# THE VILLAGE LEARNING CENTER, INC. dba The Village Learning & Achievement Center

# AUDITED FINANCIAL STATEMENTS

FOR THE YEARS ENDED DECEMBER 31, 2019 and 2018

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#### INDEPENDENT AUDITORS' REPORT

To the Board of Directors
The Village Learning Center, Inc.

We have audited the accompanying statements of financial position of The Village Learning Center, Inc. (a non-profit organization) dba Village Learning & Achievement Center, for the years ended December 31, 2019 and 2018, and the related statements of activities, 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 the 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 auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity'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 entity'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 The Village Learning Center, Inc. for the years ended December 31, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Houston, Texas March 3, 2021

Reimer, Mc Brimen & associates, P.C.



# THE VILLAGE LEARNING CENTER, INC. STATEMENTS OF FINANCIAL POSITION As of December 31, 2019 and 2018

A GOVERNO	2019	2018
ASSETS CURRENT ASSETS		
Unrestricted cash and cash equivalents	\$ 283,150	\$ 218,465
Pledges receivable	110,442	5,985
Accounts receivable	189,852	156,602
Less: Allowance for doubtful accounts	(42,240)	(4,698)
Net accounts receivable	147,612	151,904
Prepaid expenses	9,750	19,917
Total Current Assets	550,954	396,271
FIXED ASSETS		
Land	626,935	626,935
Computers and equipment	360,627	360,627
Vehicles	343,385	343,385
Software	9,745	9,745
Building improvements	586,302	586,302
Buildings	5,293,762	5,293,762
Construction in progress	56,428	56,428
Total Fixed Assets	7,277,184	7,277,184
Less: Accumulated depreciation	(2,532,502)	(2,259,039)
Fixed Assets, Net	4,744,682	5,018,145
OTHER ASSETS		
Long-term receivable	210,000	481,000
Total Other Assets	210,000	481,000
TOTAL ASSETS	\$ 5,505,636	\$ 5,895,416
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 85,727	\$ 38,405
Tenant deposits	550	-
Accrued payroll	7,170	_
Other current liabilities	32,595	80,172
Short term notes payable	-	1,667
Short term bank loans	35,000	43,227
Current portion of long-term debt	5,217	41,776
Total Current Liabilities	166,259	205,247
NON CURRENT LIABILITIES		
Long-term debt	_	26,106
Total Non Current Liabilities		26,106
TOTAL LIABILITIES	166,259	231,353
NET ASSETS		
Without Donor Restrictions	5,264,377	5,664,063
With Donor Restrictions	75,000	
Total Net Assets	5,339,377	5,664,063
TOTAL LIABILITIES AND NET ASSETS	\$ 5,505,636	\$ 5,895,416

# THE VILLAGE LEARNING CENTER, INC. STATEMENTS OF ACTIVITIES

# For the Years Ending December 31, 2019 and 2018

	2019	2018
<b>Net Assets Without Donor Restrictions</b>		
Revenue and Gains		
Center income	\$ 874,222	\$ 946,977
Stoney Glen income	381,808	433,483
HCS income	426,030	-
Thrift Store income	64,025	257,276
Development Program - Grants and Donatons	553,294	-
Fundraising income	431,833	1,736,242
Less: direct donor benefits	(109,379)	(105,500)
<b>Total Revenues and Gains Without Donor Restrictions</b>	2,621,833	3,268,478
Net assets released from restrictions		
Restrictions satisfied by payments		
<b>Total Revenues and Gains and Other Support Without Donor</b>	2,621,833	3,268,478
Restrictions		
EXPENSES		
General and administrative	724,903	301,250
Program expenses		
Stoney Glen	458,492	462,970
HCS	348,287	-
Thrift Store	122,528	119,811
Center	1,173,967	1,506,029
Fundraising and special events expenses	193,342	178,150
Total Expenses	3,021,519	2,568,210
INCREASE (DECREASE) IN NET ASSETS WITHOUT DONOR RESTRICTIONS	(399,686)	700,268
Net Assets With Donor Restrictions		
Revenue and Gains		
Stoney Glen income	75,000	-
Net Assets Released from Restriction		
Restriction satisfied by payments		
INCREASE IN NET ASSETS WITH DONOR RESTRICTIONS	75,000	-
INCREASE (DECREASE) IN NET ASSETS	(324,686)	700,268
NET ASSETS, BEGINNING OF YEAR	5,664,063	4,963,795
NET ASSETS AT END OF YEAR	\$ 5,339,377	\$ 5,664,063

# THE VILLAGE LEARNING CENTER, INC. STATEMENT OF FUNCTIONAL EXPENSES FOR YEAR ENDING DECEMBER 31, 2019

	PROGRAM SERVICES			SUPPORTING SE				
	STONEY		THRIF	Γ			MANAGEMENT	
	GLEN	HCS	STOR	3	CENTER	FUNDRAISING	AND GENERAL	TOTAL
Advertising	\$ 158	-	\$ 1,	171	\$ 908	\$ 3,463	\$ 1,916	\$ 7,616
Association Fees	-	-		-	-	200	-	200
Auto Expenses	-	-		-	27,451	-	-	27,451
Bad Debt Expense	19,038	1,957		-	19,664	-	105	40,764
Bank Service Charges	-	-	1,	831	-	99	6,795	8,725
Cleaning	-	-		-	10,800	-	3,600	14,400
Computer Software	1,432	138		-	2,864	9,475	3,570	17,479
Contract Labor & Services	20,440	228,496		654	24,603	12,363	2,400	288,957
Dues & Filing Fees	796	1,139		-	2,669	-	5,445	10,048
Employee Benefits & Morale	1,621	-		35	3,843	1,464	3,127	10,089
Employee Recruitment	75	64		-	1,468	-	-	1,607
Equipment Rental	-	-		-	-	-	1,169	1,169
Field Trips/Outings	490	-		-	6,763	-	-	7,253
Groceries & Food	29,443	-		-	2,998	-	-	32,441
Insurance	14,317	4,216		912	68,722	10,608	66,427	165,203
Interest Expense	157	-		-	-	-	5,677	5,834
Legal & Professional	-	219		-	50,192	-	78,808	129,219
Maintenance & Repairs	8,810	-		733	5,668	-	10,445	25,655
Meetings/Seminars	-	-		-	84	1,783	1,523	3,390
Payroll	250,625	50,091	42,	358	573,002	134,994	457,567	1,508,637
Permits & Fees	-	-		-	146	-	146	292
Postage & Delivery	11	-		-	-	307	-	318
Printing	-	-		-	-	1,450	-	1,450
Professional Training/Networking	-	200		-	-	1,972	14,309	16,481
Rent	-	-	63,	100	-	-	-	63,100
Security	190	-		-	995	-	1,854	3,039
Staff Training	208	200		-	5,059	-	-	5,467
Storage Rental	-	-		-	-	-	4,465	4,465
Supplies	12,229	491	3,	216	47,427	2,484	-	65,847
Taxes	-	-		-	-	-	12,701	12,701
Utilities	26,486	347	8,	408	62,840	1,341	21,734	121,154
Depreciation Expense	60,206	_		-	207,984	-	5,473	273,663
Other	11,762	60,729		110	47,817	11,339	15,649	147,406
	\$ 458,492	\$ 348,287	\$ 122,	528	\$ 1,173,967	\$ 193,342	\$ 724,903	\$ 3,021,519

# THE VILLAGE LEARNING CENTER, INC. STATEMENT OF FUNCTIONAL EXPENSES FOR YEAR ENDING DECEMBER 31, 2018

	PROGRAM SERVICES			SUPPORTI		
	STONEY	THRIFT			MANAGEMENT	
	GLEN	STORE	CENTER	FUNDRAISING	AND GENERAL	TOTAL
Advertising	\$ 1,709	\$ 1,663	\$ -	\$ -	\$ -	\$ 3,372
Association Fees	211	-	97	502	3,241	4,051
Auto Expenses	-	89	39,799	65	-	39,954
Bad Debt Expense	-	-	-	-	-	-
Bank Service Charges	-	-	-	7,567	5,492	13,058
Cleaning	3,794	23	9,075	-	-	12,892
Computer Software	-	-	797	4,392	6,188	11,376
Contract Labor & Services	2,727	-	5,002	16,408	244	24,381
Dues & Filing Fees	-	-	5,372	687	1,612	7,671
Employee Benefits & Morale	67	107	645	-	5,482	6,301
Employee Recruitment	3	-	7,720	-	-	7,723
Equipment Rental	-	-	3,497	397	2,351	6,244
Field Trips/Outings	6,445	-	2,588	10	-	9,043
Groceries & Food	24,560	-	18,519	-	435	43,515
Insurance	6,831	-	72,014	-	16,149	94,994
Interest Expense	19,481	-	8,265	-	2,088	29,833
Legal & Professional	-	-	-	3,081	43,932	47,013
Maintenance & Repairs	17,140	1,461	23,496	-	8,623	50,721
Meetings/Seminars	-	-	-	2,547	1,199	3,746
Payroll	288,106	38,491	965,670	126,381	119,406	1,538,054
Permits & Fees	-	-	-	-	-	
Postage & Delivery	-	-	1,012	4,872	2,643	8,528
Printing	-	-	369	615	-	984
Professional Training/Networking	733	-	2,638	-	11,286	14,657
Rent	-	69,600	-	-	-	69,600
Security	460	-	1,183	-	-	1,643
Staff Training	2,677	-	8,270	732	4,380	16,059
Storage Rental	-	-	4,086	-	404	4,491
Supplies	10,597	1,814	30,423	9,897	12,369	65,099
Taxes	-	-	-	-	22,383	22,383
Utilities	20,730	5,152	61,793	-	26,189	113,863
Depreciation Expense	56,699	-	195,871	-	5,155	257,725
Other	-	1,410	37,827	-	-	39,236
	\$462,970	\$ 119,811	\$ 1,506,029	\$ 178,150	\$ 301,250	\$2,568,210

# THE VILLAGE LEARNING CENTER, INC. STATEMENTS OF CASH FLOWS FOR YEARS ENDING DECEMBER 31, 2019 and 2018

	2019		2018
CASH FLOWS FROM OPERATING ACTIVITIES			
Increase (decrease) in net assets	\$ (324,686)	\$	700,268
Adjustments to reconcile increase in net assets to net cash provided by			
operating activities:			
Depreciation and amortization	273,663		257,725
(Increase) decrease in operating assets			
Accounts receivable, net	4,292		(16,933)
Pledges receivable	(104,457)		(4,710)
Long-term receivable	271,000		(481,000)
Security deposits	-		3,500
Prepaids	10,167		(16,588)
Increase (decrease) in operating liabilities			
Tenant deposits	550		(11,600)
Accounts payable	47,322		23,354
Accrued payroll	7,170		(14,094)
Other current liabilities	(47,777)		63,664
NET CASH PROVIDED BY OPERATING ACTIVITIES	 137,244	,	503,586
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for fixed asset purchases	_		(14,540)
NET CASH USED BY INVESTING ACTIVITIES	-		(14,540)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments on short term notes payables	(1,667)		(3,060)
Payments on short term bank loans	(8,227)		(63,904)
Payments on long term debt	(62,665)		(348,333)
NET CASH PROVIDED BY FINANCING ACTIVITIES	 (72,559)		(415,297)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	64,685		73,749
THE INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	04,063		73,749
BEGINNING CASH AND CASH EQUIVALENTS	 218,465		144,716
ENDING CASH AND CASH EQUIVALENTS	\$ 283,150	\$	218,465
SUPPLEMENTAL DISCLOSURE			
Cash paid for interest	\$ 5,834	\$	29,834



NOTES TO FINANCIAL STATEMENTS December 31, 2019 and 2018

#### NOTE 1-NATURE OF ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

The Village Learning Center, Inc. (the Organization), dba The Village Learning & Achievement Center, is a non-profit organization dedicated to creating environments that enable individuals with learning and developmental disabilities to reach their maximum potential and to celebrate and promote the spirit of inclusion in all aspects of human endeavor within our community.

The Village Centers provides services to adults with intellectual and developmental disabilities. We offer a board spectrum of services to meet the needs of families and the loved ones they care for.

The day program provides activities and community opportunities to these individuals to give them a fulfilling life within safe environment. Our structured program consists of social skills, vocational opportunities, skills for daily living and recreational activities. We offer transportation to our clients to and from the day center which is a much-needed service for some of our families.

The Village at Stoney Glen (VASG) is a licensed assisted living home. VASG is a 16-bed facility in which residents are cared for 24 hours a day. These are individuals whose families want them to a be able to have independence while at the same time receiving the care and safety that our staff provides for them.

Home and Community Services (HCS) is a state funding source that some of our clients receive. Once this funding is awarded to an individual with disabilities the families chose a provider to facilitate the services that is granted within this program. The Village Centers HCS Village Community Services provides case management, nursing and family support to the individuals that are part of our in house HCS program.

The Village Thrift store is a retail shop within the community of Kingwood that customers can donate and shop at to support our programs. The thrift store also provides volunteer and job opportunities to our clients. They participate in a variety of real-life skills in helping sort/price items, greet customers and running the cash register.

## Support and Expenses

Contributions received and unconditional promises to give are measured at their fair values and are reported as an increase in net assets. The Organization reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets, or if they are designated as support for future periods. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activity as net assets released from restrictions. Donor-restricted contributions whose restrictions are met in the same reporting period are reported as revenues and gains without donor restrictions.

NOTES TO FINANCIAL STATEMENTS December 31, 2019 and 2018

# NOTE 1-NATURE OF ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The Organization reports gifts of goods and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service. Expenses are recorded when incurred in accordance with the accrual basis of accounting.

#### Donated Services, Goods, and Facilities

A substantial number of volunteers have donated numerous hours to the Organization's program services and fundraising campaigns during the year; however, these donated services are not reflected in the financial statements since the services do not require specialized skills. Donated professional services and or property and equipment, if any, are reflected in the statement of activities at their fair value. For the year ended December 31, 2019 and 2018, the Organization recorded approximately \$0 and \$2,671 respectively, in contributed legal and consulting professional services. Materials and other assets received as donations are recorded and reflected in the accompanying financial statements at their fair values at the date of receipt.

#### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### Cash and Cash Equivalents

Cash and cash equivalents consist of cash held in checking and money market accounts and other short-term investments of a liquid nature with maturities of less than 90 days. At year end and throughout the year, the Organization's cash balances were deposited in several bank accounts at two banks. Management believes that the Organization is not exposed to any significant credit risk on cash and cash equivalents.

NOTES TO FINANCIAL STATEMENTS December 31, 2019 and 2018

# NOTE 1-NATURE OF ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Accounts Receivable

Trade accounts receivable are stated at the amount the Organization expects to collect. The Organization maintains allowances for doubtful accounts for estimated losses resulting from the inability of clients to make required payments. Management considers past transaction history with the client and current economic industry trends when evaluating accounts for collectability. Past due balances and other higher risk amounts are reviewed individually for collectability. Based on management's assessment, the Organization provides for estimated uncollectible amounts through a charge to earnings and a credit to a valuation allowance. Balances that remain outstanding after the Organization has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable. The allowance account for the years ended December 31, 2019 & 2018 was \$42,240 and \$,4698, respectively. For the years ended December 31, 2019 & 2018, accounts receivable worth \$40,764 and \$3,576, respectively, were written off as uncollectible.

## **Advertising Costs**

Advertising costs are expensed as incurred.

# **Expense Allocation**

Expenses for the Organization have been disaggregated in the Statement of Functional Expenses by both, natural and functional expense classifications. Expenses that directly relate to a particular program or supporting service, have been allocated to that said category on the Statement of Functional Expense. Other expenses have been allocated based on management's estimate, time devoted by the Organization's staff, or square footage allocated to a specific program or supporting service.

#### **Income Taxes**

The Organization is a not-for-profit organization that is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and classified by the Internal Revenue Service as other than a private foundation. The Organization files an annual Form 990 information report with the Internal Revenue Service. In general, IRS filings are subject to examination by the IRS for a period of three years. The Organization is current on all IRS filings.

NOTES TO FINANCIAL STATEMENTS December 31, 2019 and 2018

# NOTE 1-NATURE OF ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### **Financial Statement Presentation**

The Organization follows the recommendation of the Financial Accounting Standards Board in *Accounting Standards Codification 958: Not-for-Profit Entities*. Under ASC 958, the Organization is required to report information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions and net assets without donor restrictions. The Organization has both, net assets with donor restrictions and without donor restrictions.

#### Reclassification Adjustments

Certain adjustments have been made to make the presentation of prior year amounts to conform to current year presentation. For current year presentation, direct donor benefits have been presented as a deduction from gross fundraising income on the statement of activities. In prior years, this was presented as a separate item in the statement of functional expense. This reclassification adjustment has no impact on net assets or change in net assets.

## Subsequent Events

Subsequent events have been evaluated through March 3, 2021, which is the date the financial statements were issued.

#### **NOTE 2-BOARD DESIGNATED FUNDS**

During 2019, the Board of Directors of the Organization designated \$0 for emergency funds (rainy day). During 2018, the Board designated \$30,305 towards the same purpose. These funds are part of Net Assets Without Donor Restrictions on the Statement of Financial Position.

#### **NOTE 3-FXED ASSETS**

It is the Organization's policy to capitalize property and equipment over \$5,000. Lesser amounts are expensed. Purchased property and equipment is capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair value. Such donations are reported as contributions without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor.

NOTES TO FINANCIAL STATEMENTS

December 31, 2019 and 2018

# NOTE 3-FXED ASSETS (CONTINUED)

The Organization reclassifies net assets with donor restrictions to net assets without donor restrictions at that time. Property and equipment are depreciated using the straight-line method. The following estimated useful lives are used:

Buildings	25 years
Building Improvements	20 years
Furniture and equipment	5-15 years
Vehicles	5 years
Software	3 years
Computer equipment	3 years

For the years ended December 31, 2019 and 2018, depreciation expense amounted to \$273,663 and \$257,727, respectively.

# NOTE 4-LIQUIDTIY AND AVAILABILITY OF FINANCIAL ASSETS

The following reflects the Organization's financial assets as of December 31, 2019 and 2018, reduced by amounts not available for general use because of board-designated funds set aside for a specific purpose and long-term receivables expected to be collected in 2019:

	2019		 2018
Financial assets, at year-end:			
Unrestricted cash and cash equivalents	\$	283,150	\$ 218,465
Pledges receivable		110,442	5,985
Net accounts receivable		147,612	151,904
Less: Board-designated funds:			
Emergency (rainy day) funds		-	(30,305)
Less: Donor-restricted funds:			
Stoney Glen facility upgrade		(75,000)	 
Financial assets available to meet cash needs			
for general expenditure within one year	\$	466,204	\$ 346,049

Additionally, the Organization has a line of credit of \$150,000, with available (unused) funds of \$115,000 as of December 31, 2019, which it could draw upon in the event of an anticipated liquidity need.

NOTES TO FINANCIAL STATEMENTS December 31, 2019 and 2018

#### **NOTE 5-LONG-TERM DEBT**

Long-term debt at December 31, 2019 consists of the following:

Installment loan payable to Ford Credit, in monthly payments of \$1,055.02 including interest at 1.9% through May 2020. Collateralized by a vehicle

\$ 5,217

Total long-term debt 5,217

Less current portion (5,217)

Long-term liabilities \$ -

Minimum required principal payments for the next five years and thereafter are as follows:

Year	<b>Balance Due</b>		
2020	\$	5,217	
2021 and thereafter		-	
Total	\$	5,217	

#### NOTE 6-RELATED PARTY TRANSACTIONS

From time to time, board members make short-term loans to the Organization, in order to maintain working capital. These are repaid from operating funds and are not material to the financial statements.

#### NOTE 7-NET ASSETS WITH DONOR RESTRICTIONS

The Organization received donor restricted funds in the amount of \$75,000 during the year-ended December 31, 2019 and carry a purpose restriction. These restricted funds are to be used for upgrades to the Organization's Stoney Glen assisted living facility. As of December 31, 2019, no amounts have been used to satisfy this restriction.

#### NOTE 8-PAYCHECK PROTECTION PROGRAM

Subsequent to year-ended December 31, 2019, the spread of COVID-19 has impacted the country's economy. The Organization has experienced some of these impacts to its future operations subsequent to December 31, 2019. Management has determined that these impacts are non-adjusting subsequent events. Accordingly, the December 31, 2019 statement of financial statement and statement of activities have not been adjusted to reflect their impact.

NOTES TO FINANCIAL STATEMENTS December 31, 2019 and 2018

# NOTE 8-PAYCHECK PROTECTION PROGRAM (CONTINUED)

The Organization received a loan in the amount of approximately \$320,000 on April 17, 2020, pursuant to the Paycheck Protection Program ("the PPP") under Division A, Title I, of the CARES Act, which was enacted March 27, 2020. Under the terms of the PPP, certain amounts may be forgiven if they are used for qualifying expenses as described in the CARES Act.

The Organization received forgiveness on January 29, 2021 for the entire amount of the PPP loan. The Organization has determined that these events are non-recognizable events. Accordingly, the statement of financial position and statement of activities have not been adjusted to reflect their impact.