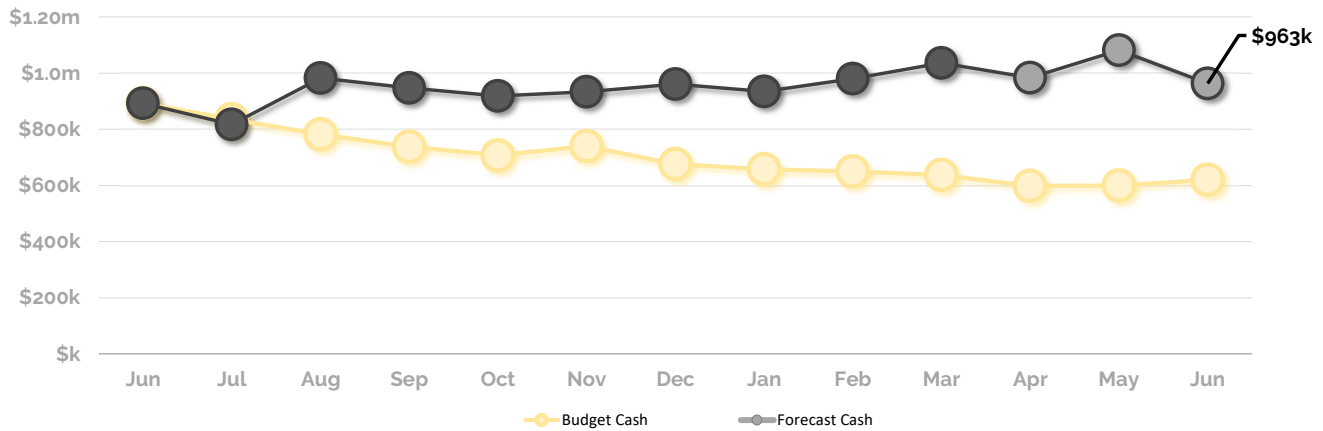




Key Performance Indicators

| | | |
|---|---|--|
| Good Days of Cash (At Year End) 98 Target > 45 days | Neutral Gross Margin Margin 2% Target > -5.0% | Good Fund Balance (At Year End) 26.7% Target > 17.0% |
|---|---|--|

Cash Forecast



Financial Snapshot

| | Year-To-Date Financials | | | Annual Forecast as of 03/31/2021 | | | Remaining |
|-------------------------------------|-------------------------|------------------|------------------|----------------------------------|------------------|----------------|------------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Revenue | | | | | | | |
| Local Revenue | 386,503 | 231,732 | 154,771 | 456,203 | 310,154 | 146,049 | 69,701 |
| Donations | 259,583 | 352,170 | (92,587) | 309,583 | 409,500 | (99,917) | 50,000 |
| State Revenue | 1,627,547 | 1,650,138 | (22,591) | 2,233,402 | 2,287,243 | (53,841) | 605,855 |
| Federal Revenue | 308,731 | 471,399 | (162,667) | 675,799 | 668,373 | 7,425 | 367,068 |
| Total Revenue | 2,582,364 | 2,705,438 | (123,074) | 3,674,987 | 3,675,270 | (284) | 1,092,623 |
| Expenses | | | | | | | |
| Salaries | 1,206,021 | 1,348,868 | 142,847 | 1,708,487 | 1,798,491 | 90,004 | 502,465 |
| Benefits and Taxes | 337,509 | 360,445 | 22,936 | 470,621 | 480,593 | 9,972 | 133,112 |
| Staff-Related Costs | 16,304 | 53,670 | 37,366 | 34,647 | 71,560 | 36,913 | 18,343 |
| Rent | 225,000 | 225,000 | - | 300,000 | 300,000 | - | 75,000 |
| Occupancy Service | 160,853 | 210,205 | 49,353 | 255,215 | 280,274 | 25,059 | 94,362 |
| Student Expense, Direct | 191,504 | 227,121 | 35,617 | 328,381 | 302,829 | (25,553) | 136,877 |
| Student Expense, Indirect | 152,525 | 185,774 | 33,249 | 227,794 | 247,699 | 19,905 | 75,269 |
| Office & Business Expense | 102,886 | 99,747 | (3,139) | 166,376 | 132,996 | (33,380) | 63,490 |
| Transportation | 51,416 | 248,681 | 197,265 | 112,913 | 331,575 | 218,662 | 61,497 |
| Total Ordinary Expenses | 2,444,017 | 2,959,512 | 515,495 | 3,604,433 | 3,946,016 | 341,583 | 1,160,416 |
| Net Operating Income | 138,346 | (254,074) | 392,421 | 70,553 | (270,746) | 341,299 | (67,793) |
| Extraordinary Expenses | | | | | | | |
| Capital Expenditures | - | - | - | - | - | - | - |
| Total Extraordinary Expenses | - | - | - | - | - | - | - |
| Total Expenses | 2,444,017 | 2,959,512 | 515,495 | 3,604,433 | 3,946,016 | 341,583 | 1,160,416 |
| Net Income | 138,346 | (254,074) | 392,421 | 70,553 | (270,746) | 341,299 | (67,793) |
| Cash Flow Adjustments | 5,273 | - | 5,273 | (0) | - | (0) | (5,273) |
| Change in Cash | 143,620 | (254,074) | 397,694 | 70,553 | (270,746) | 341,299 | (73,066) |