,464)	32,086,346	2,699,890	-0.1%
LIABILITIES						
CURRENT LIABILITIES						
ACCOUNTS PAYABLE	629,023	671,838	(42,815)	383,500	245,523	-6.4%
PAYROLL LIABILITIES	353,789	457,770	(103,981)	384,398	(30,609)	-22.7%
Total CURRENT LIABILITIES	982,812	1,129,608	(146,796)	767,898	214,914	-13.0%
OTHER LIABILITIES						
DEFERRED INCOME	5,008,753	4,891,099	117,654	5,591,409	(582,656)	2.4% Income from prior years not yet recognized
SECURITY DEPOSITS	161,609	115,292	46,317	109,779	51,830	40.2%
ALL OTHER LIABILITIES	1,950,753	2,017,233	(66,480)	2,316,569	(365,816)	-3.3%
Total OTHER LIABILITIES	7,121,115	7,023,624	97,491	8,017,757	(896,642)	1.4%
Total LIABILITIES	8,103,927	8,153,231	(49,305)	8,785,655	(681,728)	-0.6%
FUND BALANCE						
BEGINNING FUND BALANCE						
BEG FUND BALANCE	23,688,687	23,688,687	-	15,831,281	7,857,406	0.0%
Total BEGINNING FUND BALANCE	23,688,687	23,688,687	-	15,831,281	7,857,406	0.0%
NET INC (DEC) IN FUND EQUITY						
NET CHANGE IN FUND EQUITY	2,788,424	2,772,582	15,842	2,183,343	605,081	0.6%
Total NET INC (DEC) IN FUND EQUITY	2,788,424	2,772,582	15,842	2,183,343	605,081	0.6%
CONTRIBUTIONS TO CAPITAL	205,200		205,200	5,286,068	(5,080,868)	-
Total CONTRIBUTIONS TO CAPITAL	205,200	205,200	205,200	5,286,068	(5,080,868)	100.0%
Total FUND BALANCE	26,682,311	26,666,469	221,042	23,300,692	3,381,619	0.8%
TOTAL LIABILITIES AND FUND BALANCE	34,786,238	34,819,700	171,737	32,086,347	2,699,891	0.5%

Family Centers Health Care
Statement of Revenues & Expenditures, By Service
August 31, 2026

	<u>Medical</u>	<u>Dental</u>	<u>Mental Health</u>	<u>YTD Actual Total</u>	<u>YTD Budget</u>	<u>Fav/(Unf) Variance</u>	<u>Prior Year Actual</u>	<u>Fav/(Unf) Variance</u>
REVENUES								
SERVICE FEES	478,608	53,081	240,188	771,877	986,557	(214,680)	667,050	104,827
SERVICE FEES - PHARMACY	6,694	-	-	6,694	11,000	(4,306)	13,796	(7,102)
GRANTS - GOVERNMENT	139,338	66,364	110,810	316,512	262,674	53,838	316,321	191
GRANTS - FOUNDATION / OTHER	83,923	8,013	16,770	108,706	185,833	(77,127)	83,499	25,207
CONTRIBUTIONS	1,000	-	-	1,000	-	1,000	-	1,000
COMMUNITY BENEFIT GRANT	204,949	-	13,082	218,031	216,667	1,364	230,101	(12,070)
MISCELLANEOUS INCOME	-	-	-	-	-	-	-	-
SALES OF SERVICE	-	-	-	-	-	-	-	-
TOTAL REVENUES	914,512	127,458	380,850	1,422,820	1,662,731	(239,911)	1,310,767	112,053
EXPENSES								
SALARIES, BENEFITS, TAXES	457,972	151,552	325,957	935,481	1,104,884	169,403	913,031	(22,450)
CONTRACTED CLIENT SERVICES	127,566	293	40,754	168,613	183,833	15,220	219,018	50,405
SUPPLIES	28,308	14,234	4,885	47,427	46,433	(994)	57,603	10,176
OTHER EXPENSES	218,986	28,919	90,774	338,679	280,993	(57,686)	377,709	39,030
TOTAL EXPENSES	832,832	194,998	462,370	1,490,200	1,616,143	125,943	1,567,361	77,161
G & A DISTRIBUTION	161,700	52,848	130,345	344,893	293,946	(50,947)	305,465	(39,428)
TOTAL EXPENSES	994,532	247,846	592,715	1,835,093	1,910,089	74,996	1,872,826	37,733
NET INCOME(DEFICIT)	(80,020)	(120,388)	(211,865)	(412,273)	(247,358)	(164,915)	(562,059)	149,786
	<u>Medical</u>	<u>Dental</u>	<u>Mental Health</u>	<u>YTD Actual Total</u>	<u>YTD Budget</u>	<u>Fav/(Unf) Variance</u>	<u>Prior Year Actual</u>	<u>Fav/(Unf) Variance</u>
SERVICE FEES BY PAYER								
Medicaid	375,460	30,902	176,925	583,287	549,871	33,416	580,345	2,942
Medicare	38,694	339	14,539	53,572	72,393	(18,821)	42,408	11,164
Commercial Insurance	46,199	10,608	48,959	105,766	215,143	(109,377)	(344)	106,110
Self Pay	18,254	11,233	(235)	29,252	149,150	(119,898)	45,865	(16,613)
TOTAL REVENUES	478,607	53,082	240,188	771,877	986,557	(214,680)	668,274	103,603
NUMBER OF VISITS								
Medicaid	1,349	193	850	2,392	2,366	26	1,322	1,070
Medicare	200	6	99	305	312	(7)	138	167
Commercial Insurance	326	52	516	894	926	(32)	514	380
Self Pay	349	190	108	647	642	5	158	489
Actual YTD	2,224	441	1,573	4,238	4,245	(7)	2,132	2,106
AVERAGE ACTUAL RATES	215	120	153	182	232	(50)	313	(131)

FAMILY CENTERS INC
CASH & INVESTMENT REPORT
August 31, 2026

	<u>MARKET VALUE</u>				<u>MONTH</u> <u>IRR</u>	<u>CALENDAR</u> <u>YTD IRR</u>	<u>FISCAL YTD</u> <u>IRR</u>
	<u>Current</u>	<u>%</u>	<u>Prior Month</u>	<u>%</u>			
<u>Operating</u>							
Greenwich Bank & Trust	575,578		1,115,069		N/A	N/A	N/A
Morgan Stanley Money Market Mutual Funds	96,871		96,578		0.30%	2.69%	4.02%
Morgan Stanley Certificate of Deposit	1,530,832		1,525,353		0.33%	2.67%	N/A
Total	2,203,280		2,720,801				
<u>Quasi-Endowment</u>							
Money Market (reserve)	1,056,700		1,053,599		0.30%	2.69%	4.02%
Morgan Stanley - Model 3							
Cash	7,525	0.21%	2,200	0.06%	0.30%	2.69%	4.02%
Equities	1,577,117	44.70%	1,759,017	44.27%	2.24%	13.52%	19.28%
Fixed Income	1,590,667	45.08%	1,815,070	45.68%	0.37%	1.52%	4.05%
Alternative Investments	352,907	10.00%	397,342	10.00%	2.36%	23.39%	25.99%
Subtotal & Model 3 Monthly IRR	3,528,215		3,973,797		1.31%		
Total	4,584,915		5,027,228		1.17%	6.98%	10.04%
<u>Endowment</u>							
Morgan Stanley - Model 4							
Cash	771	0.08%	214	0.02%	0.30%	2.69%	4.02%
Equities	591,485	62.21%	579,073	61.95%	2.24%	13.52%	19.28%
Fixed Income	228,907	24.08%	228,858	24.48%	0.37%	1.52%	4.05%
Alternative Investments	129,589	13.63%	126,600	13.54%	2.36%	23.39%	25.99%
Subtotal & Model 4 Monthly IRR	950,752		934,745		1.71%		
TIFF (target 65% equities/15% fixed income/20% alt)							
Multi-Asset Fund	9,603,364		9,408,701		2.07%	6.54%	N/A
Total	10,554,116		10,343,446		2.07%	6.54%	N/A
TOTAL CASH & INVESTMENTS	17,342,311		18,107,675				
S&P 500 Monthly Return					2.62%		
S&P 500 Calendar YTD Return						11.45%	
S&P 500 Fiscal YTD Return							2.49%
United States Treasury 3-Month Bond Yield :	3.83%						