

# Delaware CHARTER SCHOOL Minor Modification Application

## CHARTER SCHOOL INFORMATION

Charter School Name: Kuumba Academy Charter School

Mailing Address: 1200 N. French St  
City/State/Zip: Wilmington, DE 19801

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Telephone: 302-660-4750  
Fax: 302-472-6452  
Website: kuumbaacademy.org

*Sally Maldonado*

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Sally Maldonado  
Head of School

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December 21, 2015  
Date

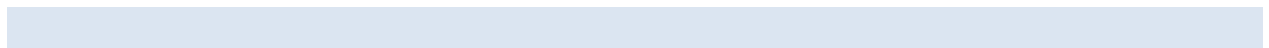
*Dr. Joan F Coker*

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Dr. Joan Coker  
Board President

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December 21, 2015  
Date



## Table of Contents

### DELAWARE CHARTER SCHOOL MINOR MODIFICATION APPLICATION

<b><u>MODIFICATION REQUESTED</u></b>	<b><u>3</u></b>
<b><u>SECTION A: CORE QUESTIONS</u></b>	<b><u>4</u></b>
<b><u>APPENDIX A: BUDGET WORKSHEETS</u></b>	<b><u>9</u></b>
<b><u>EXHIBIT A:</u></b>	<b><u>15</u></b>
<b><u>EXHIBIT B:</u></b>	<b><u>16</u></b>
<b><u>EXHIBIT C:</u></b>	<b><u>17</u></b>

## Modification Requested

Please indicate the type(s) of modification(s) you are requesting by checking all applicable boxes below:

Minor Modification (Section A Only)		Major Modification (Section A <i>AND</i> additional questions identified below)	
<input checked="" type="checkbox"/>	Enrollment change (increase or decrease) between 5 and 15%	<input type="checkbox"/>	Performance Agreement <b>Section A only</b>
<input type="checkbox"/>	Change agreement with EMO/CMO	<input type="checkbox"/>	Enrollment change (increase or decrease) of greater than 15% <b>Section B</b>
<input type="checkbox"/>	Start date (one-time) delay	<input type="checkbox"/>	Grade configuration (adding grade levels or reducing grade levels) <b>Section C</b>
<input type="checkbox"/>	Name of charter school	<input type="checkbox"/>	Educational Program (i.e. curriculum) <b>Section D</b>
<input type="checkbox"/>	Existing or planned school facilities or structures (including any plan to use temporary or modular structures)	<input type="checkbox"/>	Mission (includes At-Risk designation) <b>Section E</b>
<input type="checkbox"/>	Change in terms to current site facility arrangement (i.e. lease to purchase)	<input type="checkbox"/>	Replace, remove, or add EMO/CMO, or transfer of authorizer <b>Section F</b>
<input type="checkbox"/>	Other	<input type="checkbox"/>	Enrollment preferences <b>Section G</b>
<input type="checkbox"/>		<input type="checkbox"/>	Location change <b>Section H</b>
<input type="checkbox"/>		<input type="checkbox"/>	Goals for student performance <b>Section I</b>

## Section A: Core Questions

### Section A Core Questions:

### Section A Core Questions:

- 1. What modification does the school's Board of Directors want to make to the term(s) of the charter? Identify the page number(s) on which the term(s) is/are stated in the currently approved charter. If the term(s) of the charter the school wants to modify is/are conditions placed on the charter by the Secretary of Education and members of the State Board of Education, state the condition(s) and the date(s) on which the condition(s) was/were placed on the school's charter.**

Kuumba Academy is currently seeking a minor charter modification to increase our student enrollment by 14.9% from our currently approved enrollment of 640 students in grades K to 8, to a total of 735 students grades K to 8. Our current grade level configuration was submitted to the Department of Education in section 5.2a, of our 2013 Charter Renewal. If approved, our new enrollment breakdown will be as follows:

Grade Level	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
K	96	96	96	96	96
1	96	96	96	96	96
2	96	96	96	96	96
3	96	96	96	96	96
4	73	73	73	73	73
5	80	80	80	80	80
6	72	72	72	72	72
7	72	72	72	72	72
8	54	54	54	54	54
Total Count	735	735	735	735	735

Table 1: Enrollment projections for minor modification

There are currently no conditions placed on the charter.

- 2. What is the effective date of the proposed modification?**

The effective date of the proposed modification is July 1, 2016.

- 3. The authorizer will review your most recent Performance Review Reports as part of your application. Discuss the school's academic performance, compliance with the terms of its charter, and financial viability as measured by the Performance Framework.**

Over the past several years, KACS has made significant progress in closing the urban achievement gap. This highlights the hard work and dedication of our students, parents, faculty, and staff. It is our expectation that student growth and achievement will continue to be an area in which our school continues to improve as we work to adjust to the more rigorous academic expectations of the Common Core State Standards.

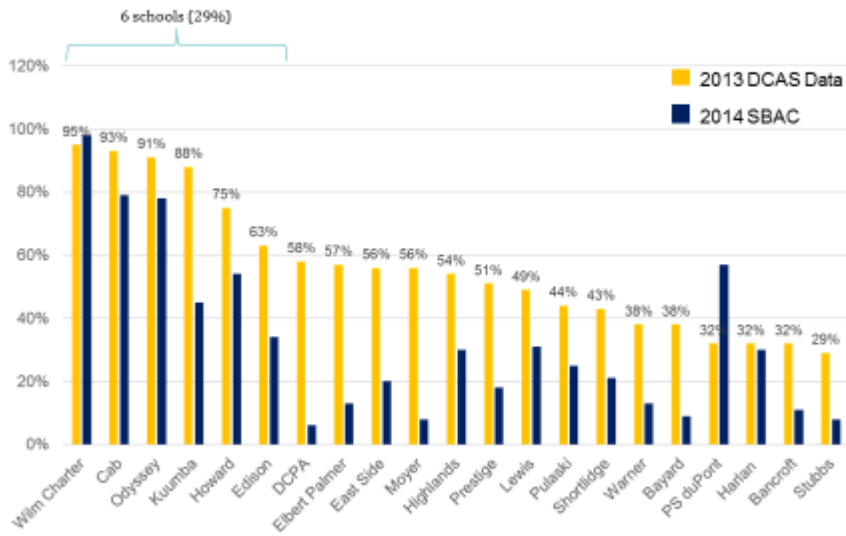
The original purpose of Kuumba Academy Charter School (KACS) was to establish a high-performing public elementary 'community' school in the City of Wilmington with significant parent involvement through a unique non-profit/ public school partnership. Our 13-year track record of success helping students to achieve high levels of academic performance, despite the prevalence of poverty among students and families in the surrounding school community, is one of Kuumba's greatest strengths. Innovative instructional approaches in math, and consistent implementation of research-based strategies in reading have enabled KACS students to outperform their peers in Wilmington schools. While the SBAC assessment has raised the bar for student achievement and our students are not yet outperforming the state in all grade levels, we are confident that with continued support and additional time with our well trained staff will ensure that our students are once again positioned to demonstrate significant gains in reading and math.

For the 2014-2015 school year, KACS implemented a rigorous ELA curriculum from Engage NY in all grades. This curriculum aligns with our Expeditionary Learning Core practices and focuses on more critical thinking and problem solving. As teachers become more confident with implementation of this new curriculum, it is expected that our student performance including our lowest performing student population will continue to increase.

As the graphs in Table 2a and 2b highlight, Kuumba Academy students are outperforming the district run and local charter schools where our students live.

**Landscape**

**City School Reading Proficiency 2013 and 2014**

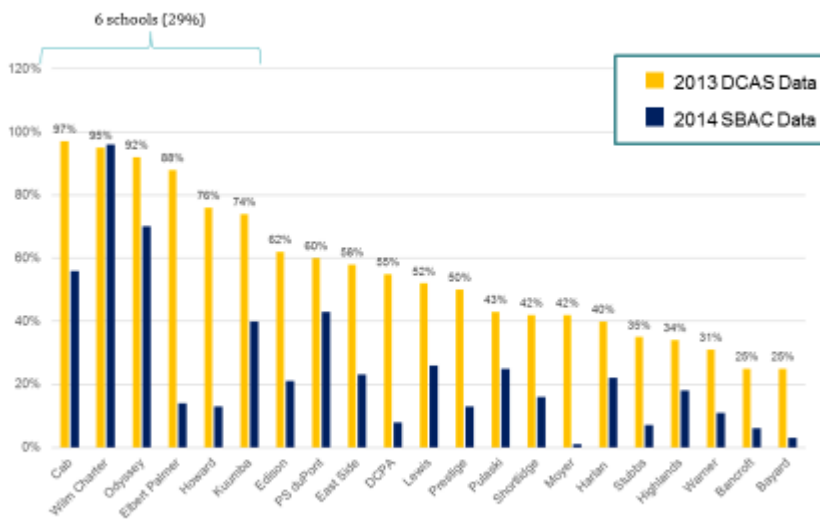


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Table 2a: DCAS and SBAC data in Reading

**Landscape**

**City School Math Proficiency 2013 and 2014**



Source: DDOE School Profiles, 2013

12/22/2015 | 2

Table 2b: DCAS and SBAC data in Math

KACS has always strived to show improvement in our school compared to similar schools with similar student compositions. KACS students are outperforming their peers in many district schools.

Kuumba Academy recognizes the foundation of student achievement is reading and math literacy. We are deeply committed to ensuring that every child is on the path for college and career readiness. As outlined in our model, KACS is focused on student centered instructional practices. Kuumba empowers students and families to create a plan to help every child reach their full academic potential. All KACS students have an individual improvement plan (IIP) that outlines their specific learning targets and “roadmap” for success. Classroom teachers utilize benchmark assessment data and standards-based mastery trackers to identify students who are in need of additional academic support or “interventions” in order to meet defined growth targets. Examples of assessments used to monitor progress include: STEP, NWEA’s MAPs assessment, Smarter Balanced Assessment Consortium (SBAC), Amplify Interim Assessments and teacher created assessments

Kuumba Academy has been found to be in compliance with the terms of our original charter. Historical data demonstrates that Kuumba Academy continues to make progress towards our commitment to eliminate and reverse the achievement gap while improving educational outcomes for students in the City of Wilmington.

**4. Describe the rationale for the request(s). Discuss any relevant research base or evidence that supports this type of request. (*Attachments may be provided*)**

This minor modification will enable us to continue to support our current student enrollment of 644 students while adding an additional 92 Kindergarten students in 2016-2017. Our commitment is to begin support students as early as possible so they may have the benefit of our rigorous academic and arts enriched curriculum from Kindergarten.

**5. Describe how the proposed modification will impact the operation of the school. Include how student achievement, staffing, facilities, and financial viability of the school may be impacted in the current school year and for the remainder of the school’s charter term.**

If approved, the minor modification would allow us to continue to have 4 sections of homerooms in grades K to 2 while adding an additional section of 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> grade. The overall impact of this expansion would enable us to grow the teaching staff by 3 members and will enable us to continue to have homerooms with an average ratio of 1:22.

The financial documents found in Appendix A provide additional detail regarding the financial impact of this minor modification.

6. **Indicate the projected impact, if any, of the proposed modification on the school's present financial position, and its financial position going forward. If the modification promises to create financial challenges, indicate how those will be remedied.**

The school's financial future is secure. Our school has met or exceeded enrollment expectations for each of the last three years. A waiting list is maintained in the event of any unexpected openings. Every financial decision the school makes is based on sound and planned reasoning. Both the Board of Directors and the CBOC are involved in every decision.

As an expanding organization, the greatest challenge that we face is the largely continuously changing charter landscape in Delaware. Each year brings new regulations, requirements and expectations. The Board of Directors is deeply committed to the ongoing success of our organization. As challenges arise, we will work as a collective to ensure that the students and families of KACS are provided access to a high-quality program.

KACS has always strived to be in compliance with all DOE requirements. We plan to continue this practice. We have strong internal capacity to continue to meet all organization expectations. Our leadership team, school board and staff strive to ensure that we are considered an exceptional organization.



# STATE & LOCAL FUNDS

Charter School Application Budget Worksheet										Kuumba Academy	
State & Local Revenue											
	YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		
1	State Appropriations	\$3,960,908		\$4,224,589		\$4,224,589		\$4,224,589		\$4,224,589	
2	School District Local Fund Transfers	\$2,376,506		\$2,703,197		\$2,703,197		\$2,703,197		\$2,703,197	
3	Prior Year Carryover Funds	\$551,402		\$497,242		\$647,764		\$757,833		\$826,240	
	<b>TOTAL STATE &amp; LOCAL REVENUE</b>	<b>\$6,888,816</b>		<b>\$7,425,028</b>		<b>\$7,575,550</b>		<b>\$7,685,619</b>		<b>\$7,754,026</b>	
State & Local Expenses											
	YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		
Personnel Salaries / Other Employer Costs											
			FTE		FTE		FTE		FTE		
4	Classroom Teachers	\$1,392,968	29.00	\$1,536,000	32.00	\$1,536,000	32.00	\$1,536,000	32.00	\$1,536,000	
5	Special Education Teachers	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
6	Special Teachers (Phys Ed, Art, Music)	\$212,995	5.00	\$212,000	5.00	\$212,000	5.00	\$212,000	5.00	\$212,000	
7	Counselors	\$114,715	2.00	\$164,000	3.00	\$164,000	3.00	\$164,000	3.00	\$164,000	
8	Principal/Administrative	\$324,951	4.00	\$345,000	4.00	\$345,000	4.00	\$345,000	4.00	\$345,000	
9	Nurse	\$84,385	1.50	\$104,000	2.00	\$104,000	2.00	\$104,000	2.00	\$104,000	
10	Clerical	\$73,059	2.50	\$67,000	2.00	\$67,000	2.00	\$67,000	2.00	\$67,000	
11	Custodial	\$31,860	1.00	\$32,000	1.00	\$32,000	1.00	\$32,000	1.00	\$32,000	
12	Substitutes	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
13	Other	\$235,032	7.00	\$199,500	6.00	\$199,500	6.00	\$199,500	6.00	\$199,500	
14	Other Employer Costs (30.48% of Salaries)	\$752,845		\$810,616		\$810,616		\$810,616		\$810,616	
15	Health Insurance	\$460,164		\$610,000		\$610,000		\$610,000		\$610,000	
16	Other Benefits	\$0		\$0		\$0		\$0		\$0	
	<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>	<b>\$3,682,975</b>	<b>52.00</b>	<b>\$4,080,116</b>	<b>55.00</b>	<b>\$4,080,116</b>	<b>55.00</b>	<b>\$4,080,116</b>	<b>55.00</b>	<b>\$4,080,116</b>	
Student Support											
17	Transportation	\$356,061		\$356,061		\$356,061		\$356,061		\$356,061	
18	Extra Curricular Transportation	\$0		\$0		\$0		\$0		\$0	
19	Cafeteria	\$0		\$0		\$0		\$0		\$0	
20	Extra Curricular	\$0		\$0		\$0		\$0		\$0	
21	Supplies and Materials	\$71,000		\$124,950		\$124,950		\$124,950		\$124,950	
22	Textbooks	\$60,000		\$47,775		\$47,775		\$47,775		\$47,775	
23	Curriculum	\$0		\$0		\$0		\$0		\$0	
24	Professional Development	\$109,800		\$90,000		\$90,000		\$90,000		\$90,000	
25	Assessments	\$0		\$30,000		\$30,000		\$30,000		\$30,000	
26	Other Educational Program	\$0		\$0		\$0		\$0		\$0	
27	Therapists (Occupational, Speech)	\$0		\$102,000		\$102,000		\$102,000		\$102,000	
28	Classroom Technology	\$0		\$20,000		\$20,000		\$20,000		\$20,000	
29	School Climate	\$0		\$0		\$0		\$0		\$0	
30	Computers	\$129,849		\$0		\$0		\$0		\$0	
31	Contracted Services	\$70,662		\$90,000		\$90,000		\$90,000		\$90,000	
32	Other	\$65,000		\$95,000		\$95,000		\$95,000		\$95,000	
	<b>SUBTOTAL STUDENT SUPPORT</b>	<b>\$862,372</b>		<b>\$955,786</b>		<b>\$955,786</b>		<b>\$955,786</b>		<b>\$955,786</b>	
Operations and Maintenance of Facilities											
33	Insurance (Property/Liability)	\$22,480		\$30,000		\$30,000		\$30,000		\$30,000	
34	Rent	\$1,465,898		\$1,348,262		\$1,388,716		\$1,430,377		\$1,473,288	
35	Mortgage	\$0		\$0		\$0		\$0		\$0	
36	Utilities	\$60,000		\$60,000		\$60,000		\$60,000		\$60,000	
37	Maintenance	\$25,000		\$25,000		\$25,000		\$25,000		\$25,000	
38	Telephone/Communications	\$8,100		\$8,100		\$8,100		\$8,100		\$8,100	
39	Construction	\$0		\$0		\$0		\$0		\$0	
40	Renovation	\$0		\$0		\$0		\$0		\$0	
41	Other	\$0		\$0		\$0		\$0		\$0	
	<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>	<b>\$1,581,478</b>		<b>\$1,471,362</b>		<b>\$1,511,816</b>		<b>\$1,553,477</b>		<b>\$1,596,388</b>	
Administrative/Operations Support											
42	Equipment Lease/Maintenance	\$10,000		\$10,000		\$10,000		\$10,000		\$10,000	
43	Equipment Purchase	\$0		\$0		\$0		\$0		\$0	
44	Supplies and Materials	\$32,250		\$32,500		\$32,500		\$32,500		\$32,500	
45	Printing and Copying	\$15,000		\$20,000		\$20,000		\$20,000		\$20,000	
46	Postage and Shipping	\$1,000		\$1,000		\$1,000		\$1,000		\$1,000	
47	Enrollment / Recruitment	\$0		\$0		\$0		\$0		\$0	
48	Staffing (recruitment and assessment)	\$0		\$0		\$0		\$0		\$0	
49	Technology Plan	\$0		\$0		\$0		\$0		\$0	
50	Other	\$0		\$0		\$0		\$0		\$0	
	<b>SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT</b>	<b>\$58,250</b>		<b>\$63,500</b>		<b>\$63,500</b>		<b>\$63,500</b>		<b>\$63,500</b>	
Management Company											
51	Fees	\$0		\$0		\$0		\$0		\$0	
52	Salaries/Other Employee Costs	\$0		\$0		\$0		\$0		\$0	
53	Curriculum	\$0		\$0		\$0		\$0		\$0	
54	Accounting and Payroll	\$49,000		\$49,000		\$49,000		\$49,000		\$49,000	
55	Other	\$157,500		\$157,500		\$157,500		\$157,500		\$157,500	
	<b>SUBTOTAL MANAGEMENT COMPANY</b>	<b>\$206,500</b>		<b>\$206,500</b>		<b>\$206,500</b>		<b>\$206,500</b>		<b>\$206,500</b>	
	<b>STATE &amp; LOCAL EXPENDITURES</b>	<b>\$6,391,574</b>		<b>\$6,777,264</b>		<b>\$6,817,718</b>		<b>\$6,859,379</b>		<b>\$6,902,290</b>	
56	<b># Students</b>	<b>644</b>		<b>735</b>		<b>735</b>		<b>735</b>		<b>735</b>	
	<b>REVENUE LESS EXPENDITURES</b>	<b>\$497,242</b>		<b>\$647,764</b>		<b>\$757,833</b>		<b>\$826,240</b>		<b>\$851,736</b>	
	2 % CONTINGENCY CHECK	\$137,776.32		\$148,500.56		\$151,511.00		\$153,712.37		\$155,080.52	

# FEDERAL FUNDS

Charter School Application Budget Worksheet										Kuumba Academy	
Federal Funds											
	YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		
1	Entitlement Funding	\$557,845		\$557,845		\$557,845		\$557,845		\$557,845	
2	Other Federal Grants	\$112,500		\$112,500		\$112,500		\$112,500		\$112,500	
<b>TOTAL FEDERAL REVENUE</b>		<b>\$670,345</b>		<b>\$670,345</b>		<b>\$670,345</b>		<b>\$670,345</b>		<b>\$670,345</b>	
Federal Expenses											
Personnel Salaries / Other Employer Costs											
	YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		
		FTE		FTE		FTE		FTE		FTE	
3	Classroom Teachers	\$43,735	1.67	\$43,735	1.67	\$43,735	1.67	\$43,735	1.67	\$43,735	1.67
4	Special Education Teachers	\$313,814	5.74	\$313,814	5.74	\$313,814	5.74	\$313,814	5.74	\$313,814	5.74
5	Special Teachers (Phys Ed, Art, Music)	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
6	Counselors	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
7	Principal/Administrative	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
8	Nurse	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
9	Clerical	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
10	Custodial	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
11	Substitutes		0.00		0.00		0.00		0.00		0.00
	Other	\$143,943	3.97	\$143,943	3.97	\$143,943	3.97	\$143,943	3.97	\$143,943	3.97
13	Other Employer Costs (30.48% of Salaries)	\$152,855		\$152,855		\$152,855		\$152,855		\$152,855	
14	Health Insurance	\$0		\$0		\$0		\$0		\$0	
15	Other Benefits	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>		<b>\$654,347</b>	<b>11.38</b>	<b>\$654,347</b>	<b>11.38</b>	<b>\$654,347</b>	<b>11.38</b>	<b>\$654,347</b>	<b>11.38</b>	<b>\$654,347</b>	<b>11.38</b>
Student Support											
16	Transportation	\$0		\$0		\$0		\$0		\$0	
17	Extra Curricular Transportation	\$0		\$0		\$0		\$0		\$0	
18	Cafeteria	\$0		\$0		\$0		\$0		\$0	
19	Extra Curricular	\$0		\$0		\$0		\$0		\$0	
20	Supplies and Materials	\$1,000		\$1,000		\$1,000		\$1,000		\$1,000	
21	Textbooks	\$0		\$0		\$0		\$0		\$0	
22	Curriculum	\$0		\$0		\$0		\$0		\$0	
23	Professional Development	\$0		\$0		\$0		\$0		\$0	
24	Assessments	\$0		\$0		\$0		\$0		\$0	
25	Other Educational Program	\$0		\$0		\$0		\$0		\$0	
26	Therapists (Occupational, Speech)	\$0		\$0		\$0		\$0		\$0	
27	Classroom Technology	\$0		\$0		\$0		\$0		\$0	
28	School Climate	\$0		\$0		\$0		\$0		\$0	
29	Computers	\$0		\$0		\$0		\$0		\$0	
30	Contracted Services	\$14,998		\$14,998		\$14,998		\$14,998		\$14,998	
31	Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL STUDENT SUPPORT</b>		<b>\$15,998</b>		<b>\$15,998</b>		<b>\$15,998</b>		<b>\$15,998</b>		<b>\$15,998</b>	
Operations and Maintenance of Facilities											
32	Insurance (Property/Liability)	\$0		\$0		\$0		\$0		\$0	
33	Rent	\$0		\$0		\$0		\$0		\$0	
34	Mortgage	\$0		\$0		\$0		\$0		\$0	
35	Utilities	\$0		\$0		\$0		\$0		\$0	
36	Maintenance	\$0		\$0		\$0		\$0		\$0	
37	Telephone/Communications	\$0		\$0		\$0		\$0		\$0	
38	Construction	\$0		\$0		\$0		\$0		\$0	
39	Renovation	\$0		\$0		\$0		\$0		\$0	
40	Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
Administrative/Operations Support											
42	Equipment Lease/Maintenance	\$0		\$0		\$0		\$0		\$0	
41	Equipment Purchase	\$0		\$0		\$0		\$0		\$0	
42	Supplies and Materials	\$0		\$0		\$0		\$0		\$0	
43	Printing and Copying	\$0		\$0		\$0		\$0		\$0	
44	Postage and Shipping	\$0		\$0		\$0		\$0		\$0	
45	Enrollment / Recruitment	\$0		\$0		\$0		\$0		\$0	
46	Staffing (recruitment and assessment)	\$0		\$0		\$0		\$0		\$0	
47	Technology Plan	\$0		\$0		\$0		\$0		\$0	
48	Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
Management Company											
49	Fees	\$0		\$0		\$0		\$0		\$0	
50	Salaries/Other Employee Costs	\$0		\$0		\$0		\$0		\$0	
51	Curriculum	\$0		\$0		\$0		\$0		\$0	
52	Accounting and Payroll	\$0		\$0		\$0		\$0		\$0	
53	Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL MANAGEMENT COMPANY</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>FEDERAL EXPENDITURES</b>		<b>\$670,345</b>		<b>\$670,345</b>		<b>\$670,345</b>		<b>\$670,345</b>		<b>\$670,345</b>	
54	<b># Students</b>	<b>644</b>		<b>735</b>		<b>735</b>		<b>735</b>		<b>735</b>	
<b>REVENUE LESS EXPENDITURES</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	

## OTHER FUNDS

Charter School Application Budget Worksheet										Kuumba Academy	
Other Funds											
	YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		
1	Non Profit Grants	\$0		\$277,470		\$277,470		\$277,470		\$277,470	
2	Foundation Funds	\$0		\$0		\$0		\$0		\$0	
3	Donations	\$220,410		\$315,410		\$470,410		\$470,410		\$470,410	
4	Construction / Bank Loans	\$0		\$0		\$0		\$0		\$0	
5	Cafeteria Funds	\$0		\$0		\$0		\$0		\$0	
6	Prior Year Carryover Funds	\$1,437,262		\$542,300		\$26,986		\$351,366		\$675,746	
<b>TOTAL OTHER REVENUE</b>		<b>\$1,657,672</b>		<b>\$1,135,180</b>		<b>\$774,866</b>		<b>\$1,099,246</b>		<b>\$1,423,626</b>	
Other Expenses											
	YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		
Personnel Salaries / Other Employer Costs											
		FTE		FTE		FTE		FTE		FTE	
7	Classroom Teachers	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
8	Special Education Teachers	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
9	Special Teachers (Phys Ed, Art, Music)	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
10	Counselors	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
11	Principal/Administrative	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
12	Nurse	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
13	Clerical	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
14	Custodial	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
15	Substitutes	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
16	Other	\$0	0.00	\$491,664	7.00	\$100,000	2.00	\$100,000	2.00	\$100,000	2.00
17	Other Employer Costs (30.48% of Salaries)	\$0		\$149,859		\$30,480		\$30,480		\$30,480	
18	Health Insurance	\$0		\$20,300		\$20,300		\$20,300		\$20,300	
19	Other Benefits	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL SALARIES / OTHER EMPLOYER COSTS</b>		<b>\$0</b>	<b>0.00</b>	<b>\$661,823</b>	<b>7.00</b>	<b>\$150,780</b>	<b>2.00</b>	<b>\$150,780</b>	<b>2.00</b>	<b>\$150,780</b>	<b>2.00</b>
Student Support											
20	Transportation	\$0		\$0		\$0		\$0		\$0	
21	Extra Curricular Transportation	\$0		\$0		\$0		\$0		\$0	
22	Cafeteria	\$0		\$0		\$0		\$0		\$0	
23	Extra Curricular	\$48,750		\$48,750		\$48,750		\$48,750		\$48,750	
24	Supplies and Materials	\$0		\$0		\$0		\$0		\$0	
25	Textbooks	\$0		\$0		\$0		\$0		\$0	
26	Curriculum	\$0		\$0		\$0		\$0		\$0	
27	Professional Development	\$0		\$173,650		\$0		\$0		\$0	
28	Assessments	\$0		\$0		\$0		\$0		\$0	
29	Other Educational Program	\$0		\$0		\$0		\$0		\$0	
30	Therapists (Occupational, Speech)	\$0		\$0		\$0		\$0		\$0	
31	Classroom Technology	\$0		\$0		\$0		\$0		\$0	
32	School Climate	\$0		\$0		\$0		\$0		\$0	
33	Computers	\$170,151		\$0		\$0		\$0		\$0	
34	Contracted Services	\$201,288		\$42,500		\$42,500		\$42,500		\$42,500	
35	Other	\$191,053		\$0		\$0		\$0		\$0	
<b>SUBTOTAL STUDENT SUPPORT</b>		<b>\$611,242</b>		<b>\$264,900</b>		<b>\$91,250</b>		<b>\$91,250</b>		<b>\$91,250</b>	
Operations and Maintenance of Facilities											
36	Insurance (Property/Liability)	\$0		\$0		\$0		\$0		\$0	
37	Rent	\$181,470		\$181,470		\$181,470		\$181,470		\$181,470	
38	Mortgage	\$0		\$0		\$0		\$0		\$0	
39	Utilities	\$0		\$0		\$0		\$0		\$0	
40	Maintenance	\$26,500		\$0		\$0		\$0		\$0	
41	Telephone/Communications	\$5,300		\$0		\$0		\$0		\$0	
42	Construction	\$0		\$0		\$0		\$0		\$0	
43	Renovation	\$0		\$0		\$0		\$0		\$0	
44	Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES</b>		<b>\$213,270</b>		<b>\$181,470</b>		<b>\$181,470</b>		<b>\$181,470</b>		<b>\$181,470</b>	
Administrative/Operations Support											
45	Equipment Lease/Maintenance	\$73,111		\$0		\$0		\$0		\$0	
46	Equipment Purchase	\$0		\$0		\$0		\$0		\$0	
47	Supplies and Materials	\$0		\$0		\$0		\$0		\$0	
48	Printing and Copying	\$0		\$0		\$0		\$0		\$0	
49	Postage and Shipping	\$0		\$0		\$0		\$0		\$0	
50	Enrollment / Recruitment	\$0		\$0		\$0		\$0		\$0	
51	Staffing (recruitment and assessment)	\$5,000		\$0		\$0		\$0		\$0	
52	Technology Plan	\$0		\$0		\$0		\$0		\$0	
53	Other	\$212,750		\$0		\$0		\$0		\$0	
<b>SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT</b>		<b>\$290,861</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
Management Company											
54	Fees	\$0		\$0		\$0		\$0		\$0	
55	Salaries/Other Employee Costs	\$0		\$0		\$0		\$0		\$0	
56	Curriculum	\$0		\$0		\$0		\$0		\$0	
57	Accounting and Payroll	\$0		\$0		\$0		\$0		\$0	
58	Other	\$0		\$0		\$0		\$0		\$0	
<b>SUBTOTAL MANAGEMENT COMPANY</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>OTHER EXPENDITURES</b>		<b>\$1,115,373</b>		<b>\$1,108,193</b>		<b>\$423,500</b>		<b>\$423,500</b>		<b>\$423,500</b>	
59	<b># Students</b>	<b>644</b>		<b>735</b>		<b>735</b>		<b>735</b>		<b>735</b>	
<b>REVENUE LESS EXPENDITURES</b>		<b>\$542,300</b>		<b>\$26,986</b>		<b>\$351,366</b>		<b>\$675,746</b>		<b>\$1,000,126</b>	

**State & Local Funds Budget Assumption Year 1-4**

**State & Local Revenue**

State Appropriations Year 0=Current Year Actual Funding, Year 1-4 See Exhibit A  
 School District Local Fund Transfers Year 0=Current Year Actual Funding, Year 1-4 See Exhibit B  
 Prior Year Carryover Funds

**State & Local Expenses**

**Personnel Salaries / Other Employer Costs**

Classroom Teachers Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Special Education Teachers Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Special Teachers (Phys Ed, Art, Music) Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Counselors Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Principal/Administrative Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Nurse Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Clerical Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Custodial Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Substitutes Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Other Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Other Employer Costs (30.48% of Salaries) Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Health Insurance Year 0=Current Year Actual, Year 1-4 See Exhibit C  
 Other Benefits Year 0=Current Year Actual, Year 1-4 See Exhibit C

**Student Support**

Transportation Based on current year contract  
 Extra Curricular Transportation N/A  
 Cafeteria N/A  
 Extra Curricular N/A  
 Supplies and Materials \$170 Per Student  
 Textbooks \$65 Per Student  
 Curriculum N/A  
 Professional Development Expeditionary Learning & STEP  
 Assessments NWEA & Amplify  
 Other Educational Program N/A  
 Therapists (Occupational, Speech) Based on historical averages  
 Classroom Technology 3 Teacher Computers, 24 Computers for Kids & Software License  
 School Climate N/A  
 Computers N/A  
 Contracted Services Arts program contracted out to Christina Cultural Arts Center  
 Other substitutes & classroom furniture

**Operations and Maintenance of Facilities**

Insurance (Property/Liability) Based on current contracts  
 Rent Year 0=CEB & Market St Rent, Year 1-4 CEB only 3% increase in year 2-4  
 Mortgage N/A  
 Utilities Based on historical averages  
 Maintenance Based on historical averages  
 Telephone/Communications Based on historical averages  
 Construction N/A  
 Renovation N/A  
 Other N/A

**Administrative/Operations Support**

Equipment Lease/Maintenance Copier & Postage Machine Lease  
 Equipment Purchase N/A  
 Supplies and Materials \$591 per FTE  
 Printing and Copying Printing of ELA & Math Modules, advertising materials  
 Postage and Shipping Postage for Miscellaneous Mailings  
 Enrollment / Recruitment N/A  
 Staffing (recruitment and assessment) N/A  
 Technology Plan N/A  
 Other Furniture & Travel

**Management Company**

Fees N/A  
 Salaries/Other Employee Costs N/A  
 Curriculum N/A  
 Accounting and Payroll  
 Other IT Support, Annual Audit, TFA, Legal & DCSN Membership Fees

**Federal Budget Assumptions Year 1-4**

**Federal Funds**

Entitlement Funding	Title I, Title II & IDEA based on current year funding
Other Federal Grants	21St Century Grant based on current year funding

**TOTAL FEDERAL REVENUE**

**Federal Expenses**

**Personnel Salaries / Other Employer Costs**

Classroom Teachers	See Exhibit C
Special Education Teachers	See Exhibit C
Special Teachers (Phys Ed, Art, Music)	N/A
Counselors	N/A
Principal/Administrative	N/A
Nurse	N/A
Clerical	N/A
Custodial	N/A
Substitutes	N/A
Other	See Exhibit C
Other Employer Costs (30.48% of Salaries)	See Exhibit C
Health Insurance	N/A
Other Benefits	N/A

**Student Support**

Transportation	N/A
Extra Curricular Transportation	N/A
Cafeteria	N/A
Extra Curricular	N/A
Supplies and Materials	Uniforms & supplies for homeless student
Textbooks	N/A
Curriculum	N/A
Professional Development	N/A
Assessments	N/A
Other Educational Program	N/A
Therapists (Occupational, Speech)	N/A
Classroom Technology	N/A
School Climate	N/A
Computers	N/A
Contracted Services	Speech Therapy
Other	

**Operations and Maintenance of Facilities**

Insurance (Property/Liability)	N/A
Rent	N/A
Mortgage	N/A
Utilities	N/A
Maintenance	N/A
Telephone/Communications	N/A
Construction	N/A
Renovation	N/A
Other	N/A

**Administrative/Operations Support**

Equipment Lease/Maintenance	N/A
Equipment Purchase	N/A
Supplies and Materials	N/A
Printing and Copying	N/A
Postage and Shipping	N/A
Enrollment / Recruitment	N/A
Staffing (recruitment and assessment)	N/A
Technology Plan	N/A
Other	N/A

**Management Company**

Fees	N/A
Salaries/Other Employee Costs	N/A
Curriculum	N/A
Accounting and Payroll	N/A
Other	N/A

**Other Funds Budget Assumption Year 1-4**

**Other Funds**

Non Profit Grants	Rental income from 519 Market St
Foundation Funds	N/A
Donations	donations, after school & Summer Camp Revenue,Misc Revenue
Construction / Bank Loans	N/A
Cafeteria Funds	N/A
Prior Year Carryover Funds	carry over based on prior year budgeted surplus
<b>Personnel Salaries / Other Employer Costs</b>	
Classroom Teachers	N/A
Special Education Teachers	N/A
Special Teachers (Phys Ed, Art, Music)	N/A
Counselors	N/A
Principal/Administrative	N/A
Nurse	N/A
Clerical	N/A
Custodial	N/A
Substitutes	N/A
Other	Year 1=Fund Dev, Assistant, Summer Staff, Year 2-4 Fund Dev & Assist only-See Schedule C
Other Employer Costs (30.48% of Salaries)	30.48% of salary costs-See Schedule C
Health Insurance	2 FTE eligible for health insurance @ \$10,150 each-See Schedule C
Other Benefits	N/A
<b>Student Support</b>	
Transportation	N/A
Extra Curricular Transportation	N/A
Cafeteria	N/A
Extra Curricular	N/A
Supplies and Materials	N/A
Textbooks	N/A
Curriculum	N/A
Professional Development	Expeditionary Learning & Relay Graduate School
Assessments	N/A
Other Educational Program	N/A
Therapists (Occupational, Speech)	N/A
Classroom Technology	N/A
School Climate	N/A
Computers	additional equipment for increased students and staff during expansion-Year 0
Contracted Services	Parent Engagement Consultant
Other	furniture purchased for additional staff & students during expansion-Year 0
<b>Operations and Maintenance of Facilities</b>	
Insurance (Property/Liability)	N/A
Rent	Rent of 519 market st. Rent will remain flat for term of lease
Mortgage	N/A
Utilities	N/A
Maintenance	N/A
Telephone/Communications	N/A
Construction	N/A
Renovation	N/A
Other	N/A
<b>Administrative/Operations Support</b>	
Equipment Lease/Maintenance	N/A
Equipment Purchase	N/A
Supplies and Materials	N/A
Printing and Copying	N/A
Postage and Shipping	N/A
Enrollment / Recruitment	N/A
Staffing (recruitment and assessment)	N/A
Technology Plan	N/A
Other	N/A
<b>Management Company</b>	
Fees	N/A
Salaries/Other Employee Costs	N/A
Curriculum	N/A
Accounting and Payroll	Contract services for FSF & PHRST Processing
Other	N/A