



Kalamazoo County Ready 4s
Financial Statements and Supplementary Information
For the Years Ended June 30, 2018 and 2017

TABLE OF CONTENTS

	<u>Page No.</u>
Independent Auditors' Report	1
Financial Statements	
Statements of Financial Position	2
Statements of Activities and Changes in Net Assets	3
Statements of Functional Expenses	4-5
Statements of Cash Flows	6
Notes to Financial Statements	7-12
Supplementary Information	
Independent Auditors' Report on Supplementary Information	13
Schedules of Unrestricted Program Revenues and Expenses	14-15

SEBER TANS, PLC

CONSULTANTS & CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Kalamazoo County Ready 4s

We have audited the accompanying financial statements of Kalamazoo County Ready 4s (a nonprofit organization), which comprise the statements of financial position as of June 30, 2018 and 2017, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform our audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to error or fraud. In making those risk assessments, the auditor considers internal control relevant to the Organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Kalamazoo County Ready 4s as of June 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Seber Tans, PLC
Seber Tans, PLC
Kalamazoo, Michigan
September 13, 2018

**Kalamazoo County Ready 4s
Statements of Financial Position
June 30, 2018 and 2017**

	<u>2018</u>	<u>2017</u>
Assets		
Current Assets		
Cash and cash equivalents	\$ 1,670,798	\$ 782,225
Grants receivable	687,978	690,000
Unconditional promises to give	76,056	17,477
Prepaid expenses	-	1,245
Total Current Assets	<u>2,434,832</u>	<u>1,490,947</u>
Property and Equipment		
Furniture and equipment	8,676	7,067
Accumulated depreciation	(4,220)	(5,555)
Net Property and Equipment	<u>4,456</u>	<u>1,512</u>
Other Assets		
Long-term grants receivable	1,555,392	-
Long-term unconditional promises to give	5,405	-
Investment in beneficial interest	37,496	-
Total Other Assets	<u>1,598,293</u>	<u>-</u>
Total Assets	<u>\$ 4,037,581</u>	<u>\$ 1,492,459</u>
Liabilities and Net Assets		
Current Liabilities		
Accounts payable	\$ 26,456	\$ -
Accrued payroll and related liabilities	6,177	4,309
Total Liabilities	<u>32,633</u>	<u>4,309</u>
Net Assets		
Unrestricted	433,082	431,150
Unrestricted - board designated	150,000	150,000
Unrestricted - beneficial interest	37,496	-
Total unrestricted	<u>620,578</u>	<u>581,150</u>
Temporarily restricted	<u>3,384,370</u>	<u>907,000</u>
Total Net Assets	<u>4,004,948</u>	<u>1,488,150</u>
Total Liabilities and Net Assets	<u>\$ 4,037,581</u>	<u>\$ 1,492,459</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

**Kalamazoo County Ready 4s
Statements of Activities and Changes in Net Assets
For the Years Ended June 30, 2018 and 2017**

	<u>2018</u>	<u>2017</u>
Unrestricted Net Assets		
Support and Revenue:		
Grants	\$ 149,035	\$ 125,132
Contributions	208,311	155,312
Miscellaneous	312	525
Interest	1,315	1,165
Total Unrestricted Support and Revenue	<u>358,973</u>	<u>282,134</u>
Net assets released from restrictions	<u>907,000</u>	<u>916,000</u>
Total Unrestricted Support, Revenue, and Release of Restrictions	<u>1,265,973</u>	<u>1,198,134</u>
Expenses:		
Program services:		
KC Ready 4s four year old program	672,706	720,044
Northside three year old program	344,914	288,745
Total Program Expenses	<u>1,017,620</u>	<u>1,008,789</u>
Supporting services:		
Management and general	149,370	100,818
Fundraising	59,555	52,974
Total Supporting Services	<u>208,925</u>	<u>153,792</u>
Total Expenses	<u>1,226,545</u>	<u>1,162,581</u>
Change in Unrestricted Net Assets	<u>39,428</u>	<u>35,553</u>
Temporarily Restricted Net Assets		
Support and Revenue:		
Grants and contributions	3,384,370	907,000
Net assets released from restrictions	<u>(907,000)</u>	<u>(916,000)</u>
Change in Temporarily Restricted Net Assets	<u>2,477,370</u>	<u>(9,000)</u>
Change in Net Assets	2,516,798	26,553
Net Assets at Beginning of Year	<u>1,488,150</u>	<u>1,461,597</u>
Net Assets at End of Year	<u>\$ 4,004,948</u>	<u>\$ 1,488,150</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

**Kalamazoo County Ready 4s
Statement of Functional Expenses
For the Year Ended June 30, 2018**

	KC Ready 4s Four Year Old Program	Northside Three Year Old Program	Management and General	Fundraising	Total
Student tuition	\$ 412,830	\$ 187,632	\$ -	\$ -	\$ 600,462
Salaries	176,629	56,881	102,386	43,880	379,776
Transportation	-	30,000	-	-	30,000
Payroll taxes	13,515	3,440	7,833	3,357	28,145
Student assessments	24,254	2,959	-	-	27,213
Contribution to other organization	-	22,469	-	-	22,469
Contracted services	-	20,000	-	-	20,000
Rent	10,837	1,300	5,419	1,806	19,362
Professional fees	-	-	15,535	-	15,535
Curriculum expense	3,136	12,330	-	-	15,466
Supplies	8,203	730	2,907	969	12,809
Equipment and facility upgrades	11,897	-	-	-	11,897
Employee benefits	971	88	5,950	2,550	9,559
Parent engagement activities	716	5,372	-	-	6,088
Insurance	-	-	5,746	-	5,746
Phone and internet	1,548	1,060	1,935	387	4,930
Travel	2,819	238	-	-	3,057
Miscellaneous	2,500	294	-	-	2,794
Child care resources	-	-	-	2,790	2,790
Fundraising	-	-	-	2,594	2,594
Postage, printing and copying	1,449	121	-	621	2,191
Advertising	1,402	-	-	601	2,003
Depreciation expense	-	-	1,204	-	1,204
Professional development	-	-	455	-	455
	<u>\$ 672,706</u>	<u>\$ 344,914</u>	<u>\$ 149,370</u>	<u>\$ 59,555</u>	<u>\$ 1,226,545</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

**Kalamazoo County Ready 4s
Statement of Functional Expenses
For the Year Ended June 30, 2017**

	KC Ready 4s Four Year Old Program	Northside Three Year Old Program	Management and General	Fundraising	Total
Student tuition	\$ 461,919	\$ 174,575	\$ -	\$ -	\$ 636,494
Salaries	187,956	47,342	58,087	39,488	332,873
Transportation	-	32,076	-	-	32,076
Payroll taxes	14,379	3,622	6,782	3,020	27,803
Student assessments	24,974	1,182	-	-	26,156
Rent	9,955	57	4,977	1,659	16,648
Curriculum expense	984	15,443	-	-	16,427
Professional fees	-	-	14,314	-	14,314
Supplies	7,895	767	1,821	607	11,090
Contracted services	-	10,000	-	-	10,000
Insurance	-	-	7,363	-	7,363
Employee benefits	1,383	305	2,295	1,987	5,970
Fundraising	-	-	-	4,957	4,957
Professional development	-	-	3,402	-	3,402
Parent engagement activities	2,132	1,150	-	-	3,282
Phone and internet	1,015	577	1,269	254	3,115
Travel	2,554	-	-	-	2,554
Advertising	1,558	-	-	668	2,226
Miscellaneous	1,120	871	-	-	1,991
Equipment and facility upgrades	1,341	641	-	-	1,982
Postage, printing and copying	779	137	-	334	1,250
Depreciation expense	-	-	508	-	508
Child care resources	100	-	-	-	100
	<u>\$ 720,044</u>	<u>\$ 288,745</u>	<u>\$ 100,818</u>	<u>\$ 52,974</u>	<u>\$ 1,162,581</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

**Kalamazoo County Ready 4s
Statements of Cash Flows
For the Years Ended June 30, 2018 and 2017**

	<u>2018</u>	<u>2017</u>
Cash Flows from Operating Activities		
Change in Net Assets	\$ 2,516,798	\$ 26,553
Adjustments to reconcile change in net assets to cash provided by (used in) operating activities:		
Contributions received for beneficial interest	(37,000)	-
Depreciation	1,204	508
Change in:		
Unconditional promises to give	(63,984)	(660)
Grants receivable	(1,553,370)	(690,000)
Prepaid expenses	1,245	(6,467)
Accounts payable	26,456	(401)
Accrued payroll and related liabilities	1,868	4,309
Net Cash Provided by (Used in) Operating Activities	<u>893,217</u>	<u>(666,158)</u>
Cash Flows from Investing Activities		
Earnings on beneficial interest	(496)	
Purchase of property and equipment	(4,148)	-
	<u>(4,644)</u>	<u>-</u>
Change in Cash and Cash Equivalents	888,573	(666,158)
Cash and Cash Equivalents at Beginning of Year	<u>782,225</u>	<u>1,448,383</u>
Cash and Cash Equivalents at End of Year	<u>\$ 1,670,798</u>	<u>\$ 782,225</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

**Kalamazoo County Ready 4s
Notes to Financial Statements
For the Years Ended June 30, 2018 and 2017**

NOTE A – Summary of Significant Accounting Policies

Organization Purpose

Kalamazoo County Ready 4s (the Organization), a nonprofit organization, is a community-designed organization focused on helping local public and private pre-kindergarten programs reach high quality; offering tuition assistance to qualifying families; and building a sustainable pre-kindergarten program for all 4-year-olds in Kalamazoo County.

Kalamazoo County Ready 4s was also the grant recipient for the Northside program to provide direct high-quality support and oversight to certain Northside Preschools, which serve vulnerable 3-year-old children primarily living on the Northside of Kalamazoo. The Northside program pays an annual fee to the Organization to cover the administrative costs of the program. The administrative fee totaled \$20,000 during both years ended June 30, 2018 and 2017. For the year ended June 30, 2019, the Organization will no longer be the grant recipient for the Northside program and will transfer all remaining related assets to the new Northside program grant recipient. Remaining assets for the Northside program totaled approximately \$22,000 as of June 30, 2018 and is included in accounts payable.

Basis of Presentation

The financial statements of the Organization have been prepared on the accrual basis of accounting. Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Unrestricted net assets are not subject to donor-imposed restrictions. Unrestricted net assets may be designated for specific purposes by action of the Board of Directors.

Temporarily restricted net assets are subject to donor-imposed restrictions that may or will be met, either by the actions of the Organization and/or the passage of time. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Permanently restricted net assets are subject to donor-imposed restrictions and maintained permanently by the Organization. Generally, the donors of these assets permit the Organization to use all or part of the income earned on any related investments for general or specific purposes. The Organization does not report any permanently restricted net assets.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Kalamazoo County Ready 4s
Notes to Financial Statements
For the Years Ended June 30, 2018 and 2017**

NOTE A – Summary of Significant Accounting Policies (Continued)

Cash and Cash Equivalents

The Organization considers cash in checking, savings and money market accounts as well as all highly liquid investments with maturity dates of three months or less to be cash equivalents. Cash and cash equivalents consist mainly of cash and money market deposits.

Financial Instruments

The Organization's financial instruments consist of cash and cash equivalents, grants receivable, unconditional promises to give, and all current liabilities. The Organization's estimates of fair value approximate their carrying amounts.

Functional Allocation of Expenses

The costs of providing the Organization's program services and supporting services have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among program and supporting services benefited.

Contributions, Grants and Unconditional Promises to Give

Contributions to the Organization are recognized when a donor makes a promise to give that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Promises to give consist primarily of amounts due from individual donors. Grants receivable consist of amounts awarded but not yet paid. Concentrations of credit risk with respect to promises to give and grants receivable exist because of the limited diversity of entities/donors from which the Organization has recorded receivables.

Property and Equipment

Acquisitions of property and equipment in excess of \$500 are capitalized. Donations of property and equipment are recorded as contributions at their estimated fair value. Property and equipment are depreciated using the straight-line method.

Cash Flows

The Organization did not pay any cash for interest during the years ended June 30, 2018 or 2017.

Income Taxes

The Internal Revenue Service has determined the Organization to be exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code.

**Kalamazoo County Ready 4s
Notes to Financial Statements
For the Years Ended June 30, 2018 and 2017**

NOTE A – Summary of Significant Accounting Policies (Continued)

Management of the Organization considers the likelihood of changes by taxing authorities in its exempt organization returns and discloses potential significant changes that management believes are more likely than not to occur upon examination by tax authorities. Management has not identified any uncertain tax positions in filed returns that require disclosure in the accompanying financial statements.

Donated Services

The Organization receives donated services from a variety of unpaid volunteers assisting the Organization with its program and supporting services. No amounts have been recognized in the accompanying financial statements because these volunteer efforts do not meet the criteria for recognition.

Advertising

All advertising costs are expensed in the period in which they are incurred. Advertising expenses totaled \$2,003 and \$2,226 during the years ended June 30, 2018 and 2017, respectively.

NOTE B – Grants Receivable and Unconditional Promises to Give

Unconditional promises to give as of June 30 are receivable as follows:

	2018	2017
Receivable in less than one year	\$ 76,056	\$ 17,477
Receivable in one to five years	5,405	-
Total unconditional promises to give	<u>\$ 81,461</u>	<u>\$ 17,477</u>

Grants receivable as of June 30 are receivable as follows:

	2018	2017
Receivable in less than one year	\$ 687,978	\$ 690,000
Receivable in one to five years	1,555,392	-
Total grants receivable	<u>\$ 2,243,370</u>	<u>\$ 690,000</u>

No allowances were recorded at the statement of financial position date. Management discounted receivables due greater than one year using a 5% discount rate. As of June 30, 2018, the discount for future year unconditional promises and grants receivable totaled \$750 and \$243,858, respectively.

**Kalamazoo County Ready 4s
Notes to Financial Statements
For the Years Ended June 30, 2018 and 2017**

NOTE C – Operating Lease

The Organization entered into a lease agreement effective February 2018 for its office facility in Kalamazoo, Michigan. The lease expires April 30, 2023.

Future minimum lease payments required under this lease agreement for the years ending June 30 are as follows:

2019	\$	24,892
2020		25,639
2021		26,408
2022		27,200
2023		23,231
	<u>\$</u>	<u>127,369</u>

Rent expense totaled \$19,362 and \$16,648 during the years ended June 30, 2018 and 2017, respectively.

NOTE D – Concentrations of Credit Risk

The Organization maintains cash deposits with one financial institution that are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Cash deposits in excess of insured limits totaled approximately \$1,421,000 at June 30, 2018.

Approximately 91% and 70% of the Organization's funding is derived from grants from two funders during the years ending June 30, 2018 and 2017, respectively. The loss of these funders could have a negative impact on the Organization.

NOTE E – Restrictions on Net Assets

Temporarily restricted net assets consisted of the following at June 30:

	<u>2018</u>	<u>2017</u>
Restricted for future years' programs	\$ 3,384,370	\$ 572,000
Restricted for Northside Program	-	335,000
	<u>\$ 3,384,370</u>	<u>\$ 907,000</u>

NOTE F - Beneficial Interest

The Organization has recognized its rights to the assets held by a recipient organization (Kalamazoo Community Foundation) on behalf of the Organization by recording its beneficial interest in Kalamazoo Community Foundation (KCF) assets. Income or loss (including realized and unrealized gains and losses on investments, interest, and dividends) is included in the increase or decrease in unrestricted net assets. Distributions received from the fund are subject to KCF spending policies and are recorded as decreases in beneficial interest in assets held at community foundation. The Organization has granted conditional variance power to KCF that allows KCF to re-designate the assets if the Organization ceases to exist.

**Kalamazoo County Ready 4s
Notes to Financial Statements
For the Years Ended June 30, 2018 and 2017**

NOTE F - Beneficial Interest (continued)

Following is a schedule of the changes in the Organization's beneficial interest in this fund for the years ended June 30:

	2018	2017
Beneficial interest - beginning of year	\$ -	\$ -
Additions	37,000	-
Appreciation	496	-
Beneficial interest – end of year	\$ 37,496	\$ -

Additionally, the Organization has been named as a beneficiary organization of an additional endowment held at the Kalamazoo Community Foundation. This endowment does not meet the requirements for the Organization to recognize its rights in a beneficial interest; accordingly, the assets are not recorded in the statements of financial position. This endowment was established to act as a depository for gifts, conveyances, and other transfers received directly from donors intended to benefit the Organization. The fair value of this asset totaled \$373,265 and \$295,584 as of June 30, 2018 and 2017, respectively. The Organization does not have direct access to these funds. No revenue is recorded until the Organization is notified of awarded grants by the Kalamazoo Community Foundation. Revenue recognized from this endowment totaled \$12,000 during the year ended June 30, 2018. No revenue was received during the year ended June 30, 2017.

NOTE G – Fair Value Measurements

The Organization follows the provisions of FASB ASC Topic 820, *Fair Value Measurements and Disclosures*, for investments that are recognized at fair value in the financial statements. ASC Topic 820 establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to quoted prices in active markets for identical assets (Level 1) and the lowest priority to measurements involving significant unobservable inputs (Level 3). The three levels of fair value hierarchy are as follows:

Level 1 Inputs—Fair value is determined by using quoted prices for identical assets in active markets.

Level 2 Inputs—Fair value is determined by using other than quoted prices that are observable for the asset (e.g. quoted prices for identical assets in inactive markets, quoted prices for similar assets in active markets, observable inputs other than quoted prices, and inputs derived principally from or corroborated by observable market data by correlation or other means).

Level 3 Inputs—Fair Value is determined by using inputs based on management assumptions that are not directly observable. The beneficial interest in assets held at the Kalamazoo Community Foundation (KCF) is not actively traded and significant other observable inputs are not available. Thus, the fair value of beneficial interest is equal to the value reported by the Kalamazoo Community Foundation.

**Kalamazoo County Ready 4s
Notes to Financial Statements
For the Years Ended June 30, 2018 and 2017**

NOTE G – Fair Value Measurements (continued)

All of the Organizations investments are held at the KCF. The KCF investment strategy is 70% equity securities, 25% fixed income, and 5% real estate funds. The investment return of the KCF is then allocated to the beneficial interest.

The following table summarizes the valuation of the Organization's financial instruments by the aforementioned pricing categories at June 30, 2018:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Beneficial interest	<u>\$ ---</u>	<u>\$ ---</u>	<u>\$ 37,496</u>

NOTE H – Subsequent Events

Management has evaluated subsequent events through September 13, 2018, the date on which the financial statements were available to be issued.

SUPPLEMENTARY INFORMATION

SEBER TANS, PLC

CONSULTANTS & CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT ON SUPPLEMENTARY INFORMATION

To the Board of Directors
Kalamazoo County Ready 4s

We have audited the financial statements of Kalamazoo County Ready 4s (a nonprofit organization) as of and for the years ended June 30, 2018 and 2017, and our report thereon dated September 13, 2018, which expressed an unmodified opinion on those financial statements, appears on page one. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information, as identified in the table of contents, which is the responsibility of management, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the financial statements, and, accordingly, we do not express an opinion or provide any assurance on it.

Seber Tans, PLC
Seber Tans, PLC
Kalamazoo, Michigan
September 13, 2018

**Kalamazoo County Ready 4s
Schedule of Unrestricted Program Revenues and Expenses (Unaudited)
For the Year Ended June 30, 2018**

	KC Ready 4s Four Year Old Program	Northside Three Year Old Program	Total
Unrestricted			
Support and Revenue			
Grants	\$ 149,035	\$ -	\$ 149,035
Contributions	208,211	100	208,311
Interest	1,315	-	1,315
Administrative fee	20,000	-	20,000
Miscellaneous	312	-	312
Release of restrictions	575,000	332,000	907,000
Total Support and Revenue	<u>953,873</u>	<u>332,100</u>	<u>1,285,973</u>
Expenses			
Student tuition	412,830	187,632	600,462
Salaries	322,895	56,881	379,776
Transportation	-	30,000	30,000
Payroll taxes	24,705	3,440	28,145
Student assessments	24,254	2,959	27,213
Contribution to other organization	-	22,469	22,469
Administrative fee	-	20,000	20,000
Contracted services	-	20,000	20,000
Rent	18,062	1,300	19,362
Professional fees	15,535	-	15,535
Curriculum expense	3,136	12,330	15,466
Supplies	12,079	730	12,809
Equipment and facility upgrades	11,897	-	11,897
Employee benefits	9,471	88	9,559
Parent engagement activities	716	5,372	6,088
Insurance	5,746	-	5,746
Phone and internet	3,870	1,060	4,930
Travel	2,819	238	3,057
Miscellaneous	2,500	294	2,794
Child care resources	2,790	-	2,790
Fundraising	2,594	-	2,594
Postage, printing and copying	2,070	121	2,191
Advertising	2,003	-	2,003
Depreciation expense	1,204	-	1,204
Professional development	455	-	455
Total Expenses	<u>881,631</u>	<u>364,914</u>	<u>1,246,545</u>
Change in Unrestricted Net Assets	<u>\$ 72,242</u>	<u>\$ (32,814)</u>	<u>\$ 39,428</u>

**Kalamazoo County Ready 4s
Schedule of Unrestricted Program Revenues and Expenses (Unaudited)
For the Year Ended June 30, 2017**

	KC Ready 4s Four Year Old Program	Northside Three Year Old Program	Total
Unrestricted			
Support and Revenue			
Grants	\$ 85,132	\$ 40,000	\$ 125,132
Contributions	139,362	15,950	155,312
Administrative fee	20,000	-	20,000
Interest	1,028	137	1,165
Miscellaneous	525	-	525
Release of restrictions	666,000	250,000	916,000
Total Support and Revenue	<u>912,047</u>	<u>306,087</u>	<u>1,218,134</u>
Expenses			
Student tuition	461,919	174,575	636,494
Salaries	285,531	47,342	332,873
Transportation	-	32,076	32,076
Payroll taxes	24,181	3,622	27,803
Student assessments	24,974	1,182	26,156
Administrative fee	-	20,000	20,000
Rent	16,591	57	16,648
Curriculum expense	984	15,443	16,427
Professional fees	14,314	-	14,314
Supplies	10,323	767	11,090
Contracted services	-	10,000	10,000
Insurance	7,363	-	7,363
Employee benefits	5,665	305	5,970
Fundraising	4,957	-	4,957
Professional development	3,402	-	3,402
Parent engagement activities	2,132	1,150	3,282
Phone and internet	2,538	577	3,115
Travel	2,554	-	2,554
Advertising	2,226	-	2,226
Miscellaneous	1,120	871	1,991
Equipment and facility upgrades	1,341	641	1,982
Postage, printing and copying	1,113	137	1,250
Depreciation expense	508	-	508
Child care resources	100	-	100
Total Expenses	<u>873,836</u>	<u>308,745</u>	<u>1,182,581</u>
Change in Unrestricted Net Assets	<u>\$ 38,211</u>	<u>\$ (2,658)</u>	<u>\$ 35,553</u>