Twilight Wish®

2022-2024

Strategic Business Plan

National 501(c)(3) Non-Profit Charitable Organization

Twilight Wish Foundation, Inc.
PO Box 1042, Doylestown PA 18901
Phone: 877.TWF.WISH (893.9474)
215.230.8777
Fax: 215.230.8770
www.TwilightWish.org
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Twilight Wish Foundation, Inc.

**Mission, Vision, and Tagline**

Our MISSION:

To honor and enrich the lives of seniors through wish-granting celebrations connecting generations.

Our VISION:

To make our world a nicer place to age, one wish at a time.

Our TAGLINE since 2003:

“Celebrating Seniors and Making Dreams Come True.”

Twilight Wish is a 501(c)(3) tax exempt organization founded in Pennsylvania in 2003. Donations are tax deductible to the full extent of the law.

**Twilight Wish Foundation – Values Statement**

Twilight Wish Foundation’s mission is to “honor and enrich the lives of deserving seniors through wish granting celebrations that connect generations.” Twilight Wish Foundation’s goal is to promote the following core values with every wish it grants:

- **Appreciation**
  Twilight Wish Foundation aims to show appreciation to seniors for all that they have accomplished in their lives, whether it be service to their country, service to their community, or simply the everyday actions that have positively influenced their family, friends, and all those around them.

- **Joy and Celebration**
  Twilight Wish Foundation aims to spread joy to seniors and foster a spirit of celebration of their lives.

- **Honor and Respect**
  Twilight Wish Foundation aims to give seniors the honor and respect that they deserve.

- **Intergenerational Connection**
  Twilight Wish Foundation aims to bring generations together so that those who are younger feel a connection with those who have come before them and learn from their experiences.
**History**

Twilight Wish Foundation was founded by Cass Forkin on July 1, 2003, in Bucks County, Pennsylvania after a life-changing encounter with several elderly women in a diner. As the women were counting out their change to pay for their meal, it became clear to Forkin that they could barely afford even a simple buffet lunch in a diner, so she anonymously paid their bill. They insisted on knowing who treated them and said, “We didn’t know there were still people like you out there. We thought you had forgotten us.” Those comments and the women’s gratefulness for Forkin’s simple gesture led to the realization of the genuine need for a national organization that addressed not only simple and basic needs, but also the higher-level needs for an elder’s wish of a lifetime.

Twilight Wish granted its very first wish on January 16, 2004, to Margaret Turner, an 81-year-old nursing home resident. Margaret requested a tombstone for her deceased son who was buried in an unmarked grave. Since that first wish, Twilight Wish has granted over one wish every other day in our country since our founding, or more than 4,000 individual wishes to deserving elderly throughout the U.S.

**Types of Wishes Granted**

- **Simple Needs** for food, clothing, stoves, refrigerators, air conditioners, heaters, mattresses, accessibility items including walkers, wheelchairs, scooters and ramps, visual aids such as glasses and reading equipment; hearing aids to participate in activities and reduce isolation and despair; dentures to smile again and eat healthy fresh fruit and vegetables; etc.
- **Celebrating a Life** wishes include meaningful and nostalgic wishes granted for either hospice patients, persons 90 or older, or those recipients with limited life expectancies. These wishes can be for family reunions, visits to hometowns, visits to places of comfort and joy, chances to return to their jobs or careers one more time, and any similar wish that validates and brings joy to the recipient.
- **Living Life to the Fullest** wishes include riding on a motorcycle, having a book published, taking a ride in a hot air balloon, having songs listened to by the music industry, riding in a fighter jet, going on a special fishing trip, meeting a famous person, going to the ballgame, and being greeted by favorite players, etc.

**Programs and Segments** – Twilight Wish recognizes this as an opportunity for growth to segment based on shared values and experiences for wishes and fundraising. Our veterans’ program was designed in 2007 to provide a special designation for those who have given back so much to our nation. 25% of our wishes to date have been for veterans. First Responders are a potential segment that could begin in 2022 to honor police, firefighters, and paramedics.
Twilight Wish General Corporate Information

Twilight Wish Foundation
PO Box 1042
Doylestown, PA 18901
P: (215) 230-8777
Toll Free: (877) TWF-WISH (877) 893-9474
Fax: (215) 230-8770

We lease our current headquarters, located at 2370 York Road, Suite D2, Jamison, PA, where we rent 954 square feet for $1,000/month ($12,000/year). We also have another 150 square feet of donated utilize storage space in Warminster, PA, and paid storage space in Jamison PA for $100 per month. A PO Box is leased in Doylestown for receiving mail.

Twilight Wish Team Members

National Board Members

Cass Forkin, MBA, Founder, 2003, Board Chair & Chief Visionary Officer
James Ciervo, Vice Chair Board Director, and LINY Chapter Director since 2006
Mary Mannix Meister, Treasurer, 2018
Ruth Anne Wood, Secretary, 2021
Jack Regan, Board Director, 2016
Annabella Wood, Board Director, 2018

Our working Board of Directors is fully committed to the mission and vision of Twilight Wish and actively involved in the strategic planning and development. The Board of Directors operates on 1 year terms with no current term limits in place. It is the goal of the organization to continue to add qualified, diversified board members to it’s leadership.

National Advisory Board Members

Jerry Rothkoff, Esquire, Elder Care Attorney
Mae Krier, 89, Wish Recipient and Senior Wish Advisory Board Member
Jane Leopold-Leventhal, Esq.

Emeritus Board Members

Steven Brown, National Photographer
Andrew Cotlar, Esq.
Jennifer Ellsworth, MBA
Catherine Scott
Barbara Traub
Lori High Woodward
National Headquarters Staff

Peter Stinson, Executive Director
Donna DeQuila, Director Business Development
Mary Farrell, National Director of Community and Public Relations
Michelle Bowren, National Director of Wish Management
Randie Duretz, National Director of Chapters
Ellen Argudo Ruiz, Director of Finance
Grace Murphy, Business Development Director (volunteer)

Regional Chapter Directors – Volunteer

Alabama: Jim Elrod, Birmingham (2015)
California: Raynette Greaver, Barstow (2013)
Connecticut: Andrea Hoiis (2022)
Colorado: Cara Brooks and Jennifer Hamilton (2022)
Kentucky: Julie Hartman, Louisville (2022)
Maryland/DC/Virginia: Murv Delpine (2022)
New Jersey: Sally Buonomo, Morristown (2007)
Pennsylvania: Jamie Bostard, Westmoreland County (2017)
Pennsylvania: Jean Bowen, Butler County (2014)
Pennsylvania: Cherie Dixon, Washington County (2016)
Pennsylvania: Barbara Harmon, Fayette County (2021)
Tennessee: Vicki Worley, Knoxville (2022)

WOW Founding Members

Mary Ann & Jeff Bond
Law Offices of Meredith J. Buck
James A Ciervo
Cass Forkin & Bill Belknap, AEONRG, LLC
William & Lisa Mathies
Lisa Povlow
Corey Radel
Jack Regan
Premal & Bela Vora
Ruth Anne Wood

Twilight Wish engages volunteers across the country in fundraising and granting wishes.
Corporate 501(c)3 and nonprofit status is shared amongst the nation and everything is
headquartered from Bucks County, PA, including financial, accounting, administration
and insurance and reporting requirements. Chapter Directors take on the responsibility for coordination with the national headquarters in a volunteer capacity. Most chapters have between 7 and 20 active volunteers at any time. The goal is to substantially increase Chapter and volunteer growth within the next 3 years with an eye towards having a Chapter in every state in the future. One way this will be accomplished is by both personal and scalable training through the website. The scalable training will include both documents and video options that will be provided through login capability following a volunteer being fully vetted with Twilight Wish.

Since the founding, volunteers logged over 50,000 volunteer hours, with a fair market value (per the independent sector) of over $2,600,000. Additionally, we engage students, schools and local organization as volunteers whose hours are not counted. For example, in 2014-2015, the Pennsylvania Future Business Leaders of America representing 281 Pennsylvania schools fundraised for Twilight Wish Foundation and learned about granting wishes to seniors. In 2020-2021, Business Professional Women of PA were engaged by the Twilight Wish team and Cass Forkin.

Our Twilight Wish Team Members represent our communities and support our core programs. Each member has a specific area of expertise benefiting Twilight Wish, including elder care attorneys, generalist attorneys, two CPAs, several nonprofit certified experts, three ministers, owners of local senior service companies, and many more. The board, in conjunction with our staff and volunteer executives has articulated a clear mission, vision, and a set of values for Twilight Wish. The board has also developed committees, task forces, and advisory roles to better ensure the continued growth and success of Twilight Wish Foundation.

**Finances**

**Audited Financials Annually - Revenues each fiscal year ending June 30, 2021:**

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<td>Fundraising &amp; Other</td>
<td>42,076</td>
<td>56,295</td>
<td>54,012</td>
<td>31,202</td>
<td>21,890</td>
<td>44,702</td>
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<td>In Kind Donations*</td>
<td>217,652*</td>
<td>308,453</td>
<td>257,752</td>
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<td>221,498</td>
<td>168,050</td>
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<td>543,570</td>
<td>438,488</td>
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<td>397,330</td>
<td>427,372</td>
<td>661,803</td>
<td>519,878</td>
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Twilight Wish is an efficient and effective organization that inspires others to volunteer and donate. Average cost per wish is $1,100. This is 1/6 the cost of a “Make A Wish” wish. Through spreading awareness, we are able to garner and utilize in-kind donations and services to facilitate wishes. Twilight Wish is able to facilitate wishes by asking people and organizations to donate items or services.
Twilight Wish was sustainable with $200,000 - $225,000 cash funds, historically generated through individual donations, corporate sponsors, and grants. Our greatest challenge is in the timing of the cash inflows and outflows. Our goal is to increase cash flows to $350,000 annually and exceed current funding levels because we invested in a full time Executive Director in 2022 so we can grant more wishes and exponentially grow the organization. The financials indicate strong positive net assets for the past decade. Of note, we spend $6000 annually to provide audited financial statements and we make an investment of $20,000+ for a Director of Finance and Administration. Annual audited financials and 990s are available at www.twilightwish.org under Financials in the About Us section.

Twilight Wish is rated at www.guidestar.org where we are recognized as a Gold Star Charity on the GuideStar exchange demonstrating transparency as an award-winning charity. Our goal is to be recognized as a Platinum Star Charity for 2022; the highest recognition possible. GuideStar USA, Inc. is an information service specializing in reporting on U.S. nonprofit companies. In 2010, their database contained over 5 million IRS Forms 990 on 1.9 million organizations and they are the first central source of information on U.S. nonprofits. By fiscal year 2024, we are hoping to be rated by Charity Navigator as we anticipate our net assets exceeding $1 million dollars.

**Business Development**

The major donor has been the founder and chairwoman. Every year for the past decade, Twilight Wish has had positive bottom line. To date, Chief Visionary Officer Cass Forkin has made total contributions of time and money exceeding $1,500,000. We are seeking to increase the number of donors to further the mission which includes the following initiatives.

- Major donors who wish to make a positive contribution to the future of aging by becoming a member of Twilight Wish Foundation’s Circle of Angels Legacy Society. We encourage donors to leave a smile behind and make our world a nicer place to age. This includes both donor advised funds and legacy donations. In 2021, Twilight Wish received a legacy donation of over $420,000 which helped the organization invest in a full time Executive Director.

- Increasing corporate partnerships within the $25,000-$250,000 range that 10% could include possibilities for cause marketing.

- Grow our Annual Appeal contributions. Each year, our Annual Appeal is mailed out in the November/December timeframe. This usually nets about $10,000 in contributions.

- Expand and grow our annual “Week of Wishes” special event fundraiser in May. During this special week, we grant numerous Twilight Wishes to seniors, creating many new “WOW” wish moments for seniors, volunteers, sponsors, donors, staff,
and board members. In 2022, it is projected to raise $40,000 with a goal to double this total by 2024.

- Launch our new Twilight Wish campaign called “Courageous Champions” to celebrate courageous seniors across the nation. Every city/town in America has senior heroes who are truly deserving of recognition and celebration. Our aim is to find them and highlight their inspirational stories by creating a major market professional sport moment of celebration. In order to make this campaign a reality we need major market professional sports teams to partner with Twilight Wish.

We have a fundraising program called 50/50 which would split raffle monies 50% to Twilight Wish and 50% to the charity of choice by the professional sports teams. This campaign has a growth goal to grow well beyond $100,000 to $1M annually.

We seek partners who wish to make the difference in the lives of seniors who share our national geographical reach and want to be the change in how people view aging. Donations can be made by mailing a check to PO Box 1042, Doylestown, PA 18901; online via our website; or via United Way #15813, and the Combined Federal Campaign in Southeastern Pennsylvania.

Additional Resources

Twilight Wish has an informative website at www.twilightwish.org which lists current open and yet to be granted Twilight Wishes, media stories with links to online video, staff information, chapter information, board of directors, photos, and financial reports.

In addition, several videos can be viewed on www.YouTube.com. Search “Twilight Wish Foundation” and you’ll find a 7-minute TWF promo video; a Flag Day video; a Veteran’s Day video; and many other wish-granting articles such as the Vanna White wish, the Broadway dancing wish, and 100-year-old Norma on the sidecar of a Harley wish. ..

Twilight Wish Moments, our first book of wish stories, is available on Amazon.com and BarnesandNoble.com. We hope to generate awareness and funding with this book detailing hundreds of wishes granted in our first six years, and we are working on the sequel, Twilight Wish Seconds to be released December 2022.

We find social media is an advantage for spreading our Twilight Wish news about wishes granted and for seeking funds and other needs for granting open wishes. Twilight Wish has a strong Facebook presence at Twilight Wish Foundation and has already granted several wishes through its’ Twitter @TwilightWish account. We are available on LinkedIn and have an Instagram presence. Twilight Wish also began its quarterly Podcast called “Twilight Wish Shining Moments”. We raise funds for general Twilight Wish needs and for specific wishes from individuals who support our cause who send our links to their family and connections to celebrate birthdays, weddings, and special occasions.
Twilight Wish offers goodwill, community involvement, philanthropic opportunities, cause marketing sponsorships and partnerships tailored to specific goals. We invested in superior branded collateral materials, folders, DVDs, business cards, brochures, program descriptions, partnership levels, and media opportunities. We have specific palette colors to represent a Twilight sunset for our materials and our logo and name are Trademarked and our Trademark has been successfully defended in the past.

Media

Bringing awareness to senior issues is part of the mission of Twilight Wish Foundation. Twilight Wish makes an annual investment of $10,000+ to spread awareness by funding a part time position, Director of Community and Public Relations. A significant benefit to our goal of spreading awareness is that poignant and heartwarming wishes attract positive media attention from local, regional, national, and even international sources, and includes print, media, and television coverage. Twilight Wish has been featured nationally in media including Woman’s World, AARP The Magazine, Family Circle, USA Today, People, Woman’s Day, National Enquirer, McKNights, Chronicle of Philanthropy, and on ABC, CBS, NBC, and CNN. Locally, we have been featured numerous times in Arizona Republic, Pittsburg Gazette, The Philadelphia Inquirer, The Intelligencer, Courier Post, Northeast Times, North Penn Reporter, and Bucks County Courier Times and we have been seen on every local news station: WPVI, KYW, WCAU, and Fox29.

This “earned” media is not included on the financials in accordance with accounting regulations, but it is valued at close to $250,000 annually according to media measurements. Media helps us to spread awareness and fulfill our mission and vision by inspiring many other individuals and groups to perform philanthropic acts of kindness toward seniors.

Community and Political Accolades and Award Highlights

- 2020-2021 Twilight Wish is chosen by the Pennsylvania chapter of the National Federation of Business & Professional Women’s Clubs (BPW/PA) as their state project
- 2018 Cass Forkin and Twilight Wish were the recipients of the “Humanitarian of the Year” award by The Chapel of the Four Chaplains
- 2017 Twilight Wish launches inaugural “Week of Wishes” during National Nursing Home Week with the goal to have elder care facilities granting wishes to seniors and with a social media contest to bring senior wish granting into the grassroots communities around our country to honor and thank those that paved the path and change the way society views aging
- 2017 Cass Forkin presents to Pennsylvania Assisted Living Association in Harrisburg, PA
2017 Cass Forkin and Twilight Wish, instrumental in having a National Day of Recognition designated for the Rosie the Riveters, hosted the “Rosie the Riveters” at the Lincoln Room at the Capital Building for National “Rosie the Riveter” day
2016 Twilight Wish featured in CNN Impact Your World
2016 Twilight Wish’s Cass Forkin featured in HLN Leaders with Heart
2015 Twilight Wish introduces Mae Krier, wish recipient and Rosie the Riveter to Congressman Fitzpatrick initiating Resolution 313 - National Rosie Day
2014-2015 PA FBLA chooses Twilight Wish as Regional Project
2014 Twilight Wish featured in The Huffington Post
2013 Woman’s World featured Twilight Wish
2012 CNN featured Cass Forkin in Impact Your World
2012 HLH featured Cass Forkin and Twilight Wish in Leaders with Heart
2010 Chronicles of Philanthropy highlighted Twilight Wish
2007 Resolution #287 for June as Twilight Wish Foundation month passed in House of Representatives signed by Dennis O’Brien, Speaker of House
2007 People Magazine featured Cass Forkin in “People Heroes Amongst Us”
2007 Cass Forkin awarded National “Top Ten Businesswomen of the Year” by American Business Women’s Association
City of Tucson, AZ, named June 14, 2006, as Twilight Wish Day
2006 USA Today featured Twilight Wish
2005 Twilight Wish was awarded Congressional Flag of Honor by Congressman Michael Fitzpatrick for work honoring elderly veterans
2003-2007 Twilight Wish headquarters recognized for our charitable work in the Greater Philadelphia area by many organizations including:
  o the Phillies
  o the 76ers
  o the Flyers
  o the Lions Club
  o the Rotary Club
  o the Central Bucks Chamber of Commerce
2004 Family Circle highlights Twilight Wish in 2-page centerfold feature article

Goals 2022-2024
  • Increase Wish volume to 800-1000 wishes per year
  • Increase number of Chapters to 40 (each chapter having 5-10 volunteers) and increase number of Ambassadors to 10
  • Gain 5 corporate sponsors of $25,000-$250,000
  • Grow Circle of Angels Legacy Society of additional 3 received/anticipated with $250,000-$1,000,000 each
  • Increase cash flow from $200,000 per year to $500,000 per year by start of 2024-2025 fiscal year
  • Build net assets to $1M by 2024 which are at $598,000 as of June 2021
  • Increase staff positions: Program Director, Development Director, etc.
Our main goal is to change the culture of aging and we do this in various ways including:

- Garnering attention of local, regional, and national retirement communities and living facilities.
- Inspiring hope in the forgotten generation living in nursing homes and low-income housing.
- Reaching out to West Point and military leaders in country for support utilizing connections.
- Providing a resource for social workers and case managers working with indigent seniors and promoting a culture change which increases respect for individuals.
- Educating younger generations through hands-on direct services about the need to be philanthropic toward seniors.
- Becoming involved in local community outreach functions that support seniors and the issues that they face.

**Notable facts:**
- The senior population continues to be the fastest growing segment of our population, according to the U.S. Census Bureau. In 2018, there were 52 million people aged 65 and older, accounting for 16% of the total population. The older population in 2030 is projected to be 73 million, representing 21% of the total U.S. population. This demographic is expected to almost double in size by 2060 to nearly 95 million people. This large increase is mainly due to many medical and technological improvements, which have helped us live longer.
- According to the report Older Americans 2020: Key Indicators of Well Being, 20% of Americans 65 and older are considered low income, earning less than 200% of poverty level.
- In 2018, 10% of the older population age 65 and over lived in poverty.
- According to the U.S. Census Bureau, almost 1.1 million people aged 65 and older were residents of nursing homes. In the same year, nearly 760,000 people 65 and older lived-in residential care communities such as assisted living facilities.
- Less than 2% of all charities in the United States directly benefit seniors according to Charity Navigator.

**Memorable Quotes**

Our first wish, Margaret, 81, wished for a tombstone for her deceased son. She said, "Thank you, Thank You. God Bless You. I prayed for this."


Daughter of an 85-year-old gentleman who wished to "sign the tab" at his favorite diner on his wife's 83rd birthday. "Thank you for giving my father the gift of dignity."

Margaret, 92, received hearing aids. Her nursing home social worker thanked us and said 'Margaret is now able to participate in the activities and has a life back again.'
Ralph, 82, wheelchair bound, went to the new Philadelphia stadium, met his favorite Phillies players, and watched a game. . . "The boys back home will never believe this."

Bob, 70-year-old hospice patient, Vietnam veteran and amputee, had a visit from his family he had not seen in two years. His social worker said, "thank you for making the difference for someone who gave so much."

Mae Krier, 89, “this has been the most amazing time of my life.”
### Twilight Wish Foundation 2022-2024 Forecast

#### Public Support and Revenue

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<td>Sponsorships</td>
<td>70,000</td>
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<tr>
<td>Grants</td>
<td>180,000</td>
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<td>275,000</td>
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<td>Donations</td>
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<td>Fundraising Income</td>
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<td>Miscellaneous Income</td>
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<td>Other Income</td>
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<td>Courageous Champions</td>
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<td><strong>Total Public Support and Revenue</strong></td>
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#### Expenses

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#### Change in Net Assets

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#### Net Assets, Beginning of Year

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<td>687,023</td>
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#### Net Assets, End of Year

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