



ARMSTRONG BACKUS & CO., LLP

Certified Public Accountants

AMERICAN PECAN COUNCIL

Compiled Financial Statements

For the One Month and Year Ended

September 30, 2022

515 West Harris Avenue • Post Office Box 71 • San Angelo, Texas 76902-0071

Phone (325) 653-6854 • Fax (325) 655-5857 • www.armstrongbackus.com

To the Board of Directors of
American Pecan Council

ACCOUNTANTS' COMPILATION REPORT

Management is responsible for the accompanying financial statements of American Pecan Council (a government), which comprise the statement of net position – enterprise fund as of September 30, 2022 and the related statement of revenues, expenditures, and changes in net position – enterprise fund, and statement of cash flows – enterprise fund for the one month and year then ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has omitted the Management Discussion and Analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical content.

Management has elected to omit substantially all of the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the government's net position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

Supplementary Information

The supplementary information included in the operating budget for the one month and year ended September 30, 2022 and year ended September 30, 2022 budgetary comparison schedule and operating budget are presented for the purpose of additional analysis and are not a required part of the basic financial statements. This information is the representation of management. The information was subject to our compilation engagement; however, we have not audited or reviewed the supplementary information and, accordingly, do not express an opinion, a conclusion, nor provide any form of assurance on such supplementary information.

We are not independent with respect to the American Pecan Council.

Armstrong, Backus & Co., L.L.P.

San Angelo, Texas
January 29, 2023

AMERICAN PECAN COUNCIL

Statement of Net Position - Enterprise Fund

As of September 30, 2022

ASSETS

Current Assets:

Cash and Cash Equivalents	\$	3,872,238
Accounts Receivable		313,673
Prepaid Expenses		67,821
Total Current Assets	\$	<u>4,253,732</u>

Noncurrent Assets:

Depreciable Capital Assets	\$	164,046
Accumulated Depreciation/Amortization	(50,873)
Total Noncurrent Assets	\$	<u>113,173</u>

Other Assets:

Security Deposit	\$	5,875
Total Other Assets	\$	<u>5,875</u>

TOTAL ASSETS

\$ 4,372,780

LIABILITIES AND NET POSITION

Current Liabilities:

Accounts Payable	\$	766,200
Current Portion of Long-term Liability		31,003
Total Current Liabilities	\$	<u>797,203</u>

Long-term Liabilities

Operating Lease	\$	61,682
Total Long-term Liabilities	\$	<u>61,682</u>
Total Liabilities	\$	<u>858,885</u>

Net Position:

Net Investment in Capital Assets	\$	113,173
Unrestricted		3,400,722
Total Net Position	\$	<u>3,513,895</u>

TOTAL LIABILITIES AND NET POSITION

\$ 4,372,780

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

**Statement of Revenues, Expenditures, and
Changes in Net Position - Enterprise Fund**

For the One Month and Year Ended September 30, 2022

	<u>One Month</u>	<u>Year</u>
Operating Revenues:		
Assessment Income	\$ 23,961	\$ 2,591,402
	<u>23,961</u>	<u>2,591,402</u>
Total Operating Revenue	\$ 23,961	\$ 2,591,402
Operating Expenses:		
General Administrative:		
Staff and Administrative	\$ 76,944	\$ 959,415
Insurance	(206)	7,916
Compliance	18,966	179,875
Other General Administrative	10,713	271,766
Industry Relations:		
Industry Relations Activities	13,564	87,027
Industry Research	-0-	2,144
International Relations	466,994	1,861,518
Marketing	23,314	2,749,205
Grades and Standards	<u>20,300</u>	<u>197,441</u>
	<u>630,589</u>	<u>6,316,307</u>
Total Operating Expenses	\$ 630,589	\$ 6,316,307
Operating Income (Loss)	<u>(\$ 606,628)</u>	<u>(\$ 3,724,905)</u>
Nonoperating Revenues (Expenses):		
Interest Earned	\$ -0-	\$ 20,999
Other Income:		
Marketing Access Program (MAP)	<u>-0-</u>	<u>627,519</u>
	<u>-0-</u>	<u>648,518</u>
Total Nonoperating Revenues	\$ -0-	\$ 648,518
Change in Net Position	<u>(\$ 606,628)</u>	<u>(\$ 3,076,387)</u>
Net Position, Beginning as Previously Stated	\$ 4,416,370	\$ 6,636,564
Prior Period Adjustment	<u>(295,847)</u>	<u>(46,282)</u>
Net Position, Beginning as Restated	<u>\$ 4,120,523</u>	<u>\$ 6,590,282</u>
Net Position, Ending	<u>\$ 3,513,895</u>	<u>\$ 3,513,895</u>

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Statement of Cash Flows - Enterprise Fund

For the One Month and Year Ended September 30, 2022

	<u>One Month</u>	<u>Year</u>
Cash Flows From Operating Activities:		
Cash Received from Assessments	\$ 45,530	\$ 3,050,059
Cash Paid for Salaries and Benefits	(76,944)	(959,415)
Cash Paid for Operating Expenses	(444,952)	(5,071,924)
Net Cash Provided (Used) by Operating Activities	<u>(\$ 476,366)</u>	<u>(\$ 2,981,280)</u>
Cash Flows From Capital and Related Financing Activities:		
Acquisition of Capital Assets	\$ -0-	(\$ 1,347)
Net Cash Provided (Used) by Capital and Related Financing Activities	<u>\$ -0-</u>	<u>(\$ 1,347)</u>
Cash Flows From Noncapital Financing Activities:		
Cash Received for Marketing Access Program Funding (MAP)	\$ -0-	\$ 627,519
Net Cash Provided by Noncapital Financing Activities	<u>\$ -0-</u>	<u>\$ 627,519</u>
Cash Flows From Investing Activities:		
Cash Received from Interest Earned	\$ -0-	\$ 20,999
Net Cash Provided (Used) by Investing Activities	<u>\$ -0-</u>	<u>\$ 20,999</u>
Net Increase (Decrease) in Cash	(\$ 476,366)	(\$ 2,334,109)
Cash, Beginning of Period	4,348,604	6,206,347
Cash, End of Period	<u>\$ 3,872,238</u>	<u>\$ 3,872,238</u>
Reconciliation of Operating Income (Loss) to Net Cash Provided (Used) by Operating Activities:		
Income (Loss) from Operations	(\$ 606,628)	(\$ 3,724,905)
Adjustments to Reconcile Operation Income (Loss) to Net Cash Provided (Used) by Operating Activities:		
Depreciation Expense	595	7,072
Amortization Expense	26,864	26,864
Changes in Assets and Liabilities:		
(Increase) Decrease in Accounts Receivable	21,569	458,657
(Increase) Decrease in Prepaid Expenses	(27,112)	335,486
(Increase) Decrease in Right of Use Asset	-0-	(128,349)
(Increase) Decrease in Other Current Assets	-0-	500
Increase (Decrease) in Accounts Payable	145,678	(49,290)
Increase (Decrease) in Payroll Tax Payable	(1,668)	-0-
Increase (Decrease) in Operating Lease	(35,664)	92,685
Net Cash Provided (Used) by Operating Activities	<u>(\$ 476,366)</u>	<u>(\$ 2,981,280)</u>

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Budgetary Comparison Schedule

For the Year Ended September 30, 2022

	Budget		Actual	Variance
	Original	Amended		Favorable (Unfavorable)
Operating Revenue:				
2021-2022 Improved	\$ 3,150,000	\$ 3,150,000	\$ 2,460,828	(\$ 689,172)
2022-2023 Improved	-0-	-0-	130,574	130,574
Total Operating Revenue	\$ 3,150,000	\$ 3,150,000	\$ 2,591,402	(\$ 558,598)
Operating Expenses:				
General Administration:				
Staff and Administration:				
Salaries	\$ 786,504	\$ 786,504	\$ 667,700	\$ 118,804
Contract Labor	-0-	-0-	115,420	(115,420)
Benefits:				
IRA	24,600	24,600	18,155	6,445
Health	144,996	144,996	112,421	32,575
Taxes	62,004	62,004	45,719	16,285
Total Staff and Administration	\$ 1,018,104	\$ 1,018,104	\$ 959,415	\$ 58,689
Insurance:				
Travel	\$ 2,700	\$ 2,700	\$ 1,233	\$ 1,467
General	7,704	7,704	660	7,044
D&O/Members	12,996	12,996	444	12,552
Fidelity	4,404	4,404	5,579	(1,175)
Total Insurance	\$ 27,804	\$ 27,804	\$ 7,916	\$ 19,888

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Budgetary Comparison Schedule

For the Year Ended September 30, 2022

	Budget		Actual	Favorable (Unfavorable)
	Original	Amended		
Compliance:				
Attorney/Crisis Management	\$ 24,996	\$ 24,996	\$ -0-	\$ 24,996
Audit Financial	20,004	20,004	21,000	(996)
Compliance Travel	45,000	45,000	-0-	45,000
Sheller/Handler Audits	125,004	125,004	154,111	(29,107)
Printing/Forms/Postage	9,996	9,996	4,764	5,232
Total Compliance	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 179,875</u>	<u>\$ 45,125</u>
Rent:				
Interest Expense	87,000	87,000	28,312	\$ 58,688
Amortization Expense	-0-	-0-	2,961	(2,961)
Total Rent	<u>\$ 87,000</u>	<u>\$ 87,000</u>	<u>\$ 58,137</u>	<u>\$ 73,988</u>
Accounting/Financials	\$ 78,000	\$ 78,000	\$ 69,522	\$ 8,478
Telephone/Mobile/Internet	20,004	20,004	20,659	(655)
Travel Office	35,004	35,004	33,578	1,426
Travel Committee	86,172	86,172	11,080	75,092
Supplies	9,996	9,996	3,271	6,725
Maintenance/Buildout	15,000	15,000	-0-	15,000
Printing	20,004	20,004	18,896	1,108
IT/Furniture/Software	24,996	24,996	31,210	(6,214)
Subscriptions	20,004	20,004	13,653	6,351
Depreciation	-0-	-0-	7,072	(7,072)
Miscellaneous	5,004	5,004	4,688	316
Total General Administration	<u>\$ 1,672,092</u>	<u>\$ 1,672,092</u>	<u>\$ 1,418,972</u>	<u>\$ 298,245</u>
Contingency Fund	<u>\$ 580,932</u>	<u>\$ 580,932</u>	<u>\$ -0-</u>	<u>\$ 580,932</u>
Technology Upgrades	<u>\$ 99,996</u>	<u>\$ 99,996</u>	<u>\$ -0-</u>	<u>\$ 99,996</u>

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Budgetary Comparison Schedule

For the Year Ended September 30, 2022

	Budget		Actual	Favorable (Unfavorable)
	Original	Amended		
Industry Relations:				
Compliance:				
Compliance Materials	\$ 5,004	\$ 5,004	\$ -0-	\$ 5,004
Workshops	5,004	5,004	-0-	5,004
Total Compliance	<u>\$ 10,008</u>	<u>\$ 10,008</u>	<u>\$ -0-</u>	<u>\$ 10,008</u>
Industry Relations Activities:				
Annual Reports	\$ 8,004	\$ 8,004	\$ -0-	\$ 8,004
Communication Materials	50,004	50,004	36,145	13,859
Travel	50,004	50,004	29,014	20,990
WS-Field Events	249,996	249,996	-0-	249,996
Association Sponsorship	69,996	69,996	9,633	60,363
Handler Portal Maintenance	9,996	9,996	-0-	9,996
Fishhook:				
Prior Year Carry-over	67,404	67,404	235	67,169
Meltwater	12,000	12,000	12,000	-0-
Total Industry Relations Activities	<u>\$ 517,404</u>	<u>\$ 517,404</u>	<u>\$ 87,027</u>	<u>\$ 430,377</u>
Industry Research:				
Research Contingency	\$ 216,000	\$ 216,000	\$ -0-	\$ 216,000
Land IQ	-0-	-0-	2,144	(2,144)
Total Industry Research	<u>\$ 216,000</u>	<u>\$ 216,000</u>	<u>\$ 2,144</u>	<u>\$ 213,856</u>
Total Industry Relations	<u>\$ 743,412</u>	<u>\$ 743,412</u>	<u>\$ 89,171</u>	<u>\$ 654,241</u>

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Budgetary Comparison Schedule

For the Year Ended September 30, 2022

	Budget		Actual	Favorable (Unfavorable)
	Original	Amended		
International Relations:				
Unified Export Strategy/Emerging Market Proposal	\$ -0-	\$ -0-	\$ 118,750	(\$ 118,750)
International Nut Congress-Nut Health Research	99,996	99,996	100,000	(4)
Travel	65,004	65,004	23,916	41,088
International Consulting - Grant Writing	95,004	95,004	-0-	95,004
Weber Shandwick - China	650,004	650,004	457,352	192,652
Weber Shandwick - Germany	450,000	450,000	800,000	(350,000)
Emerging Market Program Research	500,004	500,004	360,000	140,004
Market Access Program	-0-	-0-	1,500	(1,500)
Contingency Fund	650,004	650,004	-0-	650,004
Total International Relations	<u>\$ 2,510,016</u>	<u>\$ 2,510,016</u>	<u>\$ 1,861,518</u>	<u>\$ 648,498</u>
Marketing:				
Aspire IQ	\$ 50,004	\$ 50,004	\$ 141,808	(\$ 91,804)
iHeart Media/Digital Magnet	800,004	800,004	800,000	4
Eat Well Global	80,004	80,004	273,948	(193,944)
NPSA Chef's Summit	99,996	99,996	156,000	(56,004)
IRI Reporting	150,000	150,000	-0-	150,000
Weber Shandwick	999,996	999,996	1,211,082	(211,086)
Research - Nut Health	384,996	384,996	164,304	220,692
Total Marketing	<u>\$ 2,565,000</u>	<u>\$ 2,565,000</u>	<u>\$ 2,749,205</u>	<u>(\$ 184,205)</u>

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Budgetary Comparison Schedule

For the Year Ended September 30, 2022

	Budget		Actual	Favorable (Unfavorable)
	Original	Amended		
Grades and Standards:				
Research Contingency (FAIR):				
Prior Year Carry-over	\$ 99,996	\$ 99,996	\$ -0-	\$ 99,996
Travel	20,004	20,004	41	19,963
Shelf-Life Study:				
Prior Year Carry-over	170,112	170,112	-0-	170,112
Carbon Assessment Services	120,000	120,000	-0-	120,000
Economic Study	99,996	99,996	-0-	99,996
Electronic Reporting Forms	-0-	-0-	15,300	(15,300)
Pricing Through Marketing Channels	39,996	39,996	-0-	39,996
Quality Assurance Program	65,004	65,004	182,100	(117,096)
Total Grades and Standards	<u>\$ 615,108</u>	<u>\$ 615,108</u>	<u>\$ 197,441</u>	<u>\$ 417,667</u>
Total Operating Expenses	<u>\$ 8,786,556</u>	<u>\$ 8,786,556</u>	<u>\$ 6,316,307</u>	<u>\$ 2,515,374</u>
Operating Income (Loss)	<u>(\$ 5,636,556)</u>	<u>(\$ 5,636,556)</u>	<u>(\$ 3,724,905)</u>	<u>\$ 1,956,776</u>
Nonoperating Revenues and Expenses:				
Interest Earned	\$ -0-	\$ -0-	\$ 20,999	\$ 20,999
Management Fee	800,004	800,004	-0-	(800,004)
Past Outstanding	399,996	399,996	-0-	(399,996)
Prior Year Carry-over - 2020 Expense Offset	722,508	722,508	-0-	(722,508)
Reserve	2,180,004	2,180,004	-0-	(2,180,004)
EMP Funding	500,004	500,004	-0-	(500,004)
Marketing Access Program (MAP)	1,249,992	1,249,992	627,519	(622,473)
Total Nonoperating Revenue	<u>\$ 5,852,508</u>	<u>\$ 5,852,508</u>	<u>\$ 648,518</u>	<u>(\$ 5,203,990)</u>
Change in Net Position	<u>\$ 215,952</u>	<u>\$ 215,952</u>	<u>(\$ 3,076,387)</u>	<u>(\$ 3,247,214)</u>

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Operating Budget

For the One Month and Year Ended September 30, 2022

	One Month Ended		Year Ended	
	September 30, 2022		September 30, 2022	
	Actual	Operating Budget	Actual	Operating Budget
Operating Revenue:				
2021-2022 Improved	\$ -0-	\$ 262,500	\$ 2,460,828	\$ 3,150,000
2022-2023 Improved	23,961	-0-	130,574	-0-
Total Operating Revenue	\$ 23,961	\$ 262,500	\$ 2,591,402	\$ 3,150,000
Operating Expenses:				
General Administration:				
Staff and Administration:				
Salaries	\$ 39,151	\$ 65,542	\$ 667,700	\$ 786,504
Contract Labor	28,855	-0-	115,420	-0-
Benefits:				
IRA	960	2,050	18,155	24,600
Health	5,039	12,083	112,421	144,996
Taxes	2,939	5,167	45,719	62,004
Total Staff and Administration	\$ 76,944	\$ 84,842	\$ 959,415	\$ 1,018,104
Insurance:				
Travel	\$ -0-	\$ 225	\$ 1,233	\$ 2,700
General	(650)	642	660	7,704
D&O/Members	444	1,083	444	12,996
Fidelity	-0-	367	5,579	4,404
Total Insurance	(\$ 206)	\$ 2,317	\$ 7,916	\$ 27,804

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Operating Budget

For the One Month and Year Ended September 30, 2022

	One Month Ended		Year Ended	
	September 30, 2022		September 30, 2022	
	Actual	Operating Budget	Actual	Operating Budget
Compliance:				
Attorney/Crisis Management	\$ -0-	\$ 2,083	\$ -0-	\$ 24,996
Audit Financial	-0-	1,667	21,000	20,004
Compliance Travel	-0-	3,750	-0-	45,000
Sheller/Handler Audits	18,900	10,417	154,111	125,004
Printing/Forms/Postage	66	833	4,764	9,996
Total Compliance	\$ 18,966	\$ 18,750	\$ 179,875	\$ 225,000
Rent:	(\$ 35,264)	\$ 7,250	\$ 28,312	\$ 87,000
Interest Expense	2,961	-0-	2,961	-0-
Amortization Expense	26,864	-0-	26,864	-0-
Total Rent	(\$ 5,439)	\$ 7,250	\$ 58,137	\$ 87,000
Accounting/Financials	\$ 5,803	\$ 6,500	\$ 69,522	\$ 78,000
Telephone/Mobile/Internet	1,100	1,667	20,659	20,004
Travel Office	468	2,917	33,578	35,004
Travel Committee	-0-	7,181	11,080	86,172
Supplies	53	833	3,271	9,996
Maintenance/Buildout	-0-	1,250	-0-	15,000
Printing	600	1,667	18,896	20,004
IT/Furniture/Software	7,460	2,083	31,210	24,996
Subscriptions	126	1,667	13,653	20,004
Depreciation	595	-0-	7,072	-0-
Miscellaneous	(53)	417	4,688	5,004
Total General Administration	\$ 106,417	\$ 139,341	\$ 1,418,972	\$ 1,672,092
Contingency Fund	\$ -0-	\$ 48,411	\$ -0-	\$ 580,932
Technology Upgrades	\$ -0-	\$ 8,333	\$ -0-	\$ 99,996

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Operating Budget

For the One Month and Year Ended September 30, 2022

	One Month Ended		Year Ended	
	September 30, 2022		September 30, 2022	
	Actual	Operating Budget	Actual	Operating Budget
Industry Relations:				
Compliance:				
Compliance Materials	\$ -0-	\$ 417	\$ -0-	\$ 5,004
Workshops	-0-	417	-0-	5,004
Total Compliance	\$ -0-	\$ 834	\$ -0-	\$ 10,008
Industry Relations Activities:				
Annual Reports	\$ -0-	\$ 667	\$ -0-	\$ 8,004
Communication Materials	3,800	4,167	36,145	50,004
Travel	9,014	4,167	29,014	50,004
WS-Field Events	-0-	20,833	-0-	249,996
Association Sponsorship	750	5,833	9,633	69,996
Handler Portal Maintenance	-0-	833	-0-	9,996
Fishhook:				
Prior Year Carry-over	-0-	5,617	235	67,404
Meltwater	-0-	1,000	12,000	12,000
Total Industry Relations Activities	\$ 13,564	\$ 43,117	\$ 87,027	\$ 517,404
Industry Research:				
Research Contingency	\$ -0-	\$ 18,000	\$ -0-	\$ 216,000
Land IQ	-0-	-0-	2,144	-0-
Total Industry Research	\$ -0-	\$ 18,000	\$ 2,144	\$ 216,000
Total Industry Relations	\$ 13,564	\$ 61,951	\$ 89,171	\$ 743,412

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Operating Budget

For the One Month and Year Ended September 30, 2022

	One Month Ended		Year Ended	
	September 30, 2022		September 30, 2022	
	Actual	Operating Budget	Actual	Operating Budget
International Relations:				
Unified Export Strategy/Emerging Market Proposal	\$ -0-	\$ -0-	\$ 118,750	\$ -0-
International Nut Congress-Nut Health Research	-0-	8,333	100,000	99,996
Travel	12,889	5,417	23,916	65,004
International Consulting - Grant Writing	-0-	7,917	-0-	95,004
Weber Shandwick - China	48,549	54,167	457,352	650,004
Weber Shandwick - Germany	45,556	37,500	800,000	450,000
Emerging Market Program Research	360,000	41,667	360,000	500,004
Market Access Program	-0-	-0-	1,500	-0-
Contingency Fund	-0-	54,167	-0-	650,004
Total International Relations	\$ 466,994	\$ 209,168	\$ 1,861,518	\$ 2,510,016
Marketing:				
Branded Materials/Give Away	\$ 2,063	\$ -0-	\$ 2,063	\$ -0-
Aspire IQ	3,963	4,167	141,808	50,004
iHeart Media/Digital Magnet	-0-	66,667	800,000	800,004
Eat Well Global	-0-	6,667	273,948	80,004
NPSA Chef's Summit	1,000	8,333	156,000	99,996
IRI Reporting	-0-	12,500	-0-	150,000
Weber Shandwick	20,833	83,333	1,211,082	999,996
Research - Nuth Health	(4,545)	32,083	164,304	384,996
Total Marketing	\$ 23,314	\$ 213,750	\$ 2,749,205	\$ 2,565,000

See Accountants' Compilation Report.

AMERICAN PECAN COUNCIL

Operating Budget

For the One Month and Year Ended September 30, 2022

	One Month Ended September 30, 2022		Year Ended September 30, 2022	
	Actual	Operating Budget	Actual	Operating Budget
Grades and Standards:				
Research Contingency (FAIR):				
Prior Year Carry-over	\$ -0-	\$ 8,333	\$ -0-	\$ 99,996
Travel	-0-	1,667	41	20,004
Shelf-Life Study:				
Prior Year Carry-over	-0-	14,176	-0-	170,112
Carbon Assessment Services	-0-	10,000	-0-	120,000
Economic Study	-0-	8,333	-0-	99,996
Electronic Reporting Forms	15,300	-0-	15,300	-0-
Pricing Through Marketing Channels	-0-	3,333	-0-	39,996
Quality Assurance Program	5,000	5,417	182,100	65,004
Total Grades and Standards	\$ 20,300	\$ 51,259	\$ 197,441	\$ 615,108
Total Operating Expenses	\$ 630,589	\$ 732,213	\$ 6,316,307	\$ 8,786,556
Operating Income (Loss)	(\$ 606,628)	(\$ 469,713)	(\$ 3,724,905)	(\$ 5,636,556)
Nonoperating Revenues and Expenses:				
Interest Earned	\$ -0-	\$ -0-	\$ 20,999	\$ -0-
Management Fee	-0-	66,667	-0-	800,004
Past Outstanding	-0-	33,333	-0-	399,996
Prior Year Carry-over - 2021 Expense Offset	-0-	60,209	-0-	722,508
Other Income:				
Reserve	-0-	181,667	-0-	2,180,004
EMP Funding	-0-	41,667	-0-	500,004
Marketing Access Program (MAP)	-0-	104,166	627,519	1,249,992
Total Nonoperating Revenue	\$ -0-	\$ 487,709	\$ 648,518	\$ 5,852,508
Change in Net Position	(\$ 606,628)	\$ 17,996	(\$ 3,076,387)	\$ 215,952

See Accountants' Compilation Report.