Monica Hawk
Interim CEO
One Bright Ray, Inc.
1142 E. Erie Avenue
Philadelphia, PA 19124

One Bright Ray, Inc. Board Meeting Agenda *(A)*
June 3, 2026, at 3:00 P.M.
Via Zoom

I. Call to Order

II. Amend, Review, and Approve Minutes
1. Review board minutes from the meeting held on May 6, 2026 *(B)*

III. Financials Review & Updates: Frances Velazquez, CFO & Vertex Education
1. April 2026 Financial Statements *(C)*
2. 2026-2027 Budget Proposal *(D)*

IV. OBRCHS Updates: Monica Hawk, CEO
1. Position Vacancies for 2026-2027
2. Amended Evening Contract *(E)*
3. Snow Vehicle Proposal *(F)*

V. New Business
1. Board Meeting Schedule 2026-2027*(G)*

VI. Motion to Adjourn

INTERNATIONAL EDUCATION AND COMMUNITY INITIATIVES
D/B/A ONE BRIGHT RAY, INCORPORATED
Minutes of a Meeting
of the Board of Directors
Held May 6, 2026

A meeting of the Board of Directors (the "Board") of International Education and Community Initiatives, d/b/a One Bright Ray, Incorporated, a Pennsylvania non-profit corporation ("OBR"), was held via videoconference on Wednesday, May 6, 2026. The following Board members were present at the meeting: Joseph H. Proietta, EDM, President and Founder; Alberta P. O'Brien, EdD; Joycet Velasquez, MEd; Lisette Gonzalez, MA, LPC; and Ludmiladia Gomez, BA (who joined after the meeting was called to order, as noted). Also present at the meeting were Monica Hawk, Chief Executive Officer ("CEO"); Frances Velazquez, Chief Financial Officer; Michael Whisman, CPA, President of Vertex Education; Maria Granholm, JD, of Duane Morris LLP. Board members Cassandra McLaughlin, MS and Érica Mendez (De Jesus), BS were absent from the meeting.

Mr. Proietta served as Chair of the meeting and, having met a quorum, called the meeting to order at 3:04 p.m.

First, Mr. Proietta called for a review of the **attached** minutes from the meeting of the Board held on February 4, 2026, which were made available to the Board for review in advance of the meeting. The Board reviewed the minutes. Thereafter, upon a motion that was duly made and seconded, the minutes of the Board from the meeting held on February 4, 2026 were unanimously approved, by voice vote, by the Board members present at the meeting.

Second, Mr. Proietta called for an executive session to discuss legal and personnel matters. Mrs. Gomez joined the Board meeting during such executive session. The executive session concluded, and the general Board meeting resumed, at 3:11 p.m.

Third, Ms. Velazquez provided several financial updates, including updates with respect to (1) the timing of receipt of payments from the School District of Philadelphia (the "School District"), which payments have generally been processed faster this year than in the past and (2) interest payments.

Next, Mr. Whisman reviewed with the Board the **attached** unaudited financial statements for the nine (9)-month period ended March 31, 2026 (the "Financial Statements"). Mr. Whisman first provided an overview of OBR's annual budget-to-actual performance for the nine (9)-month period, pointing out that OBR non-profit's end-of-year projections are in-line with the annual projections, but OBR CHS is projecting a positive variance of approximately $18,684, which accounts for lower than budgeted revenue (due to reduced enrollment), more than offset by lower than budgeted expenses (due to reduced staffing expenses). The OBR entities are currently projecting a loss of $96,974 at fiscal year-end, compared with a budgeted loss of $114,655, which would be a positive variance of $17,681.

Mr. Whisman next reviewed with the Board OBR's summary balance sheet at March 31, 2026, highlighting that (1) OBR's cash and cash equivalents increased by $251,035 from June

30, 2025 (audited) to March 31, 2026 and (2) as of March 31, 2026, OBR continued to benefit from a higher interest rate (3.3086%) on its sweep account, as compared to the lower interest rate (1.41%) on its PNC bank account.

Next, Mr. Whisman reviewed with the Board OBR's financial covenants under its bond documents. Mr. Whisman reminded the Board that OBR is required to maintain a debt service coverage ratio ("DSCR") of at least 1.10 (both individually and combined with the Community Academy of Philadelphia) and, assuming current fiscal year end projections hold, OBR will have a DSCR of 1.30 and a combined DSCR of 3.20. Mr. Whisman pointed out, however, that OBR's DSCR will need to continue to be monitored, especially moving into the next fiscal year, particularly given OBR's ongoing enrollment challenges and no increase in per student rates for the upcoming fiscal year (consistent with OBR's contract with the School District). Mr. Whisman also provided a brief overview of key variances reflected on the more detailed budget-to-actual reports for each of OBR non-profit and OBR CHS. With respect to the significantly lower than budgeted expenses for OBR CHS, Ms. Velazquez noted that OBR has been, and continues to be, very conservative in its spending month-to-month, given its lower than budgeted revenues.

Fourth, Ms. Hawk provided an enrollment update and reviewed with the Board the **attached** enrollment analysis for each of OBR's programs, including both day and evening programs. Ms. Hawk discussed how OBR's enrollment budget was reduced to 84% for day programs and 65% for evening programs halfway through the fiscal year. She also advised the Board that the School District provided a drop list in November and recently provided a second drop list in April, which would impact May (and later) enrollment. The Board discussed various enrollment challenges, including more regular receipt of drop lists from the School District (which are anticipated to continue), and the fact that OBR's contract with the School District provides for no increase in per pupil rates for the upcoming fiscal year, despite costs generally increasing (including rent payable to the School District).

Fifth, Mr. Whisman and Ms. Hawk reviewed with the Board the **attached** draft budget for OBR's 2026-2027 fiscal year (the "Draft Budget"). Mr. Whisman reviewed with the Board key assumptions in the Draft Budget and a number of assumptions upon which the Draft Budget was prepared, including (1) enrollment across all OBR campuses of 85% for day programs and 65% for evening programs, consistent with current-year performance, (2) no change in revenue per student, consistent with OBR's contract with the School District, and (3) increased expenses, including increased personnel costs.

Ms. Hawk noted that the Draft Budget assumed (1) a two percent (2%) increase in salaries for staff, except for staff and teachers with an annual salary of over $100,000, and principals would receive a one percent (1%) increase, (2) certified teachers on OBR's existing Professional Educators salary scale will advance one step on such scale, or those certified teachers above the end of the scale would receive a two percent (2%) increase in salary, and (3) non-certified teachers' and the CEO's salaries would be frozen. Ms. Velazquez provided an overview of certain other changes taken into account in the Draft Budget, including a four percent (4%) increase in health insurance costs, a two percent (2%) increase in dental insurance costs, a five percent (5%) increase in rent for the two locations rented from the School District and updates to workers compensation and commercial insurance costs. Mr. Whisman explained that, with all of the updated costs, and no increase in per student rates, budgeting for the next fiscal year proved challenging. Mr. Whisman pointed out that the Draft Budget projects a net loss of $394,332, and a DSCR of 1.16, which is very close to the required minimum of 1.10.

In light of the foregoing, and the projected loss under the Draft Budget, Ms. Hawk presented recommended program changes for the Board's consideration. Ms. Hawk explained that the current budget is based on six programs running at current capacity; however, given the frequency of drop lists from the School District and uncertainty as to the number of seats that will be approved for the next fiscal year, Ms. Hawk recommended combining OBR's two evening programs into a single evening program at the Simpson campus. Ms. Hawk reported that the Strawberry Mansion evening program has struggled since the opening of the Simpson evening program. Under the proposed plan, Simpson's evening seat capacity would increase from 150 to 225 to accommodate all evening students (currently at an aggregate of 211 students), with an enrollment budget of 195 students so that revenue would remain consistent with current projections. Ms. Hawk noted that the combination would allow for cost savings of approximately $250,000. Ms. Hawk advised the Board that she had raised the potential for combining the evening program with the School District and that the School District confirmed it would be possible, and that the School District would preliminarily approve 225 evening seats at Simpson, though it is still possible the School District could also reduce seats for the Fairhill and Strawberry Mansion day programs.

The Board discussed the proposed combination of evening programs and various strategies for improving OBR's financial outlook, including the possibility of becoming eligible for the Pennsylvania Educational Improvement Tax Credit program.

Following further discussion of the proposed evening program combination, including the timing of implementation, upon a motion duly made and seconded, the Board approved, by roll-call vote, the combination of OBR's evening programs into a single program at Simpson, as set forth in more detail on **attached** Resolution No. 1.

Next, the Board discussed concerns regarding the proposed salary adjustments for the 2026-2027 fiscal year, given ongoing challenges with enrollment, increased expenses generally and flat per student rates. The Board agreed that principals should receive a one percent (1%) increase, consistent with the proposed increase for other employees earning over $100,000, but that all other proposed changes were acceptable. Thereafter, upon a motion duly made and seconded, the Board approved, by roll-call vote, the previously proposed salary changes, subject to the Board's proposed changes, noted above, as set forth in more detail on **attached** Resolution No. 2.

The Board directed that the Draft Budget be further updated to reflect its approval of the combination of OBR's evening programs, as well as updated principal salaries.

Sixth, Mr. Whisman reviewed with the Board the 2024 Form 990 for OBR, a copy of which was made available to Board members in advance of the meeting. Mr. Whisman reminded the Board that the Form 990 is the final reporting for OBR's prior fiscal year, which ended June 30, 2025, but that no tax is due in connection with such annual filing. Mr. Whisman noted that the final extended due date for the return was May 15, 2026. Mr. Proietta raised a question regarding the disclosure of compensation received by certain Board members from the Community Academy of Philadelphia ("CAP"), noting that he, Ms. Gonzalez and Ms. McLaughlin receive salary payments from CAP but that none of them serve as decision-makers at CAP. Mr. Whisman agreed to review the applicable disclosure requirements for such item and confirm that they are accurate, or update them as appropriate. Thereafter, upon a motion duly made and seconded, the Board approved, by roll-call vote, the finalization and filing of the Form 990 for the 2024 fiscal year, subject to any updates to the noted disclosures, as may be necessary following Mr. Whisman's review, as set forth in more detail on **attached** Resolution No. 3, and authorized OBR's officers (or any one of them) to sign and file, or cause to be signed and filed, such Form 990.

Seventh, Ms. Velazquez reported that OBR filed its Form 5500 for its retirement plan, as required for plans with more than 125 participants. Ms. Velazquez confirmed that the form was filed by the April 15 deadline and that a copy was provided to Board members for their information.

Eighth, Ms. Velazquez provided a workers' compensation policy renewal update. Ms. Velazquez reported that OBR's renewed workers' compensation policy reflects a reduction of $230 in annual premiums, notwithstanding several claims during the current policy year.

Ms. Gonzalez left the meeting at approximately 4:06 p.m.

Ninth, Ms. Hawk provided several OBR CHS updates. First, Ms. Hawk reported on the upcoming prom, noting that the evening programs' prom was cancelled due to insufficient student deposits but that the day programs' prom will be held at the Felt Factory on May 28, 2026. Ms. Hawk next reported that instructional walkthroughs were completed across all campuses and that initial indications were generally consistent with prior years, with some areas of improvement since last year, and some areas for growth, and that final reports were pending.

Tenth, Ms. Hawk presented the proposed 2026-2027 OBR academic calendars for both day and evening programs. Ms. Hawk explained that the School District is transitioning from counting instructional days to counting seat hours, and that, as a result, OBR proposes to do the same and, for day programs, move to five full instructional days per week, eliminating the current half-day Wednesday schedule, which typically has lower student attendance. Ms. Hawk noted that the proposed academic calendars continue OBR's three-module system and mirror the School District's calendar as closely as possible, which helps with student attendance and avoids additional rent costs when the School District's buildings are otherwise closed. Ms. Hawk reported that the day programs would conclude on June 9, 2027, with a staff day on June 10, 2027. Ms. Hawk noted that the evening program calendar is similar to the current year's calendar and mirrors the School District's calendar as closely as possible, with an optional summer session. Following a discussion regarding the proposed academic calendars, upon a motion duly made and seconded, the academic calendars for the 2026-2027 school year were unanimously approved, by voice vote, by the Board members present at the meeting.

Eleventh, Mr. Proietta asked whether there was any new business to come before the Board. Mr. Proietta reminded attendees that the next Board meeting is scheduled for Wednesday, June 3, 2026, at 3:00 p.m. via videoconference.

Twelfth, there being no additional new business to come before the Board, upon a motion duly made, seconded and unanimously approved by voice vote by the Board members present at the meeting, the meeting was adjourned at 4:11 p.m.

IECI
Financial Statements
April 30, 2026

Table of Contents

May 2026

Members of the Board of Trustees
IECI

This Summary and Management Report presents information we believe is important to you as members of the school board. We encourage you to review the sections of this report, and we would be pleased to provide additional information as requested.

1. Actual to Annual Budget for the ten months ending April 30, 2026

ACTUAL- ANNUAL BUDGET OBR				
April 30, 2026				
	Actual	**EOY Projection**	**Annual Budget**	**Variance - favorable (unfavorable)**
OBR non-profit				
Revenue	1,052,701	1,259,806	1,263,081	(3,275)
Expense	454,041	1,653,601	1,653,601	-
Change in net assets	598,661	(393,795)	(390,520)	(3,275)
OBR CHS				
Revenue	9,237,045	11,468,145	12,187,753	(719,609)
Expense	8,972,098	11,061,353	11,911,889	850,536
Change in net assets	264,947	406,792	275,864	130,928
TOTAL				
Revenue	10,289,746	12,727,950	13,450,834	(722,884)
Expense	9,426,138	12,714,953	13,565,490	850,536
Change in net assets	863,607	12,997	(114,655)	127,652

- Key variances include:
  OBR CHS:
  - Total projected personnel expenditures are under budget by $825,926 to the net of:
    - Instructional and non-instructional salaries are $641,982 under budget.
      - For the past fiscal year, we accrued the summer pay for instructional staff. This was reversed in September and is not an entry made in prior years.
    - Increased OBR administrative and school administrative salaries to net to $22,676 over budget.
    - Employee Benefits are $206,620 under budget.

2. Balance Sheet

Balance Sheet Analysis	June 30, 2024 Audited	June 30, 2025 Audited	April 30, 2026
Cash and Equivalents	3,372,026	5,606,344	5,859,900
Receivables	3,115,427	2,090,398	1,834,947
Prepaid Expenses	37,173	161,973	62,478
Accrued Expenses	204,225	752,234	207,469
Net Income (Loss)	425,729	612,352	863,608

- Cash position increased by $253,556 from June 30, 2025, to April 30, 2026.
- As of April 30, 2026, the interest rate on the PNC bank account is 1.41% and the investment sweep account is 3.3034%

<u>Financial Covenants</u>

CAP's lease agreement with OBR has a lease coverage ratio. Below is a summary of the projected ratios for both CAP and OBR for the period ending March 31, 2026.

	CAP	OBR
Projected Change in Fund Balance	2,604,366	12,997
Lease Costs	1,183,081	-
Depreciation & Amortization	-	727,857
Interest Expense	-	925,744
	3,787,447	1,666,598
Lease Costs/Debt	1,183,081	1,200,744
Ratio	3.20	1.39
Required -stand alone	1.00	1.10
Required -combined	1.10	1.10

ONE BRIGHT RAY
Statements of Financial Position
As of April 30, 2026

	(1) OBR Non-profit	(2) OBR CHS	TOTAL	June 30, 2025 Audited
ASSETS				
Current Assets				
Cash and Cash Equivalents	633,444	5,226,457	5,859,900	5,606,344
District Receivables	-	1,834,947	1,834,947	2,090,398
Federal Receivables	-	-	-	-
Prepaid Expenses	100	62,378	62,478	161,973
Total Current Assets	**633,543**	**7,123,782**	**7,757,325**	**7,858,715**
Fixed Assets				
Land	650,000	-	650,000	650,000
Buildings	15,856,946	-	15,856,946	15,856,946
Leasehold Improvements	4,065,974	865,914	4,931,887	4,931,887
Furniture, Fixtures & Equipment	-	1,562,157	1,562,157	1,562,157
Vehicles	-	86,884	86,884	86,884
Other Fixed Asset	-	45,886	45,886	45,886
Closing Costs	690,289	-	690,289	690,289
Fixed Assets Total	21,263,209	2,560,840	23,824,049	23,824,049
Right of Use - Lease Asset	-	3,051,562	3,051,562	3,051,562
Accumulated Depreciation	(10,557,921)	(3,672,917)	(14,230,838)	(14,230,838)
Total Fixed Assets	**10,705,288**	**1,939,486**	**12,644,773**	**12,644,773**
Other Assets				
Deferred Costs - Net	555,017	65,630	620,647	620,647
Net Other Assets	**555,017**	**65,630**	**620,647**	**620,647**
Assets Related to 2018 Financing				
Project Fund	59,313	-	59,313	79,317
Repair & Replacement Accounts	249,318	-	249,318	250,000
Debt Service Reserve Fund	1,200,739	-	1,200,739	1,191,258
Revenue Fund	978,265	-	978,265	390,474
Total Assets Related to Financing	**2,487,635**	**-**	**2,487,635**	**1,911,050**
TOTAL ASSETS	**14,381,483**	**9,128,898**	**23,510,381**	**23,035,184**
LIABILITIES & EQUITY				
LIABILITIES				
Current Liabilities			-	
Accounts Payable	-	(68,062)	(68,062)	48,584
Accrued Expenses	75,673	131,796	207,469	752,234
Deferred Revenues	-	273,000	273,000	-
Total Current Liabilities	**75,673**	**336,734**	**412,407**	**800,818**
Long-Term Liabilities				
Bonds Payable (Series 2018 A&B)	17,410,000	-	17,410,000	17,410,000
Issuance Cost Discount	(299,275)	101,999	(197,276)	(197,276)
Lease Obligations	-	3,069,368	3,069,368	3,069,368
Total Long-Term Liabilities	**17,110,725**	**3,171,367**	**20,282,092**	**20,282,092**
TOTAL LIABILITIES	**17,186,398**	**3,508,101**	**20,694,500**	**21,082,910**
EQUITY				
Unrestricted	(3,403,576)	5,355,849	1,952,274	1,339,921
Net Income	598,661	264,947	863,608	612,352
TOTAL EQUITY	**(2,804,915)**	**5,620,796**	**2,815,881**	**1,952,274**
TOTAL LIABILITIES & EQUITY	**14,381,483**	**9,128,898**	**23,510,381**	**23,035,184**

ONE BRIGHT RAY - NON-PROFIT
BUDGET to ACTUAL REPORT
For theTen Months Ending April 30, 2026

	[A] Actual - Unaudited	[B] YTD Budget	[C] = [A] - [B] Amount Over (Under) Budget	[D] EOY Projection	[E] Annual Budget	[F] = [D] - [E] Amount Over (Under) Budget
REVENUES						
Rental Revenues						
CAP 1100 E. Erie	833,086	833,086	-	1,000,200	999,704	496
OBRCHS Intercompany	152,815	152,815	-	183,378	183,378	0
Total Rental Income	**985,901**	**985,901**	**-**	**1,183,577**	**1,183,081**	**496**
Interest Earned on Debt	66,800	66,667	133	76,229	80,000	(3,771)
TOTAL REVENUES	**$ 1,052,701**	**$ 1,052,568**	**$ 133**	**$ 1,259,806**	**$ 1,263,081**	**$ (3,275)**
EXPENDITURES						
Debt Service						
Depreciation	-	-	-	700,000	700,000	-
Amortization	-	-	-	27,857	27,857	-
Interest	454,041	462,872	(8,831)	925,744	925,744	-
Total Debt Service	**454,041**	**462,872**	**(8,831)**	**1,653,601**	**1,653,601**	**-**
Total Expenditures	**$ 454,041**	**$ 462,872**	**$ (8,831)**	**$ 1,653,601**	**$ 1,653,601**	**$ -**
Net Change in Fund Balance	**$ 598,661**	**$ 589,696**	**$ 8,965**	**$ (393,795)**	**$ (390,520)**	**$ (3,275)**

ONE BRIGHT RAY - OBRCHS
BUDGET to ACTUAL REPORT
For theTen Months Ending April 30, 2026

	[A] Actual - Unaudited	[B] YTD Budget	[C] = [A] - [B] Amount Over (Under) Budget	[D] EOY Projection	[E] Annual Budget	[F] = [D] - [E] Amount Over (Under) Budget
REVENUES						
School District Revenue - Day	7,852,633	8,521,333	(668,700)	9,745,433	10,626,000	(880,567)
School District Revenue - Evening	1,155,000	1,108,333	46,667	1,450,400	1,365,000	85,400
Revenue from Federal Grants	-	-	-	-	-	-
Food Program Revenue	50,839	75,000	(24,161)	64,839	100,000	(35,161)
Student Revenues	14,481	24,215	(9,735)	15,381	36,753	(21,373)
Fundraising Revenue	1,214	-	1,214	1,214	-	1,214
Miscellaneous Revenue	162,878	50,000	112,878	190,878	60,000	130,878
Total School Operations Revenue	**9,237,045**	**9,778,882**	**(541,837)**	**11,468,145**	**12,187,753**	**(719,609)**
TOTAL REVENUES	**$ 9,237,045**	**$ 9,778,882**	**$ (541,837)**	**$ 11,468,145**	**$ 12,187,753**	**$ (719,609)**
EXPENDITURES						
Salaries						
OBR Administration Salaries	442,084	429,226	12,858	528,099	515,071	13,028
School Administration Salaries	1,025,010	1,015,163	9,846	1,227,844	1,218,196	9,648
Instructional Salaries	2,181,695	2,669,229	(487,534)	2,933,295	3,297,282	(363,988)
Non-Instructional Salaries	2,192,399	2,420,393	(227,994)	2,652,399	2,930,393	(277,994)
Total Salaries	**5,841,187**	**6,534,011**	**(692,824)**	**7,341,637**	**7,960,943**	**(619,306)**
Employee Benefits						
Health and Dental	845,307	807,699	37,608	935,438	969,239	(33,801)
FICA	440,048	504,175	(64,127)	545,659	605,010	(59,352)
Retirement Contributions	235,409	311,941	(76,532)	270,409	374,330	(103,920)
Other Employee Benefits	65,491	80,295	(14,804)	80,011	89,558	(9,547)
Total Employee Benefits	**1,586,255**	**1,704,110**	**(117,855)**	**1,831,517**	**2,038,137**	**(206,620)**
Professional Fees	434,364	430,635	3,729	547,720	515,252	32,468
Cleaning	32,114	28,833	3,281	39,364	41,000	(1,636)
Utilities	67,312	57,667	9,645	77,812	68,000	9,812
Maintenance	95,591	77,090	18,501	106,836	103,398	3,439
Rent	397,331	378,919	18,412	467,044	463,913	3,131
Auto	519	1,396	(877)	1,269	4,000	(2,731)
Insurance	110,994	134,114	(23,120)	169,464	176,746	(7,283)
Communications	37,606	34,167	3,439	44,674	41,000	3,674
Advertising	1,080	1,200	(120)	1,320	2,400	(1,080)
Printing	12,566	5,000	7,566	15,066	6,000	9,066
Food Service	69,309	94,909	(25,600)	85,209	116,000	(30,791)
Travel	2,357	5,833	(3,476)	4,707	7,000	(2,293)
Supplies	103,732	113,154	(9,422)	114,295	125,250	(10,955)
Food	4,639	7,500	(2,861)	5,639	9,000	(3,361)
Technology	58,273	48,726	9,547	58,773	50,000	8,773
Property & Equipment	3,072	-	3,072	4,572	16,000	(11,428)
Dues & Fees	30,965	24,159	6,806	33,528	29,000	4,528
Student Activities	65,828	74,985	(9,157)	89,853	113,000	(23,147)
Professional Development	9,642	9,769	(126)	11,442	13,700	(2,258)
Employee Appreciation	6,704	8,316	(1,612)	8,704	11,500	(2,796)
Student Assessment	-	-	-	-	650	(650)
Fundraising	658	-	658	908	-	908
Total Operating Expenditures	**1,544,655**	**1,536,370**	**8,285**	**1,888,199**	**1,912,809**	**(24,610)**
Total Expenditures	**$ 8,972,098**	**$ 9,774,492**	**$ (802,394)**	**$ 11,061,353**	**$ 11,911,889**	**$ (850,536)**
Net Change in Fund Balance	**$ 264,947**	**$ 4,390**	**$ 260,557**	**$ 406,792**	**$ 275,864**	**$ 130,928**

IECI

BUDGET - DRAFT

2026 - 2027

IECI
BUDGET - DRAFT
2026 - 2027

	2025-2026 Budget	2025-2026 Projection	2026-2027 Proposed Budget	Increase (Decrease) from Projection	Notes
REVENUES					
Rental Revenues					
CAP 1100 E. Erie	1,001,330	999,704	999,704	(0)	
OBRCHS Intercompany	183,676	183,378	183,378	(0)	
Total Rental Income	**1,185,006**	**1,183,081**	**1,183,081**	**(0)**	
Interest Earned on Debt	**80,000**	**82,627**	80,000	**(2,627)**	
TOTAL REVENUES	**$ 1,265,006**	**$ 1,265,709**	**$ 1,263,081**	**$ (2,627)**	
EXPENDITURES					
Dues & Fees	-	-	-	-	
Total Operating Expenditures	**-**	**-**	**-**	**-**	
	-	-	-	-	
Debt Service	-	-	-	-	
Depreciation	700,000	700,000	700,000	-	
Amortization	27,857	27,857	27,857	-	
Interest	931,481	919,781	919,781	-	
Total Debt Service	**1,659,338**	**1,647,638**	**1,647,638**	**-**	
Total Expenditures	**$ 1,659,338**	**$ 1,647,638**	**$ 1,647,638**	**$ -**	
Net Change in Fund Balance	**$ (394,332)**	**$ (381,930)**	**$ (384,557)**	**$ (2,627)**	

IECI
BUDGET - DRAFT
2026 - 2027

	2025-2026 Budget	2025-2026 Projection	2026-2027 Proposed Budget	Increase (Decrease) from Projection
Other Local Revenues				
School District Revenue - Day	10,395,000	9,851,833	9,817,500	(34,333)
School District Revenue - Evening	1,260,000	1,400,000	1,365,000	(35,000)
Food Program Revenue	115,250	64,939	100,000	35,061
Student Revenues	38,750	22,345	27,715	5,370
Fundraising Revenue	-	723	745	22
Miscellaneous Revenue	60,000	190,415	196,128	5,712
Total Local Revenue -Other	**11,869,000**	**11,530,255**	**11,507,087**	**(23,168)**
TOTAL REVENUES	**$ 11,869,000**	**$ 11,530,255**	**$ 11,507,087**	**$ (23,168)**
EXPENDITURES				
Salaries				
OBR Administration Salaries (X FT)	610,527	528,091	518,116	(9,975)
School Administration Salaries (X FT, X PT)	1,252,725	1,222,831	1,172,942	(49,889)
Instructional Salaries (X FT, X PT)	3,257,753	3,053,747	3,090,355	36,608
Support Staff Salaries (X FT, X PT)	2,540,223	2,660,137	2,697,177	37,039
Total Salaries	**7,661,229**	**7,464,806**	**7,478,589**	**13,783**
	-	-	-	-
Employee Benefits	-	-	-	-
Health and Dental	956,151	939,992	982,202	42,211
FICA	606,450	551,473	568,041	16,568
Retirement Contributions	367,817	311,397	360,283	48,886
Other Employee Benefits	91,520	88,700	54,214	(34,485)
Total Employee Benefits	**2,021,939**	**1,891,562**	**1,964,742**	**73,180**
Operating Expenses				
Professional Fees	520,315	541,632	524,933	(16,699)
Cleaning	40,000	39,870	35,000	(4,870)
Utilities	65,900	70,347	72,457	2,110
Maintenance	89,196	90,031	103,437	13,406
Rent	453,247	467,044	480,920	13,876
Auto	4,000	1,269	2,750	1,481
Insurance	144,748	176,187	186,978	10,792
Communications	36,200	44,739	42,160	(2,579)
Advertising	2,400	1,320	1,440	120
Printing	3,500	13,113	13,506	393
Food Service	115,500	93,906	115,500	21,594
Travel	6,500	5,353	5,513	161
Supplies	125,250	115,539	121,493	5,955
Food	11,000	5,847	6,022	175
Technology	58,000	55,131	51,350	(3,781)
Property & Equipment	3,500	5,078	5,230	152
Dues & Fees	29,000	31,054	29,084	(1,970)
Student Activities	113,000	101,628	110,040	8,413
Professional Development	13,700	11,442	18,251	6,809
Employee Appreciation	8,000	8,489	8,500	11
Student Assessment	650	-	-	-
Fundraising	-	322	300	(22)
Total Operating Expenditures	**1,843,606**	**1,879,339**	**1,934,866**	**55,527**
Total Expenditures	**$ 11,526,774**	**$ 11,235,707**	**$ 11,378,197**	**$ 142,490**
Net Change in Fund Balance	**$ 342,226**	**$ 294,548**	**$ 128,890**	**$ (165,658)**

	Budgeted
Net Income - CHS	128,890
Net Income - NP	(384,557)
Depreciation and Amortization	727,857
Debt Service	1,159,781
Net Income Available for Debt Service	1,631,972
Principal	240,000
Interest	919,781
Total Debt Service	1,159,781
Debt Service Coverage Ratio	1.41

THE SCHOOL DISTRICT OF PHILADELPHIA

Hilderbrand Pelzer III
Associate Superintendent
Office of School Performance|Elementary II
Division of Academic Services
440 North Broad Street, Suite 210
Philadelphia, PA 19130

May 18, 2026

Via electronic mail

Monica Hawk
Chief Executive Officer
International Education and Community Initiatives d/b/a One Bright Ray, Inc.
1142 E. Erie Ave.
Philadelphia, PA 19124

Re: Legal Notice Under Contract No. 3439 – Adjustment of Program Capacity, Facilities, and Compensation

Dear Ms. Hawk:

Pursuant to the Agreement for Services executed on July 1, 2022, between the School District of Philadelphia and International Education and Community Initiatives d/b/a One Bright Ray, Inc., this letter serves as notice of adjustments to the program specifications and compensation that will be memorialized in an amendment to follow.

In accordance with the operational requirements of the Adult Diploma Program, the following modifications are hereby to be implemented:

1. Adjustment of Program Capacity

The Program Capacity as defined in Schedule "1" (Statement of Work) is formally reduced from 300 to 225 seats.

2. Modification of Facility Details

The facility distribution in Schedule "1" is updated as follows:

- Mansion Campus: This location is now closed for the purposes of this program.
- Simpson Campus: Capacity is increased from 150 students to 225 students.

3. Adjustment of Compensation

Reflecting the reduction in program capacity, the total not-to-exceed fee for the contract term is adjusted as follows:

- Original Not-to-Exceed Amount: $10,500,000.00
- Adjusted Not-to-Exceed Amount: $9,975,000.00

Except as expressly modified by amendment to follow, all other Standard Terms and Conditions and covenants of the original Contract remain in full force and effect. Please ensure all future invoices are submitted in conformity with these adjusted amounts and the itemization requirements set forth in the Agreement.

Sincerely,

Hilderbrand Pelzer III
Associate Superintendent

Cc: Ranjan Barsley, Assistant General Counsel, Office of General Counsel
DawnLynne Kacer, Executive Director, Opportunity Network
Majeedah Scott, Director, Multiple Pathways to Graduation
Emily Diefendorf, Director, Instructional Support, Opportunity Network
Dr. Shakeera Warthen-Canty, Assistant Superintendent, Office of School Operations and Management
Dr. Brenda Elliott, Deputy Superintendent of Academic Services

Proposal: Snow Removal Equipment Investment

Background & Problem

During FY 2025–2026, One Bright Ray spent **$12,575** on snow removal and salting services at the Simpson Campus alone. These costs are expected to rise due to inflation and increasing service rates. Additionally, reliance on third-party vendors can create delays in snow clearance, potentially impacting safety and timely school operations.

Proposed Solution

To reduce long-term costs and improve operational responsiveness, we propose purchasing a **UTV (Utility Task Vehicle) with a snow plow attachment** for in-house snow removal and salting.

- The vehicle will be used on campus property, requiring no registration or vehicle insurance
- It will be stored securely at the Simpson Campus
- It will support timely snow removal, salting, and general grounds maintenance year-round
- In cases of extreme snow accumulation, the UTV could be transported to other OBR campuses to support snow removal efforts system-wide, increasing its overall utility and value

Financial Consideration & ROI

Based on current spending:

- Annual snow removal cost: **$12,575 (Simpson Campus only)**
- Estimated one-time purchase cost: **$13,000–$19,900**

This investment has the potential to realize **ongoing cost savings** after 2 winter seasons.

Vendor Quotes (Attached)

- Honda Pioneer 520 (Philadelphia Cycle Center): **$13,126.45**
- John Deere Gator XUV560E (Little's): **$19,867.86**
- Polaris Pro XD Mid-Size Gas: **$18,108.95**

Snow Removal Invoices

Campos Enterprises
4936 N 6th St
Philadelphia, PA 19120-3706
USA
2157684222
camposcorp.billy@gmail.com

Invoice

BILL TO
One Bright Ray
1142 e. Erie Ave
Philadelphia, PA 19124
United States

INVOICE #	DATE	TOTAL DUE	DUE DATE	TERMS	ENCLOSED
3389	12/23/2025	$1,485.00	01/22/2026	Net 30	

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
snow	Snow Plow services. Plow 5.2" of snow service from parking lots and sidewalks. Services provided on 12-15-25.	1	1,485.00	1,485.00
				0.00

Ways to pay

PayPal venmo

View and pay

SUBTOTAL	1,485.00
TAX	0.00
TOTAL	1,485.00
BALANCE DUE	**$1,485.00**

Campos Enterprises
4936 N 6th St
Philadelphia, PA 19120-3706
USA
2157684222
camposcorp.billy@gmail.com

Invoice

BILL TO
One Bright Ray
1142 e. Erie Ave
Philadelphia, PA 19124
United States

INVOICE #	DATE	TOTAL DUE	DUE DATE	TERMS	ENCLOSED
3400	12/31/2025	$1,500.00	01/30/2026	Net 30	

P.O. NUMBER
snow

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks as storm approaches. Services performed on 12-26-2025 at 08:00 PM.	1	750.00	750.00
				0.00
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks after the storm. Services performed on 12-27-2025 at 03:00 PM.	1	750.00	750.00

Ways to pay

PayPal venmo

View and pay

SUBTOTAL	1,500.00
TAX	0.00
TOTAL	1,500.00
BALANCE DUE	**$1,500.00**

Campos Enterprises
4936 N 6th St
Philadelphia, PA 19120-3706
USA
2157684222
camposcorp.billy@gmail.com

Invoice

BILL TO
One Bright Ray
1142 e. Erie Ave
Philadelphia, PA 19124
United States

INVOICE #	DATE	TOTAL DUE	DUE DATE	TERMS	ENCLOSED
3435	02/09/2026	$4,420.00	03/11/2026	Net 30	

P.O. NUMBER
Snow

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks as storm approaches. Services performed on 1-26-2026	1	750.00	750.00
snow	Snow plow services. Provide equipment and labor to shovel and plow 9.5" of snow from sidewalks and parking lot. Services provided on 1-27-2026	1	2,920.00	2,920.00
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks after the storm. Services performed on 1-27-2026	1	750.00	750.00

Ways to pay

PayPal venmo

View and pay

SUBTOTAL	4,420.00
TAX	0.00
TOTAL	4,420.00
BALANCE DUE	**$4,420.00**

Campos Enterprises
4936 N 6th St
Philadelphia, PA 19120-3706
USA
2157684222
camposcorp.billy@gmail.com

Invoice

BILL TO
One Bright Ray
1142 e. Erie Ave
Philadelphia, PA 19124
United States

INVOICE #	DATE	TOTAL DUE	DUE DATE	TERMS	ENCLOSED
3473	02/27/2026	$6,655.00	03/29/2026	Net 30	

P.O. NUMBER
snow

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
snow	Snow plow services. Provide equipment and labor to shovel and plow 15.3" of snow from sidewalks and parking lot. Services provided on 02-23-2026	1	4,405.00	4,405.00
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks after plowing. Services performed on 2-23-2026	1	750.00	750.00
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks due to low temps and black ice. Services performed on 2-24-2026 at 07:15 AM.	1	750.00	750.00
snow	Salting Services. Provide and apply salt to parking lots and treat sidewalks due to low temps and black ice. Services performed on 2-25-2026 at 06:00 AM.	1	750.00	750.00

SUBTOTAL	6,655.00
TAX	0.00
TOTAL	6,655.00
BALANCE DUE	**$6,655.00**

Ways to pay

PayPal venmo

View and pay

Snow Vehicle Quotes

PHILADELPHIA CYCLE CENTER

2450 Castor Avenue
Philadelphia PA 19134
(215)533-5200

Bill of Sale

ONE BRIGHT RAY COMMUNITY HIGH SCHOOL

Date
Deal No.
Salesperson Vincent
Lienholder none

3079 W SUSQUEHANNA AVE
PHILADELPHIA, PA 19121
DOB: DL:

H W C 646-271-1227 Email ADISLA@ONEBRIGHTRAY.COM

I hereby agree to purchase the following unit(s) from you under the terms and conditions specified. Delivery is to be made as soon as possible. It is agreed, however, that neither you nor the manufacturer will be liable for failure to make delivery.

Unit Information

New/U	Year	Make	Model	Miles	Serial No.	Color	Stock No.	Price (Incl factory options)
New	2026	HONDA	SXS520M2T	1	1HFVE0741T4100725	RED	H100725	$10,499.00

Trade Information

Parts and Labor:

	Price	Qty	Ext Price
KOLPIN 52" STAMPED STEEL BLADE	$309.99	1	$309.99
KOLPIN 2500# WINCH-SYNTH ROPE	$299.99	1	$299.99
HONDA PIONEER 500 WINCH MOUNT	$99.99	1	$99.99
UTV CONQUEROR F-C PLOW FRAME	$519.99	1	$519.99
FRONT CONNECT MNT-PIONEER 500	$139.99	1	$139.99

Dealer Unit Price	$10,499.00
Parts & Accessories	$1,369.95
Labor	$0.00
Freight	$885.00
Dealer Prep	$0.00
TITLE	$22.50

Labor:
FRONT CONNECT MNT-PIONEER 500, UTV CONQUEROR $0.00

Notes:

Cash Price	$12,776.45
Trade Allowance	$0.00
Payoff	$0.00
Net Trade	$0.00
Net Sale (Cash Price - Net Trade)	$12,776.45
Sales Tax	$0.00
Title/License/Registration Fees	$0.00
Document or Administration Fees	$350.00
Sub Total (Net Sale + Other Charges)	$13,126.45
Cash Down Payment	$0.00
Amount to Pay/Finance	$13,126.45

Monthly Payment of $0.00 For 0 Months at 0.00% Interest

NOTICE TO BUYER: (1) Do not sign this agreement before you read it or if it contains any blank spaces to be filled in. (2) You are entitled to a completely filled in copy of this agreement. (3) If you default in the performance of your obligations under this agreement, the vehicle may be repossessed and you may be subject to suit and liability for the unpaid indebtedness evidenced by this agreement.

TRADE-IN NOTICE: Customer respresents that all trade in units described above are free of all liens and encumbrances except as noted.

*With Approved Credit. Interest rates and monthly payment are approximate and may vary from those determined by the lendor.

Customer Signature ____________________ Dealer Signature ____________________

Customer Signature ____________________

Prepared For

ADIEL DISLA

1142 E ERIE AVE

PHILADELPHIA, PA 191245424

(646) 271-1227

ADISLA@ONEBRIGHTRAY.COM

Prepared By

Samuel Dumas

Robert E. Little, Inc.

335 South York Road

Hatboro, PA 19040

2156724100

sdumas@relittle.com

Quote Id 2007215

Creation Date 29-Apr-2026

Expiration Date 29-May-2026

Little's JOHN DEERE

Prepared For

ADIEL DISLA

1142 E ERIE AVE

PHILADELPHIA, PA 191245424

(646) 271-1227

ADISLA@ONEBRIGHTRAY.COM

Prepared By

Samuel Dumas

Robert E. Little, Inc.

335 South York Road

Hatboro, PA 19040

2156724100

sdumas@relittle.com

Quote Id 2007215

Creation Date 29-Apr-2026

Expiration Date 29-May-2026

Quote Summary

Equipment Summary	Suggested List	Selling Price	QTY In Group	Extended
GATOR™ XUV560E (Model Year 2026)	**$14,249.00**	**$14,314.73**	**1**	**$14,314.73**
PowerGard Protection Plan				**$328.00**
Commercial, XUV560E, Comprehensive - Full Machine, 250 Total Hours or 18 Total Months, 0 Deductible Date Quoted : 29-Apr-2026				
western 5'6" mid duty Snow Equipment	**$4,175.00**	**$3,637.87**	**1**	**$3,637.87**
Equipment Total				**$18,280.60**

Quote Summary	
Total Selling Price	$18,280.60
Total Taxable Equipment Fees	$360.00
DELIVERY	$100.00
PA. Sales Tax - (6.0%)	$1,104.76
Sub-total	**$19,845.36**
*DCNR TITLE FEE	$22.50
Balance Due	**$19,867.86**

Salesperson : X ____________________

Accepted By : X ____________________

Little's

JOHN DEERE

Selling Equipment

Quote #	2007215
Customer	ADIEL DISLA

GATOR™ XUV560E (Model Year 2026)

QTY In Group : 1

Hours	- - -	Suggested List
Serial Number	- - -	$14,577.00
Stock Number	- - -	Selling Price
PUK Parent Serial #		$14,642.73

Equipment Summary

Description	Qty	List Price	Adjusted Selling Price
GATOR™ XUV560E (Model Year 2026)	1	$13,299.00	$13,299.00

Base / Options

Description	Qty	List Price	Adjusted Selling Price
US 49 State	1	$0.00	$0.00
Build to Order	1	$0.00	$0.00
Green & Yellow	1	$0.00	$0.00
25" Terra Hawk all-terrain tires on 12" Yellow Steel Wheels	1	$0.00	$0.00
Park Position in Transmission	1	$0.00	$0.00
OSR Nets	1	$0.00	$0.00
Less Roof and Panels	1	$0.00	$0.00
Less Protection Package	1	$0.00	$0.00
Base Comfort and Convenience Package	1	$0.00	$0.00
Total Base / Options		**$13,299.00**	**$13,299.00**

Other Charges

Description	List Price
FREIGHT	$950.00
Total Adjustments	**$950.00**

Customer Discounts

Description	Discount Amount
Customer Discount	$65.73
Total Discounts	**$65.73**

Value Added Services

Description	Qty		Agreed Price
PowerGard Protection Plan	1		$328.00
Total Value Added Services			**$328.00**
Selling Price Subtotal			**$14,642.73**
Total Selling Price		**$14,577.00**	**$14,642.73**

Little's

JOHN DEERE

western 5'6" mid duty Snow Equipment

Hours	---	QTY In Group : 1
Serial Number		Suggested List
		$4,175.00
Stock Number	---	Selling Price
PUK Parent Serial #	---	$3,997.87

Equipment Summary

Description	Qty	List Price	Adjusted Selling Price
western 5'6" mid duty Snow Equipment (74365)	1	$1,058.00	$1,058.00

Base / Options

Description	Qty	List Price	Adjusted Selling Price
attachment hydraulic kit - mid duty (87515)	1	$2,208.00	$2,208.00
mount kit (35200-1 mount kit for xuv560 e (35200-1)	1	$387.00	$387.00
mid duty plow handheld control (90180)	1	$322.00	$322.00
Total Base / Options		**$3,975.00**	**$3,975.00**

Other Charges

Description	List Price
freight	$200.00
Total Adjustments	**$200.00**

Customer Discounts

Description		Discount Amount
Customer Discount		($537.13)
Total Discounts		**($537.13)**
Selling Price Subtotal		**$3,637.87**
labor		$360.00
Total Selling Price	**$4,175.00**	**$3,997.87**

Little's

JOHN DEERE

Extended Warranty Proposal

PowerGard™ Protection Plan

GATOR™ XUV560E (Model Year 2026)
Date: 29-Apr-2026

Machine/Use Information		Plan Description		Price	
Manufacturer	JOHN DEERE	Plan Type	POWERGARD	Deductible	$0.00
Equipment Type	TURF AND UTILITY	Warranty Coverage	Comprehensive - Full Machine	Quoted Price	$328.00
Model	XUV560E	Total Months	18	PowerGard List	$328.00
Country	US	Total Hours	250	Date Quoted	29-Apr-2026

MFWD/Tracks N

GRACE pricing is only good during the first 12 months or 1000 hours of ownership for new tractors during the John Deere basic warranty period. After this period, DELAYED pricing can be purchased up to the end of the John Deere basic warranty for tractors of 24 months or 2000 hours, and having passed a special inspection/certification process. The Total Months and Hours listed above include the John Deere basic Warranty. "Limited" Plan coverage = Engine & Powertrain only."Comprehensive" Plan coverage = Full Machine.

PowerGard Protection Proposal Prepared for:

____
Customer Name - Please Print

____
Customer Signature

I have been offered this extended warranty and

☑ I ACCEPT the PowerGard Protection
☐ I DECLINE the PowerGard Protection

If declined, I fully understand that any equipment listed above is not covered for customer Expenses due to component failures beyond the original basic warranty period provided by John Deere.

Note: This is not a contract. For specific PowerGard Protection coverage terms and conditions, please refer to the actual PowerGard Protection Plan contract for more information and the terms, conditions, and limitations of the agreement.

What PowerGard Protection is:

The PowerGard Protection Plan is an **extended warranty** program for reimbursement on parts and labor for covered components that fail due to faulty material or original workmanship that occur beyond the John Deere Basic Warranty coverage period. The agreement is between Deere & Company and the owners of select John Deere Commercial and Agricultural equipment, who purchase the PowerGard Plans for the desired coverage as indicated in this proposal.

What PowerGard Protection is not:

PowerGard Protection is **not insurance**. It also does not cover routine maintenance or high wear items, or insurance-related risks/perils such as collision, overturn, vandalism, wind, fire, hail, etc. It does not cover loss of income or loss of value of crops during or after an equipment failure. See the actual product-specific PowerGard Protection Plan agreement for a complete listing of covered components, and limitations and conditions under the program.

Features/Benefits:

PowerGard Protection includes the following features and benefits under the program:

- Pays for parts and labor costs incurred on failed covered components (less any applicable deductibles).
- Does not require pre-approval before repairs are made by the authorized John Deere dealership.
- Payments are reimbursed directly to the dealership, with no prepayment required by the contract holder.
- PowerGard Protection agreements ensure that only Genuine John Deere Parts are used in all repairs.
- PowerGard coverage is fully transferable to future owners, with no transfer fees when coverage remains.
- PowerGard ensures higher resale value and makes equipment more marketable during the sale or trade-in.
- PowerGard allows you to budget your total cost of ownership, with financing available through John Deere Financial or other sources.
- PowerGard helps prevent large, unexpected repair bills during later years of equipment ownership, in exchange for a smaller protection fee up front.

Frances Velazquez <fvelazquez@onebrightray.com>

Fwd: Summary of your build request

1 message

Adiel Disla <adisla@onebrightray.com>
To: Frances Velazquez <fvelazquez@onebrightray.com>, Monica Hawk <mhawk@onebrightray.com>

Thu, May 14, 2026 at 1:43 PM

Wanted to share a quote obtained for Snow removal vehicle. Still waiting for a second contractor to also provide.

---------- Forwarded message ---------
From: **Polaris Commercial** <noreply@email.polaris.com>
Date: Thu, May 14, 2026 at 1:31 PM
Subject: Summary of your build request
To: <Adisla@onebrightray.com>

A sales representative will be following up. | Browser Version

Thanks for building a UTV

HELLO, ADIEL DISLA-JORGE!

A sales representative will be following up shortly to discuss your customized utility vehicle build.

Submitted On:	May 14, 2026
Submitted By:	ADIEL DISLA-JORGE
Business Name:	One Bright Ray Community High School

Model Selected

Pro XD Mid-Size Gas

Avalanche Gray

Model #: D26M2A57B4

See Your Build

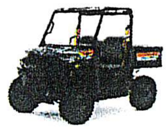
(Base model shown without options/accessories.)

Options & Accessories:

0810957	Roof
0810962	Polyview Windshield
0810991	Canvas Doors
2890336	K-BLADE 66 G-PRO UPDT

534003205 82a689a9-ba4f-f111-bec6-7ced8d1e9477 236615

Build Summary



Pro XD Mid-Size Gas
D26M2A57B4

Avalanche Gray

Windshield : Poly Windshield
$659.98 | #0810962

Roof : Roof
$504.99 | #0810957

Rear Panel : None
#0810964

Doors : Canvas Doors
$1,149.99 | #0810991

Cab Accy : None
#0810970

Steering : None
#0810978

Heater : None
#0810980

Pro Series Plow Blade, 66", Steel
$399.99 | #2890336

Additional Notes

Starting Price
$15,394.00
US MSRP

As Configured
$18,108.95
US MSRP

Board
One Bright Ray, Inc.
1142 E. Erie Ave.
Philadelphia, PA 19124

2026–2027 BOARD MEETING TENTATIVE SCHEDULE

DATE	TIME	LOCATION
Wednesday, October 7, 2026	3:00 p.m.	Zoom (Virtual Meeting)
Wednesday, November 18, 2026	3:00 p.m.	Zoom (Virtual Meeting)
Wednesday, February 3, 2027	3:00 p.m.	Zoom (Virtual Meeting)
Wednesday, April 28, 2027	3:00 p.m.	Zoom (Virtual Meeting)
Wednesday, June 2, 2027	3:00 p.m.	Zoom (Virtual Meeting)