

March 2020 Financials

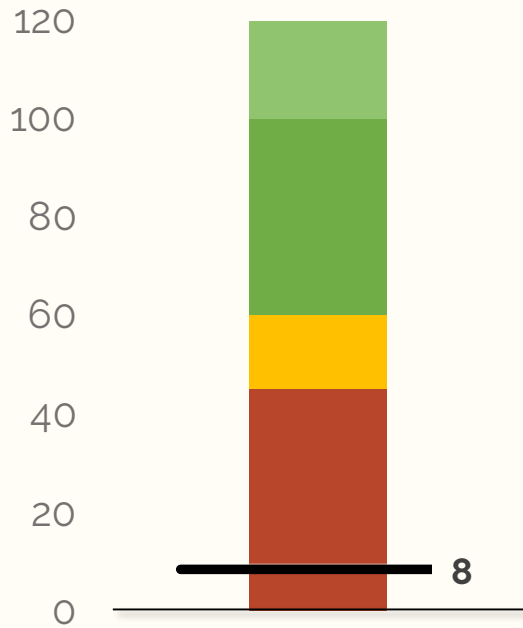
PREPARED APRIL 2020 BY



- **Key Performance Indicators**
- **Forecast Overview**
- **Cash Forecast**
- **Forecast History**
- **Key Forecast Changes This Month**
- **Notable Forecast Variances**
- **Appendix: Financials**

Days of Cash

Cash balance at year-end divided by average daily expenses

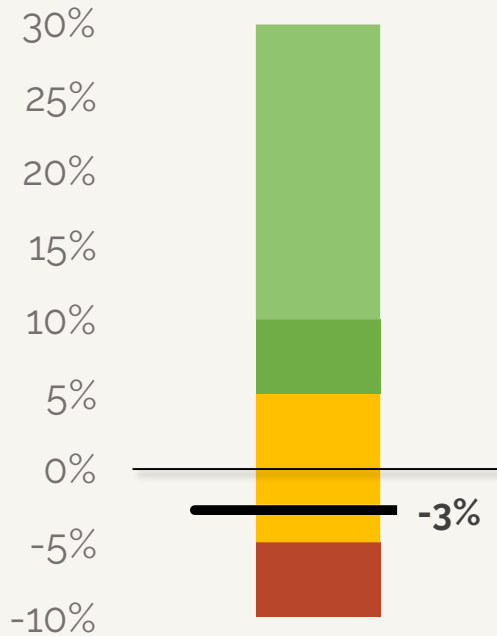


8 DAYS OF CASH AT YEAR'S END

The school will end the year with 8 days of cash. This is below the recommended 60 days, and 1 more day(s) than last month

Gross Margin

Revenue less expenses, divided by revenue



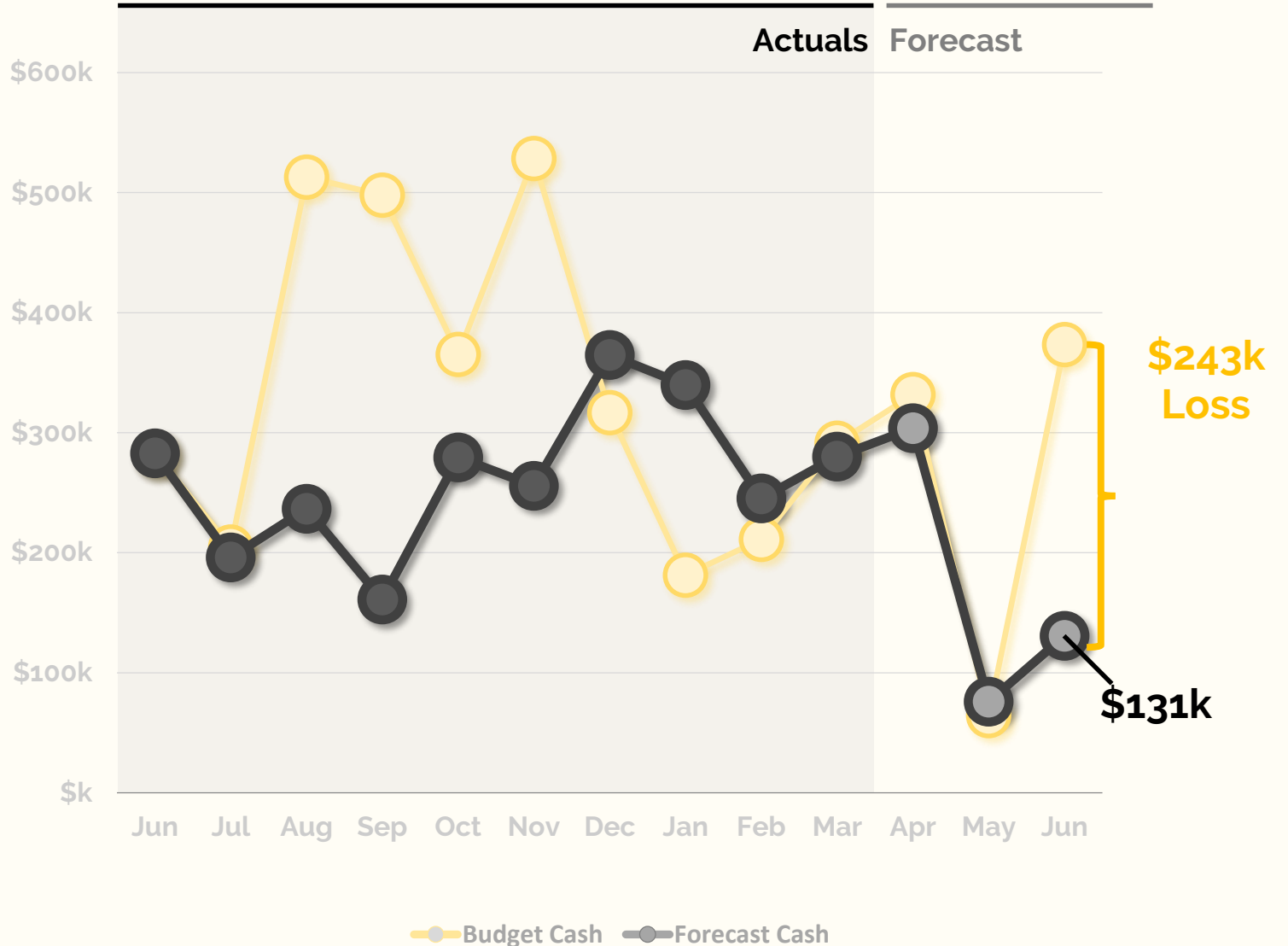
-3% GROSS MARGIN

The forecasted net income is - \$152k, which is \$243k below the budget. It yields a -3% gross margin.

8 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$131k**, **\$243k** below budget.

March EOY cash forecast is the highest it has been since August, meaning budget performance continues to trend in positive direction. PPP loan has been approved, and will allow the school to end year with ample cash on hand. Hitting next year's enrollment target, a big ask in this new environment where there is very little line of sight into recruitment and retention, will be key to preserving this new position.




Forecast Overview

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$5.5m	\$5.8m	-\$275k		Driven by the story all year – decreased state funding due to enrollment actuals v. budget and lower than budget state payment/WADA
Expenses	\$5.7m	\$5.7m	\$32k		Despite variances in facility and SPED costs, school has managed to keep expense target within reach
Net Income	-\$152k	\$91k	-\$243k		
Cash Flow Adjustments	0	0	0		
Change in Cash	-\$152k	\$91k	-\$243k		

0

Forecast History of June 30, 2020 Cash Balance

<i>Source</i>	<i>Days of Cash at 6/30/20</i>	<i>Change</i>	<i>Description of change</i>
Budget	23		From SY18-19 Budget
Jul	23	0	test comment
Aug	21	-2	transportation, facilities, salaries
Sep	0	-21	decline in revenue
Oct	4	4	Revenue updated to integrate KCPS 'true up' of local revenue
Nov	4	4	No changes made
Dec	4	4	teacher salary reduction and increased sped funding
Jan	6	2	High Needs Funding and Revised Federal Allocations
Feb	6	0	
 Mar	8	2	Expense adjustments due to school closing in March
Apr			
May			
Jun			

Annotated Financials

	Year-To-Date			Annual Forecast			
	<i>Actual</i>	<i>Budget</i>	<i>Variance</i>	<i>Forecast</i>	<i>Budget</i>	<i>Variance</i>	<i>Remaining</i>
Revenue							
Local Revenue	896,350	1,012,608	(116,258)	1,424,984	1,471,045	(46,061)	528,635
State Revenue	2,753,761	2,818,367	(64,606)	3,701,881	3,909,066	(207,185)	948,120
Federal Revenue	312,747	294,654	18,093	412,065	433,792	(21,727)	99,318
Total Revenue	3,962,858	4,125,629	(162,771)	5,538,930	5,813,904	(274,973)	1,576,072
Expenses							
Salaries	1,912,864	1,881,527	(31,337)	2,521,188	2,508,702	(12,486)	608,324
Benefits and Taxes	492,115	513,925	21,810	659,938	685,233	25,295	167,823
Staff-Related Costs	20,028	15,902	(4,126)	23,194	21,203	(1,991)	3,167
Rent	379,991	396,806	16,815	512,261	529,074	16,813	132,270
Occupancy Service	311,243	272,625	(38,618)	423,465	363,500	(59,965)	112,222
Student Expense, Direct	442,469	362,950	(79,519)	595,549	483,933	(111,616)	153,081
Student Expense, Indirect	157,882	192,541	34,659	216,724	272,708	55,984	58,842
Office & Business Expense	196,379	277,111	80,732	383,039	373,348	(9,691)	186,660
Transportation	73,431	75,864	2,433	105,258	107,692	2,433	31,828
Total Ordinary Expenses	3,986,400	3,989,250	2,850	5,440,616	5,345,393	(95,223)	1,454,216
Net Operating Income	(23,542)	136,379	(159,921)	98,314	468,510	(370,196)	121,856
Extraordinary Expenses							
Interest	500	127,975	127,475	250,500	377,975	127,475	250,000
Total Extraordinary Expenses	500	127,975	127,475	250,500	377,975	127,475	250,000
Total Expenses	3,986,900	4,117,224	130,324	5,691,116	5,723,368	32,252	1,704,216
Net Income	(24,042)	8,404	(32,447)	(152,186)	90,536	(242,722)	(128,144)
Cash Flow Adjustments	21,213	-	21,213	0	-	0	(21,213)
Change in Cash	(2,829)	8,404	(11,233)	(152,186)	90,536	(242,722)	(149,357)

	<i>Previous Year End</i>	<i>Current</i>
	<i>6/30/2019</i>	<i>3/31/2020</i>
Assets		
Current Assets		
Cash	282,864	280,035
Intercompany Transfers	0	0
Total Current Assets	282,864	280,035
Total Assets	282,864	280,035
Liabilities and Equity		
Liabilities		
Current Liabilities		
Other Current Liabilities	4,210	25,423
Accounts Payable	500,000	500,000
Total Current Liabilities	504,210	525,423
Total Long-Term Liabilities	0	0
Total Liabilities	504,210	525,423
Equity		
Unrestricted Net Assets	-221,346	-221,346
Net Income	0	-24,042
Total Equity	-221,346	-245,389