

DEC 19 2013

The New Maurice J. Moyer Academy

Application for Charter Modification
(Major)

Date Submitted: December 19, 2013

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Section A: Core Questions

- 1. What modification does the school's Board of Directors wish 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 wishes 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.**

The Board of Directors at the New Maurice J. Moyer Academy is seeking to reduce the enrollment targets through the fourth year of the approved charter. In the original charter, the page that addresses enrollment targets is page 2. In the approved charter the enrollment targets for years 1-4 are 365, 385, 455, and 600 students. Please note that the original charter was approved for a start in August 2010. With this said, under the original charter, the current enrollment for SY 2013-2014 is 455 students. The proposed enrollment targets are in the table below.

	Year 1 SY 12-13	Year 2 SY 13-14	Year 3 SY 14-15	Year 4 SY 15-16
6th Grade	30	35	40	45
7th Grade	30	32	40	45
8th Grade	30	32	40	45
9th Grade	30	32	40	45
10th Grade	30	32	40	45
11th Grade	30	32	33	40
12th Grade	20	30	32	40
Total Enrollment	200	225	265	305

- 2. What is the effective date of the proposed modification? (Please note: if this is a request for an enrollment expansion of greater than 15%, the applicant must provide an impact analysis pursuant to 14 Del. Code Chapter 5 §511(b)3 as an Attachment See Section B Question 3 in this application.)**

The Board of Directors at the New Maurice J. Moyer Academy is requesting that the

modification be pre-dated for August 2013. In December 2012, the Board of Directors submitted a charter modification request to DE DOE. Subsequently, DE DOE denied the modification. DE DOE denied the modification on the grounds of financial instability. The perception of financial instability was caused mainly by the uncertainty related to the future of the Moyer facility. With the Board of Directors purchasing the facility in September of 2013, the uncertainty related to the facility has been addressed.

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

During SY 2012-2013, the students of the New Maurice J. Moyer Academy made great academic growth in both ELA and mathematics. When comparing DCAS scores from the Spring 2012 to Spring 2013, our students improved by 17 percentage points in both math and ELA. In addition, our special education students improved by 15 percentage points in math and 25 percentage points in reading. While we accept the fact that we must continue to improve, we are proud of our academic growth from last school year.

Currently, The New Maurice J. Moyer Academy is in violation of its charter in two areas including educational plan and enrollment. During the 2012-2013 school year, we submitted a charter modification to change our educational plan and enrollment targets. Both modifications were denied. Aside from those two issues, we have fulfilled the terms of our charter.

The current Financial Performance Framework (SY 2012-2013), that we received from DE DOE, is in the process of being revised. According to our auditor, the revision will result in The New Maurice J. Moyer Academy earning a rating of Meets Standard for each indicator. There were two major issues that impacted last year's Performance Framework report. First, there was an outstanding balance from the management company (K12) that was settled. The debt was created as a result of services provided to the school prior to the new Board of Director's start date (July 1, 2012). Additionally, before the purchase of the school facility, rent was approximately \$25,000 per month. After the purchase of the building, the monthly mortgage payment is \$16,000. This equates to an annual savings of \$108,000. While this information is not captured in the original Financial Performance Framework, we expect to be rated as Meets Standard in the revised document.

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.)

The Board of Directors is requesting the modification to enrollment projections for two major reasons. The New Maurice J. Moyer Academy is Delaware's largest turnaround school. A major part of our effort is to rebuild the community's confidence in our ability

to provide a world class education. During this period of rebuilding, it is unlikely that we will be able to attract enough students to satisfy current enrollment targets. Additionally, current enrollment targets (in the original charter) were created to ensure our ability to pay the high lease rates. When the charter was initially approved, the monthly lease for the school facility was \$52,000. With the purchase of the building, the mortgage payment has been reduced to \$16,000. The difference in monthly payments equates to an annual savings of \$432,000. Without the additional overhead generated by monthly facility costs, The New Maurice J. Moyer Academy can focus on providing a higher quality education to a smaller population of students.

Based on small school research conducted by Abdulkadirglu et al. (2013), Patricia Wasley et al. (2000), and Bruce Barker (2008), small school environments nurture turnaround efforts more effectively. In small schools, indicators including attendance, school violence, student achievement, and parental support are all enhanced in smaller schools. In the midst of our turnaround initiative, the Board of Directors feels that we can more effectively address the needs of the whole child in a smaller environment.

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

During SY 2012-2013, the student population of The New Maurice J. Moyer Academy consisted of 183 students. During the aforementioned school year, our students demonstrated a tremendous amount of growth in both ELA and mathematics. We attribute much of our success to our staff's ability to provide individualized attention to our students. While a larger population (455-600 students) may have similar student: teacher ratios, smaller school populations enable support staff (principal, asst. principal, guidance counselors, etc) to build more effective relationships with all students. This a critical component of our turnaround efforts.

Currently, our population has 227 students. Over the last two years, The New Maurice J. Moyer Academy has demonstrated slow growth. With an increase of approximately 40 students, our staffing plan has remained relatively constant. With a proposed increase of an additional 80 students over the next 3 years, our staffing plan will slowly increase to meet the instructional and social needs of our students. Our facility will not be impacted by the reduction in our enrollment.

The financial viability of the New Maurice J. Moyer Academy is addressed in question #6 of section A.

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 initial revenue projection was based upon 225 students, generating 12 teaching positions. Based on our actual enrollment for FY14, which included a special needs population of 38%, our student population has generated 19.25 teaching positions. This additional revenue was used to serve our students by hiring the necessary teachers and paraprofessionals. It also supported the purchase of testing and monitoring software for our students, i.e. Achievement Network.

In year 3, the student enrollment of 265 students will allow the school to maintain its current operations. There will be no significant impact to the current staffing or operating plans. Based on the revenue generated by 265 students, the annual budget will not subject the school to any economic hardships.

Due to the purchase of the facility, the annual budget reflects savings in our monthly lease agreement from \$25,000 to \$16,000, an annual savings of \$108,000. Currently, the facility is valued at an amount that greatly exceeds the purchase price. With this said, there is a great deal of equity in the property.

The additional state & local revenue will be used for repayment towards K12 Management fees. K12 has issued a credit balance for FY13 management fees. This was reflected in the FY13 audit which shows Moyer's financial growth.

The first financial obligation that the New Maurice J. Moyer Academy must address is the repayment of closing costs from the purchase of the building. The budget also permits management fees to be paid to K12, which supports the fact that Moyer is a financially viable institution. The New Maurice J. Moyer Academy's ability to satisfy both its normal obligations and payments to the management company is proof that the school is fiscally responsible with its assets.

The summer pays that were set aside have been increased to reflect the additional new hires in the budget for FY14. These actions have created a more economically viable school with a fully funded contingency budget. For FY 14, we are projecting a surplus for carryover into FY15. We can utilize the surplus if any unforeseen financial issues arise.

Section B Questions: Enrollment Change

1. Discuss your objective in seeking the proposed modification.

Our objective in seeking a modification is to reduce the enrollment targets by approximately 50% (over a 4 year period). As previously discussed, small school research demonstrates the benefits of small schools versus large schools. While our current challenges are not sensitive to the size of the school population, the Board of

Directors of the New Maurice J. Moyer Academy feel that we can meet both the academic and social needs of our students more effectively in a smaller school.

The eventual enrollment target in the approved charter is 600 students. While the capacity of the facility is 600, the facility would be overcrowded at its full capacity. In the proposed modification, the Board of Director's is requesting a modification that maximizes enrollment targets at 305 students. With approximately 150 middle and 150 high school students, we can provide instructional systems to maximize student achievement. Additionally, we can develop wrap around services to meet the social needs of our students. At 600 students, our attempt to provide a high level of wrap around services would prove to be very difficult.

From an organizational perspective, our objective is to be in compliance with our enrollment targets. According to the Organizational Performance Framework from SY 2012-2013, we are out of compliance with enrollment. As the Board of Directors, we are committed to meeting the standard in each area of our Performance Framework, including enrollment targets. As we work to restore the community's faith in Moyer's ability to provide a world class education, our proposed enrollment targets are aligned with the number of students that we can realistically attract to the New Maurice J. Moyer Academy.

- 2. Describe the nature and extent of the proposed changes to the school's current grade configuration. Indicate whether you seek to add or cease offering a grade or grades, substantially increase or decrease current enrollment practices and/or projections for future enrollment, etc. (Please make sure to indicate whether you seek an increase or reduction of enrollment of between 5% and 15% or more than 15% of the currently approved total enrollment and note that modification requests that fall into those ranges must be received by the Department of Education's Charter School Office between November 1 and December 31.)**

We are seeking to reduce our enrollment by more than 15%. The proposed enrollment changes will not impact the grade configuration of The New Maurice J. Moyer Academy. We will continue to serve students in grades 6-12.

- 3. If your proposed modification involves an expansion of greater than 15% of your currently approved enrollment and the change will be effective within 18 months of the date of this application, please provide as an Attachment and impact analysis that discusses both the positive and negative impacts this expansion will have on the surrounding school districts and community.**

The Board of Directors of The New Maurice J. Moyer Academy is requesting to reduce our enrollment by more than 15%. Question 3 does not apply to our request.

- 4. Describe the projected impact of the enrollment modification on the school's program, mission, culture and offerings (both academic and non-academic). Please note: any projected financial impact should be addressed in Core Question #6.**

Since our current student population is 227 students, the enrollment modification should have a limited impact on the school's program and course offerings. Moving forward, the Board of Directors understands the importance of maintaining a small school to effectively meet the needs of our students. With the number of students (600) who have been approved through the initial charter, we do not feel that we would adequately meet their social and academic needs.

From a school culture perspective, the Board of Directors feels that we can achieve a stronger instructional culture in a shorter period of time. As previously noted, small schools research supports the fact that organizational cultures are easier to shape when organizations are small. By minimizing our growth, we hope to instill a strong instructional culture within our current students and staff members. Our goal is to minimize staff and student turnover and build on the current strengths of our current instructional culture. Adding an additional 100 students per year would greatly hinder our ability to develop and maintain a strong school culture.

If you are proposing to add grade levels that would create a new grade band not currently served by the school (i.e., K-2, 3-5, 6-8, 9-12):

- 5. Provide an overview of the planned curriculum, including a course scope and sequence by subject for each grade level that will be affected by this modification. The scope and sequence documents should identify course outcomes and demonstrate clear alignment with the Delaware Content Standards (Common Core State Standards in English Language Arts and Math) in all curricular content areas. Summarize curricular choices, by subject, and the rationale for each choice, including research and other evidence of effectiveness.**

Since we are not proposing to add grade levels, question 5 does not apply to the New Maurice J. Moyer Academy.

- 6. Provide three units of instruction in all content areas with corresponding summative assessments and scoring rubrics per grade band (K-2, 3-5, 6-8, and 9-12) by subject to demonstrate alignment of instruction to the Delaware Content Standards (Common Core State Standards in English Language Arts and Math) pursuant to 14 Del Admin. C. 501 & 502.**

Since we are not proposing to add grade levels, question 6 does not apply to the New Maurice J. Moyer Academy.

Resources

Abdulkadiroglu, A., Hu, W., & Pathak, P. (2013). Small high schools and student achievement: Lottery-based evidence from New York City, Paper presented through the Department of Economics, Duke University.

Barker, B. (2008). The advantages of small schools. Educational Resource Information Center (U.S. Department of Education).

Wasley, P. et al. (2000). Small schools: Great strides. A study of new small schools in Chicago.

Appendix A

Funding Summary as of 12/16/2013

Charter/District Name: Moyer (Maurice J.) Academy

Fiscal Year: 2014

Grade Configuration: 6-12

Meals Configuration: Meals prepared by the school

Total Enrollment: 227

Brandywine School District	42	Colonial School District	30
Christina School District	102	Red Clay Consolidated School District	53

Transportation Eligible: 200

Personnel

Other State Sources

Description	Units Funded	Units Allocated	Unit Cost	Total Cost	Description	Units	Total Cost
# of Div I Units Generated	19.25	16.00	\$32,169	\$619,256	Division II Units	19.25	
Administrative Assistant	1.00	1.00	\$47,801	\$47,801	Division II - All Other Costs - Current Unit Value	\$2,955.00	\$56,884
11 Month Supervisor	0.13	0.00	\$60,530	\$7,869	Division II - Energy - Current Unit Value	\$2,435.00	\$46,874
Transportation Supervisor	0.03	0.00	\$60,530	\$1,816	Division III - Equalization - Unit Value	\$6,465.00	\$124,451
Principal	1.00	1.00	\$66,860	\$66,860	Division III Visiting Teacher		\$517
Assistant Principal	0.00	0.00	\$57,817	\$0	Academic Excellence Division III		\$5,883
Visiting Teacher	0.08	0.00	\$43,545	\$3,484	Academic Excellence Division II		\$2,689
Driver Education Teacher	0.20	0.00	\$39,641	\$7,928	Academic Excellence Allotment		\$0
Nurse	0.14	0.00	\$42,031	\$6,052	Professional & Curriculum Development		\$2,968
Academic Excellence Units	0.91	0.00	\$39,448	\$36,898	MCI/Annual Maintenance		\$22,660
Clerical Units	1.00	1.00	\$31,224	\$31,224	LEP		\$0
Custodial Units	2.00	2.00	\$27,211	\$54,421	Technology Block Grants		\$0
Cafeteria Manager	0.73	0.00	\$26,992	\$19,704	Tax Relief Funds		\$0
Cafeteria Worker	1.41	1.41	\$24,257	\$34,203	Student Transportation Amount		\$172,586
Related Service Specialist - Basic	0.25	0.00	\$45,577	\$11,394	Driver Education Maintenance		\$1,307
Related Service Specialist - Intense	0.30	0.00	\$45,577	\$13,673			
Related Service Specialist - Complex	1.15	0.00	\$45,577	\$52,414	Subtotal Other Sources		\$436,829
Chief School Officer/Superintendent	0.00	0.00	\$0	\$0	Total of Personnel Revenue and Other Sources		\$1,990,859
Asst. Superintendent	0.00	0.00	\$70,602	\$0			
Directors	0.00	0.00	\$87,074	\$0	Adjustment		\$641
Supervisor Building/Grounds	0.00	0.00	\$0	\$0	Adjusted Total		\$1,991,500
Subtotal Salary Costs				\$1,013,998	Amount Already Forwarded		\$988,147
FY OEC Components					Remainder to Forward		\$1,003,353
Pension			\$0	\$213,142			
Workman's Compensation			\$0	\$16,224			
Unemployment Insurance			\$0	\$1,724	Notes/Explanation for adjustment: \$641 - Div III Psychologist		
FICA			\$0	\$62,868			
Medicare			\$0	\$14,703			
Health Insurance Costs				\$231,370			
Subtotal Personnel Revenue				\$1,554,030			

Delaware Dept. of Education

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Charter Bill (Charter View)

This report was last updated on: 11/27/2013

Select a Charter School:

Select a School Year:

Total Receivables from all School Districts

Charter School	Total Enrollment	Total Receivables	35% Pre-Load
Moyer (Maurice J.) Academy	227	\$1,192,660.96	\$417,431.34

Breakdown of Expected Receivables by School District

District Code	District Name	Students Enrolled from District	Receivable from District	35% Pre-Load
31	Brandywine School District	<u>42</u>	\$246,683.56	\$86,339.25
33	Christina School District	<u>102</u>	\$545,689.71	\$190,991.40
34	Colonial School District	<u>30</u>	\$109,722.51	\$38,402.88
32	Red Clay Consolidated School District	<u>53</u>	\$290,565.19	\$101,697.82

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Unit Count Plus - 12/16/13

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Needs Based Program Detail by School for September 30

Select School Year: **(2013 :)** Select report parameter(s) to the left and then click the 'Generate Report' button >>>>>>>>

Select View: **(Current Date →)**

Select District: **(Maurice J. Moyer Academy →)**

Generate Report

1 of 1 | Export

Unit Count Needs Based Program for September 30, 2013 by School

Maurice J. Moyer Academy (75)

Maurice J. Moyer Academy (75574)														
Grade	PreK		K-3		4-12		Basic		Intensive		Complex		Total	
	Pupils	Units	Pupils	Units	Pupils	Units	Pupils	Units	Pupils	Units	Pupils	Units	Pupils	Units
06	0	0.00	0	0.00	23	1.15	8	0.95	3	0.50	0	0.00	34	2.60
07	0	0.00	0	0.00	20	1.00	10	1.19	1	0.17	2	0.77	33	3.13
08	0	0.00	0	0.00	17	0.85	8	0.95	2	0.33	2	0.77	29	2.90
09	0	0.00	0	0.00	46	2.30	11	1.31	2	0.33	3	1.15	62	5.09
10	0	0.00	0	0.00	30	1.50	8	0.95	1	0.17	2	0.77	41	3.39
11	0	0.00	0	0.00	9	0.45	3	0.36	1	0.17	0	0.00	13	0.98
12	0	0.00	0	0.00	9	0.45	6	0.71	0	0.00	0	0.00	15	1.16
4-12	0	0.00	0	0.00	154	7.70	54	6.42	10	1.67	9	3.46	227	19.25
PK-12	0	0.00	0	0.00	154	7.70	54	6.42	10	1.67	9	3.46	227	19.25

Initial each statement of assurance and sign and date below.

I certify that all students reported on this form were enrolled on September 30, 2013 and in attendance during the last 10 days of school in September.

I certify that students with disabilities reported on this form are receiving special education services in accordance with a valid IEP in place on September 30, 2013.

I certify that students with disabilities reported on this form counted in PreK, 4 – 12 Basic Special Education (Basic), PreK – 12 Intensive Special Education (Intensive) and PreK – 12 Complex Special Education (Complex) are in accordance with 14 Del.C. §1703 and 14 DE Admin.Code 928. Unit count verification of this signed assurance will be conducted by the Department of Education, Exceptional Children Resources Group. Districts and charter schools shall make available upon request documentation of earned staff units to be reviewed by the Department of Education or State Auditor of Accounts.

Principal: _____ Date: _____

State of Delaware - Department of Education - Technology Resources and Data Development 12/16/2013 9:55:32 AM

State Local & Loan Revenue		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
1	State Appropriations	\$1,455,514	\$1,990,859	\$1,798,980	\$1,973,675	\$1,973,675
2	School District Local Fund Transfers	\$875,097	\$1,192,860	\$1,046,400	\$1,148,542	\$1,148,542
3	Prior Year Carryover Funds	\$247,205	\$91,831	\$12,000	\$71,000	\$207,300
	**Unbudgeted Carryover			\$68,000	\$78,000	
	**Summer Pay Set Aside		\$307,000			
STATE LOCAL & LOANS REVENUE		\$2,577,816	\$3,582,350	\$2,945,380	\$3,271,217	\$3,329,517

State Local & Loans Expenses		FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
Personnel Salaries / Other Employer Costs			FTE		FTE		FTE		FTE		FTE
4	Classroom Teachers	\$510,988	11.00	\$610,988	12.00	\$624,988	13.00	\$681,988	14.00	\$681,988	14.00
5	Special Education Teachers	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
6	Special Teachers (phys Ed, Art, Music)	\$152,571	4.00	\$196,000	4.00	\$196,000	4.00	\$196,000	4.00	\$196,000	4.00
7	Counselors	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00
8	Principal/Administrative	\$49,209	1.00	\$65,000	1.00	\$65,000	1.00	\$65,000	1.00	\$65,000	1.00
9	Nurse	\$40,061	1.00	\$48,000	1.00	\$48,000	1.00	\$48,000	1.00	\$48,000	1.00
10	Clerical	\$28,869	2.84	\$124,560	2.84	\$124,560	2.84	\$124,560	2.84	\$124,560	2.84
11	Custodial	\$58,417	2.50	\$58,840	2.50	\$58,840	2.50	\$58,840	2.50	\$58,840	2.50
12	Para Professionals	\$57,355	2.00	\$65,500	2.00	\$94,000	3.00	\$123,000	4.00	\$123,000	4.00
13	Food Service -Other	\$11,104	1.50	\$11,104	1.50	\$11,104	2.00	\$11,104	2.00	\$11,105	2.00
14	Other Employer Costs (29.85 % of Salaries)	\$270,612		\$359,190		\$372,127		\$398,305		\$398,305	
15	Health Insurance	\$98,768		\$182,869		\$207,324		\$223,771		\$223,771	
16	Other Benefits	\$0		\$0		\$0		\$0		\$0	
SUBTOTAL SALARIES / OTHER EMPLOYER COSTS		\$1,273,954	25.84	\$1,722,051	26.84	\$1,801,943	29.34	\$1,930,568	31.34	\$1,930,569	31.34

Student Support		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
17	Transportation	\$99,316	\$152,761	\$179,587	\$207,159	\$207,159
18	Extra Curricular Transportation	\$0	\$0	\$0	\$0	\$0
19	Cafeteria	\$13,021	\$16,997	\$18,959	\$21,820	\$21,820
20	Extra Curricular	\$0	\$0	\$0	\$0	\$0
21	Supplies and Materials	\$16,208	\$20,037	\$23,600	\$27,162	\$27,162
22	Textbooks	\$5,978	\$6,000	\$6,000	\$6,000	\$6,000
23	Curriculum	\$0	\$60,000	\$0	\$0	\$0
24	Professional Development	\$6,523	\$7,000	\$7,000	\$7,000	\$7,000
25	Assessments	\$0	\$0	\$0	\$0	\$0
26	Other Educational Program	\$0	\$0	\$0	\$0	\$0
27	Therapists (Occupational, Speech)	\$2,905	\$3,600	\$4,300	\$4,900	\$4,900
28	Classroom Technology	\$2,289	\$40,000	\$0	\$0	\$0
29	School Climate	\$0	\$0	\$0	\$0	\$0
30	Computers	\$14,572	\$60,000	\$15,000	\$15,000	\$15,000
31	Contracted Services	\$74,828	\$98,000	\$85,000	\$90,000	\$90,000
32	Other	\$0	\$0	\$0	\$0	\$0
SUBTOTAL STUDENT SUPPORT		\$235,640	\$463,495	\$339,446	\$379,041	\$379,041

Operations and Maintenance of Facilities		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
33	Insurance (Property/Liability)	\$14,813	\$15,000	\$15,000	\$15,000	\$15,000
34	Rent	\$325,000	\$0	\$0	\$0	\$0
35	Mortgage		\$198,000	\$198,000	\$198,000	\$198,000
36	Utilities	\$119,836	\$120,000	\$120,000	\$120,000	\$120,000
37	Maintenance	\$53,262	\$154,000	\$100,000	\$100,000	\$100,000
38	Telephone/Communications	\$10,240	\$10,300	\$10,300	\$10,300	\$10,300
39	Construction	\$0	\$0	\$0	\$0	\$0
40	Renovation	\$0	\$0	\$0	\$0	\$0
41	Custodial Supplies	\$5,267	\$5,300	\$5,300	\$5,300	\$5,300
SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES		\$528,417	\$602,600	\$448,600	\$448,600	\$448,600

Administrative/Operations Support		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
42	Equipment Lease/Maintenance	\$50,190	\$50,200	\$50,200	\$50,200	\$50,200
43	Equipment Purchase	\$0	\$0	\$0	\$0	\$0
44	Supplies and Materials	\$11,937	\$15,000	\$17,400	\$20,000	\$20,000
45	Printing and Copying	\$36,007	\$44,500	\$52,400	\$60,300	\$60,300
46	Postage and Shipping	\$2,860	\$3,500	\$4,200	\$4,800	\$4,800
47	Enrollment / Recruitment	\$0	\$0	\$0	\$0	\$0
48	Staffing (recruitment and assessment)	\$448	\$500	\$500	\$500	\$500
49	Legal Services	\$8,370	\$18,400	\$8,400	\$8,400	\$8,400
50	Auditors	\$31,160	\$17,000	\$17,000	\$17,000	\$17,000
SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT		\$140,973	\$149,100	\$150,100	\$161,200	\$161,200

Management Company		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
51	Fees	\$0	\$156,000	\$0	\$71,000	\$207,300
52	Salaries/Other Employee Costs	\$0	\$0	\$0	\$0	\$0
53	Curriculum	\$0	\$0	\$0	\$0	\$0
54	Accounting and Payroll	\$0	\$0	\$0	\$0	\$0
55	Other	\$0	\$165,000	\$0	\$0	\$0
SUBTOTAL MANAGEMENT COMPANY		\$0	\$321,000	\$0	\$71,000	\$207,300

STATE LOCAL & LOANS EXPENDITURES		\$2,178,985	\$3,158,246	\$2,740,089	\$2,990,409	\$3,126,710
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56	# Students	182	225	265	305	305
REVENUE LESS EXPENDITURES		\$398,831	\$424,104	\$205,291	\$280,808	\$202,807

2 % CONTINGENCY CHECK	\$51,556.32	\$71,647.00	\$58,907.60	\$85,424.34	\$86,590.34
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Federal Funds		FY 2013	FY 2014	FY 2015	FY 2016	FY2017
1	Federal Start Up Grant Funds	\$0	\$0	\$0	\$0	\$0
2	Entitlement Funding	\$536,679	\$483,011	\$483,011	\$483,011	\$483,011
3	Other Federal Grants	\$22,373	\$222,716	\$222,716	\$222,716	
FEDERAL REVENUE		\$559,052	\$705,727	\$705,727	\$705,727	\$483,011
Federal Expenses		FY 2013	FY 2014	FY 2015	FY 2016	YEAR 4
Personnel Salaries / Other Employer Costs		FTE	FTE	FTE	FTE	FTE
4	Classroom Teachers	\$37,251	\$38,000	\$38,000	\$38,000	\$38,000
5	Special Education Teachers	\$0	\$0	\$0	\$0	\$0
6	Special Teachers (phys Ed, Art, Music)	\$50,359	\$65,000	\$65,000	\$65,000	\$65,000
7	Counselors	\$0	\$0	\$0	\$0	\$0
8	Principal/Administrative	\$0	\$0	\$0	\$0	\$0
9	Nurse	\$0	\$0	\$0	\$0	\$0
10	Clerical	\$2,797	\$0	\$0	\$0	\$0
11	Custodial	\$0	\$0	\$0	\$0	\$0
12	Paras	\$108,440	\$127,000	\$127,000	\$127,000	\$127,000
13	Other	\$0	\$0	\$0	\$0	\$0
Other Employer Costs (29.85 % of Salaries)		\$59,356	\$29,386	\$29,386	\$29,386	\$29,386
14	Health Insurance	\$44,511	\$17,222	\$17,222	\$17,222	\$17,222
16	Other Benefits	\$0	\$0	\$0	\$0	\$0
SUBTOTAL SALARIES / OTHER EMPLOYER COSTS		\$302,714	\$276,608	\$276,608	\$276,608	\$276,608
Student Support						
17	Transportation	\$0	\$0	\$0	\$0	\$0
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	\$0	\$0	\$0	\$0	\$0
22	Textbooks	\$0	\$0	\$0	\$0	\$0
23	Curriculum	\$0	\$39,000	\$0	\$0	\$0
24	Professional Development	\$0	\$0	\$0	\$0	\$0
25	Assessments	\$0	\$0	\$0	\$0	\$0
26	Other Educational Program	\$0	\$0	\$0	\$0	\$0
27	Therapists (Occupational, Speech)	\$0	\$0	\$0	\$0	\$0
28	Classroom Technology	\$0	\$0	\$0	\$0	\$0
29	School Climate	\$0	\$0	\$0	\$0	\$0
30	Computers	\$0	\$0	\$0	\$0	\$0
31	Contracted Services	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800
31	Med Related Services(Psychologist,etc	\$16,822	\$16,822	\$16,822	\$16,822	\$16,822
SUBTOTAL STUDENT SUPPORT		\$33,622	\$72,622	\$33,622	\$33,622	\$33,622
Operations and Maintenance of Facilities						
33	Insurance (Property/Liability)	\$0	\$0	\$0	\$0	\$0
34	Rent	\$0	\$0	\$0	\$0	\$0
35	Mortgage	\$0	\$0	\$0	\$0	\$0
36	Utilities	\$0	\$0	\$0	\$0	\$0
37	Maintenance	\$0	\$0	\$0	\$0	\$0
38	Telephone/Communications	\$0	\$0	\$0	\$0	\$0
39	Construction	\$0	\$0	\$0	\$0	\$0
40	Renovation	\$0	\$0	\$0	\$0	\$0
41	Other	\$0	\$0	\$0	\$0	\$0
SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES		\$0	\$0	\$0	\$0	\$0
Administrative/Operations Support						
42	Equipment Lease/Maintenance	\$0	\$0	\$0	\$0	\$0
43	Equipment Purchase	\$0	\$0	\$0	\$0	\$0
44	Supplies and Materials	\$0	\$0	\$0	\$0	\$0
45	Printing and Copying	\$0	\$0	\$0	\$0	\$0
46	Postage and Shipping	\$0	\$0	\$0	\$0	\$0
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
SUBTOTAL ADMINISTRATIVE/OPERATIONS SUPPORT		\$0	\$0	\$0	\$0	\$0
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	\$0	\$0	\$0	\$0	\$0
55	Other	\$0	\$0	\$0	\$0	\$0
SUBTOTAL MANAGEMENT COMPANY		\$0	\$0	\$0	\$0	\$0
Federal EXPENDITURES		\$336,336	\$349,230	\$310,230	\$310,230	\$310,230
56	# Students	182	225	265	305	305
REVENUE LESS EXPENDITURES		\$222,716	\$356,497	\$395,497	\$395,497	\$172,781