# New York State Education Department

Request for Proposals to Establish Charter Schools 
Authorized by the Board of Regents

# **Budget and Cash Flow Templates for the 2013 New Charter Applications**

#### **General Instructions and Notes for New Application Budgets and Cash Flows Templates**

- 1. Complete ALL SIX tabs in BLUE
- 2. Enter information into the GRAY cells
- 3. Cells labeled in ORANGE contained guidance pertaining to that tab
- **4.** Cells containing RED triangles in the upper right corner in columns B thru G contain guidance on that particular line item
- 5. Funding by School District information for all NYS School districts is located on the State Aid website at <a href="https://stateaid.nysed.gov/charter/">https://stateaid.nysed.gov/charter/</a> Refer to this website for per-pupil tuition funding for all school districts. Rows may be inserted in the worksheet to accommodate additional districts if necessary.
- **6.** Assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, please reference the page number or section in the application narrative that indicate the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative.

# Budget(s) & Cash Flow(s)

# Janus College Preparatory & Arts Academies High School

Contact Name: Contact Email: Contact Phone:

vbenton@wi.rr.com 414.305.2563

District of Location

Pre-Opening Period Operational Year ONE January 1, 2014 to June 30, 2014 July 1, 2014 to June 30, 2015

#### Janus College Preparatory & Arts Academies High School PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD January 1, 2014 to June 30, 2014 **Assumptions** DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application if applicable. For example, student enrollment would reference the page in the application that states enrollment targets. Please Note: The student enrollment data is entered below in the Enrollment Section beginning in row 148. This will populate the data in row 10. Total Revenue 325,000 Total Expenses 279,858 Net Income 45,143 Actual Student Enrollment **Total Paid Student Enrollment** START-UP PERIOD REVENUE **REVENUES FROM STATE SOURCES** Per Pupil Revenue CY Per Pupil Rate 7,775 District of Location School District 2 (Enter Name) School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) Special Education Revenue Grants Stimulus Other Other TOTAL REVENUE FROM STATE SOURCES REVENUE FROM FEDERAL FUNDING IDEA Special Needs Title I Title Funding - Other School Food Service (Free Lunch) Grants Charter School Program (CSP) Planning & Implementation 50,000 DPI Funding \$10,000 Planning Grant additional \$40,000 after awarded \$10,000. 250,000 Walton Family Foundation Start Up Grant Pre-Authorization \$30,000/Post Authorization \$220,000 Other TOTAL REVENUE FROM FEDERAL SOURCES 300,000 LOCAL and OTHER REVENUE 10,000 10 fundraising events = approximately \$1000 per event. Contributions and Donations, Fundraising Erate Reimbursement Interest Income, Earnings on Investments, NYC-DYCD (Department of Youth and Community Developmt.) Food Service (Income from meals) Text Book 15,000 JCPAA Fine and Performing Arts Studio rental of facilities and student fees. Approx \$1250 monthly TOTAL REVENUE FROM LOCAL and OTHER SOURCES 25,000 TOTAL REVENUE 325,000

EXPENSES			
ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of Positions		List exact titles included in the position category, if different from description, and staff FTE"s ( Full time equilivalent)
Executive Management	0.50	50,000	Principal-begins January 1, 2015
Instructional Management	0.50	44,000	Curriculum & Instruction Director begins March 1, 2015
Deans, Directors & Coordinators	-	-	
CFO / Director of Finance	-	-	
Operation / Business Manager	-		
Administrative Staff	0.50	16,500	Office Manager-begins January 1, 2015
TOTAL ADMINISTRATIVE STAFF	1.50	110,500	
INSTRUCTIONAL PERSONNEL COSTS			
Teachers - Regular	-	-	
Teachers - SPED	_	-	
Substitute Teachers	-	-	
Teaching Assistants	-	-	
Specialty Teachers	-	-	
Aides	-	-	
Therapists & Counselors	-	-	
Other	-	-	
TOTAL INSTRUCTIONAL	-	-	
NON-INSTRUCTIONAL PERSONNEL COSTS			
Nurse	-	-	]
Librarian	-	-	
Custodian	-	-	
Security	-	-	
Other		-	
TOTAL NON-INSTRUCTIONAL	-	-	
SUBTOTAL PERSONNEL SERVICE COSTS	1.50	110,500	
PAYROLL TAXES AND BENEFITS			
Payroll Taxes		11,050	Medicare, FICA, Federal and State Withholdings calculated at 10%
Fringe / Employee Benefits		4,800	Health Benefits: Approx \$600 per month employee
Retirement / Pension		1,658	School matches up to 3% of employees salary that he/she puts into a retirement plan, 50% participation
TOTAL PAYROLL TAXES AND BENEFITS		17,508	
TOTAL PERSONNEL SERVICE COSTS	1.50	128,008	
CONTRACTED SERVICES			
Accounting / Audit		25,000	consultant to set up school's accounting systems and day to day tasks related to financial operation of school.
Legal			Legal counsel retainer fee.
Management Company Fee		-	
Nurse Services		-	
Food Service / School Lunch		-	

Payroll Services	500 Payroll processing fee.
Special Ed Services	
Titlement Services (i.e. Title I)	-
Other Purchased / Professional / Consulting	-
TOTAL CONTRACTED SERVICES	30,500
SCHOOL OPERATIONS	
Board Expenses	10,000 Board training related expenses. Consultant providers, workshops, professional development.
Classroom / Teaching Supplies & Materials	
Special Ed Supplies & Materials	
Textbooks / Workbooks	
Supplies & Materials other	
Equipment / Furniture	
Telephone	1,200 Cell phone service
Technology	4,000 Hardware & software for staff 4@1,000 each
Student Testing & Assessment	
Field Trips	-
Transportation (student)	-
Student Services - other	
Office Expense	3,750 Office supplies at \$625 month
Staff Development	5,000 Trainingl expenses related to attending events related to charter start-up and implementation.
Staff Recruitment	10,000 Advertisements and recruiting expenses for Staff positions.
Student Recruitment / Marketing	20,000 Advertisements, recruiting, and marketing expenses fo rstudents.
School Meals / Lunch	
Travel (Staff)	-
Fundraising	
Other	
TOTAL SCHOOL OPERATIONS	53,950
FACILITY OPERATION & MAINTENANCE	
Insurance	1,400 IPFS insurance quote for JCPAA
Janitorial	2, 700 Institute quote for Service
Building and Land Rent / Lease	18,000 \$3,000 monthly lease
Repairs & Maintenance	20,000
Equipment / Furniture	40,000 (15,000), refrigeration and warming equipment for food service (5,000).
Security	5,000 Security monitoring system
Utilities	3,000 Approx \$500 monthly.
TOTAL FACILITY OPERATION & MAINTENANCE	67,400
	27,02
DEPRECIATION & AMORTIZATION	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	
TOTAL EXPENSES	279,858
NET INCOME	AE 143
NET INCOME	45,143
ENROLLMENT - *School Districts Are Linked To Above Entries*	
District of Location	-
School District 2 (Enter Name)	-
School District 3 (Enter Name)	-
School District 4 (Enter Name)	-
School District 5 (Enter Name)	-
TOTAL ENROLLMENT	
REVENUE PER PUPIL	· ·
TETETION I DICTOR TE	

EXPENSES PER PUPIL

		Janu: PR	is College I ROJECTED	CASH FLO	ry & Arts / W FOR PF 2014-June	RE-OPENI	s High Sch NG PERIO	ool D						January 1,	, 2014 to Jui	TIONARY ne 30, 2014					
										* This s	ection shou	ld be left b	ank unless a	and/or until	the charter	agreement	is duly mod	lified to inclu	de a planni	ng year	
tal Revenue tal Expenses		75,000 46,643	50,000 46,643	50,000 46,643	50,000 46,643	50,000 46,643	50,000 46,643	325,000 279,858	-	-	-	-		-		-	-	- !	-	-	-
t Income		28,357	3,357	3,357	3,357	3,357	3,357	45,142		- 1	- :	] [	:	] [	:	:	:	] []		:	]
sh Flow Adjustments		,	-	-	-	-	-		-	-	-	-		-		-	-	!	-	-	-
ginning Cash Balance		-		-		-	-	-1	-	-	-	-	-	-	-	-	-	- !		-	-
t Income		7,524	7,524	7,524	7,524	7,524	7,524	45,142	-	-	-	-	-		-	<u> </u>	<u> </u>		<del></del>	<u> </u>	-
		January	February	March	April	May	June	TOTAL	July	August	September	October	November	December	January	February	March	April	May	June	TO
/ENUE LEVENUES FROM STATE SOURCES Per Pupil Revenue						-															
		-	-	-	-	-	-				-					1	1	-		<del></del>	-
	1.7	-	-					- 1	-	-								-			-
	1.7	-	-	-	-	-	-	-	-	-	-		-	-	-			-	-		-
	1.1	-	-	-	-	-	-	-	-				-	-	-	-	-	-	-		-
Grants	_									-											
Stimulus		-	-	-	-	-	-	-	-	-			-	-	-	-	-	-	_		-
Other Other		-	-	-	-	-	-			-			-		-	-	-	-	_		-
TAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-		-	-	- :					1	1				-
VENUE FROM FEDERAL FUNDING																					
IDEA Special Needs	F	-	-					-								-	-				
Title I	- 7	-	-	-	-	-	-						-		-	-	-		-		-
Title Funding - Other		-	-		-	-	-	-	-	-	-										-
School Food Service (Free Lunch) Grants	U	-	-	-	-		-	•			-		-		-			-			-
Charter School Program (CSP) Planning & Implemen	ntation	8,333	8,333	8,333	8,333	8,333	8,333	50,000	-									-			-
Other-Walton Foundation		41,666	41,666	41,666	41,666	41,666	41,666	250,000					-	-	-	-	-	-	-		-
Other FAL REVENUE FROM FEDERAL SOURCES		49,999	49,999	49,999	49,999	49,999	49,999	300,000		-		-	-	-	-						
	L	- צעע,עד	47,777	יעעע,ער	יצעל,כדי	י עעע,ער	יעעע,ער	300,000	-	-						<del></del>	<del></del>				
AL and OTHER REVENUE Contributions and Donations, Fundraising								_													
undraising		1,700	1,700	1,700	1,700	1,700	1,700	10,000	-	-								-			-
rate Reimbursement	- 7	-	-	-	-	-	-	-					-	-	-			-	-		-
nterest Income, Earnings on Investments,		-	-	-	-	-	-	-	-				-	-	-	-	-	-		_	-
IYC-DYCD (Department of Youth and Community Develood Service (Income from meals)	alopmt.)				-	-	-	- 1	-	-			-		-						
ext Book		- 1	-			-	-	-								-	-	-	-		-
OTHER		2,500	2,500	2,500	2,500	2,500	2,500	15,000	-				-	-	-	-	-				-
TAL REVENUE FROM LOCAL and OTHER SOURCES	L	2,500	2,500	2,500	2,500	2,500	2,500	25,000	-	-	-		-	-	-					<u> </u>	-
NSES MINISTRATIVE STAFF PERSONNEL COSTS Executive Management	No. of Positions 0.50	5,910	5,910	5,910	5,910	5,910	5,910	35,500	-		-	-	.	-	.						-
Instructional Management	0.50	4,166	4,166	4,166	4,166	4,166	4,166	25,000					-	-	-			-	-		-
Deans, Directors & Coordinators			-	- 1		- 1	-		-	-	-		-		-	-	-	-	-		
CFO / Director of Finance Operation / Business Manager	0.50	2,750	2,750	2,750	2,750	2,750	2,750	16,500	-		-		-		-						-
Administrative Staff		-	-	-	-	-	-	-	-	-											
AL ADMINISTRATIVE STAFF	1.50	12,826	12,826	12,826	12,826	12,826	12,826	77,000	-	-	-		-		-	<u> </u>	<u> </u>				-
TRUCTIONAL PERSONNEL COSTS																					
Feachers - Regular	-	-	-		-	-	-	-	-	-	-		-	-	-			-			-
eachers - SPED Substitute Teachers									-	-											-
eaching Assistants	-	-	-	-	-	-	-						-		-				-		-
pecialty Teachers	-	-	-	-	-	-	-	-	-	-	-		-	-	-			-	-		-
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Other																					-
AL INSTRUCTIONAL	-		-			-		•					-		-	_ ·	_ ·		-		-
I-INSTRUCTIONAL PERSONNEL COSTS																					
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AL NON-INSTRUCTIONAL	الني							·				<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>			<u> </u>	-
TOTAL PERSONNEL SERVICE COSTS	1.50	12,826	12,826	12,826	12,826	12,826	12,826	77,000			-		-		-				-		-
ROLL TAXES AND BENEFITS																					
avroll Taxes	F	5,200	-	-	-	-	-	7,700	-				-		-	-	-	-	-		-
ringe / Employee Benefits Retirement / Pension	Į.	4,800 780	-	-	-	-	-	4,800	-	-	-		-	-	-						-
letirement / Pension AL PAYROLL TAXES AND BENEFITS	F	10,780				-		12,500	-	-											
AL PERSONNEL SERVICE COSTS	150		12.026	12.026	12.020	12.026	12.020														
AL PERSONNEL SERVICE COSTS	1.50	23,606	12,826	12,826	12,826	12,826	12,826	89,500			-	<u> </u>	-	<u> </u>	-						-1
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Accounting / Audit	- h			000	000	033	000	5,000		-					-						-
Accounting / Audit Legal Management Company Fee	-	633	-	-	-																
Accounting / Audit Legal Management Company Fee Nurse Services		-		-	-	-	-		-	-	-	-	-	-	-	-		-	_		-
Accounting / Audit Legal Management Company Fee Nurse Services Food Service / School Lunch		-		-	-	-	-	-	-	-	-		-	-	-	-	-	-	-		-
Accounting / Audit Legal Management Company Fee Nurse Services Food Service / School Lunch Payroll Services	-	-	-	-	-	-	-		-	- - -			-	-	-				:		-
ONTRACTED SERVICES Accounting / Audit Legal Management Company Fee Nurse Services Food Service / School Lunch Payroll Services Special Ed Services Titlement Services Titlement Services Other Purchased / Professional / Consulting	-	-	-	-	-	-		- - - - -	- - - -		-	-	-	-	-	-	-	-	-		-

TOTAL CONTRACTED SERVICES	1,700	1,700	1,700	1,700	1,700	1,700	20,000	-	-	-	-	-	-	-	-	-	-	
SCHOOL OPERATIONS																		
Board Expenses	-	-	-	-	-	-	5,000	-	-	-	-	-	-	-	-	-	-	
Classroom / Teaching Supplies & Materials		-	-	-	-	-	20,000	-	-	-	-	-	-	-	-	-	-	
Special Ed Supplies & Materials		-	-	-	-	-	4,000	-	-	-	-	-	-	-	-	-	-	
Textbooks / Workbooks		-	-	-	-	-	30,000	-	-	-	-	-	-	-	-	-	-	
Supplies & Materials other	500	500	500	500	500	500	20,000	-	-	-	-	-	-	-	-	-	-	
Equipment / Furniture	1,700	1,700	1,700	1,700	1,700	1,700	20,000	-	-	-	-	-	-	-	-	-	-	
Telephone	200	200	200	200	200	200	1,200	-	-	-	-	-	-	-	-	-	-	
Technology	700	700	700	700	700	700	10,000	-	-	-	-	-	-	-	-	-	-	
Student Testing & Assessment		-	-	-	-	-	4,000	-	-	-	-	-	-	-	-	-	-	
Field Trips	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Office Expense	625	625	625	625	625	625	6,000	-	-	-	-	-	-	-	-	-	-	
Staff Development	117	117	117	117	117	200	5,000	-	-	-	-	-	-	-	-	-	-	
Staff Recruitment	1,700	1,700	1,700	1,700	1,700	1,700	5,000	-	-	-	-	-	-	-	-	-	-	
Student Recruitment / Marketing	1,333	1,333	1,333	1,333	1,333	1,333	5,000	-	-	-	-	-	-	-	-	-	-	
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL SCHOOL OPERATIONS	6,875	6,875	6,875	6,875	6,875	6,958	135,200	-	-	-	-	-	-	-	-	-	-	
FACILITY OPERATION & MAINTENANCE																		
Insurance	-	-	-	-	-	2,100	2,100	-	-	-	-	-	-	-	-	-	-	
Janitorial	-	-	-	-	-	3,000	3,000	-	-	-	-	-	-	-	-	-	-	
Building and Land Rent / Lease	4,800	4,800	4,800	4,800	4,800	4,800	18,000	-	-	-	-	-	-	-	-	-	-	
Repairs & Maintenance	1,700	1,700	1,700	1,700	1,700	1,700	10,000	-	-	-	-	-	-	-	-	-	-	
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Security	500	500	500	500	500	500	2,500	-	-	-	-	-	-	-	-	-	-	
Utilities	833	833	833	833	833	833	7,200	-	-	-	-	-	-	-	-	-	-	
TOTAL FACILITY OPERATION & MAINTENANCE	7,833	7,833	7,833	7,833	7,833	12,933	42,800	-	-	-	-	-	-	-	-	-	-	
DEPRECIATION & AMORTIZATION																		
DISSOLUTION ESCROW & RESERVES / CONTIGENCY											-		-					
1																	-	
TOTAL EXPENSES	40,014	29,234	29,234	29,234	29,234	34,417	287,500	-	-	-	-	-	-	-	-	-	-	
NET INCOME	12,485	23,265	23,265	23,265	23,265	18,082	37,500	-	-	-	-	-	-	-	-	-	-	
CASH FLOW ADJUSTMENTS																		
OPERATING ACTIVITIES																		
Example - Add Back Depreciation	-	-	-	-		-	-	-	-	-	-	-						
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Operating Activities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	- [	
INVESTMENT ACTIVITIES																		
Example - Subtract Property and Equipment Expenditures	-	-	-	-	-	-	-	-	-	-	-	-						
Other	-	-	-	-	-	-	-	-	-	-	-	-		-		-		
Total Investment Activities FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	·	
Add Expected Proceeds from a Loan or Line of Credit	-	-		-		- 1		-	-	-		-	-	-	-	-	.	
Other																		
Total Financing Activities	-	-	-	-	-	-		-	-	-	-	-	-	-	_	-		
Total Cash Flow Adjustments	-		-1		- 1	-1	-	-1	-	-1		-1	-	-1	-			
NET INCOME	12,485	23,265	23,265	23,265	23,265	18,082	37,500	-1		-	-	-	-	-	-			
Beginning Cash Balance		-	-					-	-		-	-	-	-	-	-	-	
ENDING CASH BALANCE	12,485	23,265	23,265	23,265	23,265	18,082	37,500		-	-	-			-				
LINDING CASH DALANCE	12,403	23,203	23,203	23,203	23,203	10,002	37,300							- 1		- 1		-, -, -

Janus Conege ESTIMATED BUDGET / OPE	Preparatory of RATING PL			_		MENT		Assumptions
2012/12/2020/21/01/2					Li (II O Li			DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application if applicable. For example, student enrollment would reference the page in the application that states
Please Note: The student enrollment data is entered below in the Enrollment Section	July 1, 2015	to June 30, 201	16					enrollment targets.
beginning in row 147. This will populate the data in row 9.								
Total Revenue Total Expenses		724,028 651,610	3,600 33,000	29,900	:	26,500	757,528 742,610	
Net Income Actual Student Enrollment		72,418	(29,400)	29,900		(26,500)	14,918 35	Assume 10% of students are special education
Total Paid Student Enrollment		33						ASSUME 1070 OF SEQUENCE ARE SPECIAL EQUICATION
		REGULAR	GRAM SERVICE SPECIAL			MANAGEMENT		
REVENUE		EDUCATION	EDUCATION	OTHER	FUNDRAISING	& GENERAL	TOTAL	
REVENUES FROM STATE SOURCES Per Pupil Revenue	CY Per Pupil Ra	te						
Milwaukee Wisc	7,775	272,125	-	-	-	-	272,125	
		-	-	-	-	-	-	
Special Education Revenue		272,125	3,600	-	-	-	272,125 3,600	
Grants Stimulus Other		-	-	-	-	-	-	
Other TOTAL REVENUE FROM STATE SOURCES		272.125	3.600	-	•	-	275,725	
REVENUE FROM FEDERAL FUNDING IDEA Special Needs			Dioo		-		2/01/20	
Title I Title II Funding - Other		- 1		25,900 4,000	-	-	25,900 4,000	Assume 100% of the students are Title I \$740 per child \$1000 per teacher
School Food Service (Free Lunch) Grants		31.903		-	-	-	31.903	DPI Implementation
Charter School Program (CSP) Planning & Implementa Other Other	ition	150,000 250,000		-	-	-	250,000	Walton Foundation Post Authorization
TOTAL REVENUE FROM FEDERAL SOURCES		431,903		29,900	-	-	461,803	
LOCAL and OTHER REVENUE Contributions and Donations, Fundraising Erate Reimbursement		5,000		-	-	-	5,000	JCPAA fundraising events 10 per year
Interest Income, Earnings on Investments, NYC-DYCD (Department of Youth and Community Deve	elopmt.)	-	-	-	-	-	-	
Food Service (Income from meals) Text Book ICDA A FINE & REPEODMANC A DIE STUDIO		15,000	-	-	-	-	15,000	
JCPAA FINE & PERFORMING ARTS STUDIO TOTAL REVENUE FROM LOCAL and OTHER SOUR	RCES	20,000	-		-	-	20,000	
TOTAL REVENUE		724,028	3,600	29,900	-	-	757,528	
								List exact titles included in the position category, if different
EXPENSES ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of	00,000						from description, and staff FTE's ( Full time eqiuilivalent) See Personnel Chart
ADMINISTRATIVE STAFF PERSONNEL COSTS  Executive Management Instructional Management	No. of 1.00 1.00	80,000 71,000	-	-	- -	-	80,000 71,000	from description, and staff FTE's ( Full time eqiuilivalent) See Personnel Chart
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager	1.00		-	- - -	-	- - -	80,000	from description, and staff FTE's ( Full time eqiuilivalent) See Personnel Chart Principal
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance	1.00	71,000	-	-	-	-	80,000 71,000	from description, and staff FTE's ( Full time eqiuilivalent) See Personnel Chart Principal
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular	1.00 1.00 - 1.00 3.00	71,000	-	-	-	-	80,000 71,000 - - 45,000 196,000	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATTVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers	1.00 1.00 - 1.00 3.00	71,000 - 45,000 196,000	-	-	-	-	80,000 71,000 - - 45,000 196,000	from description, and staff FTE's ( Full time equilivalent) See Personnel Chart Principal Curriculum Generalist
ADMINISTRATTVE STAFF PERSONNEL COSTS Executive Manaøement Instructional Manaøement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaøer Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPFD Substitute Teachers Teaching Assistants Speciality Teachers	1.00 1.00 - 1.00 3.00	71,000 - 45,000 196,000	-	-	-	-	80,000 71,000 - - 45,000 196,000	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans, Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - Regular Teachers - SPED Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other	1.00 1.00 1.00 3.00 4.00 0.50	71.000 - 45.000 196.000	28,000	-	-	-	80,000 71,000 	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Manaøement Instructional Manaøement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaøer Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers Teaching Assistants Specialty Teachers Aides Theranists & Counselors	1.00 1.00 - 1.00 3.00	71,000 - 45,000 196,000	-	-	-		80,000 71,000 - - 45,000 196,000	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Manasement Instructional Manasement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaser Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPFI) Substitute Teachers Teachine Assistants Specialty Teachers Aides Theranists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian	1.00 1.00 1.00 3.00 4.00 0.50	71.000 - 45.000 196.000	28,000	-	-		80,000 71,000 	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Recular Teachers - SPFD Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security	1.00 1.00 1.00 3.00 4.00 0.50	71.000 - 45.000 196.000	28,000	-	-		80,000 71,000 	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Manaøement Instructional Manaøement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaøer Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL NON-INSTRUCTIONAL Security Other TOTAL INSTRUCTIONAL Other TOTAL NON-INSTRUCTIONAL	1.00 1.00 3.00 3.00 4.00 0.50 	71,000 - 45,000 196,000 - - - - 230,000	28,000 - - - 28,000		-	-	80,000 71,000 - - 45,000 196,000 28,000 - - - 258,000	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Manasement Instructional Manasement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaser Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Recular Teachers - SPEID Substitute Teachers Teachier Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS	1.00 1.00 1.00 3.00 3.00 4.00 0.50 	71,000 - 45,000 196,000 - - - 230,000 - - - - - - - - - - - - - - - - -	28,000 - - - 28,000		-	-	80,000 71,000 171,000 45,000 230,000 28,000 	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Fringe / Employee Benefits	1.00 1.00 3.00 3.00 4.00 0.50 	71,000 	28,000 - - - 28,000			-	80,000 71,000	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Manasement Instructional Manasement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaser Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPEID Substitute Teachers Teachine Assistants Specialty Teachers Aides Theranists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Fringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS	1.00 1.00 1.00 3.00  4.00 0.50	71,000 - 45,000 196,000 230,000 	28,000 		-	-	80,000 71,000 71,000 45,000  196,000  230,000 28,000 258,000  454,000  454,000  32,925 79,255 4,430 116,610	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Recular Teachers - SPFD Substitute Teachers Teache	1.00 1.00 3.00 3.00 4.00 0.50 	71,000 - 45,000 196,000 230,000 - - - 230,000 - - - - - - - - - - - - - - - - -	28,000 - - - 28,000			-	80,000 71,000 71,000 45,000 196,000 230,000 28,000	From description, and staff FTE's ( Full time equilivalent) See Personnel Chart Principal Curriculum Generalist  STEM Instruction Grade 9 Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare) participate 50% employee participate.
ADMINISTRATIVE STAFF PERSONNEL COSTS Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPEID Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Payroll Taxes Fringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval	1.00 1.00 1.00 3.00  4.00 0.50	71,000 - 45,000 196,000 230,000 	28,000 			-	80,000 71,000 71,000 45,000 196,000 230,000 28,000	from description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.
ADMINISTRATIVE STAFF PERSONNEL COSTS Fxecutive Management Instructional Management Deans, Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - Regular Teachers - SPEID Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Fringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Management Comnany Fee Nurse Services	1.00 1.00 1.00 3.00  4.00 0.50	71,000 - 45,000 196,000 230,000 	28,000 28,000 28,000				80,000 71,000 71,000 45,000  230,000 28,000 258,000  454,000  454,000  32,925 79,255 4,430 116,610  570,610	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare) participate  50% employee participate.  Financial Audits  Retainer Fee
ADMINISTRATIVE STAFF PERSONNEL COSTS  Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Recular Teachers - SPFD Substitute Teachers Teachers Teachers Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Fringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Management Company Fee Nurse Services Food Service's School Lunch Pavroll Services Seccial Ed Services	1.00 1.00 1.00 3.00  4.00 0.50	71,000 - 45,000 196,000 230,000 	28,000 28,000 28,000 28,000				80,000 71,000 71,000 45,000  230,000 28,000 258,000  454,000  454,000  32,925 79,255 4,430 116,610  570,610	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare) participate  50% employee participate.  Financial Audits
ADMINISTRATIVE STAFF PERSONNEL COSTS  Executive Management Instructional Management Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Payroll Taxes Fringe / Employee Benefits Refirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Management Company Fee Nurse Services Food Service / School Lunch Payroll Services Titlement Services Titlement Services (i.e., Title I) Other Purchased / Professional / Consulting	1.00 1.00 1.00 3.00  4.00 0.50	71,000 	28,000 				80,000 71,000 71,000 45,000 196,000 230,000 28,000	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare) participate  50% employee participate.  Financial Audits  Retainer Fee
ADMINISTRATTVE STAFF PERSONNEL COSTS  Executive Manasement Instructional Manasement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaser Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers Teachers - SPED Substitute Teachers Teachers - SPED Substitute Teachers Teachier Assistants Soccialty Teachers Aides Theranists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS PAYROLL TAXES AND BENEFITS PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Manasement Company Fee Nurse Services Food Service / School Lunch Payroll Services Soccial Ed Services Titlement Services Total CONTRACTED SERVICES SCHOOL OPERATIONS	1.00 1.00 1.00 3.00  4.00 0.50	71,000 - 45,000 196,000 230,000 	28,000 28,000 28,000			10,000 4,000 2,500 15,000	80,000 71,000 71,000 196,000 230,000 28,000 28,000	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare) participate 50% employee participate.  Financial Audits Retainer Fee  \$150 per employee annually for payroll processing fee.  Instructors dance, music, theater, visual arts, poetry, recording&production
ADMINISTRATIVE STAFF PERSONNEL COSTS  Executive Manaseement Instructional Manaseement Deans. Directors & Coordinators CFO / Director of Finance Oneration / Business Manaser Administrative Staff  TOTAL ADMINISTRATIVE STAFF  INSTRUCTIONAL PERSONNEL COSTS Teachers - Recular Teachers - SPFD Substitute Teachers Teachine Assistants Soccialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Fringe / Employee Benefits Retirement / Pension TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Manaseement Company Fee Nurse Special Ed Services Food Service / School Lunch Pavroll Services Soccial Ed Services Titlement Services School Loperations Board Exnenses Classroom / Teachine Supplies & Materials	1.00 1.00 1.00 3.00  4.00 0.50	71,000 	28,000 			10,000 4,000 2,500	80,000 71,000 71,000 196,000 230,000 28,000 28,000	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare)  participate  50% employee participate.  Financial Audits  Retainer Fee  \$150 per employee annually for payroll processing fee.  Instructors dance, music, theater, visual arts, poetry, recording&production  Board Training(consultant providers, training)  Smatthoards STEM curriculum
ADMINISTRATIVE STAFF PERSONNEL COSTS  Executive Management Instructional Management Deans, Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff  TOTAL ADMINISTRATIVE STAFF  INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPED Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Pringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Management Company Fee Nurse Services Food Service / School Lunch Pavroll Services Special Ed Services Titlement Services (i.e. Title D Other Purchased / Professional / Consulting TOTAL CONTRACTED SERVICES SCHOOL OPERATIONS BOACH Expenses Classroom / Teachine Supplies & Materials Special Ed Supplies & Materials Texthooks / Workhooks Supplies & Materials	1.00 1.00 1.00 3.00  4.00 0.50	71,000 45,000 196,000 230,000 	28,000 			10,000 4,000 2,500 15,000	80,000 71,000 71,000 196,000 230,000 28,000 28,000	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare) participate 50% employee participate.  Financial Audits Retainer Fee  \$150 per employee annually for payroll processing fee.  Instructors dance, music,theater,visual arts, poetry,recording&production  Board Training(consultant providers, training)
ADMINISTRATIVE STAFF PERSONNEL COSTS  Executive Management Instructional Management Deans, Directors & Coordinators CFO / Director of Finance Oneration / Business Manager Administrative Staff  TOTAL ADMINISTRATIVE STAFF  INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular Teachers - SPEID Substitute Teachers Teachine Assistants Specialty Teachers Aides Therapists & Counselors Other TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS PAYROLL TAXES AND BENEFITS Pavroll Taxes Pringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit Leval Management Company Fee Nurse Services Food Service / School Lunch Pavroll Services Special Ed Services Titlement Services (i.e., Title I) Other Purchased / Professional / Consulting TOTAL CONTRACTED SERVICES SCHOOL OPERATIONS Board Exnenses Classroom / Teachine Supplies & Materials Special Ed Supplies & Materials Special Ed Supplies & Materials Special Ed Supplies & Materials	1.00 1.00 1.00 3.00  4.00 0.50	71,000 	28,000 			10,000 4,000 2,500 15,000	80,000 71,000 71,000 196,000 230,000 28,000 28,000	From description, and staff FTE's ( Full time equilivalent)  See Personnel Chart  Principal  Curriculum Generalist  STEM Instruction Grade 9  Potential sp ed students at 10% student enrollment.  10% of gross pay (FICA, SUTA, Workers Comp and Medicare)  participate  50% employee participate.  Financial Audits  Retainer Fee  \$150 per employee annually for payroll processing fee.  Instructors dance, music, theater, visual arts, poetry, recording&production  Board Training(consultant providers, training)  Smartboards STEM curriculum  Materials Instructional and Non Instructional

Field Trips		-	-	-	-	-	l I
Transportation (student)	20,000	-	-	-	-	20,000	City bus tickets- 2 per student
Student Services - other	2.000				-		
Office Expense Staff Development	3,000 2,500	-	-	-	-	3,000 2,500	conferences, and workshops I \$10,000
Staff Recruitment	2,300	-	-	-	-	2,300	
Student Recruitment / Marketing		-	-	-	-	-	
School Meals / Lunch	-	-	-	-	-	-	
Travel (Staff)		-	-	-	-		
Fundraising Other	-	-	-	-	-	-	
TOTAL SCHOOL OPERATIONS	97.000	5.000	-		2.500	104.500	
FACILITY OPERATION & MAINTENANCE							
Insurance		-	-	-		-	
Janitorial Janitorial		-	-	-		-	
Building and Land Rent / Lease Repairs & Maintenance		-	-	-	18,000	18,000	
Equipment / Furniture	12.000	-	-	-	-	12.000	\$3000/phone equipment \$4000
Security	12.000	-	-	-		12.000	
Utilities	-	-	-	-	6,000	6,000	
TOTAL FACILITY OPERATION & MAINTENANCE	12,000	-	-	-	24,000	36,000	
DEPRECIATION & AMORTIZATION	-	- [	-	-	- 1	_	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	
TOTAL EXPENSES	651,610	33,000	-	-	26,500	742,610	
NET INCOME	72,418	(29,400)	29,900	-	(26,500)	14,918	
ENROLLMENT - *School Districts Are Linked To Above Entries*	REGULAR						
	EDUCATI				_		
Milwaukee Wisc	32	3			-	35	
					-	-	
U O					-		
ů 0					-	-	
TOTAL ENROLLMENT		3				35	
REVENUE PER PUPIL	Ii					21,644	
EXPENSES PER PUPIL	Ii	11,000				21,217	

							SH FLOW	ry & Arts / FOR YEAR 14 to June 3	R ONE OF					
Total Revenue		63,127	63,127	63,127	63,127	63,127	63,127	63,127	63,127	63,127	63,127	63,127	63,127	757,528
Total Expenses		6,184	6,184	6,184	6,184	6,184	6,184	6,184	6,184	6,184	6,184	6,184	6,184	74,210
let Income		1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	14,918
Cash Flow Adjustments Beginning Cash Balance		] []	- [			- []	- []			[]		- []	- [	
let Income		1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	1,243	14,918
		July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
REVENUE REVENUES FROM STATE SOURCES Per Pupil Revenue		* Total C	Column (Co	lumn U) for a	all lines oth	er than Cash		stments sho ssumptions'.		ne Total Colu	ımn (Colum	n N) on tab '	'4.) Year B	udget &
Milwaukee	7,775	22,977	22,977	22,977	22,977	22,977	22,977	22,977	22,977	22,977	22,977	22,977	22,977	272,125
		-	-	-	-	-	-	-	-	-	-	-	-	
		-		-	-	-	-	-	-	-	-	-	-	
		-	-				-	-		-	-	-	-	
Special Education Revenue		300	300	300	300	300	300	300	300	300	300	300	300	3,60
Grants														
Stimulus Other		-	-	-				-	-	-	-	-	-	
Other		-					-		-		-		-	
TOTAL REVENUE FROM STATE SOURCES		300	300	300	300	300	300	300	300	300	300	300	300	275,72
REVENUE FROM FEDERAL FUNDING														
IDEA Special Needs		_		-	-	-	-	-	-	-	-	-	-	
Title I				5,000	-	4,000	-	-	-	10,000		5,000	-	24,00
Title Funding - Other				2,250	2,250	2,250	2,250	-	-		-	-	-	9,00
School Food Service (Free Lunch)			12,500	12,500										25,00
Grants Charter School Program (CSP) Planning & Implementation							30,000	10,000	50,000	-	30,000	-	30,000	150,00
Other		25,000	25,000	25,000	25,000	-	25,000	25,000	50,000	25,000	25,000	25,000	25,000	250,00
Other		-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		25,000	37,500	44,750	27,250	6,250	57,250	35,000	50,000	35,000	55,000	30,000	55,000	458,000
LOCAL and OTHER REVENUE														
Contributions and Donations, Fundraising		10,000	-	-		-	-	-	-	-	-	-	-	10,000
Erate Reimbursement		-	-	-		-	-	-	-	-	-	-	-	
Interest Income, Earnings on Investments,		-	-	-	-	-	-	-	-	-	-	-	-	
NYC-DYCD (Department of Youth and Community Developmt.) Food Service (Income from meals)		-	-	-	-		-	-	-	-	-	-	-	
Text Book		1,700	-	-	-	-	-	-		-	-	-	-	1,70
OTHER		-	-	-	-	-	-	-	-	-	-	-	-	,
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		11,700	-	-	-	-	-	-	-	-	-	-	-	11,70
OTAL REVENUE		37,000	37,800	45,050	27,550	6,550	57,550	35,300	50,300	35,300	55,300	30,300	55,300	745,42
XPENSES ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of Positions													
Executive Management	1.00	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	71,00
Instructional Management	1.00	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	50,00
Deans, Directors & Coordinators		-	-	-	-	-	-	-	-	-	-	-		
CFO / Director of Finance Operation / Business Manager	-	-	-	-	-		-	-	-	-	-	-	-	
Administrative Staff	1.00	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	33,00
TOTAL ADMINISTRATIVE STAFF	3.00	12,816	12,816	12,816	12,816	12,816	12,816	12,816	12,816	12,816	12,816	12,816	12,816	154,00
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	4.00	14,170	14,170	14,170	14,170	14,170	14,170	14,170	14,170	14,170	14,170	14,170	14,170	170,00
Teachers - SPED	0.50	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	21,25
Substitute Teachers	-		- 1	-	-	-	-	-	-	-		-	-	
Teaching Assistants	<u> </u>	-	-	-	-	-	-	-	-	-	-	-	-	
Specialty Teachers Aides	<u> </u>	-		-	-	-	-	-	-	-		-	-	
Therapists & Counselors	<del>-</del>					-		-			-	-	-	
Other		-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	4.50	15,940	15,940	15,940	15,940	15,940	15,940	15,940	15,940	15,940	15,940	15,940	15,940	191,25
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-	
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	
Custodian	<u> </u>	-	-	-	-	-	-	-	-	-	-	-	-	
Security	<u> </u>	-	-	-	-	-		-	-	-	-	-	-1	
Other TOTAL NON-INSTRUCTIONAL	<del></del>		-	-	-	-	-	-	-	-	-	-	-	

SUBTOTAL PERSONNEL SERVICE COSTS	7.50	28,756	28,756	28,756	28,756	28,756	28,756	28,756	28,756	28,756	28,756	28,756	28,756	295,250
PAYROLL TAXES AND BENEFITS														
Payroll Taxes Fringe / Employee Benefits	29,525 50,000	2,700 6,600	32,925 79,255											
Retirement / Pension	4,429	2,215	-	2,215	-	-	-	-	-	-	-	-	-	4,430
TOTAL PAYROLL TAXES AND BENEFITS	83,954	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	
TOTAL PERSONNEL SERVICE COSTS	7.50	35,756	35,756	35,756	35,756	35,756	35,756	35,756	35,756	35,756	35,756	35,756	35,756	411,860
CONTRACTED SERVICES		4 250	4.350	4 350	4 250	4.250	4.250	4 250	4 250	4 250	4.250	4 250	4 250	45.000
Accounting / Audit Legal		1,250	1,250 1,000	1,250 1,000	1,250 1,000	1,250 1,000	1,250 1,000	1,250	1,250	1,250	1,250	1,250	1,250	15,000 5,000
Management Company Fee		-		-	-		-	-	-	-	-	-	-	-
Nurse Services Food Service / School Lunch		-	-		-	-	-	-	-	-			-	
Payroll Services		1,000	1,000	500										2,500
Special Ed Services Titlement Services (i.e. Title I)		-	-				-	-	-	-			-	
Other Purchased / Professional / Consulting		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
TOTAL CONTRACTED SERVICES		3,500	4,500	4,000	3,500	3,500	3,500	2,500	2,500	2,500	2,500	2,500	2,500	37,500
SCHOOL OPERATIONS  Board Expenses				2,500		2,500		-	-	-	-	-		5,000
Classroom / Teaching Supplies & Materials			10,000	-	5,000	-	5,000	-	-	-	-	-	-	20,000
Special Ed Supplies & Materials Textbooks / Workbooks			10,000	2,000 5,000	5,000	-	-	2,000	1,000	-	-	-	-	5,000 20,000
Supplies & Materials other			-	5,000	-	-	-	-	-	5,000	5,000	5,000	-	10,000
Equipment / Furniture Telephone			5,000 1,000	1,000			-	-		-		-	5,000	10,000 2,000
Technology			1,000	1,000	10,000	10,000	-	-	-	-	-	-	-	20,000
Student Testing & Assessment Field Trips			-	7,000		-	500	-		-	-	500	500	7,500 1,000
Transportation (student)			-	-	-	-	10,000	-	10,000	-	-	-	-	20,000
Student Services - other Office Expense		-	-	-	-	-	-	1,500	-	-	-	1,500	-	5,000 3,000
Staff Development			-	-	-	-	-	-	-	5,000	5,000	5,000	5,000	25,000
Staff Recruitment Student Recruitment / Marketing			-	-	-	-	-	-	-	-	-	-	-	
School Meals / Lunch			-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff) Fundraising			-	-	-	-	-	5,000	-	-	-	-	-	5,000
Other TOTAL SCHOOL OPERATIONS			-	-	-	-	-	2 500	-	-	-	-	-	150 500
		- 1	26,000	23,500	20,000	12,500	15,500	8,500	11,000	10,000	10,000	12,000	10,500	158,500
FACILITY OPERATION & MAINTENANCE Insurance			-	-	-	-	-	-	-	-	-	-	-	-
Janitorial			2,400	-	2,400	-	-	-	-	-	-	-	-	4,800
Building and Land Rent / Lease Repairs & Maintenance		-	28,000		28,000		-			-	-	-	-	56,000
Equipment / Furniture			6,000	-	6,000	-	-	-	-	-	-	-	-	12,000
Security Utilities		-	1,000	-	1,000	-	-	-				-	-	2,000
TOTAL FACILITY OPERATION & MAINTENANCE				- 1	37,400	-	-	-	-	-	-	-	-	74,800
DEPRECIATION & AMORTIZATION DISSOLUTION ESCROW & RESERVES / CONTIGENCY		-	-	-	-		-	-	-	-	-		-	-
TOTAL EXPENSES		39,256	66,256	63,256	96,656	51,756	54,756	46,756	49,256	48,256	48,256	50,256	48,756	682,660
NET INCOME		(2,256)	(28,456)	(18,206)	(69,106)	(45,206)	2,794	(11,456)	1,044	(12,956)	7,044	(19,956)	6,544	62,765
CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES														
Example - Add Back Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Total Operating Activities		-	-	-	-		-	-	-	-	-	-	-	
INVESTMENT ACTIVITIES		- 1											-	
Example - Subtract Property and Equipment Expenditures Other		-	-	-		-	-	-	-	-	-	-	-	
Total Investment Activities		-	-	-	-	-	-		-	-		-	-	-
FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit		-	-	-	-	-	-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities		-	-	-		-	-	-	-	-	-	-	-	-
Total Cash Flow Adjustments		(2.256)	(29.456)	(19 206)	(60 106)	- (4E 206)	2 794	(11.456)	1 044	(12.056)	7 044	(10 0E6)	6 544	62,765
NET INCOME		(2,256)	(28,456)	(18,206)	(69,106)	(45,206)	2,794	(11,456)	1,044	(12,956)	7,044	(19,956)	6,544	02,/65
Beginning Cash Balance		-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING CASH BALANCE		(2,256)	(28,456)	(18,206)	(69,106)	(45,206)	2,794	(11,456)	1,044	(12,956)	7,044	(19,956)	6,544	62,765

#### Janus College Preparatory & Arts Academies High School Assumptions DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application if applicable. For example, student enrollment would reference the page in the application that states enrollment target. PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD Budget on this Tab Should Be For the First Five Years of Actual Operations. Prease Note: The Student enrollment data is entered below in the Enrollment Section beginning in row 148. This will populate the data in row 10. \*NOTE: If a Planning Year is Taken in the Beginning of the Charter, the Charter Will Be Extended to Encompass Five Years of Operation. Projected Five Year Total Expenses 682,660 898.800 1,042,430 1,133,127 1,002,127 Net Income (Before Cash Flow Adjustments) Actual Student Enrollment Total Paid Student Enrollment 20,173 100 50 75 100 100 100 2014 2015 2016 2017 \*Year 1 should tie to Totals for Year 1 on Tabs 4 and 5 2018 REVENUE Per Pupil Revenue Percentage Increase REVENUES FROM STATE SOURCES 0.0% 2.3% increase proposal years 2 & 3 Per Pupil Rever CY Per Pupil Rate 7,775 816,300 816,300 School District 2 (Enter Name) School District 3 (Enter Name) School District 4 (Enter Name) School District 5 (Enter Name) 816,300 Stimulus Other Other TOTAL REVENUE FROM STATE SOURCES 816,300 REVENUE FROM FEDERAL FUNDING 13,000 33,750 4,000 15,000 45,000 4,000 75,000 15,000 45,000 4,000 75,000 15,000 45,000 4,000 75,000 Title I Title Funding - Other School Food Service (Free Lunch) 25,000 Grants Charter School Program (CSP) Planning & Implementation 150,000 150,000 150,000 Other Other TOTAL REVENUE FROM FEDERAL SOURCES 250,750 289,000 289,000 139,000 458,000 LOCAL and OTHER REVENUE Contributions and Donations, Fundraising Erate Reimbursement Interest Income, Earnings on Investments, NYC-DYCD (Department of Youth and Community Developmt.) 10,000 Food Service (Income from meals) 1,700 OTHER TOTAL REVENUE FROM LOCAL and OTHER SOURCES 11,700 TOTAL REVENUE 874,000 848.425 1,105,300 1,105,300

EXPENSES							List exact titles included in the position category, if different from descri and staff FTE"s ( Full time eqiuilivalent)
ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of						1.
Executive Management	1	71,000	72,000	74,000	76,000	78,000	
Instructional Management	1.00	50,000	51,000	53,000	55,000	57,000	
Deans, Directors & Coordinators	-	-	-	-	-		
CFO / Director of Finance	-	-					
Operation / Business Manager	-	-	-	-	-	-	
Administrative Staff	1.00	33,000	35,000	37,000	38,000	39,000	
TOTAL ADMINISTRATIVE STAFF	3.00	154,000	158,000	164,000	169,000	174,000	
INSTRUCTIONAL PERSONNEL COSTS	No. of						
Teachers - Regular	NO. 01	170,000	253,500	338.000	338,000	338,000	
Teachers - SPED	1.00	21,250	23,000	25,000	27,000		Based on the number of special ed students enrolled.
Substitute Teachers	-	21,250		-			based of the flamber of special ed stade to enforce.
Teaching Assistants			-		-		
Specialty Teachers				-			
Aides	-	-	-	-	-		
Therapists & Counselors			-	-			
Other							
TOTAL INSTRUCTIONAL	5.00	191,250	276,500	363,000	365,000	367,000	
NON-INSTRUCTIONAL PERSONNEL COSTS							
NON-INSTRUCTIONAL PERSONNEL COSTS  Nurse	No. of		-	-	-		
Librarian			-		-		
Custodian				-			
Security		-	-	-	-	-	
Other							
TOTAL NON-INSTRUCTIONAL				-	-	-	
SUBTOTAL PERSONNEL SERVICE COSTS	8.00	345,250	434,500	527,000	534,000	541,000	
PAYROLL TAXES AND BENEFITS	_						
Payroll Taxes		32,925	14,400	14,900	15,300	15,700	
Fringe / Employee Benefits		79,255	45,320	46,860	135,300	49,500	0
Retirement / Pension	_	4,430	5,600	6,960	7,035	7,100	
TOTAL PAYROLL TAXES AND BENEFITS	L	116,610	65,320	68,720	157,635	72,300	
TOTAL PERSONNEL SERVICE COSTS	8.00	461,860	499,820	595,720	691,635	613,300	
CONTRACTED SERVICES							
Accounting / Audit		15,000	17,000	17,000	17,000	17,000	
Legal		5,000	5,000	5,000	5,000	5,000	
Management Company Fee		3,000	5,000	-	3,000	5,000	
Nurse Services		-	-	-	-		
Food Service / School Lunch		-	-		-		
Payroll Services		2,500	3,000	3,500	3,500	3,500	
Special Ed Services			5,000	-	-	5,500	
Titlement Services (i.e. Title I)				-	-		
Other Purchased / Professional / Consulting		15,000	15,000	15,000	15,000	15,000	Fine & Performing Arts Instructors
TOTAL CONTRACTED SERVICES	-	37,500	40,000	40,500	40,500	40,500	· ·
SCHOOL OPERATIONS	_	,	,	,	,	.5,500	
Board Expenses		5,000	5,000	5,000	5,000	5,000	
Classroom / Teaching Supplies & Materials		20,000	25,000	30,000	20,000	20,000	
Special Ed Supplies & Materials		5,000	3,500	5,000	5,000	5,000	
Textbooks / Workbooks		20,000	30,000	30,000	30,000	20,000	
Supplies & Materials other		10,000	20,000	40,000	30,000	20,000	
Equipment / Furniture		10,000	20,000	27,000	10,000	15,000	
Telephone		2,000	4,000	6,000	8,000	8,000	
Technology		20,000	27,000	34,000	41,000	20,000	
Student Testing & Assessment		7,500	12,000	16,000	20,000	10,000	
Field Trips		1,000	2,000	3,000	5,000	2,000	
Transportation (student)		20,000	28,000	36,000	43,000	50,000	
Student Services - other		5,000					
Office Expense		3,000	6,000	9,000	12,000	5,000	

Staff Development						
	25,000	20,000	10,000	15,000		STEM Training & AVID training
Staff Recruitment		10,000	10,000	10,000	10,000	
Student Recruitment / Marketing		10,000	10,000	10,000	5,000	
School Meals / Lunch					2.500	
Travel (Staff) Fundraising	5,000	5,000	5,000	5,000	3,500	
Other	-	10,000	10,000	10,000	10.000	AVID Curriculum
TOTAL SCHOOL OPERATIONS	158,500	237,500	286,000	279,000	233,500	1125 Carricalan
	150,500	237,300	200,000	275,000	233,300	
FACILITY OPERATION & MAINTENANCE						
Insurance		-	-	-	-	
Janitorial Deat (Leaves	4,800	4,800	4,800	4,800	4,800	
Building and Land Rent / Lease Repairs & Maintenance	56,000	57,680	59,410	61,192	62,027	
Equipment / Furniture	12,000	20,000	20,000 30,000	20,000 30,000	20,000 15,000	
Security	12,000	15,000	30,000	30,000	5,000	
Utilities	2,000	4,000	6,000	6,000	8,000	
TOTAL FACILITY OPERATION & MAINTENANCE	74,800	121,480	120,210	121,992	114,827	
	74,000	121,400	120,210	121,332	114,027	
DEPRECIATION & AMORTIZATION	-	-	-	-	-	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	
TOTAL EXPENSES	732,660	898,800	1,042,430	1,133,127	1,002,127	
NET INCOME	141,340	(50,375)	62,870	(27,827)	(46,827)	
THE THEOPIE		(00/010/		(=-//-	, , <u> , , ,</u>	
ENROLLMENT - *School Districts Are Linked To Above Entries*						
District of Location	-	-	-	- 1	-	
School District 2 (Enter Name)	-	-	-	-	-	
School District 3 (Enter Name)	-	-	-	- 1	-	
School District 4 (Enter Name)	-	-	-	-	-	
School District 5 (Enter Name)	-	-	-	-	-	
TOTAL ENROLLMENT	50	75	100	100	100	
REVENUE PER PUPIL	17,480	11,312	11,053	11,053	9,553	
	17,480	11,312	11,053	11,053	9,553	
EXPENSES PER PUPIL						
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS						
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES	14,653	11,984	10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation	14,653	11,984		11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depredation Other	14,653	11,984	10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities	14,653	11,984	10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depresation Other  Total Operating Activities INVESTMENT ACTIVITIES	14,653		10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depredation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures	14,653		10,424			
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other	14,653		10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities	14,653		10,424			
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES	14,653	11,984	10,424			
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities  INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit	14,653	11,984	10,424			
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depredation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit Other	14,653	11,984	10,424			
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depredation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit Other  Total Financing Activities	14,653	11,984	10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depredation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit Other  Total Financing Activities	14,653	11,984	10,424			
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit Other  Total Financing Activities  Total Financing Activities	14,653	11,984	10,424	11,331		
EXPENSES PER PUPIL  CASH FLOW ADJUSTMENTS  OPERATING ACTIVITIES  Example - Add Back Depreciation Other  Total Operating Activities INVESTMENT ACTIVITIES  Example - Subtract Property and Equipment Expenditures Other  Total Investment Activities FINANCING ACTIVITIES  Example - Add Expected Proceeds from a Loan or Line of Credit Other	14,653	11,984	10,424	11,331	10,021 	