Capacity & Hiring Plan

JUNE 2026

FP&A

FY2026 · Jan–Jun actual, Jul–Dec forecast · Figures in $000s

PLAN OF RECORD

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ARR, end of month	**4,120**	**4,205**	**4,318**	**4,402**	**4,536**	**4,690**	**4,830**	**4,975**	**5,145**	**5,290**	**5,455**	**5,640**
Net new ARR	96	85	113	84	134	154	140	145	170	145	165	185
Recognized revenue	343	350	360	367	378	391	402	415	429	441	455	470
Gross margin	78.5%	78.8%	79.1%	79.0%	79.4%	79.8%	80.0%	80.2%	80.3%	80.5%	80.6%	80.8%
Headcount, FTE	**24**	**24**	**25**	**25**	**26**	**26**	**27**	**27**	**28**	**29**	**29**	**30**
Fully loaded payroll	268	268	279	279	290	290	301	301	312	323	323	334
Operating expense, ex-payroll	96	94	101	98	103	107	108	110	113	115	117	120
Operating cash flow	**(95)**	**(86)**	**(95)**	**(87)**	**(93)**	**(85)**	**(87)**	**(78)**	**(81)**	**(83)**	**(73)**	**(74)**
Cash, end of month	3,325	3,239	3,144	3,057	2,964	2,879	2,792	2,714	2,633	2,550	2,477	2,403
Months of runway	35	36	34	34	32	33	32	33	32	32	31	31

SPEND TRIGGERS

PLANNED HIRE	FUNCTION	FULLY LOADED	RELEASE TRIGGER	STATUS
Implementation Specialist III	Delivery	$118K	ARR at or above $4.5M and implementation backlog above six weeks	RELEASED MAR
Account Executive II	Sales	$172K	ARR at or above $4.7M and pipeline coverage at or above 3.0×	RELEASED JUN
Senior Engineer II	Product	$196K	ARR at or above $5.0M and gross margin at or above 80% for two consecutive months	FORECAST SEP
Customer Success Manager II	Delivery	$126K	Accounts per CSM above 42	FORECAST OCT
Marketing Manager	Go-to-market	$138K	CAC payback at or below 14 months for two consecutive quarters	NOT MET
Controller	G&A	$148K	ARR at or above $6.0M	OUTSIDE PLAN YEAR

How the plan is read. No hire is released by calendar date. Each one is released by a measured threshold, tested at month end against the closed books. A trigger that has not been met moves the hire, not the plan. Every figure above the trigger table is an input to at least one threshold, so the model and the close are the same document.

Monthly Executive Summary

JUNE 2026

FP&A

June 2026 · Figures in $000s unless noted

ARR	NET NEW ARR — MONTH	GROSS MARGIN	CASH	MONTHS OF RUNWAY	HEADCOUNT
$4.69M	$154K	79.8%	$2.88M	32	26
vs $4.12M Jan · +14%	vs $84K Apr · +83%	vs 78.5% Jan · +1.3pp	vs $3.42M opening	on trailing 3-month burn	2 releases YTD, 4 held

STATEMENT OF OPERATIONS

	MONTH	BUDGET	VAR %	YTD	BUDGET	VAR %
Recognized revenue	391	384	+2%	2,189	2,262	-3%
Cost of revenue	79	82	-4%	452	486	-7%
Gross profit	**312**	**302**	**+3%**	**1,737**	**1,776**	**-2%**
Sales and marketing	118	124	-5%	682	714	-4%
Research and development	142	138	+3%	826	812	+2%
General and administrative	137	132	+4%	798	786	+2%
Total operating expense	**397**	**394**	**+1%**	**2,306**	**2,312**	**-0%**
Operating income	**(85)**	**(92)**	**+8%**	**(569)**	**(536)**	**-6%**

CASH FORECAST, BALANCE OF YEAR

	JUL	AUG	SEP	OCT	NOV	DEC
Operating cash flow	(87)	(78)	(81)	(83)	(73)	(74)
Cash, end of month	2,792	2,714	2,633	2,550	2,477	2,403
Months of runway	32	33	32	32	31	31

COMMENTARY

Month. Net new ARR of $154K is the strongest month of the year and lands 83% above April, on two enterprise expansions rather than new logos. Gross margin crossed 79.5% for the first time as the third implementation specialist absorbed onboarding that had been running through engineering.

Spend. The Account Executive trigger cleared in June on both conditions, ARR above $4.7M and pipeline coverage at 3.2×. The Senior Engineer trigger requires a second consecutive month at or above 80% gross margin, so it stays held until the July close is signed.

Cash. Runway of 32 months on trailing three-month burn. Every held hire in the plan is fully funded at current burn, which means the triggers exist to time the spend rather than to ration it.