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 https://stateaid.nysed.gov/charter/ 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 Liberal Arts High School

Contact Name: Contact Email: Contact Phone: Valerie Benton vbenton42@gmail.com 414.305.2563

District of Location

Pre-Opening Period Operational Year ONE July 1, 2016 to June 30, 2016 July 1, 2016 to June 30, 2017

Janus Liberal Arts High School PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING PERIOD January 1, 2016 to June 30, 2016 **Assumptions** DESCRIPTION OF ASSUMPTIONS - Please reference section/page number in application Please Note: The student enrollment data is entered if applicable. For example, student enrollment would reference the page in the below in the Enrollment Section beginning in row 148. This will populate the data in row 10. application that states enrollment targets. Total Revenue 195,000 Total Expenses 40,500 **Net Income** 154,500 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 Milwau 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 of potential grant. Other 125,000 Walton Family Foundation Start Up Grant Pre-Authorization \$30,000/Post Authorization \$220,000 Other 175.000 **TOTAL REVENUE FROM FEDERAL SOURCES** LOCAL and OTHER REVENUE Contributions and Donations, Fundraising 5,000 Five fundraising events = approximately \$1000 per event. 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 20,000 TOTAL REVENUE 195,000 **EXPENSES** List exact titles included in the position category, if different from description, and ADMINISTRATIVE STAFF PERSONNEL COSTS No. of Positions staff FTE"s (Full time eqiuilivalent) Principal Curriculum Generalist Operation / Business Manager Administrative Staff TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS Teachers - Regula Teachers - SPED Substitute Teachers Teaching Assistants Specialty Teachers Aides Therapists & Counselors TOTAL INSTRUCTIONAL NON-INSTRUCTIONAL PERSONNEL COSTS Librarian Custodian Security Other TOTAL NON-INSTRUCTIONAL SUBTOTAL PERSONNEL SERVICE COSTS **PAYROLL TAXES AND BENEFITS** Fringe / Employee Benefits Retirement / Pension TOTAL PAYROLL TAXES AND BENEFITS TOTAL PERSONNEL SERVICE COSTS CONTRACTED SERVICES Accounting / Audit 15,000 consultant to set up school's accounting systems and day to day tasks related to financial operation of school. Legal 5,000 Legal counsel retainer fee. Management Company Fee Nurse Services Food Service / School Lunch

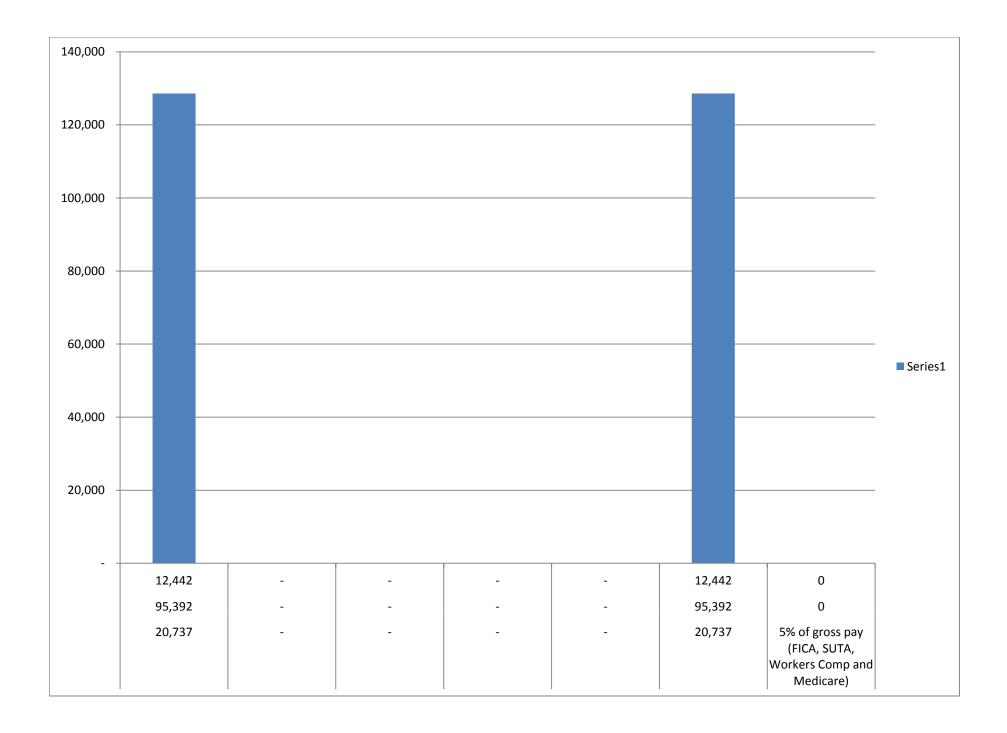
Payroll Services	
Special Ed Services	-
Titlement Services (i.e. Title I)	
Other Purchased / Professional / Consulting	-
TOTAL CONTRACTED SERVICES	20,000
TOTAL CONTRACTED SERVICES	10,000
SCHOOL OPERATIONS	
Board Expenses	7,000 Training for Finance, Strategic Planning, and Development Committees
Classroom / Teaching Supplies & Materials	
Special Ed Supplies & Materials	
Textbooks / Workbooks	
Supplies & Materials other	
Equipment / Furniture	
Telephone	
Technology	
Student Testing & Assessment	
Field Trips	
Transportation (student)	
Student Services - other	
Office Expense	
Staff Development	
Staff Recruitment	
Student Recruitment / Marketing	
School Meals / Lunch	
Travel (Staff)	
Fundraising	
Other TOTAL COLORS ATIONS	7000
TOTAL SCHOOL OPERATIONS	7,000
FACILITY OPERATION & MAINTENANCE	
Insurance	1,500 IPFS insurance quote for JCPAA
Janitorial	and a medical control of the second of the s
Building and Land Rent / Lease	9,000 \$1500 monthly lease
Repairs & Maintenance	
Equipment / Furniture	
Security	
Utilities	3,000 Approx \$500 monthly.
TOTAL FACILITY OPERATION & MAINTENANCE	13,500
	13/300
DEPRECIATION & AMORTIZATION	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	•
TOTAL EXPENSES	40,500
NET INCOME	154,500
INCOPIE	25 /355
ENROLLMENT - *School Districts Are Linked To Above Entries*	
District of Location Milwaukee	
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	
EXPENSES PER PUPIL	

	P	ROJECTED	CASH FLO	ral Arts Hig W FOR PR 2016-June 3	E-OPENIN	NG PERIOI)					TED CASH	January 1,	2016 to Jun	e 30, 2016					
Total Revenue	40.166	20.166	20.166	20.166	20.166	20.166	105 000		* This	section shou	uld be left b	lank unless	and/or until	the charter	agreement	is duly modi	fied to includ	le a plannin	g year	
Total Expenses	49,166 5,533	29,166 6,993	29,166 6,993	29,166 6,993	29,166 6,993	29,166 6,993	195,000 40,500		:	:			:	- 1			- 1	- [- :	:
Net Income	43,633	22,173	22,173	22,173	22,173	22,173	154,500	-	-	-	.	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments Beginning Cash Balance							-	-	-	-		-	-	-	-	-	-	-	-	-
Net Income	· ·		-	-	•	•	- 1		1 :	:							- 1			1 :
THE ENGINE							T0741			10										TOT41
	January	February	March	April	May	June	TOTAL	July	August	September	Ctober	November	December	January	February	March	April	May	June	TOTAL
REVENUE REVENUES FROM STATE SOURCES Per Pupil Revenue					-															
	-	-	-	-	-			-			-						-	-		-
	-	-	-	-	-	-	-	-			-		-	-	-		-	-		-
	-	-	-	-	-	-	-	-			-	-	-	-	-		-	-		
			-	-		-	-	-					-		-		-	-		-
Grants																	-			
Stimulus	-	-	-	-	-	-	-	-			-	-	-				-	-		-
Other Other	-	-		-		-		-					-		-		-		-	- 1
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-	-					-	-	-	-	-	-		
REVENUE FROM FEDERAL FUNDING									•		•									
IDEA Special Needs	-	-	-	-	-	-	-	-			-					-	-	-		
Title I	-			-	-	-	-	-			1		-	-	-		-	-		
Title Funding - Other School Food Service (Free Lunch)							-										-			
Grants		- 1									- 1	- 1		-		-	-1	-1		
Charter School Program (CSP) Planning & Implementation	8,333		8,333	8,333	8,333	8,333	50,000						-			-	-	-		
Other-Walton Foundation Other	20,833	20,833	20,833	20,833	20,833	20,833	125,000						-	-	-	-	-			-
TOTAL REVENUE FROM FEDERAL SOURCES	29,166	29,166	29,166	29,166	29,166	29,166	175,000	-			-		-	-	-	-	-	-		-
LOCAL and OTHER REVENUE																				
Contributions and Donations, Fundraising								-			-		-		-		-	-		
Fundraising	5,000						5,000	-			-		-	-	-		-	-		-
Erate Reimbursement Interest Income, Earnings on Investments,	-	-	-	-				-				-	-	-			-			- :
	-	-	-	-	-	-	-	-			-		-				-	-		
Food Service (Income from meals) Text Book	-	-	-	-	-	-	-	-			-	-	-	-	-		-	-		-
OTHER	15,000	-	-	-	-		15,000	-			1		-				-			-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	20,000						20,000	-					-		-		-	-		
TOTAL REVENUE	49,166	29,166	29,166	29,166	29,166	29,166	195,000				-							-		-
								ı												
EXPENSES	14																			
	lo. of																			
Principal								-			-	-	-				-	-		-
Curriculum Generalist								-					-		-		-	-		-
								-			-		-	-	-		-	-		-
Operation / Business Manager								-			-	-	-	-			-	-		-
TOTAL ADMINISTRATIVE STAFF													-	-		-	-	-	-	-
INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular		-		-	-	-					-						-	-		
Teachers - SPED		-	-	-	-	-	-	-			-		-	-			-	-		-
Substitute Teachers		-	-	-	-	-	-	-			-		-	-	-	-	-	-		-
Teaching Assistants Specialty Teachers							-										-	-		-
Aides		-	-	-	-	-	-	-			-		-	-	-	-	-	-		-
Therapists & Counselors Other					-		-								-		-			- 1
TOTAL INSTRUCTIONAL		-	-	-	-	-	-						·			-	-			
NON-INSTRUCTIONAL PERSONNEL COSTS																				
Nurse	-	-	-	-	-	-	-	-			-	-	-	-	-	-	-	-		
Librarian			-	-	-	-	-	-			-	-	-	-	-	-	-	-		-
Custodian Security							-	-						-		-	-			- :
Other		-	-	-	-	-	-	-			-		-	-	-	-	-	-		-
TOTAL NON-INSTRUCTIONAL		-			-1	-			<u> </u>	· I · ·	· I	- 1 -	<u> </u>							<u> </u>
SUBTOTAL PERSONNEL SERVICE COSTS		-	-	-	-	-	-	-			-		-		-	-	-	-		
PAYROLL TAXES AND BENEFITS																				
Pavroll Taxes														-			-	-		
Fringe / Employee Benefits Retirement / Pension								-						-	-	-	-	-		- :
TOTAL PAYROLL TAXES AND BENEFITS													-			-	-	-		
TOTAL PERSONNEL SERVICE COSTS																	.1	.1		
														-				-		
CONTRACTED SERVICES Accounting / Audit	867	867	867	867	867	867	15,000													
Legal	833	833	833	833	833	833	5,000													
Management Company Fee		-	-	-	-	-	-	-				-	-	-	-	-	-	-		-
Nurse Services Food Service / School Lunch	-			-	-	-	-						-	-	-	-	-	-		-
Payroll Services																				
Special Ed Services	-	-	-	-	-	-	-	-			-		-	-	-	-	-	-		-
Titlement Services (i.e. Title I) Other Purchased / Professional / Consulting	-	-		-		-	-						-	-	-	-	-	-		
Outer Futerlased / Frotessional / Consulting							-						-							

TOTAL CONTRACTED SERVICES	1,700	1,700	1,700	1,700	1,700	1,700	20,000	-	-	-	-	-	-	-		-		_	
SCHOOL OPERATIONS																			
Board Expenses	2,333	-	-	2,333	-	2,333	7,000	-	-	-	-	-		-		-	-	-	
Classroom / Teaching Supplies & Materials								-	-	-	-	-		-		-	-	-	-
Special Ed Supplies & Materials								-	-	-	-	-		-		-	-	-	-
Textbooks / Workbooks									-	-	-	-	-	-		-	-	_	-
Supplies & Materials other							_		-	-	-	-		-		-	-	_	-
Equipment / Furniture										-	-	-		-		-	-		-
Telephone Technology										-	-	-	-	-		-	-		-
Student Testing & Assessment												-		-					
Field Trips									-					-					
Transportation (student)										-		-		-		-		7	
Student Services - other									-	-	-	-		-		-		-	
Office Expense									-	-	-	-	-	-		-	-	-	
Staff Development									-	-	-	-	-	-		-	-	-	-
Staff Recruitment									-	-	-	-		-		-		-	
Student Recruitment / Marketing									-	-	-	-		-		-	-		-
School Meals / Lunch	-	-	-	-	-	-		-	-	-	-	-	-	-		-	-	_	-
Travel (Staff)	-	-	-	-	-	-	· ·	-	-	-	-	-		-		-	-	_	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-		-		-	-	_	-
Other TOTAL SCHOOL OPERATIONS	2,333	-	-	2,333	-	2,333	7,000	-	-	-	-	-	-	-	-	-			_
	2,333		-1	2,333	-1	2,333	7,000	-1	-1	-1	-1	-	-1	-	-1 -	-1			-
FACILITY OPERATION & MAINTENANCE																			
Insurance	-	1,500	-	-	-		1,500	-	-	-	-	-		-		-	-		-
Janitorial								-	-	-	-	-		-		-	-	_	-
Building and Land Rent / Lease Repairs & Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	9,000	-	-	-	-	-		-		-	-	_	-
Equipment / Furniture								-	-		-	-	-	-	-	-	-		-
Security												-		-					-
Utilities		500	500	500	500	500	3,000			-	-	-		-		-		-	
TOTAL FACILITY OPERATION & MAINTENANCE	1,500	3,500	2,000	2,000	2,000	2,000	13,500	-	-	-	-	-		-		-	-	-	-
DEPRECIATION & AMORTIZATION																			
DISSOLUTION ESCROW & RESERVES / CONTIGENCY							- :					-		-				-	- 1
											-1			-1		-			
TOTAL EXPENSES	5,533	5,200	3,700	6,033	3,700	6,033	40,500			-		-	-	-	-	4		-	-
NET INCOME	43,633	23,966	25,466	23,133	25,466	23,133	154,500			-	-	-		-1		-		<u> </u>	_
CACH FLOW ADDITIONAL																			
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	-	-	-	-	-	-	-	-	-	-	-	-		-	- -	-	-	<u> </u>	-
FINANCING ACTIVITIES		-		-				-	-	-	-	-		-					
Add Expected Proceeds from a Loan or Line of Credit Other	-			-	-	-	-	-		-	-	-					-		-
Total Financing Activities				- 1	- 1		- :		- 1	- 1	-1		_						1
Total Cash Flow Adjustments				-1		-1		-1	-1	-1	-1	-1		. 1	.1 .	1 -1			
NET INCOME	43,633	23,966	25,466	23,133	25,466	23,133	154,500			-	-	-							
			25,400		25,400	25,133	254,500												=
Beginning Cash Balance								-	-	-	-	-		-		-			
ENDING CASH BALANCE	43,633	23,966	25,466	23,133	25,466	23,133	154,500	-	-	-	-	-			- -		-	-	-

PROJECTED	BUDGET / OPE		iberal Art AN FOR Y					Assumptions PESCHAPTION OF ASSUMPTIONS
	7L 20	An 1 207						DESCRIPTION OF ASSUMPTIONS - Please reference section/pag number in application if applicable. For example, student enrollment would reference the page in the application that stat
Please Note: The student enrollment data is entered	July 2016	to June 2017						enrollment targets.
below in the Enrollment Section beginning in row 147. This will populate the data in row 9.								
otal Revenue		825,450	6,000	-	-		874,000	
otal Expenses let Income		656,134 169,316	31,250 (25,250)	:		53,500 (53,500)	849,680 24,320	
ctual Student Enrollment		50				' '	50	
otal Paid Student Enrollment		50	-				50	
			GRAM SERVICE	s	SUPPORT	SERVICES		
		REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL	
EVENUE								
REVENUES FROM STATE SOURCES Per Pupil Revenue	CY Per Pupil Rate							
Milwaukee Wisc	7,775	388,750		-	-	-	388,750	50 students in Year 1
		-	-	-	-	-	-	
		-	-	-	-	-	-	
		388,750	-	-	-	-	388,750	
Special Education Revenue Grants			6,000	-	-	-	6,000	\$1200 per qualified student.
Stimulus		-	-	-	-	-	=	
Other Other		-		-	-	-	-	
TOTAL REVENUE FROM STATE SOURCES		388,750		-	-	-	394,750	
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs Title I		-		37,000		-		\$740 per qualified Assume 100% of the students are Title I \$480 per child
Title Funding - Other NSLP		37,980		4,500	-	-	4,500	\$1000 per teacher. Title II Professional Development \$4.22 per qual_pupil/day
Grants						-1		
Charter School Program (CSP) Planning & Implementation Other		150,000 125,000		-	-	-		DPI Implementation Walton Foundation Post Authorization
Other		9,000			-	-	9,000	Assume Title IIA, Title IID, Title IVA & Title VA , Title Funding
TOTAL REVENUE FROM FEDERAL SOURCES		425,000		33,000	-	-	458,000	
LOCAL and OTHER REVENUE Contributions and Donations, Fundraising		5,000		-		-	5,000	JCPAA fundraising events 10 per year
Erate Reimbursement		-	-	-	-	-	-	
Interest Income, Earnings on Investments, Food Service (Income from meals)		-	-	-	-	-	-	
Text Book OTHER		15,000		-	-	-	15,000	\$1250 monthly.
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		20,000	-	-	-	-	20,000	31230 Monday.
OTAL REVENUE		825,450	6,000				874,000	
								List exact titles included in the position category, if different
KPENSES ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of Positions							from description, and staff FTE"s (Full time eqiuilivalent) See Personnel Chart
Principal	1.00	80,000	-	-	-	-		80,000 annually
Curriculum Generalist Business/Office Manager	1.00	71,000 45,000	-	-	-	-		71,000 annually 45,000 annually
Administrative Staff TOTAL ADMINISTRATIVE STAFF	2.00	196,000					196,000	
	3.00	196,000				-	196,000	
INSTRUCTIONAL PERSONNEL COSTS Teachers - Regular	4.00	230,000	-	-	-	-	230,000	4 Gen Studies/STEMTeachers average salary \$57,500.
Teachers - SPED Substitute Teachers	0.50		28,750	-	-	-	28,750	Potential sp ed students at 10% student enrollment.
Teaching Assistants	-	-	-	-	-	-	-	
Specialty Teachers Aides	-		-	-	-		-	
Therapists & Counselors	-	-	-	-	-	-	-	
Other TOTAL INSTRUCTIONAL	4.50	230,000	28,750	-	-	-	258,750	
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	-	-		-	-	-	-	
Librarian Custodian		-	-	-	-	-		
Security Other			-		-	-		
Other TOTAL NON-INSTRUCTIONAL				-	-	-		1
SUBTOTAL PERSONNEL SERVICE COSTS	7.50	426,000	28,750			-	454,750	
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		20,737	-	-	-	-		5% of gross pay (FICA, SUTA, Workers Comp and Medicare)
Fringe / Employee Benefits Retirement / Pension		95,392 12,442			-	-	95,392 12,442	ŏ
Substitutes TOTAL PAYROLL TAXES AND BENEFITS		20,000 128,571		-		-	20,000 128,571	
TOTAL PERSONNEL SERVICE COSTS	7.50	554,571	28,750				583,321	1
CONTRACTED SERVICES	7.30	334,371	20,730				303,321	1
Accounting / Audit			-		-	10,000		Financial Audits
Legal Management Company Fee				-		5,000	5,000	Retainer Fee
Nurse Services		-	-			-	-	1
Food Service / School Lunch Payroll Services			-	-	-	1,500	1,500	\$150 per employee annually for payroll processing fee.
Special Ed Services		-	-	-	-		-,230	
Titlement Services (i.e. Title I) Other Purchased / Professional / Consulting		18,750					18,750	Instructors dance, music,theater,visual arts, poetry,recording&production
TOTAL CONTRACTED SERVICES		18,750	-	-	-	16,500	35,250	
SCHOOL OPERATIONS Roard Evenesses						F 000	F 00-	Board Training(consultant providers, training)
Board Expenses Classroom / Teaching Supplies & Materials		10,000	-	-		5,000	10,000	Projected STEM materials/supplies
Special Ed Supplies & Materials Textbooks / Workbooks			2,500	-	-	-	2,500	Materials Instructional and Non Instructional (\$500 per special ed student) Approximately \$500 per student for textbooks/materials
Supplies & Materials other		25,000 10,000	-	-			10,000	Projected AVID program costs
Equipment / Furniture Telephone		28,000 3,600	-			-	28,000	classroom Smartboard Technology), Other instructional equipment (\$500 per Approximately \$300 per month
Technology		20,000	-	-	-	-	20,000	Student workstations Laptops, computers,tablets, software
		7,500	-	-	-	-	7,500	\$150 per student
Student Testing & Assessment		1 000					1 000	Annual budgeted amount
Student Testing & Assessment Field Trips Transportation (student)		1,000 30,000	-	-	-	-	30,000	Annual budgeted amount City bus tickets- 2 per student @2.75ea
Student Testing & Assessment Field Trips Transportation (student) Student Services - other		30,000 5,000	-			- - -	30,000 5,000 3,000	City bus tickets- 2 per student @2.75ea Student achievement, recognition, incentive, social high school events
Student Testing & Assessment Field Trips Transportation (student)		30,000	-	-	-	-	30,000 5,000 3,000	City bus tickets- 2 per student @2.75ea Student achievement, recognition, incentive, social high school events

School Meals / Lunch	-	-	-	-	-	-	L
Travel (Staff)	5,000	-	-	-	-	5,000	Staff travel to attend approved professional events
Fundraising	-	-	-	-	-	-	L
Authorizer Fee	16,509		-	-	-		2% Authorizer fee
TOTAL SCHOOL OPERATIONS	179,609	2,500	-	-	5,000	187,109	
FACILITY OPERATION & MAINTENANCE							
Insurance		-	-	-		-	
Janitorial		-	-	-	8,000	8,000	
Building and Land Rent / Lease		-	-	-	18,000	18,000	Approximately \$1500 monthly lease
Repairs & Maintenance	-	-	-	-	-	-	· · · · · · · · · · · · · · · · · · ·
Equipment / Furniture	12,000	-	-	-		12,000	\$3000/phone equipment \$4000
Security	,,,,,,	-	-	-		-	
Utilities	-	-	-	-	6,000	6,000	Approximately \$500 monthly lease
TOTAL FACILITY OPERATION & MAINTENANCE	12,000	-	-	-	32,000	44,000	
DEPRECIATION & AMORTIZATION	-	-	-	- 1	-	_	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	_	-	-	-	-		
TOTAL EXPENSES	764,930	31,250	-	-	53,500	849,680	
NET INCOME	60,520	(25,250)	-	-	(53,500)	24,320	
ENROLLMENT - *School Districts Are Linked To Above Entries*	REGULAR	SPECIAL					
Title 2 I I I I I I I I I I I I I I I I I I	EDUCATION	EDUCATION					
Milwaukee Wisc	45	5				50	
0						-	
0						-	
0						-	
TOTAL FRIDOLIMENT							
TOTAL ENROLLMENT	45	5			Į.	50	
REVENUE PER PUPIL	18,343				1	17,480	1
EXPENSES PER PUPIL	16,998	6,250	-		i i	16,994	
LAFLINGLO FLA FOFIL	1						



					PRO		Janus Libe ASH FLOW July 1, 20		AR ONE OF		ONS			
Total Revenue Total Expenses Net Income Cash Flow Adjustments		72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	72,833 70,806 2,027	874,000 849,680 24,320
Reginning Cash Balance Net Income		-	- - 2,027	2,027	- 2,027	-	2,027	2,027	2,027	- - 2,027	-	-	- - 2,027	24 224
Net Illcome		2,027 July	August	September	October	2,027 November	December	January	February	March	2,027 April	2,027 May	June	24,320 TOTAL
REVENUE REVENUES FROM STATE SOURCES Per Puoil Revenue							sh Flow Adju		ould equal t			n N) on tab		
Milwaukee	7,775	64,792	-	64,792	-	64,792	-	64,792	-	64,792	-	64,792	-	388,750
		-	-	-	-	-	-	-	-	-	-	-	-	
Special Education Revenue Grants				3,000		-,,,,,	-		-	-	-	-	-	6,00
Stimulus Other Other		-	-	-	-	-	- - -	-	- -	-	-	-	-	
TOTAL REVENUE FROM STATE SOURCES REVENUE FROM FEDERAL FUNDING IDEA Special Needs			-	3,000	-	3,000	-	-	-	-	-	-	-	394,750
Title I Title II Funding - Other School Food Service (Free Lunch)			3,700 450 3,798	3,700 450	3,700 450 3,798	3,700 450 3,798	3,700 450 3,798	3,700 450 3,798	3,700 450 3,798	3,700 450 3,798	3,700 450 3,798	3,700 450 3,798	-	37,000 4,50 37,980
Grants Charter School Program (CSP) Planning & Implementation Other		12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	12,500 10,416	150,000 125,000
Other TOTAL REVENUE FROM FEDERAL SOURCES		22,916	30,864	1,000 31,864	1,000 31,864	1,000 31,864	1,000 31,864	1,000 31,864	1,000 31,864	1,000 31,864	1,000 31,864	1,000 31,864	22,916	9,00
LOCAL and OTHER REVENUE Contributions and Donations, Fundraising		5,000		-		-	-	-	-	-	-	-	-	5,00
Erate Reimbursement Interest Income, Earnings on Investments, NYC-DYCD (Department of Youth and Community Developmt.)		-	-	-	-	-	-	-	-	-	-	-	-	
Food Service (Income from meals) Text Book OTHER		1,250	- - 1,250	1,250	- - 1,250	1,250	1,250	1,250	- - 1,250	1,250	- - 1,250	- - 1,250	- - 1,250	15,00
TOTAL REVENUE FROM LOCAL and OTHER SOURCES TOTAL REVENUE		6,250 29,166	1,250 32,114	1,250 36,114	1,250 33,114	1,250 36,114	1,250 33,114	1,250 33,114	1,250 33,114	1,250 33,114	1,250 33,114	1,250 33,114	1,250 24,166	20,00
		29,100	32,114	36,114	33,114	30,114	33,114	33,114	33,114	33,114	33,114	33,114	24,100	874,00
EXPENSES ADMINISTRATIVE STAFF PERSONNEL COSTS Principal	No. of Positions	6,666	6,666	6,666	6,666	6,666	6,666	6,666	6,666	6,666	6,666	6,666	6,666	80,00
Curriculum Generalist	1.00	5,916	5,916	5,916	5,916	5,916	5,916	5,916	5,916	5,916	5,916	5,916	5,916	71,00
Business/Office Manager	1.00	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,00
TOTAL ADMINISTRATIVE STAFF INSTRUCTIONAL PERSONNEL COSTS	3.00	16,332	16,332	16,332	16,332	16,332	16,332	16,332	16,332	16,332	16,332	16,332	16,332	196,00
Teachers - Regular Teachers - SPED Substitute Teachers	4.00 0.50	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	19,166 2,395	230,000 28,75
Teaching Assistants Specialty Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	
Aides Therapists & Counselors Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	4.50	21,561	21,561	21,561	21,561	21,561	21,561	21,561	21,561	21,561	21,561	21,561	21,561	258,75
NON-INSTRUCTIONAL PERSONNEL COSTS Nurse Librarian	-	-		-	-	-	-	-	-	-	-	-	-	
Custodian Security Other	-	-	-	-	-	-	-	-	-	-	-		-	
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-		-	-	-	-	-	-	

SUBTOTAL PERSONNEL SERVICE COSTS	7.50	37,893	37,893	37,893	37,893	37,893	37,893	37,893	37,893	37,893	37,893	37,893	37,893	454,750
PAYROLL TAXES AND BENEFITS	7.50	37,033	37,033	37,033	37,033	37,033	57,055	37,033	57,055	57,055	37,033	37,033	37,033	
Payroll Taxes	29,525	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	20,737
Fringe / Employee Benefits Retirement / Pension	50,000 4,429	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	6,600 1,036	95,392 12,442
	4,423													20,000
TOTAL PAYROLL TAXES AND BENEFITS		10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	128,571
TOTAL PERSONNEL SERVICE COSTS	7.50	48,607	48,607	48,607	48,607	48,607	48,607	48,607	48,607	48,607	48,607	48,607	48,607	583,321
CONTRACTED SERVICES Accounting / Audit				5,000	5,000									10,000
Legal		5,000		3,000	5,000			-	-	-	-	-	-	5,000
Management Company Fee Nurse Services		-	-	-		-	-	-	-	-	-		-	
Food Service / School Lunch		-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services Special Ed Services		1,500	-	-	-	-	-	-	-	-	-	-	-	1,500
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-	-	-	-	-	-	
Other Purchased / Professional / Consulting TOTAL CONTRACTED SERVICES		1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	18,750
		8,062	1,562	6,562	6,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	35,250
SCHOOL OPERATIONS Board Expenses		1,500	1,000	1,000	1,500			-	-	-		-		5,000
Classroom / Teaching Supplies & Materials		10,000			,				-	-	-	-	-	10,000
Special Ed Supplies & Materials Textbooks / Workbooks			1,500 25,000	1,000	-	-	-	1,000	500	-	-	-	-	2,500 25,000
Supplies & Materials other		5,000	5,000			-	-	-	-				-	10,000
Equipment / Furniture Telephone		10,000 300	10,000 300	8,000 300	300	300	300	300	300	300	300	300	300	28,000 3,600
Technology		300	10,000	1,000		300	-	-	-	-	-	-	-	20,000
Student Testing & Assessment Field Trips			5,000	1,500	1,000		-	-	-	-	-	-	-	7,500 1,000
Transportation (student)		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Student Services - other Office Expense		-	-	-		-	-	1,500	-	-	-	2,500 1,500	2,500	5,000 3,000
Staff Development			-	-	-	-	-	- 1,500	-	5,000	5,000	5,000		15,000
Staff Recruitment Student Recruitment / Marketing			-	-	-	-	-	-	-	-	-		-	-
School Meals / Lunch				-				-		-	-	-	-	
Travel (Staff) Fundraising				-	2,500	-	-		-	-	-	2,500	-	5,000
Other		-	16,509	-	-	-	-	-	-	-	-	-	-	16,509
TOTAL SCHOOL OPERATIONS		29,300	76,809	15,300	8,800	2,800	2,800	5,300	3,300	7,800	7,800	14,300	5,300	187,109
FACILITY OPERATION & MAINTENANCE														
Insurance Janitorial			-	800	800	800	800	800	800	800	800	800	800	8,000
Building and Land Rent / Lease		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Repairs & Maintenance Equipment / Furniture		5,000	5,000	2,000				-	-		-		-	12,000
Security		-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities TOTAL FACILITY OPERATION & MAINTENANCE		500	500	4,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	6,000 44,000
DEPRECIATION & AMORTIZATION			-	,,	-,	_,				_,		_,	_,	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES		85,969	126,978	75,269	66,769	55,769	55,769	58,269	56,269	60,769	60,769	67,269	58,269	849,680
NET INCOME		(56,803)	(94,864)	(39,155)	(33,655)	(19,655)	(22,655)	(25,155)	(23,155)	(27,655)	(27,655)	(34,155)	(34,103)	24,320
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	t	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Total Financing Activities			-	-		-	-	-	-	-		-	-	
Total Cash Flow Adjustments		-	-	-	- 1		- 1	-	-1	-	-1		-	
		(56,803)	(94,864)	(39,155)	(33,655)	(19,655)	(22,655)	(25,155)	(23,155)	(27,655)	(27,655)	(34,155)	(34,103)	24,320
NET INCOME														,520
Beginning Cash Balance		(56,000)		(20.455)	(22.655)	- (40.655)	(22.555)	(05.455)	(22.455)	(27.655)	(27.655)	(24.455)	(24.402)	-
ENDING CASH BALANCE		(56,803)	(94,864)	(39,155)	(33,655)	(19,655)	(22,655)	(25,155)	(23,155)	(27,655)	(27,655)	(34,155)	(34,103)	24,320

Janus Liberal Arts 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 Revenue 874,000 Total Expenses 849.980 890.120 1,029,020 1,115,935 981,900 Net Income (Before Cash Flow Adjustments) Actual Student Enrollment Total Paid Student Enrollment 24,320 50 125,780 100 20,173 100 50 75 100 100 100 2016 2017 2018 2019 *Year 1 should tie to Totals for Year 1 on Tabs 4 and 5 2020 REVENUE Per Pupil Revenue Percentage Increase REVENUES FROM STATE SOURCES 0.0% 0.0% 2.3% increase proposal years 2 & 3 Per Pupil Rever CY Per Pupil Rate 7,775 District of Location 816,300 816,300 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 828,300 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 IDEA Special Needs Title I Title Funding - Other School Food Service (Free Lunch) 37,000 9,000 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.) 5,000 Food Service (Income from meals) OTHER TOTAL REVENUE FROM LOCAL and OTHER SOURCES 20,000 874<u>,000</u> TOTAL REVENUE 856.825 1,117,300 1,117,300 967.300

VDENCEC							List exact titles included in the position category, if different from descript
KPENSES ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of						and staff FTE"s (Full time eqiuilivalent)
Principal Principal	1 1	80,000	81,000	82,000	83,000	84,000	''
Curriculum Generalist	1.00	71,000	72,000	73,000	74,000	74,900	
	-		-	-	- 1,000	,,,,,	
Business/Office Manager	1.00	45,000	46,000	47,000	48,000	48,900	
Administrative Staff	1.00	45,000	40,000	47,000	46,000	46,900	
TOTAL ADMINISTRATIVE STAFF	3.00	196,000	199,000	202,000	205,000	207,800	
INSTRUCTIONAL PERSONNEL COSTS	No. of						
Teachers - Regular	4	230,000	253,500	338,000	338,000	338,000	
Teachers - SPED	0.50	28,750	23,000	25,000	27,000	29,000	Based on the number of special ed students enrolled.
Substitute Teachers			-	-		-	
Teaching Assistants		-	-	-	-	-	1
Specialty Teachers			-	-	-	-	
Aides					-	-	
Therapists & Counselors	-	-	-	-	-	-	
Other TOTAL INSTRUCTIONAL	4.50	258,750	276,500	363,000	365,000	367,000	
		236,730	276,300	363,000	365,000	367,000	·
NON-INSTRUCTIONAL PERSONNEL COSTS Nurse	No. of			-	-		
Librarian	-		-	-			
Custodian	-	-		-			
Security							
Other		-	-	-	-		
TOTAL NON-INSTRUCTIONAL		-	-	-	-		
SUBTOTAL PERSONNEL SERVICE COSTS	7.50	454,750	475,500	565,000	570,000	574,800	
	7.50	151,750	475,500	303,000	370,000	377,000	
PAYROLL TAXES AND BENEFITS Payroll Taxes		20,737	14,400	14,900	15.300	15,700	
Fringe / Employee Benefits		95,392	45,320	46,860	135,300	49,500	0
Retirement / Pension		12,442	5,600	6,960	7,035	7,100	
realisment, render		20,000	5,000	0/300	7,055	7,100	
TOTAL PAYROLL TAXES AND BENEFITS		128,571	65,320	68,720	157,635	72,300	
TOTAL PERSONNEL SERVICE COSTS	7.50	554,571	540,820	633,720	727,635	647,100	
CONTRACTED SERVICES							
Accounting / Audit		10,000	17,000	17,000	17,000	17,000	1
Legal		5,000	5,000	5,000	5,000	5,000	1
Management Company Fee		-				-	1
Nurse Services		-	-	-	-	-	
Food Service / School Lunch		-	-	-	-	-	
Payroll Services		1,500	3,000	3,500	3,500	3,500	
Special Ed Services		-	-	-	-	-	
Titlement Services (i.e. Title I)		-	-	-	-	-	
Other Purchased / Professional / Consulting		18,750	15,000	15,000	15,000	15,000	Fine & Performing Arts Instructors
TOTAL CONTRACTED SERVICES	L	35,250	40,000	40,500	40,500	40,500	
SCHOOL OPERATIONS	_						
Board Expenses		5,000	5,000	5,000	5,000	5,000	
Classroom / Teaching Supplies & Materials		10,000	25,000	30,000	20,000	20,000	
Special Ed Supplies & Materials		2,500	3,500	5,000	5,000	5,000	
Textbooks / Workbooks		25,000	30,000	30,000	30,000	20,000	
Supplies & Materials other		10,000	20,000	40,000	30,000	20,000	
Equipment / Furniture		28,000	20,000	27,000	10,000	15,000	
Telephone		3,600	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	
Student Testing & Assessment Field Trips Transportation (student)		7,500 1,000 30,000	2,000 2,000 28,000	3,000 36,000	5,000 43,000	2,000 50,000	

Office Expense Staff Development Staff Recruitment						
Staff Recruitment	3,000	6,000	9,000	12,000	5,000	
	15,000	20,000	10,000	15,000	25,000	Curriculum Training
		10,000	10,000	10,000	10,000	
Student Recruitment / Marketing		10,000	10,000	10,000	5,000	
School Meals / Lunch	-	-	-	-	-	
Travel (Staff)	5,000	5,000	5,000	5,000	3,500	
Fundraising	-	-	-	-	-	
Authorizer Fee	16,509	10,000	10,000	10,000	10,000	AVID Curriculum
TOTAL SCHOOL OPERATIONS	187,109	237,500	286,000	279,000	233,500	
FACILITY OPERATION & MAINTENANCE						
Insurance		-	-	-		
Janitorial	8,000	4,800	4,800	4,800	4,800	
Building and Land Rent / Lease	18,000	18,000	18,000	18,000	18,000	
Repairs & Maintenance		10,000	10,000	10,000	10,000	
Equipment / Furniture	12,000	20,000	30,000	30,000	15,000	
Security		15,000	-	-	5,000	
Utilities	6,000	4,000	6,000	6,000	8,000	
TOTAL FACILITY OPERATION & MAINTENANCE	44,000	71,800	68,800	68,800	60,800	
DEPRECIATION & AMORTIZATION	-		-	-		
DISSOLUTION & AMONTIZATION DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-		-		
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-				-	
OTAL EXPENSES	849,680	890,120	1,029,020	1,115,935	981,900	
NET INCOME	24,320	(33,295)	88,280	1,365	(14,600)	
School District 3 (Enter Name) School District 4 (Enter Name)	-				-	
School District 5 (Enter Name) FOTAL ENROLLMENT	50	75	100	100	100	
		11,424	44.480			
DEVENUE DED DUDTI	17.480			11.173	9.673	
	17,480		11,173	11,173	9,673	
	17,480	11,424	10,290	11,173	9,673 9,819	
EXPENSES PER PUPIL						
XPENSES PER PUPIL						
XPENSES PER PUPIL ASH FLOW ADJUSTMENTS OPERATING ACTIVITIES			10,290			
XPENSES PER PUPIL ASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depredation	16,994	11,868		11,159		
XPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depredation Other	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depreciation Other Total Operating Activities	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depreciation Other Total Operating Activities NWESTMENT ACTIVITIES	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Deprecation Other Total Operating Activities INVESTMENT ACTIVITIES Example - Subtract Property and Equipment Expenditures	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depreciation Other Total Operating Activities NWESTMENT ACTIVITIES	16,994	11,868	10,290	11,159		
XPENSES PER PUPIL ASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depredation Other Total Operating Activities INVESTMENT ACTIVITIES Example - Subtract Property and Equipment Expenditures	16,994	11,868	10,290	11,159		
XPENSES PER PUPIL ASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Depreciation Other Total Operating Activities INVESTMENT ACTIVITIES Example - Subtract Property and Equipment Expenditures Other	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL EASH 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	16,994	11,868	10,290	11,159		
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	16,994	11,868		11,159		
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	16,994	11,868		11,159		
Example - Add Back Depreciation Other	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Deprecation 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	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Deprecation 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	16,994	11,868	10,290	11,159		
EXPENSES PER PUPIL CASH FLOW ADJUSTMENTS OPERATING ACTIVITIES Example - Add Back Deprecation 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	16,994	11,868	10,290	11,159	9,819	