



Charter School of Morgan Hill

2024-25 July Budget



SUMMARY OF RESULTS

This July Budget projects a budget deficit of (\$21,982).

This is an decrease of (\$165,796) from the Second Interim Budget projected surplus of \$143,814.

This will allow Charter School of Morgan Hill to end this fiscal year with a fund balance of \$5,433,895, which is 62.4% of annual expenditures.

CASH FLOW

Operating cash flow is projected to remain positive throughout the next two fiscal years, as shown in the attached monthly cash flow schedule.

The lowest projected ending cash balance this coming fiscal year is \$3,323,803, which represents 141 days of operating costs on average.

The June 30 ending cash balance this coming fiscal year is projected to be \$3,632,431, which represents 154 days of average operating costs.

This cash flow takes into account all currently projected impacts on cash flow at the time of this budget approval.

SIGNIFICANT CHANGES IN REVENUE (Total Change from Prior = decrease of (\$563,804), or -6.1% of prior revenues)

LCFF Entitlement: These "Local Control Funding Formula" revenues are the primary funding source for the school.

LCFF Entitlement projected revenues are \$85,580 higher than at Second Interim Budget.

Regarding MYPs, the COLAs used in this Budget version are subject to change at First Interim when one more quarter of economic data is available.

Federal Revenues:

Federal Revenues are projected at (\$103,557) lower than at Second Interim Budget.

Other State Revenues: These are the non-LCFF state revenues such as Lottery, ELOP, and one-time grants such as Arts & Music and Learning Recovery.

Other Local Revenues: This category is primarily fundraising revenue, but includes any non-LCFF local revenue sources.

Other Local Revenues are projected at (\$150,603) lower than at July Budget primarily due to updated interest revenue projections.

SIGNIFICANT CHANGES IN EXPENSES (Total Change from Prior = decrease of (\$398,007), or -4.4% of prior expenses)

Salaries and Benefits: This includes all employee pay, plus benefits such as retirement, healthcare, Medicare, Social Security, etc.

Books & Supplies: This category includes textbooks, computers, supplies, and other instructional and non-instructional materials and equipment.

Books & Supplies costs are projected at (\$106,980) lower than at Second Interim Budget.

Services & Operating Expenses: These include all contracted services as well as travel, insurance, rent, legal costs, and other service-related expenses.

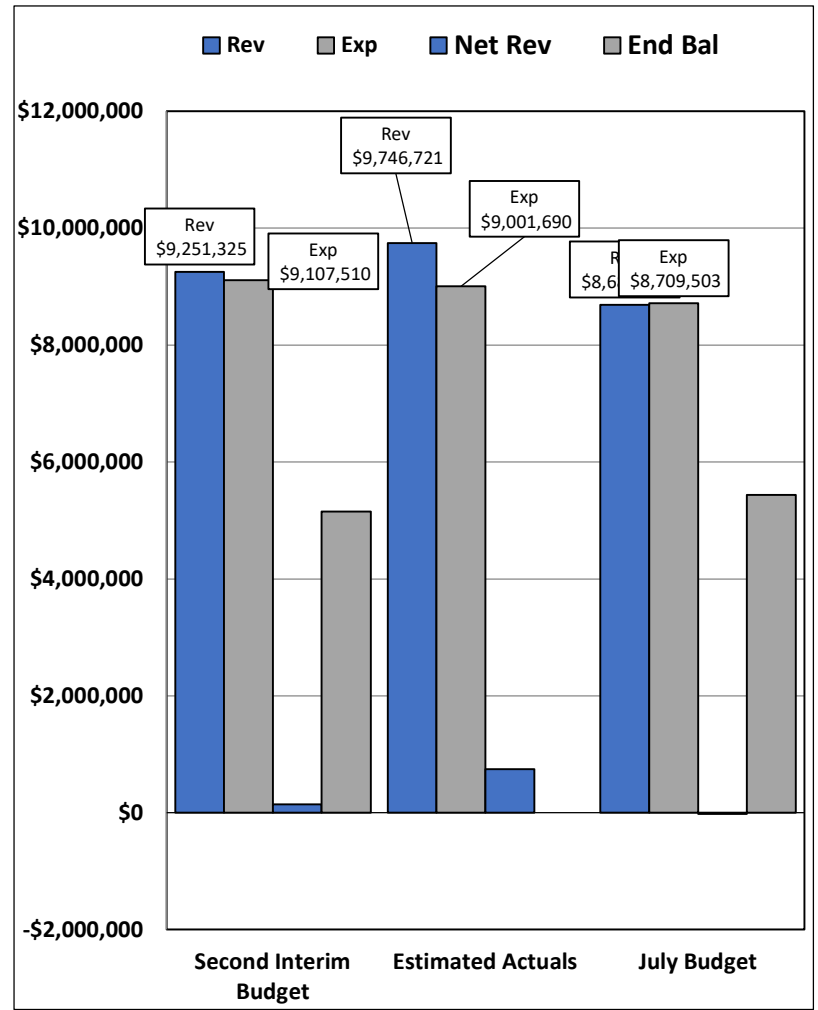
Services & Operating costs are projected to be (\$2,967) lower than at Second Interim Budget.

Depreciation, Capital Outlay, and Other Outgo: This category includes depreciation on fixed assets and interest on long-term debt.

These costs are projected at \$0 lower than at Second Interim Budget, reflecting stable depreciation and interest expense projections.

**Charter School of Morgan Hill
2024-25 July Budget
BUDGET SUMMARY**

| | Second Interim Budget | Estimated Actuals | July Budget | Change |
|-------------------------------------|-----------------------|---------------------|---------------------|---------------------|
| Projected Enrollment: | 654 | | 654 | - |
| Projected P-2 ADA: | 635.74 | | 636.09 | 0.35 |
| Revenues: | | | | |
| General Purpose Entitlement | \$ 6,924,458 | \$ 7,400,783 | \$ 7,010,038 | \$ 85,580 |
| Federal Revenue | 270,235 | 235,859 | 166,678 | (103,557) |
| Other State Revenue | 1,656,964 | 1,429,756 | 1,261,740 | (395,224) |
| Other Local Revenue | 399,668 | 680,323 | 249,065 | (150,603) |
| TTL Revenues | \$ 9,251,325 | \$ 9,746,721 | \$ 8,687,521 | \$ (563,804) |
| Expenditures: | | | | |
| Certificated Salaries | \$ 4,438,851 | \$ 4,411,072 | \$ 4,423,180 | \$ (15,671) |
| Non-Certificated Salaries | 1,152,009 | 1,126,863 | 1,380,948 | 228,939 |
| Benefits | 1,755,098 | 1,742,993 | 1,253,770 | (501,328) |
| Books/Supplies/Materials | 538,980 | 606,515 | 432,000 | (106,980) |
| Services/Operations | 1,136,063 | 1,114,247 | 1,133,096 | (2,967) |
| Capital Outlay | 86,510 | - | 86,510 | - |
| Other Outgo | - | - | - | - |
| TTL Expenditures | \$ 9,107,510 | \$ 9,001,690 | \$ 8,709,503 | \$ (398,007) |
| Net Revenues | \$ 143,814 | \$ 745,031 | \$ (21,982) | \$ (165,796) |
| Beginning Balance July 1 | \$ 12,257,539 | | \$ 5,455,877 | |
| Less Prop 51 (Audit Balance) | \$ (7,254,666) | | | |
| Less Prop 51 est Interest | | \$ (292,027) | | |
| Ending Balance June 30 | \$ 5,146,687 | | \$ 5,433,895 | |
| Ending Balance as % of Exp: | 56.5% | | 62.4% | |



Charter School of Morgan Hill
2024-25 July Budget
Budget Detail & Prior Budget Comparison

| Description | Second Interim Budget | Estimated Actuals | 24-25 July Budget | Budget Change | Percent Change | Percent Spent | Comments |
|---|-----------------------|-------------------|-------------------|------------------|----------------|---------------|---|
| Enrollment (CALPADS) | 654 | | 654 | - | | | |
| Average Daily Attendance (P-2) | 635.74 | | 636.09 | 0.35 | | | |
| REVENUES | | | | | | | |
| General Purpose Entitlement | | | | | | | |
| 8011 LCFF General Entitlement | 2,512,084 | 2,311,148 | 2,550,453 | 38,369 | 2% | 91% | FY 24 FINAL LCFF Schedule not available yet |
| 8012 EPA Entitlement | 468,011 | 299,099 | 451,612 | (16,399) | -4% | 66% | FY 24 FINAL LCFF Schedule not available yet |
| 8019 Prior Year Unrestricted Revenue | - | (165,112) | - | - | 0% | 0% | FY 24 FINAL LCFF Schedule not available yet |
| 8096 In-Lieu-Of Property Taxes | 3,944,363 | 4,955,648 | 4,007,973 | 63,610 | 2% | 124% | FY 24 FINAL LCFF Schedule not available yet |
| TTL General Purpose Entitlement | 6,924,458 | 7,400,783 | 7,010,038 | 85,580 | 1% | 106% | appears to be an CY In-Lieu overpayment if so will adjust at UA |
| Federal Revenue | | | | | | | |
| 8181 Federal IDEA SpEd Revenue | 89,894 | 91,595 | 91,547 | 1,653 | 2% | 100% | FY 25 144 PER ADA |
| 8182 SpEd - Discretionary Grants | 7,385 | - | - | (7,385) | -100% | 0% | |
| 8220 School Nutrition Program-Federal | 75,090 | 82,934 | 75,131 | 41 | 0% | 110% | |
| 8290 Other Federal Revenue | 97,866 | 61,330 | - | (97,866) | -100% | 0% | Remaining ESSER 3218 & 3219 in est actuals |
| TTL Federal Revenue | 270,235 | 235,859 | 166,678 | (103,557) | -38% | 142% | |
| Other State Revenue | | | | | | | |
| 8311 AB602 State SpEd Revenue | 553,177 | 570,195 | 570,510 | 17,333 | 3% | 100% | FY 25 896.90 PER ADA |
| 8520 School Nutrition Program-State | 285,649 | 184,960 | 285,807 | 158 | 0% | 65% | |
| 8550 Mandated Cost Reimbursements | 12,402 | 12,367 | 12,715 | 313 | 3% | 97% | |
| 8560 State Lottery Revenue | 157,368 | 111,548 | 165,426 | 8,058 | 5% | 67% | |
| 8590 Other State Revenue | 648,368 | 550,686 | 227,282 | (421,086) | -65% | 242% | FY 25 AMS, Ed Effect, ELOP |
| TTL Other State Revenue | 1,656,964 | 1,429,756 | 1,261,740 | (395,224) | -24% | 113% | |
| Other Local Revenue | | | | | | | |
| 8660 Interest Income | 111,768 | 376,092 | 84,065 | (27,703) | -25% | 447% | FY 25 does not include prop 51 interest estimates |
| 8699 Other Revenue | 287,900 | 304,231 | 165,000 | (122,900) | -43% | 184% | FY 25, 45k foundation, 120k local rev |
| TTL Other Local Revenue | 399,668 | 680,323 | 249,065 | (150,603) | -38% | 273% | |
| TTL REVENUES | 9,251,325 | 9,746,721 | 8,687,521 | (563,804) | | | |
| EXPENDITURES | | | | | | | |
| 1000 - Certificated Salaries | | | | | | | |
| TTL Certificated Salaries | 4,438,851 | 4,411,072 | 4,423,180 | (15,671) | 0% | 100% | |
| 2000 - Non - Certificated Salaries | | | | | | | |
| TTL Non - Certificated Salaries | 1,152,009 | 1,126,863 | 1,380,948 | 228,939 | 20% | 82% | |

Charter School of Morgan Hill
2024-25 July Budget
Budget Detail & Prior Budget Comparison

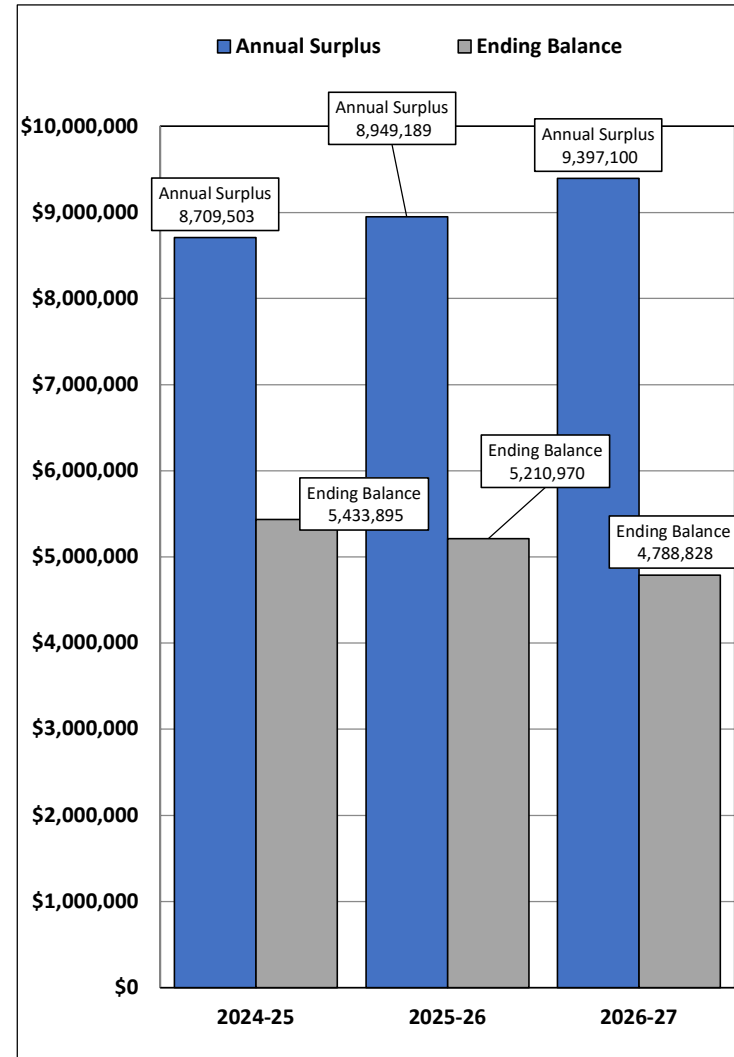
| Description | Second Interim Budget | Estimated Actuals | 24-25 July Budget | Budget Change | Percent Change | Percent Spent | Comments |
|---|-----------------------|-------------------|-------------------|------------------|----------------|---------------|----------|
| 3000 | | | | | | | |
| TTL Employee Benefits | 1,755,098 | 1,742,993 | 1,253,770 | (501,328) | -29% | 139% | |
| 4000 - Books/Supplies/Materials | | | | | | | |
| 4100 Textbooks & Core Curriculum | 22,233 | 30,547 | 20,000 | (2,233) | -10% | 153% | |
| 4110 Core Curriculum - Software Licenses | 35,000 | 30,897 | 35,000 | - | 0% | 88% | |
| 4300 Classroom Supplies | 40,000 | 40,060 | 20,000 | (20,000) | -50% | 200% | |
| 4310 Materials & Supplies | 28,000 | 32,088 | 15,000 | (13,000) | -46% | 214% | |
| 4317 Library Supplies | 5,000 | 1,240 | 5,000 | - | 0% | 25% | |
| 4320 Office Supplies | 1,500 | 800 | 1,500 | - | 0% | 53% | |
| 4340 Assessments | 13,000 | 13,858 | 10,000 | (3,000) | -23% | 139% | |
| 4350 Materials - Other Supplies | 17,500 | 20,523 | 10,000 | (7,500) | -43% | 205% | |
| 4360 Kitchen Equipment and Materials - Consumable | 2,500 | 4,010 | 2,500 | - | 0% | 160% | |
| 4370 Health Supplies | 3,000 | 3,092 | 2,500 | (500) | -17% | 124% | |
| 4380 Non-Instructional Supplies | 10,000 | 3,840 | 7,500 | (2,500) | -25% | 51% | |
| 4390 Other Supplies | 3,000 | 1,192 | 3,000 | - | 0% | 40% | |
| 4400 Non-Capitalized Equipment | 37,148 | 37,368 | 15,000 | (22,148) | -60% | 249% | |
| 4410 Student Chromebooks and Tablets | 26,107 | 26,351 | 30,000 | 3,893 | 15% | 88% | |
| 4430 Furniture - Classroom & Office | 37,492 | 161,242 | - | (37,492) | -100% | 0% | |
| 4440 Kitchen Equipment/Appliances - Long Term | 20,000 | - | 20,000 | - | 0% | 0% | |
| 4700 School Nutrition Program | 230,000 | 194,348 | 230,000 | - | 0% | 84% | |
| 4710 Student Food Services | 7,500 | 5,060 | 5,000 | (2,500) | -33% | 101% | |
| TTL Books/Supplies/Materials | 538,980 | 606,515 | 432,000 | (106,980) | -20% | 140% | |
| 5000 - Services & Operations | | | | | | | |
| 5100 Subagreements for Services | 130,000 | 150,803 | 150,000 | 20,000 | 15% | 101% | |
| 5200 Travel & Conferences | 30,000 | 21,537 | 30,000 | - | 0% | 72% | |
| 5210 Mileage Reimbursements | 35,000 | 2,826 | 7,500 | (27,500) | -79% | 38% | |
| 5300 Dues & Memberships | 17,000 | 17,278 | 20,000 | 3,000 | 18% | 86% | |
| 5400 Insurance | 61,505 | 68,290 | 72,000 | 10,495 | 17% | 95% | |
| 5410 Insurance - Student Accident | 3,500 | 2,806 | 3,000 | (500) | -14% | 94% | |
| 5500 Operations & Housekeeping | 7,500 | - | 7,500 | - | 0% | 0% | |
| 5510 Utilities (General) | 25,000 | 14,065 | 18,000 | (7,000) | -28% | 78% | |
| 5511 Pest Control | 7,000 | 6,269 | 7,000 | - | 0% | 90% | |
| 5515 Utilities (Gas) | 100,000 | 106,248 | 150,000 | 50,000 | 50% | 71% | |
| 5517 Utilities (Garbage) | 4,650 | 4,162 | 4,750 | 100 | 2% | 88% | |
| 5518 Utilities (Sewer) | 20,000 | 12,303 | 12,000 | (8,000) | -40% | 103% | |
| 5519 Utilities (Water) | 20,000 | 12,594 | 20,000 | - | 0% | 63% | |
| 5520 Janitorial Services | 81,000 | 86,454 | 175,000 | 94,000 | 116% | 49% | |
| 5525 Janitorial Supplies | 7,500 | 9,235 | 7,500 | - | 0% | 123% | |
| 5600 Leases | - | 2,000 | 2,000 | 2,000 | 0% | 100% | |
| 5610 Facility Rents & Leases | - | 841 | - | - | 0% | 0% | |
| 5620 Equipment Leases | 9,000 | 13,020 | 15,000 | 6,000 | 67% | 87% | |
| 5621 | - | 1,744 | - | - | 0% | 0% | |
| 5630 Maintenance & Repair | 68,171 | 84,554 | 50,000 | (18,171) | -27% | 169% | |
| 5635 Equipment Rentals | 5,000 | - | 5,000 | - | 0% | 0% | |

Charter School of Morgan Hill
2024-25 July Budget
Budget Detail & Prior Budget Comparison

| Description | Second Interim Budget | Estimated Actuals | 24-25 July Budget | Budget Change | Percent Change | Percent Spent | Comments |
|--|-----------------------|-------------------|-------------------|------------------|----------------|---------------|-------------------|
| 5640 Gas for Equipment | - | - | 3,000 | 3,000 | 0% | 0% | |
| 5645 HVAC Repairs & Maintenance | 10,000 | 7,936 | 10,000 | - | 0% | 79% | |
| 5800 Professional Services - Non-instructional | 15,000 | 14,870 | 15,000 | - | 0% | 99% | |
| 5810 Legal | 12,000 | 3,600 | 10,000 | (2,000) | -17% | 36% | |
| 5820 Audit and CPA | 13,250 | 13,250 | 13,850 | 600 | 5% | 96% | |
| 5825 DMS Business Services | 159,900 | 160,680 | 163,896 | 3,996 | 2% | 98% | slight % increase |
| 5830 Non-Instructional Software Licenses/Fees | 30,000 | 24,637 | 30,000 | - | 0% | 82% | |
| 5835 Field Trips | 73,842 | 114,863 | - | (73,842) | -100% | 0% | |
| 5840 Advertising & Recruitment | 5,000 | 4,334 | 5,000 | - | 0% | 87% | |
| 5850 Oversight Fees | 69,245 | 69,177 | 70,500 | 1,255 | 2% | 98% | |
| 5860 Service Fees | 8,500 | 8,360 | 8,500 | - | 0% | 98% | |
| 5865 Bus Transportation | 7,500 | 26 | - | (7,500) | -100% | 0% | |
| 5880 Instructional Vendors & Consultants | 20,000 | 3,100 | 5,000 | (15,000) | -75% | 62% | |
| 5890 Misc Other Outside Services | 30,000 | 27,908 | 12,000 | (18,000) | -60% | 233% | |
| 5910 Telephone | 6,000 | 2,971 | 3,600 | (2,400) | -40% | 83% | |
| 5920 Internet | 7,500 | 10,316 | 10,000 | 2,500 | 33% | 103% | |
| 5925 Communication Devices | 35,000 | 32,014 | 15,000 | (20,000) | -57% | 213% | |
| 5930 Postage | 1,500 | 1,383 | 1,500 | - | 0% | 92% | |
| 5990 PY Services Adjustments | - | (2,209) | - | - | 0% | 0% | |
| TTL Services & Operations | 1,136,063 | 1,114,247 | 1,133,096 | (2,967) | 0% | 98% | |
| 6000 - Capital Outlay | | | | | | | |
| 6900 Depreciation | 86,510 | - | 86,510 | - | 0% | 0% | |
| TTL Capital Outlay | 86,510 | - | 86,510 | - | 0% | 0% | |
| 7000 - Other Outgo | | | | | | | |
| TTL Other Outgo | - | - | - | - | 0% | 0% | |
| TTL EXPENDITURES | 9,107,510 | 9,001,690 | 8,709,503 | (398,007) | | | |
| Revenues less Expenditures | 143,814 | 745,031 | (21,982) | (165,796) | | | |
| Beginning Fund Balance | 12,257,539 | | 5,455,877 | | | | |
| Less Prop 51 (Audit Balance) | (7,254,666) | | | | | | |
| Less Prop 51 est Interest | | (292,027) | | | | | |
| Net Revenues | 143,814 | | (21,982) | | | | |
| ENDING BALANCE | 5,146,687 | | 5,433,895 | | | | |
| ENDING BALANCE AS % OF OUTGO | 56.5% | | 62.4% | | | | |

**Charter School of Morgan Hill
2024-25 July Budget
Multi-Year Projection Summary**

| Description | 2024-25 | 2025-26 | 2026-27 |
|------------------------------------|------------------|------------------|------------------|
| Projected Enrollment: | 654 | 654 | 654 |
| Projected P-2 ADA: | 636.09 | 636.09 | 636.09 |
| Revenues: | | | |
| General Purpose Entitlement | 7,010,038 | 7,211,887 | 7,430,508 |
| Federal Revenue | 166,678 | 168,879 | 171,261 |
| Other State Revenue | 1,261,740 | 1,141,433 | 1,169,124 |
| Other Local Revenue | 249,065 | 204,065 | 204,065 |
| TTL Revenues | 8,687,521 | 8,726,264 | 8,974,958 |
| Expenditures: | | | |
| Certificated Salaries | 4,423,180 | 4,423,180 | 4,555,875 |
| Non-Certificated Salaries | 1,380,948 | 1,380,948 | 1,422,376 |
| Benefits | 1,253,770 | 1,262,281 | 1,303,484 |
| Books/Supplies/Materials | 432,000 | 444,960 | 458,309 |
| Services/Operations | 1,133,096 | 1,167,088 | 1,202,101 |
| Capital Outlay | 86,510 | 86,510 | 86,510 |
| Other Outgo | - | 184,223 | 368,445 |
| TTL Expenditures | 8,709,503 | 8,949,189 | 9,397,100 |
| Net Revenues | (21,982) | (222,925) | (422,142) |
| Beginning Fund Balance | 5,455,877 | 5,433,895 | 5,210,970 |
| Net Revenues | (21,982) | (222,925) | (422,142) |
| ENDING BALANCE | 5,433,895 | 5,210,970 | 4,788,828 |
| ENDING BALANCE (% of Outgo) | 149.0% | 142.6% | 131.3% |



**Charter School of Morgan Hill
2024-25 July Budget
2024-25 Cash Flow**

| Description | 24-25 July Budget | July | August | September | October | November | December | January | February | March | April | May | June | Accruals | Total For Year |
|----------------------------------|-------------------|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| BEGINNING CASH | | 4,007,612 | 3,653,266 | 3,630,413 | 3,830,414 | 3,677,228 | 3,524,042 | 3,483,697 | 3,330,511 | 3,173,803 | 3,558,079 | 3,495,208 | 3,432,337 | | |
| | | Prop 51 not included. | | | | | | | | | | | | | |
| CASH INFLOWS | | | | | | | | | | | | | | | |
| REVENUES | | | | | | | | | | | | | | | |
| LCFF State Aid | 2,550,453 | 127,452 | 127,452 | 229,414 | 229,414 | 229,414 | 229,414 | 229,414 | 229,696 | 229,696 | 229,696 | 229,696 | 229,696 | - | 2,550,453 |
| Education Protection Account | 451,612 | - | - | 112,841 | - | - | 112,841 | - | - | 112,965 | - | - | 112,965 | - | 451,612 |
| Prior Year Adjustments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| In-Lieu-Of Property Taxes | 4,007,973 | - | 320,461 | 480,691 | 240,346 | 240,346 | 240,346 | 240,346 | 240,346 | 668,364 | 334,182 | 334,182 | 334,182 | 334,182 | 4,007,973 |
| Federal Title Revenues | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Federal Revenues | 166,678 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | 13,890 | - | 166,678 |
| State Special Education | 570,510 | 28,526 | 28,526 | 51,346 | 51,346 | 51,346 | 51,346 | 51,346 | 47,543 | 47,543 | 47,543 | 47,543 | 47,543 | 19,017 | 570,510 |
| Other State Revenues | 691,230 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | 57,603 | - | 691,230 |
| Local Revenues | 249,065 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | 20,755 | - | 249,065 |
| TOTAL REVENUES | 8,687,521 | 248,225 | 568,686 | 966,540 | 613,353 | 613,353 | 726,194 | 613,353 | 609,832 | 1,150,816 | 703,668 | 703,668 | 816,633 | 353,199 | 8,687,521 |
| EXPENDITURES | | | | | | | | | | | | | | | |
| Certificated Salaries | 4,423,180 | - | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | 402,107 | - | 4,423,180 |
| Classified Salaries | 1,380,948 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | 115,079 | - | 1,380,948 |
| Benefits | 1,253,770 | 24,859 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | 111,719 | - | 1,253,770 |
| Books & Supplies | 432,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | - | 432,000 |
| Services & Operations | 1,133,096 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | 94,425 | - | 1,133,096 |
| Capital Outlay | 86,510 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | 7,209 | - | 86,510 |
| Other Outgo | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL EXPENSES | 8,709,503 | 277,571 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | 766,539 | - | 8,709,503 |
| OTHER CASH INFLOWS/OUTFLOWS | | | | | | | | | | | | | | | |
| Accounts Receivable (net change) | | 175,000 | 175,000 | - | - | - | - | - | - | - | - | - | - | - | 350,000 |
| Net Change in Payables | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fixed Asset Acquisitions | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Inflows/(Outflows) | | (500,000) | - | - | - | - | - | - | - | - | - | - | - | - | (500,000) |
| NET INFLOWS/OUTFLOWS | | (325,000) | 175,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| ENDING CASH BALANCE | | 3,653,266 | 3,630,413 | 3,830,414 | 3,677,228 | 3,524,042 | 3,483,697 | 3,330,511 | 3,173,803 | 3,558,079 | 3,495,208 | 3,432,337 | 3,482,431 | | |
| Days Cash On Hand | | 155 | 154 | 162 | 156 | 149 | 147 | 141 | 134 | 151 | 148 | 145 | 147 | | |
| | | Building est. project payment | | | | | | | | | | | | | |